



UTAH DEPARTMENT
UDC
OF CORRECTIONS

FY2021

Annual Report

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A Letter from our Director:

The Utah Department of Corrections' team works hard to support the mission of enhancing public safety through offender success and accountability.

For the past two years, our Department has navigated its way through the COVID-19 pandemic, including outbreaks at both the Utah State Prison in Draper and the Central Utah Correctional Facility in Gunnison.

In 2021, the Department reached near substantial completion of the new correctional facility in Salt Lake City. The team continues to actively plan for the challenging – yet exciting – undertaking of moving a population of approximately 2,600 incarcerated individuals from Draper to the new location.

The Department continues to focus its collective perspective outward, ensuring that true collaboration happens throughout the divisions. Nearly all of the Department's staff completed a two-day training last year to shift focus from inward to outward. The Department expects to continue this process of enhancing traits such as collaboration, self-awareness, and accountability.

In the coming year, the Department will launch its strategic plan, positioning our team to better meet the needs of those it houses in our correctional facilities and supervises in the community and the needs of its staff members. The aim this year is to not only identify goals, but to outline clear strategies and effective outcome measures.

The Department's five key strategic directions address the critical needs of the Department and the community:

- Invest in staff
- Work together
- Implement strategically
- Improve lives
- Impact globally

Each division in this annual report shares what they do, including successes and challenges.

This annual report marks a return to an annual tradition. The leadership and staff look forward to another year of serving the great people of this state.

Brian Nielson - Executive Director

About

The Utah Department of Corrections' nearly 2,300 employees supervise more than 15,000 individuals in the community and approximately 5,900 incarcerated individuals.

Positions within the Department range from correctional officers to Adult Probation and Parole agents to maintenance specialists to social workers to chaplains to registered nurses to accountants and so much more.

Mission

Our dedicated team of professionals ensures public safety by effectively managing offenders while maintaining close collaboration with partner agencies and the community.

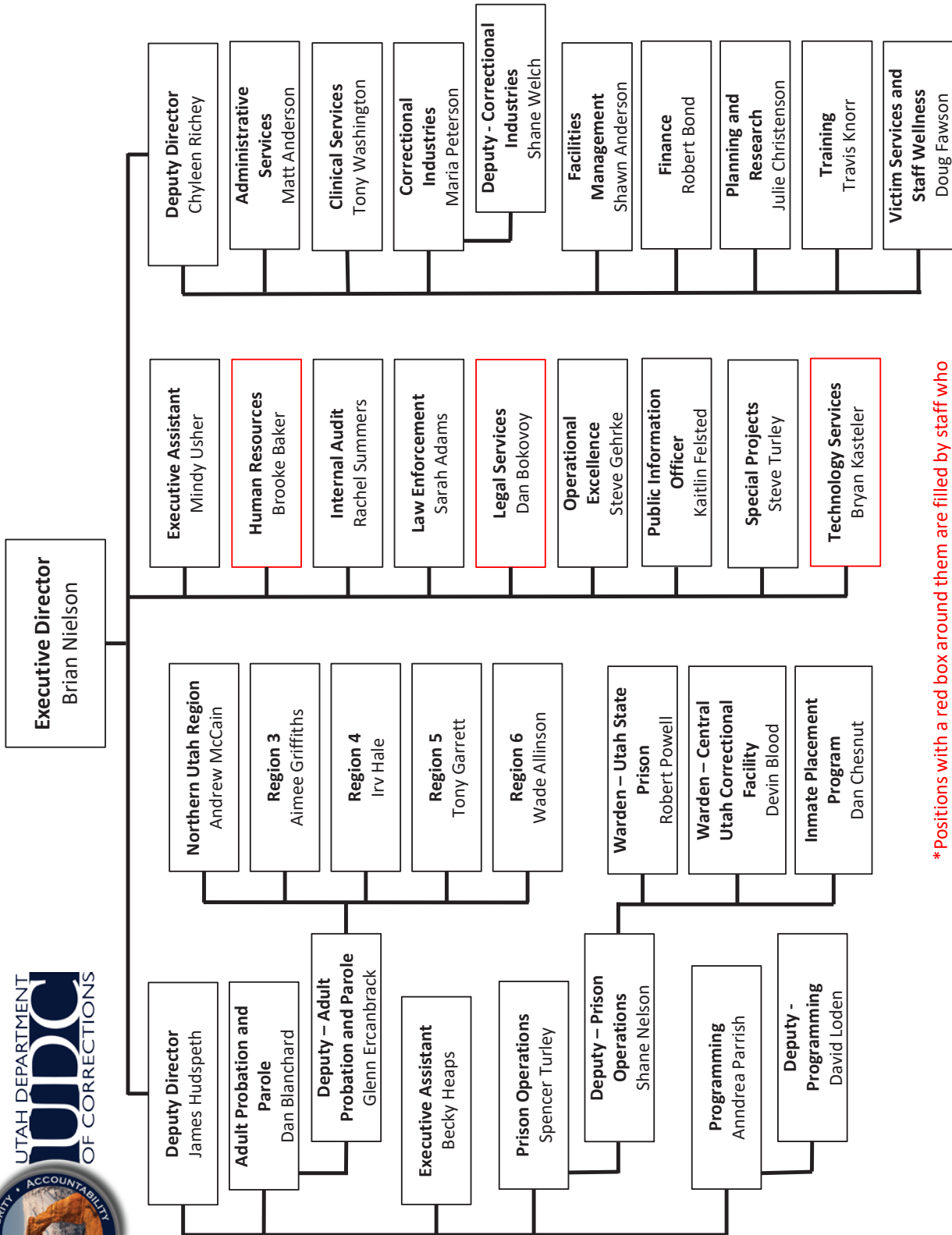
Our team is devoted to providing maximum opportunities for offenders to make lasting changes through accountability, treatment, education, and positive reinforcement within a safe environment.

Vision

We envision a culture where honor, accountability, and integrity are reflected in our conduct.

In so doing, we foster an environment rich in professionalism, compassion, collaboration, and dedication. Together, we are a fair, focused, innovative, and energized team.

Organizational Chart



*Positions with a red box around them are filled by staff who are assigned to Corrections, but work for another state agency.

Revised: August 2021

Adult Probation & Parole



About Adult Probation and Parole:

Adult Probation and Parole (AP&P) agents provide community supervision to the Utah District Court and the Utah Board of Pardons and Parole. Agents also work hand-in-hand with treatment providers, community organizations and other law-enforcement agencies. The supervision of individuals on probation or parole transcends beyond ensuring that they comply with conditions of probation or parole.

AP&P also works closely with local law enforcement and jails in an effort to ensure public safety.

From providing presentence investigations for the court to probation and parole services, AP&P is committed to public safety by helping individuals make positive changes and successfully exit the criminal justice system. Through application of state laws, standards and guidelines, AP&P provides supervision and accountability to individuals with probation or parole conditions.

Utah Statutes establish duties for the UDC:

- General duties, community supervision:
UCA §64-13-6
- Pre and post sentence investigation:
UCA §64-13-20 and §77-27-13
- Interstate compact supervision:
UCA §77-27-24 and §77-28c-103
- Registry for sex and kidnap offenders:
UCA §77-41-103
- Registry for child abuse offenders:
UCA §77-43-103

The Division of Adult Probation & Parole's Mission:

“The mission of AP&P is to help individuals become productive members of the community through supervision and effective interventions.”

Adult Probation and Parole – An Introduction

AP&P is involved in more than just the supervision of people released from our prison facilities or placed on probation. From conducting presentencing investigations to assessing ongoing risk and need factors for individuals on community supervision, AP&P plays an integral role in providing public safety and the successful exit of people from the criminal justice system. AP&P operates five geographic regions across the state, with multiple office locations in each region, and manages statutory offender registry programs.



Presentence Investigations

When an individual is convicted of a crime, a judge may request a presentence investigation from AP&P to assist the court with sentencing. The presentence investigator gathers background information about the defendant and prepares a recommendation based upon the Utah Sentencing Commission guidelines. Presentence reports include applicable matrix forms, risk and need assessments, offense summary, victim impact, criminal history and other collateral information. The Utah Board of Pardons and Parole also utilizes sentencing reports when conducting hearings in consideration of potential release and parole conditions.



Probation and Parole Supervision

There are two basic types of community supervision provided by AP&P: probation or parole. An individual on probation is under an order from the Utah District Court and may have also served some jail time, and is granted the privilege of supervised probation in the community in lieu of an incarceration sentence. An individual on parole was sentenced to prison and is subsequently released back into the community by the Utah Board of Pardons and Parole before expiration of a sentence.

Individuals on probation or parole are accountable for their behavior and compliance with conditions of supervision. Typical conditions of supervision include reporting to AP&P, residence checks, assessments, treatment, travel or curfew restrictions, victim restitution, fines, community service and case planning with their agent. Case plans are intended to reduce criminal behavior risk factors through individual goals and steps. This may include additional assessments, treatment, cognitive behavioral interventions, employment, education and support of family and prosocial activities.

Adult Probation & Parole – Organization and Operations

Staffing

There are over 700 dedicated staff working in AP&P, including:

- 347 field agents
- 145 professional staff
- 143 correctional officers
- 60 field supervisors
- 18 administrators

Community Correctional Centers

Adult Probation and Parole operates five community correctional facilities in Salt Lake and Weber counties to provide stabilization and treatment services to individuals transitioning from prison to the community. A future facility is under development in Utah County.

Reentry

AP&P has a reentry team with agents and professional staff working to improve the successful transition of people released from prison to the community. This effort involves the entire Department of Corrections including the Division of Prison Operations, Programming Division and Utah Correctional Industries. Community support organizations, religious organizations, family members and other loved ones are essential partners in supporting reentry success.

Treatment Resource Centers

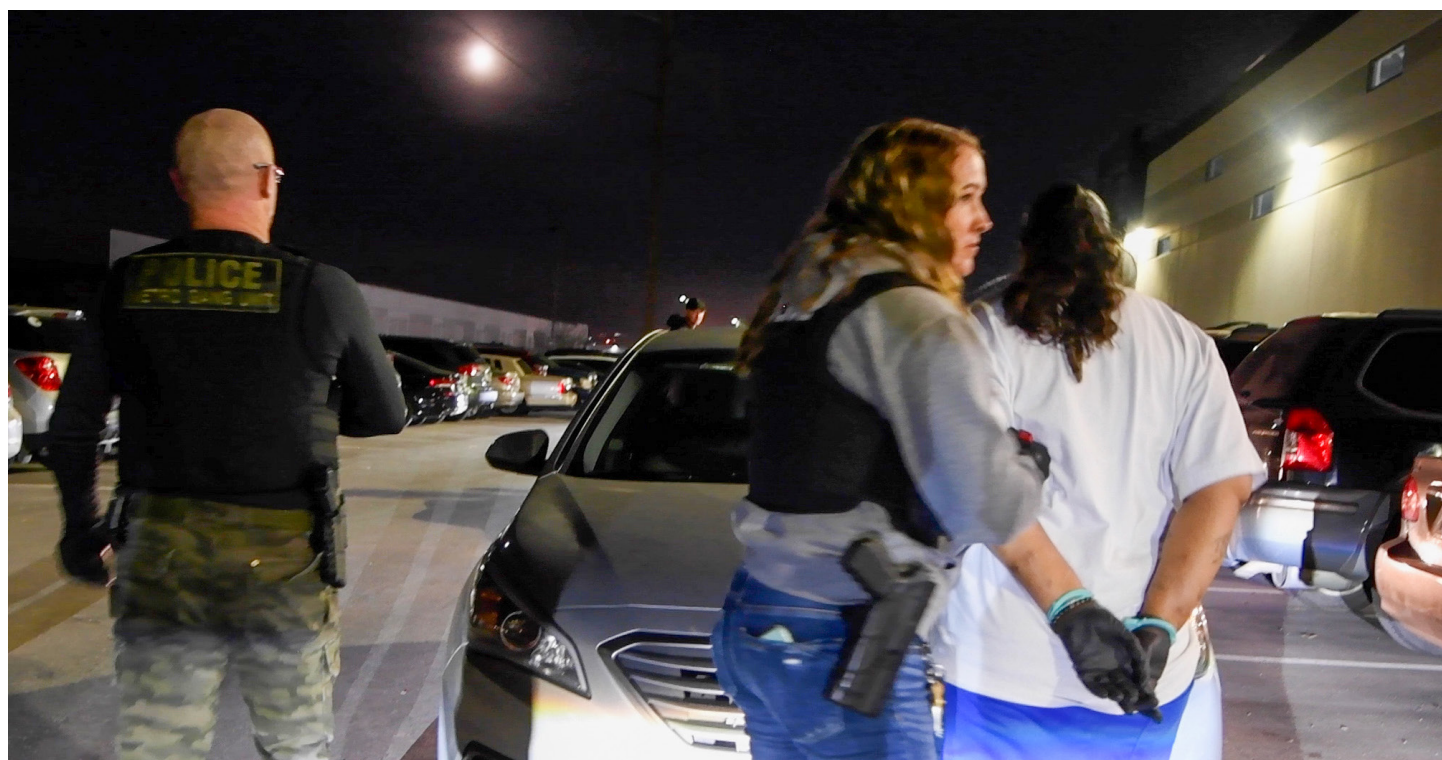
In partnership with the Programming Division, AP&P operates Treatment Resource Centers (TRC) in every AP&P region. Through these centers, therapists and caseworkers provide clinical assessments, substance use and behavioral health treatment services to people under UDC supervision.

Fugitive Response

If individuals on probation or parole abscond from supervision, AP&P agents will request arrest warrants and engage in deliberate efforts to locate and safely apprehend them. UDC fugitive teams include AP&P agents, investigators from The Law Enforcement Bureau (LEB) and support staff. Additionally, AP&P collaborates with local, state and federal law enforcement agencies through joint task force operations to conduct criminal investigations and make arrests of suspects.

Registry & Compact

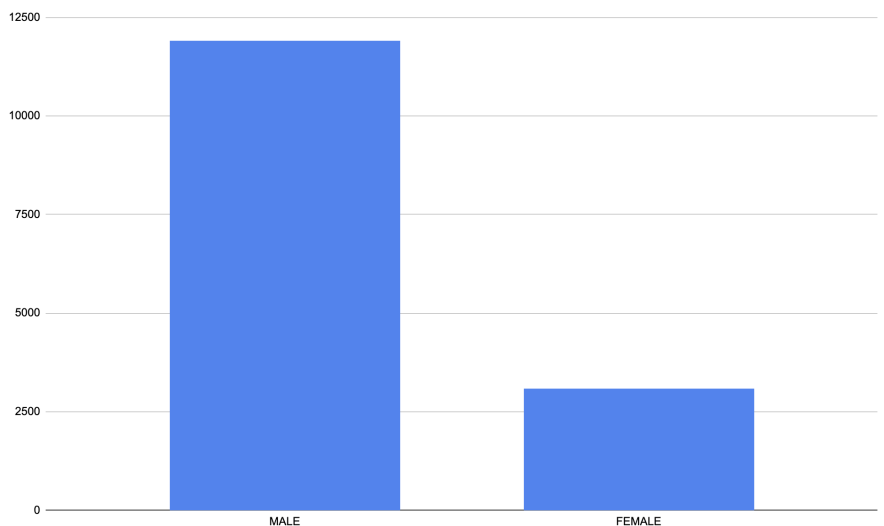
AP&P manages statewide offender registry programs for designated sex, kidnap and child abuse offenses through the Interstate Compliance Unit. This team also manages Utah's interstate compact for adult offender supervision. The compact is a federal act establishing state-to-state transfer of supervised probationers and parolees under specific conditions.



Adult Probation & Parole – Demographics Breakdown

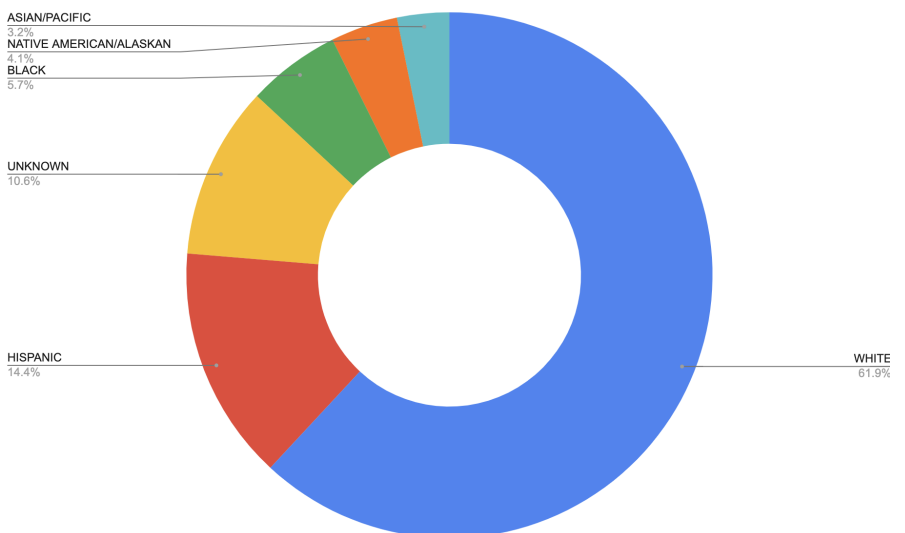
Gender

In addition to the males and females represented in the graph to the right, AP&P also works with individuals who have transitioned from male to female and individuals who have transitioned from female to male, representing less than 0.10% of the served population.



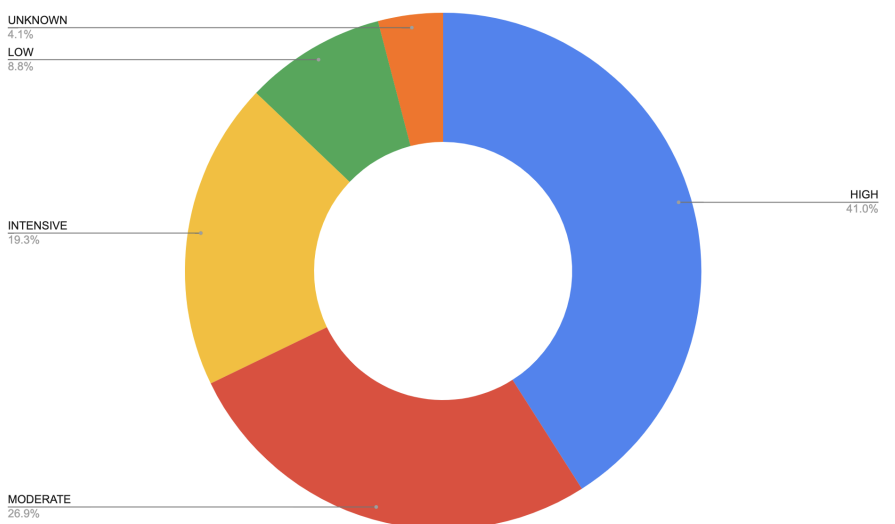
Race

Individuals in the 'Unknown' category have chosen not to report their race to Adult Probation & Parole.



Risk Level

Individuals in the 'Unknown' category of risk represent a portion of the population that have not been assessed for risk level.



Graphics from left to right: AP&P Population Gender Breakdown, AP&P Population Race Breakdown, AP&P Population Risk Level Assessments. All data representative of population as of June 30, 2021.

Adult Probation & Parole – The Role of AP&P Agents

Agents are certified law enforcement officers through Utah Peace Officer Standards and Training (POST) who supervise individuals on probation or parole, conduct investigations, searches and make arrests as necessary. Additionally, AP&P agents utilize both correctional and law enforcement best practices through risk and need assessments, case planning, communication skills and behavioral interventions. Through the combined use of correctional practices and law enforcement skills, AP&P strives to improve public safety.

Daily Work

The daily work of an AP&P agent can consist of acting in the role of a police officer, adviser, mentor and social worker. Knowing when to assume each role can be complex, and our agents are very capable of making these adjustments depending on the situation. Agents receive significant training in specialized correctional techniques and law enforcement skills. AP&P officers must prepare themselves both mentally and physically for all aspects of the job.

