



Utah Board of Pardons and Parole

2023-2028 Strategic Plan

includes 2025 progress and work plan

2025

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 second 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 progress over the last year to protect public safety, improve services, and provide transparency.

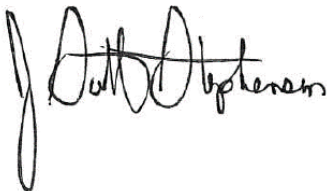
In this year's plan, you will find visual status updates to our strategic priorities followed by a detailed work plan that includes revisions -- as environmental conditions change -- and additions -- as our vision matures.

As the Board's chair, I have been honored to lead this agency of careful and dedicated decision makers and staff members. We work together as a high-functioning team to ensure not only that the Board makes the best possible decisions to protect public safety, but also that our stakeholders have accurate information about the Board and its processes. Accountability comes from an ethos of open transparency, and the Board recognizes its important role in making that possible.

I am proud to share a shortlist of Board accomplishments over the last year:

- The Board finalized a new management plan that emphasizes internal efficiency and clear lines of accountability, see page 4.
- The Board has established strong collaborative ties to its criminal justice partners, including the Utah Department of Corrections, the Utah State Courts, and the Division of Correctional Health Services at the Department of Health and Human Services. These ties have led to improved data sharing, parole condition revisions, improved victim services, and other service improvements. Similar improvements have occurred with advocates for victims and for the incarcerated population, with emphases on transparent processes and high-quality information sharing.
- The Board completed a new victim notification platform, a new website, automated access to its historical decisions, and began the creation of an "information superhighway" with the Utah State Courts.
- The Board improved the accuracy of media reporting about the agency by increasing its transparency about its operations and fostering good communication with our media partners.

The Board is on a strong trajectory. Importantly, it remains steadfastly focused on enhancing 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

TABLE OF CONTENTS

A MESSAGE FROM THE CHAIR OF THE UTAH BOARD OF PARDONS AND PAROLE	i
EXECUTIVE SUMMARY	ii
THE UTAH BOARD OF PARDONS AND PAROLE	1
What We Do	1
Our Guiding Philosophy	2
Our Mission, Vision, and Values	3
CHALLENGES AND OPPORTUNITIES	4
OUR STRATEGIC PRIORITIES	6
STRATEGIC PRIORITY 1: TRANSPARENCY	8
Goals, Objectives, Strategies	9
Key Benchmark Performance Measures	11
STRATEGIC PRIORITY 2: AGILITY	12
Goals, Objectives, Strategies	13
Key Benchmark Performance Measures	15
STRATEGIC PRIORITY 3: INNOVATION	16
Goals, Objectives, Strategies	17
Key Benchmark Performance Measures	19
STRATEGIC PRIORITY 4: COLLABORATION	20
Goals, Objectives, Strategies	21
Key Benchmark Performance Measures	23
WORK PLANS	24

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 work plan in 2024).	
	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 work plan in 2024).	

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.

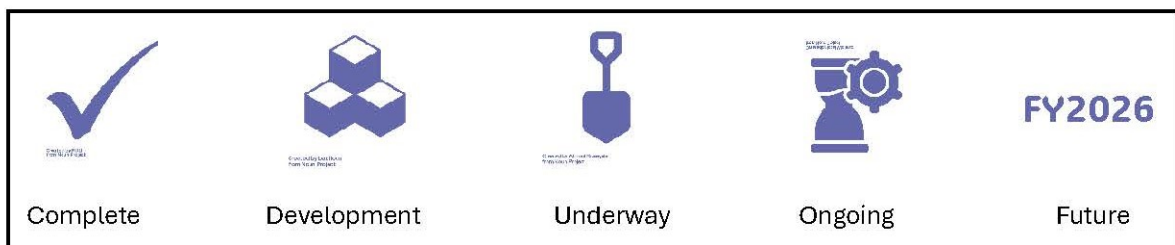


Strategic Priority 2: Agility

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.

