



# Utah Board of Pardons and Parole

## 2023-2028 Strategic Plan

*includes 2024 progress and work plan*

2024

# A MESSAGE FROM THE CHAIR OF THE UTAH BOARD OF PARDONS AND PAROLE

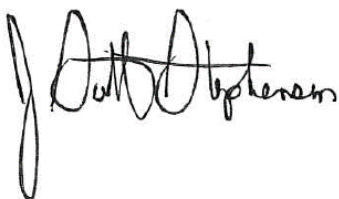
On behalf of the Board of Pardons and Parole (Board), I am pleased to present this update to our agency's strategic plan. The best strategic plans are living documents that spur agency progress and provide public transparency. This update demonstrates the Board's considerable work over the last year to protect public safety, improve services, and provide transparency. The primary updates consist of visual status updates to our strategic priorities followed by a detailed work-plan that includes revisions – as environmental conditions change – and additions – as our vision matures.

As the Board's newest member and chair, I learned quickly about the careful work of Board members and staff, a story of mission-focused work and attention to detail that remained largely untold. A careful reader will see the considerable, recent progress as kicking off a larger effort to strategically reposition the Board as a criminal justice system leader and partner.

In the last year, the Board has accomplished several significant milestones:

- The Board focused critical resources to assess customer experience (CX), resulting in multiple enhancements, including our pardons application, victim notification, website, and outreach communications.
- The Utah Legislature graciously funded a new executive-level position to direct public outreach and transparency. The position will sustain and expand the Board's efforts to improve relationships and public understanding of our work.
- The Board is "paperless," having completed a multi-year migration to electronic records. It transforms our access to data, enabling evaluation of our outcomes. It also revises workflows, reducing manual processes and expanding capacity.
- The Board and the Utah Department of Corrections have established an ethos of collaboration to ensure coordination of our mutual efforts. Recent leadership changes at both agencies provided a fresh start at revising our respective services. Further, the Board recognizes its central role in criminal justice policy with all our statewide partners.

I am proud of the Board's accomplishments over the last year. The year ahead should bring increased opportunities to enhance public safety in Utah.



J. Scott Stephenson

Chair, Utah Board of Pardons and Parole



# EXECUTIVE SUMMARY

The Utah Board of Pardons and Parole Strategic Plan serves many purposes, and the most important is to create a planned and incremental pathway to success as we embrace our role as criminal justice system leaders with an eye toward public safety and accountability. The Board appreciates the work of the 2022 Legislative Audit that provided guidance on areas of potential improvement and progress. The Board also extends gratitude to our staff who contributed to the development of this strategic plan and support the functions of the Board through dedicated public service.

This strategic plan is organized around critical focus areas resulting in four key strategic priorities of transparency, agility, innovation, and collaboration with the purpose of contributing to continual improvement in public safety outcomes.

To achieve these strategic priorities, we present goals with corresponding objectives, strategies, and time frames for implementation and measurement. In addition, each strategic priority includes specific benchmark performance measures that are designed to support continual improvement across all four strategic priorities. This framework supports agility and flexibility so we're improving and adapting to changes in law, policy, emerging leading practices, data trends, and the environment in which we work.

Throughout this strategic plan we recognize our challenges and embrace them, build from a solid foundation of strengths, and move toward a safer future for all Utahns.



## STRATEGIC PLAN BY THE NUMBERS

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# THE UTAH BOARD OF PARDONS AND PAROLE

The Utah Board of Pardons and Parole (“Board”) is established under Article VII, Section 12 of the Utah Constitution. The Board has authority to parole, remit fines, forfeitures and restitution orders, commute sentences, and grant pardons in all cases except treason and impeachment. The process and procedures of the Board can be found in the Utah Code Annotated in Title 77 Chapter 27 as well as Utah Administrative Code R671.

The Board is composed of five full-time members and up to five *pro tempore* members, all of whom are appointed by the Governor with the consent of the Utah State Senate. The Board’s work is supported by a professional staff who manage the essential functions of the Board. Some of these responsibilities include conducting hearings, providing information to victims, publishing Board decisions, coordinating with criminal justice partners, analyzing case information, and communicating with the public about Board operations.

The Utah Board of Pardons and Parole aspires to be a national leader among parole authorities, with processes that follow leading practices, research, and evidence. The Board’s work is guided by the National Parole Resource Center’s best practices targets, the National Institute of Justice, the Utah Sentencing Commission, and model practices used by other entities that advance public safety.

## WHAT WE DO

The Board has many responsibilities within the criminal justice system in Utah. One of the Board’s main functions is determining when, and under what conditions, those serving prison sentences may be paroled. The Board also handles parole violations and revocations, imposes and modifies conditions of parole, considers commutation and pardon requests, makes parole termination decisions, and addresses restitution. The decisions the Board makes must be fair, just, unbiased, and consistent with state and federal law.

Board decisions must protect public safety while safeguarding the rights of crime victims and individuals under the Board’s jurisdiction. The Board’s decision making is guided by the Utah Sentencing Commission’s Adult Sentencing, Release, & Supervision Guidelines and the indeterminate sentencing lengths outlined in state statute. The Board uses an evidence-based structured decision-making model (SDM) to ensure protection of public safety, transparency, and clarity in decisions.



## OUR GUIDING PHILOSOPHY

- **Public safety** is the primary objective of the Board. We achieve public safety through intentional, conscientious, and **evidence-based decision making** that considers the nature and circumstance of offenses, criminal history, conduct and progress in prison and on parole, risk assessments, re-entry plans, victim impact, and any other relevant factors. We promote sustained rehabilitation for individuals under our jurisdiction to enable them to safely reintegrate into society.
- The Board demonstrates the **highest professional and ethical standards** in making decisions about release, clemency, and pardons.
- The Board is **accountable** to the people of the state of Utah. Stakeholders include the public, local communities, victims and their representatives, and those who are under our jurisdiction, as well as our criminal justice system partners, including the Governor's Office, Utah State Legislature, and the Utah State Courts.
- The Board believes **outcomes** need to be measured and performance continually improved.
- The Board believes **fairness** is achieved through collaborative decision making and **comprehensive perspectives** among Board members.





