

State of Utah Prison Relocation Commission



April 2015



# Utah State Prison Siting Program - Operational Program

Relocation of Utah State Prison, Draper

# TABLE OF CONTENTS

---

<b>Operational Program Overview</b> .....	<b>1</b>
<b>Public and Staff</b> .....	<b>11</b>
Component 1.0 – Administration – Complex .....	11
Component 2.0 – Administration – Facilities .....	19
Component 3.0 – Visitation .....	21
Component 4.0 – Staff Training – In-service, Computer-Based .....	24
Component 5.0 – Security Administration – Operations .....	25
Component 6.0 – Board of Pardons.....	29
<b>Processing</b> .....	<b>33</b>
Component 7.0 – Reception, Transfers, and Releases .....	33
<b>Housing</b> .....	<b>40</b>
Component 8.0 – Male Housing .....	40
Component 9.0 – Female Housing .....	43
<b>Programs</b> .....	<b>46</b>
Component 10.0 – Programs.....	46
Component 11.0 – Recreation.....	72
Component 12.0 – Utah Correctional Industries (UCI).....	75
Component 13.0 – Kitchen .....	79
Component 14.0 – Laundry .....	82
Component 15.0 – Warehouse .....	84
Component 16.0 – Mail Room.....	86
Component 17.0 – Plant Maintenance.....	88
Component 18.0 – Medical.....	91
<b>Utilities</b> .....	<b>118</b>
Component 19.0 – Central Utility Plant .....	118
<b>Execution</b> .....	<b>119</b>
Component 20.0 – Executions .....	119
<b>Kennel</b> .....	<b>120</b>
Component 21.0 – Kennels.....	120
<b>APPENDIX</b> .....	<b>121</b>

# OPERATIONAL PROGRAM OVERVIEW

---

## INTRODUCTION

Central to the selection of a prison site as well as the design and operation of a new correctional facility, is the development of an Operational Program. An operational program document serves as a blueprint for a design architect. It specifies and describes how the prison will be operated in each of its major components, and ensures the designer will include the proper amount of space for each of those functions and arranges/clusters them to maximize operational efficiencies and minimize construction and operational costs. Just as importantly, the operational program helps make certain the prison site can be properly specified to meet the needs and requirements of the prison.

In this operational program for a new prison to replace the Utah State Prison in Draper, we will describe the activities that will occur within each functional component. Additionally, the number of inmates and staff engaged in the function/activity, the hours and days the function will be operating, the furnishing/equipment required, and the relationship of the function to other functions will be specified.

Based on this information, the amount and type of space required for each function can be estimated, as is done in the complementary architectural program. From those space estimations, the required size of the prison site can be determined.

## PROCESS

In order to ensure the site for constructing the new Complex can adequately meet the requirements of the prisons to be situated on them, a sufficient amount of information needs to be made available to decision-makers. The following five major tasks were completed in order to provide that information. They were to:

1. Estimate future custody level distributions of both the male and female inmate populations.
2. Work with the Department of Corrections to develop mission statements for the new prison(s).
3. Conduct small group meetings with Department staff to specify program goals, objectives, and desired outcomes for each major component of contemplated new prisons.<sup>1</sup>
4. Work with the Department of Corrections and other state agencies to identify number and type of inmates to be housed at each facility, amount of programming desired, and other desired operational practices.
5. From the data collected, work with the Department to determine the optimum size and desired configuration for the new Complex.

## DESIRED OUTCOME

Not only will the information collected from these five tasks help to ensure the eventually selected site will work, but it also can be used to convey to the public the rationale for selecting the site for the new Complex. More specifically, this information will provide the State with valuable information it can use to convey how the Department will meet its obligations to protect the public while offenders are incarcerated, and at the same time how the site(s) will provide the Department with the tools and resources to return offenders to the community so they are less likely to recidivate.

---

<sup>1</sup> See Appendix for list of focus group meetings and UDC participants.

## FOUNDATION

The operational program for the Complex that will replace the Draper Complex is based on Utah Department of Corrections' (UDC) mission, vision, and values. From that core, a set of guiding principles framed the development of the program and established how the new Complex would operate. These principles are the product of UDC management and staff and serve to guide the design, construction, and eventual operation of the new Complex.

The Mission of the new Complex will be the Mission of the Utah Department of Corrections; it is:

*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.*

That Mission is based on the Department's Vision, which is:

*We envision a culture where honor, accountability, and integrity are reflected in our conduct. In so doing, we foster an environment rich in professionalism, compassion, collaboration, and dedication. Together, we are a fair, focused, innovative, and energized team.*

Further, the operational program's foundation is further strengthened by the very high value the Department places not just on preparing offenders for release, but preparing them for successful release. In the Department's words:

*The Department of Corrections begins preparing the incarcerated population for their release from the day they enter the prison system. Through assessments and plans entailing education, treatment, and life skills, Corrections helps offenders set goals for their own recovery, rehabilitation, and learning to give them the tools they will need to return to a successful, crime-free life when they return to the community – as 95% of the population will do.*

## PRINCIPLES GUIDING THE OPERATION OF THE NEW COMPLEX

From that firm foundation, a set of Guiding Principles were developed and finalized by UDC administrators. Their role was to help guide the way in which each operational element and component of the new Complex was developed so as to ensure consistency of purpose. Those twelve guiding principles are:

1. **Importance of People – Staff, Offenders, Visitors, Volunteers, Public:** “People are a Priority.” The new Complex will provide opportunities for both staff and offenders, and in so doing, prepare offenders for successful release and transition back into the community.
2. **The Use of the Direct Supervision Model of Offender Management:** Direct Supervision of offenders is more than just a housing unit design concept and will be a major management tool throughout the Complex. It represents a way of communicating with and managing offenders in all areas and operations. The objective is to maximize constructive staff-offender contact and communications.
3. **Minimize Offender Movement:** Bring services to offenders and provide appropriate staff with space to deliver those services and to minimize offender movement while at the same time centralizing shared/common services.

4. **Separation of Offender Groups:** Specify the nature and extent of any desired separations of offender groups.
5. **Enhance Staff and Offender Goals:** The new Complex should enhance rather than be a barrier to staff and offender goals. To the extent possible, a normalized environment should be created with enhanced line-of-sight visibility.
6. **Limit Duplication of Functions:** The new Complex should incorporate complimentary rather than duplicate functions, programs, services being provided at Gunnison and in County Jails.
7. **Maximize Technology Usage:** The use of current and future technology applications should be maximized in all areas and functions and incorporate leading/best correctional practice being applied by other correctional agencies.
8. **Allow for Potential Contracting:** The new facility should allow for the potential to contract for the delivery of some services.
9. **Allow for Shared Use of Space:** Wherever possible the Complex should permit multiple/shared use of the same program areas at different times by different programs, and provide flexible space that could be used in the future for other program opportunities.
10. **Minimize Access Points to Facility:** The new facility should provide a single access point for service and transport vehicles, and separate staff and public entry paths.
11. **Comply with Standards and Best Practices:** The new Complex should incorporate Operational and Design Standards including American Correctional Association (ACA), National Commission on Correctional Health Care (NCCHC), and UDC Secure Facilities Standards, and ADA compliance. Create a Complex as energy efficient as possible that meets baseline LEED standards, including ASHA. The entire Complex will be both smoke free and tobacco free.
12. **Ensure Each Component Prison is of a Manageable Size:** The desired maximum capacity of a single facility within the Complex is 1,500, but could be as large as 2,000, or could be as small as 300; and consider providing space for partner agencies to provide services at the Complex.