Aiding Successful Reentry

AP&P agents work hand-in-hand with other law enforcement agencies, the courts, the Utah Board of Pardons and Parole, treatment providers, family members and employers. Community supervision transcends beyond ensuring individuals comply with the conditions of probation or parole. Agents often must assist people with overcoming barriers to success. This may include short-term needs for housing and personal health and long-term needs for education, employment, positive relationships and ongoing support in the community.

Responsibilities

While AP&P does not determine who is placed on probation or released on parole, the Division's responsibility is to provide effective and robust supervision services to the Utah Court and the Utah Board of Pardons and Parole. From agents and professional staff on the front lines to the Utah Department of Corrections executive leadership team, AP&P works relentlessly to assist the community, staff and supervised individuals to improve public safety.

Community Partnerships

The Division understands that it takes a community to effectively help those involved in the criminal justice system to succeed. Agents actively work with community partners to help increase chances for success of those they supervise. This is a challenging and sophisticated law-enforcement job, and through the efforts of criminal justice agencies, support organizations and the community, lives can be improved and communities can be protected.

Division of Prison Operations



About Division of Prison Operations:

The Division of Prison Operations (DPO) is composed of general security operations associated with incarceration within Utah's two prisons as well as in the various county jails with which the Department contracts.

In addition to security functions generally associated with prison officers, DPO oversees a variety of other details, ranging from Critical Incident Response Team (CIRT) functions and transportation of inmates (for court hearings, medical needs, etc.) to property and visitation. Officers safely house offenders and enable them to undergo programming and education needs, while maintaining order at the institutions and protecting all those inside its fences.

Utah has a Jail Contracting program through which it sends eligible inmates to serve out part of their sentences in county jails. This can sometimes allow inmates to serve prison time closer to home near support bases and the community to which they will eventually be released. DPO's Inmate Placement Program (IPP) has staff members working continually with the county jails to establish and continue a productive partnership. The State pays the county jails a daily rate in return for using available beds for state offenders.

DPO – COVID-19 Response & Safety/Security



COVID-19 Response

The Division of Prison Operations (DPO) faced unprecedented challenges during the COVID-19 pandemic.

The Division took a number of steps to mitigate the impact of the virus, including establishing quarantine and isolation protocols. The Division also worked to allow those under protocols to still receive programming and treatment.

With the aid of the Utah Board of Pardons and Parole, the Division reduced the overall inmate

population. While done in large part due to the pandemic, the move has aided in the preparation of moving to the new Utah State Correctional Facility.

DPO instituted a single intake day for all new commitments and parole violators. All intakes were quarantined for 14 days upon intake. Video visiting was implemented at both prison facilities after COVID required the suspension of in-person visiting.

As the pandemic eased, DPO was

able to resume in-person visiting, religious services and volunteer opportunities.

Leadership teams across the Division led efforts to deliver twice-weekly COVID testing. When vaccines became available, DPO worked with the Utah Department of Health and county health agencies to administer them. The resulting high inmate-vaccine rates have helped reduce the severity of outbreaks within the prisons.

Safety and Security

One of the biggest changes has been in housing Safety Level 4 inmates – those who have claimed the Division of Prison Operation's highest protection level out of fear for their personal safety. Previously, such offenders were housed in maximum security.

While some remain in maximum security, many are now housed at select county jails and in the Promontory facility at the Utah State Prison. The move has provided access to jobs, specialized treatment, programming and other opportunities the inmates would not have otherwise.

One such opportunity is higher education, thanks to a process that

allowed professors from Salt Lake Community College to come in and teach classes at Promontory.

The UDC has also expanded the role of its K9 units. The award-winning program has worked in the prisons to detect drugs and to prevent and respond to other issues. In the last year, the units have also become more engaged with other law enforcement partners and with Adult Probation and Parole. The teams are assisting on fugitive nights, searching community correctional centers and responding to calls for service from allied agencies.

The interception of contraband into facilities is a major focus of DPO. The Division has greatly enhanced

the drug interdiction efforts through its existing staff. In addition, it has placed NARCAN – which is used for emergency treatment of opioid overdoses – in prison control rooms.

In terms of the soon-to-open Utah State Correctional Facility, the Critical Incident Response Teams have been conducting extensive testing on facilities at the new site. These tests are designed to find flaws and system bugs before the prison is operational and has also assisted in the development of post orders and staff training. DPO is actively updating all policy and procedures in preparation for the move to the new prison.

DPO – Efficiency and Effectiveness

Efficiency & Effectiveness

The Division has implemented a number of efficiency steps to maintain its effectiveness while dealing with shortened certified staffing levels. DPO has continued to convert job posts in control points and culinary – traditionally filled by certified officers – into civilian-filled posts. It has also developed a more rigorous pre-service and Field Training Officer program for civilian control point staff.

Leadership teams are developing creative ways to reorganize many other areas in support services to aid in the hiring and retention of civilian staff.

In addition, it has streamlined support staff supervision at both prison sites. Previously, support staff were supervised by captains, deputy wardens or others with no consistency from building to building or unit to unit. The change created a support staff chain of command and reporting structure. It ensured consistency for the support staff supervisory positions. It also created opportunities for staff to promote and advance in their careers.

With the reduced inmate population, DPO suspended operations in

several USP housing units. The change allowed DPO to reallocate some certified staff members to other areas and reduce mandatory overtime hours. It also developed a staff movement and rotation plan for the USP that provided officers the ability to have more input into their work assignments. Additionally, the Division updated the promotional process and criteria, making it more inclusive to all positions in the division. It instituted promotion preparation classes for staff to help ensure succession planning.

Another step was the move to a Cloud-based scheduling system for both prison sites. This was a significant improvement and allowed for more efficient and effective scheduling of staff. It also provided the DPO team a greater resource to coordinate its 24/7/365 workforce.

The Division changed a number of processes to improve efficiency as well. It implemented the updated Correctional Standards in both prison facilities, all community correctional centers—overseen by AP&P—and all contracted county jails. It now has a team of officers who monitor, enforce, and assist in ensuring these

standards are met at all facilities that contract with the UDC. It piloted a program to keep parole violators in a county jail for housing, without returning them to the prison first. This helps meet Inmate Placement Program contracting numbers and in many cases, keeps inmates in the communities near their homes.

For UDC housing, DPO formalized and streamlined the structured housing referral process. This will not only ensure consistency in operations, it helps with future data collection and allows more informed decisions in the future. DPO and Programming collaborated to provide additional programming options in Level II (maximum security) housing.

DPO also centralized the inmate grievance process, reducing more than 1,200 outdated or otherwise problematic grievances to a level where everything is current and distributed, and tracked appropriately.



Division of Prison Operations – Challenges





Challenges

Effectively housing gang members is a perpetual focus for the Division. Due to the increased threat rival gang members pose, the security threat group integration plan is constantly being reviewed and updated to meet the safety and security needs of the prisons and inmate population.

DPO's institutions have experienced several drone flyovers in the past year. These drones present great security risks because of their ability to deliver payloads of drugs or weapons. They also pose security challenges in taking close up pictures of facilities that may assist in an escape plot. Because of this, each flyover causes a lockdown of the inmate population, resulting in interruptions to inmate

programming, education, and recreational time and causing staff to divert time and resources toward yard searches. Division officials are currently looking into technology that may assist in the early detection of drones and the location of their pilots.

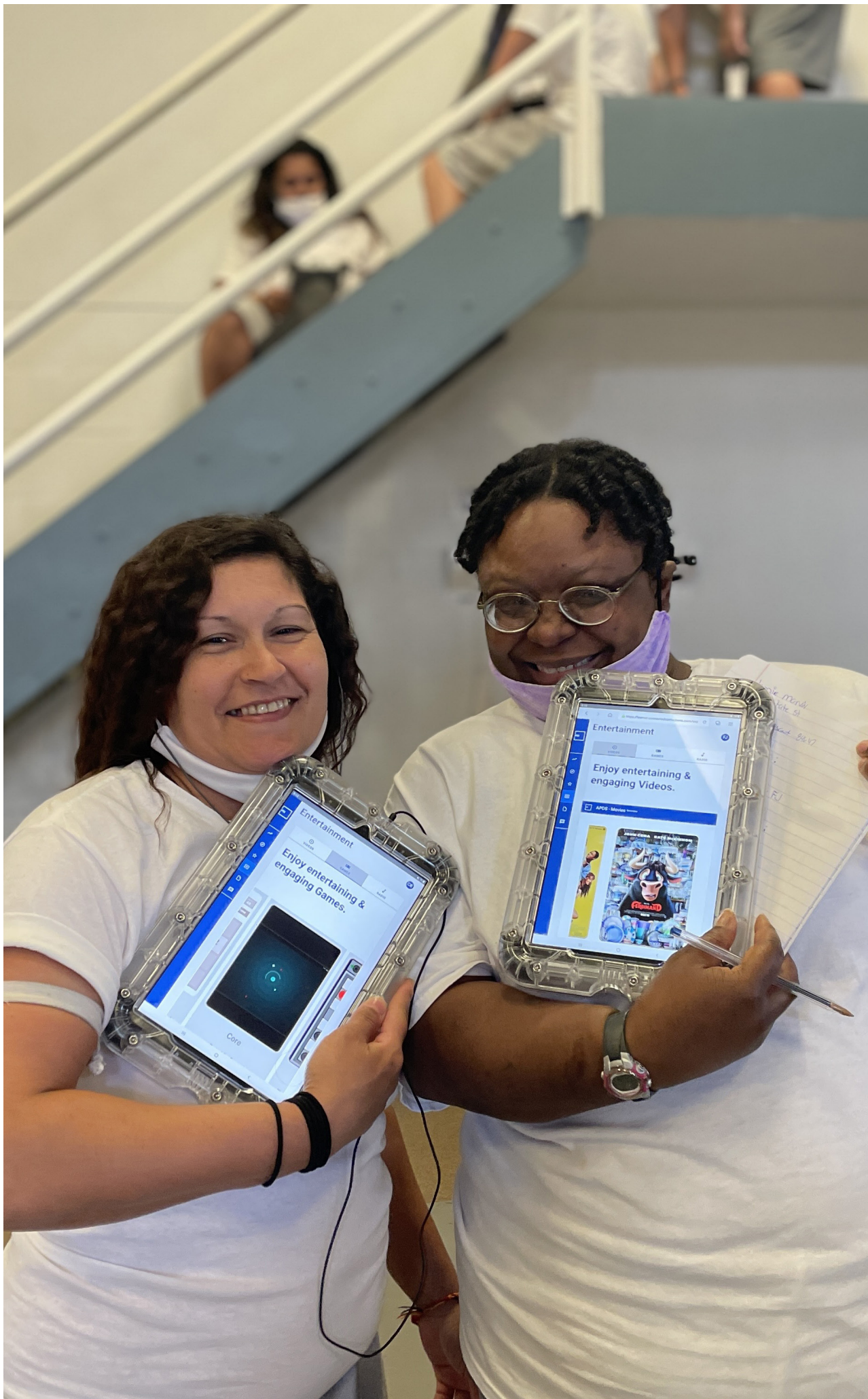
Due to several factors, the Division is facing staffing shortages – both in recruiting and retention – which requires the continued use of mandatory overtime. A particular obstacle is having a sufficient number of female staff to adequately operate our female prison facilities.

Such challenges extend to support staff/clerical positions. An example is truck driver positions, which require a Commercial Driver's License. The

starting wage of \$15.05 per hour, which is substantially lower than competing organizations requiring a CDL.

As with many entities, supply chain shortages have caused issues for the Division. Officials are working in collaboration with purchasing agents to find suppliers within state purchasing rules that can provide needed items in reasonable timeliness.

Programming Division



About Programming:

95 percent of the inmate population at the UDC will return to the community at some point. Because of this, The Department of Corrections begins preparing offenders for release the day they enter the prison system. That preparation begins with assessments in Receiving and Orientation, where inmates' education, treatment and life skills needs are evaluated. It continues as staff help inmates set goals for their recovery, rehabilitation and skill development so they will have the tools they need to lead a successful, crime-free life when they return to the community.

The Programming Division provides a broad array of services and interventions including substance use treatment, sex offense treatment, and educational programming to incarcerated individuals to enhance public safety and help people successfully exit the criminal justice system. In many situations, we strive to ensure the completion of programming prior to the consideration of release by the Board of Pardons and Parole (the Board).

Programming Vision:

We envision strengthening individuals, families, and communities by helping returning citizens gain the necessary skills and support to successfully exit the criminal justice system.

Our Mission:

Our team of skilled professionals provides evidence-based, individualized interventions, to reduce risk and promote behavioral change.

Programming – Case Management & Reentry Planning

Two processes begin for inmates at the Utah Department of Corrections on day one of their sentence: case management and reentry planning. By assessing and identifying any necessary interventions while preparing individuals for reentry into the community, the programming division helps offenders succeed, even before their sentence ends.

Reentry Planning

The Programming Division believes reentry planning begins on day one of incarceration. The prospect of securing housing, employment, health care, and a myriad of tiny tasks such as state identification can be daunting, particularly for those who have been out of the labor market for a number of years.

The Programming Reentry Team prepares returning citizens with the skills, connections and opportunities they will need to successfully reenter their communities. Connecting returning citizens prior to their release with Workforce Services, Vocational Rehabilitation Services and other community stakeholders, provides opportunities to access services while reducing barriers to successful reentry. The Programming Reentry Team also assists returning citizens in securing the following:

- Medicaid, which provides comprehensive healthcare as well as behavioral health treatment, such as psychotherapy and counseling, mental and behavioral health inpatient service, and substance use disorder treatment.
- Vital documents such as birth certificates, social security cards and identification cards.

This year, the Programming Division's reentry team will add three Peer Support Specialists who, due to their previous experiences with incarceration, will serve as credible messengers in helping our returning citizens navigate the transition back into society.



Case Management Services

Beginning on day one, newly incarcerated individuals are assessed, using a validated risk instrument and other assessments, such as educational and substance use, to identify the necessary educational, vocational, and therapeutic intervention to reduce the risk of recidivism and prepare for successful reentry. Based on the results, our skilled case managers develop a Case Action Plan to address each individual's needs throughout incarceration and beyond as they reenter society. The role of the case manager is one of "change agent." They motivate, address questions, and promote progress towards successful reentry.

Reducing recidivism is a team effort that requires synchronizing individualized and targeted interventions at the right time and in the right amount. The case management team consists of 43 case managers, six supervisors, and two coordinators who serve over 4,000 incarcerated individuals, which equates to roughly 95 individuals per case manager. The team measures success in three essential areas:

- Up to date and on-time criminogenic risk assessments.
- Up to date and high-quality case action plans.
- Time spent with individuals guiding them through the process of returning to communities successfully.

The team's performance measures show a positive trend and as of November 8th of 2021:

- 95% of risk assessments are completed on time.
- 91% of case action plans are up-to-date
- 88.35% of supervision contacts are occurring on time.

The Division has restructured its leadership team within the last year by reducing the number of senior leaders and creating more essential positions on the front lines. New positions created include Senior Case Managers, Case Manager Supervisors, and Case Manager Coordinators. In addition, The Division developed a quality assurance system that allows it to identify The Division's strengths and improve upon its weaknesses.

Beginning this last year, The Division improved its training opportunities. It added more training, from once a year to quarterly and has designed case-management specific training to better align with the day-to-day duties and responsibilities of case management inside correctional facilities. In addition to opening the new prison facility in Salt Lake City, its primary focus over the next year is to enhance the fidelity of services and create a tool that helps improve the timing of targeted interventions.

Programming – Substance Use Treatment

The Programming Division offers a comprehensive continuum of substance use services. Consistent with research, The Division uses evidence-based as well as promising and best practices program curricula to offer a variety of programs. The Division utilizes the American Society of Addiction Medicine guidelines (ASAM) to determine placement and discharge levels of care for clients with addiction and co-occurring conditions.



Treatment Types

Services include: Residential Substance Use treatment (RSUT), Intensive Outpatient (IOP), and Spanish Speaking Intensive Outpatient services. All services are offered in both the men's and women's facilities.

Residential Substance Use Programs:

These are the most intensive forms of treatment that utilize a therapeutic community model (TC) in conjunction with evidenced-based therapeutic curricula.

These programs are in separate housing units with a highly structured environment that emphasizes treatment.

- Con-Quest: Male Residential Substance Use Program at Draper
- Ex-Cell: Female Residential Substance Use Program at Draper
- HOPE: Male Residential Substance Use Program at Central Utah Correctional Facility

Intensive Outpatient (IOP) Programs:

These programs are based in the general population housing units and consist of a minimum of nine hours of substance use programming weekly.

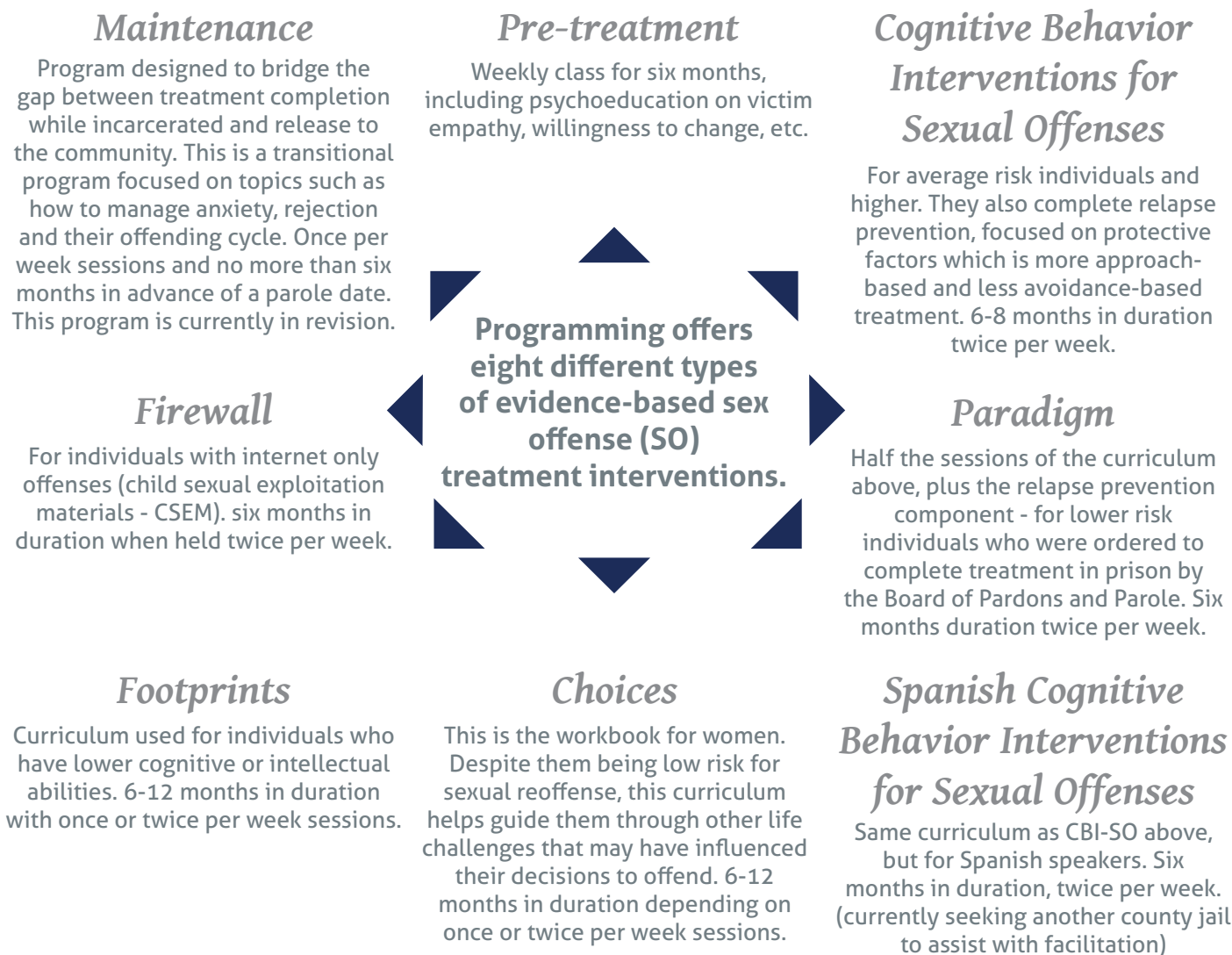
Spanish Speaking Intensive Outpatient Programs:

This program is tailored to The Spanish speaking population. It is based in general population housing units and consists of a minimum of nine hours of substance use programming weekly.