# OUR MISSION, VISION, and VALUES

## Mission

The mission of the Board of Pardons and Parole is to protect public safety through informed and just decisions that consider victim input, the accountability of those under our jurisdiction, risk reduction, and rehabilitation.

## Vision

Keeping Utah safe through fair, evidence-based decision-making practices, and public transparency.



## Core Values

**Accountability** means we are responsible to hold each other accountable internally and embrace our role in public safety and support successful reintegration of people into community life in a way that is respectful of the needs of multiple stakeholders.

**Fairness** means we treat all people who engage with the Board, internally and externally, in a way that balances their unique circumstances with law, due process, and objectivity in decision making processes.

**Transparency** means our decisions are clear, consistent, and foster trust in the criminal justice system. Internally, we build trust with one another through discourse that is respectful and honest.

**Empathy** means Board members seek to understand the unique circumstances and experiences of people who interact with the Board. This includes people who are under our jurisdiction, victims, members of the public, and among ourselves.

**Openness** means recognizing and considering the experiences, perspectives, and insight of people of all backgrounds, both inside the Board of Pardons and Parole and among the stakeholders we serve.

**Leadership** means we embrace our role as criminal justice system leaders in Utah through relationship building, strategic partnership, and transparency with our stakeholders. Internally, we inspire servant leadership through intentional actions within and among Board members and staff.

# CHALLENGES AND OPPORTUNITIES

## **The Board faces several challenges, including some identified by audits conducted by the Utah Office of the Legislative Auditor General in 2016 and 2022:**

- The uniquely difficult nature of the Board's work means that not everyone will agree with every decision the Board makes. Board members understand and respect that reasonable minds can disagree. In this context, skillful communication and transparency are essential. The Board needs to better define and communicate its guiding philosophy and decision-making processes and ensure that its decisions are clear and understandable.
- Operational improvements – including streamlining workflow and improving data tracking and reporting capacity – require a clear and strong organizational structure. The Board needs a management plan and strategic plan to guide it. Updated policies and rules can help to assure consistency and adherence to best practices.
- The historical reliance on paper records has limited the tracking of meaningful performance measures and other quality assurance indicators. With its move to electronic data, the Board should establish high-quality performance metrics, assess its decisions for consistency, and ensure that it is meeting performance targets.
- The Board's decisions are often misunderstood because audiences may lack information about how the Board operates and makes its decisions. The Board needs to provide education and regular reporting so that others can understand what it is, what it stands for, and how it makes decisions.
- The perception of uneven workload issues, the change of work processes with the move to electronic records, and recent difficulties in maintaining consistent administrative leadership have combined to make the establishment of clear internal practices critical for organizational success. For organizational improvements to be successful, employees need avenues for input and participation, recognition of the key role of staff in agency change, and proper support and training.



## The Board has opportunities and strengths on which it can build:

- Staff at the Board overwhelmingly enjoy their jobs because they get a sense of meaning from their work and understand how what they do contributes to the Board's success. In addition, many Board members and staff have worked in other segments of the criminal justice system, giving them increased insight and understanding about the importance of their responsibilities at the Board.
- The Board's current move to electronic records and its expert guidance from staff members makes organizational improvements more likely to succeed with fewer unintended or unforeseen consequences.
- The Board has a new administrative director, with over 25 years of experience in Utah's justice system, to lead the agency forward.
- Board members work well together and function as a team, even as they bring diverse professional and personal perspectives to their work.



# OUR STRATEGIC PRIORITIES

In response to the challenges and opportunities identified through the recent audit and strategic planning process, Board members and staff collaboratively developed four main strategic priorities. As an agency, the Board of Pardons and Parole has a responsibility to promote and maintain public safety throughout the state of Utah. Consequently, public safety is the core of our four-point strategy to guide the Board into the future.

## Strategic Priority 1: Transparency

Promote transparency and clarity so all stakeholders and those affected by decisions of the Board understand what the Board does, how Board decisions are made, and how the Board is committed to ensuring a procedurally fair, open, and transparent process so everyone can understand how the Board makes decisions.

## Strategic Priority 2: Agility

Our organizational culture models agility, consistency, and high performance by providing proper support and training for all employees. This healthy work environment fosters teamwork, values comprehensive perspectives, and supports professional development that enhances our mission of public safety.

## Strategic Priority 3: Innovation

The skillful use of technology and other innovations achieves internal efficiency, accuracy, and expert decision-making to meet the needs of victims, people under Board jurisdiction, their respective families, and the public.

## Strategic Priority 4: Collaboration

Commitment to collaborative efforts to contribute to public safety through effective communication and data sharing among justice system partners and the use of meaningful performance measures and outcomes to advance continual improvement.

# Strategy for Success



The mission of the Board of Pardons and Parole is to protect public safety through informed and just decisions that consider victim input, the accountability of those under our jurisdiction, risk reduction, and rehabilitation.

Keeping Utah safe through fair, evidence-based decision-making practices, and public transparency.

