



UTAH DEPARTMENT
UDC
CORRECTIONS



2023

Strategic Plan



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The Utah Dream

Be a state where residents are happy, safe, healthy, and successful. A place where we can grow old surrounded by the people we love and live peaceably in the most beautiful state in America. A place where we realize the good that comes from doing things together as ONE UTAH.

We are committed to our role in ensuring the Utah Dream. As we developed our strategic plan in accordance with Utah's Roadmap, we reflected on core principles such as including all stakeholders at the table, maintaining high quality service at our core, and listening with empathy.

When community members engage in the criminal justice system to help the individuals we serve, the ultimate impact is much broader and more compelling than even one successful person's experience. When a human being decides to make a positive change, that choice also helps victims, family members, and our communities at-large.

We will strive to achieve our mission daily by: listening to the expertise and experiences of our stakeholders, integrating community needs in our priorities, and individualizing offender case management - because every person matters. When members of our community make choices that detour from the Utah Dream, we will strive to help them return to a path toward healing and sustainable change

Together, we will identify our vision, gaps and steps needed to assure our mission is achieved. We will create a state of organizational resilience that will weather challenges. We will ensure staff and offender success is achieved in order to create safe communities. And we will bring about this change through investment in our team, collaboration, strategic implementation, individualized improvements and global impact.



Lt. Governor Deidre Henderson (Left) & Governor Spencer Cox (Right)

Executive Director Message



In order to realize The Utah Dream that has been outlined by Governor Cox, the Utah Department of Corrections strives to ensure there are no “dead ends” on Utah’s Roadmap. When a person comes under our custody or supervision, it is critical we engage them in planning for their future from day one—as soon as they hit the doors of our Adult Probation & Parole offices to begin their pre-sentencing process. Whether they are coming back to our custody for 30 days, or sentenced to remain for 30 years, there is hope for every individual to enact positive changes in their lives and to create an environment where hope can flourish.

We also must recognize we can only achieve these lofty goals if we continually enlighten, equip, and empower our dedicated team of professionals. Only then can they engage offenders in discussions and decisions about a more positive trajectory in their lives and inspire them to achieve what they have set their minds to do.

Our agency has both a daunting and rewarding mission. We are charged to help change lives for the better among those who have been convicted of crimes, while facilitating victim engagement in the rehabilitative process. We aim to enrich our communities by protecting their safety both in secure facilities and their neighborhoods.

We aim to treat every individual with dignity and respect, while enacting the judgments deemed appropriate by the sentencing, release, and supervision processes. Through the steady and consistent implementation of our strategic plan, we will educate, treat, and prepare each person in our care. In the process, we will become collectively stronger, more inspired, and better all-around—as people and a team.

We know so many of our caring staff work in difficult environments and are exposed to harsh feelings and drastic behaviors in the course of a person’s rehabilitative process. We are grateful for their dedication and desire to be a part of the change in so many men and women’s lives to bolster and prepare them to live a life that breaks the cycle of crime.

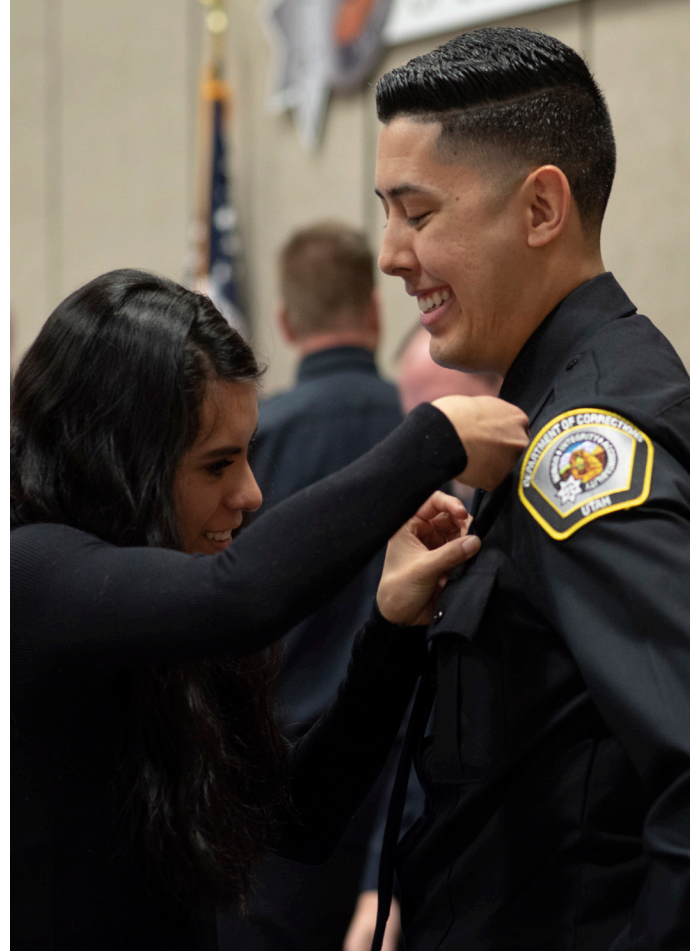
A handwritten signature in black ink that reads "Brian Redd". The signature is written in a cursive, slightly stylized font.