Programming – Sex Offense Treatment

The Programming Division provides myriad services for persons who have sexually offended. It conducts a treatability assessment upon a client's initial incarceration to verify their willingness to engage in treatment, if recommended. A psychologist then conducts psychosexual evaluations and appropriate assessments to determine risk for reoffense, treatment need, and the treatment resources available, whether in prison or in the community.

These comprehensive assessments also include sexual interest, sexual development, protective factors and other considerations related to an individual's responsivity to treatment interventions. Those who score lower risk on static and dynamic risk instruments would not receive a full scale psychosexual evaluation to ensure The Division preserves resources for higher risk and higher needs individuals.



Treatment Locations

Sex offense treatment locations include:

- Draper:
 - Olympus - Pre-treatment, CBI-SO, Paradigm, Firewall, Footprints
 - Timpanogos - Choices
 - Promontory - Pre-treatment, CBI-SO, Paradigm, Firewall, Footprints, Spanish CBI-SO
- Central Utah Correctional Facility: Pre-treatment
- Sanpete County Jail: Pre-treatment and CBI-SO
- San Juan County Jail: Pre-treatment, CBI-SO and Paradigm
- Kane County Jail: Pre-treatment and CBI-SO

Programming – Sex Offense Treatment



The Programming Division has made some important improvements over the last year. To provide greater consistency and reliability in program offerings, sex offense treatment was brought in-house at The Draper Facility. Previously, these services were contracted and while it has been an adjustment, clients have reported improved service delivery.

All of the Core Clinical Sex Offense Treatment Provider (SOTP) staff in Draper attended the Association for the Treatment of Sexual Abusers in 2021. It fostered collegiality and team building as staff members discussed their impressions of what was presented and how these ideas can make the program stronger. The Division has reduced caseload size to no more than 24 clients per clinician, which helps with service delivery quality, reduces burnout, and promotes job satisfaction across the team. It has also created subcommittees within the program to highlight resident graduations and staff wellness/team building. The team created its own SOTP specific employee of the quarter to allow staff to vote for and recognize their colleagues for a job well done over the previous quarter.

Overall, the team has aligned with the research regarding person centered language including a change to the program name and is moving towards interventions that highlight strengths and protective factors instead of deficiencies. This approach leaves a better impression on the client after the treatment has ceased. The team is also focusing on dosage hours and making sure to articulate not only the appropriate risk and associated treatment, when indicated, but also the number of hours required to reach the optimum level of intervention for that individual.

Programming – Sex Offense Task Force

Over the past year Programming implemented compliance reviews of community sex offense treatment providers. It has also developed a grievance process for supervising agents and treatment providers to use which will roll out in January 2022. The Division revised its treatment parameters and placed resources for persons who sexually offend on the public UDC website. The Sex Offense Task Force changed its name to be more person centered to label the behavior, not the person. It has improved oversight of the community providers and aim to implement compliance reviews for polygraphers as well in the near future. The Task Force acts more in line with the legislative mandate than ever. It's providing worthwhile and important training opportunities for the providers and agents, including updated and new risk instruments for various populations. It recently partnered with the Training Bureau to record a training class and make it accessible to those who could not attend. The Task Force has goals to revise the standards of supervision for persons who have sexually offended in addition to shoring up the treatment parameters in the supervision manual provided to agents and providers.

Programming – Education

Incarcerated individuals, on average, are less educated than the general population. Many lack basic literacy, a high school diploma or equivalent, and the occupational skills necessary to secure a job. Moreover, having a felony conviction can be a significant barrier to finding employment after prison.

One proven strategy for enhancing successful reentry is to provide education to inmates while incarcerated so they have the knowledge, training, and skills to support a successful return to their communities. The Programming Division provides these opportunities, providing literacy assessments and interventions, adult education, higher education, and an array of vocational education.



Adult Education

The Programming Division partners with the Utah State Board of Education's Utah Adult Education program to provide adult education services. Adult education programs proactively address each student's basic literacy and secondary credential needs, thereby affording students opportunities for post-secondary training, employment, and personal success. Programs provide quality instruction and continuity of services across the state; ensuring students are afforded an educational experience that is comparable in intensity and rigor to a traditional K-12 high school program.

Adult education services in the Central Utah Correctional Facility are provided by the South Sanpete School District's Central Utah Academy. The Draper prison services are currently provided by the Canyons School District's South Park Academy. When the prison is relocated to its new site in Salt Lake City, adult education services will be provided by the Salt Lake City School District (SLCSD). The Utah State Board of Education and the Programming Division have been actively working with the SLCSD to orient their administration and staff program responsibilities to provide a seamless transition between school districts. The new prison has been designed with updated technology features to increase learning opportunities to students housed in the new facility. Utah Education Network has coordinated with the Division of Technology Services to provide support to facilitate communication between the two systems.

Higher Education

Salt Lake Community College's (SLCC) Prison Education Program was piloted in the spring of 2017 with funding from the Utah State Legislature. All classes are taught by SLCC faculty or adjuncts in alignment with SLCC standards for excellence. The program provides inmates a chance to earn college credits and work towards a General Studies Associate's Degree. All classes count towards this goal, and every credit earned inside the prison is transferable anywhere in the state. Obtaining a higher education facilitates returning citizens with continued vocational or educational opportunities which translates into a documented impact on reduced recidivism rates and taxpayer savings.

The University of Utah's Utah Prison Education Program (UPEP) provides on-site college curriculum to two groups of students incarcerated in the Utah State Prison in Draper, one in the women's facility and one in a men's facility. Through face-to-face coursework, they assist incarcerated students to live lives of impact, both in prison and post-incarceration, by fostering academic excellence, leadership, and civic engagement. In the fall of 2021, Leveraging grants and private donations, UPEP began offering its first credit-bearing courses in Timpanogos and Promontory. The UDC is excited to partner with UPEP in extending higher education opportunities to incarcerated students.

Programming – Vocational Certificates

The Programming Division provides vocational training opportunities through intergovernmental agreements with Davis Technical College for men and women at the Draper Facility and Snow College for those housed in the men-only Central Utah Correctional Facility. Programming also contracts vocational education services for male students in the Duchesne County Jail through Uintah Basin Technical College.



Davis Technical College Programs

All Davis Technical College (DTC) programs offer industry-recognized certifications. Students enrolled in the prison program earn the same accreditation as students in The School's on-campus programs. Students can gain up to 30 credits toward an Associate's Degree that can be transferred to nearly any technical college in Utah, including Salt Lake Community College. DTC provides students with job placement services post-release and each DTC program includes 60 hours of soft skill training (Resume writing, interview skills, work ethic principles, etc.).

Certificates of achievement offered:
Men - Automotive, Business Technology, Culinary Arts, Machining and Welding
Women – Business Technology and Culinary Arts

Snow College Certificates of Achievement

Certificates of achievement offered:

- **Construction Management:** (Building Trades) The certificate consists of 945 hours (three semesters of 315 hours each) Students receive instruction both in the classroom as well as the shop.
- **Culinary Arts** Certificate of Proficiency includes 630 hours (two semesters of 315 hours each). Students receive instruction both in the classroom as well as the kitchen.

Uintah Basin Technical College: Building Trades

The Programming Division contracts with Uintah Basin Technical College in providing a Building Trades construction program at the Duchesne County Jail. This accredited program offers training in the construction industry, including home building, surveying, plumbing, electrical, and cabinetry. The construction program is a 14-week course that provides marketable skills for incarcerated students while simultaneously contributing to the Tri-County area by building low-income housing for the Uintah Basin Association of Governments (UBAG).

Programming – Volunteer & Religious Services



Volunteers ensure the Department of Corrections is able to meet the spiritual needs of inmates while maintaining a separation of church and state. There are more than two dozen religious affiliations claimed by inmates in state custody. To meet their spiritual needs, volunteers oversee a variety of activities, programs, scripture study and educational courses, prayer and worship services. Volunteers also provide religious-based addiction recovery groups, (LDS) Family Home Evening groups, (Native American) Sweat Lodge and Pipe ceremonies, and Siddha Yoga Meditation.

Chaplains

Chaplains, who are part-time employees of the Department, provide offenders with ecclesiastical counseling and non-denominational services. They assist both staff and offenders with crisis intervention and during personal and family trials. Chaplains are a resource for religious knowledge for staff, offenders and volunteers. They also maintain ongoing relationships with community religious leaders; have direct contact with offenders through consultations, programs and services; evaluate needs of offenders and decide the best sources available to meet those needs; answer questions regarding religious programs (services, symbols, reading material); and are a source for mediation (emergencies, deaths, fights, injuries) for staff and inmates.



Ethnic Minority Resource Officers

The Programming Division also employs an Ethnic Minority Resource Officer (EMRO) within the facilities to provide direct support to Native Americans, ethnic minorities, and foreign nationals in custody. The EMRO works with underserved populations by guiding them in optimizing therapeutic treatment services, mental health assistance, educational opportunities and support systems while incarcerated and also provides information for community-based services and support when released. EMROs facilitate incarcerated foreign nationals' communication and contact with their respective consulates and help minorities navigate the judicial system as well as UDC processes and policies.

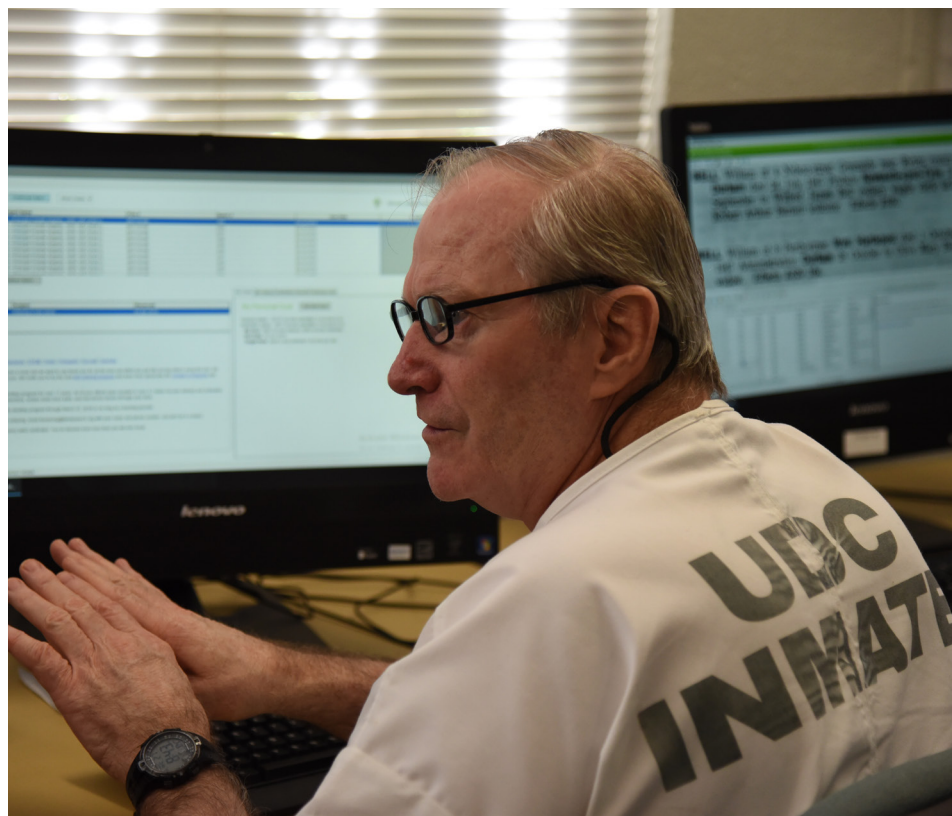


Programming – Libraries & Reading For The Blind

The purpose of libraries is to provide high quality library services and materials that satisfy the educational, therapeutic and recreational needs of inmate patrons. Specifically, goals of the libraries are to:

- Providing a diverse and updated collection of reference and reading materials.
- Giving each patron the opportunity to access the library once a week.
- Creating an environment where patrons will want to become life-long library users.
- Creating partnerships with prison programs to ensure our patrons' needs are met.

Programming is dedicated to providing the best Library Services possible, even in unusual circumstances. These services make a difference for inmates as well as staff. There is a commitment to supporting the Programming Vision in "helping people gain the necessary skills and support to successfully exit the criminal justice system."



Reading for the Blind Program

The Reading for the Blind Program gives inmates the opportunity to produce free audio books for blind and disabled library patrons living in Utah and across the United States. In partnership with the Utah State Library's Program for the Blind and Disabled, the program records, edits, and finalizes an average of 20 projects per month, including books, magazines, LDS literature, and voting materials. The program also repairs an average of 56 digital audio book players per month, which allow qualifying patrons to access and listen to government-issued audio materials. Inmates employed by the Reading for the Blind program contribute over 6,000 total employee hours per State Fiscal Quarter.

As a network library for the National Library Service, the Reading for the Blind program also contributes projects to BARD (Braille and Audio Reading Database), and completes 60 commercial audiobook conversions per month, increasing the NLS capacity to produce free content for qualifying patrons on a national scale.

Libraries at the Utah Department of Corrections

There are five libraries at the Draper site that directly serve over 2,000 inmate patrons, and indirectly provide services for over 500 inmates in restrictive housing. There are currently three full-time employee positions in library services; a Library Director and two Librarian I positions. There is one library in CUCF with one Librarian. CUCF services approximately 1,600-1,700 inmates. CUCF has the main library to which over 700 incarcerated individuals have access and provides services to the 400 others in Restrictive Housing and in Receiving and Orientation units. The remaining housing units have access to the library on the weekend through the unit.

Libraries at UDC and COVID

During the majority of FY21 the libraries were closed due to COVID-19. Starting in late spring, they were slowly able to reopen with all libraries back in operation by June 2021. When libraries were closed, the staff shifted focus and began securing donations to deliver boxes of books to the housing units. During the year the libraries were closed, staff delivered over 26,000 books. In the short time they were open at the end of the year, over 8,500 items were loaned and there were almost 2,500 visits to the libraries.

Programming – Horticulture Program



The primary goal of the horticulture program is to develop individuals to successfully contribute to and build better communities. To accomplish this, the Programming Division provides a well-rounded, nationally recognized horticultural education through the Utah Department of Labor's Horticulture Apprenticeship Program. Individuals earn 6,500 apprenticeship hours, receiving a horticulture certification as well as an awareness of how to be good stewards of natural and cultural resources.

In addition to providing recognized certification, the program promotes conservation, advances scientific knowledge, builds an atmosphere of teamwork and mutual respect among individuals, and prepares incarcerated individuals to be ambassadors for the horticulture discipline when released from prison.

Community Partnerships

The Division strives to build connections and partnerships within the broader community and share its activities and accomplishments. The partnerships include The Division of Oil, Gas and Mining, Bureau of Mine Reclamation, South West Monarch study group, Tracy Aviary, Hidden Hollow Farms, Rare Plant Conservation, Millcreek City, South Salt Lake and Salt Lake City Public Lands & Trails, Wasatch Community Garden, Wild Utah Project, and The Hogle Zoo.

Green Initiatives

The green initiatives that have been implemented make it more sustainable and reduce its ecological impact while also helping provide rehabilitative opportunities for individuals who participate. There are social and environmental benefits that occur when individuals engage with and embrace the living world around them. This is true nature-based therapy.

Medication Assisted Treatment (MAT)

The Programming Division received a grant from the Utah Division of Substance Abuse and Mental Health in 2019 to initiate a Medication Assisted Treatment (MAT) program. It's designed to help returning citizens manage their substance use disorders by offering voluntary supportive services and evidence based interventions. Medication-assisted treatment is the use of medications, in combination with counseling, to offer a well-rounded approach to the treatment of substance use disorders.

In collaboration with Clinical Services, Programming has implemented MAT services to qualifying individuals. It currently offers Vivitrol, a prescription injectable medicine used to treat alcohol dependence and prevent relapse for those with opioid dependence within both The Utah State Prison and Central Utah Correctional Facility. The MAT caseworkers offer screenings, education, and classes, plus work closely with Institutional Substance Use programs. They follow-up within the community to ensure continued Vivitrol injection appointments and Substance Use treatment occurs.

In August 2021, Programming amended its grant to include two injections prior to release rather than the initial single injection. The Division has begun to collect data to track the outcome of this change and anticipates positive results. Vivitrol is just one medication used to treat Opioid and Alcohol Use Disorder. Looking forward, the MAT program hopes to expand medications for treatment and increase participation in the Medication Assisted Treatment program.

Programming – Other Services

Community Programming

Therapeutic/Substance use assessments and treatment are provided by licensed mental health professionals for clients who are under the supervision of Adult Probation and Parole. In addition, psychoeducational groups addressing various criminogenic risk factors, trauma, and skill development are offered by trained professionals.

Case workers are available to assist clients in identifying needs and resources that will aid them in successful transition and transfer to services in the community in which they live and interact.

Clients are assisted in applying for Targeted Adult Medicaid as appropriate in order to help them meet their medical and mental health needs, which will ultimately assist them in long term success.

All work of Community Programming is conducted in close collaboration with Adult Probation and Parole professionals.

Treatment Resource Centers

There are a total 13 Treatment Resource Centers located throughout every region in the state. These centers provide general outpatient level of substance use treatment for people on probation and parole. They have been created to increase access to treatment for those who otherwise would struggle to find such treatment.

Services at TRCs include Substance Use/Mental Health Assessments, group and individual therapy, psycho-educational classes and case work services. The primary goal of these centers is to provide needed treatment, and connect people on probation and parole with community services, with an emphasis on connecting them with Substance Use Programs.

Community Correctional Centers

There are currently four community correctional centers (CCCs) throughout Utah, one in the Northern Utah Region and three in the Salt Lake Region. They provide transitional and treatment services to clients who are on probation or parole as ordered by the Court or Board of Pardons and Parole.

Services at the CCCs include:

- Case management
- Completer Programs
- Substance Abuse Treatment, Sex Offender Treatment, Parole Violator Program
- Stabilization and transition services

This may include a mental health/substance abuse assessment and assignment to treatment either at a Treatment Resource Center, or a Justice Reinvestment Initiative (JRI) approved community provider.

Mentally Ill Offender Services

The focus of the Mentally Ill Offender Program (MIO) is helping clients to set up with wrap around services including mental health treatment services, medication management, case management, supportive housing, employment, payee services (if applicable), funding to help pay for long term services and other needed services to help clients succeed and reduce recidivism. There are two Mentally Ill Offender (MIO) programs in Salt Lake County for a total of 20 beds:

- Bonneville Community Correctional Center (Mens Facility)—16 beds
- Orange Street Community Correctional Center (Women's Facility)—four beds

The MIO programs work closely with the Clinical Services Bureau, Sex Offense Mentally Ill Offender AP&P team, Release Re-Entry, AP&P team members and community partner agencies to help clients transition into the community successfully. Services in these centers include individual therapy, group therapy, and individualized case management services.

Inmate Placement Program



About Inmate Placement Program:

As with all areas of operations within the Utah Department of Corrections, FY21 was a year of adjustment and change due to the pandemic. These adjustments impacted processes, methodologies, goals, the workplace, and some of the fundamentals of how the Inmate Placement Program (IPP) accomplished its mission.