## UNIQUE CORRECTIONAL ASPECTS OF THE NEW PRISON COMPLEX

The proposed prison Complex will replace the nearly 4,000 prison beds that will no longer be available to the UDC at the existing Draper site. While the total number of beds at the new Complex will be the same as at the Draper site, the way in which they are configured and operate will not be. The first facility on the Draper site was designed more than sixty years ago. Much has changed since then with regard to the practice of corrections, and the lessons learned since that time will be incorporated into the new Complex.

Further, the Draper Complex has grown over the years, but not always with a comprehensive view of how best to configure and operate the entire site. Additional prisons were added to the site to meet immediate needs as the offender population grew in number over the years. Therefore, while the same in number, and with similar obligations, the new Complex requires a design that reflects current and future operational practices consistent with UDC's mission, values, and objectives.

Not only will the new Complex reflect these best practices, it will do so in keeping with its multiple missions. The new Complex, like the prisons at the Draper site it will replace, is far more than just a 4,000 bed prison complex that one might find being operated by other state correctional systems. In

addition to being a complex that will confine general population offenders, it will serve other important correctional functions. Among those correctional aspects it will play a role in are:

- ▶ Reception and Diagnostic Center for the entire UDC.
- ▶ Department-wide Hub for Offender Movement.
- ▶ Central Healthcare Service Management for the UDC.
- ▶ Female Offender Housing and Programming.
- ▶ Release and Discharge Processing for UDC offenders.

As a result of addressing the multiple missions, the operational requirements and the space required to meet them are diverse and significantly greater than what would be expected in a general prison of the same bed capacity. Consequently, that additional space carries with it an increase in construction cost beyond what one would expect were the Complex not playing these other important correctional roles.

## **SECURITY REQUIREMENTS AND PROGRAM NEEDS OF THE OFFENDER POPULATION**

### *Current Custody and Security Levels of the UDC Offender Population*

The UDC inmate classification system includes four assessments. They are: (1) security, (2) custody, (3) behavioral, and (4) privilege. The same instruments and processes are utilized for male and female inmates, except the behavioral classification is not used for female inmates. In brief, the four assessments are:

- 1) **Security Level** – An assessment of the inmate’s criminal history identifies the place for confinement. The risk factors include: severity of current crime, expected length of incarceration, criminal violence history, escape history, [number of] prior institutional commitments, age, history of institutional adjustment, and substance abuse history. The categories include:
  - ◆ **A – Maximum Security.** Death Row, and with rare exception, offenders with extensive histories of violent behaviors.
  - ◆ **B – Maximum Security.** Inmates with histories of institutional violence, but who are less aggressive than type A inmates; inmates identified as “B” may be housed in “general population” within an A-type facility.
  - ◆ **C – Medium Security.** General population inmate whose least restrictive housing unit must be a C-type facility.
  - ◆ **D – Minimum/Community Security.** General population inmate whose least restrictive housing unit is a D-type facility (i.e., a community corrections center).

**Table 1: Security Distribution of UDC Inmates Population by Gender**

Security Level	Females		Males	
	Initial	Review	Initial	Review
	%	%	%	%
A	0.0%	0.4%	0.0%	0.2%
B	0.7%	0.7%	2.9%	5.6%
C	98.7%	98.5%	96.3%	93.7%
D	0.7%	0.4%	0.8%	0.5%

As shown in Table 1, the security designation for 98 percent of the UDC female inmates and approximately 95 percent of the male inmates is C – Medium Security. Table 1 also illustrates the inmate’s security designation is static; it does not change throughout the term of incarceration as it is based primarily on the inmate’s lifetime criminal history.

2) **Custody Level** – Assessment of the inmate’s institutional adjustment identifies the inmate’s management level, e.g., type of observation, movement, access to jobs and programs, visitation, and transport. The five categories include:

1. **Level 1:** Death Row.
2. **Level 2:** Maximum.
3. **Level 3:** Medium – Inside the compound (secure perimeter).
4. **Level 4:** Minimum – On property, but outside the secure perimeter.
5. **Level 5:** Community – Off property, beyond the secure perimeter.

Levels 3 – 5 are considered general population. Within a single housing unit, Levels 3 – 5 offenders may be housed together. The January 2014 custody distributions of UDC male and female inmates are provided in Table 2. These data indicate approximately 60 percent of the population is assessed as medium custody.

**Table 2: Custody Distribution of UDC Inmate Population by Gender**

Percent Distribution		
Custody Levels	Male	Female
Death Row (1)	0.2%	0.0%
Maximum (2)	13.3%	4.6%
Medium (3)	61.8%	59.7%
Minimum (4)	10.1%	16.4%
Community (5)	14.6%	19.3%
Totals	100%	100%

Table 3 illustrates the Draper and the Central Utah Correctional Facility at Gunnison (CUCF) facilities as well as the county jails that house Custody Level 2 – 5 male inmates. Thus, with the

exception of Level 1 (death row) inmates, the custody classifications do not impact their facility assignments.

**Table 3: Custody Level of UDC Male Inmates on 01-12-14**

Facilities	Death Row (1)	Max (2)	Medium (3)	Minimum (4)	Community (5)	Un-Classified	Total
Draper	9	575	1,852	319	406	121	3,282
CUCF	0	197	1,011	140	164	19	1,531
Jails	0	14	878	220	349	17	1,478
Totals	9	786	3,741	679	919	157	6,291
Percent	0.14%	12.5%	59.5%	10.8%	14.6%	2.5%	100%

3) **Behavioral Classification** – UDC relies on the AIMS (Adult Internal Management System) for its male inmate population.<sup>2</sup> AIMS includes an assessment to of the inmate’s criminal and observed institutional behaviors. AIMS identifies five categories of inmates; however, UDC utilizes just three categories. They are:

1. **Kappa:** Generally referred to as Group I and II, Kappa inmates are hostile, aggressive, and sometimes violent. They tend to receive a high number of institutional disciplinary reports for predatory behaviors.
2. **Omega:** Generally referred to as Group III, Omega inmates are neither aggressive nor vulnerable.
3. **Sigma:** Generally referred to as Groups IV and V, Sigma inmates are perceived as worriers, anxious, and vulnerable.

AIMS recommends Kappa and Sigma inmates should not be housed together, while an Omega inmate may be housed with either a Sigma or Kappa inmate. UDC policy for general population units restricts housing Kappa and Sigma in the same cell, but allows for placement of all three types within the same housing unit. Kappa, Omega, and Sigma inmates may be housed together in a program treatment unit, e.g., the sex offender or substance abuse treatment. Approximately 90 percent of the male inmates are assessed as Kappa. Staff expressed concerned that the current system over-classified the inmate’s aggressive potential and have submitted recommendations for revising the scoring criteria and cut points for the behavioral classifications. These recommendations are currently under-review by UDC Executive Staff.

4) **Privilege Level** – UDC employs a “behavioral modification” system for determining the inmates’ privileges related to: out of cell time, visitation, commissary, telephone, etc. The privilege system criteria and levels vary somewhat from unit to unit according to the gender and mission of the unit.

**SUMMARY:** The UDC inmate classification system is complex. It involves four separate assessments for each male and three assessments for each female inmate. Each of the classification

<sup>2</sup> Herbert Quay developed AIMS more than 30 years ago. Quay, H. 1984. Managing Adult Inmates: Classification for Housing and Program Assignments. College Park, MD: American Correctional Association.

designations is reviewed and recomputed throughout the inmate's incarceration. Yet, with the exception of the privilege level, the multiple designations are static. The criteria for most of the risk factors are based on the inmate's entire criminal or institutional history, thus the designations change very little during an inmate's term of incarceration. There appeared to be mechanisms for moving the inmate to a higher custody or security level, but little opportunity for the inmate to progress to a less restrictive custody or security level. The Behavior Classification does not change unless staff opts to review and override the scored designation.