Brian Redd - Executive Director



Our Mission

Improve the lives of staff and offenders.



Mission Assurance

Our goal is to ensure offender success is never compromised despite challenges that arise. The strategic planning process is designed to remove “invisible walls” that can pose unnecessary barriers. This process intends to place staff and offender success at the forefront and demonstrate how everyone can actively contribute to positive change and safe communities.

Intended Outcomes

Together, we seek to expand on achievements in the areas of leadership, culture, and sustainable offender success. Specifically, in each of these areas we strive to:

Leadership: Develop high-performing, purpose-driven leaders with the character, competence, and compassion needed to steer accurate, fast, and complex decision-making in an ever-changing environment.

Culture: Move beyond traditional recruitment and retention goals with a supportive organizational culture driven by employees' resolve to collaborate and ensure offender success.

Sustainable Offender Success: Increase public safety with a comprehensive and seamless integration of services from the time of entry into the criminal justice system through transition and community reintegration.

Our Values

Three core values drive our strategy:

- **Be Humble: Recognize, value and give credit to others and their ideas.** Being humble is the foundation for growth. One person will never have all the answers. By seeking the talents and insights others have to offer from their life experiences, we will be more able to predict and respond to challenges, as well as innovate and implement effective solutions.
- **Be Approachable: Proactively create opportunity for feedback.** By encouraging feedback from every direction within the chain of command and with external stakeholders, we maintain a high standard of excellence while encouraging creativity, innovation, growth, and problem solving.
- **Be Credible: Consistently engage in ethical behavior and maintain competence through good hiring, training and daily work processes.** Through transparency in our work and accountability for our actions, we will proudly display our achievements, own our challenges, and address our shortcomings.

Build a Team for Safe Communities

The Department of Corrections is committed to serving each person in our care – whether that occurs in a setting of community supervision or incarceration.

The following strategic action plan will help ensure that – amid all the unpredictability and day-to-day changes – we never lose sight of our underlying values and priorities.

Five Strategic Directions

Our team identified five key strategic directions that will continue to address the critical needs of the department and the community:



Invest in Staff



Work Together



Implement
Strategically



Improve
Lives



Impact
Globally

Each division and bureau identified how they will implement the strategic directions within their areas of influence, followed by setting annual milestones in effort to measurably achieve our collective objectives.



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.

Strategic Directions



Invest in Staff: Ensure our team has the specialized knowledge and training to carry out their unique functions.



Work Together: Serve as subject matter experts to support internal partners to improve compliance and provide better service to offenders and the public.



Implement Strategically: Ensure our strategic directives remain flexible to stay consistently aligned with the Department's overriding goals and objectives.



Improve Lives: Ensure that processes are in place to improve communication with offenders and the public.








Impact Globally: Streamline our processes to increase efficiency and better serve internal and external stakeholders.



Adult Probation & Parole

Adult Probation and Parole (AP&P) enhances public safety through community supervision of individuals under probation or parole. AP&P Agents work closely with allied law enforcement agencies, treatment providers, community organizations, and support systems for those on community supervision. Through these efforts we help to improve the lives of the individuals we supervise.

Strategic Directions

-  Invest in Staff: Ensure our people feel valued, relevant and have a strong desire to contribute, driving retention and high quality recruitment.
-  Work Together: Collaborate with all our partners to ensure safe, successful, and sustainable transition from prison and community supervision.
-  Implement Strategically: Communicate proactively and transparently with our staff and the public to improve their understanding of Adult Probation & Parole's role in the criminal justice system.
-  Improve Lives: Help those we interact with to improve their lives by working with them in a manner where they are recognized, heard, and safe.
-  Impact Globally: Enhance public safety in our community by providing effective interventions and skills to increase accountability and assist individuals as they change their lives for the better.



