

# COMMISSION OF PARDONS AND PAROLE

## STRATEGIC PLAN

For the Fiscal Years June 30, 2016 – June 30, 2021

Submitted

Signed:

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Sandy Jones, Executive Director

**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, efficient, financially responsible agency that supports the Commissioners in making the best possible parole decisions.

**VALUES:**

- **Integrity**
- **Professionalism**
- **Transparency**
- **Efficiency**
- **Accountability**
- **Partnerships**

**KEY EXTERNAL FACTORS:**

- Legislation, including the Justice Reinvestment Act, can alter or significantly impact the function of the Idaho 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.
- Prison population changes have a direct impact on the Parole Commission as an agency
- Sentencing practices in the District Courts, as well as case law can alter or significantly impact the function of the Idaho Commission of Pardons and Parole

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

**OBJECTIVES:**

1. Utilize technology to streamline the process by which parole violation hearings are managed.
2. Decrease the length of time between parole violation arrests and revocation hearings.

**PERFORMANCE MEASURE:**

1. Document timelines between events in the parole violation process.
2. Reduction in length of stay for technical parole violations.

**BENCHMARK:**

1. Accurate reports developed within a database used to analyze and track the parole violation process.
2. Time between parole violation arrest and revocation hearing will be less than 4 months.

**Goal # 2: Organizational restructuring of Parole Commission to maximize efficiencies.**

**OBJECTIVES:**

1. Evaluate current job classifications to ensure employees are working within the scope of their job descriptions and within an appropriate pay structure.
2. Evaluate the current system of scheduling parole hearing interviews to maximize efficiency.
3. Create a more efficient workflow in order to manage increasing demands on staff.

**PERFORMANCE MEASURES**

1. All employee positions have been analyzed and appropriate adjustments have calculated.

2. The Commission will meet increasing hearing demand while ensuring that commissioners maintain part time status.
3. All agency policies and procedures will be updated and complete.

**BENCHMARK:**

1. Employees have been appropriately placed in the proper positions with corresponding pay.
2. Commission maintains part time status without creating a backlog of hearings.
3. Efficiently managing increased agency demands while minimizing requests for additional personnel.

**Goal # 3: Reduce the number of first time drug and property offenders serving over 150% of the fixed portion of their sentences .**

**OBJECTIVES:**

1. Decrease the average length of stay for first time drug/property offenders sentenced to a term of incarceration.

**PERFORMANCE MEASURES:**

1. Ensure all parole hearings are conducted prior to Parole Eligibility Dates
2. Utilize parole guidelines in all initial parole decisions.

**BENCHMARKS:**

1. Annual time in custody report will reflect a decrease in time served for drug and property offenses.
2. An increase in first time drug and property offenders being paroled within 150% of their fixed sentences.

**Goal # 4: Increase transparency in Parole Commission functions.**

**OBJECTIVE:**

1. Implementation of audio recording of live hearings
2. Minimize time to process public records requests for hearing minutes
3. Increase the amount of data published on Commission's website

**PERFORMANCE MEASURES:**

1. Develop policies and procedures for audio recording and related record keeping.
2. Maintain process for approving hearing minutes immediately following Commission hearings.
3. Create Frequently Answered Questions and current hearing data sections on Commission website.

**BENCHMARKS:**

1. Implementation of recording process at hearings.
2. All public record requests for hearing minutes will be provided within 48 hours of request.
3. Parole Commission information will be available to the public monthly

**Goal # 5: Improve and increase the scope of services provided to victims.**

**OBJECTIVE:**

1. Improve rate of contact with all victims involved in parole proceedings
2. Improve access to parole and resource information to victims

**PERFORMANCE MEASURES:**

1. Create a secure database for maintaining victim contact information.
2. Publish forms for victim information that can be completed and submitted electronically via Commission website along with links to victim service organizations.
3. Dedicate more of Victim Coordinator's time to interaction with victims.

**BENCHMARKS:**

1. Number of undeliverable victim notification letters will decrease
2. Parole Commission website will offer more robust information to victims
3. Time dedicated to victim interactions by victim coordinator will increase.