



Department of Corrections

2027-2031

Strategic Plan

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Our Mission

**Working Together
Transforming Lives
Protecting Communities**

Our Vision

**We envision a safer Utah by
providing opportunities for people to improve.**

Our Values

**Service, Professionalism,
Accountability, Respect, Knowledge**

Executive Summary

The Utah Department of Corrections (UDC) stands at a pivotal moment in its history, defined by a shared commitment to accountability, innovation, and rehabilitation. As we look toward the next five years, our vision is bold but achievable: **we are committed to becoming the best correctional organization in the country.**

This FY27–FY31 Strategic Plan serves as our roadmap to achieve that standard of excellence. It directly aligns our daily operations with our core mission—Working Together, Transforming Lives, Protecting Communities—while addressing the evolving needs of our workforce, the individuals in our care, and the public we serve.

To become the nation’s premier corrections agency, we have simplified our focus into five actionable strategic pillars. We have intentionally plain-talked our goals so that every member of Team UDC can see exactly how their daily work drives our collective success:

- 1. Staff Investment** Our staff is our number one stakeholder; without a healthy, well-trained, and engaged team, we cannot achieve our ambitious goals. **We will support a strong, healthy, and trained workforce through open communication, ongoing training, true wellness, and active teamwork.** Over the next five years, we will prioritize staff retention through regular stay interviews, promote strong work-life balance by connecting families with wellness resources, and build clear career maps so every employee knows exactly how to advance within the department.
- 2. Safety** Safety remains our top priority, both inside our facilities and out in the community. We will **make our communities and facilities safer by reducing violence, keeping drugs out, improving our investigations, and ensuring everyone feels safe reporting concerns.** We will achieve this by enhancing our fugitive apprehension efforts, utilizing shared intelligence to dismantle drug trafficking networks, and focusing our Adult Probation and Parole (AP&P) resources on targeted support to help individuals successfully complete supervision.
- 3. Collaboration** We cannot do this impactful work alone. We must **work as one team to build strong relationships and expand our partnerships—both inside and outside the department—so we can create better, more effective policies.** We are breaking down internal silos to prioritize cross-divisional collaboration, while externally expanding our community coalitions. Crucially, we will work with local housing and treatment centers to create better support networks for homeless and high-utilizer populations, helping to stabilize our communities and reduce the cycle of incarceration.

4. Innovation To maintain a continuous state of improvement, we must be willing to try new things and leverage current technology. We will **equip our team with the technology, modern systems, and open-minded culture needed to creatively solve problems and improve our daily processes.** This means rolling out modern, reliable data tools, creating a formal pathway for staff to share creative solutions, and responsibly equipping our team with modern AI tools to speed up workflows and reduce manual data entry.

5. Health and Rehabilitation Public safety, health, and rehabilitation are one and the same. We will **improve lives and support successful reentry by offering the right treatment, strong healthcare, targeted case management, and meaningful community partnerships.** We will ensure that every individual's action plan goals directly match their specific needs and risks, standardize our treatment programs across the state, and expand local housing opportunities through our community correctional centers.

Sustainable success requires both courage and collaboration. Achieving our vision of becoming the best correctional organization in the country will require the continued dedication of every member of Team UDC and the trust of our external partners. Together, we will move corrections forward in Utah safely, responsibly, and with a vision for lasting change.



Commissioner Jared Garcia



Our Organization

The Utah Department of Corrections has nearly 2,700 employees and supervises over 16,000 individuals in the community and more than 6,500 incarcerated individuals.

The Department collaborates with a wide variety of stakeholders ranging from the Board of Pardons and Parole to community treatment providers, other law enforcement agencies, and non-governmental organizations to effect positive change in the lives of those we serve.

Administrative Operations & Finance

Performs a wide variety of functions, ranging from day-to-day admin operations to coordinating various public services and continuous improvement.

Adult Probation and Parole

Helps individuals become productive members of their communities through tailored supervision and effective interventions.

Communications

Utilizes a variety of communications methods to provide internal and external communications for staff and stakeholders across the State of Utah.