Communications

The Communications Office utilizes various methods of communication, including newsletters, in-person and virtual events, the UDC's public and internal websites, social media, press conferences, videos, photos, staff-generated written stories, awards events, and focus groups to support the mission and vision of the department. This office also offers constituent services to help incarcerated individuals' families and loved ones. The Communications Team works closely with executive staff to create and implement communications strategies around new programs, communicate the department's needs to the legislature, and ensure that staff members know and understand new directives within the UDC and how they can support those directives.

Strategic Directions



Invest in Staff: Keep staff interested, involved, informed and inspired through communication on department-wide initiatives, opportunities and updates.



Work Together: Work with divisions and leadership to be proactive, transparent and responsive in communication with all audiences.



Implement Strategically: Ensure adherence to communications strategy through education and application.



Improve Lives: Guide divisions on best strategies to communicate continued success in reducing recidivism and maintaining a focus on rehabilitation.



Impact Globally: Keep all audiences informed and heard.



Facilities Management

The Facilities Management Bureau provides many services to the Department, including maintenance, project management for new buildings, renovations to existing buildings, risk management and emergency preparedness.

Strategic Directions



Invest in Staff: Develop a unified and properly trained staff who take pride in their work and are grateful in making this their career.



Invest in Staff: Promote recruitment by sharing staff's positive experiences and contributions.



Work Together: Ensure all divisions understand the services we provide and consistently experience our team's responsiveness and understanding.



Implement Strategically: We look for ways we can improve our service to the department. Our maintenance will be preventative, proactive and focus on the long-term sustainability of facilities and equipment.



Improve Lives: Using our normal day to day activities, constructively train offenders in life skills they can use during re-entry and future success.



The Utah Department of Corrections Finance Bureau is separated into four main areas: Budget & Accounting, Accounts Payables/Receivables, Contracts & Grants, and Offender Accounting. They are responsible for all aspects of the Department's budget including the annual appropriation request to the Governor, the annual fiscal year closing, and making sure that the taxpayer funding entrusted to the Department is accurately accounted for based on Utah law, policies and procedures, and proper accounting principles. The Finance Bureau has responsibility over the budget, accounts payable, offender accounting, contracts, and grants.

Strategic Directions



Invest in Staff: Equip leadership and staff with the financial literacy necessary to understand how the budget works, supporting and assisting them in making good financial decisions on the resources they are allocated.



Work Together: Work with executive leadership, divisions, and bureaus being a trusted advisor to help make sound financial decisions



Implement Strategically: Streamline processes for increased efficiency and help staff understand the budget and assist them in making sound decisions regarding the use of these resources.



Improve Lives: Provide the best quality and most empathetic customer service possible to support networks of offenders.



Impact Globally: Provide sound financial information that can be trusted by all internal and external stakeholders



Internal Audit Bureau

The Audit Bureau seeks to add value by conducting performance, 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.

Strategic Directions



Invest in Staff: Partner with training to identify gaps and ensure employees have the skills to make the changes necessary to reduce their risk.



Work Together: Be a trusted, visible and transparent advisor to executive management and divisions.



Implement Strategically: Partner with internal stakeholders to collaborate and prioritize the audit plan and increase opportunities and skills for automated data analysis.



Improve Lives: Identify creative solutions to complex issues in order to improve the lives of staff and offenders.








Impact Globally: Assist the department by providing actionable and practical recommendations in support of sustainable change.



Law Enforcement Bureau

The Law Enforcement Bureau (Law Enforcement) performs a wide variety of duties and functions within the Utah Department of Corrections. The Law Enforcement is the investigative arm of the Department of Corrections. The Law Enforcement is responsible for all criminal, administrative and civil investigations within the department.

Strategic Directions

-  Invest in Staff: Continually increase staff skills and expertise to ensure proper response in an ever changing environment.
-  Work Together: Promote an understanding of the Law Enforcement Bureau and the contributions that its staff bring to other divisions.
-  Implement Strategically: Work proactively and predictively to provide awareness of emerging risk patterns, and collaborate with partners to suppress threats.
-  Improve Lives: Better capture and streamline data to assess the efficacy of investigations.
-  Promote a safe environment for staff and offenders by creating a deterrent to criminal activity through enforcement.



