

# SUCCESS Behind Bars: Thinking Outside the Box

Utah OPS: Building on SUCCESS

## A Case Study in a Social Service Environment

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Division of Institutional Operations

Utah Department of Corrections

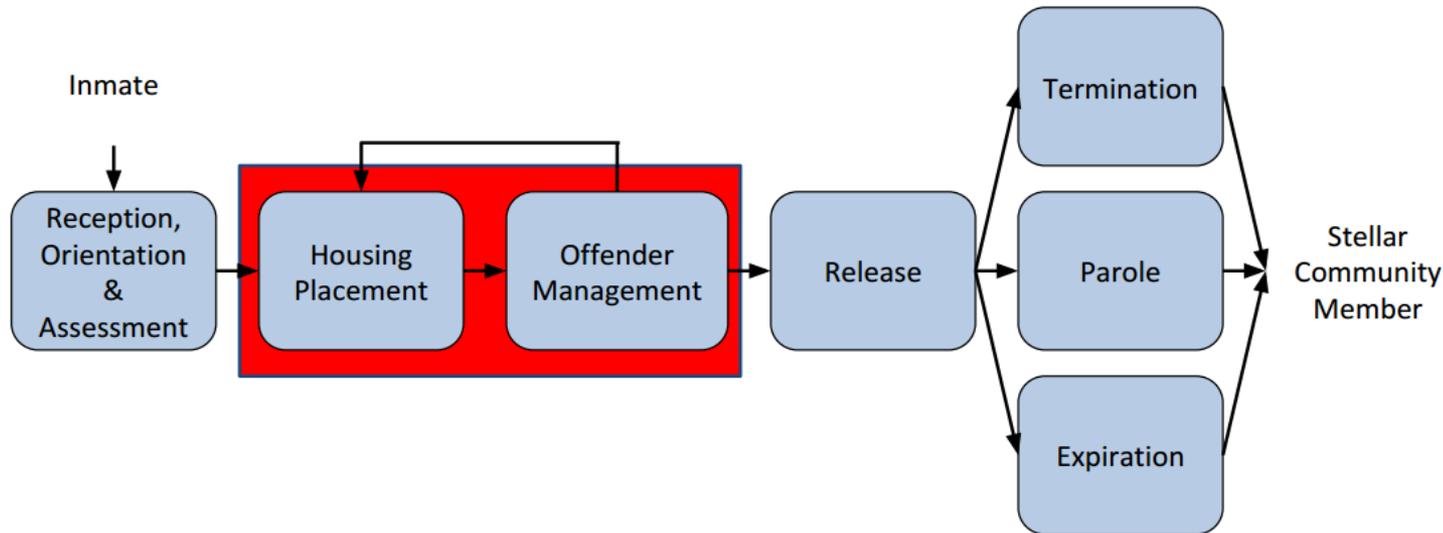


# SUCCESS Behind Bars: Thinking Outside the Box

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Utah Department of Corrections  
DIO System  
Throughput Operating Strategy  
As of 7/3/2014

Goal: Reduce recidivism  
Q1: % of offenders with no negative events  
Q2: % of offenders that are CAP-compliant  
T: # of offenders housed by DIO  
OE: TBD  
Baseline Period: SFY 2014



### WGLL: Feeding the Control Point

- Evidence-based CAP for each offender that they understand and own
- Proper assessments done in a timely manner
- Offenders sent to proper housing

### WGLL : Control Point

- Safe & secure environment
- Security levels reduced
- Offenders complete CAP
- Adequate programming exists at all security levels
- CAPs used to benefit offenders through positive rewards

### WGLL: Following the Control Point

- Institution CAP transitions effectively to AP&P
- Board of Pardons and Parole makes progress based releases taking CAP completion/ non-completion into account

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## ***Our Mission***

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

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

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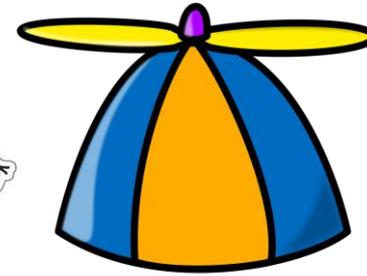
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## Public Safety

- Enforcing Orders of the Courts and Board of Pardons and Parole

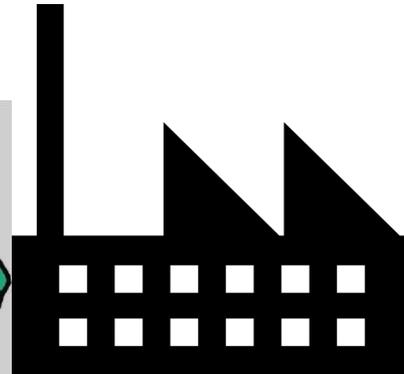


- Ensure a safe environment for those in our custody.



