2024-2025

STRATEGIC
PLAN

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UTAH DEPARTMENT OF CORRECTIONS

WORKING TOGETHER
TRANSFORMING LIVES
PROTECTING COMMUNITIES

DEPARTMENT OF CORRECTIONS
UTAH

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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

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.

Brian Redd - Executive Director

OUR FINDINGS

The Utah Department of Corrections (UDC) is undergoing significant systemic transitions that will require consistent and concerted efforts to effectively implement. UDC's attached FY25 strategic plan is informed by various internal and external audits and assessments of where the Department currently stands and where it should go. Based on those findings, the Department can expect to focus mainly on: the recruitment and retention of staff, improving the culture for its team, increasing the focus on safety and security, improving innovation and technology to facilitate better operations, and better tracking and sharing of the Department's successes.

We anticipate the coming year will bring specific opportunities to advance major projects that drive culture change, such as a prison safety and risk mitigation study and an overall effort to rethink space planning and capacity analysis. UDC has also been realigning compensation and career paths while addressing compression issues to properly invest in its team. These herculean tasks demonstrate our commitment to be proactive and purposeful in all the critical work we must do for the public we serve.

While creating the Department's high-level mission, vision, and values, UDC's Executive Leadership Team reached out to its 2,200-plus staff members to ensure they were engaged in building this plan and could see their day-to-day work reflected in the resulting product. Together, the team decided to prioritize the following areas of focus.

- Staff Investment: Enhancing recruitment and retention strategies to build a robust, well-trained, dedicated workforce.
- Safety: Prioritizing the safety and security of staff, incarcerated individuals, and UDC facilities through comprehensive planning and the appointment of specialized professionals.
- Collaboration: Foster a collaborative environment within the Department and with external stakeholders, including legislative bodies and industry experts.
- Innovation: Encouraging innovative practices and solutions to improve operational efficiency and effectiveness.
- Health & Rehabilitation: Delivering personalized, evidence-based assessments that prioritize the health, rehabilitation, and reentry of incarcerated individuals.

The attached plan represents these five pillars, and staff throughout the Department have generally agreed that they can see their daily work reflected in one or more of these five areas of focus. By engaging the entire team around a consistent set of broad goals and making them actionable through the annual work plan with targeted objectives and measurable outcomes, the Department will be more ideally situated to deliver on its mission of working together, transforming lives, and protecting communities.

OUR ORGANIZATION

The Utah Department of Corrections' nearly 2,300 employees supervise more than 17,000 individuals in the community and approximately 6,400 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 NGOs to effect positive change in the lives of those we serve.

Admin Ops & Quality

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

Facilities Management

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

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.

Recruitment & Retention

Provides hosting of department recruitment events, generates media for recruitment and retention, and facilitates recruitment and onboarding.

Adult Probation & Parole

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

Finance

Provides accurate and timely financial information and services that enable the UDC to safeguard and facilitate the use of department funds.

Performance Audit

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

Reentry & Rehabilitation

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

Communications

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

Innovation & Tech

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

Prison Operations

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

Safety, Risk, & Standards

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

Training

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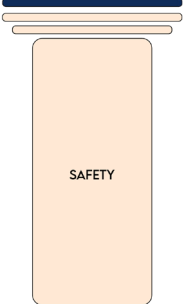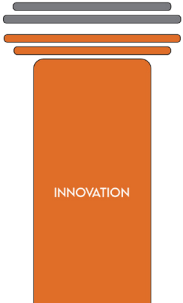
UCI

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

Victim Services

Provides information and services to victims of crimes committed by individuals housed within UDC facilities or supervised by AP&P.

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

OUR STRATEGIC PILLARS

PILLAR	WHAT THIS MEANS	WHY IT MATTERS
STAFF INVESTMENT	1. Communication 2. Development 3. Wellness 4. Involvement	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	1. Safe Reporting 2. Reduced Violence 3. Eliminating Drugs 4. Improved Investigations	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 prioritize eliminating them.
COLLABORATION	1. Building Relationships 2. Effective Policy 3. One Team 4. Expanded Partnerships	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	1. Creativity 2. Leveraging Technology 3. Improved Systems & Processes 4. Keeping Open Minds	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.
REHABILITATION & HEALTH	1. Treatment 2. Partnerships 3. Case Management 4. Healthcare 5. Person-focused Services	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.

