



FY2023-24

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# Annual Report







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## A Letter from our Director:

It has been a period of great change at the Utah Department of Corrections in the last two years.

First and foremost: In 2022 the UDC moved from the antiquated Utah State Prison – originally opened in 1951 – to the new Utah State Correctional Facility in Salt Lake City. Over 1,600 incarcerated offenders were seamlessly moved over five days without issue. A great debt is owed to our allied law enforcement agencies, who contributed staff and equipment to the effort. The move took years of detailed planning and required meticulous execution. My deepest gratitude goes out to the men and women responsible for this success.

The move was only the start. Innovations have come to every framework of the UDC itself. Our leadership and staff have taken a deep dive into how we operate and what would be needed to meet our ultimate goal of successfully introducing individuals incarcerated or under our supervision back into society.

With this in mind, the Department has restructured in 2023, remaking itself into an agency best suited for creating a safer Utah and meeting the expectations of Utah residents.

As part of this, the Department has crafted new Mission, Vision and Values utilizing feedback from our staff. They are listed in this publication, but they are more than words, they are the very foundation of how the UDC will operate in the future.

Thanks to Gov. Spencer Cox, Lt. Gov. Deidre Henderson and the Utah State Legislature, the UDC's ability to recruit and retain staff has greatly improved since 2022. We are now fully staffed at the Central Utah Correctional Facility, and are trending toward that goal at the Utah State Correctional Facility.

The Department is on a positive trajectory. While challenges will always be a part of the corrections profession, we are confident that the UDC is situated to provide superior service to Utahns into the future.

My deepest appreciation to the amazing staff of the Utah Department of Corrections for their dedicated work in protecting communities and transforming lives. Society is a better place because of their willingness to serve.

Brian Redd - Executive Director



# About

The Utah Department of Corrections' nearly 2,300 employees supervise more than 15,000 individuals in the community and approximately 6,250 incarcerated individuals.

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

## Mission

Working Together | Transforming Lives | Protecting Communities

## Vision

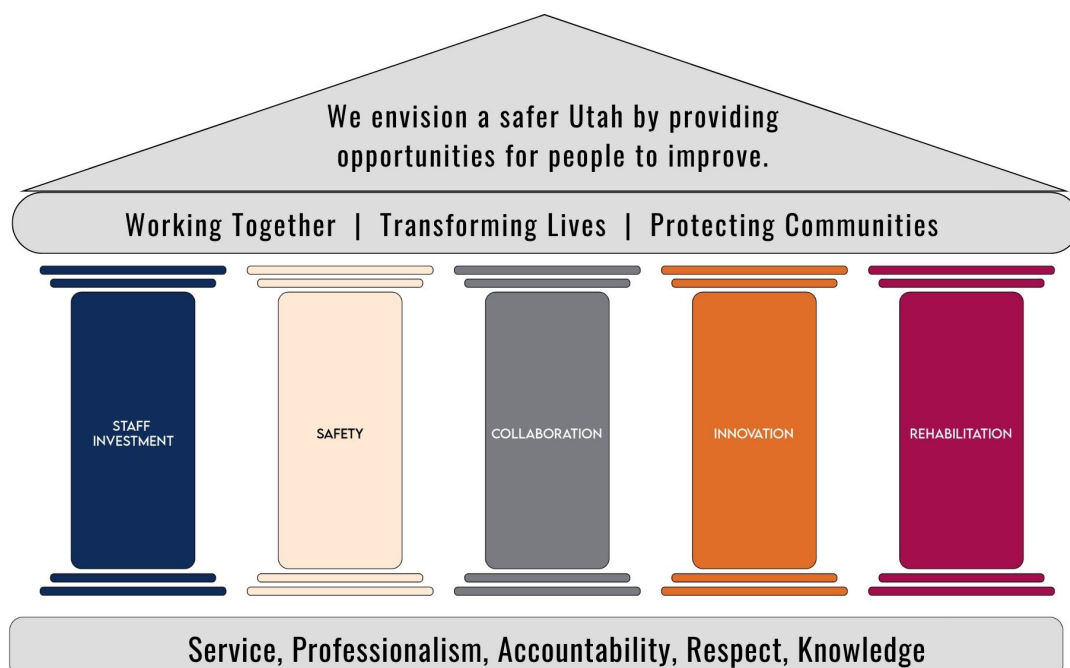
We envision a safer Utah by providing opportunities for people to improve.

## Values

Service | Professionalism | Accountability | Respect | Knowledge

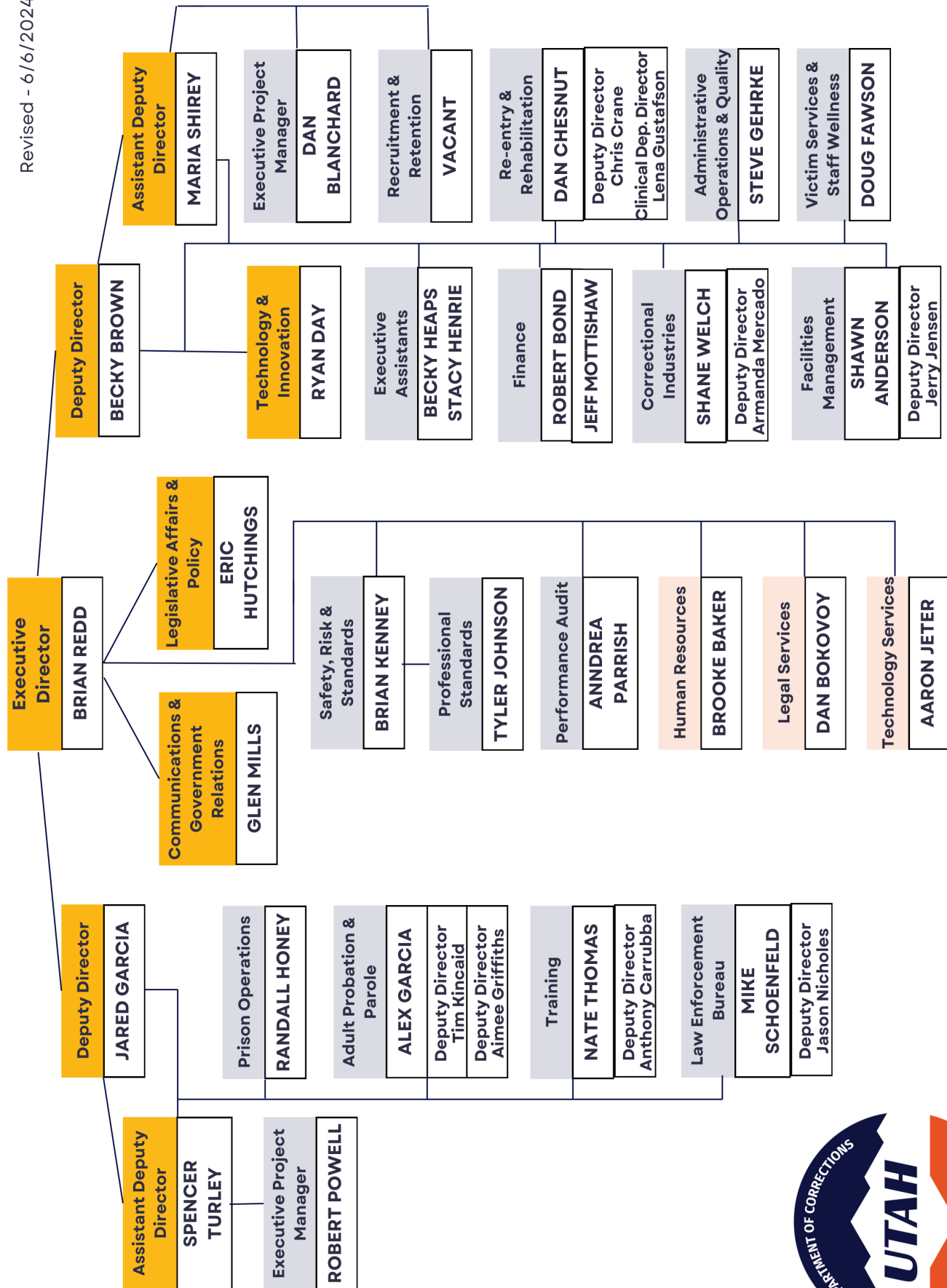
## Pillars

Staff Investment | Safety | Collaboration | Innovation | Rehabilitation



# Organizational Chart

Revised - 6/6/2024



Executive Team

Staff that are assigned to Corrections but work for another state agency.





# Adult Probation & Parole



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## About Adult Probation and Parole:

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

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

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

### ***Utah Statutes establish duties for the UDC:***

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

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AP&P is involved in more than just the supervision of people released from prison facilities or placed on probation. From conducting presentencing investigations to assessing ongoing risk and need factors for individuals on community supervision, AP&P plays an integral role in providing public safety and opportunities for justice-involved individuals to improve and successfully exit the criminal justice system.

AP&P operates five geographic regions across the state, with multiple office locations in each region.

Although AP&P does not directly oversee reentry functions, it works closely with other divisions during the release process to ensure any treatment or assessment resources are provided to the parolee.



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## Presentence Investigations

When an individual is convicted of a crime, a judge may request a presentence investigation from AP&P to assist the court with sentencing.

The presentence investigator gathers background information about the defendant and prepares a recommendation based upon the Utah Sentencing Commission guidelines. Presentence reports include applicable matrix forms, risk and need assessments, offense summary, victim impact, criminal history, and other collateral information.

The Utah Board of Pardons and Parole also utilizes sentencing reports when conducting hearings in consideration of potential release and parole conditions.

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## Staffing

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

- 326 field agents
- 158 professional staff
- 144 correctional officers/agent associates
- 61 field supervisors
- 16 administrators

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## Probation/Parole Supervision

There are two basic types of community supervision provided by AP&P: probation or parole.

An individual on probation is under an order from the Utah District Court and may have also served some jail time, and is granted the privilege of supervised probation in the community in lieu of an incarceration sentence.

An individual on parole was sentenced to prison and is subsequently released back into the community by the Utah Board of Pardons and Parole before expiration of a sentence.

Individuals on probation or parole are accountable for their behavior and compliance with conditions of supervision. Typical conditions of supervision include reporting to AP&P, residence checks, assessments, treatment, travel or curfew restrictions, victim restitution, fines, community service, and case planning with their agent.

Case plans are intended to reduce criminal behavior risk factors through individual goals and steps. This may include additional assessments, treatment, cognitive behavioral interventions, employment, education, and support of family and prosocial activities.

# Adult Probation & Parole – Projects

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AP&P is currently involved in multiple projects that have involved a lot of teamwork and collaboration.

The 2024 Legislative session identified “habitual offenders” and the need to address the issues they cause the entire criminal justice system. A “habitual offender” has been identified as an individual who has been convicted in:

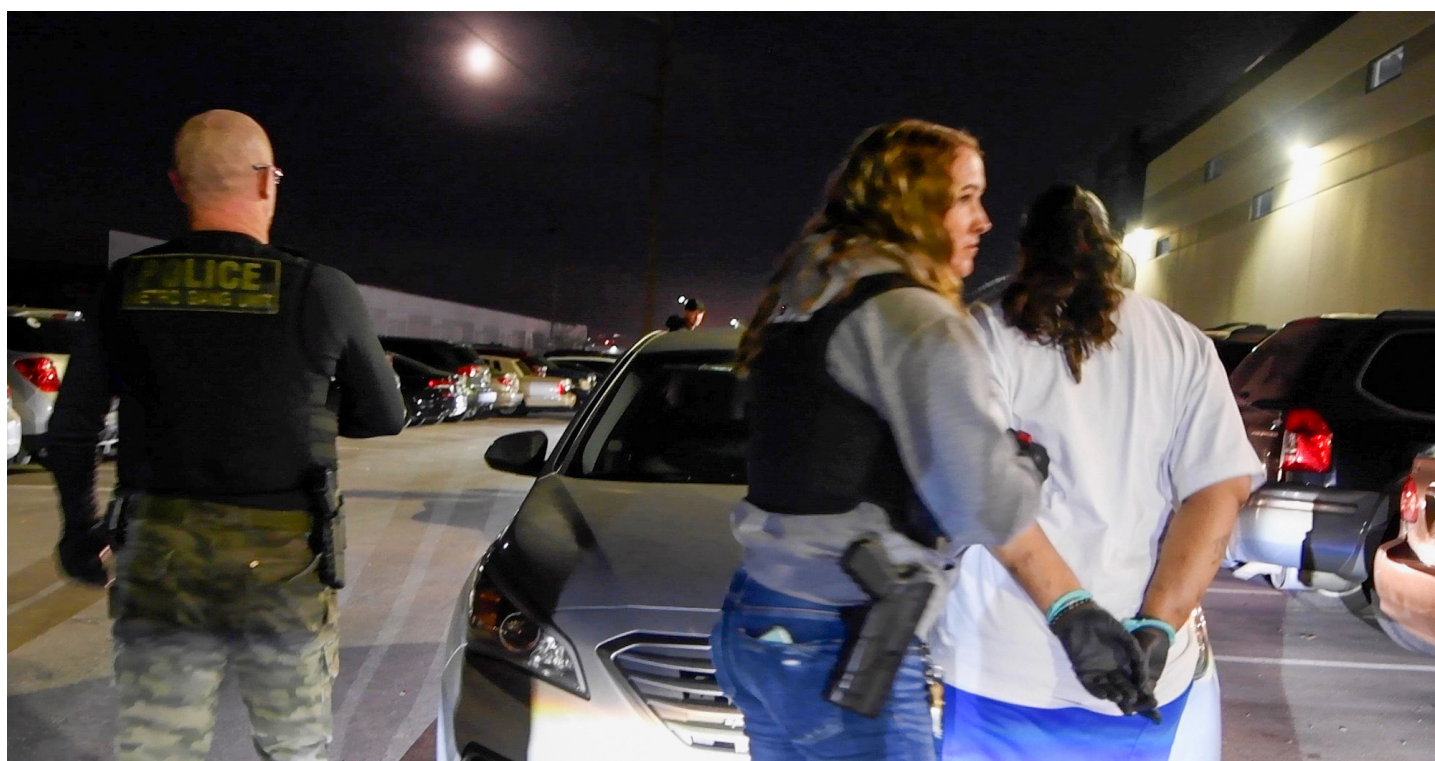
- At least six cases for one or more felony offenses in each case; and
- Each case described in Subsection (10)(a) within five years before the day on which the defendant is convicted of the felony offense before the court.

Prior to legislation being passed, AP&P and the courts collaborated to identify a population similar to what was defined. A pilot program was initiated to put a focus on the identified individuals in hopes to interrupt the cycle of recidivism.

The Agents involved in the pilot program are collaborating with the courts, Board of Pardons and Parole, Re-entry and Rehabilitation, outside treatment providers, Community Correctional Centers, and caseworkers within the prison to hold these individuals accountable but also to provide resources to break the cycle of recidivism. With the introduction of the definition of “habitual offender,” AP&P will continue to collaborate with the courts to determine which individuals will be added to this program.

AP&P has also collaborated with the Salt Lake City Police Department and the Department of Public Safety to address the issues with homelessness. This has involved cleanup and removal of homeless camps. Our Community Correctional Center staff and residents have been involved in these efforts. This has given our residents the opportunity to give back to their communities in a meaningful way.

AP&P is also collaborating with the Utah Department of Transportation and the Governor’s office in an initiative to clean up Utah roadways. Our Community Correctional Center staff and residents have also been involved in these efforts. This has given our residents an opportunity to have a positive impact on the community.