Values: Accountability, Fairness, Transparency, Empathy, Openness, Leadership

Strategic Priority 1

Transparency

Strategic Priority 2

Agility

Strategic Priority 3

Innovation

Strategic Priority 4

Collaboration

Fairness Through Transparency

Outcomes That Support Continual Performance Improvement





Professional and Ethical Standards












## **Strategic Priority 1: Transparency**

**Promote transparency and clarity so all stakeholders and those affected by Board decisions understand what the Board does, how it makes decisions, and its commitment to procedurally fair, open, and transparent processes.**

Transparency Goals	Objectives	Strategies and Time Frames	Progress Updates
1.1 Ensure that stakeholders know who the Board is, what we stand for, and how we make decisions.	1.1.1 Engage in strategically planned outreach and public education regarding the purpose, function, and processes of the Board.	Gather participant feedback from outreach efforts to determine whether efforts met their needs and the degree to which it was informative.	
1.2 Provide clear, consistent information to stakeholder groups regarding hearings, Board processes, and opportunities for input.	1.2.1 Enhance resources for victims, individuals under Board jurisdiction and their families, and the public, including revisions to the website.	Complete the website redesign by Fiscal Year (FY) 2025 to include a feedback loop for site visitors to rate their perceptions of the quality of information and leave recommendations to improve clarity.	
	1.2.2 Provide public information that clarifies expectations for various stakeholder groups including victims, those under board jurisdiction, and their families about statutory requirements for Board decision making and processes so stakeholders know what to expect post-adjudication.	Beginning in FY 2025 seek and track feedback from stakeholders and examine the feedback quarterly to identify communication gaps and make improvements (modified in 2024 work plan).	
	1.2.3 Redesign the rationale sheets to ensure direct and clear communication and the provision of meaningful information to individuals under Board jurisdiction.	By FY 2025, begin collecting rationale sheet information electronically, and report aggregate outcomes publicly.	

				FY2026
Complete	Development	Underway	Ongoing	Future

Transparency Goals	Objectives	Strategies and Time Frames	Progress Updates
1.3 Provide accessible information about Board performance and outcomes to the public.	1.3.1 Compile and release an annual report of performance indicators to the public.	By FY 2024, compile and release a public annual report that outlines key performance measures of recidivism, time under Board jurisdiction, prison releases by category, parole revocations, alignment of Board decisions with the sentencing guidelines, and aggregate reasons for departure from the guidelines and make this information available on the website.	 
	1.3.2 Provide data reporting that is available on the website to include performance indicators and data that relates to Board decision making and processes.	By FY 2025, update the Board’s procedural and operational policies to ensure they encompass all parts of the guiding philosophy, including public safety, and make these policies available as applicable (modified in 2024 work plan).	



## Strategic Priority 1: Transparency

### Key Benchmark Performance Measures



Percentage of stakeholders indicating outreach efforts increased understanding of the Board.



Percentage of publicly available statutory measures.








Annual outcome measure of time under Board jurisdiction.














## **Strategic Priority 2: Agility**

**Our organizational culture models agility, consistency, and high performance by providing proper support and training for all employees. This healthy work environment fosters teamwork, values comprehensive perspectives, and supports professional development that enhances our mission of public safety.**

Agility Goals	Objectives	Strategies and Time Frames	Progress Updates
2.1 Ensure that Board members and hearing officers consistently use the Strategic Decision Making (SDM) model.	2.1.1 Hearing officers and Board members are trained and proficient in the use of the SDM.	By FY 2026, 90 percent of hearing officers and Board members are trained on the SDM and are proficient in utilizing the tool during SDM-designated hearing types.	
		By FY 2026, 80 percent or more of applicable hearings will use SDM.	
2.2 Create equitable workload distribution among staff.	2.2.1 Analyze staffing needs to support efficiency and equitable distribution of workload by key functional areas.	Conduct a staffing needs analysis by FY 2027 to assess staffing needs based on workflow and best practices for optimal staffing levels.	<b>FY2027</b>
		By FY 2027 develop an appropriations request, if necessary, to meet staffing needs.	<b>FY2027</b>
2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge.	2.3.1 Create a professional development strategy as part of annual performance planning for each staff member based on the nature of work and areas of interest.	By FY 2025, 90% of all staff and Board members will participate in training events on the topics of decision-making research and procedural justice.	
	2.3.2 Develop an agency “in-service” training strategy that focuses on organizational development and sustaining a healthy workplace. Include training on procedural justice and decision-making research for all employees.	By FY 2026, as part of annual performance planning, each staff member will submit goals related to professional development. Then, Board management will track successful completion of those goals and use that information to connect to appropriations requests for future years.	
	2.3.3 Support staff in their educational goals through flexible schedules and educational assistance where possible.	By FY 2026, create a supervisor development education series, with core modules and specialized training by supervisor type.	
		By FY 2027, revise and implement a new employee training for onboarding.	<b>FY2027</b>

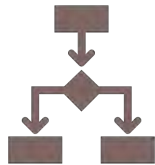


Agility Goals	Objectives	Strategies and Time Frames	Progress Updates
2.4 Make strategic investment in resources that support decision making that is fair and consistent.	2.4.1 Determine resource and/or subscription services that provide the Board with authoritative information about best practices, legal resources, and other information related to parole and pardon processes.	By FY 2025, the Board will assess the benefits and cost of subscription services and resources that support hearing decisions based on current law, statute, and best practices.	 
	2.4.2 Provide Board members and hearing officers with resources that improve the efficacy, legitimacy, and fairness of decision making, including sustained membership in national associations and conference participation.	Create opportunities for conference participation and enrollment in national associations as applicable.	 
2.5 Foster a healthy work environment, including appropriate training and support, for staff and Board members.	2.5.1 Provide professional development with a focus on respectful communication with the many populations of stakeholders and groups served by the Board.	By FY 2026, the revised new staff onboarding education will include components on respectful communication and employee wellness.	
	2.5.2 Provide training on mental health resources, and information on recognizing and addressing secondary trauma and burnout.	Implement an at least yearly and rotating in-service training offering.	 

				FY2026
Complete	Development	Underway	Ongoing	Future

## Strategic Priority 2: Agility

### Key Benchmark Performance Measures



Percentage of hearing officers and Board members who are trained on SDM.



Percentage of applicable hearings using SDM.










Percentage of staff trained on the topics of decision-making research and procedural justice.