REENTRY

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

GOAL & WHY	OBJECTIVES	MEASURE
Staff Engagement: The UDC will retain a prepared, informed, healthy, and involved staff engaged in the success of the department. An engaged staff will help the agency achieve our ambitious goals.	Training and Development Communication Wellness Involvement	**Goal Measure:** Employee Engagement Index (aggregate of DHRM employee survey measures)
Safety: The UDC will increase safety in our communities and correctional facilities while disrupting cycles of violence and drug use through improved investigative efforts that are informed and bolstered by people who feel safe and supported in reporting wrongdoing. Safer communities enable more focused and effective rehabilitation.	Safe Reporting Reduced Violence Eliminating Drugs Improved Investigations	**Goal Measure:** Crime rate (in community & in facilities) [aggregated incidents for communities and in facilities]
Collaboration: The UDC will enhance collaboration by establishing and strengthening relationships and experiences with stakeholders both within the Department and outside in order to build more informed and effective policy. Collaboration will ensure our efforts are transparent, encourage feedback, and improve the lives of all.	Building Relationships Effective Policy One Team Expanded Partnerships	**Goal Measure:** NPS (Net Promoter Score) [standardized metric measures the quality of interactions individuals and organizations report having with the UDC]
Innovation: The UDC will implement innovation by encouraging visionary and open-minded solutions to intractable social issues, fueled by modern technologies that aid our teams as they improve our systems and processes. Innovation will ensure our teams are supported by up-to-date information and data to drive important decisions and outcomes.	Creativity Leveraging Technology Improved Systems & Processes Keeping Open Minds	**Goal Measure:** Effectiveness and Efficiency: Task/Project timeliness and completion
Health & Rehabilitation: The UDC will deliver personalized, evidence-based assessments that prioritize the health, rehabilitation, and reentry of incarcerated individuals. These assessments will guide comprehensive case plans, strengthened by robust partnerships with sister agencies, community organizations, and stakeholders.	Treatment Partnerships Case Management Healthcare Person-Focused Services	**Goal Measure:** Successful Reentries (successful terminations) [the intent of this measure is to approach recidivism from a more positive perspective]