## Fugitive Response

If individuals on probation or parole abscond from supervision, AP&P agents will request arrest warrants and engage in deliberate efforts to locate and safely apprehend them. UDC fugitive teams include AP&P agents, investigators from The Law Enforcement Bureau (LEB) and

support staff. Additionally, AP&P collaborates with local, state and federal law enforcement agencies through joint task force operations to conduct criminal investigations and make arrests of suspects.



# Adult Probation & Parole – Interstate Compact Unit

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Adult Probation and Parole manages Utah's Interstate Compact for adult offender supervision. The compact is a federal act establishing state-to-state transfer of supervised probationers and parolees under specific conditions.

The Interstate Compact Unit oversees the transfer of supervised individuals and ensures consistent strategies to ensure public safety, accountability, and victim's rights.

Its purpose is to enforce regulations, provide training, facilitate the collection and sharing of data, and perform other essential tasks to ensure that supervised individuals maintain continuity when relocating to another state.

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## Treatment Resource Centers

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

## Community Correctional Centers

Adult Probation and Parole operates six community correctional facilities in Salt Lake, Utah and Weber counties to provide stabilization and treatment services to individuals transitioning from prison to the community. Timpanogos, the first in Utah County, became operational in FY24.

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

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Agents are certified law enforcement officers through Utah Peace Officer Standards and Training (POST) who supervise individuals on probation or parole, conduct investigations and searches, and make arrests as necessary. They balance the duality of public safety, holding justice involved individuals accountable for their actions all while providing them opportunities to improve their lives and successfully complete probation or parole.



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## Daily Work

The daily work of an AP&P agent can consist of acting in the role of a police officer, adviser, mentor and social worker. Knowing when to assume each role can be complex, and agents are very capable of making these adjustments depending on the situation. Agents receive significant training in evidence-based correctional practices and law enforcement skills. Agents may find themselves conducting office visits, home visits, and chasing fugitives all within the same day. They must prepare themselves both mentally and physically for all aspects of the job.

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## Aiding Successful Reentry

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

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## Responsibilities

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

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## Community Partnerships

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

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# Division of Prison Operations



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## About Division of Prison Operations:

The Division of Prison Operations (DPO) is composed of general security operations associated with incarceration within Utah's two prisons as well as 20 county jails with which the Department contracts.

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

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

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# DPO – Utah State Correctional Facility

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The Utah State Correctional Facility has undergone learning curves since it opened in July 2022. The division and staff have had to adjust to the changes of the new facility and their way of doing business.

Mosquitoes are a big concern for the staff and incarcerated population and last year DPO received funding and support from the legislature to offer repellent free of charge. DPO also has ongoing support and a partnership with the Salt Lake Mosquito Abatement District for a multipronged mitigation effort. The plan includes aerial spraying, insecticide applications, traps, and other preventative measures.

Direct Supervision in Antelope has been a concern for USCF.

DPO is looking at options and listening to staff to help reduce the concerns surrounding direct supervision in maximum security. DPO added more staff to ensure officer safety by having a partner when interacting with offenders. Also, UDC passed legislation changing the statute on direct supervision.

Additional inmate phones were added to the new facility. The reduced number of phones available for inmates caused contention and we were successful in adding over 100 additional phones.



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## Safety and Security

One of Division of Prison Operations' biggest focuses and efforts is in safety and security as well as our staff wellness.

The division has conducted several training sessions with staff with this focus in mind. These training sessions include but are not limited to de-escalation and communication.

Corrections was added to the SafeUT app for the wellness of our staff and information has been given to staff on what is out there to help them.

Both the Utah State Correctional Facility and the Central Utah Correctional Facility have streamlined the ability for staff to participate in pre-shift briefings allowing better communication across the sites. Better communication leads to fewer incidents. The briefings are conducted by the shift commanders at the beginning of each shift

change virtually and staff from all divisions across the site are invited to attend. These provide any updates on the facility and operations and pass down information from the previous shift. They also communicate any leadership messages.

The National Institute of Corrections conducted an audit of both prison sites. DPO is actively working on the recommendations presented. This includes adding cameras in both USCF and CUCF facilities. This has been completed and more cameras are being considered.

DPO, in conjunction with the Law Enforcement Bureau, have increased drug interdiction efforts by adding staff from DPO to the team. The division is committed to reducing drugs being brought into the facilities, creating a drug-free environment where offenders can program and educate, which is imperative for their success.



## DPO – Efficiency and Effectiveness

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The Division has implemented several efficiency steps to maintain its effectiveness while dealing with shortened certified staffing levels. It is currently working off a modified staffing pattern to help reduce mandatory overtime and has increased control point positions with civilian staff members.

DPO, along with the entire Department of Corrections, has undergone significant structural and

leadership changes. The Division and Department are focused on improving communication, creating relationships, and value-based decision-making. DPO continually looks to be effective and efficient. This includes speaking with all staff and stakeholders to incorporate their ideas.

The UDC continues to make gains in staffing, particularly at the Correctional Officer level. It has

placed a strong focus on recruiting as well as retention. The division is looking to expand on career development opportunities.

The increase in officer wages has improved recruitment efforts and mandatory overtime is decreasing; however, with the increase in the inmate population and the necessity to open additional housing units, DPO still requires staff to work overtime to fill the vacant positions.





# Reentry and Rehabilitation



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## About Reentry and Rehabilitation:

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

The Reentry and Rehabilitation 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, it strives to ensure the completion of programs prior to the consideration of release by the Board of Pardons and Parole.

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# Reentry and Rehabilitation – Case Management & Reentry

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

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## Reentry Planning

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

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

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

This year, the Reentry Team partnered with the Church of Jesus Christ of Latter-day Saints to ensure clients would have a copy of their birth certificates. This partnership has helped numerous clients have identification upon their release from incarceration.

The team recently secured funding with the department to ensure it can continue to offer birth certificates to individuals at no charge.

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## Mental Health

The focus of Mental Health Transitional Services (MHTS) is to help clients set up wrap-around services including mental health therapy, medication management, case management, supportive housing, employment, and funding to help pay for long term services. This program is provided for men and women in Salt Lake City:

- Bonneville Community Correctional Center (Mens Facility) — 16 beds
- Orange Street Community Correctional Center (Women's Facility) — 4 beds.

MHTS staff include both R&R and AP&P employees who work closely with the Correctional Health Services and community partner agencies to help clients transition into the community successfully.

Services in these centers include individual therapy, group therapy, individualized case management services, and intensive supervision.

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## Case Management Services

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

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

The team measures success in three essential areas:

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

The team's performance measures show a positive trend and as of December 12, 2023:

- 96% of risk assessments are completed on time.
- 92% of case action plans are up-to-date
- 85% of supervision contacts are occurring on time.

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## Medication Assisted Treatment

In 2024 Reentry and Rehabilitation collaborated with Correctional Health Services to improve Medication Assisted Treatment and Medication for Opioid Use Disorders. Because of the psychiatric and medical expertise available in CHS, the decision was made to transfer the SOR grant to its purview.

R&R will continue to provide assistance by providing assessments as individuals enter prison and providing complementary therapy.

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## Community Treatment

Therapeutic/Substance use assessments and treatment are provided by licensed mental health professionals for those under Adult Probation and Parole supervision.

Skilled caseworkers connect them with essential community resources and help them navigate the complexities of reentry and the criminal justice system.

# Reentry and Rehabilitation – Substance Use Treatment

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

## Treatment Types

Services include Residential Substance Use Treatment (RSUT) and Intensive Outpatient (IOP). All services are

offered in both the men's and women's facilities as well as many county jails.

### *Residential Substance Use Programs:*

These are the most intensive forms of treatment that utilize a therapeutic community model (TC) in conjunction with evidenced-based therapeutic curricula. These programs are in separate housing units with a highly structured environment that emphasizes treatment:

- ConQuest: Male residential substance use program at the

Utah State Correctional Facility.

- Elevate: Female residential substance use program at the Utah State Correctional Facility.
- HOPE: Male residential substance use program at the Central Utah Correctional Facility.

### *Community Correctional Centers:*

There are six community correctional centers (CCCs) throughout Utah. They are residential facilities used to house people transitioning from prison as they seek housing, employment and support services. They provide transitional and treatment services to clients who are on parole as ordered by the Board of Pardons and Parole.

Community Correctional Center Locations:

- Northern Utah Community Correctional Center- Ogden
- Orange Street Community Correctional Center (women) - Salt Lake City
- Atherton Community Correctional Center (opening soon for mental health services) - Salt Lake City
- Bonneville Community Correctional Center (Sex Offense and Mental Health program) - Salt Lake City

- Fortitude Treatment Center - Salt Lake City
- Timpanogos Correctional Treatment Center - Orem

Services at the CCCs include:

- Case management
- Casework services
- Programs (substance use treatment, sex offense treatment, parole violator programs, mental health transition services, criminogenic risk psychoeducational classes)
- Stabilization and transition services (This may include a mental health/substance use assessment and assignment to treatment either at a Treatment Resource Center, or a community provider).

### *Outpatient Programs:*

- Intensive Outpatient Programs: Consist of a minimum of nine hours of substance use programming weekly. These programs are based in our general population housing units in CUCF, USCF, and some Treatment Resource Centers.
- General Outpatient Programs: Consist of a minimum of 3 hours of substance use programming weekly. These programs are based in our Treatment Resource Centers in various locations throughout the state.

### *County Jail Locations:*

RSUT and IOP treatment are provided in various county jails throughout the state, and are monitored by the Department of Corrections:

- Beaver County
- Cache County
- Garfield County
- Kane County
- Millard County
- Summit County
- Toole County
- Uintah County

### *Treatment Resource Centers:*

There are 13 Treatment Resource Centers located throughout in the state. These centers provide GOP and IOP levels of substance use treatment depending on the needs in the area. They have been created to increase services to clients who have limited resources or access. The primary goal of these centers is to provide needed treatment while also connecting people on probation and parole with needed community services.

TRC Locations:

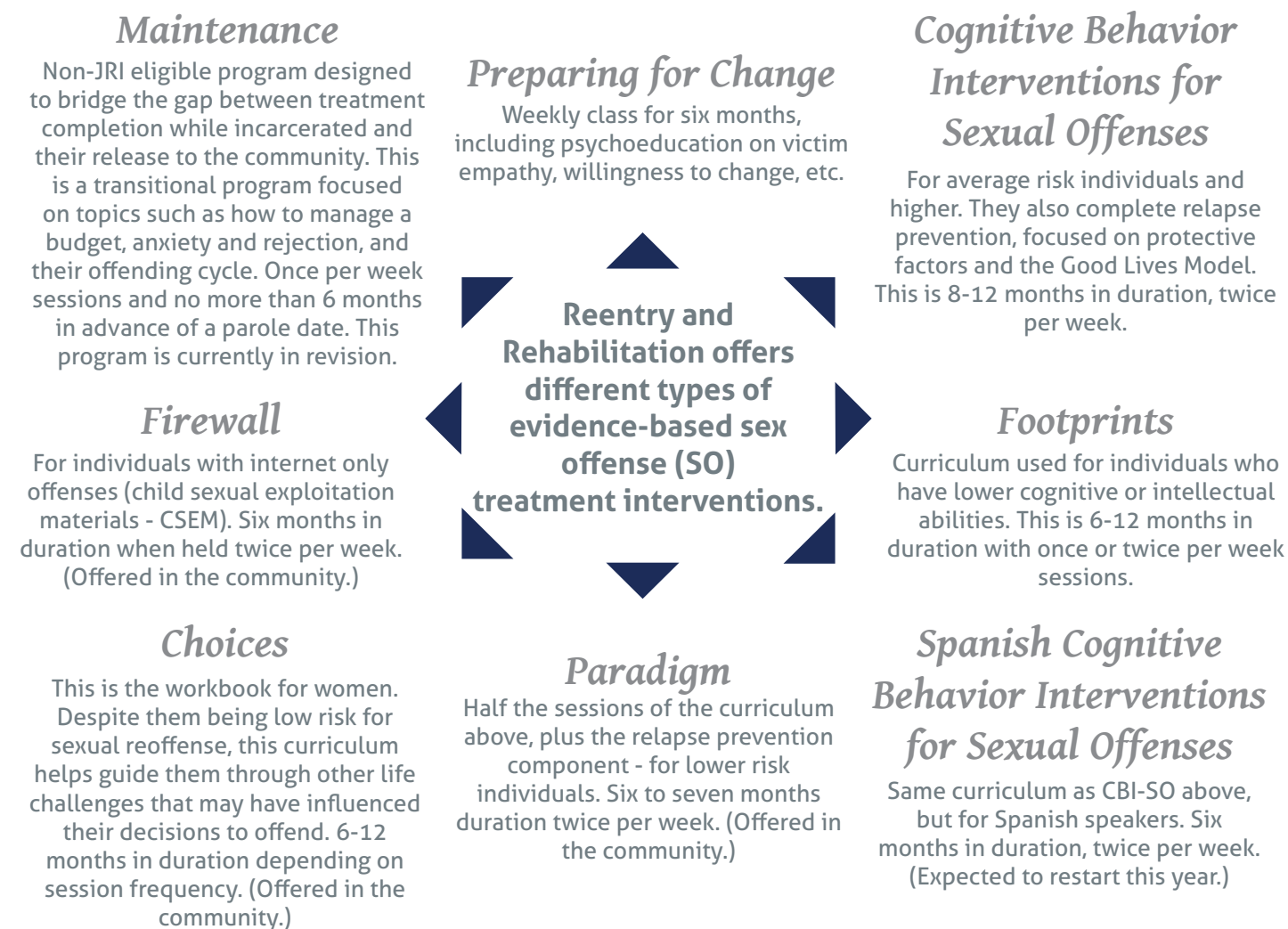
- Brigham City
- Cedar City
- Farmington
- Hurricane
- Logan
- Ogden
- Price
- Provo
- Richfield
- Roosevelt
- Tooele
- Vernal
- West Valley City



# Reentry and Rehabilitation – Sex Offense Treatment

The Reentry and Rehabilitation Division provides a myriad of services for persons who have sexually offended. It conducts a treatability assessment upon a client's initial incarceration to verify their willingness to engage in treatment, if recommended. A member of the psychological team then conducts a psychosexual evaluation if the individual is average risk or higher to sexually reoffend. If they are lower risk, appropriate assessments are utilized to determine risk for reoffense, treatment need, and recommended level of service, whether in prison or in the community. These comprehensive assessments include sexual interest, sexual development, protective factors, and other considerations related to an individual's responsivity to treatment interventions.

The divisions offers different types of evidence-based sex offense (SO) treatment interventions:



## Treatment Locations

Sex offense treatment locations include:

- Utah State Correctional Facility:
  - Currant - Preparing for Change, CBI-SO, Footprints
  - Green - Preparing for Change, CBI-SO, Footprints
- Central Utah Correctional Facility:
  - Preparing for Change
- Sanpete County Jail:
  - Preparing for Change and CBI-SO
- San Juan County Jail:
  - Preparing for Change and CBI-SO
- Kane County Jail:
  - Preparing for Change and CBI-SO

## Rehabilitation

Providing excellent treatment is predicated on hiring great therapists. Knowing how valuable treatment teams are, the Utah Department of Corrections has enhanced the pay and expanded student loan relief opportunities with the goal of recruiting and retaining skilled therapists. This is critical, as there is a statewide shortage of therapists.