Operational Excellence

Operational Excellence helps keep the agency organized and focused on long-term successes by serving as a resource to every division in Corrections and the Executive Office. In addition to managing the strategic plan and aiding in establishing performance and outcome measures, Operational Excellence aids in legislative efforts, coordinates with the Governor's Office of Planning and Budget, and interfaces with community stakeholders and advocacy organizations to proactively engage the community in the important work UDC conducts each day.

Strategic Directions



Invest in Staff: Help employees understand the “why” behind what they do every day and the impact they have on change.



Work Together: Work toward greater alignment between expectations of the department and external stakeholders, while striving to collectively surpass shared goals.



Implement Strategically: Consult with division directors and staff in order to heighten collaboration and improve processes throughout the agency.



Improve Lives: Help each internal and external stakeholder better understand their respective role as part of a cohesive approach to sustainable success.



Impact Globally: Ensure the public understands the “why” behind what our team does and the impact they have on building safe communities.



Planning & Research

The Bureau of Planning & Research supports the Utah Department of Corrections by providing data and analyses that guide data-driven decision making. The bureau serves as an agency resource to support the implementation of effective and efficient practices that will reduce recidivism and help offenders succeed. The information provided by the bureau enables the department to move forward with a better understanding of the population it serves.

Strategic Directions



Invest in Staff: Help staff department-wide more efficiently and effectively perform their work duties by developing a training strategy and working with department Subject Matter Experts (SMEs) to design and deliver ongoing training for the O-Track system to enhance data quality.



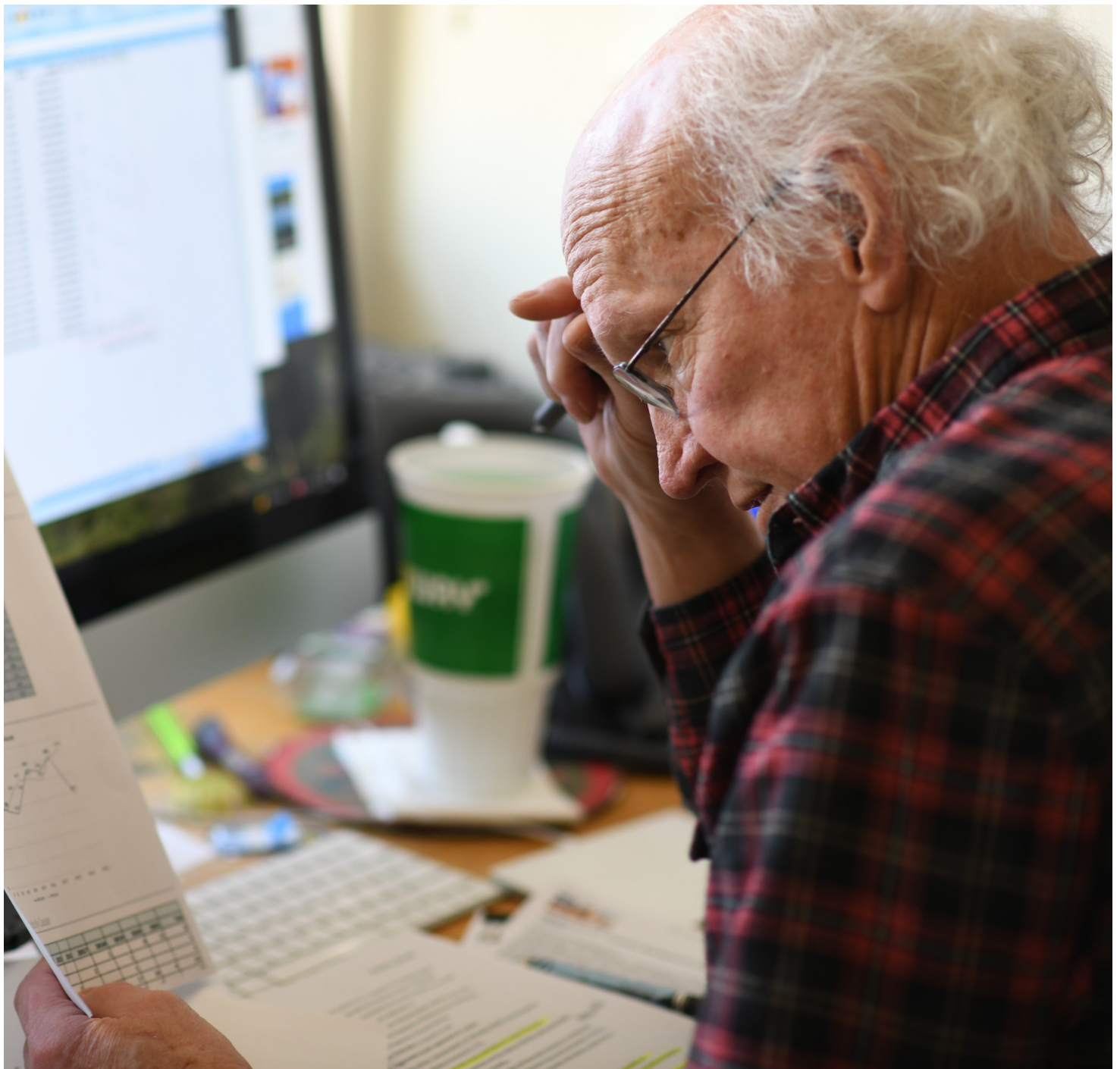
Work Together: Work closely with the Department of Technology Services (DTS) to troubleshoot issues, manage data, and support the design and implementation of databases and applications that will lead to staff and offender success.



