



# COMMISSION OF PARDONS AND PAROLE STRATEGIC PLAN

For the Fiscal Years June 30, 2019 - June 30, 2023

**Governor**

Brad Little

**Commissioners**

Lisa Bostaph  
Cortney Dennis  
Janie Dressen  
Mike Matthews  
R. David Moore  
Richard Wills

**Executive Director**

Ashley Dowell

## **MISSION:**

The Commission of Pardons and Parole will contribute to public safety by utilizing sound professional judgment and evidence-based parole decision making practices.

## **VISION:**

The Commission of Pardons and Parole will be a transparent and efficient agency that supports the Commissioners in making the best possible parole decisions.

## **VALUES:**

- Integrity
- Professionalism
- Accountability
- Partnerships

## **KEY EXTERNAL FACTORS:**

- Legislation can alter or significantly impact the function of the Commission of Pardons and Parole
- The Executive Director serves the Governor, so the duties and responsibilities of the Director are subject to change per Executive priority
- Department of Correction population changes have a direct impact on the workload of the Commission and agency staff
- Sentencing practices in the District Courts, as well as case law, can impact the function or caseloads of the Commission of Pardons and Parole

## **Goal # 1: Improve the process for addressing technical parole violations.**

### **OBJECTIVES:**

1. Establish timelines for dates of report submissions and scheduling of hearings.
2. Utilize a scheduling system to ensure hearings are appropriately scheduled.
3. Apply alternatives to revocation for suitable technical parole violations.

### **PERFORMANCE MEASURE:**

1. Develop a policy to set consistent deadlines for submission of Commission violation reports and ensure that scheduling for revocation hearings is prioritized by technical violators who have been in custody the longest.
2. Separately track the time from parole violation to revocation for non-technical and technical parole violators to ensure time to revocation is shorter for technical violators.
3. Develop a tracking system to better determine how many parole violations and subsequent diversion options have been utilized for each technical parole violator.
4. Reduce the number of parole revocations for technical parole violators with less than three violations.

### **BENCHMARK:**

1. Development of an agency wide policy on parole violation hearings and scheduling.
2. Time between technical parole violation arrest and revocation hearing will be less than 4 months.
3. Alternative diversion options will be utilized for more than 60% of technical parole violations for violators with less than three violations.

**Goal # 2: Review of Parole Commission processes to ensure accuracy and efficiency.**

**OBJECTIVES:**

1. Evaluate the current system of scheduling pre-hearing interviews and parole hearings to maximize efficiency.
2. Review format of reports prepared for the Commission to ensure consistency.
3. Assess categories of information added to Commission reports to ensure accurate and complete data is included for decision making.

**PERFORMANCE MEASURES:**

1. Develop a consistent scheduling policy to ensure efficient and fiscally sound practices.
2. Create and implement uniform templates for all investigator reports.
3. Evaluate currently used and available documents for criminal cases with Commissioners, partners, and stakeholders.

**BENCHMARK:**

1. Implement and evaluate on an annual basis efficient schedules for interviews, hearings and Commissioners.
2. Review report templates on an annual basis and implement templates and changes within existing agency systems to ensure consistent usage.
3. Commissioners will review and adopt identified report addenda to ensure consistent information is received and reviewed.

### **Goal # 3: Increase transparency in Parole Commission functions.**

#### **OBJECTIVE:**

1. Increase the amount of data published on Commission's website.
2. Update record retention and public information request policies.
3. Provide clear rationale for parole decisions.

#### **PERFORMANCE MEASURES:**

1. Update Frequently Asked Questions, processes and current hearing data on Commission website.
2. Responses to requests for public records will be within required timelines.
3. Documentation of reason for parole decisions in hearing minutes.

#### **BENCHMARKS:**

1. All public record requests will be in compliance with the Idaho Public Records Act and records retention practices will be within identified policy timeframes.
2. Parole Commission decision information will be available to the public monthly via the Commission website.
3. Rationale for denial of parole will be documented in all hearing minutes where parole is denied.

**Goal # 4: Create a trauma-informed model of post-conviction victim services.**

**OBJECTIVE:**

1. Evaluate timeframes and processes around initial victim notification.
2. Improve victims' access to information related to resources and post-conviction practices.

**PERFORMANCE MEASURES:**

1. Create partnerships with law enforcement and prosecutorial agencies to increase communication and sharing of victim information.
2. Develop a process for victim notification at the Receiving and Diagnostic Unit in partnership with the Idaho Department of Correction.
3. Commission website will offer increased information and resources for victims

**BENCHMARKS:**

1. Develop processes and/or Memoranda of Understanding (MOUs) with external partners.
2. Publish forms for victim information that can be completed and submitted electronically through the Commission website along with links to victim service organizations.

## **Goal # 5: Red Tape Reduction Act**

### **OBJECTIVE:**

1. Reduce redundancy between Statute and Administrative Rules.
2. Ensure Administrative Rules are easily read and understood by the public.

### **PERFORMANCE MEASURES:**

1. Review existing IDAPA rule and eliminate duplicate language already outlined in Idaho Code.
2. Identify Sections of IDAPA rule that can be changed and modified for improved readability.

### **BENCHMARKS:**

1. Submit clarified IDAPA rules for legislative and Commission approval.

## **Goal # 6: Implement Cybersecurity Requirements by Executive Order**

The Governor's Executive Order No. 2017-02, signed in January 2017, requires state agencies to adopt and implement the National Institute of Standards and Technology (NIST) Cybersecurity Framework and the first five Center for Internet Security Critical Security Controls (CIS controls). Information Technology (IT) services for the Parole Commission are provided by the Idaho Department of Correction (IDOC). The IDOC, working with the Commission, evaluated all existing systems to determine the current level of compliance with the CIS controls and developed a gap analysis of areas requiring additional work. The first five Center for Internet Security Critical Security Controls were implemented by June 30, 2019 and IDOC IT continues to identify areas in which cybersecurity protocols must be implemented.