## Providing opportunities

- Building a better neighbor



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## Therapy & Life Skills

- Help deal with addictions

- Recognize pitfalls
- Cycles of abuse



- Improve cognitive thought processes

- Personal Skills

- Stress management
- Anger Management



## Education & Employment

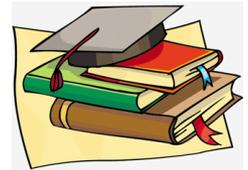
- Foundational education

- High school diploma



- Continuing education

- College



- Trade school



- Employment opportunities



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## Oquirrh 3 & 4

- Test Facility for UDC-DIO Throughput Operating Strategy
  - 288 bed medium security facility
  - Prison melting pot
  - Balancing opportunity & safety
  - Programming & work opportunities
  - A violent place
  - The team
    - Facility managers
    - Sergeant
    - Case Manager
    - Therapist
    - **THE OFFICER**

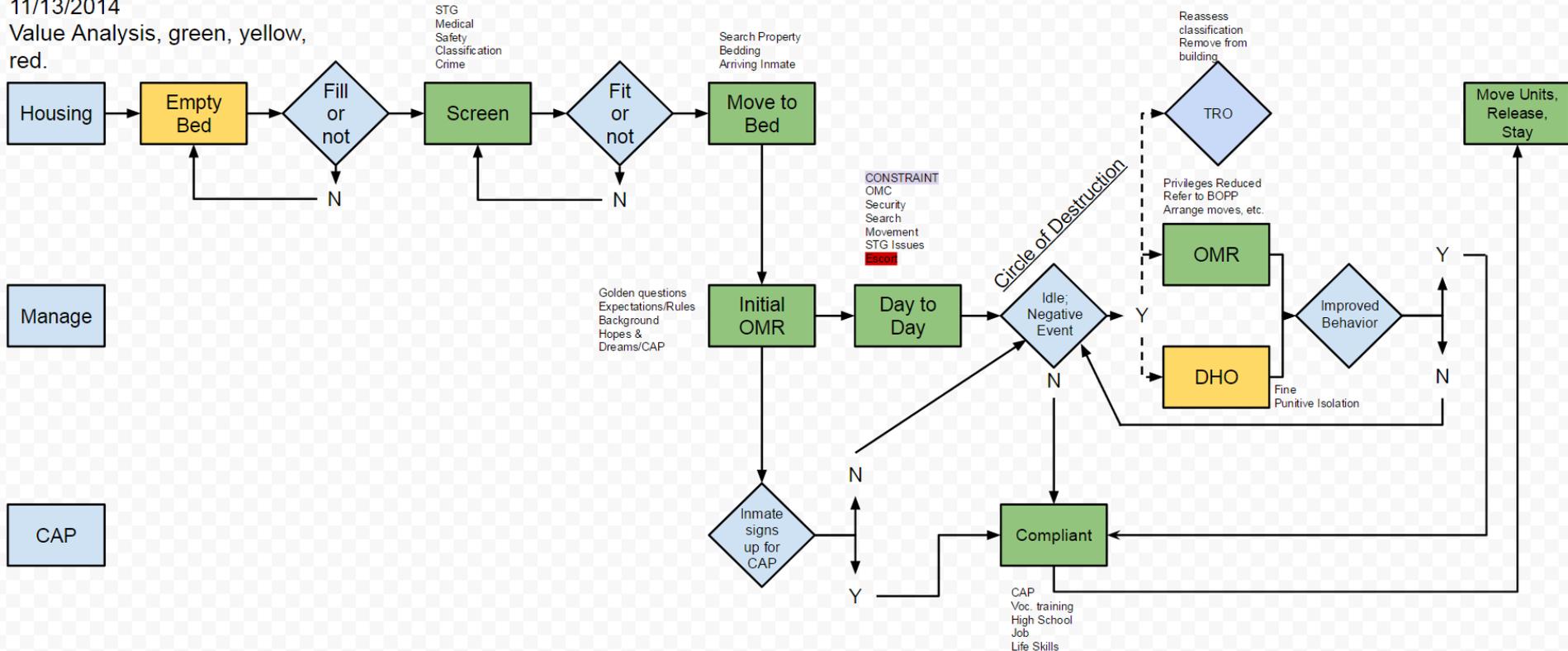


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### Oquirrh 3 & 4 Value Stream Analysis

Oquirrh 3/4 Current State -  
11/13/2014  
Value Analysis, green, yellow,  
red.