## **Strategic Priority 3: Innovation**

**The skillful use of technology and other innovations achieves internal efficiency, accuracy, and expert decision-making to meet the needs of victims, individuals under Board jurisdiction, their respective families, and the public.**



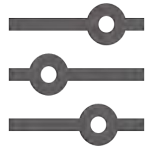
Innovation Goals	Objectives	Strategies and Time Frames	Progress Updates
3.1 Use technology to improve Board functionality, transparency, and processes.	3.1.1 Continue to work with the Division of Technology Services to implement the O-Track electronic records system and execute additional modules and improvements as necessary.	<p>By 2024, complete the current electronic record system project.</p> <p>By FY 2027, assess efficacy and use of electronic systems, and plan for modifications on an annual basis, and appropriations requests as needed.</p> <p>By FY 2028, evaluate the need for a new pardon data system or improvements to the existing system; submit an appropriations request as needed.</p> <p>Annually assess the need for technological improvements and enhanced data sharing. Develop appropriations requests as needed.</p>	   
3.2 Streamline operations to improve internal consistency and effectiveness.	3.2.1 Assess administrative rules, policies, and procedures to promote efficiency improvements and alignment with national leading practices that are appropriate for the state of Utah.	<p>By the end of 2023, conduct an assessment of administrative rules, policies, and procedures to integrate leading practices and efficiency improvements.</p> <p>By the end of 2023, create a three-phase, annual investment and work strategy to align administrative functions of the Board with outcomes that promote incremental improvement and success outcomes.</p> <ul style="list-style-type: none"> <li>● By FY 2025, complete Phase 1 of plan.</li> <li>● By FY 2026, complete Phase 2 of plan.</li> <li>● By FY 2027, complete Phase 3 of plan.</li> </ul> <p>Throughout the rule and policy review, consider bringing potential requests for statutory changes to the Utah Legislature.</p>	  

Innovation Goals	Objectives	Strategies and Time Frames	Progress Updates
3.3 Use data to inform and improve Board processes.	3.3.1 Identify and use data metrics to guide system improvement and provide key performance indicators.	By FY 2024, analyze and measure recidivism rates, parole revocation rates and parole releases annually.	 
		By FY 2026, analyze the consistency of Board decisions with guidelines and use the results to inform system approaches.	 
		Periodically assess organizational performance goals to improve effectiveness and workload distribution so as to remain agile and responsive to changing conditions.	<b>FY2026</b>
		Develop benchmarks for key performance indicators as appropriate.	
3.4 Ensure clarity of operations and internal management integrity.	3.4.1 Create and formalize an improved management plan that outlines relationships between the Board, leadership, and staff.	By FY 2026, draft an adaptive management plan through an all staff and board member process that provides future insight on strengths, weaknesses, opportunities, and threats (SWOT).	
		By FY 2027, finalize the management plan and formalize it in administrative rule.	<b>FY2027</b>

				<b>FY2026</b>
Complete	Development	Underway	Ongoing	Future

## Strategic Priority 3: Innovation

### Key Benchmark Performance Measures



Annual outcome measure of Board decisions aligned with sentencing guidelines and aggregate reasons for departure.



Annual outcome measure of recidivism






Annual measure of prison releases by category.














## **Strategic Priority 4: Collaboration**

**Commitment to collaborative efforts to contribute to public safety through effective communication and data sharing among justice system partners and the use of meaningful performance measures and outcomes to advance continual improvement.**

Collaboration Goals	Objectives	Strategies and Time Frames	Progress Updates
4.1 Assist in the coordination of legal representation resources for parole violation hearings.	<p>4.1.1 Advocate for quality legal representation at parole violation hearings (prosecution and defense) while maintaining the Board’s role as a neutral decision-making body.</p> <p>4.1.2 Coordinate the defense counsel contract for parole violation hearings.</p>	<p>Provide training and educational opportunities to legal counsel to support quality parole violation representation.</p> <p>Regularly evaluate whether the defense counsel contract capacity aligns with necessary levels and develop appropriation requests as needed.</p>	<p><b>FY2026</b></p> 
4.2 Use information and data sharing to enhance public safety and support informed decisions. .	4.2.1 Support and promote real time information and data sharing and data collaboration with criminal justice stakeholders to enhance public safety.	<p>Continue real-time sharing of information and data between the Department of Corrections and the Board for individuals under Board jurisdiction.</p> <p>Promote the continued integration of the Department of Corrections and Board data systems (<a href="#">modified in 2024 work plan</a>).</p> <p>Explore information and data sharing and communication opportunities with the Utah State Courts, and other criminal justice partners as applicable.</p>	 <p><b>FY2026</b></p> 
4.3 Explore potential ways to enhance communication with victims.	<p>4.3.1 Enhance pathways for victims to communicate with the Board that rely on best practices.</p> <p>4.3.2 Enhance pathways for the Board to notify and communicate with victims that rely on best practices.</p>	Continue to engage with victims and victim advocates about ways to communicate that employ best practices and provide access to participation in the hearing process.	<p><b>FY2026</b></p>

Collaboration Goals	Objectives	Strategies and Time Frames	Progress Updates
4.4 Coordinate with stakeholders to improve long term criminal justice outcomes.	4.4.1 Develop strategies to improve communication with the Utah Department of Corrections and other criminal justice stakeholders.	By FY 2025, measure and analyze parole releases and factors related to parole returns.	 
	4.4.2 Strengthen relationships with justice system partners that support cross-system improvements while maintaining the Board's position as a neutral decision-making entity.	By FY 2025, examine data related to parole violation returns and explore ways to improve in collaboration with the Utah Department of Corrections and criminal justice stakeholders.	 
	4.4.3 Collaborate with the criminal justice system stakeholders on evaluating and addressing parole violation returns.	By FY 2026, develop collaborative processes to share information between the Board and the Department of Corrections about challenges, successes, and opportunities for improvement.	

 <small>COMPLETED</small>	 <small>CONSIDERATION FROM THE PROJECT</small>	 <small>CONSIDERATION FROM THE PROJECT</small>	 <small>CONSIDERATION FROM THE PROJECT</small>	<b>FY2026</b>
Complete	Development	Underway	Ongoing	Future

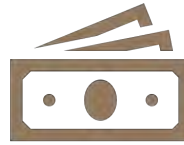


## Strategic Priority 4: Collaboration

### Key Benchmark Performance Measures



**Annual outcome measure of successful completion rates and parole revocation rates.**



**Annual measure of defense contract capacity and defense contract need.**

## WORKPLANS – 2024

This workplan reproduces goals and objectives from the original strategic plan with added information, including projected budgetary needs and performance measures. Modifications and new entries are noted in italics. Goals that are fully complete have been removed but may be found in the original strategic plan above.