Community Safety and Stability

ARCH (accountability and assessment, reentry and response, and coordination and compassion for high utilizers) provides supportive accountability through structured treatment and wraparound community services to high utilizers experiencing homelessness throughout the state of Utah.

Division of Prison Operations

Provides general security and transport operations associated with incarceration within Utah's two correctional facilities as well as various county jails.

Facilities Bureau

Provides many services to the UDC, including project management for new buildings and building maintenance and management.

Internal Audit Bureau

Provides systematic evaluation to enhance the Utah Department of Corrections' performance, accountability, and transparency.

Law Enforcement Bureau

Similar to a detective or investigative unit of any community police agency, but instead of a city, they serve UDC staff and the incarcerated population.

Legislative Affairs & Public Policy

Advocates for funding and budget priorities and supports legislative solutions that strengthen public safety and security, rehabilitation, and operational excellence.

Reentry & Rehabilitation

Provides evidence-based, individualized interventions to reduce risk and promote behavioral change and facilitates successful community reentry.

Safety, Risk & Standards

Provides safety and compliance assessments and enhancements, oversees professional standards, and facilitates risk mitigation.

Stakeholder Services & Staff Engagement

Bolsters employee wellness and staffing initiatives while connecting stakeholders to UDC and providing constituent services.

Strategic Initiatives

Serves as UDC's internal engine for identifying, developing, and advancing high-priority projects that align with the Department's long-term goals.

Technology & Innovation

Provides timely and insightful data and analysis to support the Department in making data-driven decisions while ensuring database and app security.

Training Division

Establishes and maintains a foundation of professionalism and education for correctional staff throughout the state of Utah.

Utah Correctional Industries

Dedicated to public safety through innovative career building, community partnerships, and quality production to develop successful people.

While each division plays a unique role in the Department's operations, cross-team collaboration and communication ensure success. Through our department-wide work plan, we aim to achieve enhanced collaboration in carrying out our goals and objectives.

Our Strategic Pillars

Successful **reentry** is more likely to occur when UDC focuses on staff investment, safety, collaboration, innovation, health, and rehabilitation.

Staff Investment

As our number one stakeholder, our staff are the foundation upon which we build the success and safety of our community. Without a healthy, well-trained, engaged team, we cannot achieve these ambitious goals. Creating environments that foster continuous learning, skill development, and staff wellness will make a lasting difference.

Safety

Safety is always our top priority, in our facilities and in our community. Prioritizing staff input and creating a culture where mistakes are seen as an opportunity to improve, not a reason to discipline, helps us to continuously improve. Illegal substances in our facilities amplify other safety issues in our system. As such, we must

Collaboration

Relationships are key to advancing our goals. Corrections can't do this impactful work alone. We see the most success when we work together, across divisions, departments, and communities to improve safety for all. Keeping all stakeholders informed and involved in our work creates better outcomes.

Innovation

Staying open to new ideas from all stakeholders helps us be better in every way. To maintain a continuous state of improvement, we must try new things and be willing to take ownership over our hits and misses. Effective and efficient government needs current technology to build long-lasting success.

Health and Rehabilitation

Public safety, health, and rehabilitation are one and the same. We can improve lives and reduce recidivism by delivering quality programs, healthcare, and treatment while managing cases with a person-focused approach. This requires the foundational elements of assessment of risk, responding to the risk with the right services, to address their specific needs.

Work Plan

Staff Investment

Goal 1: Support a strong, healthy, and trained workforce through open communication, ongoing training, true wellness, and active teamwork.

Objective 1.1: Offer regular training and learning opportunities so staff can keep growing professionally and personally.

Strategy 1.1.1: Ensure every UDC staff member has access to at least one educational opportunity, conference, or similar enhanced training experience during the fiscal year.

Champion: Division directors

Timeline: Measured Quarterly

Resources Needed: Funding for investment in staff education, training, conference, internal communications

Measure: Staff response to DHRM professional improvement question results

Strategy 1.1.2: Build clear career maps so every employee knows exactly how to grow and advance within the department.

Champion: Division leadership, managers

Timeline: Measured Quarterly

Resources Needed: Cross-divisional collaboration

Measure: Percentage of staff who have a complete career map

Objective 1.2: Communicate clearly, openly, and in the ways that work best for our team.