Preliminary analyses of the statistical validity of the system suggested the system is not predictive of the inmate's institutional adjustment as measured by the prevalence or rate of disciplinary reports for predatory, disruptive, or overall number of infractions. On the other hand, the UDC classification process does not appear to include objective screening instruments for assessing the inmate's potential for institutional sexual predation and vulnerability. The Behavioral Classification process was not designed or validated to identify an inmate's potential for prison sexual aggression/vulnerability. Further, the AIMS process is not used for the women. However, with the exception of the Behavioral Classifications, UDC staff reported confidence in the classification system and indicated it served the Department well for identifying and managing risks posed by male and female inmates.

**RECOMMENDATIONS:** As the UDC classification system has not been updated or statistically validated in 20 plus years, the current UDC policy does not reflect its current practices, and preliminary statistical analyses suggested the system is not valid. Therefore, the UDC should undertake an initiative to revise and update its security and custody classification systems. In addition, the AIMS should be replaced with a gender-specific process for assessing the inmate's potential for institutional sexual and overall aggression and victimization. Further, the revised classification system should provide for systematic separation of inmates by security, custody as well as internal classification designations.

## OFFENDER PROGRAM NEEDS

The UDC employs an impressive, automated inmate case action planning process to assess and address the inmate's treatment needs. The Case Action Planning (CAP) process includes a review of the inmate's LSI-R™ assessment (Level of Service Inventory-Revised) and the pre-/post-sentence report as well as a face-to-face interview by the CAP writer. The CAP includes a treatment goal with specific action steps for each of the LSI-R™ need areas<sup>3</sup> identified as medium to very high level need for the inmate. The UDC has identified its priorities for treatment as substance abuse, education, and sex offender treatment. Thus, if the inmate has a medium to high need for residential substance abuse (SATP), sex offender (SOTP), and/or education services, these needs are listed as his/her top goals.

The UDC organizes its waiting list for participation in the 18-month residential substance abuse and sex offender treatment programs according to the inmate's anticipated release date. Inmates are prioritized for participation in the SOTP or SATP during the last two years of incarceration. (Sex offenders' substance abuse treatment needs are addressed as part of the sex offender treatment program.) During the period of incarceration prior to enrollment in a SATP or SOTP, the inmate's CAP focuses on his/her education, institutional job, and life skill classes to address his/her moderate to high needs associated with criminal

---

<sup>3</sup> The LSI-R™ assessment rates the offender's risks associated with criminal history, leisure/recreation, alcohol-drugs, companions, family/marital, financial, attitude, emotional, and/or accommodations. LSI-R™ does not assess sex offender treatment needs.

history, leisure/recreation, companions, family/marital, financial, attitude, emotional, and/or accommodations.

As shown in Table 4, nearly fifty percent (47.6%) of the male inmates and 82.7 percent of female inmates were recommended for participation in the SATP. Table 4 also indicates that approximately 25 percent of the male inmates were recommended for participation in the SOTP. SOTP was recommended for 3.7 percent of women.

**Table 4: UDC Inmate Substance Abuse and Sex Offender Treatment Needs by Gender**

Male Sex Offender Program Need				
Male Substance Abuse Program Need		Yes	No	Totals
	Yes	6.5%	41.1%	47.6%
	No	17.4%	35.0%	52.4%
	Totals	23.9%	76.1%	100.0%
Female Sex Offender Program Need				
Female Substance Abuse Program Need		Yes	No	Totals
	Yes	2.2%	80.6%	82.7%
	No	1.6%	15.7%	17.3%
	Totals	3.7%	96.3%	100.0%

UDC inmate education needs are provided in Table 5. These data suggest nearly 85 percent of the female inmates and about 70 percent of the male inmates have medium to very high education needs. These data suggest education and substance abuse programming, in particular the education services, should be made available in all facilities in which UDC inmates are housed.

**Table 5: UDC Inmate Education Needs by Gender**

LSI-R Education Level	Females	Males
Very Low	3.5%	12.0%
Low	12.0%	15.6%
Medium	32.4%	29.4%
High	38.9%	30.9%
Very High	13.3%	12.2%
Total	100.0%	100.0%

**SUMMARY:** The UDC employs an impressive, automated offender CAP process to assess and address the inmate’s treatment needs. The CAP progress is systematic and comprehensive, although there appears to be some disparity and subjectivity across the CAP writers as to the process for identifying treatment priorities and action steps. The system is very rich with respect to the offender’s criminal history, institutional behavior, treatment needs, and program participation data. The UDC has identified and communicated clearly its treatment priorities and has taken great strides to ensure that high-need inmates receive recommended programming.

**RECOMMENDATIONS:** UDC offender treatment data suggest education and substance abuse programming, in particular education services, should be made available in all facilities in which UDC offenders are housed in order to ensure all inmates have an opportunity to obtain a high school diploma while incarcerated. The Department also may want to explore development of options for substance treatment for the women that do not require nine months to complete in order to provide them with the opportunity for some substance abuse treatment programming.

**IMPORTANCE OF ADDRESSING OFFENDER PROGRAM NEEDS IN A TIMELY MANNER**

Both male and particularly female offenders spend relatively short periods of time in confinement. As a consequence, programs and services must be quickly delivered and efficiently provided if they are to be completed prior to the offender’s release to the community.

While many offenders are sentenced to long terms and remain in custody for many years, many others move rapidly through a period of incarceration. At admission, 51.9 percent of male offenders have an expected release date of 18 months or less, while for female offenders that percent is 70.5.

**Table 6: Expected Length of Stay at Admission**

Months	Males		Females	
	Number	Percent	Number	Percent
18 or less	739	51.9%	215	70.5%
19 – 36	410	28.8%	74	24.3%
37 – 84	210	14.7%	11	3.6%
85 – 119	29	2.0%	2	0.7%
120 or more	34	2.4%	3	1.0%
Totals	1,422	100%	305	100%

The actual time served for offenders released in 2013 reflects a similar pattern with 61.1 percent of male offenders and 84.8 percent of female offenders having served 18 months or less in confinement.

**Table 7: Time Served at Release from Confinement in 2013**

Months	Males		Females	
	Number	Percent	Number	Percent
18 or less	1,511	61.1%	440	84.8%
19 – 36	522	21.1%	65	12.5%
37 – 84	343	13.9%	11	2.1%
85 – 119	54	2.2%	3	0.6%
120 or more	43	1.7%	0	0.0%
Totals	2,473	100%	519	100%

In order to meet the Department's objective of preparing offenders for successful release to the community for not only the offender's benefit but also for the public's, the new prison Complex must be able to deliver programs in a timely and effective manner. All of this means that sufficient program space and staff must be incorporated into the design and operation of the new Complex.