IPP is mandated to utilize county jail housing capacity. For the first time, in FY22, the legislature required UDC to expend all funds provided in the jail contracting line item, meaning, UDC will pay for housing and treatment beds, even if they aren't utilized. This new funding mechanism has continued to provide motivation to look for innovative ways to accomplish the work. Due to the strength of the relationship between UDC, its county partners, and other stakeholders, innovation has been implemented in a collaborative way, allowing for flexibility and continued growth.

Inmate Placement Program – Key Points

Safety Levels

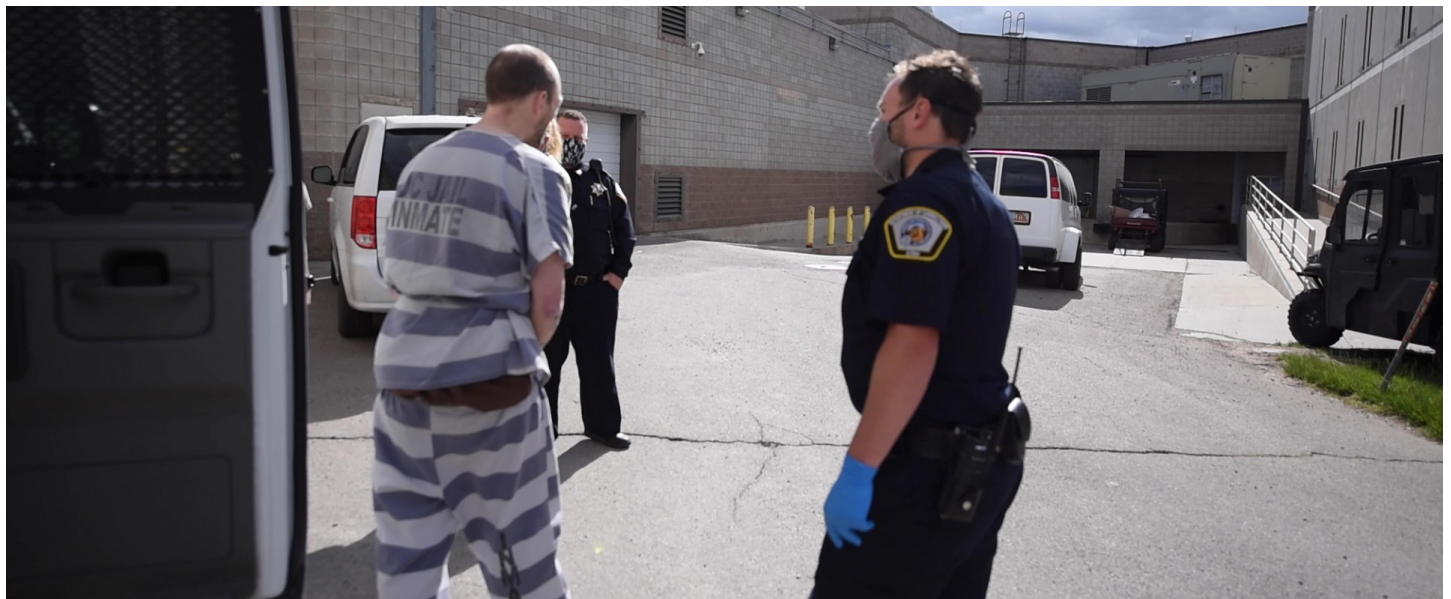
Safety Level Four's (SL- 4's) are persons who have requested to be in segregated housing based on their belief they would be harmed if they were housed with certain groups. This group of offenders has typically been housed in maximum security, with few opportunities for work or treatment. Staff members developed a process by which this security group could be housed in county jails. There are currently two county jails, Cache County, where UDC houses 48 offenders, and Wasatch County, where 16 offenders are housed. Consequently, they have greater opportunities for treatment and can begin to move toward a successful release from prison. Data specifically on SL-4's can be found in the bed count section of this report.

Medical Levels

Over the past year IPP has been working with The Clinical Services Bureau to increase the number of individuals eligible for jail placement. This process is two-fold: first, to review medical screening criteria potentially allowing a greater number of individuals to be eligible for jail placement, and secondly, to work with jails to increase medical staff, allowing them to take higher medical acuity individuals. This process is on-going, and will likely continue into the near future.

Interstate Compact Offenders

The Interstate Correction Compact had 34 inmates from other states housed in Utah and 22 Utah inmates housed in other states. Due to COVID, all movement between the states temporarily stopped in March of 2020. Toward the end of June 2021, movement was opened back up with requirements that the inmate being transferred was quarantined for two weeks prior to transport and tested negative for COVID days prior to the transport.

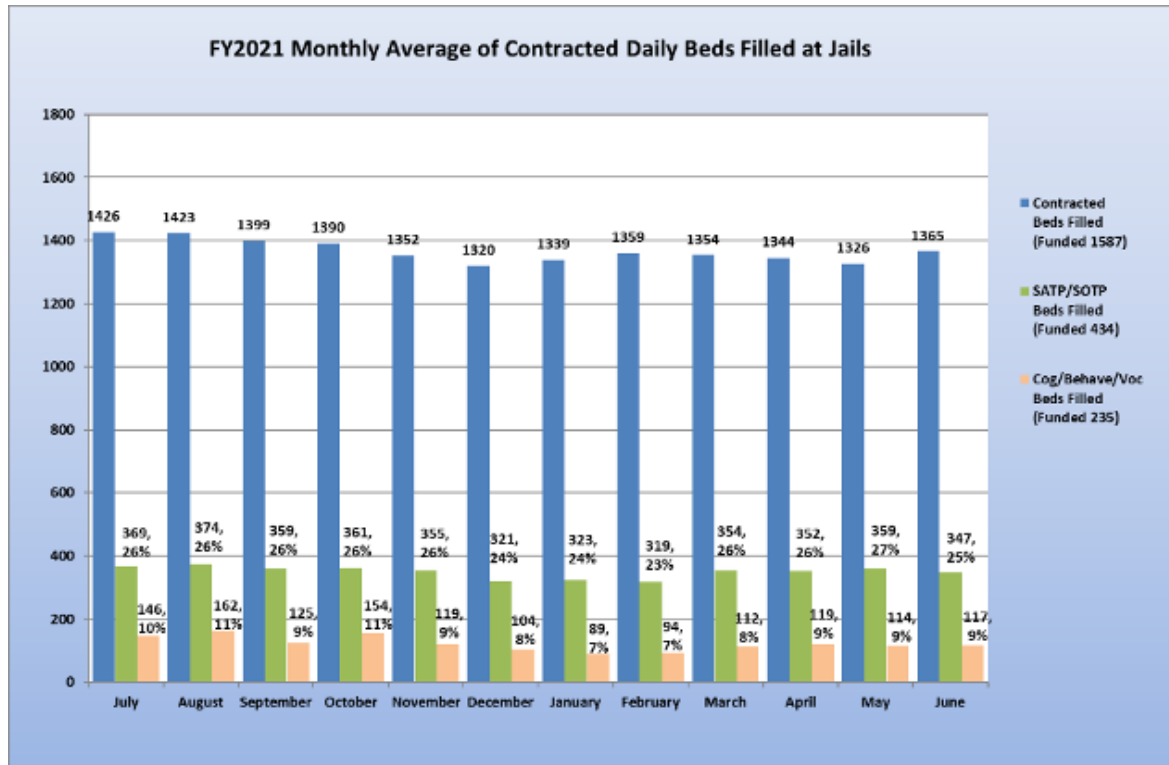


Jail-Based Programs

Jails offer a wide variety of programming. Programs vary based on local resources and the needs of the UDC. Some examples of jail-based programs include, "core" treatment consisting of, substance use and sex offender treatment; cognitive behavioral and vocational training. In addition to these programs, county jails offer a variety of courses including: parenting, music, stress management, 12-step support, high school/GED education, job preparation, coping courses, conflict resolution, financial literacy, crocheting, welding, and auto glass repair. While these courses are not mandatory or typically ordered by the Board of Pardons, they provide variety and prepare incarcerated persons for a more successful transition to the community. One significant challenge faced by every correctional facility was the suspension of programming during the pandemic. However, this led to innovation such as holding treatment using virtual treatment options.

Inmate Placement Program –Bed Count FY2021

The table below displays the bed count for FY21; including treatment bed counts.



The number of state inmates housed in the 20 contract county jails across the state were also affected by COVID-19 during FY21. UDC and county jails have been able to effectively collaborate and coordinate through out the pandemic. Beginning in March of 2020 temporary suspension of housing transfers for state inmates to the contract county jails experiencing COVID outbreaks began. State inmates were not allowed transfer into these facilities nor were they transferred out for other housing options except in emergency or for parole release. These temporary transfer suspensions were implemented to limit exposure at other facilities and their own. This continued throughout FY21 as outbreaks occurred in the jails as well as the prison sites.

The daily bed average in FY20 was between 1464 and 1470 with a high of 1519 in November of 2019. The daily bed average began to fall in May of 2020 and continued throughout FY21. In July of 2020 the daily beds filled was 1426. This dropped to 1320 in December of 2020. By June 2021 the daily average was 1365.

There were three Medical Level 2 designated jails during FY21; however, Sanpete was not designated as an M2 facility until April 2021. The following displays the number of M2 inmates at each of the M2 jails during FY21:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Cache	3	3	4	4	4	4	4	3	4	4	4	6
Sanpete	0	0	0	0	0	0	0	0	0	0	0	0
Tooele	5	5	5	5	2	1	1	1	1	1	1	1

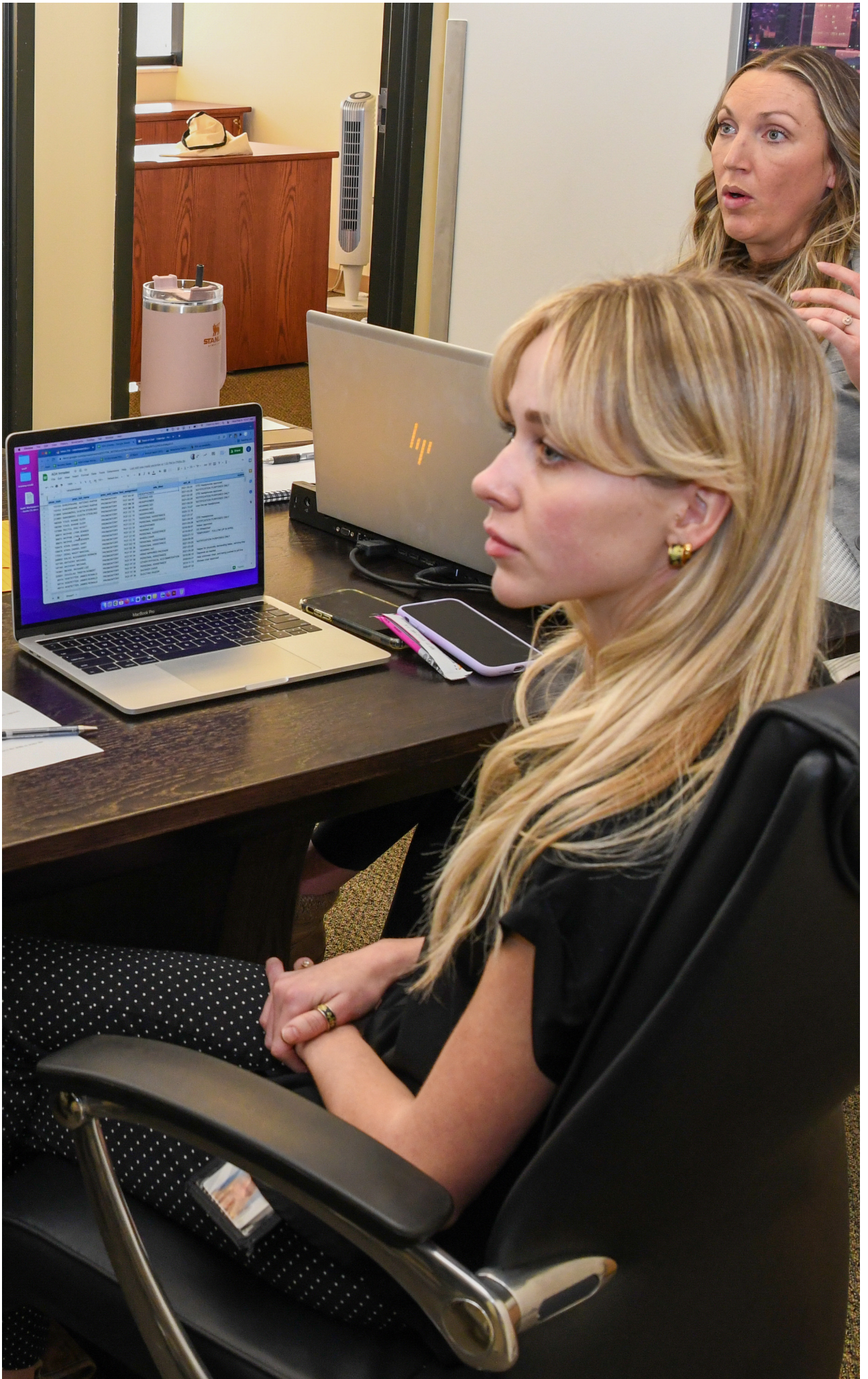
Safety Level 4 inmates were housed at Cache and Wasatch County jails, however Wasatch did not begin housing Safety Level 4 inmates until October 2020. The following displays the number of Safety Level 4 inmates at these two jails:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Cache	40	39	36	37	38	34	32	35	38	39	44	46
Wasatch	0	0	0	16	16	16	15	15	14	13	13	16

A total of 10 jails participated in the Jail PV Intake process. The following displays the number of Parole Violators at each of these jails during FY21:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Beaver	0	0	0	0	0	0	0	0	0	0	1	1
Cache	0	0	0	0	0	3	3	5	6	6	6	5
Davis	0	0	0	0	0	4	8	12	14	16	16	15
Duchesne	0	0	0	1	1	3	3	8	8	6	6	7
Garfield	0	0	0	0	0	0	0	0	1	1	1	1
Kane	0	0	0	0	0	0	3	3	3	3	2	1
Summit	0	0	0	1	2	2	2	2	1	1	1	1
Tooele	0	0	0	0	0	0	0	0	0	0	1	2
Uintah	0	0	0	0	0	0	0	0	0	0	3	6
Washington	0	0	2	3	2	1	1	3	4	5	6	4

Internal Audit Bureau



About the Internal Audit Bureau:

The Internal Audit Bureau conducts operational, compliance, and financial audits on any entity within Departmental jurisdiction. The bureau provides Executive Management with an independent analysis and makes recommendations to improve the effectiveness of programs, efficiency of operations, and/or compliance with appropriate standards.

The Audit Bureau also stands ready to assist external auditors, such as the State Auditor's Office or the Legislative Auditor General's Office, in their efforts by acting as a liaison between parties.

Internal Audit Bureau – Key Points

The Internal Audit Bureau exists “...to provide independent, objective assurance and consulting services designed to add value and improve the Department’s operations” (Internal Audit Bureau Charter). The bureau consists of audit professionals, including Certified Internal Auditors, Certified Fraud Examiners, Certified Government Audit Professionals, and other qualified staff.

In 2021, the Internal Audit Bureau has or plans to complete seven audits and several ad hoc requests by various stakeholders such as the State Auditor’s Office, executive management, and the Office of the Legislative Auditor General.

By the end of 2021, the Internal Audit Bureau will have completed the following Audits:

- Davis Technical College Contract
- Substance Use Programs
- External Stakeholder Reports
- Prison Transition Team Validations
- CPA Advisory service for UCI Financial Practices
- Uintah Basin and Snow College Contract Monitoring Review
- Purchasing
- Contract Monitoring



Successes

Remote Work

Working remotely has become a major asset to the team, as staff have been able to continue working and being productive during the various challenges presented by the pandemic. By utilizing the available technology, the bureau has maintained or increased its productivity during various phases of the audit process. Increased access to things such as video conferencing, VPN access, and staff cell phones have saved significant time and resources. The team continues to meet with UDC staff on site as needed to obtain valuable observation and operational experience.

Compliance

The Audit Bureau has also made major improvements this year to increase compliance with industry standards for auditing (Institute of Internal Auditors). This includes efforts to continuously study/review principles and standards as well as implementing changes to internal processes to be consistent with industry guidance. By the end of 2021, the Audit Bureau will release its first annual report to highlight its work and compliance with standards.



Challenges

Staff Constraints

The team size limits the projects that it can take on each year. The hope is to grow the team slowly to accommodate the needs of UDC and produce more audits and valuable analysis for the Department.

COVID-19

Like many divisions, the Bureau faced some logistical challenges in the beginning of the COVID-19 pandemic. It transitioned from in-office work to working remotely by obtaining the appropriate technology and training necessary to facilitate this. Throughout 2021, staff members were able to become more comfortable with the new arrangement.

Law Enforcement Bureau



About Law Enforcement:

The Law Enforcement Bureau (LEB) performs a wide variety of duties and functions within the Utah Department of Corrections.

LEB is similar to the detective or investigative unit of any community police agency, but instead of a city, the population served includes those working and housed at the Draper and Gunnison prison sites and the community correctional centers.

The bureau's goal is to conduct accurate, impartial, thorough, and timely investigations for all areas of the department.

Law Enforcement – Key Functions

The Law Enforcement Bureau conducts many different types of investigations. LEB investigates inmate criminal matters, including assaults, weapon possession, possession and distribution of controlled substances, protective order violations, financial crimes and any other crime that may occur inside the State's correctional facilities.



Fugitive Location

The Law Enforcement Bureau assists in fugitive location efforts within the Department and in partnership with other law enforcement agencies throughout Utah. Investigators participate in both intelligence gathering and the physical apprehension of fugitives.

Administrative/Staff Investigations

LEB conducts internal administrative staff investigations. These investigations are taken very seriously and are crucial in maintaining the integrity of the Department and ensuring the public can trust that the UDC holds our staff to the highest standards. LEB also participates in the background investigation process for new employees.

Law Enforcement – Key Functions & Stats

The Law Enforcement Bureau consists of 23 full time staff, operating out of Draper and Gunnison. Investigators come from both DPO and AP&P backgrounds, making LEB a well-rounded bureau.

All investigators participate in providing training to new and current Department staff on a number of topics, including preliminary investigations, evidence management, firearms, administrative investigations, report writing and officer involved critical incidents.



Gang Investigations & Intelligence

Other types of investigative activities include active participation in gang investigations and intelligence gathering, acting as a liaison between the community and the facility. Other law enforcement agencies frequently request the assistance of LEB in gathering information related to individuals supervised by the UDC. All Division of Prison Operations (DPO) evidence is cataloged, stored and tracked by LEB.

Whenever appropriate, LEB screens criminal charges with local prosecuting agencies and will follow the case through the judicial process to resolution.

Key Stats

Between January 1, 2020 and August 16, 2021, LEB handled:

- 66 personnel cases
- 1,785 other cases

Between January 2020 and May 2021, LEB screened 381 criminal cases with local prosecuting agencies.

There are approximately 10,000 pieces of evidence in Draper being tracked by LEB and another 375 in CUCF.

Administrative Services



About Administrative Services:

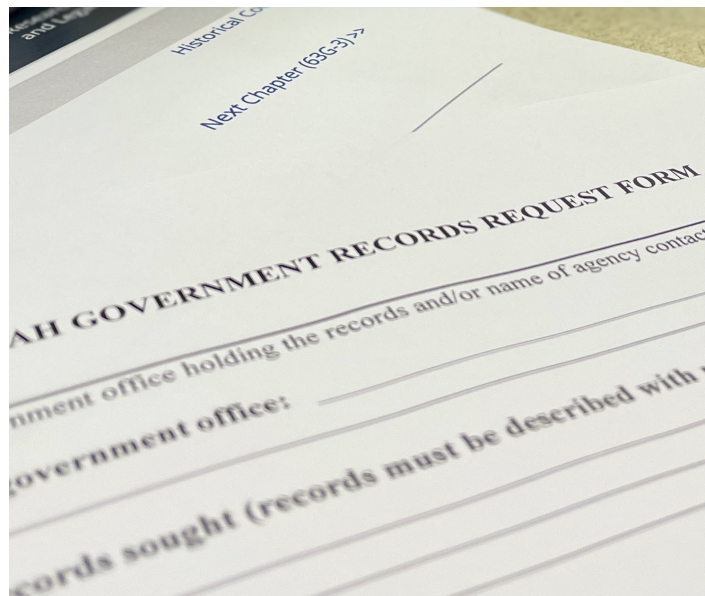
The Administrative Services Bureau performs a wide variety of functions, ranging from day-to-day administrative operations to coordinating various public services offered by the Department. Other services include the Intakes/Releases, GRAMA (public records) requests, State Vehicles (Fleet), department policies and procedures, and offender grievances/disciplinary appeals.

