UTAH BOARD OF PARDONS AND PAROLE

May 18, 2016

KEY AUDIT FINDINGS

Improved Planning, Oversight, and Structure

Strategic Planning
Performance Measures
Transparency
Internal Structure

Adopt More Proven Practices

Structured Decision Making*
Improved Rationale for Decisions
Research Best Practices

Electronic Record System*

Improve Efficiency

Streamline Decisions for Less Serious Offenders
Review Expungement Process

IMPROVED PLANNING, OVERSIGHT, STRUCTURE

Strategic Planning

Dedicate resources to strategic planning

Best Practice Targets

Reaching out to public advocacy groups

Performance Measures

Justice Reinvestment Initiative

Sentencing Guidelines

Applied for grant funding

First step to electronic records

Transparency

Reporting to CCJJ and the public

Internal Structure

Move administrative duties to Director

Working with DHRM to recruit a Deputy Director

Review agency structure with DHRM consultants

PROVEN PRACTICES

Structured Decision Making

Researching models from other states

Board Research Consultant

Improved Rationale for Decisions

Soliciting input from ACLU, UPAN, and Disability Law Center

Piloting a new form

Unify structured decision tool and rationale

Consistent with Sentencing Guidelines and risk assessments

Research Based Practices

National Parole Resource Center- Ten Best Practice Targets

Ten Best Practice Targets

1. Use good, empirically-based actuarial tools to <u>assess risk</u> and criminogenic needs of offenders.

2. Develop and use clear, evidence-based, <u>policy-driven decision making tools</u>, policies, and guidelines that reflect the full range of a paroling authority's concerns (e.g., punishment, victim issues, community safety, etc.).

3. Maintain meaningful <u>partnerships</u> with institutional corrections and community supervision (and others) to encourage a seamless transition process and the availability of sound, evidence-based programs.

4. Use their influence and leverage to target institutional and community <u>resources to mid and high risk offenders</u> to address their criminogenic needs.

5. Consider for <u>release at the earliest stage</u> possible—in light of statutes and other sentencing interests—offenders assessed as <u>low risk</u>.

Ten Best Practice Targets

6. Use the parole interview/hearing/review process as an opportunity to—among other goals—<u>enhance offender motivation</u> to change.
7. Fashion condition setting policy to <u>minimize requirements on low risk</u> offenders, and target conditions to criminogenic needs of <u>medium and high risk</u> offenders.
8. Develop policy-driven, evidence-informed <u>responses to parole violations</u> that incorporate considerations of risk, criminogenic need and severity, assure even-handed treatment of violators, and utilize resources wisely.
9. Develop and strengthen case-level <u>decision making skills/capacities</u> in these areas.
10. Develop and strengthen agency level policy making, <u>strategic management and performance measurement</u> skills/capacities.

Ten Best Practice Targets
Target #1

Use good, empirically-based actuarial tools to assess risk and criminogenic needs of offenders.

- **Level of Services Inventory (LSI-R)**
- **Sex offense specific assessments**
- **Switching to Level of Service/Risk Need Responsivity (LS/RNR)**
- **The Board has been trained on the LSI-R and LS/RNR**

Ten Best Practice Targets
Target #5

Consider for release at the earliest stage possible—in light of statutes and other sentencing interests—offenders assessed as low risk.

- **Adjust original hearing schedule**
- **Review all offenders before minimum sentence**
- **Review before guideline date to allow Earned Time Credit**
- **Calculate Guidelines upon arrival at prison**

Ten Best Practice Targets
Target #6

Use the parole interview/hearing/review process as an opportunity to, among other goals, enhance offender motivation to change.

- **Association of Paroling Authorities International (APAI) trained Board Members.**
- **National Parole Resource Center (NPRC) conducted an on-site training for all Hearing Officers and Board Members.**
- **Scheduled four days of Motivational Interview training for all persons who conduct hearings.**

Ten Best Practice Targets
Target #7

Fashion condition setting policy to minimize requirements on low risk offenders, and target conditions to criminogenic needs of medium and high risk offenders.

- Reduce number of standard parole conditions
- Special conditions are added for moderate and high risk offenders to meet their individual risk/needs

Ten Best Practice Targets
Target #8

Develop policy-driven, evidence-informed responses to parole violations that incorporate considerations of risk, criminogenic need and severity, assure even-handed treatment of violators, and utilize resources wisely.

- **Implemented parole violation guidelines**
- **Rationale sheet for parole violations**
- **Response & Incentive Matrix (RIM)**

ELECTRONIC RECORD SYSTEM

Quality Control
Reduce potential for errors
Intelligent reporting

Data Tracking
Designing performance measures

Transparency
Ability to report to public

Improved Efficiency
Focus staff resources on higher level tasks

Align with Other Criminal Justice Agencies

ELECTRONIC RECORD SYSTEM

Consulting with GOMB and DTS

Map existing business model

Eliminate inefficiencies

Design a system to take advantage of technology

Plan

- Cost estimates
- Timeline
- Transition plan

Present options

EFFICIENCY

Streamline Decision Process for Less Serious Offenders

Case preparation

Reduce in-person hearings

Review Expungement Process

Increase BCI's authority to expunge

Create an expedited pardon process

Rule open for public comment

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