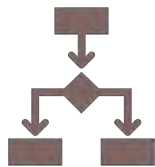
Agility Goals	Objectives	Strategies and Time Frames	Progress Updates
2.1 Ensure that Board members and hearing officers consistently use the Strategic Decision Making (SDM) model.	2.1.1 Hearing officers and Board members are trained and proficient in the use of the SDM.	By FY 2026, 90 percent of hearing 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.	FY2027
		By FY 2027 develop an appropriations request, if necessary, to meet staffing needs.	FY2027
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.	
		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.	 
	2.3.2 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, 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.	FY2027

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.	✓



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.

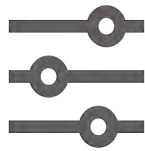
Innovation Goals	Objectives	Strategies and Time Frames	Progress Updates	
3.1 Use technology to improve Board functionality, transparency, and processes.	3.1.1 Continue to work with the Division of Technology Services to implement the O-Track electronic records system and execute additional modules and improvements as necessary.	By 2024, complete the current electronic record system project.		
		By FY 2027, assess efficacy and use of electronic systems, and plan for modifications on an annual basis, and appropriations requests as needed.		
		By FY 2028, evaluate the need for a new pardon data system or improvements to the existing system; submit an appropriations request as needed.		
		Annually assess the need for technological improvements and enhanced data sharing. Develop appropriations requests as needed.		
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.	By the end of 2023, conduct an assessment of administrative rules, policies, and procedures to integrate leading practices and efficiency improvements.		
		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.		
		Throughout the rule and policy review, consider bringing potential requests for statutory changes to the Utah Legislature.		

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.	
		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.	

 <small>COMPLETED</small>	 <small>IN DEVELOPMENT</small>	 <small>UNDERWAY</small>	 <small>ONGOING</small>	FY2026
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.	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.	Provide training and educational opportunities to legal counsel to support quality parole violation representation.	 
	4.1.2 Coordinate the defense counsel contract for parole violation hearings.	Regularly evaluate whether the defense counsel contract capacity aligns with necessary levels and develop appropriation requests as needed.	
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.	Continue real-time sharing of information and data between the Department of Corrections and the Board for individuals under Board jurisdiction.	
		Promote the continued integration of the Department of Corrections and Board data systems (modified in work plan in 2024).	
		Explore information and data sharing and communication opportunities with the Utah State Courts, and other criminal justice partners as applicable.	 
4.3 Explore potential ways to enhance communication with victims.	4.3.1 Enhance pathways for victims to communicate with the Board that rely on best practices.	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.	 
	4.3.2 Enhance pathways for the Board to notify and communicate with victims that rely on best practices.		

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.	 
		By FY 2026, develop collaborative processes to share information between the Board and the Department of Corrections about challenges, successes, and opportunities for improvement.	 
	4.4.3 Collaborate with the criminal justice system stakeholders on evaluating and addressing parole violation returns.		

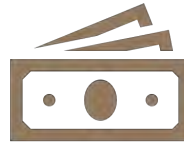
 <small>Completed</small>	 <small>On schedule and on track from start of project</small>	 <small>On schedule and on track from start of project</small>	 <small>On schedule and on track from start of project</small>	FY2026
Complete	Development	Underway	Ongoing	Future

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 – 2026

This workplan lists current goals and objectives from the original strategic plan with added information, including projected budgetary needs and performance measures. Goals that are fully complete have been removed but may be found in the original strategic plan above. Objectives or strategies added since the plan was first made in 2023 are also included.

Strategic Goal #1: Transparency

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
1.1 Ensure that stakeholders know who the Board is, what we stand for, and how we make decisions 1.2 Provide clear, consistent information to stakeholder groups regarding hearings, Board processes, and opportunities for input 1.3 Provide accessible information about Board performance	1.1.1 Engage in strategically planned outreach and public education regarding the purpose, function, and processes of the Board	Comms. Director	Gather participant feedback from outreach efforts to determine whether efforts met their needs and the degree to which it was informative	Ongoing	Underway	Percentage of stakeholders indicating outreach efforts increased understanding of the Board	Existing resources	1. Develop methods to measure feedback 2. Evaluate feedback 3. Adjust approaches to respond to feedback
	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	Comms. Director	Beginning in FY 2025 seek feedback from stakeholders and examine the feedback to identify communication gaps and make improvements	Ongoing	Development	Percentage of stakeholders indicating outreach efforts increased understanding of the Board	Existing resources	1. Develop methods to measure feedback 2. Evaluate feedback 3. Adjust approaches to respond to feedback , 4. Develop and share information for each target audience 5. Work with UDC to use technology platforms inside their facilities to provide information
	1.3.2 Provide data reporting that is available on the website to include	Director	Update the Board’s procedural and operational policies to ensure they encompass all parts of the	FY 2025 initial updates/ Ongoing	Ongoing	Annual outcome measure of time under Board jurisdiction	Existing resources	1. Review existing policies to identify a structure to review all policies 2. Update policies and