Administrative Services – Key Points



Records Office

The Records Office, located at the Utah State Prison, processes new inmate admissions to and releases from the Department's secure correctional facilities. The office coordinates with the courts, the Utah Board of Pardons and Parole, county jails and other outside agencies to ensure that sentencing documents are in order, detainers and outstanding warrants are addressed appropriately, and that each inmate's legal status is accurately reflected in the Department's offender management database. For FY21, the Records Office processed 3,217 new admissions to and 3,073 releases from the Department's custody.



GRAMA Requests

Several bureau members manage the retention, classification and release of Department records. In FY21, the bureau addressed 1,168 Government Records Access and Management Act (GRAMA) requests and subpoenas, assisted the designated Deputy Executive Director in responding to 51 GRAMA appeals, and processed 324 expungements. Bureau members also provided regular records management training to Department personnel. In addition, this year the Bureau began the extensive process of reviewing and updating the Department's longstanding records retentions schedules.



Policies & Procedures

The Department's policy specialist oversees the implementation and revision of the Department's written policies and procedures. The policy specialist also coordinates with the Department's various divisions in the creation of division-specific policies and procedures. This role includes acting as the chair of the Department's policy advisory committee. In FY21, the policy specialist published 24 new or updated Department policies and worked with the divisions on a variety of others. This year, the policy specialist also oversaw the implementation of a new policy management platform, PowerDMS, to streamline the Department's policy creation and review process.

Administrative Services – Key Points



Fleet Management

The Department's fleet manager works closely with the Division of Fleet Services in overseeing the 479 motor vehicles utilized by the Department in the performance of its various duties. This oversight includes facilitating regular vehicle maintenance and repairs, coordinating employee driving privileges, and ensuring Department compliance with the administrative rules adopted by Fleet Services. The Bureau also oversees the two Department committees that review vehicle incidents and impose appropriate employee sanctions for driving violations.



Inmate Grievances

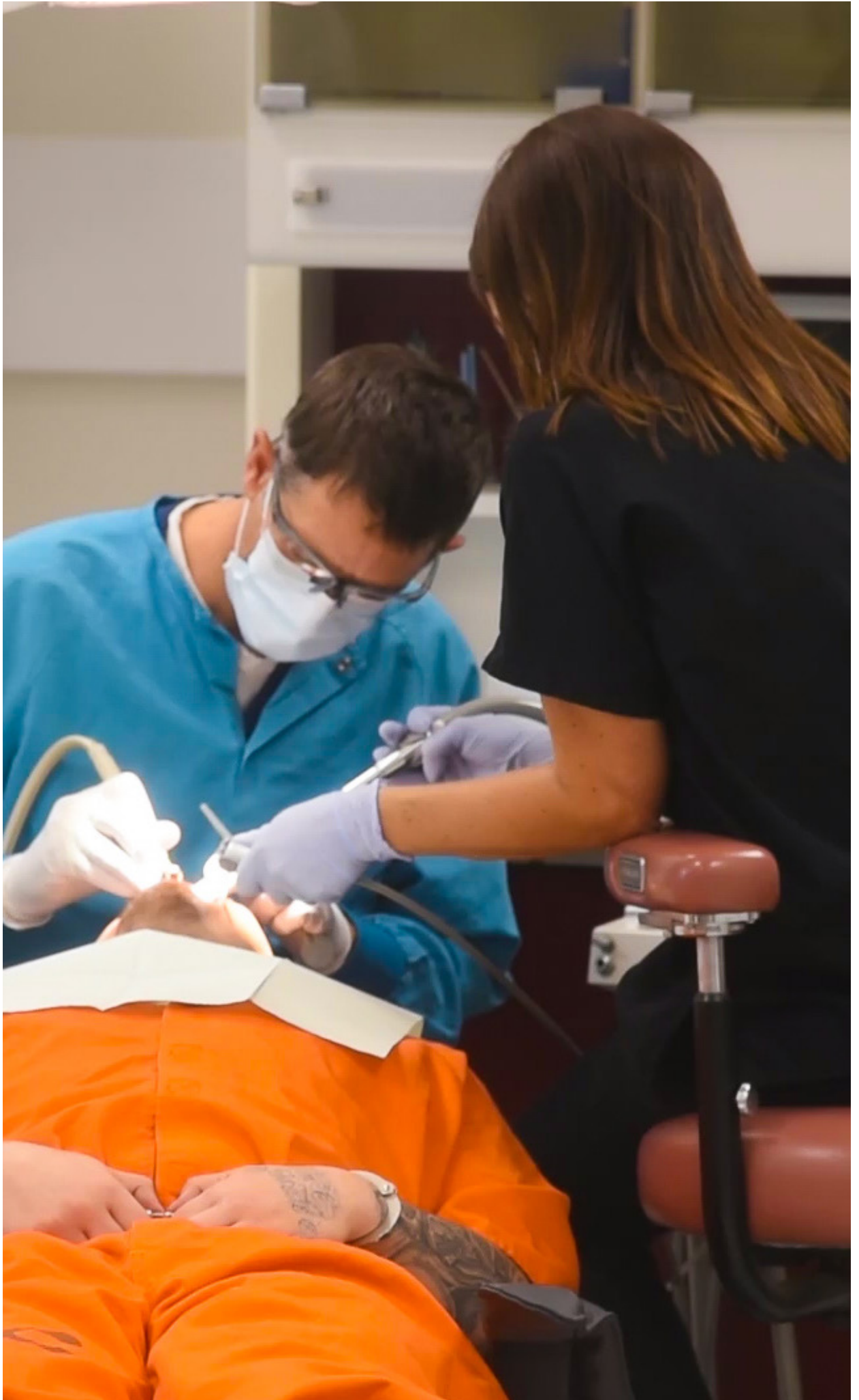
Bureau members also research and respond to Level III inmate grievances, which is the final administrative remedy available to inmates to address a variety of issues ranging from minor administrative errors to claimed civil rights violations. The appellate hearing office also responds to inmate appeals from sanctions imposed by the Department staff for prison rule infractions. In FY21, bureau members responded to 196 Level III inmate grievances and 282 inmate disciplinary appeals.



ADA Requests

The Department's Americans with Disabilities Act (ADA) coordinator facilitates compliance with the Americans with Disabilities Act to ensure that offenders and public citizens with disabilities are not prevented from accessing Department programs and services. To manage the large number of inmate requests received by the Department on a regular basis, the Department's ADA committee facilitator processes all offender ADA requests and holds a monthly meeting of the Department's ADA committee to address each new request.

Clinical Services Bureau



About CSB:

The Clinical Services Bureau (CSB) provides medical and mental healthcare to inmates housed by the Utah Department of Corrections. Approximately 200 employees across various disciplines including medical, mental health, dentistry, optometry, physical therapy, x-ray services, and lab draws—provide a wide variety of services to inmates within UDC facilities. Here are a few quick facts about CSB:

A. Each of the UDC prison facilities has an on-site infirmary capable of treating an array of medical problems.

B. For certain emergencies or critical care situations, inmates may be transported to a local hospital.

C. Inmates may request medical or mental health care at any time, for any reason.

D. In the past five years, the Clinical Services Bureau handled an average of 50,000 requests for inmate medical care annually for UDC's 6,000 plus inmates

The Clinical Services Bureau's Mission:

“The mission of the Clinical Services Bureau is to provide constitutionally mandated offender healthcare in a competent, caring and cost-effective fashion within the overall mission of the Utah Department of Corrections.”

Individuals with mental health issues may be housed in the Olympus facility. The Department also has custody of a growing number of geriatric incarcerated individuals and has designated the Utah State Prison's Oquirrh 5 section to care for them. The facility has ADA accommodations. In addition, other individuals may be assigned to assist elderly inmates in these areas with daily tasks. The Draper - Wasatch Infirmary and CUCF Infirmary have beds that are designated as short-term care facilities for individuals requiring a more comprehensive medical presence and care.

Clinical Services Bureau – Key Points

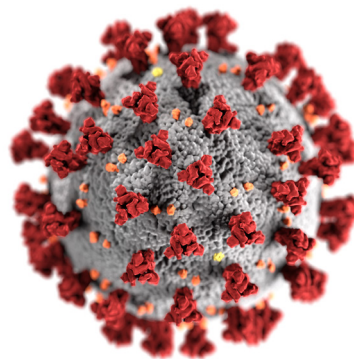
The Clinical Services Bureau operates with a staff of approximately 200 employees with an approximate \$36 million budget. This team provides the equivalent of primary care at both prison locations and at 20 county jails. Escalated/ specialty care is provided primarily by the University Medical Center, with other medical institutions assisting as needed. CSB operates an in-house pharmacy for individuals medication needs, provides mandated Hepatitis C testing and treatment for all incarcerated individuals, and offers two Vivitrol injections prior to release for individuals with substance use disorders. Recently, the Bureau is working to transition to Fusion, a cloud-based corrections-specific electronic health record software system.

CSB Facts & Stats

COVID-19 Testing

CSB Provides testing to all new intakes and incarcerated individuals available upon request.

So far, the team has administered more than 36,000 COVID-19 tests at the prison facilities as well as county jails.

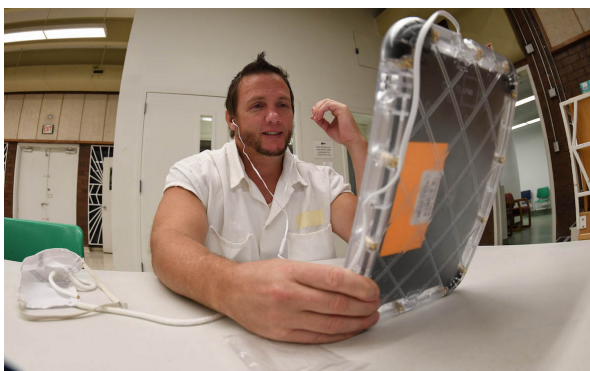


COVID-19 Vaccination

In conjunction with the counties, the Clinical Services Bureau has provided nearly 4,000 COVID-19 vaccines to the UDC population, and continues to administer vaccines and boosters daily.

Prescriptions

On average, CSB manages roughly 31,000 prescriptions for individuals every month, or 372,000 prescriptions per year.



Telemedicine

The Clinical Services Bureau is the largest telemedicine provider in Utah, operating 14 specialty clinics for the various needs of the incarcerated population.



Successes

Leadership & Staff

The Clinical Services Bureau leadership team operates with the full support of the UDC Executive Leadership staff. CSB clinicians are able to follow their lifelong pursuit of providing medical care to the underserved population.

New Facilities

CSB will operate the largest facility in the new prison complex, and had the opportunity to provide extensive input during construction, which has been incorporated in all of the medical and mental health areas.

Medicaid Expansion & PEHP

The Clinical Services Bureau has been able to reduce costs extensively through the use of an agreement with PEHP as a TPA (third party administrator) as well as through Medicaid Expansion in the state.

Fusion EHR

CSB is working to move toward Fusion, a much needed corrections-specific electronic health records system, which greatly improves the team's efficiency and capacity.



Challenges

Increasing Healthcare Costs

The ever-increasing cost of healthcare is a nonstop challenge for the Clinical Services Bureau, as balancing cost-effectiveness and efficacy of treatment continues to become more difficult.

Recruitment & Retention

CSB is faced with the challenge of recruiting and retaining top-quality medical and mental health clinicians and staff in a very competitive environment, including potential staff losses with the move to the new prison facility.

Maintaining Competitive Pay

The Clinical Services Bureau must continue to provide a competitive level of pay for appropriate staffing, a challenge which continues to become more difficult as time goes on.

Utah Correctional Industries



About Utah Correctional Industries

Utah Correctional Industries (UCI) is dedicated to public safety through innovative career building, community partnerships, and quality production to develop successful people.

Correctional Industries holds a unique space in Utah's criminal justice system serving as a blend of business and government that prepares people to safely reenter society through career preparation.

UCI – About Us & Impacts

Utah Correctional Industries (UCI) aids incarcerated individuals in preparing for successful reentry into the community by:

- Creating real-world work environments and training during incarceration.
- Teaching incarcerated individuals skills that help them get employment after release.
- Providing coaching and mentoring to program participants.
- Teaching skills such as communication, quality assurance, and various manufacturing techniques.
- Running efficient operations and making and selling products to other government agencies.
- Implementing goals that improve the safety of our communities.

UCI was created as a separate division of the UDC in 1985. It was established with the legislative intent to accomplish four objectives:

Reduce offender recidivism: UCI works to provide incarcerated individuals work opportunities to help them succeed upon release from prison. This is accomplished through allowing individuals the ability to make successful choices by providing them meaningful jobs in a real-world business environment. Through the teaching of job skills and positive work ethics, it has the ability to make lasting changes.

Train incarcerated individuals in general work habits and skills that increase their employment prospects when released from prison: The legislature has illustrated that it is in the best interest of the State of Utah to develop job opportunities to further enhance the rehabilitation of incarcerated individuals. The Legislature further finds that a proper means to accomplish this is through opportunities created from Utah Correctional Industries. UCI has developed operations that provide training and skills through hands-on experience and industry standard instruction. Similar to life outside the prison, individuals fill out employment applications for

current job availabilities. Those that meet the minimum qualifications are interviewed. Job placement is determined by history, privilege level, and performance in the interview. Once given a work opportunity, incarcerated individuals are expected to learn and understand the operation, machinery, and work philosophy. They are given every opportunity to learn the latest standards and industry practices. Incarcerated individuals can learn manufacturing techniques, operations management, purchasing, computer programs, customer service, construction trades, and many other skills. UCI provides leading edge technology, machinery, and trained professional staff to enhance the inmate’s skills and performance.

Be a self-supporting organization: All expenditures necessary for the administration of UCI — including salaries, overhead expenses, acquisition of assets, and raw materials needed for production — are paid out of the Utah Correctional Industries Fund. This fund is based on retained earnings and revenues generated through the sale of products and services. These funds are separate from the Department of Corrections, from which UCI has no direct fiscal impact or influence.

Generate enough revenue from the sale of goods and services to cover all operating expenses: By selling products and services to state and local government subdivisions and efficiently managing internal operation procedures costs, UCI is able fulfill its financial operating obligations. UCI manufactures products and services that are desired and necessary for government business to function. Research is done to ensure that market trends are identified and that customer needs are met. As with any business, UCI strives to be competitive in all aspects, including price, quality, lead-time, customer service, product diversification, and availability.

UCI strives to market current products and services by continually researching potential markets for expansion. The more work obtained from government agencies, the greater the demand will be for additional inmate work

Soft Skill Development

UCI provides inmates with the opportunity to develop soft skills, including:

- Communication
- Critical Thinking
- Manufacturing Techniques
- Quality Assurance
- Job Skills
- Work Ethic
- Teamwork
- Workforce Development and Preparation

Work Opportunities

Work opportunities through our facilities in Draper and Gunnison include:

- | | |
|--------------------------------------|-----------------------|
| • Furniture Design and Manufacturing | • Graphic Design |
| • Upholstery | • AutoCAD |
| • Seating | • Sewing |
| • Welding | • Commissary |
| • Printing | • Customer Service |
| • Digital Scanning | • License Plate |
| • Signs | • Beverage Processing |

UCI – Evidence Based Practices & Statistics

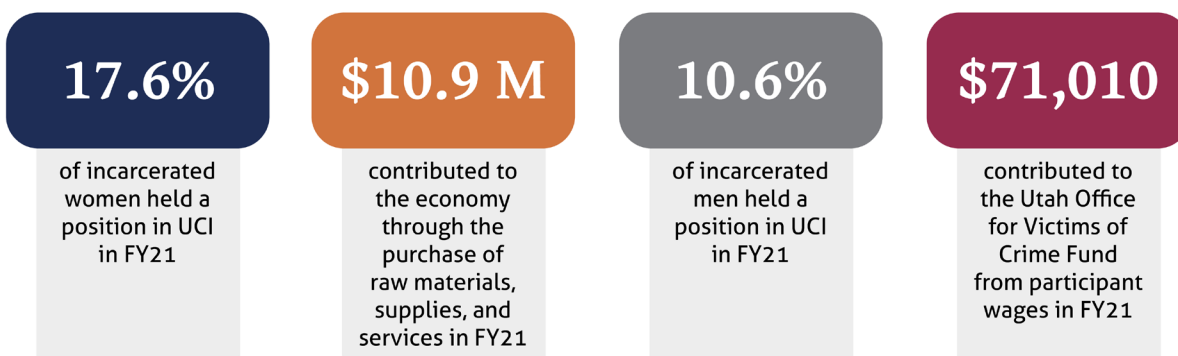
Evidence-Based Programming



UCI provides the evidence-based soft skills program, Makin' It Work, to UCI program participants. The course focuses on key areas for formerly incarcerated individuals reentering our communities and the workforce.

UCI Participant Demographics

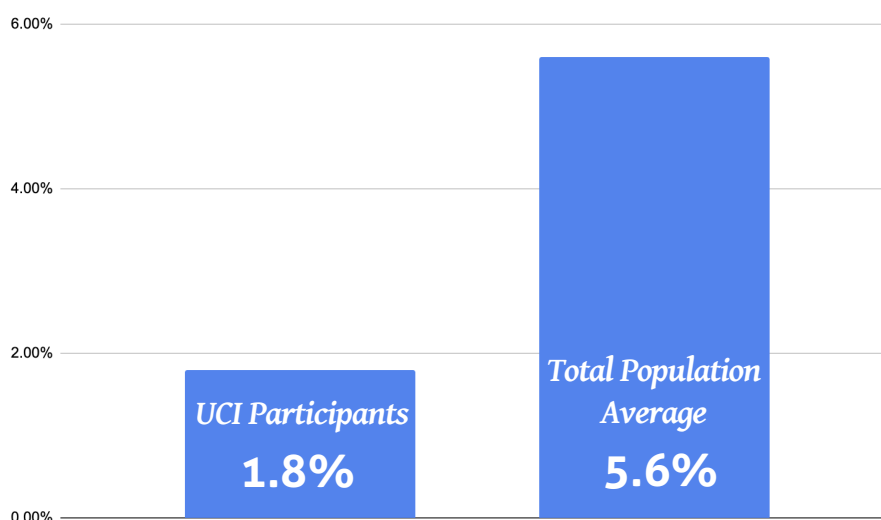
UCI Metrics:



Improved Infraction Rates of UCI Participants

On average, UCI individuals who participate in work programs offered by UCI display lower monthly infraction rates when compared against the overall population.

Average Monthly Infraction Rates Compared



Facilities Management



About Facilities Management:

Facilities provides many services to the Department, including project management for new buildings and renovations to existing buildings, risk management and emergency preparedness. Facilities oversees maintenance services on all buildings and utilities for the department.

The Facilities team is composed of 87 employees with a wide variety of talents and skills.

Facilities had some movement in positions this year, due to a number of retirements. Facilities has been able to add some great new employees to the Facilities and the Safety office. The Bureau is grateful to have each of them come to work for The Department and share their skills and work ethic.

Facilities Management – Areas of Responsibility



Utah State Prison

As UDC prepared to move the Utah State Prison (USP) in Draper to the Utah State Correctional Facility in Salt Lake City, facilities staff have been rotating out to the new location to get familiar with the site and learn the equipment at the facility. The Bureau has assumed responsibility for the preventative maintenance of the equipment in each building as it is turned over to the UDC.

