

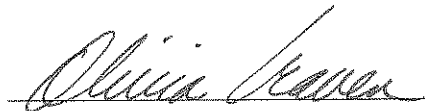
COMMISSION OF PARDONS AND PAROLE

STRATEGIC PLAN

For the Fiscal Years Ending June 30, 2011 – June 30, 2016

Submitted July 29, 2011

Signed:



Olivia Craven, Executive Director

MISSION:

The Mission of the Idaho Commission of Pardons and Parole is the Protection of the Public, Respecting the Rights of Victims, and the Fair Assessment of Every Offender Reviewed.

VISION:

The Commission will meet the Mission through competent and complete investigations concerning the offenders before us so the welfare of the offender and society is foremost in our decisions. This will be met through Professional Ethics, Supporting other Criminal Justice Entities, Fostering Integrity through the Criminal Justice System and Keeping Public Safety foremost in our thoughts.

VALUES:

We value open and honest discussion with internal and external stakeholders, and to work in tandem so there is complete understanding of the systematic approach to Public Safety. We will never compromise our Values or Ethics to appease our opposition as we will remain vigilant in our Protection of the Citizens of the State of Idaho.

KEY EXTERNAL FACTORS:

- Legislation can alter or significantly impact the functions of the Commission of Pardons and Parole.
- The Director serves the Governor, therefore the duties and responsibilities of the Director are subject to change, as the Governor requires.
- Economic conditions within the state and its regions are very dynamic and could have a significant impact with the Commission of Pardons and Parole. The economic impact can also have a significant impact with regard to an increase in crime and parole violations.
- Prison population increases have a direct impact on the Commission workload.
- Potential increases in parole releases is instrumental in keeping the prison population steady, however, releases manifest into parole violations, as we do not supervise the offenders; by statute, we are the releasing authority.

OPERATING PHILOSOPHY

The Commission of Pardons and Parole strongly encourages open communication and coordination with the Office of the Governor, agency personnel, Idaho Department of Correction, Courts and the public. The Commission of Pardons and Parole respects differences of opinion and commits itself to active problem solving and to finding workable solutions to important internal and external problems and policy issues. The Commission of Pardons and Parole values all employees and strives to provide training and opportunities that enhance their skills and understanding sound recommendations to the Commissioners.

GOAL # 1: IMPLEMENT DATA BASE SYSTEM TO TRACK INFORMATION

OBJECTIVES:

1. To implement a data base to track mission critical information.

STRATIGIES

- A. Work with outside partners to establish a working system.
 - B. Partner with IT experts in order to create a user friendly system.
 - C. Hire a Project Manager/Management Assistant to work closely with IT personnel in creating and maintaining Commission data base systems, also being able to create data bases independently.
2. Reduce the amount of time researching information by having the information in a central location.

STRATIGIES

- A. Create a “one-stop shop” of information gathering for the Commission staff.
- B. Train staff on the use of the system.
- C. Utilize IT support and expertise in implementing the system and training staff in its use.

OUTCOMES:

Effective implementation of a data base system that will allow the Executive Director and staff the ability to access information in a timely manner.

The Management Team is satisfied with the implementation and performance of the system.

The Executive Director and Hearings Manager will have access to related documents and will save time in not having to go to multiple locations to find information. Problems can be addressed quicker with less impact to stakeholders and Commission workload.

PERFORMANCE MEASURES:

The program is approved and implemented to enhance the efficiency and/or effectiveness of operations.

BENCHMARKS:

The system is performing up to standard in a reasonable amount of time (9 – 12 months), and that it meets the needs of the Commission.

Goal # 2: IMPLEMENT A VIDEO SYSTEM TO CONDUCT HEARINGS FROM A CENTRAL LOCATION.

OBJECTIVES:

1. Implement a video system that will allow the Commission to conduct business more efficiently at a cost savings.

STRATEGIES

- A. Develop a relationship with an internal or external vendor that will allow video hearings throughout the prisons and local jails.

OUTCOMES:

To reduce travel of the Commission, Hearing Officers and Support Staff to hearings, thus reducing cost to the taxpayers.

Ability to conduct timely hearings while not disrupting the flow of work throughout the Commission office.

PERFORMANCE MEASURE:

Decrease in the travel budget related to Commission business.

BENCHMARKS:

Hearing officers can access information easily as they will be in their office and not at a remote location. This will allow the Hearing Officer to easily access data on each offender while conducting hearings.

Expanding the existing pilot program to the remaining hearing officers by the end of the fiscal year.

Continue to show a cost savings, as the current pilot program has proven to be a significant cost savings for the Commission.

Goal # 3: EDUCATE THE INTERNAL AND EXTERNAL STAKEHOLDERS ABOUT THE COMMISSION BUSINESS

OBJECTIVES:

1. Educate the public to the importance of the Commission and how our mission ties to public safety.

STRATEGIES

- A. Create a presentation that can be delivered by the Management Team or Designee.
- B. Hire a Project Manager/Management Assistant to develop and over see this vital function.

OUTCOMES:

Create a system of learning that can be presented to the stakeholders so a complete understanding of Commission business can be explained.

Allow questions and answers from stakeholders, so understanding can be garnered and developed. This will allow stakeholders to understand the decision making process, and extend awareness of the critical function of the Commission in preserving public safety.

PERFORMANCE MEASURE:

Create a presentation with input from internal staff, to ensure all areas of Commission business is covered.

Information is understandable, meaningful and timely to the stakeholders to whom it is presented.

BENCHMARKS:

Conduct ongoing annual presentations to internal and external stakeholders.

Goal # 4: REDUCE WORKLOAD TO MANAGEMENT TEAM AND VIOLATION STAFF

OBJECTIVES:

1. Distribution of certain critical tasks from management to support staff.

STRATEGIES

- A. Determine staffing needs with expertise and knowledge to perform functions that are currently handled by management. This will allow the Director and other managers additional time to function in their proper role and not performing the tasks of support staff.
 - B. Allocate additional staff to reduce the strain on the few available employees with the expertise that complete this crucial function.
2. Reduce the amount of individual hearings conducted by the violation staff. Decrease the turnaround time to adjudicate cases in a timely manner.

STRATEGIES

- A. Allocate additional staff to reduce the strain on Violation Hearing Officers to significantly reduce the backlog of Hearing Officer Findings. To accelerate the ability of the Commission to adjudicate violations.

OUTCOMES:

Managers are relieved of the burden of support staff duties and able to focus on statutory and managerial duties.

Provide additional staff to reduce the workload of present violation staff, and significantly reduce the adjudication time per case.

PERFORMANCE MEASURE:

The Director and other managers are relieved of support staff duties, allowing them additional time to function as management of the agency.

Decrease in the number of assigned cases so quality is not compromised.

BENCHMARKS:

Through this strategy and zero based budgeting, allocate a proper staffing model for the Commission.

Increase the quality and reduce the number of days from arrest to adjudication of parole violation cases before the Commission by reducing the caseloads.