Implement Strategically: Protect data security and minimize the risk of data misuse through a multi-pronged approach in which the right people have the right access at the right times.



Impact Globally: Utilize business intelligence (BI) to deliver timely, understandable, and actionable data to staff throughout the department, and the public at large.



Division of Prison Operations

The Division of Prison Operations (Prison Operations) 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, Prison Operations 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.

Strategic Directions



Invest in Staff: Retain staff by helping people achieve a work/life balance, ensuring recognition for their contributions, and providing personal and professional opportunities for growth and development. Recruit new officers using the latest evidence-based practices and message to our communities that being part of our agency is rewarding and bigger than one's self, resulting in our vacant positions being filled with officers who have integrity and pride in maintaining public safety.



Work Together: Build strong working relationships that translate to a cooperative approach, where we can work with our internal and external partners. Create an environment where collaboration between Prison Operations and other divisions works seamlessly to ensure each division can accomplish their underlying mission and purpose within a safe and secure environment.



Implement Strategically: Ensure the public's concerns and feedback are considered and responded to efficiently while minimizing the demand on custody staff time. Use data to assist in making decisions regarding safety and security practices within the institutions.



Improve Lives: Ensure our offender management strategy results in a safe institutional environment and prepares the person for a successful transition into society.



Impact Globally: Share success stories among our staff and incarcerated population.



Programming Division

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).

Strategic Directions



Invest in Staff: Ensure our employees have the necessary skills, support, resources, and clarity to be successful in their roles at UDC, which translates into powerful drivers of success in the returning citizens we serve.



Work Together: Invest in relationships with internal partners and external stakeholders while modeling excellence in communication.



Implement Strategically: Showcase how programming is enacting our mission to improve lives of staff and returning citizens through appropriately utilizing data to improve our successes. Sharing successes with communication staff. Maximize opportunities for individuals under our supervision to be treated while still educating and supporting employment.



Improve Lives: Identify needed interventions on an individual basis to deliver the right programs, in the right amount, at the right time, to reduce risk and enhance public safety. Increase transparency to uphold public trust in our delivery of effective interventions for those in our care.



Impact Globally: Strengthen partnerships with jails and community partners to maximize resources for individual success and public safety.



Training Division

It is the mission of the Training Division to establish and maintain a foundation of professionalism and education for staff throughout the Utah Department of Corrections. The Training Division is committed to driving the Department's efforts surrounding recruitment and retention in a way that is inclusive and reflective of the community's diversity. A commitment to staff's success and the Department's mission is the driving force behind the development and delivery of training.

Strategic Directions



Invest in Staff: Provide training to newly hired officers that ensures they enter the profession with the skills needed to succeed, such as effective communication, empathy, humility and an understanding of the responsibility of being a law enforcement officer. Develop current leaders who are humble, credible, and approachable; and future leaders who promote with the skills to lead, mentor and effect change.