## **PUBLIC AND STAFF**

---

### **COMPONENT 1.0 – ADMINISTRATION – COMPLEX**

#### **COMPONENT 1.0 – ADMINISTRATION COMPLEX – CLASSIFICATION**

##### **POLICY REQUIREMENTS**

The following ACA standards related to the Department’s classification system:

- 4-4295 Written policy, procedures, and practice provide for a written inmate classification plan. The plan specifies the objectives of the classification system and methods for achieving them, and it provides a monitoring and evaluation mechanism to determine whether the objectives are being met. The plan is reviewed at least annually and updated as needed.
- 4-4296 The classification system specifies the level of custody required and provides for a regular review of each classification.
- 4-4297 The classification plan provides for maximum involvement of representatives of relevant institutional programs and the inmate concerns in classification reviews.
- 4-4298 The institution or parent agency solicits and uses pre-institutional assessment information regarding the inmate’s progress and adjustment.
- 4-4299 At initial classification, each inmate is assigned to a staff member to ensure supervision and personal contact; a unit management team may perform this function.
- 4-4300 The written plan for inmate classification specifies that each inmate’s classification status be reviewed at least every 12 months.
- 4-4301 The classification plan specifies criteria and procedures for determining and changing an inmate’s program status; the plan includes at least one level of appeal.
- 4-4302 Written policy, procedures, and practice specify the conditions under which an inmate can initiate a review of progress and program status.

The UDC classification system is currently under review and may be adjusted in the next six months.

Women’s Reception and Orientation (R&O) unit will be located in a separate area adjacent to the male R&O unit.

##### **ACTIVITIES AND OPERATIONS**

###### ***Description***

Initial classification will take place in the R&O Unit. Initial classification includes mental and medical and dental evaluations, pre-sentence investigation, and Adult Internal Management System (AIMS) evaluation. The orientation and classification process itself should take no more than 30 days to complete, but offenders may have to remain longer in the R&O housing unit if beds outside of R&O are not available for use.

During the classification process the case management team develops a CAP that identifies programs, work, and other priorities for the offender during his/her incarceration.

The unit case management team reviews the offender classification on a regular, scheduled basis or at the offender's request.

### ***Sequence***

New offenders are housed in the Reception and Orientation for 30 – 90 days following intake so that staff can complete the classification process and assign offenders to the appropriate and available housing units, programs and work.

### ***Schedule***

While the initial classification process will mainly operate Monday through Friday, the R&O housing unit is in operation seven days a week.

### ***Users***

#### **Offenders**

New admissions as well as probationers and parolees received for violations are classified while housed in the R&O unit. New admissions are housed separately from probation and parole violators in either single-person cells or two-person cells.

#### **Staff**

- ▶ Three caseworkers are required to complete the classification process for the anticipated number of new admissions and probation/parole violators being received.
- ▶ Security staff required to operate and supervise activities within the R&O unit include Correctional Officers, a Lieutenant, and a Captain.

### ***Planning Considerations and Requirements***

- ▶ The R&O unit will be in close proximity to the central health services area to facilitate assessment of medical, mental health, and dental needs and requirements.
- ▶ Both male and female initial classifications will be accomplished in this same area, but sight and sound separations will be maintained throughout the intake, classification, and housing processes.
- ▶ Classification staff will require individual offices and separate interview rooms within the R&O unit in order to facilitate the classification process and to have direct and immediate contact with offenders housed in the R&O unit.

### ***Design and Equipment Needs***

- ▶ Four case manager offices.
- ▶ Four interview rooms.
- ▶ A classroom for up to 30 offenders.
- ▶ Medical exam room.
- ▶ Conference room – 8 to 10.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

The R&O unit should be adjacent to the medical and mental health unit.

## COMPONENT 1.0 – ADMINISTRATION COMPLEX – OFFENDER RECORDS

### POLICY REQUIREMENTS

ACA standards that relate to the management of Case Records include:

- 4-4095 Written policy and procedures govern case record management, including, at a minimum, the following area: The establishment, use, and content of inmate records; the right to privacy; secure placement, and preservation of records; and schedule for retirement or destruction of inactive records. The policies and procedures are reviewed annually.
- 4-4096 Written policy, procedures, and practice provide that an updated case file for any inmate transferred from one institution to another is transferred simultaneously or, at the latest, within 72 hours.

### ACTIVITIES AND OPERATIONS

#### *Description*

Offender records are created or updated from existing electronic records or paper files during the intake process. For the most part, offender records have already been converted to electronic files. Legal documents will be scanned into the electronic files and the original commitment papers and other original legal documents will be placed in a secured storage area near intake and orientation.

Medical records not included in the offender's electronic file will be stored in a secure area of the facility's central Health Care Unit.

#### *Sequence*

An electronic file is created or updated for all new admissions and probation/parole violators upon reception at the facility. The record includes, but is not limited to:

- ▶ Demographic information.
- ▶ Judgment and commitment order (convictions and sentences).
- ▶ Medical and mental health initial screening.
- ▶ Sentence computation.
- ▶ Case management records including work and program assignments.
- ▶ Disciplinary record.
- ▶ Grievance record.

#### *Schedule*

The offender record is created or updated during the intake process, generally Monday through Friday, 8:00 AM – 8:00 PM.

#### *Users*

##### **Offenders**

Offenders are interviewed during the intake process to gather and confirm information and conduct initial medical and mental health screenings.

## **Staff**

Ten records staff will be required to create, update, and maintain offender electronic records. Case managers and correctional staff all contribute to building the inmate record during their time at the facility.

Offenders will not work in the records area nor have any access to offender electronic files or paper records.

### ***Planning Considerations and Requirements***

- ▶ Offender records will be maintained electronically. Both secure onsite and off-site backup systems will be required to ensure records are preserved and accessible to staff.
- ▶ A limited amount of secure storage will be required to safely hold offender commitment documents and other legal documents in the R&O area.

### ***Design and Equipment Needs***

- ▶ Computer terminals and peripherals for all records staff.
- ▶ Secure records storage area for legal documents.
- ▶ Scanning equipment/duplicating equipment.
- ▶ Conference room.
- ▶ Open work space area for records office staff.
- ▶ Office for Records Office supervisor.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

The records area should be located near the R&O area, which also might be in close proximity to the offender intake processing, release, and transfer areas.

## COMPONENT 1.0 – ADMINISTRATION COMPLEX – ARMORY

### POLICY REQUIREMENTS

The following ACA standards relate to Armory:

- 4-4173 Firearms, chemical agents, and related security items are stored in a secure but readily accessible depository outside of inmate housing and activity areas.
- 4-4199 Written policy and procedures govern the availability, control, and use of chemical agents, electrical disablers, and related security devices and specify the level of authority required for their access and use. Chemical agents and electronic disablers are used only with the authorization of the warden/superintendent or designee.
- 4-4201 Firearms, chemical agents, and related security equipment are inventoried at least monthly to determine their condition and expiration dates.

### ACTIVITIES AND OPERATIONS

#### *Description*

The Complex armory is the central storage and distribution point for weapons and ammunition used by staff assigned to the Complex.

In addition to the main Complex level armory, each facility will have available to it in a secure storage area non-lethal chemicals and tactical gear in the event staff needs to respond to an emergency situation.

#### *Sequence*

Staff access armories at the facility to respond to emergencies.

#### *Schedule*

The armory is staffed eight hours a day, five days per week.

#### *Users*

##### **Offenders**

Offenders must never have access to the armory.

##### **Staff**

Staff have very limited access to the armory itself. Only pre-approved staff will be permitted access within the armory itself. Only staff qualified in the use of a weapon will be issued that weapon. If qualified staff are issued weapons when assigned to armed posts, they turn in weapons when reassigned from armed posts.

Staff who are assigned to armed posts will be issued weapons and ammunition from the Complex armory. Staff who are issued weapons may maintain possession of those weapons until such time as they are assigned to a post that does not require a weapon at which point he/she returns the weapon(s) to the armory.