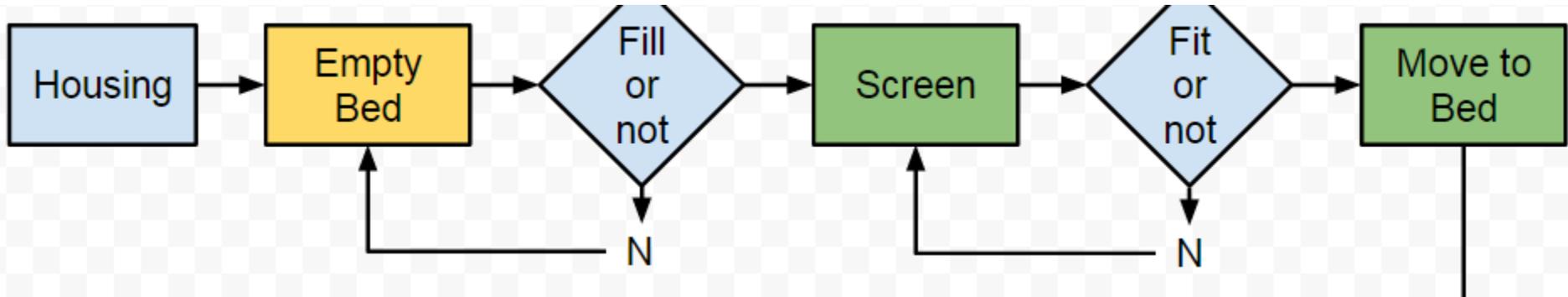


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## Oquirrh 3 & 4 Value Stream Analysis

**INMATE'S PROGRESSION IN OQ 3 & 4 STARTS WITH AND EMPTY BED**

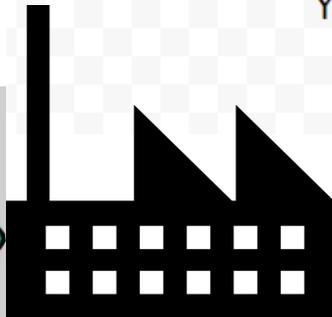
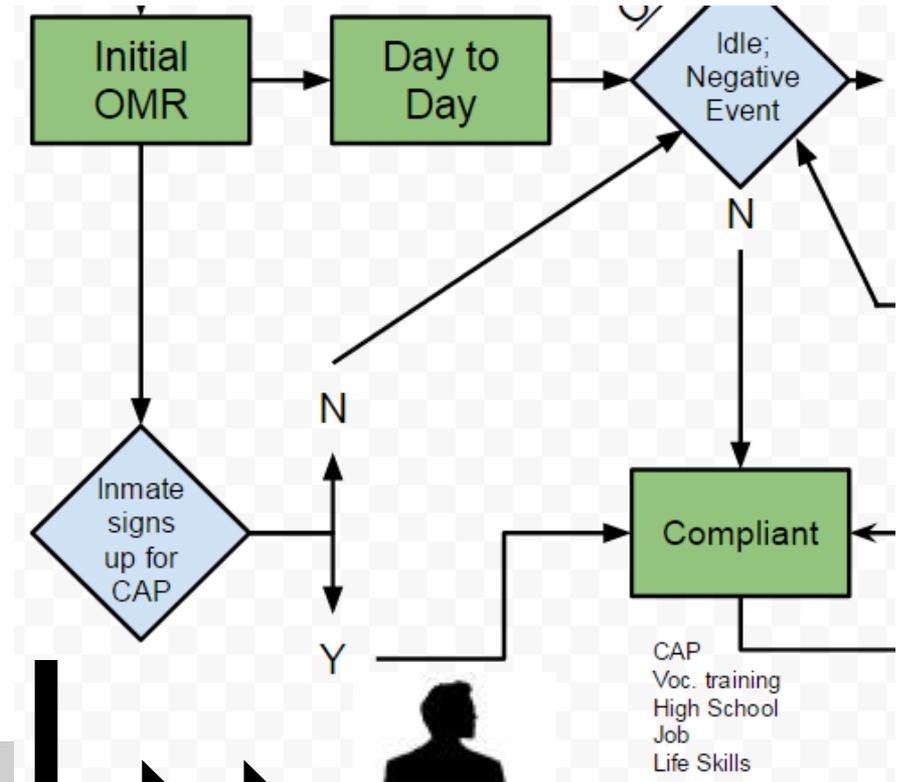