The Department is on track to have all of the buildings maintained by Facilities staff by the first part of 2022. Because of the increased work load, staff from Gunnison have helped out at the Draper site where possible. Facilities is continuing to keep the existing equipment at the Draper site functioning until it is vacated in the summer of 2022.

The USP site experienced fire sprinkler pipes and water mains bursting this year, showcasing another reason the Bureau is looking forward to the new site coming online—there are a large amount of worn out and deteriorating equipment and infrastructure that need to be replaced in Draper.



Caption: In this photo, a member of the Facilities Bureau team points out the

and the Fred House Academy. The Fred House Academy received a new roof this year and the Administration building is scheduled to receive new LED lighting, carpet and paint. Both of these buildings will continue to function as they are now.

It has reached a point that if the UDC were to continue to occupy the site it would require major construction projects—with enormous costs—associated with them to keep things going.

Facilities is continuing to maintain the Draper site until the move. The only Draper buildings that have received Capital Improvement funding this past year are the Administration Building



Central Utah Correctional Facility

Gunnison staff have been very busy with all of the preventative maintenance and upgrades going on at the Central Utah Correctional Facility. Staff members are looking to the future to determine what is needed in the coming years. There are a number of in-house funded and Capital Improvement Projects at CUCF in 2021. Three air handlers were upgraded this year, plus upgrades on the Siemens panels. Facilities replaced the fire sprinklers in the Henry complex, slurry seal on the asphalt at the Ironwood transportation kennel, and had the boiler controls upgraded to a Programmable Logic Controller upgrades. These were just some of the many projects that were completed in 2021.

Adult Probation & Parole

AP&P buildings have multiple Capital Improvement Projects going on this year as well. One of which will be the remodel of what will be the Utah County Community Corrections Center in Orem. The Department purchased the property in 2020 but had some delays with funding the project. The project is now under construction with a completion time of late fall 2022. Most of our community correctional centers received some Capital Improvement upgrades this year with more to come for next year. The Department is also looking for property in the Salt Lake Valley to build or remodel an existing building into a new Behavioral Health Facility. Facilities staff will be involved in the design and maintenance of this building.

Finance Bureau



About the Finance Bureau:

The Utah Department of Corrections Finance Bureau is separated into four main areas: Budget & Accounting, Accounts Payables/Receivables, Contracts & Grants, and Offender Accounting. Its mission statement is:

“Provide accurate and timely financial information and services that enable the Utah Department of Corrections to safeguard and facilitate the use of Department and inmate funds.”

The Finance Bureau’s 29 dedicated full-time employees participate in the Department’s overall mission of, “ensuring public safety and providing maximum opportunities for offenders to make lasting changes” by administering the state funding appropriated by the Utah Legislature for the purpose of housing and rehabilitating individuals as they move through the criminal justice system.

This is accomplished by preparing the annual budget and accounting for state appropriated funds. As with all executive branch agencies in Utah, a significant portion of the UDC budget goes towards employing 2,300 plus correctional staff and civilian employees, in addition to other operational costs.

The Finance Bureau is also responsible for paying the Department’s bills and obligations for goods and services. Without critical third-party vendors and contractors, the Department would simply not be able to operate two state prisons, several community correctional and treatment centers, and various AP&P Offices throughout the state. Finance staff ensure these goods and services are procured following the Utah State Procurement Code and administered accordingly.

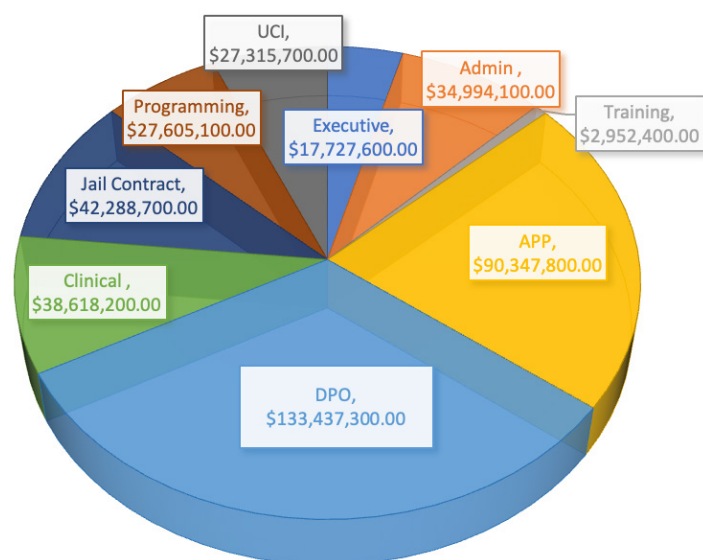
Lastly, finance staff act as key stewards of inmate funds while they are incarcerated. Meticulous management of inmate funds protects vulnerable individuals under state care and allows for the greatest possible financial success after incarceration.

Finance Bureau – UDC Budget & Accounting

The budget and accounting team is responsible for the preparation and monitoring of the Department's budget. Staff members provide monthly projections to executive management, so that leaders can see the current financial position and make informed financial decisions. The team prepares the annual budget request to the governor and prepares the fiscal year closing documents to State Finance. The team also monitors payments and purchases for the Department on a daily basis.

Utah Correctional Industries Budget

Utah Correctional Industries (UCI) is another division of the Utah Department of Corrections and part of the UDC total budget. Whereas the rest of the Department relies on state appropriated general funds for their budget, UCI supplies its own funding through dedicated credits from revenue produced from its 14 industries. Its budget for FY22 is \$27,315,700. UCI operates the following businesses: beverage processing plant, commissary services, construction, scanning and micrographics, embroidery and silk screening, furniture manufacturing, license plate production, printing, upholstery, sewing, signs, and welding.



AP&P Budget

The FY22 budget for the Division of Adult Probation and Parole (AP&P) is \$90,347,800 spread over 38 units. AP&P's budget covers the cost of maintaining agents who oversee the re-entry and supervision of state parolees and probationers. AP&P also oversees community correctional centers, treatment resources centers, and field offices located from Logan to St. George.

Division of Programming Budget

The Division of Programming's budget for FY22 is \$27,605,100 spread over 20 units. The Programming budget covers the cost of vocational training programs offered at the two prisons as well as any other psychiatric or educational services available to inmates.

Cost Per Day

The budget team additionally calculates and tracks the cost per day per inmate. Approximately 40 metric expenses are used to determine the costs of housing an inmate for one day. The full cost of a single inmate is the DPO Cost Per Day (CPD). This rate minus treatment costs, medical expenses, and jail contracting is used to determine the State Daily Incarceration Rate. This rate is used to determine the jail contracting costs when the Department utilizes county jails to house state inmates. One of the many uses of the AP&P CPD is to help determine the costs of housing individuals at CCCs.

State Daily Incarceration Rate 2021	\$99.13
DPO Cost Per Day 2021	\$114.81
AP&P Cost Per Day 2021	\$14.94

Division of Administrative Services Budget

The Division of Administrative Services budget consists of the budgets for the Executive Office, Administrative Services, and the Training Bureau. The FY22 Budget for the Executive office is \$17,727,600 over 16 units. Administrative Services budget is \$34,994,100 over 17 units and Training is \$2,952,400 over 3 units. The Executive Office covers the operations of the UDC Leadership Team and associated projects, Administrative Services covers areas such as Facilities, Finance, Human Resources, and technology services. Training covers the costs associated with running and maintaining the Fred House Training Academy and administering all other training required by the Department.

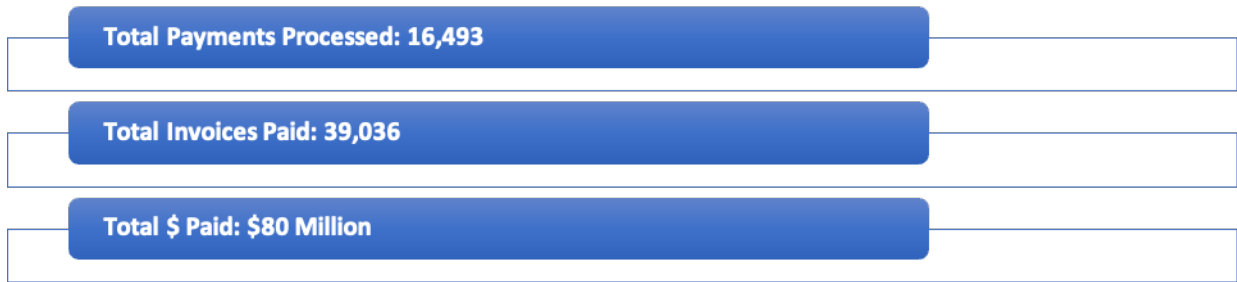
DPO Budget

The Division of Prison Operations (DPO) consists of DPO and Jail Contracting. The Clinical Services Bureau's budget is tied closely to DPO's and is calculated alongside DPO's accordingly. DPO has 37 units and a budget of \$133,437,300. DPO covers the costs of housing inmates and the day-to-day operations of the prison. Jail Contracting has 4 Units and a budget of \$42,288,700. Jail Contracting covers the cost of housing inmates in partnered county jails throughout the state. Clinical Services has 11 units and a budget of \$38,618,200. It covers the medical costs associated with providing state-mandated healthcare to 6,000 plus incarcerated individuals.

Finance Bureau – Accounts Payable

The accounts payables team is responsible for processing and paying all invoices received by the Department. The authorization for the purchase needs to be made first with the creation of the Purchase Order (PO). Only then can the order be placed to the approved vendor. When the invoice and item(s) are received, they will be reviewed by the purchaser or authorized person for accuracy. That person will then sign and date the invoice with the date that everything is received. It is at this point, the invoice will be sent to Payables for payment, along with the proof of both authorizing and receiving signatures.

As an internal control, payables ensure that all invoices received have the two necessary signatures before proceeding with payment. Any additional paperwork necessary for the transaction will also be collected prior to payment. The invoices are then reviewed and approved by supervisors in the payables area.



Finance Bureau – Contracts & Grants

The Contracts and Grants Unit under the Finance Bureau oversees the administration of over 300 agency contracts, memorandums of understanding (MOUs), and intergovernmental agreements. These contracts range anywhere from bedding to boots that is necessary to run The Department.

Procurement

Procurement for UDC falls into five primary categories: small purchases, one-time purchases, sole sources, agency contracts, and state contracts. Small purchases, one-time purchases, and State Contract purchases are all processed by individual divisions within the Department. The Contract Unit deals exclusively with agency contracts, which are any agreements that result in a contract with a provider, span multiple fiscal years, and are exclusive to the Department. When soliciting for an agency contract, the Contract Unit works with and follows guidance provided by the Utah Procurement Code and Purchasing Department of the Utah Department of Government Operations. Technology-related solicitations also require working with the Utah Department of Technology Services. Since July 1, 2020, the Contracts Unit has run solicitations for 66 new contracts and processed 21 amendments to existing contracts. From start to finish, each solicitation can take anywhere from six weeks to a few months to complete, depending on the complexity and scope of the item or service being procured.

Compliance

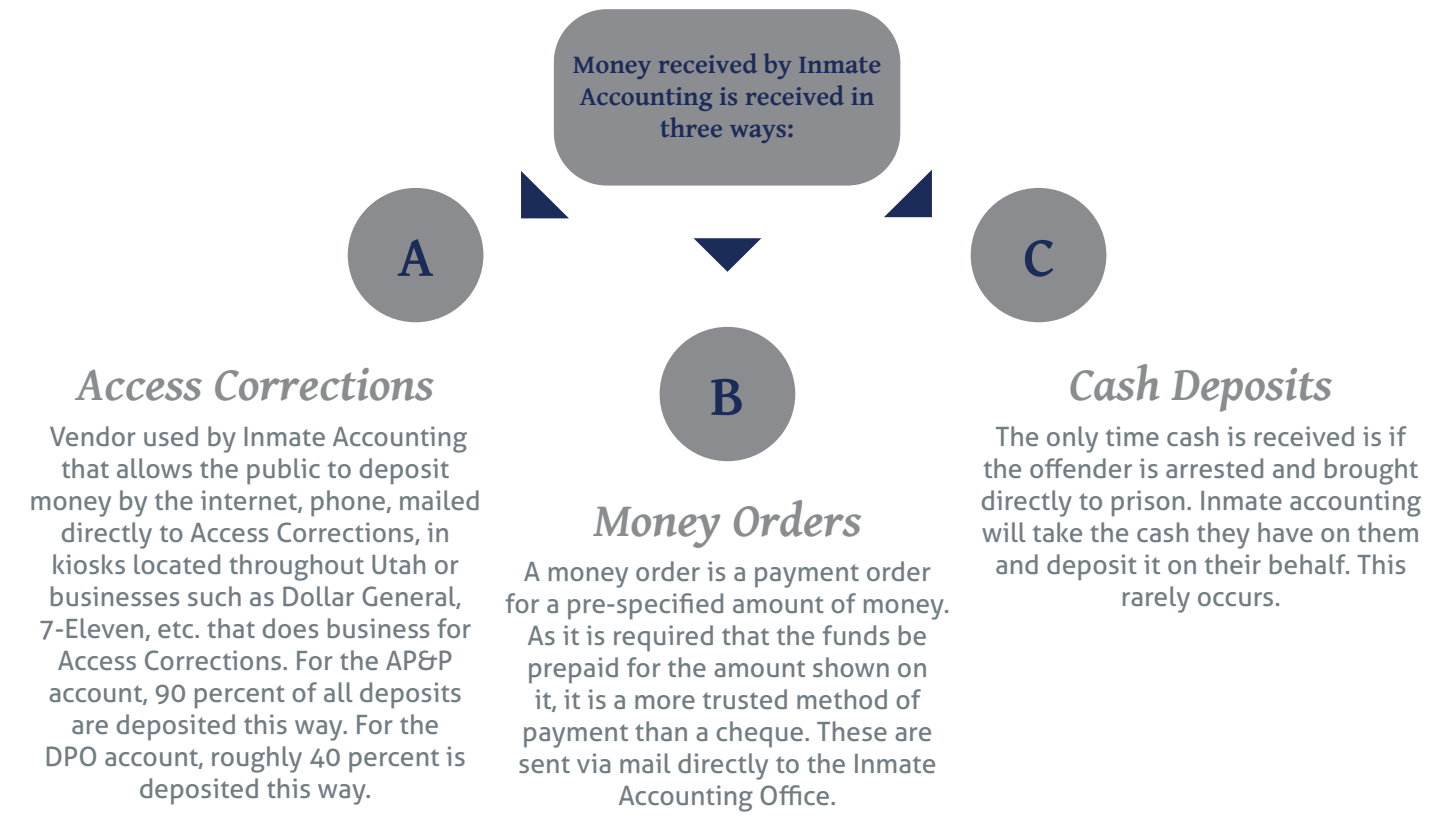
Another function of the Contract Unit is to review agency contracts for financial compliance, contract scope compliance, and overall assessment of contract performance. Day-to-day monitoring is performed by assigned contract monitors from within each division who are familiar with the scope of the contract and able to approve invoices received from vendors. The Contract Unit performs three reviews of the contract over its lifetime: an initial review, mid-term review, and a closing review. Since July 1, 2020, 65 periodic contract reviews have been completed and filed.

Grants

The UDC Grants unit is responsible for identifying, applying for, and administering all state, local, and federal grants on behalf of the Department. Since July 1, 2020, the Department has been awarded \$3 million to further the mission of the Department in the areas of re-entry and the tablet expansion program.

Finance Bureau – Inmate Accounting

Inmate Accounting provides banking services to all inmates housed at the state's three prisons and Community Correctional Centers. Inmate Accounting is responsible for two trust fund accounts, one for AP&P and one for DPO (Inmate Funds Accounting Office).



The AP&P Trust Fund

The AP&P Trust Fund collects funds from offenders who have been released from prison and are sending in money to pay off uncollected fines, supervision fees, court costs, and restitution back to the victims. This is a pass-through account and ideally, all money deposited would be sent back out to the victims. There is a small balance in this account because all the victims who are owed money cannot be found.

For FY21, this account had the following*:

DEPOSITS	\$4,097,055.06
WITHDRAWALS	(\$4,132,629.83)

*Deposits and withdrawals from these funds will not always be equal due to fiscal year rollover.

The Inmate Funds Accounting Office (IFAO)

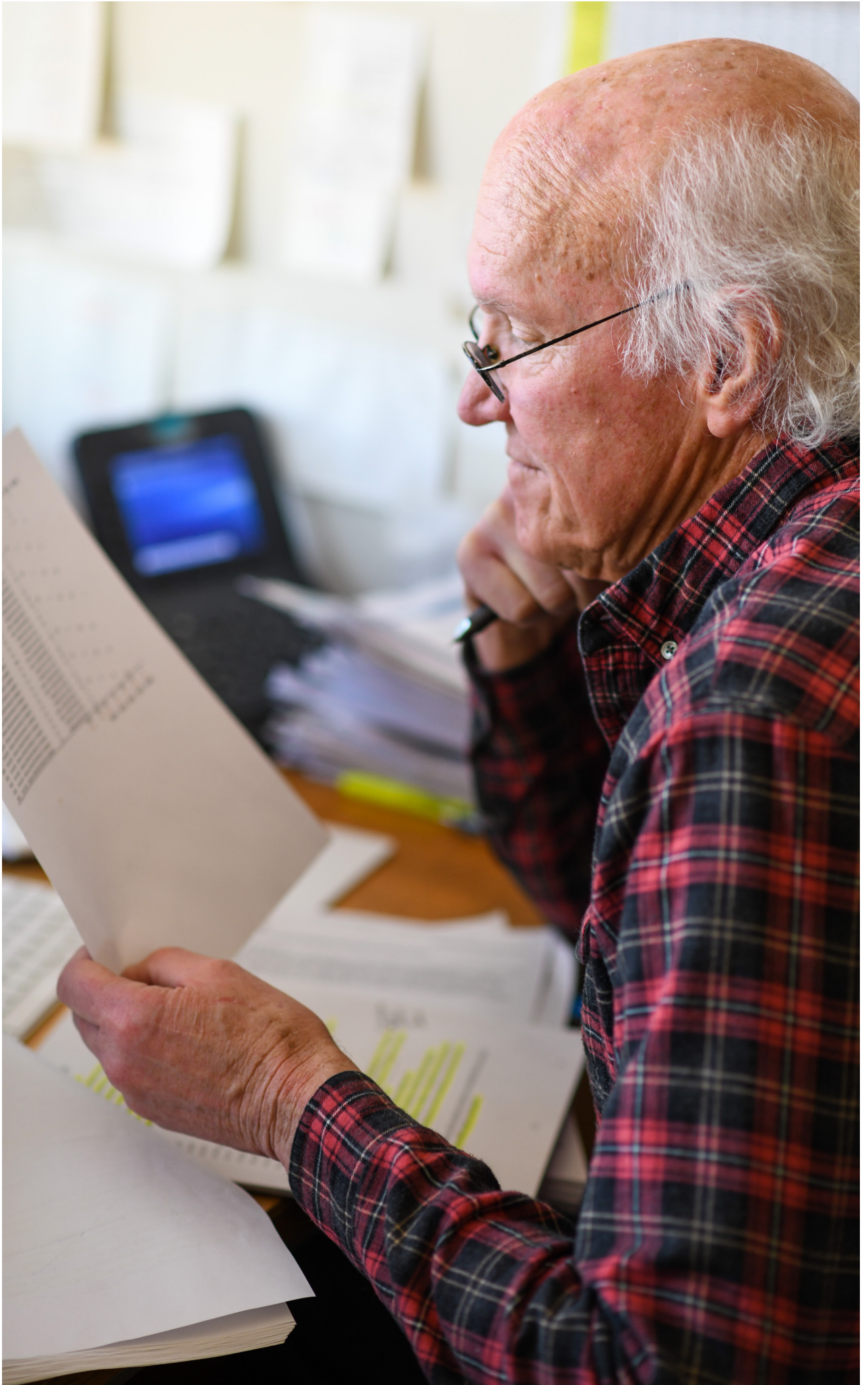
The IFAO trust fund is an account set up for all inmates incarcerated at the CCC's and the prisons at both Draper and Gunnison. Inmate Accounting functions as a bank for inmates; it deposits any money received such as inmate payroll or money from family, then distributes it where the inmates want to spend it (i.e. commissary, books, savings, to family and other personal reasons). Inmate Accounting collects up to 60 percent of income received to pay off any outstanding charges owed by the inmates, such as fines, unpaid medical charges, prescriptions, etc. Inmate Accounting also processes all payroll earned by inmates while they are incarcerated, employed by either UCI or DPO.