Work Together: Encourage and nurture an atmosphere that encourages the development of an esprit de corps. Encourage all department employees to focus on solutions and creative problem solving.



Implement Strategically: Deliver effective and consistent staff development, from initial training throughout an individual's career, to cultivate a successful workforce that can enjoy a healthy work-life balance.



Impact Globally: Be a training resource for law enforcement agencies state-wide to enhance officer professionalism and ensure safe communities.



Utah Correctional Industries (UCI) provides training and structured activity for offenders in a real work environment. Offenders working at UCI acquire vocational skills under working conditions similar to those which prevail in private industry; preparing them for legitimate employment after they are released from prison. UCI is a self-sustaining entity, meaning its operations are funded by the money made by its sales. Its workers earn a stipend for their work that helps offset the costs of incarceration.

Strategic Directions



Invest in Staff: Recruit and retain a workforce that focuses on their similarities, finds strengths in their differences, and leads to a greater understanding of their jobs and individual contributions to a greater good.



Work Together: Collaborate with all divisions to ensure UCI's operations support a safe and meaningful work environment for everyone.



Implement Strategically: Effectively manage time, funding, and human resources to achieve financial stability in order to sustain and expand self-funded operations.



Improve Lives: Prepare our incarcerated workforce with relevant and needed skills to succeed in the community upon reentry by identifying their needs and placing them in meaningful jobs during their incarceration.



Impact Globally: Build new and expand existing community partnerships to enhance an understanding of Utah Correctional Industries and connect individuals to gainful employment after release.



Victim Services

The Office of Victim Services provides information and services to victims of crimes committed by offenders under the supervision of 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 Adult Probation & Parole agents.

Additionally, The Utah Department of Corrections Peer Support Team and The Prison Rape Elimination Act (PREA) are supervised from the Office of Victim Services.

Strategic Directions



Invest in Staff: Expand staff wellness and ensure every employee has a resource available at all times by providing training to all new peer support team members statewide.



Work Together: Work with state-wide victim advocates and SANE nurses to provide access to community resources for all state inmates, regardless of location, who have been sexually assaulted.



Impact Globally: Expand services for victims of domestic violence and stalking.





Invest in Staff

ADMINISTRATIVE SERVICES:

Ensure our team has the specialized knowledge and training to carry out their unique functions.

ADULT PROBATION & PAROLE:

Ensure our people feel valued, relevant and have a strong desire to contribute, driving retention and high quality recruitment.

CORRECTIONAL HEALTH SERVICES:

Develop a happy, dedicated, cohesive staff that recognizes their contribution in providing care to offenders.

COMMUNICATIONS OFFICE:

Keep staff interested, involved, informed and inspired through communication on department-wide initiatives, opportunities and updates.

FACILITIES MANAGEMENT:

Develop a unified and properly trained staff who take pride in their work and are grateful in making this their career. Promote recruitment by sharing staff's positive experiences and contributions.

FINANCIAL SERVICES:

Equip staff with the financial literacy necessary to understand how the budget works, supporting and assisting them in making good financial decisions on the resources they are allocated.

INTERNAL AUDIT:

Partner with training to identify gaps and ensure employees have the skills to make the changes necessary to reduce their risk.

LAW ENFORCEMENT BUREAU:

Continually increase staff skills and expertise to ensure proper response in an ever changing environment. Promote an understanding of the Law Enforcement Bureau and the contributions that its staff brings to other divisions.

OPERATIONAL EXCELLENCE:

Help employees understand the "why" behind what they do every day and the impact they have on change.

PLANNING & RESEARCH:

Develop staff who can provide data intelligence so actionable insights can be viewed and clearly understood throughout the Department and public.

PRISON OPERATIONS:

Retain staff by helping people achieve a work/life balance, ensuring recognition for their contributions, and providing personal and professional opportunities for growth and development. Recruit new officers using the latest evidence-based practices and message to our communities that being part of our agency is rewarding and bigger than one's self, resulting in our vacant positions being filled with officers who have integrity and pride in maintaining public safety.

PROGRAMMING DIVISION:

Ensure our gender responsive and trauma informed employees have the necessary skills, support, and clarity to be successful in their roles at UDC, which translates into powerful drivers of success in the returning citizens we serve. Cultivate a culture of continuous growth and improvement both personally as well as professionally.