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## Oquirrh 3 & 4 Value Stream Analysis

- Initial review meeting with facility management team (OMR)
  - Inmate enrolls in programs & becomes employed
- THE DAY to DAY
  - Acceptable behaviors
  - Unacceptable behaviors
- Compliance



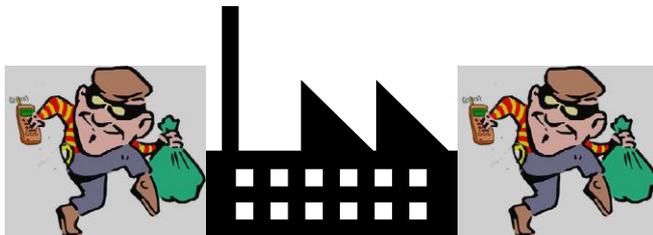
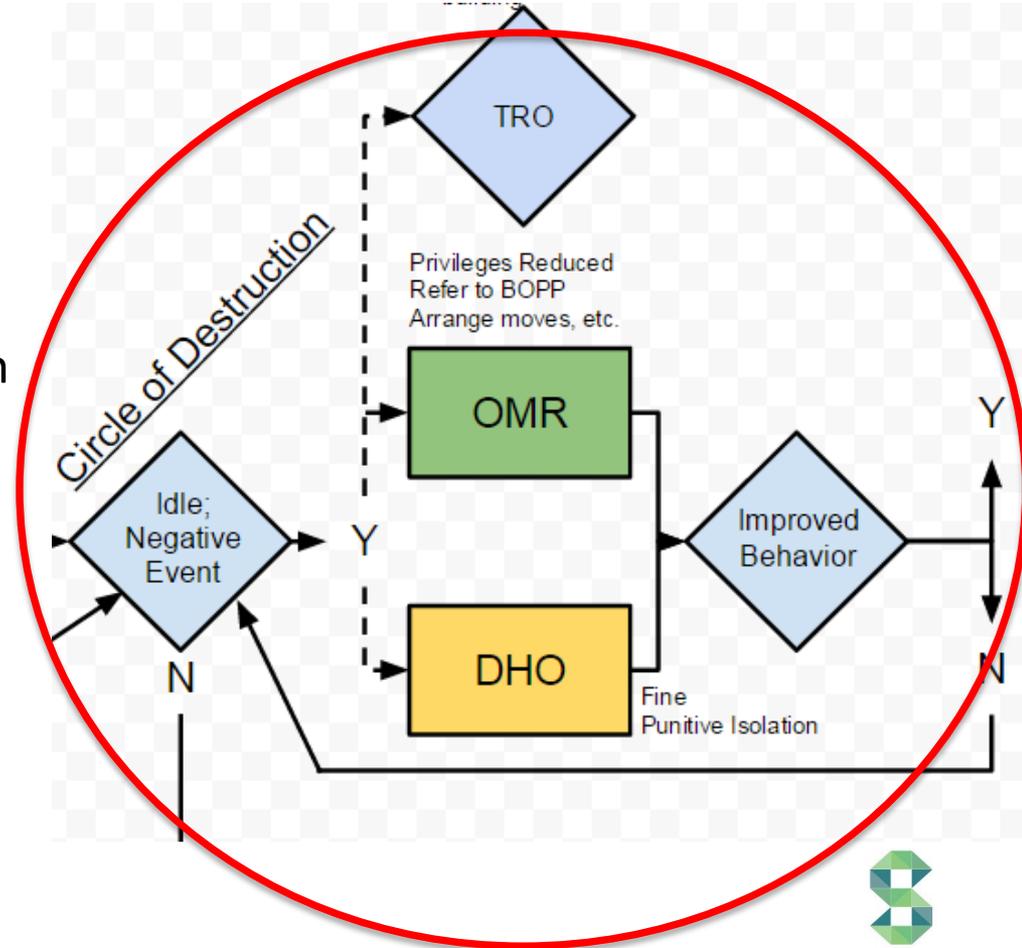
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## Oquirrh 3 & 4 Value Stream Analysis