The Division's amazing treatment teams have been shouldering the burden of these staffing shortages. Their professionalism and commitment to the vulnerable people they serve by working overtime hours and finding creative solutions to ensure treatment continues should be applauded.

# Reentry and Rehabilitation – Sex Offense Treatment

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To provide greater consistency and reliability in programs, the Utah Department of Corrections has trained all of its sex-offense providers on the latest evidenced-based treatment for this population. Previously, these services were contracted. While it has been an adjustment, those who utilize the programs report improved service delivery since the transition to in-house providers.

Data indicates UDC's reported recidivism rate from the 2018 release cohort was as low as 2.2% for a new sex offense victim. This statistic includes a review period of three years post-incarceration for individuals under community supervision for a sexual offense conviction who then created a new sex offense victim. A majority of the Core Clinical SOTP staff from USCF attended the Association for the Treatment and Prevention of Sexual Abuse Conference this year, which fostered skills development and new ideas for improving treatment programs.

The Division has reduced our caseload size to no more than 24 clients per clinician, which raises the quality of service delivery, reduces burnout, and promotes job satisfaction across the team. It also organized subcommittees within the programs to highlight resident graduations and staff wellness/team building. The Division created its own SOTP-specific employee of the quarter award to allow staff to recognize their colleagues.

The Division has aligned with the research regarding person-centered language by updating content and documentation. This includes a change to program names and movement toward interventions that highlight strengths and protective factors instead of deficiencies. Its approach empowers individuals with forward-looking goals after treatment has ceased. It consistently focuses on dosage hours by articulating appropriate risk information, recommending evidence-based treatment, and providing individualized interventions which optimize the number of hours required to achieve risk reduction.



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## Sex Offense Task Force

Over the past year, the Division has continued to engage in compliance reviews of community sex offense treatment providers. It revised treatment and supervision parameters and provided resources for persons who sexually offend on the public UDC website. It improved oversight of community providers and implemented compliance reviews for polygraphers. R&R increased consistency in certifying new providers and developed a tiered supervision system for long-term providers. This change enabled qualified clinicians to supervise more affiliate providers in alignment with DOPL standards. The Division is more in line with the legislative mandate, which includes providing worthwhile and relevant

training opportunities for community providers and supervision agents. For example, training topics included new risk instruments for various populations and family reunification standards. R&R recently partnered with the Training Division to record quarterly trainings, making them accessible to those who have barriers to in-person attendance. Task Force training now qualifies as continuing education credits for licensed providers in Utah. The Division is presently finalizing a telehealth parameter for the providers and clients to allow for more consistency among providers and to manage expectations about quality of services provided to those under the supervision of UDC for a sexual offense.



# Reentry and Rehabilitation – Education

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

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



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## Adult Education

The Reentry and Rehabilitation Division partners with the Utah State Board of Education's Utah Adult Education program to provide adult education services. Adult education programs proactively address each student's basic literacy and secondary credential needs, thereby affording students opportunities for post-secondary training, employment, and personal success.

Programs provide quality instruction and continuity of services across the state; ensuring students are afforded an educational experience that is comparable in intensity and rigor to a traditional K-12 high school program.

Adult education services in the Central Utah Correctional Facility are provided by the South Sanpete School District's Central Utah Academy. The Utah State Correctional Facility's services are provided by the Salt Lake City School District's Sky View Academy.

Each facility provides in-person instruction as well as some virtual instruction for secure housing environments. Enrollment is open so there is always an opportunity to participate in Adult Basic Education for those who are interested. Between both facilities, there are usually close to 100 Adult Basic Education graduates per school year.

UDC also collaborates with each of its adult education partners as well as volunteers to administer literacy and math benchmarking tests (CASAS) and track down education records such as high school transcripts and diplomas for all individuals in UDC custody.

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## Higher Education

Salt Lake Community College's (SLCC) Prison Education Program at USCF was piloted in the spring of 2017 with funding from the Utah State Legislature and continuing funding from the Federal Pell Grant initiative. All classes are taught by SLCC faculty or adjuncts in alignment with SLCC standards for excellence. The SLCC Prison Education Program (PEP) is currently one of the largest single-site PEPs in the nation. The program provides incarcerated individuals a chance to earn college credits and work towards the following degrees: AA/AS Anthropology, AS Business, AS Criminal Justice, AA/AS English, AA History, AA/AS Humanities/General Studies, AAS Paralegal Studies, and an AA Philosophy and Religious Studies.

The University of Utah's Utah Prison Education Project (UPEP) provides on-site college curriculum to two groups of students incarcerated in the Utah State Correctional Facility, one in the women's facility and one in a men's facility. Through face-to-face coursework, they assist incarcerated students and non-incarcerated volunteers to live lives of impact, both in prison and post-incarceration, by fostering academic excellence, leadership, and civic engagement. Leveraging grants and private donations, UPEP will begin offering its first credit-bearing courses at USCF in the summer 2024.

These classes will be offered initially in the women's facility with plans to expand to the men's facilities later in the year. The Division is excited to partner with UPEP in extending higher education opportunities to incarcerated students.

# Reentry and Rehabilitation – Vocational Certificates

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



## Davis Technical College Snow College

All Davis Technical College (DTC) programs offer industry-recognized certifications. Students enrolled in the prison program earn the same accreditation as students in the school's on-campus programs.

Students can gain up to 30 credits toward an Associate's Degree that can be transferred to nearly any technical college in Utah, including Salt Lake Community College. DTC provides students with job placement services post-release and each DTC program includes 60 hours of soft skill training (Resume writing, interview skills, work ethic principles, etc.).

Certificates of achievement offered:

- Men - Automotive Technology, Business Administrative Services, CNC Machining, and Welding (with plans to open an IT program summer 2024)
- Women – Business Administrative Services, Culinary Arts, Information Technology, Automation & Robotics, and Web and Graphic Design

Certificates of achievement offered:

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

## Horticultural Program

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

## Uintah Basin

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

of how to be good stewards of natural and cultural resources.

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



# Reentry and Rehabilitation – Volunteer & Religious Services

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

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



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## Ethnic Minority Resource Officer

The Reentry and Rehabilitation Division also employs an Ethnic Minority Resource Officer (EMRO) within the facilities to provide direct support to Native Americans, ethnic minorities, and foreign nationals in custody.

The EMRO works with underserved populations by guiding them in optimizing therapeutic treatment services, mental

health assistance, educational opportunities, and support systems while incarcerated and also provides information for community-based services and support when released. EMROs facilitate incarcerated foreign nationals' communication and contact with their respective consulates and help minorities navigate the judicial system as well as UDC processes and policies.

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## Libraries

There are four libraries at USCF and one at CUCF. They function like small public libraries. At USCF there are three full-time employee positions in library services. There is one librarian at CUCF.

In 2023, USCF added over 13,000 items to its collections, over 35,000 items were loaned and there were 19,800 offender visits.

The CUCF library has over 27,000 books and had 34,500 checkouts in 2023.

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## Reading for the Blind

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

# Reentry and Rehabilitation – Intergenerational Program

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The Intergenerational Program was created in January 2023 with the hiring of a new CAI to build and oversee these efforts. Parental incarceration impacts 1 in 12 Utah children, and these children are six times more likely to become incarcerated themselves. The Division's efforts aim to disrupt this pattern of intergenerational incarceration by strengthening family protective factors.

The Center for the Study of Social Policy's Strengthening Families Protective Factors Framework provides a research-informed foundation for this work by encouraging family-serving programs to focus on strengthening families in these five areas:

- Parental Resilience
- Social Connections
- Knowledge of Parenting & Child Development
- Concrete Support in Times of Need
- Social and Emotional Competence of Children

The first year of the Intergenerational Program centered on assessing needs of the target populations and identifying gaps in existing supports and services. The following needs were identified, and it is expected that this list will continue to grow. Many of these projects are currently in process while others need to be prioritized and addressed over time. The biggest challenge for our Intergenerational Program in its first year has been a lack of staff capacity and funding to implement many of these needed services:

## *Data Collection:*

UDC does not collect or track data on the minor children of incarcerated parents. Therefore, it is unclear how large the scope of the problem is, and it is challenging to direct services to the appropriate audience. The Division has reason to believe that up to 70 percent of our population is a parent of minor children. It initiated a procedure to identify key populations that are a current priority: pregnant women, parents with infants (under 12 months), and parents involved with the child welfare system.

## *Mothers and Infants:*

Opening of the UDC's Mothers & Infants Nursery was delayed by the creation of the Correctional Postnatal and Early Childhood Advisory Board (CPECAB) during the 2023 legislative session. Two UDC staff were appointed to this Board to explore opportunities for opening the nursery and/or creating a community-based diversion program. During the 2024 session, updated legislation directed the UDC and the Board to focus solely on creating an alternative-sentencing pilot program. Creation and implementation of this pilot and management of the Advisory Board will be a primary focus for the Intergenerational Coordinator in 2024-2025. The Intergenerational Coordinator works diligently to design strong reentry plans with each pregnant woman who enters the facility.

## *Pregnant/Postpartum Housing:*

With the termination of the nursery program, Dell High Side 5 was converted into a housing section for pregnant and postpartum women. This housing arrangement allows for a calmer, less stressful environment to support healthier development in utero. It creates a setting in which mothers can support each other during an extremely traumatic life event. It also alleviates the need for staff to transport breastmilk to the freezer for our breastfeeding program.

## *Doula Program:*

A doula is a trained professional who provides physical, emotional, and informational support to parents before, during, and after childbirth. Research has demonstrated such guidance is associated with more positive birth outcomes for both mothers and infants, particularly for disadvantaged populations.

CHS has historically sponsored a childbirth education class taught by volunteer doulas. This year, UDC's doula support was expanded to include one-on-one continuous labor and delivery support for birthing women at UMC.

The Intergenerational Coordinator is also part of a statewide group that is working to expand access to recovery doulas (peer recovery specialists who are cross-trained as doulas).

## *DCFS Collaboration:*

More than 60 DCFS-involved parents have been identified at USCF and CUCF. These parents are now connected to DCFS so they can stay engaged in decisions about their children and participate in reunification services if indicated. With support from Visiting, we have been able to offer dozens of additional parent-child visits to help decrease the negative impacts of parental separation.

## *Gender Responsive Care:*

UDC initiated a five-year project with CORE Associates and the Women's Justice Institute in late 2022. These groups help human service systems enhance policies and practices and improve outcomes. The Intergenerational Coordinator is the lead manager for this project, which involves collaboration with nearly every division in the agency. Over the next several years, this group will help examine current policies and practices and evaluate data to identify areas of strength and opportunities for improvement. They will provide gender-responsive and trauma-informed training to frontline staff, and prepare several trainers to sustain this implementation. These efforts are designed to decrease staff burnout and turnover, improve job satisfaction for officers, reduce recidivism, improve facility safety for staff and residents, and decrease behavioral issues and mental health challenges for women.



# Inmate Placement Program



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## About Inmate Placement Program:

The Inmate Placement Program (IPP) is a jail contracting program through which eligible incarcerated individuals are sent to serve part of their sentences in one of 20 county jails across the state.

This can sometimes allow them to serve prison time closer to home, near support bases and the community to which they will eventually be released.

IPP has staff members working continually with the county jails to establish and continue a productive partnership. Through legislatively mandated funds, the State pays the county jails a daily rate in return for using available beds for state offenders.

These jails offer a variety of programming, educational, and work opportunities for state offenders.

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# Inmate Placement Program – Background

The Utah Department of Corrections and the 26 counties that operate jails across the State have formed a cooperative relationship serving all the citizens of the State. There have been significant savings through this relationship within their criminal justice systems while improving public safety.

For several years, the Utah State prison system has rented county jail beds to house prison overflow. Originally, this was a small-scale operation using temporarily unoccupied beds in the counties. In recent years, counties have built many more beds than they will need in the foreseeable future, so they rent them to the State of Utah.

In 1993, Corrections was contracting for 117 county jail beds. In FY 2023, Corrections had a target goal to house 1,450 inmates in county facilities.

## Why IPP?

Safety Level Four's (SL- 4's) are persons who have requested to be in segregated housing based on their belief they would be harmed if they were housed with certain groups. This group of offenders has typically been housed in maximum security, with few opportunities for work or treatment. Staff members developed a process by which this security group could be housed in county jails.

## Interstate Compact Offenders

The Interstate Correction Compact had 27 inmates from other states housed in Utah and 23 Utah inmates housed in other states.

One inmate applied for International Transfer during FY23. This application is currently on hold until the inmate is able to meet the requirements.

Safety Level 4 offenders were housed at Cache and Wasatch County jails. The following displays the number of Safety Level 4 offenders at these two jails each month during FY23:

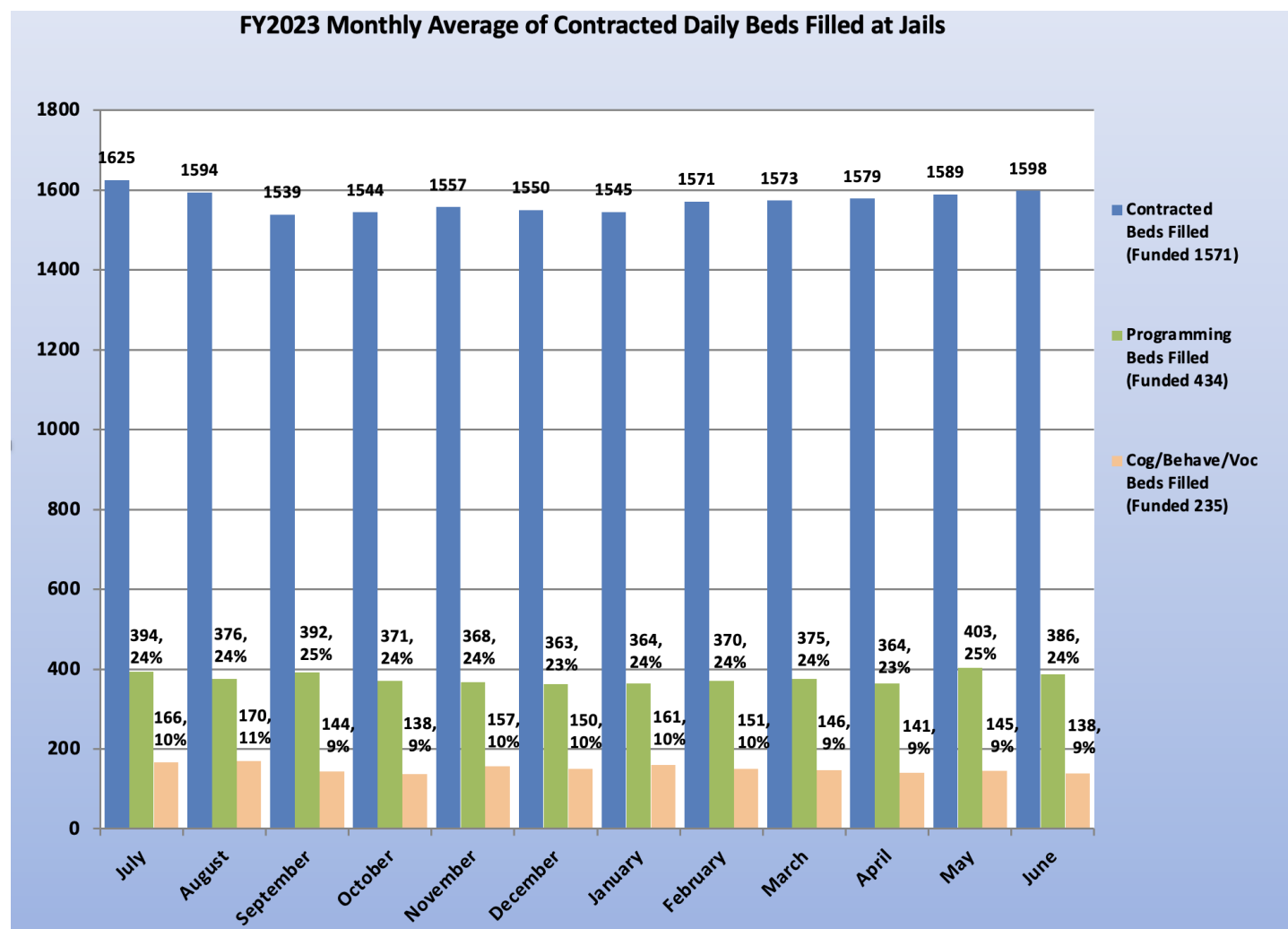
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Cache</b>	40	39	36	41	44	42	41	41	41	41	37	27
<b>Wasatch</b>	15	15	13	15	15	16	14	16	15	18	17	20
<b>Total</b>	<b>55</b>	<b>54</b>	<b>49</b>	<b>56</b>	<b>59</b>	<b>58</b>	<b>55</b>	<b>57</b>	<b>56</b>	<b>59</b>	<b>54</b>	<b>47</b>