TRAINING DIVISION:

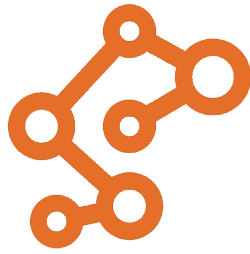
Increase the standard of newly trained officers, ensuring they enter the profession with empathy, humility and skills to listen and communicate effectively. Develop leaders who are humble, credible and approachable; and who promote with the skills to mentor and effect change.

UTAH CORRECTIONAL INDUSTRIES:

Recruit and retain a workforce that focuses on their similarities, finds strengths in their differences, and leads to a greater understanding of their jobs and individual contributions to a greater good.

VICTIM SERVICES:

Expand staff wellness and ensure every employee has a resource available at all times by providing training to all new peer support team members statewide.



Work Together

ADMINISTRATIVE SERVICES:

Serve as subject matter experts to support internal partners to improve compliance and provide better service to offenders and the public.

ADULT PROBATION & PAROLE:

Collaborate with all our partners to ensure safe, successful, and sustainable transition from prison and community supervision.

CORRECTIONAL HEALTH SERVICES:

Educate and increase visibility so that our partners recognize, understand and value the care we provide, which helps promote offenders' overall well being.

COMMUNICATIONS OFFICE:

Work with divisions and leadership to be proactive, transparent and responsive in communication with all audiences.

FACILITIES MANAGEMENT:

Ensure all divisions understand the services we provide and consistently experience our team's responsiveness and understanding.

FINANCIAL SERVICES:

Work with executive leadership, divisions, and bureaus being a trusted advisor to help make sound financial decisions

INTERNAL AUDIT:

Be a trusted, visible and transparent advisor to executive management and divisions.

LAW ENFORCEMENT BUREAU:

Work proactively and predictively to provide awareness of emerging risk patterns, and collaborate with partners to suppress threats.

OPERATIONAL EXCELLENCE:

Work toward greater alignment between expectations of the department and external stakeholders, while striving to collectively surpass shared goals. Consult with division directors and staff in order to heighten collaboration and improve processes throughout the agency.

PLANNING & RESEARCH:

Manage data while ensuring that staff have a clear understanding of business operations via databases and applications that will lead to staff and offender success.

PRISON OPERATIONS:

Build strong working relationships that translate to a cooperative approach, where we can work with our internal and external partners. Create an environment where collaboration between Prison Operations and other divisions works seamlessly to ensure each division can accomplish their underlying mission and purpose within a safe and secure environment.

PROGRAMMING DIVISION:

Invest in relationships with partners and stakeholders while modeling excellence in communication.

TRAINING DIVISION:

Develop a cohesive culture that brings us together as one team, focusing beyond the complaint and into the solution.

UTAH CORRECTIONAL INDUSTRIES:

Collaborate with all divisions to ensure UCI's operations support a safe and meaningful work environment for everyone.

VICTIM SERVICES:

Work with state-wide victim advocates and SANE nurses to provide access to community resources for all state inmates, regardless of location, who have been sexually assaulted.



Implement Strategically

ADMINISTRATIVE SERVICES:

Ensure our strategic directives remain flexible to stay consistently aligned with the Department's overriding goals and objectives.

ADULT PROBATION & PAROLE:

Communicate proactively and transparently with our staff and the public to improve their understanding of Adult Probation & Parole's role in the criminal justice system.

CORRECTIONAL HEALTH SERVICES:

COMMUNICATIONS OFFICE:

Ensure adherence to communications strategy through education and application.

FACILITIES MANAGEMENT:

We look for ways we can improve our service to the department. Our maintenance will be preventative, proactive and focus on the long-term sustainability of facilities and equipment.

FINANCIAL SERVICES:

Streamline processes for increased efficiency and help staff understand the budget and assist them in making sound decisions regarding the use of these resources. Conduct ongoing succession planning that is well thought out and captures critical institutional wisdom to benefit current staff as they promote, future staff as they are hired, and achievement of the agency's long-term goals.

INTERNAL AUDIT:

Partner with internal stakeholders to collaborate and prioritize the audit plan. Increase opportunities and skills for automated data analysis.

LAW ENFORCEMENT BUREAU:

Better capture and streamline data to assess the efficacy of investigations.

OPERATIONAL EXCELLENCE:

Help each internal and external stakeholder better understand their respective role as part of a cohesive approach to sustainable success.