### THE CIRCLE of DESTRUCTION

- The 10%
  - 10% regress into negative behaviors
  - Can't program if locked down
  - Bad Neighbor
- 10% Impede the 90%
  - Cause closure of program areas
  - Facility lock downs

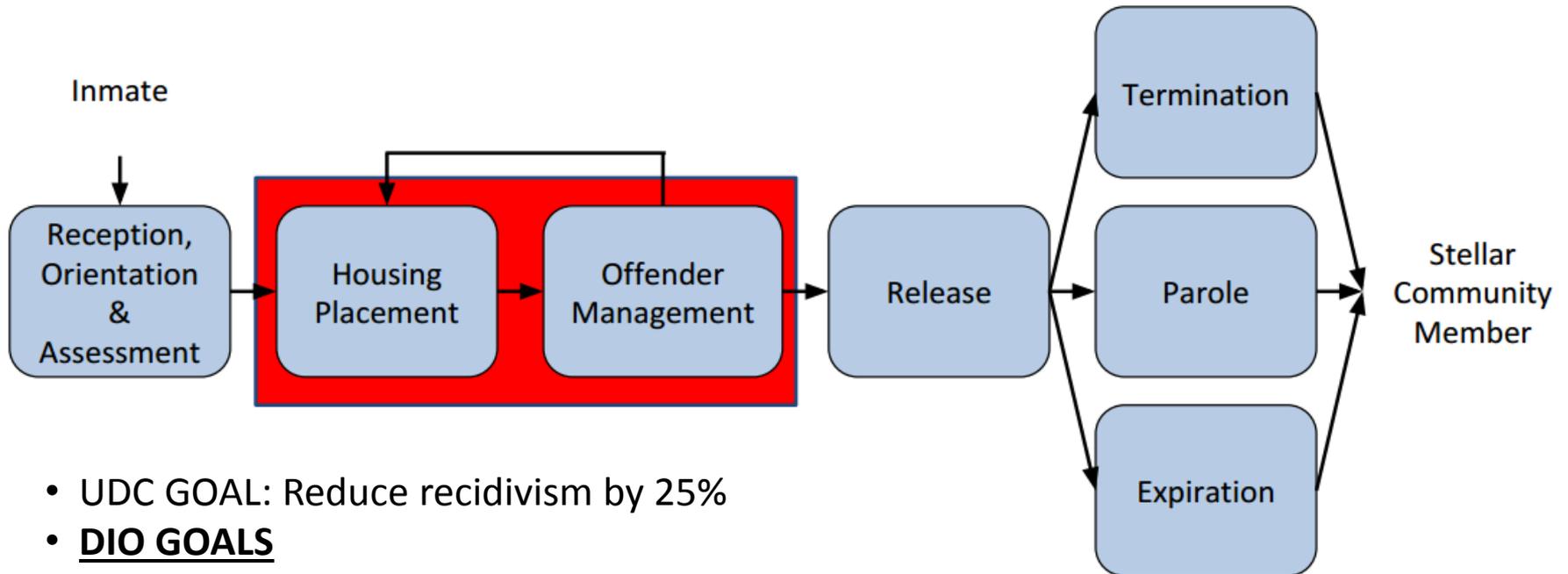


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## THE GOAL

### Division of Institutional Operations (DIO)



- UDC GOAL: Reduce recidivism by 25%
- **DIO GOALS**
  - Increase offenders production by 25%
  - Reduce negative behavior by 25%

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## Increase production by 25%

- Increase enrollment in therapy programs
- Increase enrollment in education
- Increase employment

## Reduce negative events by 25%

- Increase officer presence
- Improve substance abuse testing
- Improve searches of offender's property and housing area



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## Constraints Limiting the Goal

### The Bottleneck: The Officer's Time

Time + Quality Interaction < Demand

- Too much time spent on low value but essential tasks
- Too busy to positively impact inmate behaviors
- Value stream analysis identified the officer is overwhelmed







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## Other Constraints Limiting the Goal