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
and outcomes to the public	performance indicators and data that relates to Board decision making and processes		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	3-year cycle				create new policies to meet existing needs 3. Meet regularly with policy committee and routinely forward revised policies to Board for consideration 4. Propose process changes for Board consideration based on information

Strategic Goal #2: Agility

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
2.1 Ensure that Board members and hearing officers consistently use the Structured Decision Making (SDM) model	2.1.1 Hearing officers and Board members are trained and proficient in the use of the SDM	Director	By FY 2026, 90 percent of hearing officials are trained on the SDM and are proficient in utilizing the tool during SDM-designated hearing types	FY 2026	Underway	Percentage of applicable hearings using SDM	Existing resources	1. Establish an inter-rater reliability study scope of work 2. Hire a contractor to lead the study or determine another means 3. Assess results and create recommendations for improvements 4. Explore recommendations
2.2 Create equitable workload	2.2.1 Analyze staffing needs to support	Director	Conduct a staffing needs analysis by FY 2027 to assess	FY 2027	Future	Percentage of hearing officers and Board	1. Existing resources	1. Revise processes to adjust for Scheduling

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
distribution among staff	efficiency and equitable distribution of workload by key functional areas		staffing needs based on workflow and best practices for optimal staffing levels			members who are trained on SDM	2. Potential technical assistance or external contract	Reviews 2. Identify staffing revisions based on process changes and turnover
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	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
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	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 examine 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
2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and	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	Ongoing	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

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
build their skill and knowledge								
2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge	2.3.2 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-FY 2026 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
2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skill and knowledge	2.3.3 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	
2.4 Make strategic investment in resources that support decision making that is fair and consistent	2.4.2 Provide Board members and hearing officers with resources that improve the efficacy, legitimacy, and fairness of decision	Managers	Create opportunities for conference participation and enrollment in national associations as applicable	Initial Phase Completed in FY 2024/ Ongoing Follow up	Completed	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
	making, including sustained membership in national associations and conference participation							
2.4 Make strategic investment in resources that support decision making that is fair, equitable, and consistent	2.4.3 Analyze, determine, and request sufficient staffing levels to support effective decision-making processes	Director	By the end of FY 2027, research and analyze board member workload and staffing levels to determine if funding requests and additional resources are needed		Underway		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

Strategic Goal #3: Innovation

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
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	Director/ Research Director	By FY 2027, assess efficacy and use of electronic systems, and plan for modifications, and appropriations requests as needed	FY 2027	Completed/ 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 systems for improvement opportunities 4. Expand modernization

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
	improvements as necessary							efforts to other work processes
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	Director/ Research Director	Regularly assess the need for technological improvements and enhanced data sharing. Develop appropriations requests as needed	FY 2027	Completed/ Ongoing	Annual outcome measure of recidivism	1. Existing resources 2. Potential legislative funding request for upgrades	1. Design and build Phase 2 of BOPP - Courts "information superhighway" by June 30, 2024 2. Test and identify improvements 3. Design Phase 3 4. Identify other opportunities to modernize O-Track 5. Identify needed legislative requests for modular modernization projects 6. Collaborate with UDC
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	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	Completed/ 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