PLANNING & RESEARCH:

Ensure data security and minimize the risk of data misuse through a multi-pronged approach in which the right people have the right access at the right times.

PRISON OPERATIONS:

Ensure the public's concerns and feedback are considered and responded to efficiently while minimizing the demand on custody staff time. Use data to assist in making decisions regarding safety and security practices within the institutions.

PROGRAMMING DIVISION:

Showcase how programming is enacting our vision and mission to improve lives of staff and offenders. Maximize the opportunities for individuals under our supervision to become educated, receive employment, and address treatment needs simultaneously to improve success for the people we serve.

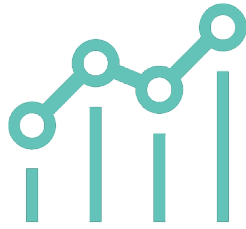
TRAINING DIVISION:

Deliver consistency in new staff development, from initial training through the probationary period, to help grow our culture and succeed in our mission

UTAH CORRECTIONAL INDUSTRIES:

Effectively manage time, funding, and human resources to achieve financial stability in order to sustain and expand self-funded operations.

VICTIM SERVICES:



Improve Lives

ADMINISTRATIVE SERVICES:

Ensure that processes are in place to improve communication with offenders and the public.

ADULT PROBATION & PAROLE:

Help those we interact with to improve their lives by working with them in a manner where they are recognized, heard, and safe.

CORRECTIONAL HEALTH SERVICES:

Deliver a highly integrated, collaborative system of care with our community partners.

COMMUNICATIONS OFFICE:

Guide divisions on best strategies to communicate continued success in reducing recidivism and maintaining a focus on rehabilitation.

FACILITIES MANAGEMENT:

Using our normal day to day work activities, constructively train offenders in life skills they can use during re-entry and future success.

FINANCIAL SERVICES:

Give staff the support, opportunities and tools they need to be successful now and in the future

INTERNAL AUDIT:

Identify creative solutions to complex issues in order to improve the lives of staff and offenders.

LAW ENFORCEMENT BUREAU:

Promote a safe environment for staff and offenders by creating a deterrent to criminal activity through enforcement.



OPERATIONAL EXCELLENCE:

PLANNING & RESEARCH:

PRISON OPERATIONS:

Ensure our offender management strategy results in a safe institutional environment and prepares the person for a successful transition into society.

PROGRAMMING DIVISION:

Use assessment driven, individualized interventions to deliver the right programs in the right amount and at the right time to enhance returning citizen success and public safety. Increase transparency to uphold public trust in our ability to deliver effective interventions for those in our care.

TRAINING DIVISION:

UTAH CORRECTIONAL INDUSTRIES:

Prepare our incarcerated workforce with relevant and needed skills to succeed in the community upon reentry by identifying their needs and placing them in meaningful jobs during their incarceration.

VICTIM SERVICES:



Impact Globally

ADMINISTRATIVE SERVICES:

Streamline our processes to increase efficiency and better serve internal and external stakeholders.

ADULT PROBATION & PAROLE:

Enhance public safety in our community by providing effective interventions and skills to increase accountability and assist individuals as they change their lives for the better.

CORRECTIONAL HEALTH SERVICES:

COMMUNICATIONS OFFICE:

Keep all audiences informed and heard.

FACILITIES MANAGEMENT:

FINANCIAL SERVICES:

Provide sound financial information that can be trusted by all internal and external stakeholders

INTERNAL AUDIT:

Assist the department by providing actionable and practical recommendations in support of sustainable change.

LAW ENFORCEMENT BUREAU:

OPERATIONAL EXCELLENCE:

Ensure the public understands the “why” behind what our team does and the impact they have on building safe communities.

PLANNING & RESEARCH:

Utilize business intelligence (BI) to deliver timely, understandable, and actionable information to staff throughout the department, and the public at large.

PRISON OPERATIONS:

Share success stories among our staff and incarcerated population.

PROGRAMMING DIVISION:

Strengthen partnerships with jails and community partners to maximize programming resources for individual success and public safety.

TRAINING DIVISION:

UTAH CORRECTIONAL INDUSTRIES:

Build new and expand existing community partnerships to enhance an understanding of Utah Correctional Industries and connect individuals to gainful employment after release.

VICTIM SERVICES:

Expand services for victims of domestic violence and stalking.

corrections.utah.gov