ANNUAL WORK PLAN FY25

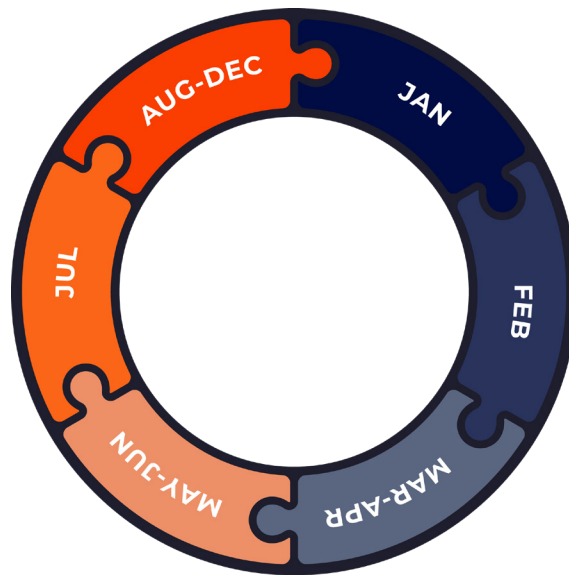| Pillar(s)	Champion	Goal	Strategy	Timeline	Resources Needed	Measure
Goal 1: Retain a prepared, informed, healthy, and involved staff engaged in the success of the department.						
Objective 1.1: Provide training and development opportunities to staff						
Staff Investment	Division directors	1.1.1	Ensure every UDC staff member has access to at least one educational opportunity, conference, or similar enhanced training experience during the fiscal year	Measured Quarterly	Funding for investment in staff education, training, conference	Staff response to DHRM professional improvement question results
Objective 1.2: Improve internal communication quality						
Staff Investment	Communications Office	1.2.1	Tailor organizational communication styles to better match staff needs	Measured Quarterly	Adequate time to tailor processes and consistent feedback from staff	Internal Quarterly Survey Results*: % of staff who feel engaged by internal communcations [1]
Objective 1.3: Enhance staff wellness						
Staff Investment	Stakeholder Experience Coordinator	1.3.1	Support staff in becoming the most physically and mentally well they can be in order to perform well at their jobs and in their personal lives.	Measured Quarterly	Adequate contracted services with wellness resource providers	Internal Quarterly Survey Results*: Staff Wellness Likert Scale Responses [2]
Staff Investment	Executive leadership, Division directors	1.3.2	Eliminate mandatory overtime for all UDC staff while maintaining the opportunity for voluntary overtime for those who wish to work it	Measured Weekly	Internal and external communications, funding for staffing	Hours of Mandatory Overtime Worked at Utah State Correctional Facility
Objective 1.4: Foster an environment of staff involvement						
Staff Investment	Executive leadership, Division directors, managers	1.4.1	Ensure all staff feel connected with organizational goals.	June 30, 2025	Internal documentation and communication around strategic plan	Internal Quarterly Survey Results*: % of staff who report understanding how their role contributes to the overall organizational strategies [3]
Staff Investment	Executive leadership, Division directors, managers	1.4.2	Ensure staff are recognized for their contributions to the Department	Measured Monthly	Tools and supportive policies for staff recognition	Internal Quarterly Survey Results*: Staff Recognition [4]
Goal 2: Increase safety in our communities and correctional facilities while disrupting cycles of violence and drug use through improved investigative efforts that are informed and bolstered by people who feel safe and supported in reporting wrongdoing.						
Objective 2.1: Ensure staff, stakeholders, and those under supervision feel safe reporting incidents, deficiencies, and concerns						
Safety	Office of Safety, Risk, and Standards	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	Measured Monthly	Funding and staffing to follow through on recommendations and provide feedback to staff	% of Validated Safety Issues Addressed by the Safety Office
Safety	Executive leadership, division directors	2.1.2	Foster a culture of comprehensive personal safety throughout the Department.	Measured Quarterly	Ongoing training, internal communications, staff funding	Internal Quarterly Survey Results*: Staff Safety [5]
Objective 2.2: Reduce all incidents of violence throughout all UDC facilities						
Safety	Division directors: Innovation & Tech; Law Enforcement Bureau; Prison Operations; AP&P; Office of Safety, Risk, and Standards	2.2.1	Enhance efforts in reentry & rehabilitation and housing assignment management to minimize the opportunities for violence among housed populations	Measured Monthly	Innovation & Tech's support to develop leading indicators to support rehabilitative opportunities, productive time, discovery of contraband, disciplinary incidents, etc.	Per capita rate of violent incidents inside CUCF, USCF, among contract state inmates, and at Community Correctional Centers

Key
Red - measure needs to be created
Yellow - measure creation in progress
Green - measure implemented
*Survey or tool creation in progress