### Strategic Goal #1: Transparency

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>1.1 Ensure that stakeholders know who the Board is, what we stand for, and how we make decisions</b>	1.1.1 Engage in strategically planned outreach and public education regarding the purpose, function, and processes of the Board	Director	Gather participant feedback from outreach efforts to determine whether efforts met their needs and the degree to which it was informative	Ongoing	Development	Percentage of stakeholders indicating outreach efforts increased understanding of the Board	Existing resources	1. Purchase survey software 2. write survey 3. distribute survey to outreach recipients 4. resurvey yearly
<b>1.2 Provide clear, consistent information to stakeholder groups regarding hearings, Board processes, and opportunities for input</b>	1.2.1 Enhance resources for victims, individuals under Board jurisdiction and their families, and the public, including revisions to the website	Website Subject Matter Expert	Complete the website redesign by Fiscal Year (FY) 2025 to include a feedback loop for site visitors to rate their perceptions of the quality of information and leave recommendations to improve clarity	FY 2025	Underway	Percentage of stakeholders indicating outreach efforts increased understanding of the Board	1. Existing resources 2. DTS Website Development Resources 3. DTS API Development Resources 4. Project Management Resources 5. CX Participation	1. Content update 2. Search engine development 3. DTS UX assessment 4. API development 5. Deploy and monitor, adjusting based on CX feedback
<b>1.2 Provide clear, consistent information to stakeholder groups regarding hearings, Board processes,</b>	1.2.2 Provide public information that clarifies expectations for various stakeholder groups including victims, those under board jurisdiction, and	Director	Beginning in FY 2025 seek and track feedback from stakeholders and examine the feedback at least annually to identify communication gaps and make improvements	Ongoing	Development	Percentage of stakeholders indicating outreach efforts increased understanding of the Board	Existing resources	1. Purchase survey software; 2. write survey 3. distribute survey to outreach recipients 4. resurvey yearly

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>and opportunities for input</b>	their families about statutory requirements for Board decision making and processes so stakeholders know what to expect post adjudication							5. analyze results and modify efforts as needed.
<b>1.2 Provide clear, consistent information to stakeholder groups regarding hearings, Board processes, and opportunities for input</b>	1.2.3 Redesign the rationale sheets to ensure direct and clear communication and the provision of meaningful information to individuals under Board jurisdiction	Research Consultant	By FY 2025, begin collecting rationale sheet information electronically, and report aggregate outcomes publicly	Development Phase Completed FY 2024, Ongoing Monitoring Annually	Completed/Ongoing	Percentage of publicly available statutory measures	Existing resources	1. Development of the electronic system to track information has been completed 2. Ongoing analysis will occur annually and will require existing resources
<b>1.3 Provide accessible information about Board performance and outcomes to the public</b>	1.3.1 Compile and release an annual report of performance indicators to the public	Research Consultant	By FY 2024, compile and release a public annual report that outlines key performance measures of recidivism, time under Board jurisdiction, prison releases by category, parole revocations, alignment of Board decisions with the sentencing guidelines, and aggregate reasons for departure from the guidelines and make this	Initial Phase Completed FY 2024, Ongoing Monitoring Annually	Completed/Ongoing	Percentage of publicly available statutory measures	Existing resources	1. Development of the initial report has been completed 2. Ongoing analysis will occur annually and will require existing resources



Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
			information available on the website					
<b>1.3 Provide accessible information about Board performance and outcomes to the public</b>	1.3.2 Provide data reporting that is available on the website to include performance indicators and data that relates to Board decision making and processes	Director	Update the Board's procedural and operational policies to ensure they encompass all parts of the guiding philosophy, including public safety, and make these policies available as applicable, using the timeframes, resources, and internal target measures outlined in 3.2.1	FY 2025 initial updates/ Ongoing 3-year cycle	Ongoing	Annual outcome measure of time under Board jurisdiction	Existing resources	<ol style="list-style-type: none"> <li>1. Review existing policies to identify a structure to review all policies within a 3- year period</li> <li>2. Update policies and create new policies to meet existing needs</li> <li>3. Meet regularly with policy committee and routinely forward revised policies to Board for consideration</li> </ol>

## Strategic Goal #2: Agility

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>2.1 Ensure that Board members and hearing officers consistently use the Strategic Decision Making (SDM) model</b>	2.1.1 Hearing officers and Board members are trained and proficient in the use of the SDM	Director/ SME	By FY 2026, 80 percent or more of applicable hearings will use SDM	FY 2026	Underway	Percentage of applicable hearings using SDM	Existing resources	<ol style="list-style-type: none"> <li>1. Convert to electronic records for voting</li> <li>2. Train all hearing officials</li> <li>3. Begin rating system for all domains</li> <li>4. Explain rating system to all hearing types</li> </ol>
<b>2.1 Ensure that Board members and hearing</b>	2.1.1 Hearing officers and Board members are trained and	Director/ SME	By FY 2026, 90 percent of hearing officers and Board members are trained on the	FY 2026	Underway	Percentage of applicable hearings using SDM	Existing resources	<ol style="list-style-type: none"> <li>1. Convert to electronic records for voting</li> <li>2. Train all hearing officials</li> </ol>