Strategy 1.2.1: Tailor our internal communications—like podcasts, newsletters, videos, and emails—to match what staff actually need and want.

Champion: Communications Office

Timeline: Measured Quarterly

Resources Needed: Technological support, feedback pathways

Measure: Internal Quarterly Survey Results: % of staff who feel engaged by internal communication

Objective 1.3: Support the physical and mental well-being of our employees.

Strategy 1.3.1: Promote a strong work-life balance by making sure staff and their families can easily find and use our contracted mental health and wellness resources.

Champion: Executive leadership, division directors, managers

Timeline: Measured Quarterly

Resources Needed: Internal communications, adequate contracted services with wellness resource providers

Measure: Internal Quarterly Survey Results: Staff Wellness Likert Scale Responses

Strategy 1.3.2: Strengthen retention efforts by completing Stay Interviews.

Champion: Executive leadership, division directors, managers

Timeline: Measured Quarterly

Resources Needed: Internal communications, executive support

Measure: Percentage of Stay Interviews completed

Objective 1.4: Keep staff involved, connected, and recognized for their hard work.

Strategy 1.4.1: Ensure all staff feel connected with organizational goals.

Champion: Executive leadership, division directors, managers

Timeline: Measured Quarterly

Resources Needed: Internal documentation and communication around strategic plan

Measure: Internal Quarterly Survey Results: % of staff who report understanding how their role contributes to the overall organizational strategies

Strategy 1.4.2: Ensure staff are recognized for their contributions to the Department.

Champion: Executive leadership, division directors, managers

Timeline: Measured Quarterly

Resources Needed: Tools and supportive policies for staff recognition

Measure: Internal Quarterly Survey Results: Staff Recognition



Safety

Goal 2: Make our communities and facilities safer by reducing violence, keeping drugs out, improving our investigations, and ensuring everyone feels safe reporting concerns.

Objective 2.1: Make it easy and safe for everyone to speak up and report safety concerns.

Strategy 2.1.1: Collaborate with staff throughout the agency to proactively identify and fix specific operational or process issues that will lead to a safer environment.

Champion: Safety, Risk & Standards Division

Timeline: Measured Monthly

Resources Needed: Funding and staffing to follow through on recommendations and provide feedback to staff

Measure: % of Validated Safety Issues addressed by Safety, Risk & Standards

Strategy 2.1.2: Foster a culture of comprehensive personal safety throughout the Department.

Champion: Executive leadership, division directors

Timeline: Measured Quarterly

Resources Needed: Ongoing training, internal communications, staff funding

Measure: Internal Quarterly Survey Results: Staff Safety

Objective 2.2: Actively work to prevent and reduce violence across all our facilities.

Strategy 2.2.1: Manage housing assignments using good documentation on progress, and offer real rehabilitation opportunities to cut down on tension and violence among housed populations.

Champion: Technology & Innovation, Law Enforcement Bureau, Division of Prison Operations, Adult Probation & Parole, Safety, Risk & Standards leadership

Timeline: Measured Monthly

Resources Needed: Support to develop good documentation progress, staff training to identify leading indicators to support rehabilitative opportunities, collaboration with Technology & Innovation to analyze outcomes

Measure: Per capita rate of violent incidents inside CUCF, USCF, among contract state inmates, and at Community Correctional Centers

Objective 2.3: Keep illegal drugs, weapons, and dangerous contraband out of our facilities.

Strategy 2.3.1: Enhance efforts to identify drugs entering UDC facilities via visitation, mailroom, and off-site work crews.

Champion: Law Enforcement Bureau, Division of Prison Operations, Adult Probation & Parole, Technology & Innovation

Timeline: Measured Weekly

Resources Needed: Data and policy/process support to tell the story and address it organizationally

Measure: % of increased UA testing in UDC facilities

Strategy 2.3.2: Enhance efforts to locate and prevent the introduction or production of weapons inside the facilities.