A total of 14 jails participated in the Jail PV Intake process. The following displays the number of participants at each of these jails during FY23:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Beaver</b>	3	3	4	4	4	3	2	2	3	3	3	3
<b>Cache</b>	43	46	43	37	36	39	35	35	40	46	41	41
<b>Davis</b>	11	11	11	10	9	8	12	17	27	20	16	11
<b>Duchesne</b>	9	10	12	14	16	12	11	10	10	11	10	11
<b>Emery</b>	0	0	0	0	0	0	0	0	3	0	0	0
<b>Kane</b>	1	0	1	1	2	2	1	0	0	0	0	0
<b>San Juan</b>	0	1	2	2	1	1	1	0	1	1	1	1
<b>Sanpete</b>	2	2	2	1	1	0	0	0	0	0	0	0
<b>Sevier</b>	1	1	1	0	0	0	0	0	0	0	0	1
<b>Summit</b>	0	0	0	9	1	1	3	3	2	0	0	0
<b>Tooele</b>	54	62	53	53	55	56	46	45	45	47	38	33
<b>Uintah</b>	6	6	5	5	7	10	9	8	8	8	9	8
<b>Wasatch</b>	0	0	0	3	7	12	13	12	8	9	6	5
<b>Washington</b>	1	1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>131</b>	<b>143</b>	<b>134</b>	<b>139</b>	<b>139</b>	<b>144</b>	<b>133</b>	<b>132</b>	<b>147</b>	<b>145</b>	<b>124</b>	<b>114</b>

# Inmate Placement Program –Bed Count FY2023

The table below displays the bed count for FY23. The daily bed average was 1,572. All of the contract jails offer High School/GED education, while 19 offer Cognitive Behavior classes and one offers Vocational Training. Residential Substance Use Treatment (RSAT) is available at one contract county jail. Five others offer an Intensive Outpatient Program (IOP) for Substance Use. Substance Use Treatment expanded in the contract county jails in FY23 as Pre-Substance Use Treatment was introduced into one jail. It is anticipated this will extend to more of the contract county jails in FY24. Two of the contract county jails continue to provide core Sex Offender Treatment and Pre-Sex Offender Treatment.



A total of 10 jails participated in the Parole Violator Program. The following displays the number of participants at each of these jails during FY23:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Box Elder	0	1	0	0	0	0	0	0	0	0	0	0
Cache	0	0	0	0	0	1	1	0	1	1	0	0
Davis	0	1	3	2	1	4	6	6	3	4	5	5
Duchesne	0	0	0	0	0	0	2	3	1	0	0	0
Emery	3	3	1	2	3	1	0	2	0	0	0	0
Iron	1	0	0	0	0	0	1	1	0	0	0	0
San Juan	1	1	0	0	0	0	0	0	0	0	0	0
Sanpete	0	0	1	0	0	0	0	0	0	0	0	0
Wasatch	0	0	0	0	2	3	3	0	1	1	0	0
Washington	0	0	2	1	0	1	1	0	1	1	0	0
Total	5	6	7	5	6	10	14	12	7	7	5	5



# Internal Audit Bureau





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## About the Internal Audit Bureau:

The Internal Audit Bureau adds value by conducting performance, operational, compliance, and financial audits on any entity within UDC's jurisdiction. The bureau provides management with an independent analysis and makes recommendations to improve the effectiveness of programs, efficiency of operations, and/or compliance with appropriate standards. Through our systematic approach, we provide the following deliverables:

- Objective information and assurance
  - Impactful observations and recommendations
  - Periodic client updates throughout the audit process
  - Research into industry best practices
  - Insightful audit reports
  - Progress monitoring for internal and external audit recommendations.
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# Internal Audit Bureau – How We Do It

The audit process is founded on a risk-based approach that considers many factors which impact UDC. This is accomplished through:

- Conducting an annual Risk Assessment
- Prioritization of risk areas which is used by the executive team to develop the audit program
- Vetting and reviewing audit findings
- Internal quality assurance and audit staff development
- Relentless curiosity surrounding industry challenges, opportunities, and solutions
- Independent, objective, and unbiased approach to complex issues

## Audit Tracking

While management is responsible for identifying and managing risks for UDC, the Internal Performance Auditors facilitate and assist in conducting and documenting an annual departmentwide risk assessment to improve processes and operations as well as achieve UDC’s mission and strategic objectives.

The following is a comprehensive list of all the audits and recommendations we are currently tracking:

Audit Title	Total Recommendations
21-07 Purchasing	8
21-08 Contract Monitoring	8
22-02 Inmate Phones	5
22-04 ADA Compliance	5
22-06 CCC Medication	6
23-01 Program & Education Completion	12
23-02 CAP RNR Alignment	6
23-03 Imprest Funds	10
23-04 Sex Offense Treatment Program	6
23-05 Self Assessment with Independent Validation	25
23-08 A Limited Review of the Sex Offender Registry	5
OLAG 2022-13 A Performance Audit of the Oversight and Effectiveness of Adult Probation and Parole	11
OLAG 2022-15 A Limited Review of the Coordination Between Public Safety Entities	2
OLAG 2023-17 A Performance Audit of the Utah State Correctional Facility: An Examination of Staffing, Culture, Safety, and Security	14
TOTAL	123

# Internal Audit Bureau – Audit Status Updates

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**Audit # 23-01 Program & Education Completion Rates:** The UDC is statutorily required to present education completion rates to legislative subcommittees in May of each year. Preliminary data revealed very low completion rates. This audit demonstrated significant weaknesses in O-Track, impacting data results. This audit included five findings and 12 recommendations.

**Audit #23-02 LS-RNR & Case Action Plan Alignment:** Individuals supervised by the UDC will receive a level of service risk-needs-responsivity (LS-RNR) assessment. This assessment is used to guide case action plans which are intended to address individual needs and lower their criminogenic risk, with the overarching goal of enhancing public safety. This audit explored the alignment of the assessment with the case action plan. Results yielded two findings and six recommendations.

**Audit # 23-03 Imprest Funds Law Enforcement Bureau Policy:** LEB policy requires Internal Audit to review the Bureau’s Imprest Fund every three years. Auditors identified three findings and ten recommendations.

**Audit # 23-04 Sex Offender Treatment Program:** Utah State Code 64-13-25 requires an audit of UDC’s sex offender or substance use program every three years. This audit satisfies requirements and ensures these core

programs are effective. This audit resulted in 6 findings, and a follow up of the implementation of the legislative audit issued in 2017. Evidence based curriculum, competitive psychologist pay, balancing direct therapy with report writing, and several policy updates were primary audit topics.

**Audit # 23-06 2023 Risk Assessment 2024 Audit Plan:** Risks are unavoidable, especially when managing an incarcerated population, a large institution, and a significant budget. With proper identification and management, risks can be prepared for, minimized, or mitigated. It is for this reason that we have completed the annual formal departmentwide risk assessment, highlighting top risk areas for the Department, which will inform the audit plan for the 2024 year. A risk assessment is not intended to eliminate all risk, as this could impede innovation and growth. It is intended to improve strategy and performance by consciously considering the impact of risk when making decisions.

**Audit # 23-08 A Limited Review of the Sex Offender Registry:** Executive management requested an internal audit of the Registry’s internal processes. We identified two findings and five recommendations which will be useful to the Registry and the Department of Public Safety as they migrate supervision in July 2024.

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## Our Value

As a trusted advisor to UDC management, we can provide a unique, independent perspective that aids the department in meeting its core mission and objectives.

The Internal Audit Bureau helps all areas of UDC avoid complacency and stagnancy by encouraging improved performance and compliance with relevant laws, regulations, and standards.

We are a resource to aid UDC in correcting and implementing positive change in a proactive manner.

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## Training Division Audit

This in-depth performance audit was prioritized by the executive team following our risk assessment process. In addition to being a critical recruitment and retention tool, training is critical to our UDC mission of investing in staff as well as promoting enhanced safety.

Internal Audit Bureau staff members are excited to dig into best practices, conduct extensive interviews, and review processes to help build a strong Training Division that promotes the UDC mission.

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## Implementation Trackers

Recently, Internal Audit developed and began working with division leadership on our Implementation Trackers. This project was designed to facilitate better cross-divisional collaboration on implementing audit recommendations, which is in compliance with audit assurance activities.

Each audit will now be accompanied with a tracker that has information such as implementation steps, timelines, and responsible parties. We leverage the information collected in these trackers to monitor a master tracker, which provides high-level, visual, point-in-time updates on the implementation status of all audits we are tracking. These reports are generated monthly and shared with Department leadership.

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## Extenal Evaluation

The Internal Audit Bureau adheres to the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF) also known as Standards.

These standards require an external evaluation of our audit program every five years. Standards allow for a self assessment with independent external validation which we have opted to engage in.

Our team submitted our self assessment to an external review team and have received a rating.

Results will be valuable in identifying opportunities for improvement and enhancing value to UDC.



# Legislative Affairs and Policy





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## About Legislative Affairs and Policy:

This Office of Legislative Affairs and Policy is a newly added element to the Department of Corrections executive leadership team.

Previously this work was done as part of other duties by members of the executive team and other directors and staff from around the Department who were invited in on an issue-by-issue basis based on subject matter expertise.

This position is now directly focused on dealing with all the different levels of interactions that the Department has with legislators and the legislature in general and coordinating those efforts with the Governor's office.

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# Legislative Affairs and Policy – Key Points

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The primary functions of the office include:

- Providing a consistent and reliable source of information and communication between the Department and the Legislature, to build solid relationships of trust.
- Helping to prepare the annual budget requests for the Department
- Tracking bills as they progress through the House and the Senate and gathering input from leadership and other subject matter experts within the Department about the impacts of the bills and our responses to them.
- Helping to coordinate and review fiscal impacts of legislation
- Working with legislators, other agencies and departments, and stakeholder groups to address ideas and concerns identified in bills.
- Helping to develop the Department’s annual budget and the specific budget requests.
- Educating and informing legislators and other stakeholders on the impacts of proposed legislation.
- Gathering information about statutory changes needed for the efficient and effective functioning of the Department, then organizing those ideas into bill form and helping to get it passed through the Legislature and signed by the Governor.
- Supporting, and coordinating with, the Department’s internal policy team to review and improve internal policy and make sure it is updated and in compliance with State Law and Administrative Rules.
- The primary contact point for the State Administrative Rules team.
- Help to review and implement audits and audit recommendations - particularly when there is need for policy adjustments.

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## Office Leadership

The Legislative Affairs and Policy Office is a single executive position and is staffed by former State Representative Eric Hutchings. He brings to the position more than 20 years of legislative and policy experience.

He served on the Executive Offices and Criminal Justice Sub-Appropriations Committee for 19 years and was the Chair for the last 14 of those years. As part of those duties he met with Corrections leadership regularly, visited facilities, met with staff, and helped work on and pass their annual budget.

Hutchings was also a recognized criminal justice policy expert in Utah and nationally, helping to draft and pass criminal justice reform legislation at both levels.

He also served as a member of the Prison Relocation Feasibility Committee, and the Prison Site Selection Committee. His level of experience and connections at the state, county, and local levels are a strategic advantage to the Department.



# Legislative Affairs and Policy – Specific Legislation

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In the 2024 Legislative Session, the Legislative Affairs and Policy office advocated for the following passed bills:

- **SB 109 Corrections Modifications** - Sen. Owens and Rep. Burton. This was an omnibus bill that included seven critical needs for the Department, including creating a new Reentry and Rehabilitation Division, changes to the Supervision Model, and clarifying the law regarding 72-Hour Holds.
  - **HB 248 Inmate Amendments** - Rep. Ballard. Education and Programming.
  - **HB 251 Post Retirement Employee Restrictions Amendments** - Rep. Gwynn.
  - **HB 271 Law Enforcement Employee Overtime Amendments** - Rep. Lisonbee.
  - **HB 316 Inmate Assignment Amendments** - Rep. Lisonbee. Transgender Inmate Housing policy developed in close collaboration with the House and Senate.
  - **HB 358 Pregnant and Postpartum Inmate Amendments** - Rep. Pierucci. Supporting the development of a best practices diversion policy and program.
  - **HB 501 Health Amendments** - Rep. Dunnigan. Establishing a Medicaid Waiver to allow inmates to be enrolled in Medicaid up to 90 days prior to release to help with physical and mental health needs.
  - **SB45 License Plate Revisions** - Sen. McCay.
  - **SB200 Sentencing Commission Bill** - Sen. McKell.
  - **SB213 Criminal Justice Modifications** - Sen. Cullimore. The Adult Probation and Parole Division of the Department played a major role in educating the development of this legislation.
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## Modification of State Code For 72-Hour Holds

With assistance from other state agencies, the office helped rework the entire section of State Code regarding the use of 72-Hour Holds to help identify violent and frequent offenders and to keep them from being released back to the streets before proper evaluation and processing could occur. This was a significant effort that involved Adult Probation and Parole and county jails and was a consequential policy overhaul, creating a powerful tool in reducing repeat offenses by dangerous individuals.

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## Legislative Policy Work

The office tracked nearly 250 bills that had potential impacts on the Department, ensuring that:

- Each one had a fiscal impact that was properly reviewed and the impact was recorded. The office worked with legislators and staff where needed to make changes to the legislation if the fiscal impact needed to be changed.
  - The Executive team and the Department directors were updated as legislation came out and moved through the process.
  - Agendas were reviewed and arranged for members of the Corrections team to be present in meetings and committees as needed.
  - It helped present on legislation and budget requests when in committee.
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## Internal Policy Work

The Legislative Affairs and Policy office coordinates with all Division Directors within the Department to inform about changes made within the last legislative session.

It also works to:

- Identify the proper subject matter expert to help update Department policies and procedures.
  - Track implementation of new legislative policies
  - Report back to legislators and staff on the progress of implementation
- 

## Legislative Engagement

Throughout the interim months, the office met with EOCJ Sub-Appropriations chairs and staff and supported the Department in meetings with the Office of the Legislative Auditor General. It also met regularly with the Legislative Corrections Working Group.