One officer staffs the armory, eight hours a day, five days per week. Other staff are issued arms consistent with the posts they work, but do not enter the armory proper to receive and return their weapons. In emergency situations, staff other than the armorer may be approved to access the armory proper.

### ***Planning Considerations and Requirements***

- ▶ The armory should be located outside the security perimeter, preferably near Complex Administration Building.
- ▶ Armory is 20' x 20' with racks for rifles, shotguns, ammo in different space within fireproof boxes.
- ▶ Separate storage building is required for stored ammo and gas, consistent with UDC regulations.
- ▶ Separate storage for gas and tactical gear will be provided at each facility.

### ***Design and Equipment Needs***

- ▶ 20' x 20' – Weapon Storage.
- ▶ 12' x 12' – Immediate response weapon storage.
- ▶ 12' x 12' – Special Operations/Critical Emergency Response Team weapon storage.
- ▶ 15' x 12' – Firearms maintenance room.
- ▶ 15' x 12' – Firearm cleaning area.
- ▶ 10' x 12' – Office.
- ▶ 25' x 25' – Ammunition storage area.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

The Armory is ideally located in proximity to the Complex Administration Building

## COMPONENT 1.0 – ADMINISTRATION COMPLEX – KEY CONTROL AND LOCKSMITHS

### KEY CONTROL AND LOCKSMITHS

- ▶ Key Control Operations are currently managed as part of Maintenance at both Draper and Gunnison. Two staff provide locksmith services at the Draper Complex and two different staff play the same role at Gunnison. They maintain locks and cut new and replacement keys. At both facilities a secure storage and work area is provided outside the complex perimeter.
- ▶ Assuming an electronic keypad system will be used to access most of the keyed doors at the new Complex, the Locksmith's shop will contain necessary security electronics to maintain the system.

The extent to which the maintenance of the system will be provided under contract by the manufacturer or by a third party will impact the size and type of the Key Control operation to be the responsibility of UDC staff. Therefore, the size of the area in which this work will be accomplished and the extent to which equipment will need to be provided and maintained remains an open question.

## COMPONENT 2.0 – ADMINISTRATION – FACILITIES

### ACTIVITIES AND OPERATIONS

#### *Description*

A new prison Complex to replace the current Draper prison Complex will include several different facilities with unique, but sometimes overlapping missions. They may range in size (number of offenders) from between housing 300 to 1,500 offenders. The facilities will separate the offender population by custody levels, security concerns, program needs, operational functions, gender, and age. Each of the facilities will require some limited level of administrative oversight.

Most facility administrative functions will be accommodated in central complex administration building outside the secure perimeter. As a result, there will be limited need for administrative staff at each facility within the Complex.

#### *Schedule*

Facility administrative spaces would generally be staffed 8:00 AM – 5:00 PM, seven days per week.

#### *Users*

##### **Offenders**

Offenders will have no access to the Facility Administration areas. Part-time civilian personnel will provide janitorial services under contract to the Department.

##### **Staff**

One senior administrator will be required (rank will depend upon the size and mission of the facility). Support staff will be required, but only to a limited extent, and will be based on the volume of work and the number of areas to be overseen.

#### *Planning Considerations and Requirements*

- ▶ Utah staff has discussed the level of administration that would be included at the facility level and at the complex level. The decision will impact what spaces are provided at each level.
- ▶ Locate Captain level staff and below at the unit level of supervision.
- ▶ There was discussion about providing exercise areas, locker area, and break/dining area in the facility administration areas

#### *Design and Equipment Needs*

- ▶ One general/open office area.
- ▶ One private office for the Facility Administrator.
- ▶ Computers and peripherals for staff.
- ▶ Small conference room.
- ▶ Copy/storage area.
- ▶ Break room for staff.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

The facility administration spaces should be located at the entrances of each facility.

## COMPONENT 3.0 – VISITATION

### POLICY REQUIREMENTS

- 4-4498 Written policy, procedures, and practice provide that the number of visitors an inmate may receive; and the length of visits may be limited only by the institution’s schedule, space, and personnel constraints or when there are substantial reasons to justify such limits.
- 4-4499 Written policy, procedures, and practice provide that written information regarding procedures governing visitation be made available to the inmate within 24 hours after arrival at the facility. At a minimum, the information will include, but not be limited to, the following:
- ▶ Facility address/phone number, directions to facility, and information about local transportation.
  - ▶ Days and hours of visitation.
  - ▶ Approved dress code and identification requirements for visitors.
  - ▶ Items authorized in visitation room.
  - ▶ Special rules for children.
  - ▶ Authorized items that visitors may bring to give the offender (for example, funds, pictures, and so forth).
  - ▶ Special visits (for example, family emergencies).
- 4-4499-1 Written policy, procedures, and practice provide that inmate visiting facilities permit informal communication, including opportunity for physical contact. Devices that preclude physical contact are not used except in instances of substantiated security risk.
- 4-4500 Written policy and procedures govern special visits.
- 4-4501 Where statute permits, written policy, procedures, and practice provide for extended visits between inmates and their families.
- 4-4503 Written policy, procedures and practice provide that visitors register upon entry into the institutions and specify the circumstances under which visitors may be searched.

Policy regarding visiting at a new facility will likely include a combination of contact, barrier and video visiting. The visiting provided at a new complex should seek to provide the least restrictive level of visiting while maintaining the safety and security of the prison complex.

Policy, with regard to whether visiting is centralized at the complex level or decentralized at the facility level, will have impact on operations (moving inmates to visiting or visitors to visiting).

### ACTIVITIES AND OPERATIONS

#### *Description*

Current visiting volume, including offenders and visitors, is approximately 1,200 – 1,500 per seven-day period. Offenders classified as Level 3, 4, or 5 may have up to three visits per week for up to two hours with each visit for up to five visitors.

Most visits will be contact visits. They are generally Level 3, 4, and 5 offenders. Offenders in restrictive housing are more likely to have non-contact visits, as are Level 1 and Level 2 offenders. Visiting will occur at the facility level and will be scheduled to occur on specific days and at specific times in a manner that evenly spreads out the volume of visiting over a seven-day period of time. It is anticipated visiting will occur at each facility between two to three days per week.

Attorney visits will be accommodated on an as required basis and will generally be conducted as non-contact visits with the ability to pass papers back and forth. Max-custody offenders will have non-contact visits with attorneys.

### ***Sequence***

Visitors come to the facility, are checked in and are able to visit if there is room in the visiting room. Visitors are screened by metal detector and occasionally by K-9 units trained to detect contraband. Visitors are asked to leave bags and packages in their cars while visiting. Visitors have driver's license or other ID checked by staff to confirm their approval as a visitor for the offender.

Offenders are escorted to visiting rooms for visits. Offenders are strip searched after visiting and before returning to their housing unit.

### ***Schedule***

Visiting will occur on specific days at each facility from 8:00 AM – 8:00 PM, over a seven-day period of time. Visiting will occur at no less than two facilities on any given day.

### ***Users***

#### **Offenders**

Offenders are escorted to the visiting room for visits up to three times a week for up to two hours at a time. Offenders are searched when leaving the visiting area.

#### **Staff**

Two staff are assigned to visiting rooms. The staff are responsible for checking in visitors, searching inmates, and monitoring visits in the visiting room.

### ***Planning Considerations and Requirements***

The option of video visitation should be made available in at least one of the facilities – perhaps in the facility in which R&O, +Central Healthcare, and Restrictive Housing are located. Video visiting provides the most secure, but also the most restrictive, method of visiting. It would most likely be employed as an visiting alternative for offenders whose behavior would create a security risk by moving them to and from visiting or for offenders to be able to visit with family or friends from remote areas that have difficulty traveling to the prison Complex.