Champion: Law Enforcement Bureau, Division of Prison Operations, Adult Probation & Parole, Technology & Innovation

Timeline: Measured Weekly

Resources Needed: Data and policy/process support to tell the story and address it organizationally

Measure: Ratio of searches to discovered weapons

Objective 2.4: Improve investigative efforts in facilities and in the community.

Strategy 2.4.1: Enhance fugitive apprehension efforts in the community.

Champion: Law Enforcement Bureau; Safety, Risk & Standards

Timeline: Measured Monthly

Resources Needed: Collaboration with partner agencies and staffing afforded time to focus on fugitive apprehension or to be part of apprehension teams

Measure: # of apprehended fugitives in the community compared to previous month (+/-)

Strategy 2.4.2: Use shared intelligence—specifically from the IRIS system—to track and dismantle drug trafficking networks and address drug abuse units.

Champion: Executive leadership, Law Enforcement Bureau leadership, Technology & Innovation leadership

Timeline: Measured Quarterly

Resources Needed: Staff training, executive support, cross-divisional collaboration

Measure: Number of IRIS-informed interdiction efforts completed

Objective 2.5: Support individuals on probation and parole in successfully completing their supervision.

Strategy 2.5.1: Focus our Adult Probation and Parole (AP&P) resources on targeted support and clear guidance to help people successfully finish probation and parole, reducing repeat offenses and keeping our communities safe.

Champion: Adult Probation & Parole leadership, Reentry & Rehabilitation leadership

Timeline: Measured Quarterly

Resources Needed: Training, collaboration with reentry efforts, data collection

Measure: Number and % of successful terminations for people on probation and people on parole

Objective 2.6: Manage our bed space proactively.

Strategy 2.6.1: Carefully manage releases and returns so we maintain an open, safe buffer of beds year-round.

Champion: Executive leadership, Division of Prison Operations leadership, Technology & Innovation leadership

Timeline: Measured Weekly

Resources Needed: Collaboration with external subject matter experts, internal data analysis resources

Measure: Net reduction of individuals from returns and releases

Collaboration

Goal 3: Work as one team to build strong relationships and expand our partnerships—both inside and outside the department—so we can create better, more effective policies.

Objective 3.1: Build strong community networks and listen directly to those we serve.

Strategy 3.1.1: Expand on successes of UDC stakeholder groups by building more community coalitions to help with reentry and rehabilitation, and establish panels to involve experiences and feedback from incarcerated individuals.

Champion: Stakeholder Experience Coordinator, Reentry & Rehabilitation leadership

Timeline: Measured Quarterly

Resources Needed: Technology support, collaborative communication across facilities and stakeholder groups

Measure: % satisfaction across pulse surveys for incarcerated individuals and stakeholder groups

Objective 3.2: Write clear policies that match our actual daily work.

Strategy 3.2.1: Develop effective policy review and implementation processes to align practices with policies.

Champion: Division directors and Policy Advisory Committee members

Timeline: Measured Monthly

Resources Needed: Participation from all divisions/bureaus, contributions from Policy Advisory Committee members

Measure: % of policies reviewed within the past two years

Strategy 3.2.2: Ensure that staff are familiarized with all policies and procedures.

Champion: Executive leadership, Communications leadership, division leaders, managers

Timeline: Measured Monthly

Resources Needed: Supporting technology

Measure: Policy Attestation %

Objective 3.3: Coordinate across divisions so we are working together, not in silos.

Strategy 3.3.1: Break down internal silos to prioritize cross-divisional collaboration, ensuring staff from different areas actively coordinate to solve problems and manage projects together.

Champion: Project managers and division directors

Timeline: Measured Monthly

Resources Needed: Executive support, cross-divisional collaboration

Measure: Number of cross-divisional tasks identified and assigned at the executive level

Objective 3.4: Grow our external partnerships to provide more treatment, health support, and volunteer help.

Strategy 3.4.1: Use county jail contracts effectively.

Champion: Inmate Placement Program leadership

Timeline: Measured Annually

Resources Needed: Effective transportation, individual tracking

Measure: Percentage of available county jail beds contracting for programming/education

Strategy 3.4.2: Bring in more volunteers and track the valuable time they give to our facilities.