For FY21, Inmate Accounting processed the following from this account*:

DEPOSITS	
\$13,829,172.02	
which include DPO PAYROLL	\$ 1,134,064.59
which include UCI PAYROLL	\$ 955,409.66
WITHDRAWALS	(\$12,552,095.29)
which include INMATE PHONE CALLS	(\$ 800,765.79)
which include COMMISSARY SALES	(\$ 6,510,173.89)



Research & Planning Bureau



About Research and Planning:

UDC's Planning & Research Bureau provides timely, accurate, and insightful data and analysis to support the Department in making data-driven decisions, while ensuring data quality, availability, and security across the Department's many databases and applications. The bureau provides guidance and expertise to agency management related to patterns, trends, and projections. Data is used to inform decision-making at all levels throughout the Department to improve business processes and operations, to understand the needs of the organization and the people it serves, and to plan and develop strategic goals.

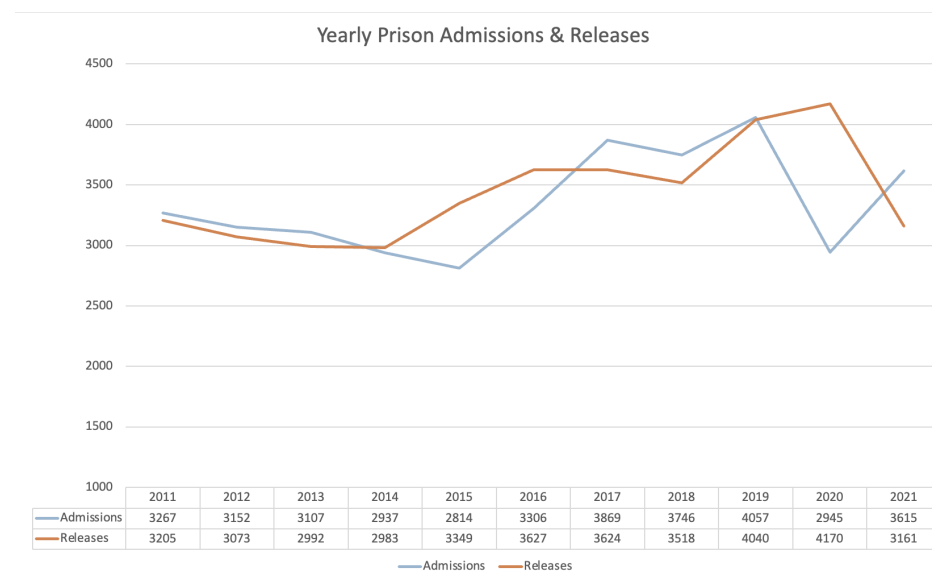
Research & Planning – Prison Snapshot FY2021

Average Length of Stay by Offense

This table shows the average length of stay in prison, of individuals released from prison during 2020. Capital and first-degree murder lengths of stay do not necessarily reflect expected lengths of stay for those crime categories. In those crime categories, individuals released from prison are likely to have extraordinary circumstances, such as health or age, that the Board of Pardons and Parole has taken into consideration.

2020	N	%	Average LOS (Months)	Average LOS (Years)
Capital	7	0.28%	354.7	29.6
Murder	15	0.59%	163.6	13.6
Sex 1	144	5.68%	117.6	9.8
Person 1	46	1.81%	96.6	8.1
Drug 1	6	0.24%	53.0	4.4
Other 1	0	0.00%	0.0	0.0
Sex 2	176	6.94%	73.7	6.1
Person 2	172	6.79%	48.1	4.0
Sex3	68	2.68%	47.9	4.0
Person 3	285	11.24%	22.6	1.9
Drug 2	174	6.86%	15.8	1.3
Other 2	229	9.03%	24.9	2.1
Drug 3	288	11.36%	10.2	0.8
Other 3	744	29.35%	13.4	1.1
Class A Misdemeanor	181	7.14%	10.2	0.9
Overall	2535	100.00%	31.9	2.7

Yearly Admissions & Releases



This table shows the number of individuals released from prison each year, beginning in 2011.

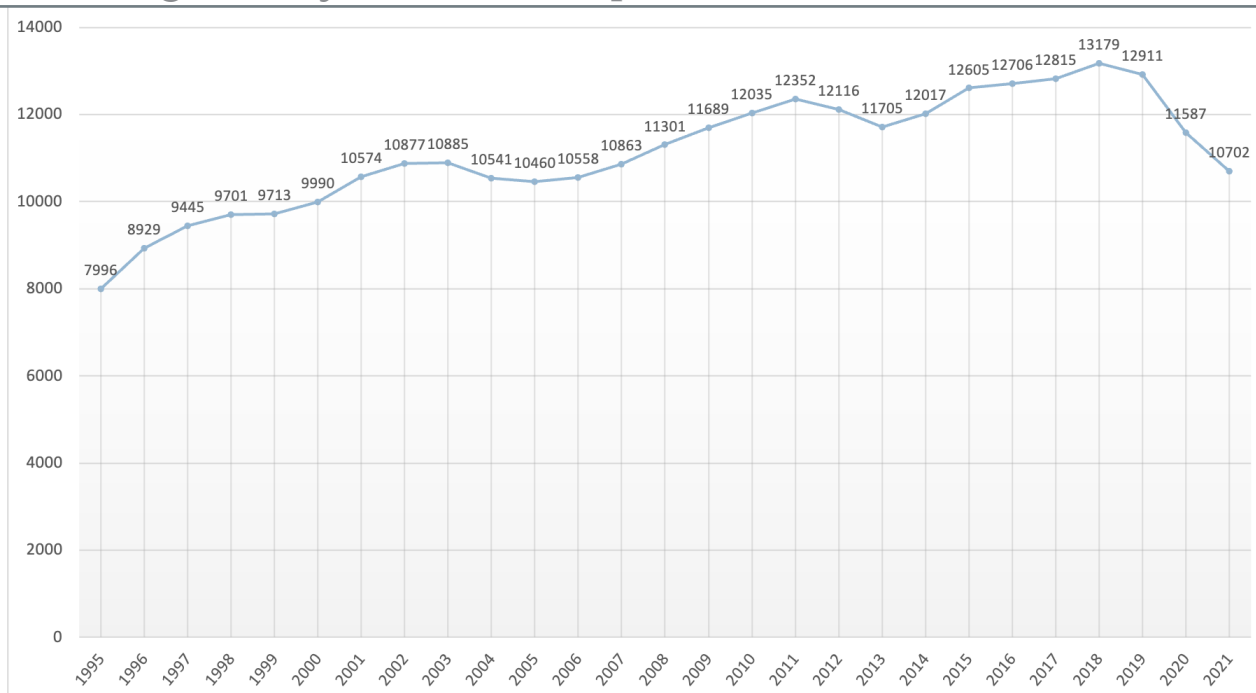
Inmate Population Deaths By Cause

	Death Year									
Cause of Death	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
DIED						1		8	11	20
DIED/ACCIDENTAL	1	2			2		1			6
DIED/KILLED		1	1	3			1			6
DIED/NATURAL CAUSES	21	16	14	16	16	14	17	24	4	142
DIED/SUICIDE	2	5	1	2	2	2	2	4		20
DIED/EXECUTION	1									1
Total	25	24	16	21	20	17	21	36	15	195

This table gives counts of inmate deaths, by cause of death, by year. The cause of death detail for most deaths that occurred in 2021 are not yet available. The majority of inmate deaths in Utah are due to natural causes. As with other prison populations around the country, Utah has experienced an increase in deaths related to the COVID-19 pandemic.

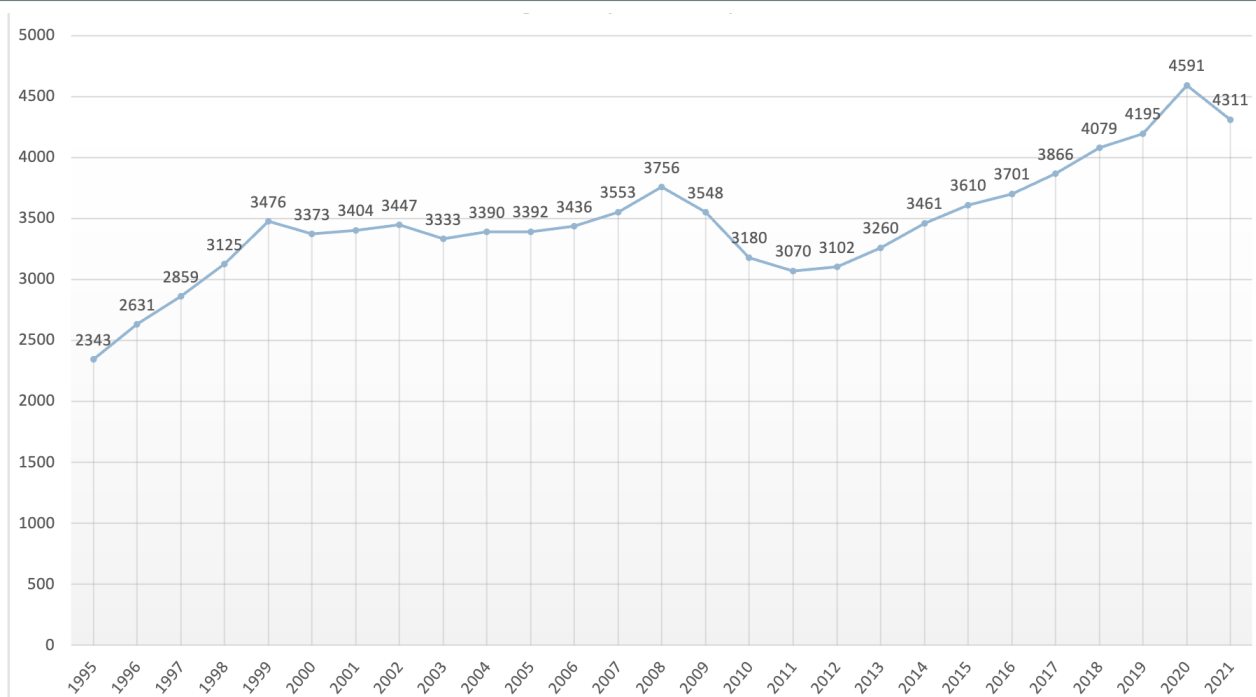
Research & Planning – AP&P Snapshot FY2021

AP&P Average Yearly Probation Population



This table shows the yearly average number of individuals within the probation population overseen by AP&P, beginning in 1995 through 2021. An individual on probation remains under court supervision and must adhere to strict rules throughout the probation term.

AP&P Average Yearly Parole Population



This table shows the yearly average number of individuals within the parole population overseen by AP&P, beginning in 1995 through 2021. An individual on parole is on a conditional release from prison, giving the individual an opportunity to serve the rest of their sentence outside of the prison under strict supervision by AP&P.

Training Bureau



About The Training Bureau

It is the mission of the Training Bureau to establish and maintain a foundation of professionalism and education for correctional staff throughout the State of Utah.

The commitment to staff's success and the Department's mission is the driving force behind the development and delivery of training.

The Bureau acts as mentors to guide staff throughout training. Training emphasizes ethics, compassion, professionalism, and keeping the commitment to the public in all aspects of one's duties. The Bureau aims to develop sound tactics and strengthen critical thinking skills, which will limit liability, ensure staff safety, and maintain the safety of those placed in custody. The Bureau encourages staff to be positive examples to the public and their peers.

The Training Bureau is committed to offering quality training and instruction using the most current information in compliance with federal laws, state statutes, and Department policy. The Training Bureau values staff as the Department's greatest asset and will continually focus on ensuring their success.

Training Bureau – Goals

The goals of the Training Bureau are to:

- Develop quality, cost-effective training programs that are needs-based.
- Ensure ongoing assessment of training needs throughout the Utah Department of Corrections.
- Research and investigate new training information and opportunities consistent with the overall goals and direction of the Department.
- Coordinate training activities and evaluate training results.
- Educate members in the culture and overall direction of the Department.
- Provide for the development of practical, job-related skills.
- Expand knowledge in contemporary correctional practices and relevant case law.
- Optimize the use of training resources throughout the UDC.
- Minimize the risk of legal liability by providing members with the required knowledge and skills to enhance their proficiency.
- Develop leadership staff in order to increase their positive influence and prepare them to assume greater responsibilities in the future.
- Cultivate a specialized group of qualified trainers within the Department.
- Establishing, maintaining, and identifying career development plans for all staff.

Training Bureau – Functions



Curriculum Development

Creates lesson plans and curriculum for all divisions within UDC for in-service classes, specialized subjects, or any other training that is required or offered. Revises and updates any curriculum in the Basic Correctional Officer and Advanced Correctional certification blocks.

Pre-Service Training

Prepares new correctional officers (UDC & county deputies) for duty by providing a defined body of knowledge and skills that are relevant to corrections. Offers basic experiences and training to develop professional job skills. Operated eight academies in 2021 for the Department of Corrections and other allied law enforcement agencies (approx. 272 cadets).

In-Service Training

Provides the required and necessary training for all certified staff to keep their certification active and relevant. Assists other divisions within the Department in the development, coordination, and implementation of customized training. (approx. 1470 officers)



Civilian Orientation and Ongoing Training

Provides orientation training for all civilian staff. Researches, develops, and delivers job-specific training for all civilian staff. (Over 800 staff)



Recruitment

Actively seeks out and recruits potential team members throughout the state for all positions within the Department.

Guides and mentors potential staff members through the application process.



Firearms Training and Maintenance

Responsible for purchasing, tracking, modifying, repairing, issuing, and maintaining over 3,000 department firearms. Creates, delivers, and supports firearms training throughout the Department.



Staff Development

Provides opportunity for instructor development, leadership improvement, and Outward Mindset training. Promotes social justice, equity, and staff wellness across the Department.

Office of Victim Services



About Victim Services:

The Office of Victim Services provides information and services to victims of crimes committed by inmates housed at The Utah Department of Corrections.

Information provided by Victim Services includes updates on offenders, explanations regarding certain aspects of incarceration, information regarding board hearings and the probation and parole conditions of offenders, and contact information for AP&P agents.

Services provided to victims of crimes include:

- Stopping unwanted communication from offenders
- Evaluating visiting requests from victims
- Explaining the conditions of probation and parole
- Safety planning
- Referrals to community resources

In addition to providing resources to victims of crimes, Victim Services also provides peer support services to Utah Department of Corrections employees.

Victim Services – Explanation of Services Provided



Victim Wrap-Around

This program is primarily for victims of domestic violence or stalking, though victims of other crimes may also be considered eligible for the resource.

A vigilant support network is established to provide safety for the victim and accountability for the offender. The victim will know they are not alone. It increases the level of commitment on the part of AP&P, law enforcement, victim advocates and the victim's personal support network to keep the victim safe.

Victim/Offender Dialogue

The purpose of the Victim Offender Dialogue Program is to provide a safe environment in which victims, survivors of victims and offenders of the most serious crimes are offered the opportunity to share a confidential, interactive experience, asking questions and getting answers, which may promote personal growth.

Peer Support

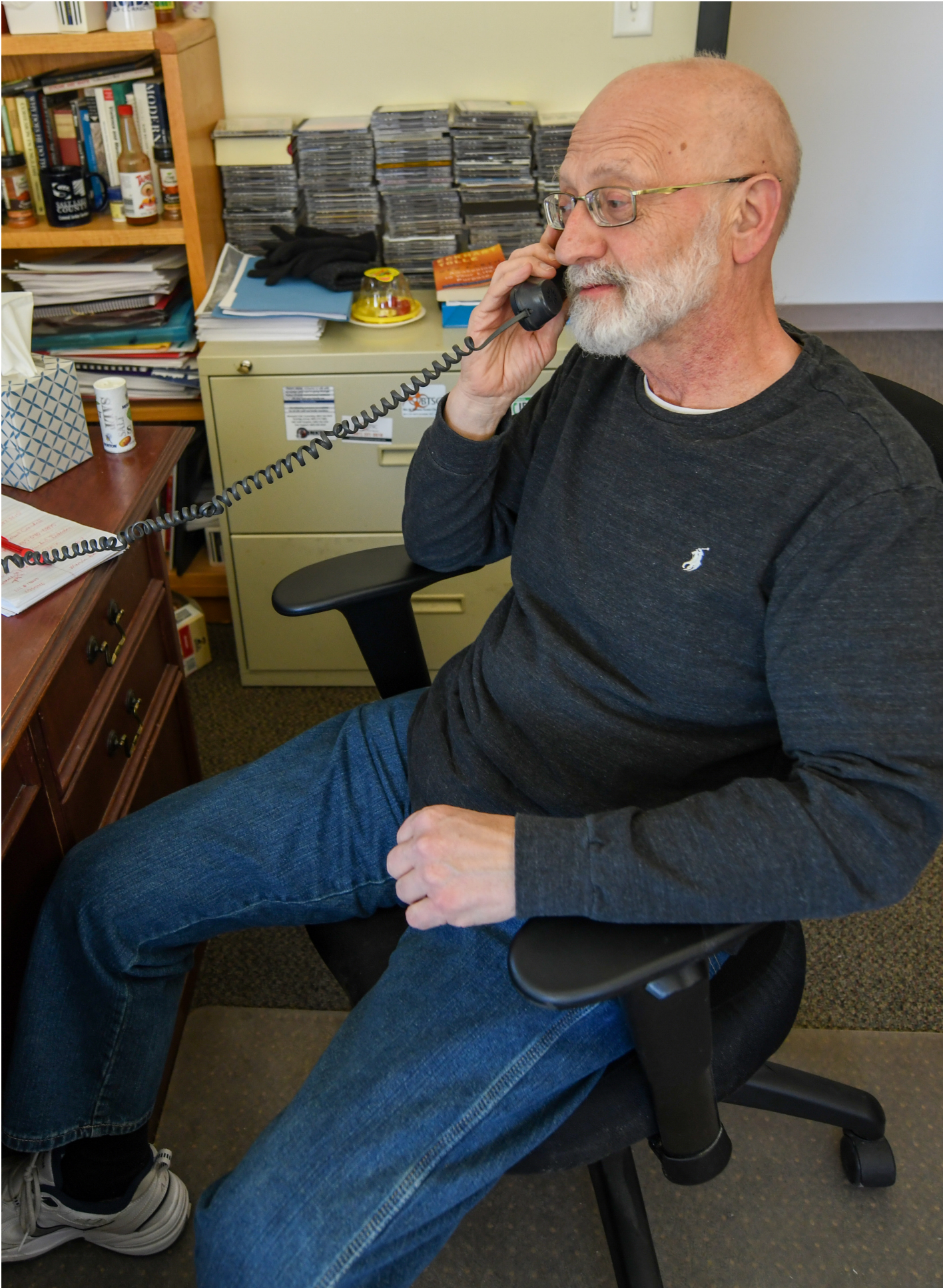
The 35 members of the UDC Peer Support Team provide assistance to UDC employees struggling with issues related to work, their personal life or any other problems. The communication is confidential.

Staff Chaplain Responsibilities

The Staff Chaplains meet with staff members for counseling sessions. The chaplain is also responsible for writing and presenting Staff Wellness in-service curriculum for AP&P and DPO in-service. The chaplain conducts in-service training on Staff Wellness for civilian new hires and Peer Support/Officer Wellness for cadets and new AP&P agents. The chaplain regularly visits staff at both prison campuses, AP&P offices and halfway houses.