The staff met with Legislators in their districts and invited them to on-site meetings with Corrections leadership and staff. A few examples are:

- AP&P Region 4 in Provo - Rep. Peterson
  - AP&P Region 5 in St. George - Sen. Ipson, Sen. Vickers
  - USCF Prison tour for Speaker Shultz
  - USCF Prison tour for LRG staff
  - Rep. Burton as keynote speaker in Leadership Forum for staff
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## Inter-Agency Collaboration

The office regularly met with other criminal justice involved agencies to collaborate on policy and work to find system efficiencies as well as address areas of concern that are broader than just the scope of the Department of Corrections. It supported the development of an Intensive Supervision Program through AP&P to address a concern brought to the Commission on Criminal and Juvenile Justice by legislators regarding individuals who were considered “Frequent Fliers” within the State’s criminal justice system.



# Safety, Risk and Standards



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## About Safety, Risk and Standards:

The Safety, Risk and Standards Division was created in 2023 based on a Utah Office of Legislative Auditor General audit and the process of combining like areas. The core function of the division is to oversee the risk and liability of the whole department internally and with external agencies.

Included within the division is the Professional Standards Bureau. This Bureau conducts administrative and background investigations and manages policy for the department. It also provides the Executive Office with insight regarding trends and contributing factors affecting staff and department operations, resulting in better training, policies, and procedures.

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# Safety, Risk and Standards – Safety Functions

The Safety, Risk and Standards Division oversees general safety for the Utah Department of Corrections. It provides oversight and technical resources in some of the following areas:

- Emergency Management
- Occupational Health and Safety (OSHA)
- International Code for Building and Fire
- National Fire Protection (NFPA)



## Correctional Standards

The Division provides oversight to ensure all secure facilities -- including the IPP contracted jails and Community Correctional Centers -- are meeting the Utah Correctional Standards.

This process is a monthly check of the accepted standards developed by UDC and the Utah Sheriff Association.

## Policy

The Division has oversight of all department policies and coordination of the policy advisory committee.

It is responsible for Power DMS management, updating, and overseeing policy approval for all manuals before publishing. This includes starting the policy corner update and informing staff of new policies as well as staff acknowledgment of policy review.



# Safety, Risk and Standards – Professional Standards

Like the Division itself, the Professional Standards Bureau was created in late 2023 and is made up of internal affairs investigators, new-hire background investigators, and a policy coordination team.

Key points include:

- The Bureau's investigators are highly trained and professional.
- It ensures that investigations are conducted thoroughly and respectfully, using sound investigative practices and protecting the rights of staff.
- It makes sure that department policy is clear and easily understood, has the proper tone, and is sound in practice.
- The Bureau's aim is to set staff up for success and make UDC an enjoyable place to work.

## Successes and Challenges

- The Professional Standards Bureau is upgrading its technology to better serve UDC. The IAPro project will bring UDC into compliance with legislative mandates and provide faster, more meaningful data regarding issues affecting our staff.
- Improvements to its investigative processes have increased effectiveness and timeliness, as well as reduced confusion and contention for staff. Overall, the goal is to provide a better experience to those who are subject to these investigations.
- Investigators have provided department-wide training to staff about staff-offender relations, employee conduct, and the administrative review and disciplinary process.
- A major challenge for the Utah Department of Corrections is that it is a complex and diverse organization. The Safety, Risk and Standards Division, and the Professional Standards Bureau are constantly reassessing the UDC's operations to ensure that it provides the best service to staff and offenders.
- Ensuring staff has the proper resources and knowledge to be successful can be challenging. The Division works hard to identify challenges for staff and correct them.





# Law Enforcement Bureau



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## About Law Enforcement:

The Utah Department of Corrections has a Law Enforcement Bureau (LEB) of sworn officers that perform a wide variety of functions in our facilities and within the communities across the state. At the beginning of 2024 the bureau restructured, growing to encompass over 90 employees across the organization to form a police department within the UDC.

The bureau houses criminal investigations, gang investigations (STG), Critical Incident Response Teams (CIRT), K9, a threat management unit, statewide fugitive investigators, full-time task force officers (DEA, Salt Lake Metro Gang Unit, Ogden Metro Gang Unit, Weber Morgan Narcotics Strike Force, SBI, ATF, VFAST, Utah County Major Crimes), evidence technicians, and analysts along with administrative and support staff.

The Bureau's mission is focused heavily on drug interdiction, information and intelligence analysis, threat assessments to employees, facilities and those it supervises and criminal investigations. It also focus on gang intelligence, critical incident responses, and K9 interdiction and tracking. Its task force officers focus on their communities and the criminal influence on the prisons and community correctional centers.

The Bureau's goal is to provide the UDC with accurate, impartial, thorough, and timely investigations and managing threats to our facilities and staff.

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# Law Enforcement – Criminal Investigations

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LEB has investigative staff at both prisons in Utah. They are supported by our office crime analysts who work closely with the Statewide Information Analysis Center (SIAC). Their primary functions are to investigate crimes that occur within the prisons. They are also focused on drug and contraband interdiction. Working closely with CIRT, K9 and the Drug Interdiction and Recovery Teams (DIRT), they identify routes of contraband introduction into our facilities and investigate those responsible. They also investigate all crimes reported at the prisons and work closely with the District Attorney's Offices in Salt Lake and Sanpete Counties. In 2022, the Criminal Investigators reported more than 1,100 criminal cases and 171 narcotics cases between both prisons.



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## Statewide Fugitive Response

LEB has full time fugitive investigators to find and arrest those who are fugitives from justice. They work closely with the US Marshal service and VFAST (Violent Fugitive Apprehension Strike Team).

Their primary focus is on AP&P fugitives and those who have absconded from supervision or their CCC.

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## Gang Investigations (STG)

LEB also has gang investigators at both prison sites. Their role is to interview gang members to understand the level of threat gangs pose to our facilities.

They also document gang activity and attempt to identify possible issues between the gang members and groups housed at both prisons. They interview inmates upon intake and during gang involved incidents.

They also manage a tattoo removal program for gang members looking to change their lives and oversee the modified monitor program to assist known gang members wishing to leave the lifestyle.

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## Threats Management Unit

UDC started a threats management unit in 2024 to address any threats to or from our facilities, staff and those we have supervisory responsibilities for. The threats management unit works with analysts to identify the level and severity of any threats online, in person or any other means.

The TMU also works closely with the SIAC and with SBI to address threats.

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## CIRT

The Crisis Intervention Response Team (CIRT) continues to provide high-level responses to incidents occurring within both prisons.

The CIRT team is a response mechanism to issues in the facilities that require a specialized level of training, equipment, and expertise. CIRT has over 200 responses to incidents within the prisons in the first quarter of 2024.

The team maintains a high degree of readiness and training and is equipped to handle any major incident within the prisons. CIRT assists the training academy with pre-service and in-service instruction to include cell extractions, less-lethal munitions, IMS/critical incident responses, and in-custody restraints.

# Law Enforcement – Fulltime Task Force Officers

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LEB is home to the UDC full time task force officers across the state. The task force officers are involved in many investigations within the community and identify any ties to the prisons, CCCs or supervised individuals.

UDC currently participates with 8 task forces across Utah to address everything from violent gun crime to narcotics and gangs.

These officers must pass rigorous background checks to join the task forces and obtain federal law enforcement credentials.

The task forces include:

- Drug Enforcement Administration (DEA)
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- Violent Fugitive Apprehension Task Force (VFAST US Marshal Service)
- Salt Lake Metro Gang Unit
- Ogden Metro Gang Unit
- Weber Morgan Narcotics Strike Force
- State Bureau of Investigations
- Utah County Major Crimes



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## K9 Units

The UDC has a robust and highly-decorated K9 unit at both prisons. There are currently 4 dual purpose K9s and their handlers assigned to each prison. They assist with crowd control, tracking and narcotics detection. The K9 officers also respond to fugitive operations handled within LEB and AP&P to track fugitives and those who may run from apprehension.

UDC will purchase and train 6 new K9s as single-purpose narcotics detection dogs to work in both prisons and the community correctional centers. These additional K9s can be used around visitors at the prisons and all those supervised within CCCs.

All of these K9 officers and their handlers will assist the criminal investigations unit with narcotics and contraband detection during their daily operations.



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## Evidence Technicians and Analysts

LEB employs civilian staff to assist with evidence collection and storage and crime analysis. These technicians are responsible for collecting, cataloging, and storing the evidence seized at both prison facilities.

These civilian employees are also trained crime analysts who assist investigators with information gathering and analysis. They work closely with investigators and the SIAC. They provide strategic case support and intelligence leads.



# Administrative Operations & Quality





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## About Administrative Operations & Quality:

The Division of Administrative Operations & Quality supports a variety of functions within UDC's operational divisions and strives to appropriately ensure public transparency while protecting individual privacy.

"AOQ" houses a variety of administrative functions and staff, including those who work with:

- Government Records Access & Management Act (GRAMA)
  - Expungements
  - Americans with Disabilities Act (ADA)
  - Prison Intake/Release
  - Fleet management
  - Grievance appeals
  - Disciplinary appeals
  - UDOCA (the database that houses department documents)
  - Operational excellence (the continual quality improvement function of the agency, seeking to document and improve processes and outcomes on an ongoing basis to drive the Department's strategic plan into action)
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# Administrative Services – Operational Excellence

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This function of Corrections aims to help the various divisions of UDC cohesively achieve strategic outcomes. This scope can include projects such as mapping system flows and processes to gain a collective understanding and provide context to all involved, making necessary improvements to heighten efficiency and effectiveness, or leading the development of new systems to support ongoing or proposed processes. Ongoing efforts include improving experiences for community members and stakeholders from all walks of life - including the family members and loved ones of those in Corrections’ custody or under supervision. UDC’s operational excellence coordinator is also heavily involved in creating and documenting the strategic planning processes. In 2024, the Operational Excellence team helped the agency update its mission, vision, values, and pillars to ensure alignment with UDC staff and drive continuous improvements for the Department in critical areas.



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## Intake/Release ‘Records’ Office

Every individual who enters prison must come with the proper paperwork to admit the person to the state facility. Likewise, anyone releasing from prison must have appropriate documentation. The six-person prison records staff helps ensure this happens. Additionally, the prison records team works with other jurisdictions when an individual in Utah custody needs to travel to a separate entity to be tried for other crimes – or when an individual needs to serve a sentence in another jurisdiction prior to returning to Utah custody. These issues often crossover into more complex cooperative agreements and detainer issues that must be carefully managed on a case-by-case basis to ensure individuals serve their appropriate sentence with the correct jurisdiction and are both admitted and released in line with legal requirements and expectations.

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## GRAMA

UDC’s Government Records Access & Management (GRAMA) team consists of three staff, tasked to walk the line daily between the State’s interest of maintaining accountability/transparency to taxpayers, and protecting privacy/safety considerations of those receiving services in an incarceration or supervision setting.

The GRAMA team processes GRAMA requests from the public, media, academics, offenders, employees, government agencies, and others. The team also receives subpoenas and court orders regarding matters under litigation and processes expungements. Each member of this team is a trained subject matter expert in the various types of records the agency maintains and in the various laws and policies that dictate the classification of those records.

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## Privacy Officer

UDC has implemented a new position to help ensure new statutorily mandated privacy requirements are met. The privacy officer helps maintain policy and procedure around forms circulated to collect private information from individuals with whom UDC interacts.

Each of these forms now requires a “privacy annotation” and will have additional rules and protections in place to ensure that information is properly protected. The privacy officer is also charged with helping UDC staff understand and implement proper retention practices.

The Department is undergoing a major effort to simplify and consolidate a long list of complex and convoluted retention schedules for its records. Many have been stored long beyond their required retention dates, which can bog down various functions and cost taxpayers to store unnecessary or unneeded documents.

The privacy officer, by working with staff throughout the Department, will help bring more consistency to practices and ensure we only store and retain those records that are required or needed.

# Administrative Services – Key Points

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## Fleet Management

UDC has approximately 520 vehicles that hit Utah’s roads at some point. Each vehicle requires appropriate care, maintenance, and general upkeep. All of these functions are overseen by one central UDC Fleet Coordinator and one administrative support staffer. Additionally, Fleet is responsible for ensuring each driver in the agency is properly licensed and capable to operate a vehicle. Fleet also runs the “driver safety” process that holds drivers accountable for erratic driving behaviors or operating the vehicles in a way that does not uphold public trust and safety.



## Grievances & Disciplinary Appeals

AOQ oversees the third and final level of the grievance process. The grievance function ensures those in UDC custody or under its supervision have an avenue to express concerns over their treatment, alleged administrative errors, or even possible civil rights violations.

Aside from in-person conversations with staff members, this process is in place to ensure UDC can hear and remedy any wrongdoings or oversights on its part. The grievance process involves three steps (after an individual has tried to remedy an issue interpersonally).

The appellate hearing office is composed of one officer who responds to an incarcerated person’s appeals regarding sanctions imposed for prison rule infractions.

## Americans With Disabilities Act

AOQ helps coordinate efforts to grant incarcerated individuals the necessary accommodations to ensure compliance with ADA.

One AOQ staff member facilitates a multi-disciplinary ADA Committee in the prison facilities that works to ensure those with disabilities are not prevented from accessing Department programs and services.

The ADA Committee facilitator processes all the incarcerated individuals’ ADA requests and holds a monthly meeting to address them.

There is also an avenue where individuals can appeal accommodation denials, or where they can raise concerns that accommodations are not adequately being met. The Department will assign ADA helpers, as needed, to aid certain needs.



# Utah Correctional Industries





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## About Utah Correctional Industries

Utah Correctional Industries (UCI) is a division of the Utah Department of Corrections that focuses on preparing people for release through work training programs.

In addition to creating opportunities for people following release, UCI offers a wide range of products and services.

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# UCI – About Us & Impacts

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

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

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

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

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

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

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

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

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

## Soft Skill Development

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

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

## Work Opportunities

Work opportunities through our facilities in Salt Lake City and Gunnison include:

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

## UCI – By The Numbers

UTAH CORRECTIONAL INDUSTRIES			
Shop	Revenue	Expense	Net Income
FURNITURE	637,846	735,081	-97,235
UPHOLSTERY	384,278	296,022	88,256
WELDING	38,663	52,368	-13,706
PRINT SHOP	2,028,010	1,561,656	466,354
PLATE PLANT	3,566,870	1,789,613	1,777,257
SCANNING	186,545	83,377	103,168
EMBROIDERY	12,563	5,630	6,933
TRAD EMBROIDERY	707,422	632,690	74,733
PIE SEWING	215,405	224,408	-9,004
TRAD SEWING	486,621	331,520	155,101
SIGN	79,206	16,536	62,670
TRAD SIGN	443,770	446,649	-2,879
JUICE	216,083	198,406	17,676
COMMISSARY	1,284,726	303,056	981,670
Production Overhead	0	552,303	-552,303
Administrative overhead	12,810	2,216,458	-2,203,648
UCI Totals:	10,300,817	9,445,774	855,044

Data range July 1 2023 - February 29 2024

### UCI Metrics

<b>39.91%</b> 289 individual participants of UCI's offender workforce were women in FY24	<b>\$5.2 M</b> contributed to the economy through the purchase of raw materials, supplies, and services in FY24	<b>60.08%</b> 435 individual participants of UCI's offender workforce were men in FY24	<b>\$28,000</b> contributed to the Utah Office for Victims of Crime Fund from participant wages in FY24
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# Facilities & Maintenance Bureau





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## About Facilities & Maintenance:

The Facilities & Maintenance Bureau provides many services for the Utah Department of Corrections, including building and grounds maintenance at the recently opened Utah State Correctional Facility, the Central Utah Correctional Facility and all six Community Correctional Centers. Facilities also helps manage construction projects (including renovations to existing buildings as well as the construction of new buildings) in coordination with the Utah Division of Facilities Construction and Management.