Champion: Volunteer leadership

Timeline: Measured Monthly

Resources Needed: Supporting technology

Measure: Number of volunteer hours worked at UDC facilities and monetary equivalent

Strategy 3.4.3: Work collaboratively with DHHS/CHS to align with DHHS RBA plan and further improve health outcomes for incarcerated individuals.

Champion: Executive leadership, Division of Prison Operations leadership, Reentry & Rehabilitation leadership

Timeline: Measured Quarterly

Resources Needed: Cross-agency communication and collaboration

Measure: % alignment of measures with the DHHS RBA plan

Objective 3.5: Help stabilize our communities by supporting homeless individuals and those who frequently cycle through the criminal justice system.

Strategy 3.5.1: Partner with local housing resources, treatment centers, and community coalitions to create better support networks for homeless and high-utilizer populations, reducing their chances of returning to our facilities.

Champion: Community Safety and Stability leadership, Reentry & Rehabilitation leadership, Strategic Initiatives leadership

Timeline: Measured Quarterly

Resources Needed: External communication support, cross-agency collaboration, executive support for bolstering networks

Measure: Number of participants in ARCH Program

Innovation

Goal 4: Equip our team with the technology, modern systems, and open-minded culture needed to creatively solve problems and improve our daily processes.

Objective 4.1: Make it easy for staff at all levels to share creative ideas and solutions.

Strategy 4.1.1: Create a simple, formal pathway for staff to share their ideas on how to improve the department.

Champion: Executive leadership, division directors, managers

Timeline: Measured Quarterly

Resources Needed: Technological support

Measure: Number of validated staff suggestions acted upon by executive staff, division leaders, or project managers

Objective 4.2: Use direct feedback to make our tools and systems easier for people to use.

Strategy 4.2.1: Use feedback surveys and data to understand what users need and improve their overall experience with our systems, facilities, and websites.

Champion: Customer Experience champion

Timeline: Measured Quarterly

Resources Needed: Executive support in systems and process improvements driven by CX champion

Measure: % improvement in Qualtrics satisfaction and effort measures

Objective 4.3: Upgrade our technology and processes so staff and stakeholders can work more efficiently and make better decisions.

Strategy 4.3.1: Roll out modern, reliable systems—like upgraded data tools, and a modernized UCIMS—to help staff do their jobs better.

Champion: Technology & Innovation leadership, Communications leadership, Customer Experience champion

Timeline: Measured Annually

Resources Needed: Supporting funding, executive support in systems and process improvements, appropriate communication

Measure: Completion % of Business Intelligence System, Informix migration, O-Track usability/portability, and Intranet feedback

Strategy 4.3.2: Equip our team with modern AI tools to speed up daily workflows, cut down on manual data entry, and make their jobs easier and more efficient.

Champion: Training Division leadership, Technology & Innovation leadership

Timeline: Measured Quarterly

Resources Needed: Secure AI platforms, staff training on AI use, and executive support
Measure: Percent of UDC employees completing UCIMS training and continuing education

Objective 4.4: Evaluate community partnership outcomes.

Strategy 4.4.1: Integrate emerging technologies to establish efficient reentry outcome monitoring amongst our community partners.

Champion: Technology & Innovation leadership, R&R leadership, Strategic Initiatives leadership

Timeline: Measured Annually

Resources Needed: Cross-agency collaboration, technological support, staff training, community partner buy-in

Measure: Number of active T&I projects that support reentry and rehabilitation efforts

Strategy 4.4.2: Engage community partners to audit their existing data collection and work towards collaborative data pipelines.

Champion: Strategic Initiatives leadership, R&R Leadership, Technology & Innovation leadership

Timeline: Measured Annually

Resources Needed: Cross-agency collaboration, technological support

Measure: Number of active cross-agency and community collaborations formally established to support the continuum of care

Objective 4.5: Instill a culture of continuous improvement.

Strategy 4.5.1: Perform continuous quality improvement by assigning all divisions to work on an improvement project that modernizes processes and reduces unnecessary waste.

Champion: Executive leadership, Administrative Operations & Finance leadership, managers

Timeline: Measured Annually

Resources Needed: Internal communication for staff awareness, executive support

Measure: Number of GRIT projects completed

Strategy 4.5.2: Establish cross-divisional support to increase momentum of improvement efforts.