The Numbers

- Victim Contacts by telephone & email: 3,132
- Responding to reports of offender-on-offender sexual assaults: 43
- Offender death notifications & follow up for next-of-kin: 39
- Victim/Offender Dialogues completed: 4
- Prison Rape Elimination Act (PREA) training presented to certified staff: 8 three hours sessions
- PREA training presented to civilian staff: 5 one-hour sessions
- Peer Support Training: 12 one-hour sessions
- Peer Support contacts (from entire Peer Support Team): 423
- Training classes on "Staff Wellness" for UDC staff: 46 one-hour classes



Communications Office



About The Communications Office:

The Utah Department of Corrections' communications office has morphed over the past 10 years from a single employee to a team of two full-time staff members and a part-time intern.

The office's standard audiences include the following:

- General Public
- Media
- Constituents (families/friends of incarcerated)
- Potential and current employees
- Incarcerated
- Legislature
- Governor's Office
- Advocacy groups

Communications staff members endeavor to be responsive in collaborating and corresponding with these identified audiences. Goals for the past three years include:

- Retain and recruit employees by showcasing UDC's career opportunities and team-oriented work environment.
- Maintain a positive and transparent relationship with legislators, the Governor's Office and media through responsiveness and proactive messaging.
- Inform and engage with family and friends of incarcerated individuals in order to address public safety concerns and garner support for rehabilitative initiatives.

In accomplishing these goals, the office has utilized various methods of communication, including newsletters, in-person and virtual events, the UDC's public website, social media, press conferences, videos, photos, staff-generated written stories, awards events and focus groups.

Communications Office – FY2021 Updates

Newsletter:

The Department issues a monthly staff newsletter. In FY21, the Department issued nine newsletters with an average open rate of 61 percent and a click rate of 29 percent.

Social Media:

Measuring the impact of the Department's social media presence is difficult, since posts are not typically intended to drive an outcome but to share information. Social media offerings include updates on the department's operations, as well as highlighting the department's successes and challenges.

New Website:

The communications office launched a new, modern website in the final quarter of 2021. The from-scratch platform gives the Department a sleek, visually appealing portal. It also allows the office the ability to utilize its photo and video resources fully. The new site places the department on the cutting edge of online activity, and will continue to do so well into the 2020s.

Media Inquiries:

UDC's communications team responds to several dozen media requests per month, ranging from mug-shot requests to more in-depth inquiries regarding policy and operations-related information.

The Department also responds to data and information-related requests outside of media requests from the general public and universities.

Events:

Due to COVID-19, no significant public events were hosted by UDC. However, several virtual press conferences were hosted in response to outbreaks of COVID-19 at UDC correctional facilities.

Events orchestrated by the communications team in the past have included the UDC's participation in 4th of July parades, the UDC Awards Ceremony and Corrections Day on the Hill.

Constituent Services:

The team's information specialist responded to 1,092 original inquiries to the corrections@utah.gov email in FY21. This does not include substantial follow-up communications. The team also responds to numerous other inquiries from advocacy groups, incarcerated individual's letters, calls from families through service lines, inquiries sent to the Governor's Office, etc.





Recruitment Campaign:

The communications office – in collaboration with the department’s recruiter – launched a recruitment campaign in FY21 targeting individuals from ages 18 to 35 years, both male and female.

The campaign used the following channels to reach its targeted audience: focused social media advertisements and posts, advertisements on YouTube working through Google Ads, audio clips and short videos on Spotify, working with an advertising agency for billboards aimed at the downtown Salt Lake and Tooele County audience, and various high-value events.

Advertising on social media, particularly Facebook, garnered the most quantifiable interactions. Eight paid advertisements totalling \$595 were posted on Facebook between May and September, highlighting the careers of several staff members. Organic reach on average was approximately 6,734 people with paid reach averaging 7,781. The average reactions were 169, and the average amount of positive comments was 35 with an average of 17 shares.

Unfortunately, the campaign saw little traction in regards to clicks on the hiring page or new applicants.

The communications team is planning to revisit the recruitment strategy in the coming fiscal year to include more input from staff and the utilization of other channels to reach the targeted audience.

Internal communications:

The communications team manages the internal UDC website, posting approximately 110 updates in FY21. This does not include postings to the site’s promotions page or various department-specific pages.

The office also coordinates closely with department leadership on messaging updates and operations-related information to employees of the department.

COVID-19:

From November 2020 to the end of FY21, the communications team responded to 662 calls to the Department’s COVID-19 Family Hotline. During the height of the initial outbreak at UDC facilities, the office staffed the line on weekends and holidays in an effort to disseminate information in a timely manner.

Communications also managed the department’s COVID-19 webpage, and issued proactive press releases and organized press conferences in regards to the COVID-19 pandemic and the outbreaks within UDC’s facilities.

Through the course of the pandemic, the communications team responded to numerous media requests in a timely and transparent manner.

Media Trainings:

In May 2021, the office worked with department leadership and conducted practice media interviews in order to help coordinate messaging on hot topics and establish a level of comfort in speaking to the media.

Upcoming projects:

In FY22, the communications team anticipates launching the department’s first annual report in more than 15 years.

Also on the horizon is the social media ambassador initiative, which will empower staff to share their stories more easily.

As the new prison in Salt Lake City is set to open this summer, the communications team will focus heavily on messaging and preparation for this significant change for the department.

Allied Agencies



Division of Human Resource Management:

As experts in people as agency resources, DHRM partners with State of Utah agency leaders to: create excellent human capital strategies, and attract and utilize human resources to effectively meet mission requirements with ever-increasing efficiency and the highest degree of integrity. Strategic HR functions such as recruitment, classification, disciplinary actions and workforce planning are handled by the HR managers, analysts, and specialists assigned to and housed within state agencies.

Division of Technology Resources:

DTS Provides technology services to Department's across the state of Utah. Their vision is to be a technology leader that delivers value and simplifies the lives of Utah residents. In working with state departments, their mission is to provide innovative, secure, and cost-effective technology solutions that are convenient and empower our partner agencies to better serve the residents of Utah.

A breakdown of DTS projects undertaken in support of UDC can be found at this link: dts.utah.gov/it-plan-2022.

Utah Attorney General's Office

Directed by Attorney General Sean D. Reyes, the Utah Attorney General's Office (AGO) strives to be the best public law office in the State of Utah and the United States. With approximately 524 attorneys and staff in offices across the state, the Utah Attorney General's Office serves nearly 60 state agencies, boards, and commissions, colleges, and universities, as well as the Governor and the Legislature. Each member of the AGO team is committed to representing the citizens of Utah with the highest level of

Operational Excellence



Operational Excellence

The Operational Excellence function of the Utah Department of Corrections was established in FY21 in order to help the agency's various divisions cohesively achieve strategic outcomes. Corrections joins a handful of other state agencies, such as Human Services and the Department of Health, which have likewise created Operational Excellence functions.

Operational Excellence – Explanation of Services Provided



Transparency, Accountability and Collaboration

At its inception in early 2021, the first priority of the Division of Operational Excellence was to heighten transparency, accountability and collaboration among its key stakeholders. In particular, the Department wanted to take into greater consideration experiences of allied organizations, service providers, volunteers, peer mentors, people with lived criminal justice experience, advocacy groups, and other members of the public. The office promptly formed a UDC Stakeholders Group to meet monthly and hold detailed discussions and brainstorming sessions regarding system-wide needs for improvement. This avenue now provides Corrections a direct way to receive candid, real-world feedback around the impacts of its policies and practices.

Open Channel

The group also ensures there is an open channel through which the Department can convey its ongoing improvement efforts. The group has already begun tackling items ranging from improving access to individualized information when an incarcerated person is hospitalized or suffering a medical issue – to providing more coordinated wrap-around services to those parolees in the community who are suffering from serious mental health struggles. The group is working with stakeholders on a variety of other initiatives that should come to fruition in the coming year in effort to collectively aid the incarcerated or supervised populations and their supporters who want to see them achieve lasting success.

Strategic Planning

Operational Excellence is also involved in strategic planning processes underway across the Department's divisions and bureaus. The office will be working with all the divisions as well as a strategic consultant to create process indicators and outcome measures that will demonstrate where successes are occurring and which areas need more emphasis or attention. The office also intends to facilitate improved efforts surrounding diversity, equity and inclusion; Re-Entry strategies; communication efforts; data sharing or IT projects; and feedback collection both within and outside of the Department.



Prison Relocation



An aerial photograph of a large, modern prison facility. The complex consists of numerous light-colored, rectangular buildings arranged in a grid-like pattern. There are several large parking lots filled with vehicles, and a multi-lane road runs along the bottom of the facility. The surrounding landscape is flat and arid, with some green vegetation visible in the foreground.

About Utah's New Facility:

The Utah Department of Corrections will be transitioning to a new prison facility in 2022. Since 2016, the UDC Prison Relocation team has worked tirelessly to meet and exceed legislative expectations by providing a state-of-the-art facility for staff and inmates, and to do it all within a reasonable budget.

Utah State Correctional Facility – An Introduction



In 2016, the Utah Legislature and Governor's Office determined that it was necessary to transition from the current location (Draper) to a new one (Salt Lake City). The overarching goal of this move was to replace the outdated facilities and aging infrastructure with a new, state-of-the-art facility.



Fast Facts

- The first prison in Utah was built on land that is now Sugarhouse Park and Highland High School. This facility operated a farm that supported prison operations and the prisoners.
- The original prison was built in 1854—while Utah was still a territory. Jurisdiction fell first to the US Marshall, then to the Federal Government, before eventually falling under the umbrella of the State of Utah in 1896.
- Groundbreaking on the new Utah State Correctional Facility occurred on August 16th, 2017. The new facility will begin operations in 2022.

New Prison Site:

- 1.3 million square feet of space
 - 37 buildings/ 10 housing units
 - 138 acres
 - 3,806 beds total with 3,730 operational
-



Utah State Correctional Facility – Key Points

Location

The Prison Relocation Team surveyed three different areas as potential locations for the new UDC correctional facility: Eagle Mountain, Grantsville, and the Northwest Quadrant of the Salt Lake Valley.

After holding town hall meetings in each prospective area, communicating heavily with legislators, requesting consultations from multiple firms in the private sector, the decision was made to build the new correctional facility on the Salt Lake Valley location.



Legislative Mandate

The Utah Legislature mandated a transition from the Draper prison site to a new location in a more remote area. Currently, the Draper-based facility is suffering from outdated technologies and aging infrastructure. The primary goal of the move to a new prison site is to update the facilities and infrastructure, providing a higher quality of care and supervision to the prison population, while providing staff with the resources necessary to assist the inmates in succeeding in their rehabilitation and reintegration.

Project Goals

Recent research shows that a prison population's surroundings play a crucial role in their psychological rehabilitation. Because of this determination, the Prison Relocation Team determined that the design of the new correctional facility must be well thought-out, integrating multiple functions, delivering both court and social services to the population while providing an environment conducive to recovery and rehabilitation. The driving factors in determining the concepts for design are direct supervision, increased daylight for both inmate and staff, security for both and normalization of life for the inmates to aid them in re-entering society.

Utah State Correctional Facility – Timeline and Phases

Construction of the new USCF will be completed in the summer of 2022. After construction is completed, commissioning the entire site will take upwards of six months. Inmates could start occupancy as early as July 2022.

Planning & Design / 2016-17

Various stakeholders, including UDC, met with consultants, contractors, project program managers, and architects daily for a year to review the design and operation process of the new correctional facility. Construction Management General Contractor (CMGC) was the type of building manage chosen. This means, one building could was being constructed while other buildings were still with the architect.

Because of this, the design process has been ongoing throughout the construction process with architects involved every step of the way. Also, this type of construction management has allowed us to complete the project much sooner than if other construction management styles had been chosen.

Ground Breaking / August 2017

In August 2017, members from the Utah State Legislature, UDC, and the public gathered (100+) at the location of where the new Correctional facility was to be built. Members from the Utah Legislature spoke addressing all the pre-work, which had been accomplished and the importance of the new correctional facility. A ceremonial groundbreaking occurred with members from all groups listed above.

Site Prep & Infrastructure/ 2018-19

Due to the soil conditions on the site, a lot of preparations had to be performed and completed prior to the beginning of construction of any building. New soil was hauled (thousands of truckloads) to the site in order to bring the area above flood stage. Wick drains, weed barriers and other methods were used to prepare the soil for buildings. In some areas, cement columns were used to help support some of the buildings. The soil preparation took several months from start to finish.

Building Construction / 2019-21

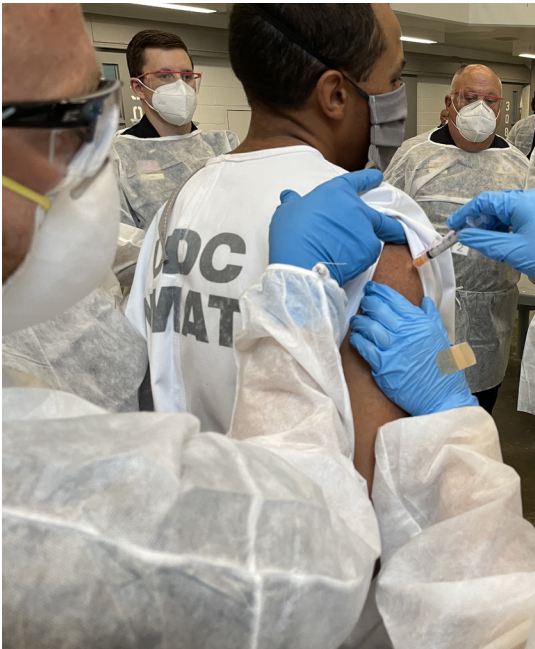
In order to maintain standards of prison construction, all housing units consist of cement, and detention grade metal. Most cells were prefabricated off site and transported to the site by truck. Most walls were built on site and crane lifted into place on each housing building (and many others). Steel and other metals were heavily used in the construction throughout the buildings. Polycarbonate and Lexan materials are used throughout the buildings to help ensure the buildings are safe for all those involved.

Finalizing Project / 2021-22

Currently, substantial completion is scheduled for May 2022. Commissioning of all working parts and pieces of the facility are taking place and ongoing adjustment are being made. The transition from the Draper site to the new correctional facility (USCF) will take place after May 2022.

UDC COVID-19 Response





About UDC COVID-19 Response:

As the World Health Organization declared COVID-19 a pandemic in early March of 2020, the Utah Department of Corrections leadership team established a taskforce to respond. It was the first and last time the group met in-person as shortly thereafter most meetings moved to a virtual setting across the state, the U.S. and the world.

Shortly after that meeting, the UDC established an action plan and a close, collaborative relationship with both state and local health officials.

Plans included quarantine and isolation procedures, COVID-19 screening, ensuring and acquiring supplies, and suspending gatherings of most any kind.

UDC COVID-19 Response



Prevention/Containment

Visiting, and volunteer and religious services were officially suspended on March 12, 2020. The next day, the Department began offering 10 free 15-minute phone calls per week for all incarcerated individuals at the Utah State Prison in Draper and the Central Utah Correctional Facility in Gunnison.

In order to help incarcerated individuals stay up-to-speed on recommendations, UDC issued newsletters and guidance on following COVID-19 protocols.

The UDC COVID-19 taskforce began to meet daily.

As many individuals throughout the state stayed home in March and April to slow the spread of COVID-19, many other staff continued to go to work in order to keep the public and the incarcerated safe.

Those not designated as “essential” coordinated closely with their supervisors and leadership to work remotely.

As masks became a prevention tool to address spread, UDC immediately stepped up.

Incarcerated individuals, employed by Utah Correctional Industries, worked long hours in April to provide face coverings to not only inmates and staff, but the community as well.

In a matter of weeks, inmates produced more than 60,000 cloth face coverings. On April 14, a face covering requirement was put in place for all UDC employees and the incarcerated.

In April, UDC chaplains established a faith hotline for incarcerated individuals to access religious resources.

The Department’s intake process moved to one day a week event, and all intakes were tested and cohorted separately from the general population for 14 days to avoid spread.

The Utah State Prison in Draper established a single entry point for staff to be screened for COVID-19 exposure prior to entering any facility. Screening included questions related to travel, exposure, and symptoms, and a temperature reading.

In mid-April the UDC in coordination with the Utah Board of Pardons and Parole and the Utah Governor’s Office implemented an early COVID-19 release for individuals who met established protocols, including having a release date within 180 days and a confirmed address.

Outbreaks

On September 23, 2020, UDC confirmed the first case of transmission of COVID-19 within one of their correctional facilities.

An individual at the Wasatch Facility at the Utah State Prison in Draper reported symptoms, tested positive, and was promptly isolated. Due to its pervasiveness and transmissibility, cases grew exponentially within days.

While UDC’s inmate population had decreased by nearly

a thousand by that time, the Department was not able to isolate individuals to single cells once cases increased significantly.

In quarantine and isolation areas inmates were oftentimes only allowed to leave their cell once every other day to shower and use the phones.

UDC worked with state and local health officials on processes to best prevent the spread of COVID-19 within

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Wasatch and to other facilities. Designated staff were to only work in facilities with outbreaks.

Throughout the pandemic the Department committed to full transparency and updates were posted daily on case counts and outbreaks on the public website. During the outbreaks at the end of 2020 the Department hosted several press conferences with the media and the general public.

UDC recognized the impact of COVID-19 on the incarcerated and their families and worked to find ways to provide information to families during long periods of quarantine and isolation. In early November, the Department launched a COVID-Hotline for families to call. In most cases, calls were returned within an hour, and for several months calls were monitored after hours and on the weekend.

In areas of quarantine and isolation, the Department's medical presence was increased. Medical staff typically walked through at least twice a day to monitor positive individuals.

Moving Forward

In late December, the COVID-19 vaccine roll out began across the U.S.

Medical leadership at UDC advocated with their respective local health department for vaccines for the incarcerated, noting their congregate living environment.

In early February, the Department was given access to vaccines for the incarcerated and the roll out thereafter was similar to what was seen in the community.

After the pandemic seemed to rage through both the Utah State Prison in Draper and the Central Utah Correctional Facility in Gunnison, cases began to ebb in February.

In March 2021, the Department launched video visiting for the first time in its history. The infrastructure also increased the roll out of tablet programs within the prisons.

In June, in-person visiting began with parameters that abided by COVID-19 protocols.

In March 2021, the Utah Health Emergency Response Team (UHERT) visited the Utah State Prison in Draper and the Central Utah Correctional Facility in Gunnison to review COVID-19 operating procedures.

Their report stated that "overall, the prison is doing an excellent job adhering to CDC guidelines for prisons. They have a well delineated pandemic plan with up-to-date COVID guidelines."

"We will never forget the uncertainty, the long hours and

In areas of isolation, staff wore full Powered Air Filtration System (PAPR) suits. Not only did they knowingly work in areas with COVID-19 cases but they spent long hours in hot, restrictive protective equipment. Extra tasks were asked of individuals working in outbreak areas including frequent, thorough cleanings. Of note, several officers and medical personnel volunteered to work in these areas to support their team and provide relief.

As cases eased at Wasatch, the Department began to revisit how inmates were currently housed, conducting calls with other states.

On October 30, 2020, as UDC prepared to broadcast their first update through social media, they became aware of an inmate in Oquirrh 5 who had just tested positive.

Within a matter of hours, another inmate was confirmed positive in LonePeak and Promontory. Both Promontory and Lone Peak were dormitory style housing on the north point of the prison site. Oquirrh 5 was also an open style housing area where most of the older and more vulnerable individuals were housed.

On November 1, 2020, the Department announced the first death of an individual who was currently COVID-19 positive.

the loss that COVID-19 inflicted on our staff and on those we supervise," said Brian Nielson, executive director of the Utah Department of Corrections. "We look forward to this new year where we can continue our move to resume normal operations."