- Ineffective process for programming enrollment
  - Lack of accountability
  - Lack of consistent definitions
  - Programs not always meeting inmate needs
- The 10% limiting the 90%
  - **CIRCLE of DESTRUCTION** inmates take 90% of our resources/time & limit opportunities
- Limited cooperation between divisions
  - Divisions with competing interests



S U C C E S S  
— FRAMEWORK —

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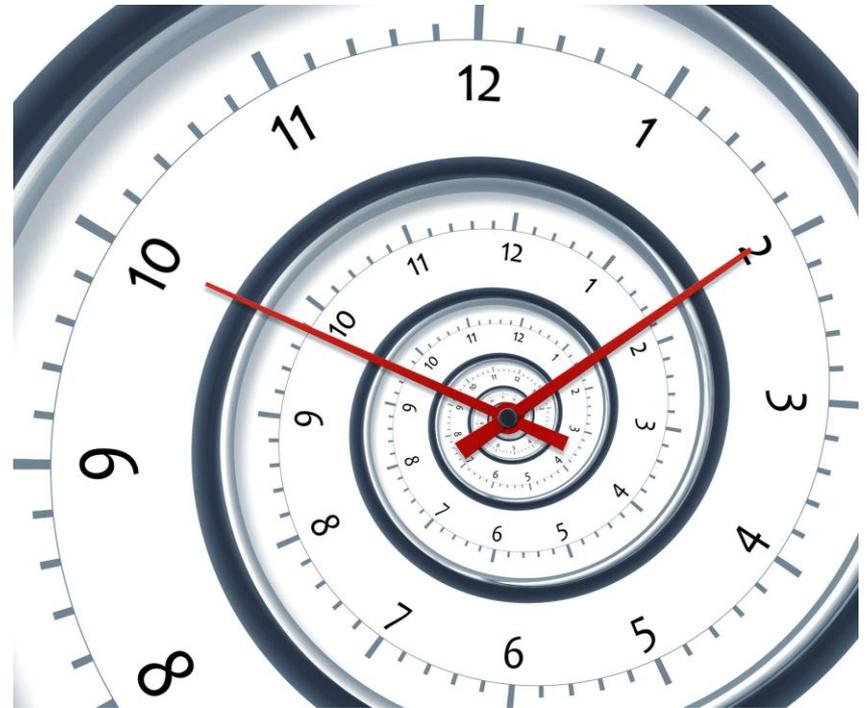
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## Strategies to Overcome Constraints

### Find Hidden Capacity

(More Time for the Officer)

- Organize & reassign tasks
- Build a facility schedule
  - Reorganize Movements
  - Modify Operations
  - Collaborate with support entities
- Escort officer for support entities.



SUCCESS  
— FRAMEWORK —

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## Strategies to Overcome Constraints

Improve Quality of Corrections Officer functions

- Improve inmate accountability interviews
  - Officers interview inmates weekly
  - Interviews effectively documented
  - Inmates referred to managers
- Improve security processes
  - Officer presence
  - Better drug testing
  - Better searches



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## Strategies to Overcome Constraints