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>officers consistently use the Strategic Decision Making (SDM) model</b>	proficient in the use of the SDM		SDM and are proficient in utilizing the tool during SDM-designated hearing types					
<b>2.2 Create equitable workload distribution among staff</b>	2.2.1 Analyze staffing needs to support efficiency and equitable distribution of workload by key functional areas	Director	Conduct a staffing needs analysis by FY 2027 to assess staffing needs based on workflow and best practices for optimal staffing levels	FY 2027	Future	Percentage of hearing officers and Board members who are trained on SDM	1. Existing resources 2. Potential technical assistance or external contract	1. Revise processes to adjust for Smart Scheduling 2. Identify staffing revisions based on process changes and turnover 3. Plan formal assessment for implementation on or before FY2027
<b>2.2 Create equitable workload distribution among staff</b>	2.2.1 Analyze staffing needs to support efficiency and equitable distribution of workload by key functional areas	Director	By FY 2027 develop an appropriations request, if necessary, to meet staffing needs	FY 2027	Future	Percentage of applicable hearings using SDM	1. Existing resources 2. Potential legislative funding request	Based on workload, the formal assessment in 2.2.0, and/or the management plan in 3.1.4, develop an appropriations request
<b>2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge</b>	2.3.1 Create a professional development strategy as part of annual performance planning for each staff member based on the nature of work and areas of interest	Team Managers	By FY 2026, as part of annual performance planning, each staff member will submit goals related to professional development. Then, Board management will track successful completion of those goals and use that information to connect to appropriations requests for future years	Initial phase completed in 2024/ Recurring in future years	Completed/ Ongoing	Percentage of hearing officers and Board members who are trained on SDM	Existing Resources	Annual percentage of staff selecting a personalized professional development goal

<b>Goal</b>	<b>Objective</b>	<b>Champion</b>	<b>Strategy &amp; Timeframe</b>	<b>Timeline</b>	<b>Status</b>	<b>Benchmark Performance Measures</b>	<b>Resources Needed</b>	<b>Internal Target Measures</b>
<b>2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge</b>	2.3.1 Create a professional development strategy as part of annual performance planning for each staff member based on the nature of work and areas of interest	Director	By FY 2025, 90% of all staff and Board members will participate in training events on the topics of decision-making research and procedural justice	FY 2025	Underway	Percentage of staff trained on the topics of decision-making research and procedural justice	Existing resources	1. Retain procedural justice trainer, using existing funding 2. Schedule and hold 2-part training 3. Schedule decision-making research training
<b>2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge</b>	2.3.2 Develop an agency “in-service” training strategy that focuses on organizational development and sustaining a healthy workplace. Include training on procedural justice and decision-making research for all employees	Director	By FY 2026, create a supervisor development education series, with core modules and specialized training by supervisor type	FY 2026	Development Phase	Percentage of hearing officers and Board members who are trained on SDM	1. Existing Resources 2. Technical Assistance on Development of Training Courses 3. DHRM guidance and input	1. Pre-FY2026 provide initial trainings for supervisors to develop understanding of needed content for series 2. Contract with technical assistance to program courses. 3. Implement with supervisors
<b>2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and</b>	2.3.3 Support staff in their educational goals through flexible schedules and educational assistance where possible	Director	By FY 2027, revise and implement a new employee training for onboarding	FY 2027	Future	Percentage of hearing officers and Board members who are trained on SDM	Existing resources	

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>build their skill and knowledge</b>								
<b>2.4 Make strategic investment in resources that support decision making that is fair and consistent</b>	2.4.1 Determine resource and/or subscription services that provide the Board with authoritative information about best practices, legal resources, and other information related to parole and pardon processes	Director	By FY 2025, the Board will assess the benefits and cost of subscription services and resources that support hearing decisions based on current law, statute, and best practices	Initial Phase Completed in FY 2024/ Ongoing Follow up	Completed/ Ongoing		1. Existing resources 2. Cost of Subscriptions and related resources 3. Potential legislative request if expense is significant and ongoing	1. Identify new needs on an annual basis 2. Identify whether funding request may be necessary or existing resources (including nonlapsing funds) might be used
<b>2.4 Make strategic investment in resources that support decision making that is fair and consistent</b>	2.4.2 Provide Board members and hearing officers with resources that improve the efficacy, legitimacy, and fairness of decision making, including sustained membership in national associations and conference participation	Managers	Create opportunities for conference participation and enrollment in national associations as applicable	Initial Phase Completed in FY 2024/ Ongoing Follow up	Completed/ Ongoing	Percentage of hearing officers and Board members who are trained on SDM	1. Existing resources 2. Technical Assistance 3. Professional Trainings & Conferences	1. Create expectations for knowledge transfer among staff 2. Set aside adequate budget for staff participation



Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>2.4 Make strategic investment in resources that support decision making that is fair, equitable, and consistent</b>	2.4.3 Analyze, determine, and request sufficient staffing levels to support effective decision-making processes	Director	By the end of FY 2024, research and analyze board member workload and staffing levels to determine if funding requests and additional resources are needed		Development Phase		1. Existing resources for analysis 2. Potential legislative funding request	1. Complete a research analysis 2. Provide research to management to determine if additional resources are needed 3. Develop a building block request if needed
<b>2.5 Foster a healthy work environment, including appropriate training and support, for staff and Board members</b>	2.5.1 Provide professional development with a focus on respectful communication with the many populations of stakeholders and groups served by the Board	Director	By FY 2026, the revised new staff onboarding education will include components on respectful communication and employee wellness	FY 2026	Underway	Percentage of staff trained on the topics of decision-making research and procedural justice	1. Existing resources 2. Technical Assistance on Development of Training Courses	1. Pre-FY2026 provide initial trainings for staff to develop basic understanding of necessary resources to make a staff onboarding education series 2. Contract with technical assistance to make courses 3. Program and implement with all new staff
<b>2.5 Foster a healthy work environment, including appropriate training and support, for staff and Board members</b>	2.5.2 Provide training on mental health resources, and information on recognizing and addressing secondary trauma and burnout	Director	Implement an at least yearly and rotating in-service training offering	Initial phase completed in 2024/ Recurring in future years	Completed/ Ongoing	Percentage of hearing officers and Board members who are trained on SDM	1. Existing resources 2. Technical Assistance from Subject Matter Experts	Identify in-service training opportunities for staff groupings or full staff events