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
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	Director	Throughout the rule and policy review, consider bringing potential requests for statutory changes to the Utah Legislature	2023/ Ongoing	Completed/ Ongoing	Annual outcome measure of recidivism	1. Existing resources 2. Potential legislative funding request	1. Review and identify statutory changes to Board process through a range of 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 3. Engage with criminal justice partners to educate decision makers about impacts of statutory changes
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	Director/ Research Director	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	
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	Director	Periodically assess organizational performance goals to improve effectiveness and workload distribution so as to remain agile and responsive to changing conditions	Ongoing	Underway	Annual outcome measure of recidivism	1. Existing resources 2. Potential legislative funding request	1. Develop ongoing performance goals and associated measurements 2. Develop tracking mechanism, including internal audit process 3. Implement tracking

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measures	Resources Needed	Internal Target Measures
								including staffing changes as necessary to implement
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	Director	By FY 2026, finalize the management plan and formalize it in administrative rule	FY 2027	Underway		Existing resources	

Strategic Goal #4: Collaboration

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
4.1 Assist in the coordination of legal representation resources for parole violation hearings	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	Comms. Director	Provide training and educational opportunities to legal counsel to support quality parole violation representation	Ongoing	Completed/ Ongoing	Annual measure of defense contract capacity and defense contract need	Existing resources	1. Identify training opportunities with legal entities 2. Coordinate and offer training with other entities
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	Director/ Research Director	Promote the continued collaboration between the Department of Corrections and Board data systems	Ongoing	Ongoing		1. Funding and resources for data systems, web services, and APIs 2. Potential legislative funding request for	

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
	stakeholders to enhance public safety						development and integration	
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	Director/ Research Director	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	
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	Director/ Research Director	Explore information and data sharing and communication opportunities with the Utah State Courts, and other criminal justice partners as applicable	Ongoing	Completed/ 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. Design phase 3 4. 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

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
4.3 Explore potential ways to enhance communication with victims	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 with victims that rely on best practices	Comms. Director	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	Completed/ Ongoing	Percent of victims with increased access to Board notifications	Potential legislative funding request for applications and processes that support victims	effective interactions with the Board 1. Attend Victim Commission meetings 2. Rotating leadership and staff members will attend the annual victim conference and other training opportunities 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 6. Produce informational materials for victims and their supporters 7. Support statewide efforts to related to victim notifications
4.4 Coordinate with stakeholders to improve long term criminal justice outcomes	4.4.2 Strengthen relationships with justice system partners that support cross-system improvements while	Director/ Research Director	By FY 2025, examine data related to parole violation returns and explore ways to improve in collaboration with the Utah Department	FY 2024	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	1. Create data accessibility 2. Share data assessment with other criminal justice stakeholders 3. Work with BJA and CEEP

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
	maintaining the Board’s position as a neutral decision-making entity		of Corrections and criminal justice stakeholders				improve PV returns 3. Potential legislative funding request if Board role is a lead agency for collaborative efforts	on technical assistance grant to review parole conditions 4. Through collaboration with other stakeholders, identify improvements and or changes
4.4 Coordinate with stakeholders to improve long term criminal justice outcomes	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	Completed/ Ongoing		Existing resources	1. Continue monthly meetings with UDC Reentry and Rehabilitation division 2. Continue annual meetings with AP&P regional offices 3. Continue in-service presentations to UDC case managers, clinical staff, and other UDC groups 4. Continue collaborative and sharing meetings with other UDC divisions (e.g., Records) as needed 5. Identify other areas for collaboration and improvements, especially in terms of communication
4.4 Coordinate with stakeholders to improve long term criminal justice outcomes	4.4.4 Evaluate and improve efficiency and effectiveness of the offender mental health information received by the Board	Director	Participate in an Efficiency Evaluation through the GOPB and the Legislative Fiscal Analyst, along with the Department of Health and Human Services and	FY2026	Underway		Existing resources	1. Kick off meeting 2. Provide data and information as requested 3. Review and implement recommendations

Goal	Objective	Champion	Strategy & Timeframe	Timeline	Status	Benchmark Performance Measure	Resources Needed	Internal Target Measures
			the Utah Department of Corrections					4. Seek statutory or budgetary adjustments that follow from the report recommendations



Utah Board of Pardons and Parole

448 East Winchester, Suite 300

Murray, Utah 84107

801/241-6464

bopinfo@utah.gov

<https://bop.utah.gov/>