Pillar(s)	Champion	Goal	Strategy	Timeline	Resources Needed	Measure
Objective 2.3: Eliminating contraband from all UDC facilities						
Safety	Law Enforcement Bureau, Prison Operations, AP&P, Innovation & Tech	2.3.1	Enhance efforts to identify drugs entering UDC facilities via visitation, mailroom, off-site work crews, etc.	Measured Weekly	Data and policy/process support to tell the story and address it organizationally	Rate of positive UAs received in UDC facilities
Safety	Law Enforcement Bureau, Prison Operations, AP&P, Innovation & Tech	2.3.2	Enhance efforts to locate and prevent the introduction or production of weapons inside the facilities	Measured Weekly	Data and policy/process support to tell the story and address it organizationally	Ratio of searches to discovered weapons
Objective 2.4: Improve investigative efforts in facilities and in the community						
Safety	Law Enforcement Bureau; Office of Safety, Risk, and Standards	2.4.1	Enhance fugitive apprehension efforts in the community	Measured Monthly	Collaboration with partner agencies and staffing afforded time to focus on fugitive apprehension or to be part of apprehension teams	# of apprehended fugitives in the community compared to previous month (+/-)
Objective 2.5: Effectively manage UDC facility capacity						
Safety	Executive leadership, Division of Prison Operations leadership, Innovation & Tech	2.5.1	Enact capacity management plan that results in a net reduction of 20 individuals (or more) from both returns and releases each week, resulting in an annual capacity buffer of 1,560.	Measured Weekly	Collaboration with external subject matter experts, internal data analysis resources	Net reduction of individuals from returns and releases
Goal 3: Enhance collaboration by establishing and strengthening relationships and experiences with stakeholders both within the Department and outside in order to build more informed and effective policy.						
Objective 3.1: Building Relationships						
Collaboration	Innovation & Tech, Stakeholder Experience Coordinator	3.1.1	Expand on successes of UDC stakeholder group by building more community coalitions to help with re-entry and rehabilitation, and also establish panels to involve experiences and feedback from incarcerated individuals	Measured Quarterly	Survey technology for incarcerated and partners; an audience for the survey to target	Pulse surveys for incarcerated individuals and stakeholder groups
Objective 3.2: Effective Policy						
Collaboration	Division directors and PAC members	3.2.1	Align practices with policies	Measured Monthly	Participation from all divisions/bureaus, contributions from PAC members	% of policies reviewed within the past five years
Collaboration	Executive leadership, Communications Office, division leaders, managers	3.2.2	Ensure that staff are familiarized with all policies and procedures	Measured Monthly	Supporting technology	Policy Attestation %
Objective 3.3: One Team						
Collaboration	Project managers and Division directors	3.3.1	Appoint project managers to enhance project coordination and implementation department-wide	Measured Monthly	Department-wide Project Managers with authority to call to action and manage cross-divisional committees	Internal Quarterly Survey Results*: Involvement in cross-divisional collaboration response. [6]
Objective 3.4: Expanded Partnerships						
Collaboration	Inmate Placement Program	3.4.1	Effectively utilize jail contracting, particularly through leveraging treatment beds	June 30, 2025	Effective transportation, individual tracking	% utilization of increased county jail treatment beds
Collaboration	Volunteer leadership	3.4.2	Maximize the utilization of volunteer resources.	Measured Monthly	Supporting technology	Number of volunteer hours worked at UDC facilities and monetary equivalent [7]
Collaboration	Executive leadership, Division of Prison Operations, Reentry & Rehabilitation	3.4.3	Work collaboratively with DHHS/CHS to align with RBA plan and further improve health outcomes for incarcerated individuals	Measured Quarterly	Cross-agency communication and collaboration	Alignment of measures with the DHHS RBA plan [8]