## Strategic Goal #3: Innovation

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>3.1 Use technology to improve Board functionality, transparency, and processes</b>	3.1.1 Continue to work with the Division of Technology Services to implement the O-Track electronic records system and execute additional modules and improvements as necessary	Director/ Research Consultant	By FY 2027, assess efficacy and use of electronic systems, and plan for modifications on an annual basis, and appropriations requests as needed	FY 2027	Ongoing	Percent of victims with increased access to Board notifications	1. Existing resources 2. Potential legislative funding request for electronic systems	1. Identify areas for improvement (e.g., pardons, victim notification, website) 2. State needs and secure implementation with DTS 3. Monitor new systems for improvement opportunities 4. Expand modernization efforts to other work processes
<b>3.1 Use technology to improve Board functionality, transparency, and processes</b>	3.1.1 Continue to work with the Division of Technology Services to implement the O-Track electronic records system and execute additional modules and improvements as necessary	Director/ Research Consultant	By FY 2028, evaluate the need for a new pardon data system or improvements to the existing system; submit an appropriations request as needed	FY 2028	Ongoing		1. Existing resources 2. Potential legislative funding request for upgrades	1. Sufficient existing funds found for initial development 2. Launch MyPATH on or before June 30, 2024. 3. Track and analyze usage for continuous improvement 4. Present improvements as needed, proposing new funding requests if necessary
<b>3.1 Use technology to improve Board functionality,</b>	3.1.1 Continue to work with the Division of Technology Services	Director/ Research Consultant	Annually assess the need for technological improvements and enhanced data sharing.	FY 2027	Ongoing	Annual outcome measure of recidivism	1. Existing resources 2. Potential legislative	1. Design and build Phase 2 of BOPP - Courts "information superhighway" by June 30, 2024

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>transparency, and processes</b>	to implement the O-Track electronic records system and execute additional modules and improvements as necessary		Develop appropriations requests as needed				funding request for upgrades	2. Test and identify improvements 3. Design Phase 3 4. Identify other opportunities to modernize OTrack 5. Identify needed legislative requests for modular modernization projects 6. Collaborate with UDC on RFI efforts
<b>3.2 Streamline operations to improve internal consistency and effectiveness</b>	3.2.1 Assess administrative rules, policies, and procedures to promote efficiency improvements and alignment with national leading practices that are appropriate for the state of Utah	Director	By the end of 2023, create a three-phase, annual investment and work strategy to align administrative functions of the Board with outcomes that promote incremental improvement and success outcomes - By FY 2025, complete Phase 1 of plan - By FY 2026, complete Phase 2 of plan - By FY 2027, complete Phase 3 of plan	2023/ Ongoing	Ongoing	Annual outcome measure of Board decisions aligned with sentencing guidelines and aggregate reasons for departure	Existing resources	1. Implement FY 2025 plan 2. Hold regular policy committee and rules committee meetings 3. Seek feedback from Board for amendments 4. File administrative rule changes 5. Hold public meeting to receive comment on rule amendments
<b>3.2 Streamline operations to improve internal</b>	3.2.1 Assess administrative rules, policies, and	Director	Throughout the rule and policy review, consider bringing potential requests for	2023/ Ongoing	Ongoing	Annual outcome measure of recidivism	1. Existing resources 2. Potential	1. Review and identify statutory changes to Board process through a range of

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
<b>consistency and effectiveness</b>	procedures to promote efficiency improvements and alignment with national leading practices that are appropriate for the state of Utah		statutory changes to the Utah Legislature				legislative funding request	Board office meetings (e.g., Executive, Management, Policy, Rules, Outreach) 2. Work with GOPB, legislators and other criminal justice stakeholders on changes, including any funding requests
<b>3.3 Use data to inform and improve Board processes</b>	3.3.1 Identify and use data metrics to guide system improvement and provide key performance indicators	Research Consultant	By FY 2024, analyze and measure recidivism rates, parole revocation rates and parole releases annually	2024	Completed/ Ongoing	Annual measure of prison releases by category	Existing resources	
<b>3.3 Use data to inform and improve Board processes</b>	3.3.1 Identify and use data metrics to guide system improvement and provide key performance indicators	Research Consultant	By FY 2026, analyze the consistency of Board decisions with guidelines and use the results to inform system approaches	2026	Completed/ Ongoing	Annual outcome measure of Board decisions aligned with sentencing guidelines and aggregate reasons for departure.	Existing resources	1. Establish an inter-rater reliability study scope of work 2. Hire a contractor to lead the study 3. Assess results and create recommendations for improvements 4. Implement recommendations
<b>3.3 Use data to inform and improve Board processes</b>	3.3.1 Identify and use data metrics to guide system improvement and provide key	Director	Periodically assess organizational performance goals to improve effectiveness and workload distribution so as	Ongoing	Future	Annual outcome measure of recidivism	1. Existing resources 2. Potential legislative	1. Develop ongoing performance goals and associated measurements 2. Develop tracking mechanism, including



Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
	performance indicators		to remain agile and responsive to changing conditions				funding request	internal audit process 3. Implement tracking including staffing changes as necessary to implement
<b>3.4 Ensure clarity of operations and internal management integrity</b>	3.4.1 Create and formalize an improved management plan that outlines relationships between the Board, leadership, and staff	Director	By FY 2026, finalize the management plan and formalize it in administrative rule	FY 2027	Future		Existing resources	
<b>3.4 Ensure clarity of operations and internal management integrity</b>	3.4.1 Create and formalize an improved management plan that outlines relationships between the Board, leadership, and staff	Director	By FY 2026, draft an adaptive management plan through an all staff and board member process that provides future insight on strengths, weaknesses, opportunities, and threats (SWOT)	FY 2026	Underway		Existing resources	1. Allow new chair to adjust to position 2. Leadership level discussions and initial plan draft 3. Staff-wide discussions and input 4. Outline adoption plan

