



# COMMISSION OF PARDONS AND PAROLE STRATEGIC PLAN

Fiscal Year 2023–Fiscal Year 2026

**Governor**

Brad Little

**Commissioners**

Janie Dressen  
Mike Matthews  
Terry Kirkham  
Scott Smith  
Shelly Parker  
Patrick McDonald  
Michael Ross

**Executive Director**

Ashley Dowell

## **MISSION:**

The Commission of Pardons and Parole will contribute to public safety by utilizing sound professional judgment and evidence-based 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 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 and violation practices have a direct impact on the workload of the Commission and Commission of Pardons and Parole 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 parole violations.**

**OBJECTIVES:**

1. Ensure victims of parole violators receive appropriate and timely notice.
2. Establish timelines for dates of report submissions and scheduling of hearings.
3. Apply alternatives to revocation by reinstating parole when appropriate.

**PERFORMANCE MEASURE:**

1. Make contact attempt with victims for parole violators.
2. Maintain an average time between arrest and revocation hearing while considering the severity of the violation and length of time in custody.
3. Conduct regular reviews of cases where reinstatement is recommended in lieu of revocation.

**BENCHMARK:**

1. The Commission will strive for 100% attempted victim notifications to contacts provided by the victim or prosecutors; giving multiple attendance options to victims wanting to attend Commission proceedings.
2. Time between parole violation arrest and revocation hearing will be no more than 4 months, excluding continuations requested by the parole violator.
3. Reinstatement will be considered in all cases where it is recommended by the parole officer; with disposition reviews occurring at least monthly.

## **Goal # 2: Open communication and review of Commission processes**

### **OBJECTIVES:**

1. Evaluate the current system of scheduling pre-hearing interviews, parole hearings and disposition proceedings to maximize efficiency.
2. Review format of reports prepared for the Commission to ensure consistent, accurate and complete data is included for decision making.
3. Increase open communication and problem solving through regular staff and leadership meetings to ensure timely review of processes and policies.

### **PERFORMANCE MEASURES:**

1. Consistently communicate process changes and field information with staff.
2. Provide training and feedback for Commissioners via business meetings.
3. Schedule management team meetings that include procedural reviews, policy updates and problem solving of agency concerns.
4. Ensure Commissioner part time service status by monitoring average days served per Commissioner.

### **BENCHMARK:**

1. Communicate processes and practice changes related to efficient scheduling practices for interviews, violation hearings and Commission hearings monthly.
2. Convene quarterly Commission business meetings to evaluate processes and practices, provide training and receive updates from partners and stakeholders.
3. Management team meetings will be held at least twice a month to assess and resolve agency concerns.
4. Commissioners will remain part time, serving less than 240 days a year in hearings.

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

#### **OBJECTIVE:**

1. Appropriately respond to public records requests and update record retention and public information request policies as needed.
2. Increase transparency and confidence in Commission business by responding efficiently to resident requests and ensuring public information is updated regularly and provided in a timely manner.

#### **PERFORMANCE MEASURES:**

1. Respond to all public record requests promptly.
2. The Commission will review and respond in a timely manner to resident self-initiated parole reconsideration petitions.
3. Update information regarding Commission processes for the public on the Commission website as changes occur.
4. Publish monthly Commission decision summaries.

#### **BENCHMARKS:**

1. All public record requests will comply with the Idaho Public Records Act and have a response to the requestor within 3 days.
2. The Commission will process self-initiated parole reconsideration petitions per the process outlined in IDAPA rule, with a target for the Commission to decide on those petitions within six weeks.
3. Update Commission website information for the public annually at a minimum.
4. The Commission will publish monthly decision summaries on the Commission website five (5) business days following the last day of each hearing session.

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

**OBJECTIVE:**

1. Improve victims' access to information related to resources and post-conviction practices by creating partnerships with law enforcement and prosecutorial agencies to increase communication and sharing of victim information.
2. Evaluate timeframes and processes around victim notification to ensure consistent and timely notification of Commission proceedings.

**PERFORMANCE MEASURES:**

1. Update information regarding Commission processes and victim services on Commission website as changes occur.
2. Ensure that attempted victim contacts occur as required by the Idaho Constitution and Idaho Code.

**BENCHMARKS:**

1. Publish forms for victim information that can be completed and submitted electronically through the Commission website and update Commission information and links to victim service organizations annually at a minimum.
2. The Commission will strive for 100% attempted victim notifications to contacts provided by the victim or prosecutors with multiple attendance options offered to victims wanting to attend Commission proceedings.