### ***Design and Equipment Needs***

- ▶ Consider an outside area for visiting adjacent to the visiting rooms.
- ▶ Include play areas for children in the visiting rooms.
- ▶ Waiting area for visitors waiting to visit.
- ▶ Vending area.

- ▶ Metal detectors for visitor check-in.
- ▶ Strip search area for offender checks following visits.
- ▶ Officer station to oversee the visiting room (Gunnison is a good example).
- ▶ Computer to access offender records and specifically offender visit lists.
- ▶ Meeting room for couples and family counseling.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Visit areas should be relatively close to the front entrance as well as to offender housing units.

## COMPONENT 4.0 – STAFF TRAINING – IN-SERVICE, COMPUTER-BASED

### POLICY REQUIREMENTS

UDC staff are required to complete at least 40 hours of in-service training per year, 24 hours of which are classroom and/or fire arms instructions, and 16 hours of which are conducted on-line via computer.

### ACTIVITIES AND OPERATIONS

#### *Description*

Access to computers and electronic media will be provided for all staff working at the new Complex to ensure they are able to complete at least 16 hours of training annually. The remainder of in-service training for staff working at the Complex will be provided at the Fred House Training Facility at which sufficient resources are available. The facility has two classrooms, 25 computer stations, gymnasium and mat room, mock cells, firing range, showers, and lockers.

Pre-service training for all UDC staff will continue to be delivered at Fred House Training Facility and at the Public Safety Education and Training Building.

#### *Schedule*

On-line computer courses will be available to staff throughout the year to ensure all staff are able to complete 16 hours of in-service training at the complex via access to computer terminals at each facility within the Complex.

#### *Planning Considerations and Design and Equipment Requirement*

Space will be required in which 20 computer terminals, with headsets, will be situated for staff to use.

### ADJACENCIES

#### *Location Relative to Other Functions*

The room in which the computer terminals are located should be in close proximity to the Administration area within each facility.

## COMPONENT 5.0 – SECURITY ADMINISTRATION – OPERATIONS

### SECURITY OPERATIONS POLICIES

#### Perimeter Security

- ▶ Consistent with the security requirements of each Level of offenders, the Complex perimeter fence will be defined and established in accordance with established UDC standards.
- ▶ A fence delineating the property boundary of the entire area will be used to alert and deter the public from entering state property.
- ▶ Vehicular patrols will be employed to supplement the deterrent effect of the fencing, the lighting, and the detection and alert security electronics employed.

#### Internal Operational Control

- ▶ Four primary levels of control will be based in four types of Control Centers. They are:
  1. *Central Control* – a Central Master Control Center will operate at the Complex level would oversee the issuing of keys and pedestrian access into and out of the Complex.
  2. *Facility Control* – A facility control room would oversee the door control and access to each facility within the Complex and outside the Complex.
  3. *Unit Control* – A unit control room would oversee and control inmate movement with the Unit.
  4. *Pod Control* – A pod control would oversee the staff and inmate movement into and out of the housing Pods.

#### K-9 Units

#### Contraband Control

#### Cameras and Recordings

#### Emergency Operations Command

### ACTIVITIES AND OPERATIONS

#### *Description*

##### *Security Operations*

**Perimeter Security.** Perimeter security will include a series of fences with some combination of razor wire, intrusion detection such as microwave, non-lethal electrified fence, and vehicle and pedestrian sallyports

**Control.** Control centers oversee various layers of security within the complex, the facilities, the units and the housing pods:

- ▶ *Central* – The Central Master Control Centers would oversee the issuing of keys and control access to the complex.
- ▶ *Facility* – A facility control room would oversee the door control and access to each facility.

- ▶ *Unit* – A unit control room would oversee and control inmate movement on the unit.
- ▶ *Pod* – A pod control would oversee the staff and inmate movement to and from the housing pods.

**K-9 Unit.** A K-9 unit will be established with up to 12 dogs trained in detecting drugs, tobacco, and cell phones and will be used primarily for contraband detection during visits, searches of vehicles, receipt of packages, storing of items in warehouses, and within areas of the facilities.

**Contraband Control.** Contraband control is a critical component of security operations. Controlling contraband from entering the facility will be done by security checks at entrances to the complex and facilities, including: staff, visitor, inmate, and vehicles. Tools used to detect contraband will include: X-ray machines, scanning machines, K-9 Units, strip searches, pat searches, and physical searches of items entering the complex and facilities.

The second level of contraband control includes detection and interdiction of contraband in the facility that was able to circumvent the searches and enter the facility or items that are altered to create a contraband item. This level of contraband control will be done through use of K-9 units, searches of inmates, cells, and common areas.

**Cameras and Recordings.** Cameras and recordings will be employed to monitor and create a record of inmate and staff movements and incidents at the complex. While cameras can be an effective tool to monitor movement and incidents, cameras should not be the primary method to supervise inmates. Direct supervision of offenders and their activities through interaction between staff and offenders provides the best value in preventing rule breaking and ensuring an orderly operation.

**Emergency Operations Command.** A command center to monitor and direct emergency operations will be provided outside the Complex secure perimeter. It will be best situated within the Complex Administration Building, which will be in close proximity to the front entrance to the Complex.

**Emergency Response Team.** The emergency response team responds to emergency situations at the Complex. The Emergency Response Team will be provided space in close proximity to the Emergency Command Center within the Complex Administration Building. That space will provide for equipment storage, planning, assembling, and training.

### *Schedule*

Security operations will function 24 hours a day, seven days a week, at all four operational control areas.

### *Users*

#### **Offenders**

Security operations ensure offenders are where they should be and doing what they should be. Varying levels of security control ensures safe and orderly operations.

#### **Staff**

Staff is responsible for overseeing the security and control of the complex and ensuring security policies and procedures are followed in order to promote safe and orderly operations.

### ***Planning Considerations and Requirements***

**Perimeter Security.** Perimeter security will include a series of fences with some combination of razor wire, intrusion detection such as microwave, non-lethal electrified fence, and vehicle and pedestrian sallyports. The perimeter fences have a series of setbacks and distances between fences and buildings to be effective at controlling intrusions and contraband.

**Control.** Various levels of control will be used to control movement into and out of the facilities and complex and the movement of offenders and staff in the units and housing pods.

**K-9 Units.** The K-9 kennels for 12 dogs should be modeled after the recently constructed kennels at the Gunnison facility. The kennels should be built in an area outside the secure perimeter of the Complex and located away from administration, warehouse, and where interaction with offenders is not possible.

**Contraband Control.** Design of entrances to the complex and facility should minimize the ability to introduce contraband into the facility by creating secure entrances with tools to interdict contraband from visitors, inmates, staff and volunteers.

**Cameras and recordings.** Cameras and recordings should be placed to observe inmate and staff movements throughout the facilities and make a searchable electronic record of those movements.

**Emergency Operations Command.** This Emergency Operations Center can be a multi-purpose space that is used for everyday activities when not in use as an emergency command center.

**Emergency Response Team.** The Emergency Response team has a space where they store and maintain security equipment including tactical gear, weapons, ammunition and chemicals.

### ***Design and Equipment Needs***

**Perimeter Security.** Fences need to be designed consistent with UDC standards for distances between security fences and buildings to ensure the fences effectively deter intrusions and introduction of contraband.

**Control.** Various levels of control will be used to control movement into and out of the facilities and Complex as well as the movement of offenders and staff in the units and housing pods. Inter-locking door controls, creating pedestrian sallyports, will be employed at all control centers.