The Facilities team is composed of 89 employees with a wide variety of talents and skills. The Bureau restructured this year, with four staff in the Safety office moving to the newly created Safety, Risk and Standards Division. Other changes in staff came via retirements and resignations, it has added capable people to fill those vacancies and leadership is excited to have them on the team.

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# Facilities & Maintenance – Key Components

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Below is a list of trades/positions that make up the Facilities & Maintenance Bureau, along with a small glimpse of what they do to keep our facilities functioning as they were designed to do:

- **Reliability specialists** are responsible for entering data of assets into the work order system and maintaining the work order system. Assisting our staff on how to use the tools we have provided that will give us longer run times on equipment with fewer emergency breakdowns. The specialists look for signs of a potential failure and prepare to replace it or to have the parts on hand if possible when equipment fails.
- **Electricians** maintain our substations and electrical systems to ensure power is distributed throughout our facilities.
- **HVAC/Boiler Technicians** take care of all the heating and cooling needs of the facilities, along with managing the needs of the culinary.
- **Security Electronics** keeps our electronic security systems like cameras and card access functioning and secure.
- **Locksmiths** ensure all locks and keys are tracked and able to function as designed.
- **Carpentry** keeps our doors, walls, ceilings, and building structures repaired as needed.
- **Grounds** water, mow and weed the grass as well as keeping the roads and walks plowed in the winter.
- **Plumbers** ensure the water is treated properly and distributed to the facilities. They repair water lines and clear clogged drain lines.
- **Welders** help to make or refabricate gates and other things that are broken or needing attention.
- **Motorpool** keeps our fleet vehicles serviced for all UDC staff.
- **Facilities Coordinators II & III** are responsible for improvement projects, the work order system, and ensuring we are efficient in the way we maintain our equipment. Most of these are supervisors over specific shops.
- **Facilities Managers** manage multiple shops and work with other divisions to determine and solve needs.



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## Support Services Staff

Facilities Support Services Staff are located at the Administration Building, the Central Utah Correctional Facility, and the Utah State Correctional Facility.

They have a wide range of duties from greeting staff and visitors in the lobby of the Administration Building to ensuring supplies and equipment are purchased per state policy. They are a critical part of the Bureau.

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## Work Order System

The Bureau has a wide variety of staff maintaining the Department's structures and grounds.

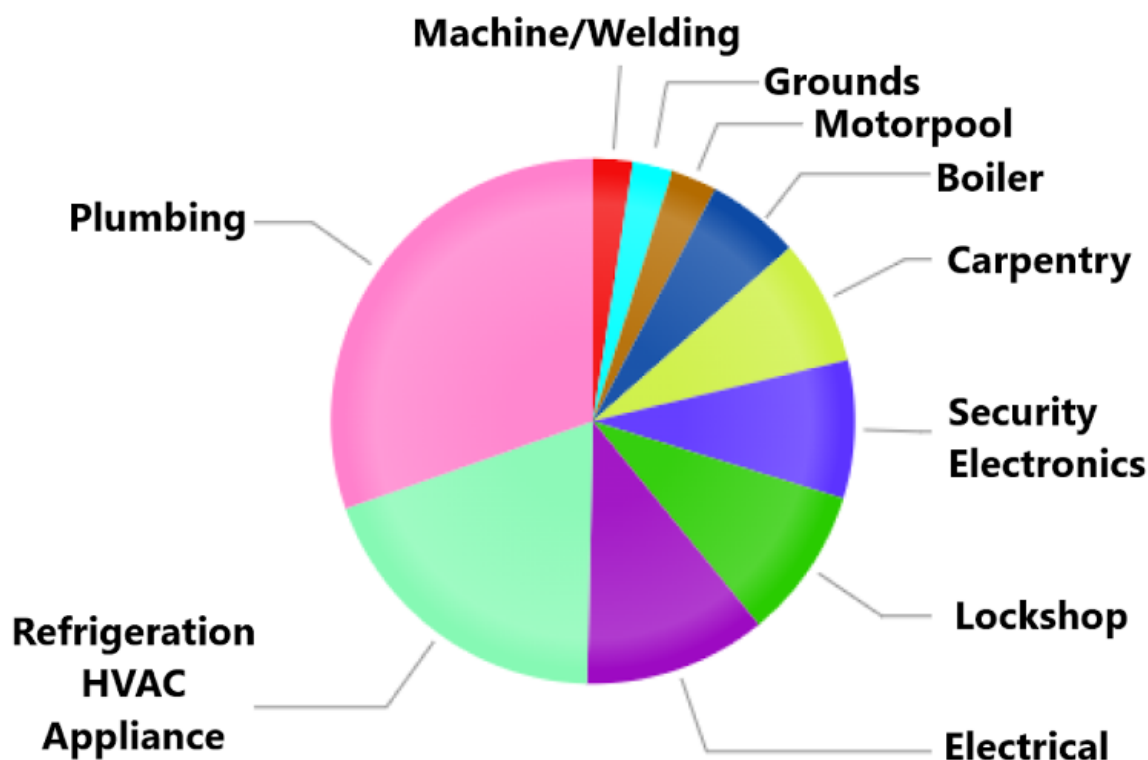
It has implemented a work order system which notifies each shop of corrective maintenance needs and the ongoing preventative maintenance items that need to be taken care of routinely. The system allows us to better understand equipment and facility needs.

# Facilities & Maintenance – By The Numbers

The following charts detail some of the efforts put forth by the Bureau. The top chart show how many work orders each shop completes. This graph is informative but does not paint a full picture of what it takes to complete each work order. Some work orders might take all day to complete while some may take an hour.

The bottom graph highlights the significant increase in work orders in the past year, due in part to the opening of the new Utah State Correctional Facility.

## 2023 Completed Work Orders by Shop

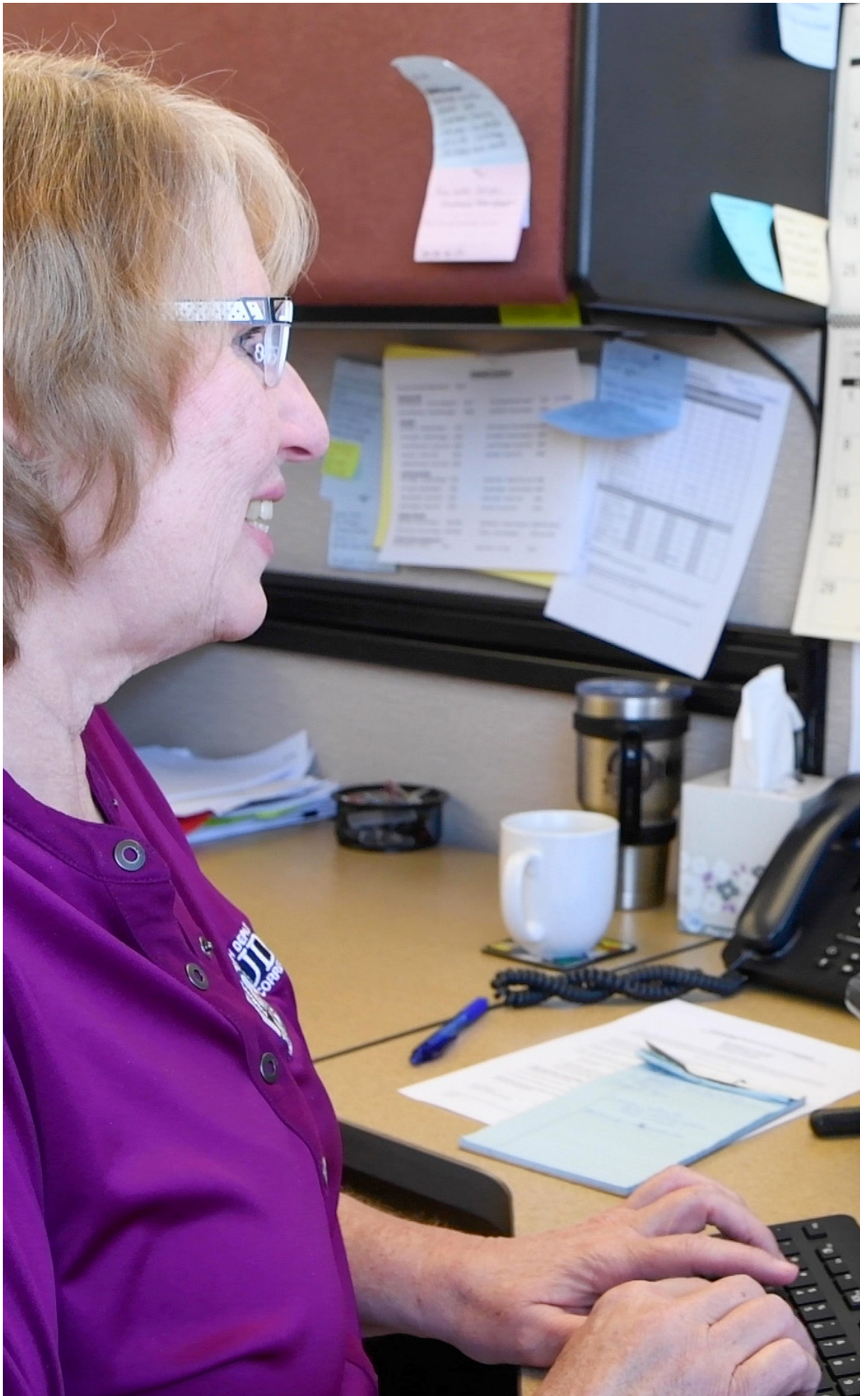


FY22 FY23 UDC Completed Work Orders





# Finance Bureau



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## About the Finance Bureau:

The Finance Bureau is separated into four main areas: Budget & Accounting, Accounts Payables/Receivables, Contracts & Grants, and Offender Accounting. Its mission is to provide accurate and timely financial information and services that enable the Utah Department of Corrections to safeguard and facilitate the use of Department and inmate funds.

The Finance Bureau's 30 dedicated full-time employees participate in the Department's overall mission by administering the state funding appropriated by the Utah Legislature for the purpose of housing and rehabilitating individuals as they move through the criminal justice system.

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

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

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

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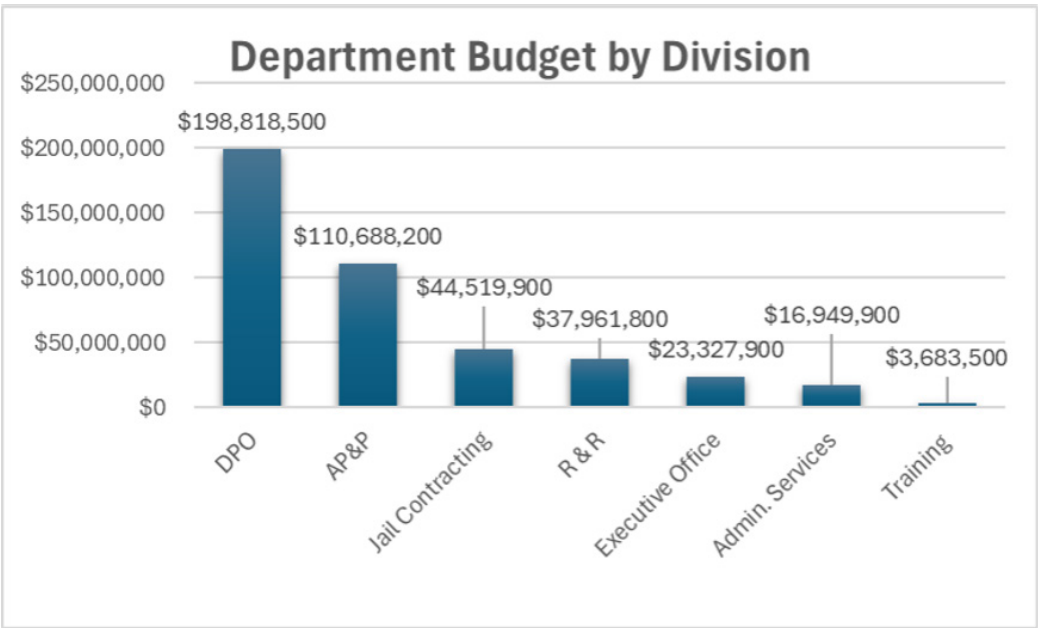
# Finance Bureau – UDC Budget & Accounting

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

## UDC Budget

The Utah Department of Corrections structure underwent significant changes in the last fiscal year, including the addition of a budget for the Safety, Risk and Standards Division.

Also, the Clinical Service Bureau went through a major change, as the entire budget of \$52,247,700 was transferred to the Department of Health and Human Services (DHHS) for the medical care of the incarcerated population.



## Adult Probation & Parole

The FY24 authorized budget for Adult Probation and Parole (AP&P) is \$110,688,200, which is distributed across 42 units. These funds keep our valuable agents hard at work to oversee the reentry of state probationers and parolees. In addition, AP&P operates Community Correctional Centers (CCCs), Treatment Resource Centers (TRCs), and field offices, all of which are currently helping over 16,000 offenders become productive members of communities spanning from St. George to Logan. Although AP&P funding has increased from last year, the ongoing challenge to keep operating cost low has forced some cost-cutting measures, such as vacancies in some AP&P positions.

## Administrative Services

The Division of Administrative Services budget includes the budgets for the Executive Office, Administrative Services, Training Bureau, Facilities, Finance, Human Resources and Technology Services. The FY24 authorized budget total is \$16,949,900, appropriated across 10 units. The Executive Office has oversight into the operation of the UDC Leadership teams and associated projects and utilizes an authorized budget of \$23,327,900 for FY24. The Training Division covers the cost of conducting and maintaining the Fred House Training Academy, as well as administering any other Department-required trainings. Their authorized budget for FY24 is \$3,683,500, which is distributed among 3 units.

## Reentry & Rehabilitation

The newly renamed Division of Reentry and Rehabilitation budget covers programs which prepare offenders for reentry into their respective communities. This includes large contracts which offer vocational training and certification to offenders while incarcerated, such as Davis Technical College and Snow College. It also includes clinical staff, which seeks to manage and treat criminogenic factors in the incarcerated population. The total authorized budget for FY2024 for R&R is \$37,961,800, which is distributed to 23 Units. There are challenges with recruiting Licensed Clinical Therapist(s) LCTs in R&R. The Department has made efforts to offer incentives, such as sign-on and referral bonuses, in addition to increasing wages for these critical care employees. There has also been some restructuring of the R&R division as well.

## Division of Prison Operations

The Division of Prison Operations (DPO) has gone through some major changes. The prison move to Salt Lake City was a huge undertaking and directly affected DPO’s budget. A new budget structure was implemented. Currently, DPO has 49 units.

DPO’s FY24 authorized budget of \$198,818,500, which covers the cost of housing incarcerated individuals, running the day-to-day operation of both prisons and placing incarcerated individuals in county jails.

The jail contracting areas have four units with an authorized budget of \$44,519,900. Jail contracting covers the cost of housing incarcerated individuals in partnered county jails throughout the state.

# Finance Bureau – Accounts Payable

The Accounts Payable staff are responsible for ensuring that financial obligations to vendors are paid in accordance with State policy. The staff match invoices with purchase orders (POs), and compare invoices with receiving documents for accuracy, and then process payments in FiNet. They also check with vendors and receivers with any questions regarding financial records, as well as retrieving encumbrance reports weekly from the Data Warehouse to match invoices to any outstanding payments.