Champion: Executive leadership, Administrative Operations & Finance leadership, managers

Timeline: Measured Quarterly

Resources Needed: Executive support in process improvements, cross-agency collaboration

Measure: Number of cross-divisional GRIT projects in progress

Health and Rehabilitation

Goal 5: Improve lives and support successful reentry by offering the right treatment, strong healthcare, targeted case management, and meaningful community partnerships.

Objective 5.1: Expand access to quality treatment programs both inside our facilities and in the community.

Strategy 5.1.1: Offer increased treatment opportunities system-wide, including targeted treatment in lieu of returning people to prison.

Champion: Executive leadership, division directors, managers

Timeline: Measured Monthly

Resources Needed: Treatment programs, staffing, and funding spread throughout the system (facilities and community)

Measure: Reduction in % of individuals unable to advance in their CAP goals due to being stuck as a result of the system's constraints and no fault of their own

Strategy 5.1.2: Improve local treatment and housing opportunities by enhancing and expanding the availability of community correctional centers statewide.

Champion: Reentry & Rehabilitation leadership, Adult Probation & Parole leadership, Facilities leadership

Timeline: Measured Annually

Resources Needed: Facility and staff funding

Measure: Number of rescissions processed at UDC facilities due to lack of Community Correctional Center bedspace

Strategy 5.1.3: Ensure impact of current competencies proactively intervene to reduce significant justice involvement.

Champion: Community Safety and Stability leadership, Reentry & Rehabilitation leadership

Timeline: Measured Quarterly

Resources Needed: Cross-agency communication and cross-divisional collaboration

Measure: Misdemeanor reduction rate

Objective 5.2: Work closely with community providers to give individuals more options for treatment and support.

Strategy 5.2.1: Enhance our relationships with community treatment providers with a focus on improved access to treatment for incarcerated and supervised individuals.

Champion: Reentry & Rehabilitation leadership, Strategic Initiatives leadership, Adult Probation & Parole leadership

Timeline: Measured Annually

Resources Needed: Internal treatment program resources, access to funding for 3rd party programs, contract monitors
Measure: Number of 211 referrals connecting UDC and community partners

Objective 5.3: Guide individuals toward successfully finishing their personalized goals.

Strategy 5.3.1: Use validated assessments to set practical, personalized goals that keep individuals actively working on their self-improvement.

Champion: Clinical director, Reentry & Rehabilitation leadership, Adult Probation & Parole leadership

Timeline: Measured Monthly

Resources Needed: Ongoing training, fidelity checks

Measure: % of alignment between CAP goals and LS/RNR needs

Strategy 5.3.2: Partner with research and analytics teams to monitor program outcomes and evaluate the effectiveness of current rehabilitative programs.

Champion: Clinical director, Reentry & Rehabilitation leadership, Technology & Innovation leadership

Timeline: Measured Annually

Resources Needed: UCJC, funding for evaluations of programming

Measure: Percent of clinical programs audited that align with established evidence-based practice and documentation standards; data integrated into decision

Strategy 5.3.3: Support individuals in making real progress so they can successfully achieve and close out their specific case plan goals.

Champion: Reentry & Rehabilitation leadership, Adult Probation & Parole leadership

Timeline: Measured Monthly

Resources Needed: Training, reliable data entry

Measure: Number of CAP goals closed successfully

Objective 5.4: Deliver safe, timely, and collaborative medical and mental healthcare.

Strategy 5.4.1: Track healthcare quality and patient safety regularly with our clinical partners.

Champion: Division of Prison Operations leadership, Reentry & Rehabilitation leadership, Correctional Health Services leadership

Timeline: Measured Monthly

Resources Needed: Collaboration with CHS and UDC, training

Measure: Percentage of initial health assessments completed within 7 days of admission and barcode medication administration adherence rate

Strategy 5.4.2: Create strong discharge plans for releasing individuals who need ongoing mental health or medical support.