**K-9 Unit.** The following features, modeled after the Kennels at Gunnison, will be included. They are:

- ▶ Heated floors within the kennels.
- ▶ A yard big enough to work the dogs.
- ▶ Locking kennel doors.
- ▶ Offices for dog handlers.
- ▶ Laundry area.

**Contraband Control.** Design entrances to maximize the ability to move people through while conducting contraband control using K-9s, metal detectors, body scanners, and searches.

**Cameras and Recordings.** Cameras record at a speed that allows the recordings to be used as evidence in the event of an emergency or incident.

**Emergency Operations Command.** Provide computer and other means of communications to enable communication via computer, phone, and radio during emergency situations.

**Emergency Response Team.** The emergency response team maintains weapons, chemicals, and ammunition and needs to be as secure as the armory. A staging area to prepare and plan for emergency operations needs to be bigger than the current area.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Kennels – Location should be located in an area not accessible to warehouse, industries, administration building, and have no inmate access.

## COMPONENT 6.0 – BOARD OF PARDONS

### POLICY REQUIREMENTS

**Utah Board of Pardons and Parole** – The Board of Pardons and Parole conduct hearings on a regular basis at which offenders, staff, and the public are present and participate.

### ACTIVITIES AND OPERATIONS

#### *Description*

The Board of Pardons and Parole includes five full-time members, four part-time members who fill in for the board members, a staff of 12 hearing officers, and additional support staff. The Board operates as a separate independent entity from the UDC. The Board makes decisions about paroling offenders from prison and returning offenders to prison should their conditions for supervision.

The Parole Board has the authority to hold parole hearings and release offenders who have completed a portion of their sentence to parole. The Board also has the authority to hold hearings to revoke an offender’s parole based on recommendations of staff from UDC’s Adult Probation and Parole Division (AP&P).

#### *Users*

##### **Offenders**

Offenders eligible for parole are assigned a parole hearing date and appear before representatives of the Board who determine the conditions for release and time of release. If an offender violates conditions of his/her parole or commits a new offense the offender may have parole revoked by the Board.

##### **Staff**

- ▶ Hearing officers.
- ▶ Case Analysts.
- ▶ Program Specialists.
- ▶ Office Specialists.
- ▶ Victim Coordinator.
- ▶ Support Service Coordinator.
- ▶ Administrative Support.

There are currently 42 employees and the Board would plan for future growth to 55.

#### *Planning Considerations and Requirements*

The new facility complex will require a Board hearing room and offices for hearing officers. The hearing room will require access by Board members and hearing officers, offenders, public (including family, victims, media, and other interested public), corrections staff, and others.

#### *Design and Equipment Needs*

##### *Parole Board Hearing Rooms*

- ▶ A centralized prison would have two hearing rooms:

- ◆ A large room to accommodate 50 people.
- ◆ A small room to accommodate 20 people.
- ▶ Room layout:
  - ◆ The large hearing room will have a seating for five board members on the podium.
  - ◆ The large hearing room also will have media seating for at least five, with consideration for camera angles and power outlets.
  - ◆ The podium in the small room will accommodate one hearing officer.
  - ◆ The hearing rooms will be laid out similar to a courtroom. Each party will have an area with seats, a table, and microphone. A witness or victim will have an area to sit and testify (design layout provided).
  - ◆ Victims and the offender's family will have separate waiting rooms, entrances, and seating sections in the hearing rooms.
  - ◆ The facility will have holding cells that are soundproof with no window to the hearing room. However, the holding cell will have audio available from the hearing room, in order for the offender to be separated from the victim, but still able to listen to the testimony when necessary.
  - ◆ The layout should allow the offenders to be moved securely and kept them separated from the audience and Board.
  - ◆ Bailiff seating, monitoring, and control.
- ▶ Other Office needs
  - ◆ An office for hearing officers includes a restroom and computer.

## ADJACENCIES

### *Location Relative to Other Functions*

Board hearings will involve both offenders confined in the new Complex and offenders from Gunnison and the County Jails as well as UDC facility staff, Board, AP&P staff, the public with interests in a hearing on behalf of the offender and their victims, and the media. Therefore, the hearing room areas must be situated within the secure perimeter, but at that same in proximity to the visitor entrance to the facility.

## COMPONENT 6.0 – BOARD OF PARDONS – REENTRY – ADULT PROBATION & PAROLE

### POLICY REQUIREMENTS

**Utah Adult Probation and Parole Division (AP&P)** – AP&P is a division of the UDC. A major goal of the UDC is the successful reentry and reintegration of offenders into the community. Minimizing risk to the public following the release of offenders is of the highest priority. Recognizing that reentry begins on day one of incarceration and the transition from institutional confinement to community supervision can be difficult for offenders to make, the new facility will need to provide space and staff to help better prepare offenders for successful reentry into the community.

In the past Institutional Parole Officers (IPO) played this critically important role. Unfortunately, as the result of revenue shortfalls and budget cuts, these positions were eliminated. Given the renewed emphasis on reducing recidivism, the new facility will require program space and AP&P staff to work with offenders in the weeks leading up to their release to the community.

### ACTIVITIES AND OPERATIONS

#### *Description*

The reentry services will be provided for both male and female offenders. If reentry-specific housing units are provided for offenders nearing release, then these services and programs can be provided adjacent to the respective housing units.

It is anticipated these services would begin six to eight weeks prior to release. While not all offenders are released on parole, many of those offenders who will not be under the supervision of a parole officer could benefit from assistance in preparing for release.

#### *Users*

##### **Offenders**

Assuming a six-week intensive period of reentry preparation time, up to 250 male offenders and 25 female offenders would be engaged with parole officers, facility staff, family, volunteers, and mentors to ensure a structured and supportive reentry plan is developed and initiated.

##### **Staff**

Up to eight institutional parole officers or parole officers at any one time would be engaged with one or more male offenders either individually or in small groups. Up to three institutional parole officers or parole officers would be similarly engaged with female offenders.

##### **Volunteers, Mentors, Reentry Service Providers**

Working in conjunction with the parole officers, volunteers, mentors, and service providers would meet with individual offenders or in small groups to provide information about community programs and the support they are in a position to provide to offenders. Some of these services would be provided on weekends and during evening hours at the facility.

***Planning Considerations and Requirements***

Consider spaces to support an IPO/Transition program to provide support for offenders being paroled. Currently little information follows the offender from prison, and an IPO would likely help bridge the transition between prison and community.

***Design and Equipment Needs***

Access to computers with the availability to access the Internet is important for the offenders to have. At least six terminals for male offenders and three for female offenders are required. Offenders will have their own electronic tablets for use locating programs, registering for programs, finding suitable housing, etc.

Shared office space for IPOs should be provided along with a classroom for up to 40 males offenders and for up to 20 female offenders. Individual interview rooms four for male offenders and two for female offenders are also necessary.

**ADJACENCIES*****Location Relative to Other Functions***

If such spaces are not located on the housing unit, they should be located in close proximity to the offender visiting areas.

