



Board of Pardons & Parole

2023-2028 Strategic Plan

includes 2026 progress and work plan

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

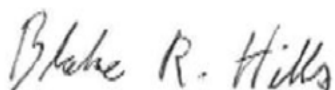
As chair of the Board of Pardons and Parole (Board), I am pleased to present this update to our agency's strategic plan. Over the past three years, this plan has provided a consistent framework for our strategic goals while offering the flexibility needed to adapt to changing conditions. Our team is currently developing a fully revised plan for release next July.

Fiscal year 2027 will be the final cycle of our current strategic plan. This year's update highlights new strategic opportunities by integrating our annual risk assessment. Specifically, the Board is actively addressing workload challenges to ensure operational resilience in light of state population growth and evolving criminal justice policy. This work is a vital investment in our state's public safety.

Our strategic plan has driven significant improvements in transparency and public outreach about the post-conviction system. Key accomplishments from the last year include:

- **Launched *BoardWalk*:** Originally designed to educate parole agents about Board decision-making, this simulation has become a valuable resource for more than 500 criminal justice stakeholders – including crime victims, attorneys, inmate advocates, legislative staff, and executive branch entities – as well as a model for parole boards nationally as they seek to increase public outreach efforts.
- **Expanded Victim Services:** The Board completed the second phase of MyVoice, its custom victim notification system, and more than doubled the staff dedicated to victim service coordination.
- **Completed BOPP Connect:** The Board finalized this award-winning digital integration with the Utah Judiciary, which facilitates the secure, real-time transfer of essential sentencing documentation.
- **Published New Handbooks:** The Board released an inmate handbook and a parole violation handbook to clarify its processes for those under its jurisdiction. These resources have improved communication, evidenced by a 10% reduction in inmate inquiry letters to the Board.
- **Policy Engagement:** The Board enjoyed its most successful legislative year in recent history, contributing expertise to criminal justice policy and fostering a better understanding of the post-conviction landscape.

It is an honor to lead our dedicated team of decision makers and staff members as we uphold our mission to protect public safety through informed and just decisions that consider victim impact, the accountability of those under our jurisdiction, risk reduction, and rehabilitation.



Blake R. Hills

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.



Board of Pardons & Parole

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. | Enhance the ADA accessibility features on the Board website to improve access (modified in workplan in 2026). |  |
| | 1.2.3 Redesign the rationale sheets to ensure direct and clear communication and the provision of meaningful information to individuals under Board jurisdiction. | 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). |  |
| | | By FY 2025, begin collecting rationale sheet information electronically, and report aggregate outcomes publicly. |  |

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|---|---|---|---|--------|
|  |  |  |  | FY2026 |
| Complete | Development | Underway | Ongoing | Future |

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. |  |
| | | By FY 2027 develop an appropriations request, if necessary, to meet staffing needs. |  |
| 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. | Expand training and growth opportunities for staff members and supervisors (modified in workplan in 2026). |  |
| | | By FY 2027, improve the onboarding process for staff (modified in workplan in 2026). |  |

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.







2.4.3 Analyze, determine, and request sufficient staffing levels to support effective decision-making processes.

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 (added to workplan in 2026).



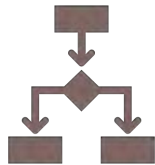
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|  |  |  |  | FY2026 |
| Complete | Development | Underway | Ongoing | Future |

| Agility Goals | Objectives | Strategies and Time Frames | Progress Updates |
|---|---|---|------------------|
| 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. | ✓ |

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|  |  |  |  | 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.

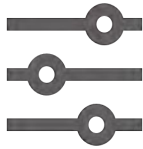
| Innovation Goals | Objectives | Strategies and Time Frames | Progress Updates |
|---|---|--|---|
| <p>3.1 Use technology to improve Board functionality, transparency, and processes.</p> | <p>3.1.1 Continue to work with the Division of Technology Services to implement the O-Track electronic records system and execute additional modules and improvements as necessary.</p> | <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>Regularly assess the need for technological improvements and enhanced data sharing. Develop appropriations requests as needed.</p> |  |
| <p>3.2 Streamline operations to improve internal consistency and effectiveness.</p> | <p>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> | <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> |  |
| | | <p>By FY 2025, complete Phase 1 of plan.</p> | |
| | | <p>By FY 2026, complete Phase 2 of plan.</p> | |
| | | <p>By FY 2027, complete Phase 3 of plan.</p> | |
| <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. |  |
| | | 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. |  |

| | | | | |
|---|---|---|---|--------|
|  |  |  |  | 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. |  |
| | | Continue engagement with the Sentencing Commission to provide information and data related to the post-conviction process (modified in work plan in 2026). |  |

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|---|---|---|---|---------------|
|  |  |  |  | FY2026 |
| Complete | Development | Underway | Ongoing | Future |

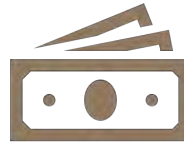
| Collaboration Goals | Objectives | Strategies and Time Frames | Progress Updates |
|--|--|--|---|
| 4.3 Explore potential ways to enhance communication with victims. | 4.3.1 Enhance pathways for victims to communicate with the Board that rely on best practices. | Continue to engage with victims and 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. | | |
| 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. |  |
| | | 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. |  |
| | 4.4.2 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 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 criminal justice system stakeholders on evaluating and addressing parole violation returns. | By FY 2028, explore effective processes of enhancing communication between the Board and Utah Correctional Health Services and contact providers when ordering and obtaining assessments (modified in the 2026 workplan). |  |
| | | Participate in an Efficiency Evaluation through the Governor's Office of Planning and Budget and Legislative Fiscal Analyst, along with the Department of Health and Human Services and the Department of Corrections (modified in the 2026 workplan). |  |