In addition, other Accounts Payable staff are responsible for processing incoming mail to log cash and checks into approved check logs. Checks are then deposited into the appropriate UDC fund accounts for use. For any questions regarding paying for travel or making payments on P-Cards, the Accounts Payable staff are always happy to help.

The Accounts Payable staff play a vital role in fiscal year closeout, reconciling any payments in a timely manner to ensure that payments are made under the correct fiscal period. This staff takes on many responsibilities and is a huge part of compliance and financial record-keeping for the entire department.

## Contracts & Grants

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

### Procurement

Procurement for UDC falls into six primary categories: small purchases, one-time purchases, sole sources, invitation to bid, request for proposal, agency contracts, and state contracts.

The Contract Unit assists the UDC with small purchases and one-time purchases. It assists with State Cooperative Contract (SCC) purchases which are all processed by the individual division within the Department. The unit prepares solicitations that result in agency contracts, which are agreements that result in a contract spanning multiple years with a provider and are exclusive to the Department. When soliciting for an agency contract, the unit utilizes guidance provided by the Utah Procurement Code and Rule and the State Purchasing Department of the Utah Department of Government Operations.

Since July 1, 2023, the Contract Unit has run 70 solicitations for new contracts and processed 15 amendments to existing contracts. Each solicitation can take anywhere from six weeks to a few months to complete. In addition, the Contract Unit transferred 26 medical contracts from UDC to the Department of Health and Human Services when that agency took over medical treatment of inmates.

### Compliance

Another function of the Contract Unit is to review agency contracts for financial compliance, contract scope compliance, and overall assessment of contract performance. Day-to-day monitoring is performed by assigned contract monitors from within each division who are familiar with the contract and are able to approve invoices received from the vendors.

The Contract Unit performs evaluation depending on the risk of the contract. Those with high-risk costs, or contracts used frequently, are completed quarterly, where lower-risk contracts are completed semi-annually or annually. Once awarded, a kickoff meeting is held with contract monitors, stakeholders, and the vendor to help establish the risk and evaluation schedule.

The Contract Unit reviews small purchases, SCC purchases, and other GAE purchases made across the Department. A random sample of GAE purchases are reviewed and checked for compliance.

The Contract Unit also provides training to all new purchasing staff and contract monitors on an annual basis and works with the Office of Contract Management Support (OCMS) to regularly send surveys to contract monitors regarding vendor performance.

### Grants

The UDC Grants Unit is responsible for identifying, applying for, and administering all state, local, and federal grants on behalf of the Department.

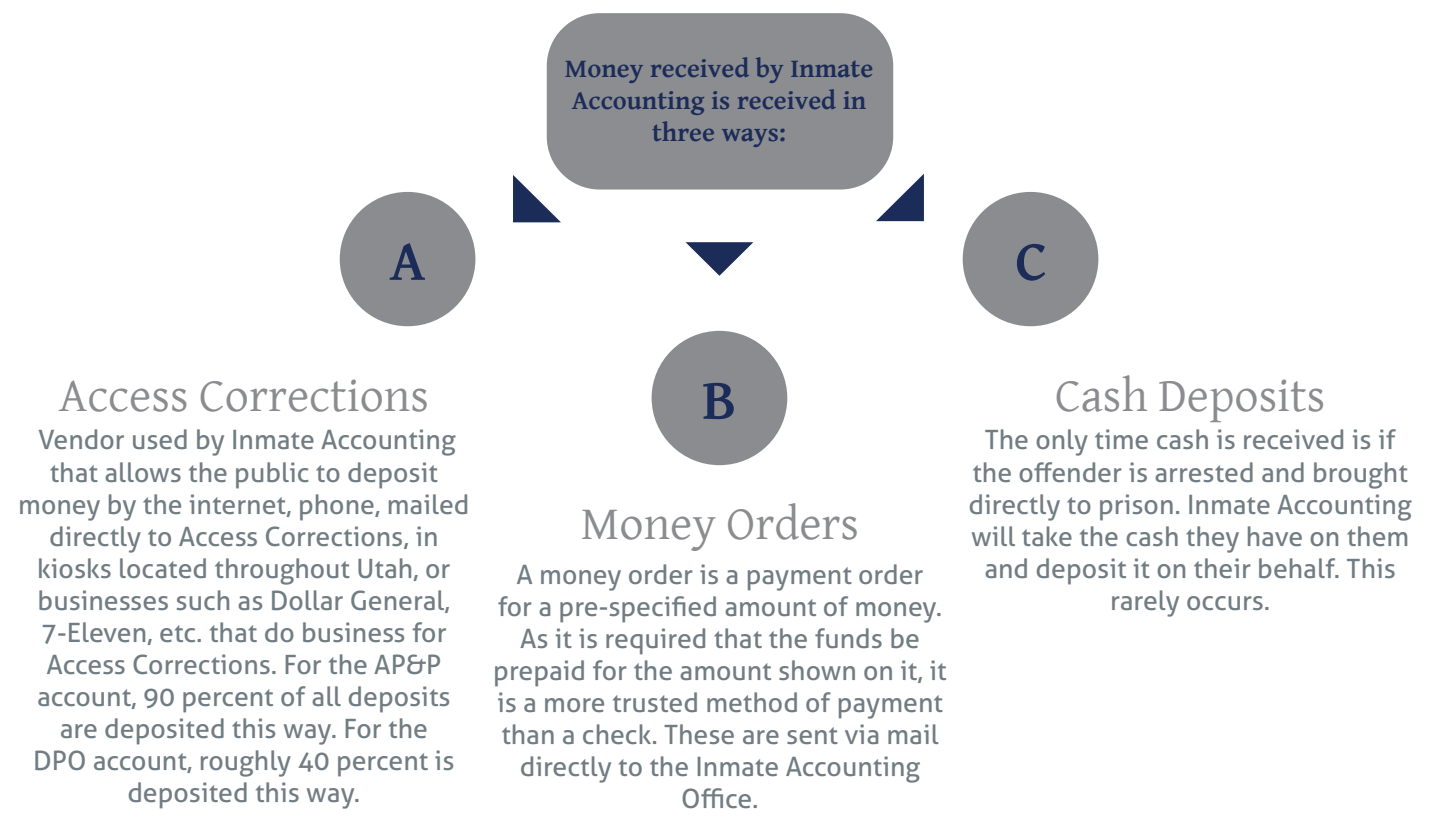
Since July 1, 2023, the Department has received grants in the total of \$1,000,000 for establishing a distance learning environment and assisting with DHHS Clinical Services telehealth.

Other mini grants for wellness, library books, and software platforms have also been awarded.



# Finance Bureau – Inmate Accounting

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



## The AP&P Trust Fund

The AP&P Trust Fund collects funds from offenders on probation or parole who are sending in money to pay off uncollected fines, supervision fees, court costs, and restitution back to the victims.

This is a pass-through account and ideally, all money deposited would be sent back out to victims. There is a small balance in this account because all the victims who are owed money cannot be found.

For FY23, this account had the following\*:

DEPOSITS	\$2,515,506.53
WITHDRAWALS	(\$2,584,109.52)

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

## Inmate Funds (IFAO)

The Inmate Fund Accounting Office trust fund is an account set up for all inmates incarcerated at the CCCs and the prisons. Inmate Accounting functions as a bank for inmates; it deposits any money received, then distributes it where the inmates want to spend it (commissary, books, savings, to family, etc.).

Inmate Accounting collects up to 60 percent of income received to pay off any outstanding charges owed by the inmates, such as fines, unpaid medical charges, prescriptions, etc. Inmate Accounting also processes all payroll earned by inmates while they are incarcerated, employed by either UCI or DPO.

For FY23, Inmate Accounting processed the following from this account\*:

DEPOSITS	\$13,928,457.00
which include DPO PAYROLL	\$ 1,284,518.40
which include UCI PAYROLL	\$ 873,168.88
WITHDRAWALS	(\$13,921,886.71)
which include INMATE PHONE CALLS	(\$1,424,532.19)
which include COMMISSARY SALES	(\$6,562,066.79)





# Technology and Innovation



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## About Technology & Innovation:

UDC's Innovation and Technology Bureau provides timely, accurate, and insightful data and analysis to support the Department in making data-driven decisions, while ensuring data quality, availability, and security across the Department's many databases and applications.

The Bureau provides guidance and expertise to agency management related to patterns, trends, and projections. Data is used to inform decision-making at all levels throughout the Department to improve business processes and operations, to understand the needs of the organization and the people it serves, and to plan and develop strategic goals.

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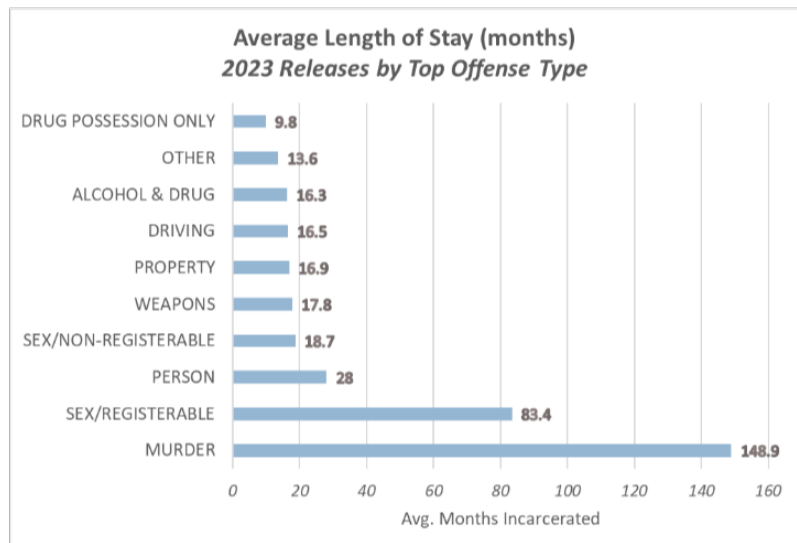


# Technology and Innovation – Prison Snapshot

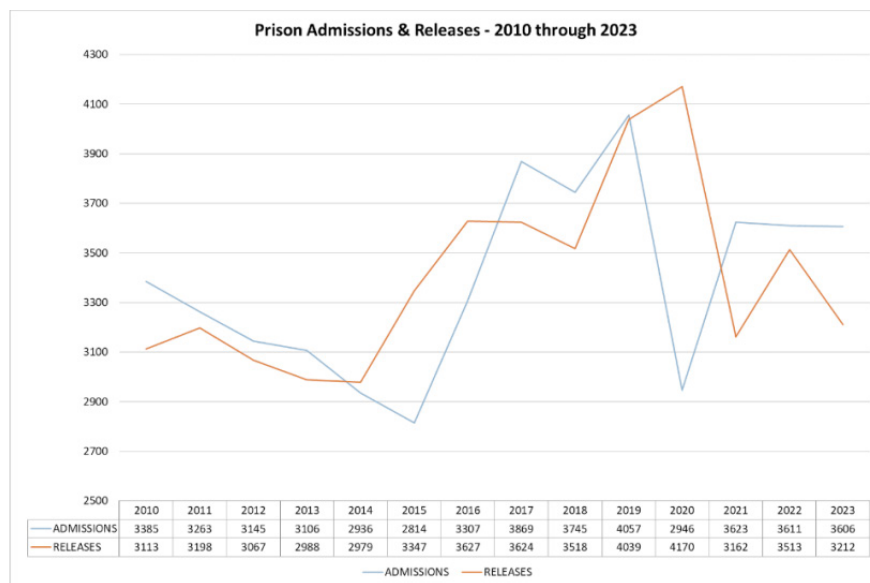
## Average Length of Stay by Offense

This table shows the average length of stay in prison of individuals released from prison during 2023.

To calculate, all releases in a given year are grouped by the type of the most severe (primary) offense and limited to only those individuals that entered prison with a new crime or a probation violation. The data is then averaged by the total amount of months spent incarcerated.

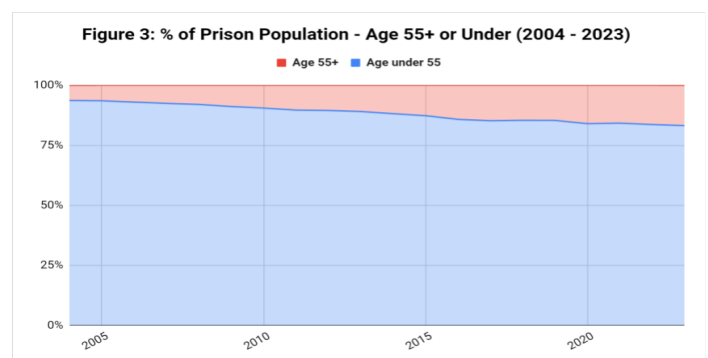
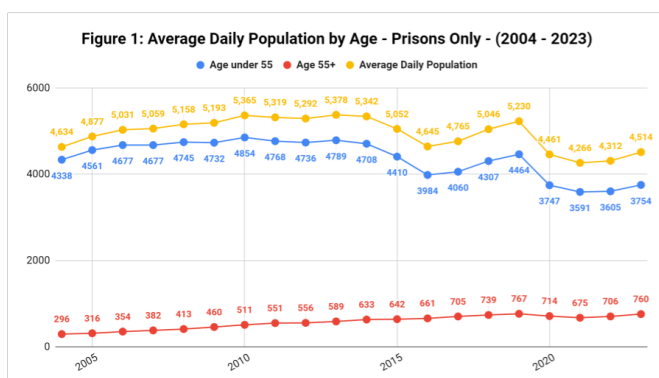


## Yearly Admissions & Releases



This table shows the number of individuals released from prison each year, beginning in 2010.

## Inmate Population (including age)

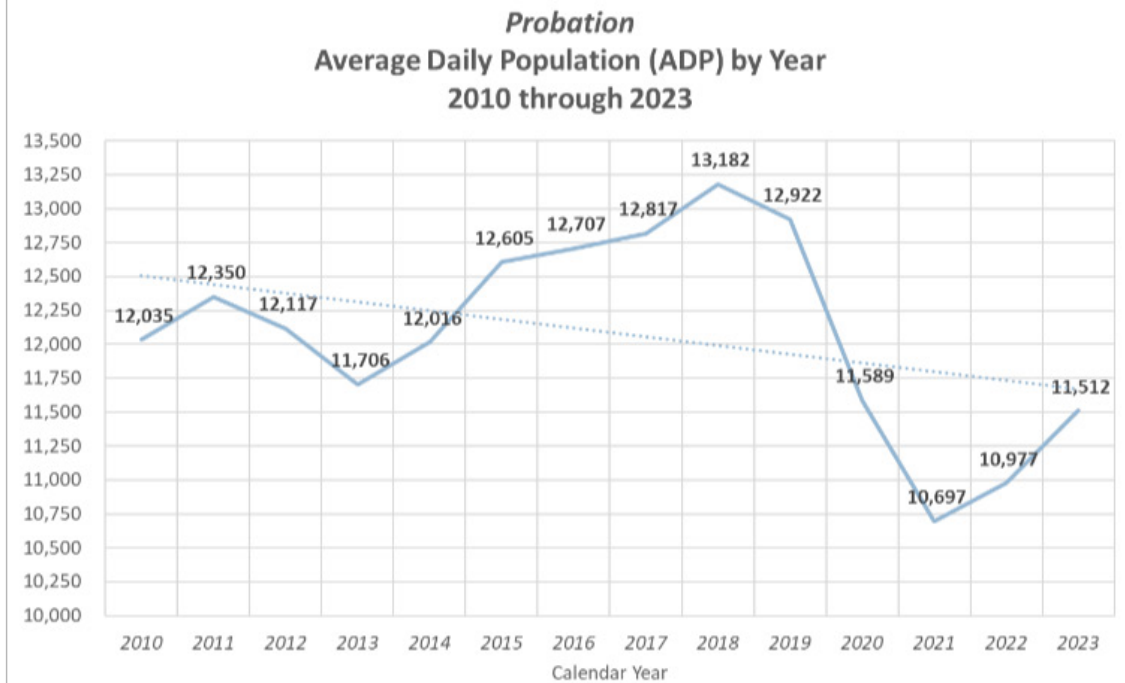


These tables show the average daily population of the Utah's prisons since 2004. They also highlight the aging of the population in the State of Utah.