## Strategic Goal #4: Collaboration

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
<b>4.1 Assist in the coordination of legal representation resources for parole violation hearings</b>	4.1.1 Advocate for quality legal representation at parole violation hearings (prosecution and defense) while maintaining the	Director	Provide training and educational opportunities to legal counsel to support quality parole violation representation	Ongoing	Future	Annual measure of defense contract capacity and defense contract need	Existing resources	1. Identify training opportunities with legal entities (e.g., IDC, Bar sections and divisions, Prosecution Council, PV

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
	Board's role as a neutral decision-making body							counsel) 2. Coordinate and offer training with other entities
<b>4.1 Assist in the coordination of legal representation resources for parole violation hearings</b>	4.1.2 Coordinate the defense counsel contract for parole violation hearings	Director	Regularly evaluate whether the defense counsel contract capacity aligns with necessary levels and develop appropriation requests as needed	Ongoing	Underway	Annual measure of defense contract capacity and defense contract need	Existing resources	1. Analyze contract usage and needs 2. Create scope of work to renew contract with vendor 3. Complete procurement process 4. Award five-year contract on or before July 31, 2024
<b>4.2 Use information and data sharing to enhance public safety and support informed decisions</b>	4.2.1 Support and promote real time information and data sharing and data collaboration with criminal justice stakeholders to enhance public safety	Director/ Research Consultant	<i>Promote the continued collaboration between the Department of Corrections and Board data systems</i>	Ongoing	Future		1. Funding and resources for data systems, web services, and APIs 2. Potential legislative funding request for development and integration	
<b>4.2 Use information and data sharing to enhance public safety and support informed decisions</b>	4.2.1 Support and promote real time information and data sharing and data collaboration with criminal justice stakeholders to enhance public safety	Director/ Research Consultant	Continue real-time sharing of information and data between the Department of Corrections and the Board for individuals under Board jurisdiction	Ongoing	Ongoing	Annual outcome measure of recidivism	1. Funding and resources for data systems, web services, and APIs 2. Potential legislative funding request for development and integration	

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
<b>4.2 Use information and data sharing to enhance public safety and support informed decisions</b>	4.2.1 Support and promote real time information and data sharing and data collaboration with criminal justice stakeholders to enhance public safety	Director/ Research Consultant	Explore information and data sharing and communication opportunities with the Utah State Courts, and other criminal justice partners as applicable	Ongoing	Ongoing		1. Funding and resources for data systems, web services, and APIs 2. Potential legislative funding request for development and integration	1. Complete phase 2 of the BOPP - Courts "information superhighway" by June 30, 2024 2. Implement and identify modifications for improvements 3. Collaborate with the Utah State Courts to design phase 3 4. Collaborate with restitution partners to build phase 2 of the Board's victim notification software 5. Collaborate with victim advocates statewide to identify opportunities for the Board's victim notification platform 6. Educate victim advocates about the new victim notification platform and effective interactions with the Board
<b>4.3 Explore potential ways to enhance communication with victims</b>	4.3.1 Enhance pathways for victims to communicate with the Board that rely on best practices & 4.3.2 Enhance pathways for the Board to notify and communicate	Director/ Victim Coordinator	Continue to engage with victims and victim advocates about ways to communicate that employ best practices and provide access to participation in the hearing process	Ongoing	Future	Percent of victims with increased access to Board notifications	Potential legislative funding request for applications and processes that support victims	1. Attend Victim Council and Victim Commission meetings regularly 2. Rotating leadership and staff members will attend the annual victim conference and other

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
	with victims that rely on best practices							training opportunities regularly 3. Outreach to victim advocates to provide information, dispel myths, and establish communication lines 4. Listen and evaluate suggestions for future improvements 5. Develop funding requests as necessary to meet identified needs
<b>4.4 Coordinate with stakeholders to improve long term criminal justice outcomes</b>	4.4.1 Develop strategies to improve communication with the Utah Department of Corrections and other criminal justice stakeholders	Research Consultant	By FY 2025, measure and analyze parole releases and factors related to parole returns	Initial Phase Completed FY 2024, Ongoing Monitoring Annually	Completed/Ongoing	Annual outcome measure of successful completion rates and parole revocation rates	Existing resources	1. Annually complete an assessment for reasons for parole violation returns 2. Discuss trends and impacts with management
<b>4.4 Coordinate with stakeholders to improve long term criminal justice outcomes</b>	4.4.2 Strengthen relationships with justice system partners that support cross-system improvements while maintaining the Board's position as a neutral decision-making entity	Director/ Research Consultant	By FY 2025, examine data related to parole violation returns and explore ways to improve in collaboration with the Utah Department of Corrections and criminal justice stakeholders	Initial Phase Completed FY 2024, Ongoing Monitoring Annually	Completed/Ongoing	Annual outcome measure of successful completion rates and parole revocation rates	1. Existing resources 2. Funding and resources for applications, staff, and processes that improve PV returns 3. Potential legislative funding request if Board role is a lead agency for collaborative efforts	1. Create data accessibility 2. Share data assessment with other criminal justice stakeholders 3. Work with BJA and CEEP on technical assistance grant to review parole conditions 4. Through collaboration with other stakeholders, identify improvements and



Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
<b>4.4 Coordinate with stakeholders to improve long term criminal justice outcomes</b>	4.4.3 Collaborate with the criminal justice system stakeholders on evaluating and addressing parole violation returns	Director	By FY 2026, develop collaborative processes to share information between the Board and the Department of Corrections about challenges, successes, and opportunities for improvement	FY 2026	Ongoing		Existing resources	<p>implement changes or pilot programs</p> <ol style="list-style-type: none"> <li>1. Continue monthly meetings with UDC Reentry and Rehabilitation division</li> <li>2. Continue annual meetings with AP&amp;P regional offices</li> <li>3. Continue in-service presentations to UDC case managers, clinical staff, and other UDC groups</li> <li>4. Continue collaborative and sharing meetings with other UDC divisions (e.g., Records) as needed</li> <li>5. Identify other areas for collaboration and improvements, especially in terms of communication</li> </ol>



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