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 reproduces 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.*

Strategic Goal #1: Transparency

| Goal | Objective | Champion | Strategy & Timeframe | Timeline | Status | Benchmark Performance Measures | Resources Needed | Internal Target Measures |
|---|--|-------------------|--|--|----------|---|--|---|
| 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 | Research Director | Enhance the ADA accessibility features on the Board website to improve access | FY 2027 | Underway | Percentage of features meeting standards | 1. Existing resources 2. DTS Website Development Resources 3. DTS API Development Resources 4. Project Management Resources | 1. Create HTML accessibility features update 2. Update APIs 3. Review and correct specialty historic documents 4. Create identification means for specialty historic documents |
| 1.3 Provide accessible information about Board performance and outcomes to the public | 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 | Administrator | 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 | 1. Review existing policies to identify a structure to review all policies 2. Update policies and 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 | Administrator | 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 | <ol style="list-style-type: none"> 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 distribution among staff | 2.2.1 Analyze staffing needs to support efficiency and equitable distribution of workload by key functional areas | Administrator | Analyze staffing needs and implement changes as needed by FY 2027 | FY 2027 | Underway | Percentage of hearing officers and Board members who are trained on SDM | <ol style="list-style-type: none"> 1. Existing resources 2. Potential technical assistance or external contract | <ol style="list-style-type: none"> 1. Revise processes to adjust for Scheduling Reviews 2. Identify staffing revisions based on process changes and turnover 3. Assess impacts of prison expansion on Board operations |
| 2.3 Create a culture of professional development where Board members and staff have opportunities to learn, grow, and build their skills 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 | Administrator | Expand training and growth opportunities for staff members and supervisors | FY 2026 | Ongoing | Percentage of hearing officers and Board members who are trained on SDM | <ol style="list-style-type: none"> 1. Existing Resources 2. Technical Assistance on Development of Training Courses 3. DHRM guidance and input | <ol style="list-style-type: none"> 1. Provide opportunities to expand knowledge of the criminal justice system and leadership skills |

| Goal | Objective | Champion | Strategy & Timeframe | Timeline | Status | Benchmark Performance Measures | Resources Needed | Internal Target Measures |
|--|---|------------------------------|--|----------|----------|---|--|---|
| 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 | Administrator | By FY 2027, improve the onboarding process for staff | FY 2027 | Ongoing | Percentage of hearing officers and Board members who are trained on SDM | Existing resources | <ol style="list-style-type: none"> 1. Provide opportunities for job shadowing 2. Observe hearings 3. Attend outreach events |
| 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 | Administrator & Board Member | 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 | | <ol style="list-style-type: none"> 1. Existing resources for analysis 2. Potential legislative funding request | <ol style="list-style-type: none"> 1. Complete a research analysis 2. Provide research to management to determine if additional resources are needed 3. Assign a board member champion 4. Consider impacts of prison expansion on prison workload 5. Explore ways to address Board workload through potential changes in voting and decision making processes and hearing officer duties and roles 6. Implement changes that effectively reduce risk of Board workload capacity limitations 7. Develop a funding request if needed to address gaps |

Strategic Goal #3: Innovation

All Goals Complete

Strategic Goal #4: Collaboration

| Goal | Objective | Champion | Strategy & Timeframe | Timeline | Status | Benchmark Performance Measures | Resources Needed | Internal Target Measures |
|--|---|-------------------------------------|---|----------|---------|--------------------------------------|---|---|
| 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 | Administrator/ 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 development and integration | 1. Assist and support in the conversion of O-Track to AWS 2. Provide programming and testing resources 3. Help stabilize the project post-production 4. Work to resolve technology mismatches post-replatform 5. Develop and support funding requests as needed to address gaps |
| 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 | Administrator/ 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 | 1. Determine if replatforming separation resulted in data sharing discrepancies or challenges 2. Work to address any gaps that may become apparent 3. Support UDC as they navigate technology changes 4. Develop and support funding requests as needed to address gaps |
| 4.2 Use information and data sharing to enhance public | 4.2.1 Support and promote real time information and data sharing and data | Comms. Director | Continue engagement with the Sentencing Commission to provide information and data | Ongoing | Ongoing | | Existing resources | 1. Attend Commission and sub-group meetings 2. Review proposed changes |

| Goal | Objective | Champion | Strategy & Timeframe | Timeline | Status | Benchmark Performance Measures | Resources Needed | Internal Target Measures |
|--|---|-------------------------------------|--|----------|-------------|--------------------------------|--------------------|---|
| safety and support informed decisions | collaboration with criminal justice stakeholders to enhance public safety | | related to the post-conviction process | | | | | 3. Advocate for changes identified by staff |
| 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 | Administrator/ Lead Hearing Officer | By FY 2028, explore effective processes of enhancing communication between the Board and Utah Correctional Health Services and contact providers when ordering and obtaining assessments | FY 2028 | Development | | Existing resources | 1. Analyze effective ways to improve communication 2. Collaborate with partners to explore potential solutions 3. Implement solutions as needed |

The background features a scenic view of a desert landscape with a prominent, layered rock formation in shades of orange and tan. In the foreground, there are several green pine trees and some low-lying shrubs. The sky is a clear blue with a few wispy white clouds. The entire image is overlaid with several large, semi-transparent geometric shapes: a large white triangle on the left side, and several overlapping blue triangles of varying shades and orientations on the right side, creating a modern, abstract design.

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