Champion: Reentry & Rehabilitation leadership, Correctional Health Services leadership, Adult Probation & Parole leadership

Timeline: Measured Annually

Resources Needed: Training, resources to ensure they can complete fidelity checks

Measure: Completion of the development

Strategy 5.4.3: Formalize collaborative partnerships with Correctional Health Services, the Department of Health and Human Services, and community behavioral health providers.

Champion: Clinical director, Reentry & Rehabilitation leadership, Department of Health & Human Services leadership

Timeline: Measured Quarterly

Resources Needed: Input from institutional and reentry leadership

Measure: Number of active cross-agency and community behavioral health provider collaborations formally established to support the continuum of care

Strategy 5.4.4: Ensure collaborative approach to improve the timeliness of response to HCR turnaround times.

Champion: Division of Prison Operations leadership, Correctional Health Services leadership

Timeline: Measured Monthly

Resources Needed: Training, resources to ensure procedure adherence, fidelity checks

Measure: Percentage of cases resulting in face-to-face assessments being completed at USCF and CUCF

Objective 5.5: Improve treatment engagement and long-term behavioral health stability from intake through release and successful termination of supervision.

Strategy 5.5.1: Develop and implement clinical pathways that enhance rehabilitation and successful reentry.

Champion: Clinical director

Timeline: Measured Quarterly

Resources Needed: Input from institutional and reentry leadership

Measure: Number of structured clinical pathways implemented

Strategy 5.5.2: Design and build a clinical framework capable of supporting both current operations and future program expansion.

Champion: Clinical director

Timeline: End FY28

Resources Needed: Cross-agency collaboration, operational leadership support

Measure: Percent of implementation roadmap draft complete, framework published

The Strategic Planning Cycle

January: Review Plan

Consider any desired strategic plan updates. Strategic plans should be reviewed annually and review should include updates to strategies and work plans. Strategic plans should be significantly refreshed every four to eight years.

February: Organize and Inform

- Discuss timeline and process.
- Select strategic planning team members.
- Plan and execute a kickoff meeting/retreat, if needed, to address significant changes.
- Review current plans and materials.

March-April: Analyze and Prioritize

- Discuss critical questions
- Evaluate what information is needed and from whom, and the methods of collection to be used.
- Gather information from employees, stakeholders, customers, and the public.
- Assess performance, external opportunities and challenges, internal strengths and weaknesses.
- Analyze and compile feedback.
- Determine major findings and areas of focus for the strategic plan.

May-June: Write and Evaluate Draft Strategic Plan

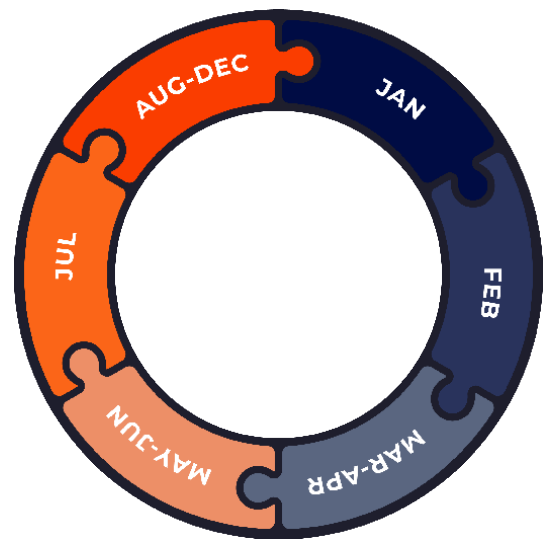
- Choose a format for the plan, create the outline.
- Finalize details, write the plan.
- Determines timing and implementation of each strategy.
- Gather input on the draft plan from external stakeholders, employees, and stakeholders.
- Set processes for the plan to be regularly reviewed and used.

July: Final Plan

- Share the plan with employees and stakeholders.
- Share the plan with GOPB for the statewide agency strategic plan inventory.
- Publish on UDC website.
- GOPB uses the strategic plan to inform the budget process.

August-December: Use Strategic Plan

Use the strategic plan. Reference it in staff meetings, use it to make strategic decisions and guide agency work, monitor progress and update the annual work plan.





Department *of* Corrections

Working Together | Transforming Lives | Protecting Communities