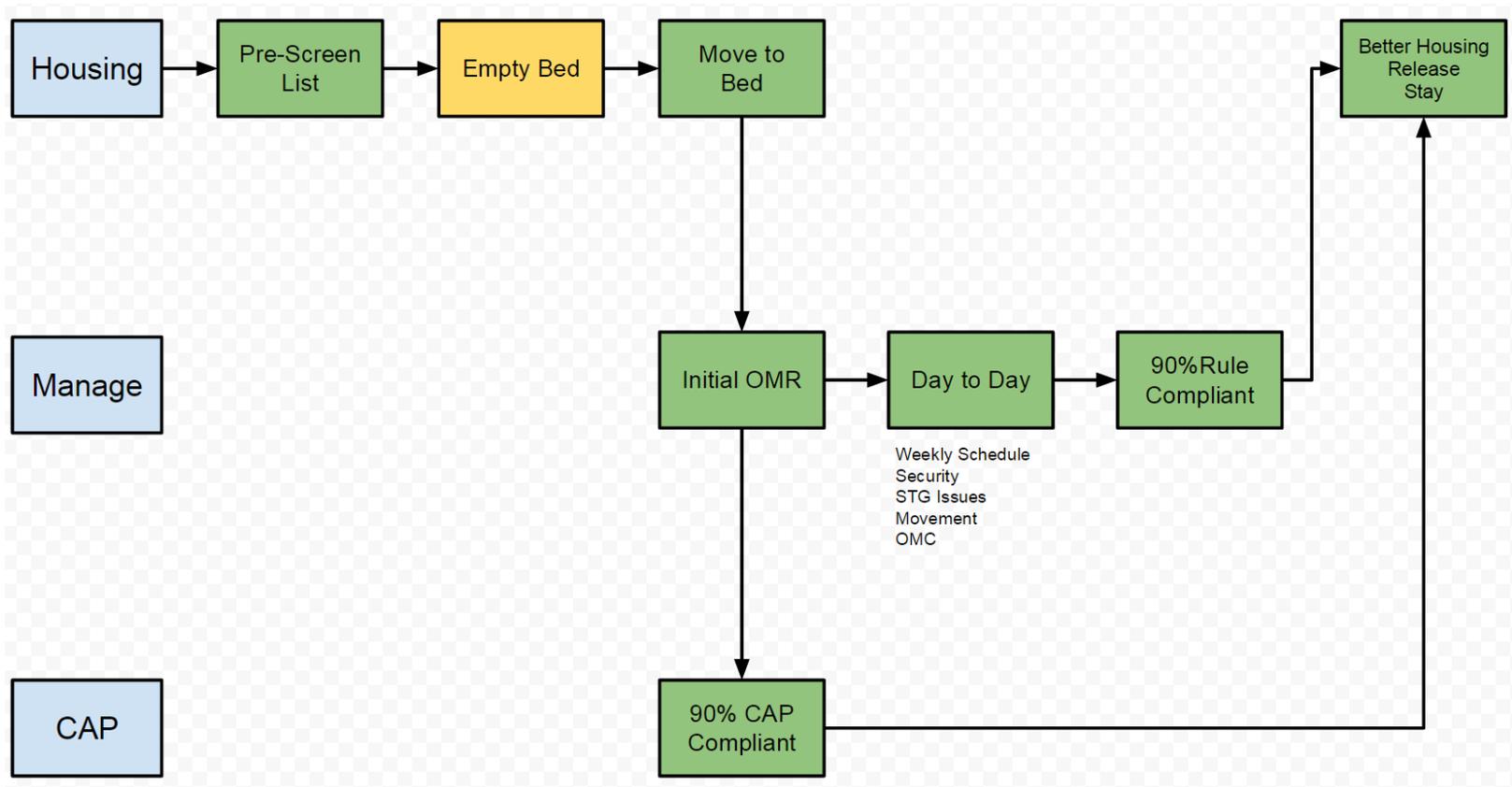
- Behavioral Intervention Therapy Group
- Improve program enrollment & accountability
  - Collaboration
  - Communication
- Define program compliance



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## The Ideal State: Oquirrh 3 & 4



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## SUCCESS: The New Current State

### Facility schedule

OQ 3/4 Dayshift Schedule					
Time	Mon, Tue, Wed, Thu, & Fri	Weekend	Time	Mon, Tue, Wed, Thu, & Fri	Weekend
600	Passdown	Passdown	1200	Start Restricted Recreation	Start Restricted Recreation
5			5		
10	Walkthrough/cuffports	Walkthrough/cuffports	10		
15			15		
20	Chow carts in from dock	Chow carts in from dock	20	OMC & Security Duties	
25	Chow served/Clean staff areas	Chow served/Clean staff areas	25		OMC & Security Duties
30			30		
35			35		
40	UCI & Maint movement		40		
45	NG & Med movement	OMC & Security Duties	45	NG & Med movement	
50			50		
55			55	End Restricted Recreation	End Restricted Recreation
700			1300	Movement	Movement
5	Pill Line	Pill Line	5	Mini-yard movement	Mini-yard movement
10			10		
15			15		
20			20	OMC/Security Duties & Building Operations	
25	OMC & Security Duties		25		OMC/Security Duties & Building Operations
30		OMC & Security Duties	30		
35			35		
40			40		
45			45	Close Mini-yard / NG & Med	



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## SUCCESS: The New Current State

Weekly accountability interviews



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## SUCCESS: The New Current State