# Technology and Innovation – AP&P Snapshot

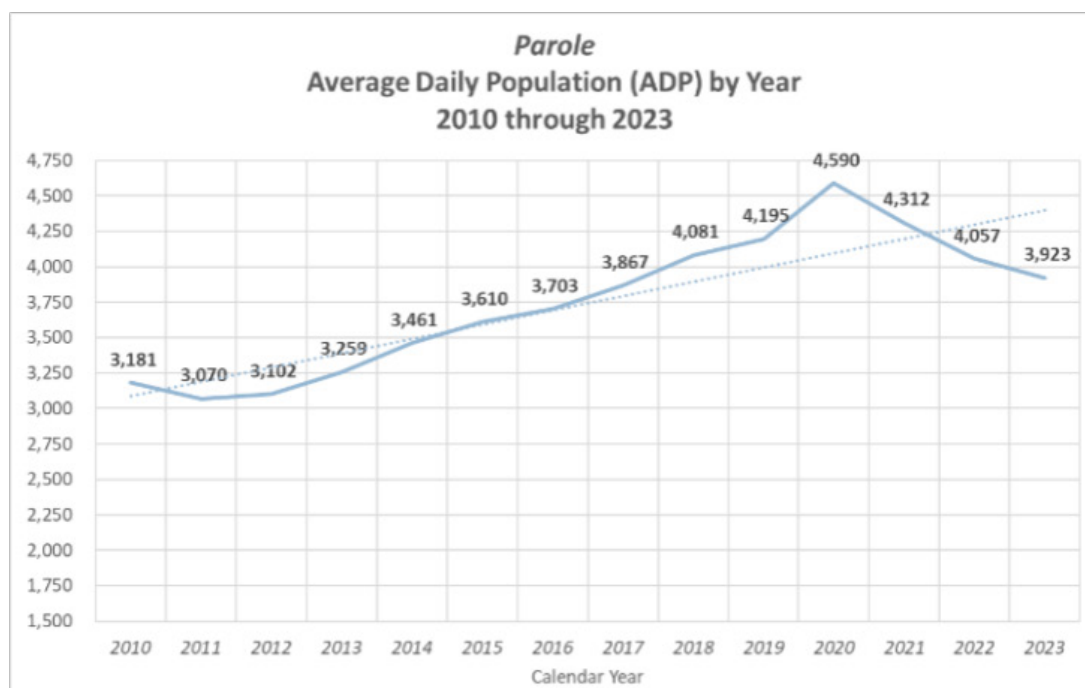
To achieve the most accurate view of the different populations served annually, Innovation and Technology avoids taking a snapshot of the population, then comparing it across months and years. Instead, the bureau retrieves a unique count of the individuals served in each legal status group (incarceration, probation, and parole) for every day of the year. The average population for each group served across those 365/366 days is used as the “ADP.” In doing so, the bureau “smooths” the data into a line that is less sensitive to brief swings in population size.

## AP&P Average Yearly Probation Population



This table shows the yearly average number of individuals within the probation population overseen by AP&P, beginning in 2010. An individual on probation remains under court supervision and must adhere to strict rules throughout the probation term.

## AP&P Average Yearly Parole Population



This table shows the yearly average number of individuals within the parole population overseen by AP&P, beginning in 2010. An individual on parole is on a conditional release from prison, giving the individual an opportunity to serve the rest of their sentence outside of the prison under strict supervision by AP&P.



# Training Division



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## About The Training Bureau:

The Utah Department of Corrections Training Division is committed to providing state-of-the-art training by our team of experts so that all staff feel safe and are professionally prepared to be excellent.

With this goal in mind, a three-tiered training plan has been implemented:

- **Develop:** Provide relevant material to develop each staff member
  - **Train:** Create a professional environment with expert instruction
  - **Reflect:** Produce a learning environment of continuous improvement
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# Training Bureau – Goals

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The Training Division Action Plan is aiming to:

- Create training programs tailored to meet specific needs and be cost-effective without sacrificing quality.
- Continuously evaluating the training requirements for all employees across the Department.
- Evaluate training results.
- Provide practical and valuable skills specific to the field of Corrections to facilitate the development of professionals in this area.
- Optimize the use of training resources throughout the Department.
- Enhance staff members' proficiency to minimize liability risk.
- Cultivate a specialized group of qualified trainers within the Training Division.
- Implement a benchmark system to ensure the ongoing development of our staff. With this system in place, we will be able to maintain a high performance level and identify areas for improvement. By regularly benchmarking against industry standards, we can stay ahead of the curve and provide our customers with the best possible experience.
- Provide continued improvement with instructor development and leadership improvement, founded on the Outward Mindset backbone.





# Training Bureau – Key Components

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## Curriculum Development

The Training Division creates lesson plans and curriculum for all divisions within the Utah Department of Corrections for in-service classes, specialized subjects, or any other required or offered training.

It continually revises and updates the curriculum for the Basic Correctional and Advanced Correctional Officers blocks.

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## Pre-Service Training

The Training Division prepares new correctional officers (UDC and county deputies) for duty by providing a defined body of knowledge and skills relevant to corrections.

It also offers basic experience and training to develop professional job skills. During the last year, the Training Division has fully trained approximately 450 correctional officers.

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## In-Service Training

The Training Division is responsible for providing necessary training to all certified staff members to ensure their certification remains active and relevant. It also collaborates with other divisions in the organization to assist staff in enhancing their skills for creating a safer environment.

The Training Division has conducted training sessions for approximately 1,700 certified staff members in the past year.



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## Civilian Orientation & Training

The Training Division provides orientation for all civilian staff. This training is based on an ongoing assessment of needs to develop and deliver job-specific training for the approximately 800 civilian staff.

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## Firearms Training

The Firearms Team is responsible for purchasing, tracking, modifying, repairing, issuing, and maintaining over 2,500 Department firearms. It also creates, delivers, and supports firearms training throughout the Department.



# Office of Victim Services



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## About Victim Services:

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

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

Services provided to victims of crimes include:

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

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

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# Victim Services – Explanation of Services Provided

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## Victim Wraparound

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

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

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## Stakeholder Experience Coordinator

A new position within the office, the Stakeholder Experience Coordinator attends monthly stakeholder meetings and assists in addressing constituent concerns.

The Stakeholder Experience Coordinator will also be a liaison between staff member concerns and the Executive staff.

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## Peer Support

The 115 members of the UDC Peer Support Team provide assistance to UDC employees struggling with issues related to work, their personal life, or any other problems. The team is comprised of certified and civilian staff covering the entire state. The communication is confidential.

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## Prison Rape Elimination Act (PREA)

All reports of sexual assault and harassment from incarcerated individuals are responded to and investigated. The victim is provided the opportunity for ongoing support and mental health services. Criminal charges are filed in cases that meet the required elements.

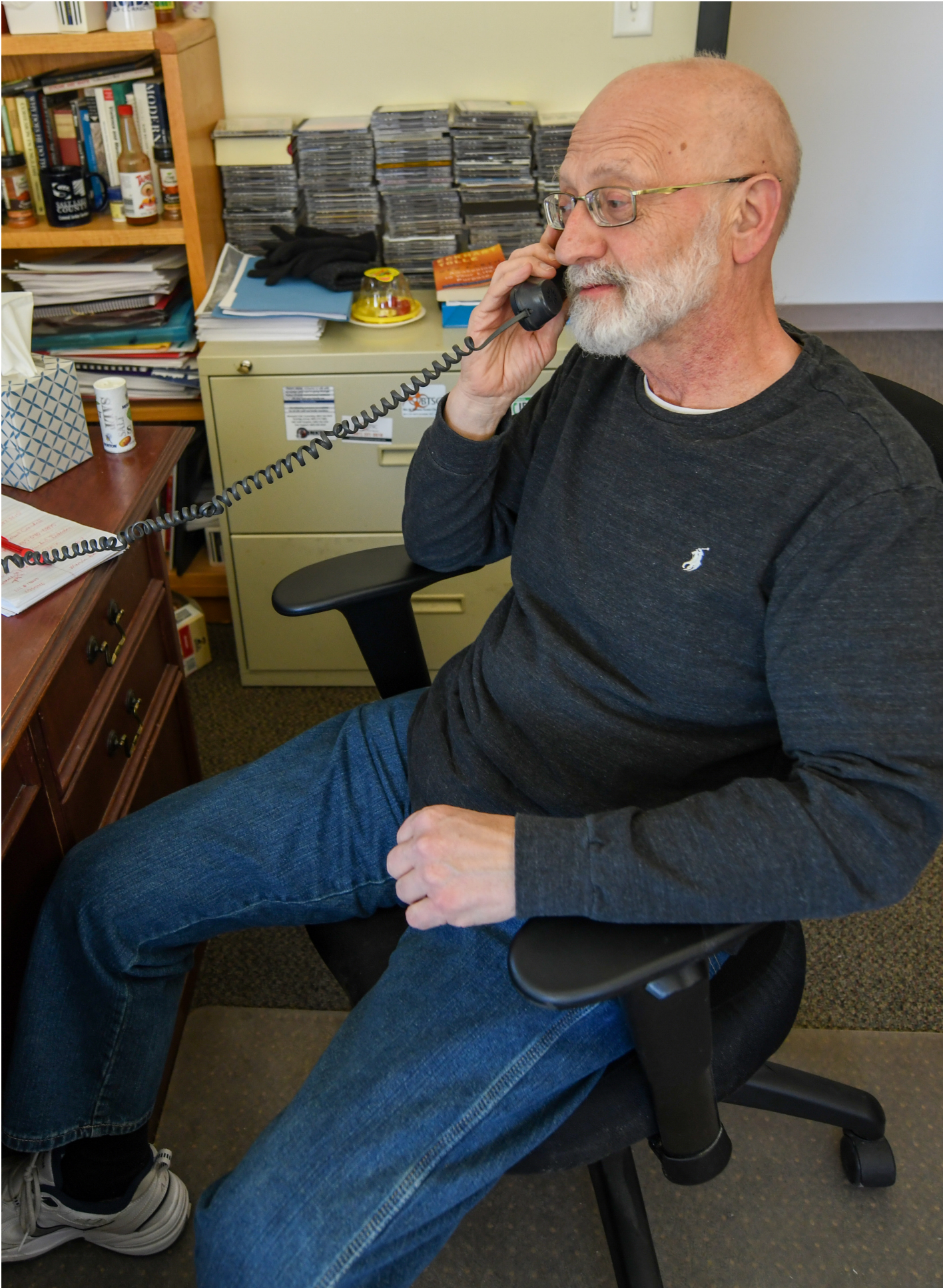
Outside advocacy from the Rape Recovery Center is provided for victims of sexual assault.

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## The Numbers

- Victim contacts by telephone or email (2023): 2,938
- Responses to reports of offender-on-offender sexual assaults: 54
- Offender death notifications and follow up for next-of-kin: 19
- Victim/Offender Dialogues completed: 7
- Prison Rape Elimination Act (PREA) training presented to certified staff: 10 three-hour sessions
- PREA training presented to civilian staff: 11
- Peer Support Training to certify new team members: 5 eight-hour sessions
- Peer Support contacts (from entire Peer Support Team): 792
- Training classes on "Staff Wellness" for UDC staff: 42 one-hour classes







# Communications Office



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## About The Communications Office:

The Utah Department of Corrections' Communications Office has morphed over the past 10 years from a single employee to a team of five full-time staff members.

The office's standard audiences include the following:

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

Communications staff members endeavor to be responsive in collaborating and corresponding with these identified audiences. Goals include:

- Maintaining a positive and transparent relationship with legislators, the Governor's Office, and media through responsiveness, and proactive messaging, and personal contact.
- Informing and engaging with audiences in order to address public safety concerns and garner support for rehabilitative initiatives.
- Informing and engaging with staff to highlight their accomplishments and build agency morale.

In accomplishing these goals, the office has utilized various methods of communication, including staff and legislative newsletters, the UDC's public website, the UDC's internal website, social media, livestreamed press conferences, town halls, videos, photos, podcasts, staff-generated written stories, and awards events.

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# Communications Office – FY2023-24 Updates

## Newsletters

The Communications Office issues a weekly staff newsletter, up from a monthly distribution in FY21-22. It has an open rate of more than 70 percent.

The office also began two new newsletters in FY23-24. A monthly legislative newsletter keeps legislators up to date on events and programs at the UDC. A policy newsletter is sent weekly to staff to clarify any policy changes made in the department, as well as reinforce the need for adherence.

## Social Media

The office is responsible for the Department's social media presence. Social media was emphasized in FY23-24, targeting multiple posts per week on various platforms, including Facebook, YouTube, and Instagram. Some of the agency's most viewed content in its history came during this period, including one posting with over 233,000 views.

## Websites

The communications team manages the internal and external UDC websites in an effort to keep staff and the public informed.

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

## Media Inquiries

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

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

## Events

Events orchestrated by the communications team included the UDC's Awards Ceremony (below) and Corrections Day on the Hill. The Awards Ceremony celebrates hundreds of UDC employees for their actions above and beyond the call of duty.

The Day On The Hill event takes place at the Utah State Capitol, giving legislators insight into the operations of the Department and its many divisions.

## Constituent Services

The team's information specialist responded to 2,286 original inquiries in calendar year 2023, including more than 400 by phone. This does not include substantial follow-up communications.

Numbers are tracking even higher for the start of calendar year 2024, with nearly 700 original inquiries in the first three months.







## Content Generation

Dozens of staff-created videos were posted to the Department's websites and YouTube page, highlighting everything from educational events to staff honors. Staff-written stories populated the websites and newsletters. Hundreds of photos were featured in postings.

The office also created "one-pagers," short informational pamphlets concerning UDC programs and needs to share with the public and key decision-makers. They use text, visuals, and design elements to convey key concepts and messages.

In FY 23-24, the Communications office created a podcast series, *Conversations With Corrections*. It also conducted a number of broadcast-level, multicamera livestreams for the Mission, Vision and Values Tour and the People Development Team's Speaker Series.



# Allied Agencies



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## **Division of Human Resource Management**

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

## **Department of Technology Services**

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

## **Department of Health And Human Services**

The Utah Department of Health and Human Services' Division of Correctional Health Services assumed supervision of medical operations for the Utah Department of Corrections in 2023. CHS delivers whole-person, data-driven care to improve the health and safety outcomes of individuals while incarcerated and as they transition to their communities. Working with UDC security staff and administrators, CHS provides effective integrated health care that emphasizes patient needs without compromising the facility safety or operations.

## **Utah Attorney General's Office**

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

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