Pillar(s)	Champion	Goal	Strategy	Timeline	Resources Needed	Measure
Goal 4: Implement innovation by encouraging visionary and open-minded solutions to intractable social issues, fueled by modern technologies that aid our teams as they improve our systems and processes.						
Objective 4.1: Creativity						
Innovation	CX Champion	4.2.1	Utilize insights via Qualtrics intercepts on external and internal systems and websites to improve customer experience and human-centered design.	Measured Quarterly	Executive support in systems and process improvements driven by CX champion	% improvement in Qualtrics satisfaction and effort measures
Objective 4.3: Improved Systems & Processes						
Innovation	Innovation & Tech leadership	4.3.1	Drive organization-wide efficiency improvements through the implementation of new and enhanced systems which empower staff and support data-driven decisions	June 30, 2025	Supporting funding, executive support in systems and process improvements, appropriate communication	Completion % of Business Intelligence System, Informix migration, O-Track usability/portability, and Intranet
Innovation	Reenty & Rehabilitation, IPP leadership	4.3.2	Enhance reliability of on-time prison releases from the Inmate Placement Program	Measured Monthly	Supporting funding, executive support in systems and process improvements, appropriate communication	Completion % of EPIC Efficiency recommendations
Goal 5: Deliver personalized, evidence-based assessments that prioritize the health, rehabilitation, and reentry of incarcerated individuals. These assessments will guide comprehensive case plans, strengthened by robust partnerships with sister agencies, community organizations, and stakeholders.						
Objective 5.1: Treatment						
Health and Rehabilitation	Executive leadership, division directors, managers	5.1.1	Offer increased treatment opportunities system-wide, including targeted treatment in lieu of returning people to prison	Measured Monthly	Treatment programs, staffing, and funding spread throughout the system (facilities and community)	Reduce the % 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
Health and Rehabilitation	Reentry & Rehabilitation leadership, AP&P leadership, Facilities	5.1.2	Improve local treatment and housing opportunities by ehancing and expanding the availability of community correctional centers statewide.	Measured Annually	Facility and staff funding	Number of rescissions processed at UDC facilities due to lack of Community Correctional Center bedspace
Objective 5.2: Partnerships						
Health and Rehabilitation	Reentry & Rehabilitation leadership, AP&P leadership	5.2.1	Enhance our relationships with community treatment providers with a focus on improved access to treatment for incarcerated and supervised individuals to expand on the work in strategy 3.1.1	Measured Quarterly	Internal treatment program resources, access to funding for 3rd party programs, contract monitors	How many unique vendors are providing services to incarcerated and supervised individuals
Objective 5.3: Case Management						
Health and Rehabilitation	Reentry & Rehabilitation leadership, AP&P leadership	5.3.1	Align CAP priorities with assessment results to ensure our clients are constantly working toward self-improvement efforts as indicated by their needs	Measured Monthly	Ongoing training, fidelity checks	% of alignment between CAP goals and LS/RNR needs

Pillar(s)	Champion	Goal	Strategy	Timeline	Resources Needed	Measure
Objective 5.4: Healthcare						
Health and Rehabilitation	DPO leadership, R&R leadership and CHS leadership	5.4.1	Continue monthly quality and patient safety data visualization and discussion huddles and develop mechanism to track and report on relevant data trends and ongoing quality improvement work to UDC partners and external stakeholders by December 31, 2024	Measured Monthly	Collaboration with CHS and UDC, training	% of NCCHC standards on track for accreditation as verified by CHS tracker
Health and Rehabilitation	Reentry & Rehabilitation leadership, CHS leadership and AP&P leadership	5.4.2	Successfully develop discharge planning process with a multidisciplnary treatment team for identified populations	Measured Annually	Training, resources to ensure they can complete, fidelity checks	Completion of the development
Health and Rehabilitation	DPO leadership, R&R leadership and CHS leadership	5.4.3	Complete a collaborative evaluation with UDC of medical and mental health levels and propose revisions by June 30, 2025	Measured Annually	Training, resources to ensure they can complete, fidelity checks	Completion of the evaluation
Health and Rehabilitation	DPO leadership, R&R leadership and CHS leadership	5.4.4	Ensure collaborative approach to improve the timeliness of response to HCR turnaround times	Measured Monthly	Training, resources to ensure they can complete, fidelity checks	HCR turnaround times
Objective 5.5 Person Focused Services						
Health and Rehabilitation	Reentry & Rehabilitation leadership, AP&P leadership	5.5.1	Ensure incarcerated and supervised individuals are successfully completing their individualized CAP goals	Measured Monthly	Training, reliable data entry, resources to ensure they can complete	Number of CAP goals closed successfully

STRATEGIC PLANNING CYCLE

Jan: Review Plan
Consider any desired strategic plan updates. Strategic plans should be reviewed annually and re-view should include updates to strategies and work plans. Strategic plans should be significantly refreshed every four to eight years.

Feb: 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.

Mar-Apr: 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-Jun: 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 agency website.
· GOPB uses the strategic plan to inform the FY 2026 budget process.
· GOPB creates an inventory of strategic plans for internal and external reference.

Aug-Dec: 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.

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The Utah Department of Corrections