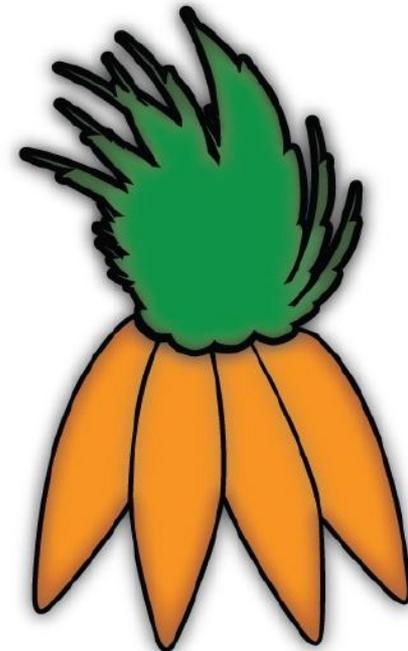
Improved Security Processes



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## SUCCESS: The New Current State Behavioral Intervention Therapy



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## SUCCESS: The New Current State

Facility management enrolls inmates into programs



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## SUCCESS: The New Current State

### Redistributed Specialty Assignments

<b>Oquirrh 3/4 Staff Assignments</b>		
<b>Assignment</b>	<b>Primary</b>	<b>Back-up</b>
<b>Weekly Bullet Report/Stats</b>	Tuesday Dayshift Sergeant	Everett/Olin/Lt
<b>Monthly Activity Report</b>	Tuesday Dayshift Sergeant	Everett/Olin/Lt
<b>Inmate Reference Library</b>	Demkov	Jackson (Night Shift Staff)
<b>Daily Control Log Review</b>	All Sergeants & LT review every log (Including days off)	
<b>Weekly Vulnerability Test</b>	All Sergeants test their shift & email form to all staff	
<b>PI Notification</b>	OQ 3 Valdez & OQ 4 Packer	Packer/Valdez (Swing Shift)
<b>Mail Sorted &amp; Delivered</b>	Night Shift Staff	Night Shift Staff
<b>Serving of All Diciplenaries</b>	OQ 3 Valdez & OQ 4 Packer	Packer/Valdez (Swing Shift)
<b>Supply Orders</b>	Ehlers	Wardle
<b>Inmate Jobs &amp; Payroll</b>	OQ 3 West & OQ 4 Winterton	Ehlers/Wardle
<b>Quarterly Fire Drills</b>	All Sergeants complete a drill & email form to Safety staff	
<b>Indigent Supplies</b>	Weekend Nightshift staff	
<b>Property Releases</b>	Monday (Only) Night Shift Staff	



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## SUCCESS: The New Current State



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## SUCCESS: The New Current State

1+ Hour of daily capacity

Better place to work



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## Future Implementation & Challenges

- Staff turnover
- Improved inmate movements
- Improved collaboration with other divisions
- Escort officer for other divisions still needed
- Expanding to other facilities



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## Conclusion

### Oquirrh 3 & 4 Throughput Operating Strategy Results

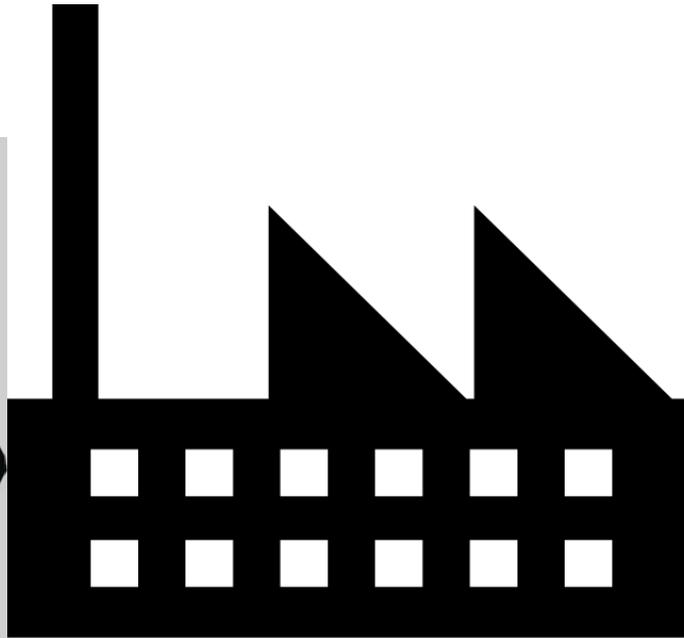
- Negative Events: 15%
- Program Compliance



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## Conclusion



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# Questions?