## PROCESSING

---

### COMPONENT 7.0 – RECEPTION, TRANSFERS, AND RELEASES

#### POLICY REQUIREMENTS

The following ACA standards relate to reception, transfers, and releases:

##### *Reception and Orientation*

- 4-4285 Written policies and procedures govern the admission of inmates new to the system. These procedures include, at a minimum, the following:
- ▶ Determine the inmate is legally committed to the institution.
  - ▶ Thorough searching of the individual and possessions.
  - ▶ Disposing of personal property.
  - ▶ Showering and hair care, if necessary.
  - ▶ Issuing of clean, laundered clothing as needed.
  - ▶ Photographing and fingerprinting, including notation of identifying marks or other unusual physical characteristics.
  - ▶ Medical, dental, and mental health screening.
  - ▶ Assigning to housing unit.
  - ▶ Recording basic personal data and information to be used for mail and visiting list.
  - ▶ Explaining mail and visiting procedures.
  - ▶ Assisting inmates in notifying their next of kin and families of admission.
  - ▶ Assignment of register number to the inmate.
  - ▶ Giving written orientation materials to the inmate.
  - ▶ Documenting any reception and orientation procedures completed at a central reception facility.
- 4-4286 Written policy, procedures and practice require the preparation of a summary admission report for all new admissions. The report includes, at a minimum, the following information:
- ▶ Legal aspects of the case.
  - ▶ Summary of criminal history, if any.
  - ▶ Social history.
  - ▶ Medical, dental, and mental health history.
  - ▶ Occupational experience and interests.
  - ▶ Educational status and interests.
  - ▶ Vocational programming.
  - ▶ Recreational preferences and needs assessment.

- ▶ Psychological evaluation.
- ▶ Staff recommendations.
- ▶ Pre-institutional assessment information.

- 4-4287 There is a program for inmates during the reception period.
- 4-4288 Written policy, procedures, and practice provide that new inmates receive written orientation materials and/or translations in their own language. When a literacy problem exists, a staff member assists the inmate in understanding the material. Completion of orientation is documented by a signed and dated statement from the inmate.
- 4-4289 Written policy, procedures, and practice provide that, except in unusual circumstances, initial reception and orientation of inmates is completed within four weeks after admission.

### *Transfers*

- 4-4290 Inmates transferred from other institutions receive an orientation to the new institution.
- 4-4291 Written policy, procedures, and practice provide that, except in unusual circumstances, reception and orientation for inmates transferred from another institution within the correctional system is completed within one week after admission.

### *Personal Property*

- 4-4292 Written policy and procedures govern the control of personal property and funds belonging to inmates. These policies and procedures are reviewed annually and updated, as needed, and they are made available to inmates upon admission and when updated.
- 4-4293 Written policy, procedures, and practice specify the personal property inmates can retain in their possession.
- 4-4294 Written policy and procedures govern the control and safeguarding of inmate personal property. Personal property retained at the institution is itemized in a written list and maintained in the permanent case file; the inmate receives a current copy of the list.

## **ACTIVITIES AND OPERATIONS**

### *Description*

#### *Reception*

- ▶ Offenders to be committed to the UDC are transported to the facility by Sheriff's Departments on Monday through Friday. Transport vehicles are typically cars and 15-passenger vans, rarely school bus size vehicles. The highest number of commitments are brought to the UDC on Wednesday and Friday. Parole violators can be delivered any time.
- ▶ The judgment and commitment order is reviewed to ensure there is legal authority to accept the commitment.
- ▶ The Sheriff's Department typically delivers male and females inmates at the same time. They need to be separated by sight and sound upon arrival at the facility.

- ▶ Need vehicle sally port for intake area to accommodate three to four Sheriff's vans at one time and one UDC van.

### *Transfers*

- ▶ Transfers come in from county jails and Gunnison.
- ▶ There are approximately 40 – 50 temporary transports to court each weekday or to hospital/clinic appointments, and another 35 – 40 transports for medical appointments.
- ▶ Just as Draper serves as hub for all inmate movement throughout the state, so will the new facility.

### *Release*

Most all offenders released from the UDC will be processed out through the new facility.

- ▶ Parole releases and transports to halfway houses are scheduled for Tuesdays, while other releases are scheduled to occur on the offenders actual release date.
- ▶ ID is required by legislation before release. The Utah Driver's License Division issues IDs onsite.
- ▶ On average, approximately 60 offenders are released per week, but this number does vary from week to week.

### *Sequence*

#### *Intake*

- ▶ County jails transport inmates to the new facility; commitment paperwork is reviewed before the offender is accepted, usually while offender waits in the transport vehicle (typically 15-passenger vans, rarely are large buses used).
- ▶ Offender records and intake should be located in the same area.
- ▶ Sight and sound separation of males and females must be maintained.
- ▶ While awaiting intake processing, offenders sit on benches in multi-person cells with cuff ports built into the cell doors.
- ▶ Upon confirmation of the correctness of the offender's commitment paperwork, a strip search is conducted, UDC clothing issued and worn, medical screen completed by an RN, and the offender is photographed and fingerprinted.
- ▶ Offender property is checked, inventoried, and stored temporarily for pick up by, or boxed for shipment to, the offender's family.

#### *Transfers*

- ▶ Transfers come in from county jails and Gunnison.
- ▶ Transfers in and out of the facility can be as high as 100 per day.
- ▶ Temporary transports include 40 – 50 for court, medical, etc.
- ▶ Inmates from county jail and Gunnison – transfers from county jails might come for one to two days or up to two to three weeks. Typically they come with their property, but no screening. They try to keep them separate from regular housing units.
- ▶ Logistics of moving inmates from around the state requires inmates be housed temporarily at Draper.

***Release***

- ▶ Offenders due for release are escorted to the release area.
- ▶ Three ID checks are conducted to verify identity of the offender prior to release.
- ▶ Funds and property are returned to the offender.
- ▶ Approximately 20 additional offenders are released directly from the county jails per week.
- ▶ Family member(s) wait in the family visiting waiting area for the offender to be released. If no family members are present to take the released offender with them, facility staff transport the offender to a bus stop or train station.

***Schedule******Intake***

- ▶ Sheriff's Offices generally deliver offenders Monday through Friday to the facility and transfer custody in the reception booking processing area after unloading their vehicle in the sallyport. Parole violators and Marshall's prisoners may be received at any time.

***Transfers***

- ▶ Transfers to and from county jails and Gunnison are scheduled Monday through Friday. Offenders being transferred to or from medical, court, or other appointments are similarly scheduled in advance, except in emergency situations.

***Release***

- ▶ Releases are scheduled for the day of sentence termination. Tuesday is generally the day designated for offenders to be released on parole directly to the community or for transport to a halfway house.

***Users*****Offenders*****Intake***

- ▶ Sheriff's Department transports offenders to the intake area.

***Transfers***

- ▶ Offenders transported to Draper from county jails or Gunnison for medical and court appointments one or more days prior to their scheduled appointment, and transported back a day or more after the appointment. Offenders are temporarily housed after transfer and while awaiting transfer back to the originating facility.

***Release***

- ▶ Offenders are escorted for processing for release where their IDs are checked. Identification is provided by UT Drivers Division, the offender's property is processed, and offenders are released to family, transported to a train or bus station, or transported to a halfway house.

**Staff*****Intake and Release***

- ▶ One supervisor.

- ▶ Two intake paperwork clerks.
- ▶ Two release paperwork clerks.
- ▶ One file clerk.
- ▶ One floater.
- ▶ Two assignment clerks.

#### *Transfer Scheduling Staff*

- ▶ Captain.
- ▶ Lieutenant.
- ▶ Two sergeants.
- ▶ One room with workstations.

### ***Planning Considerations and Requirements***

#### *Vehicle Sallyport*

- ▶ Vehicle sallyport for intake, transport, and release.
- ▶ Covered sallyport to accommodate 20 – 30 vehicles, including up to five cars and vans for intake, 15 – 20 for transport, and up to five for release to halfway house, Marshals, or other detainer. Accommodates a school bus-size bus.
- ▶ Inmate restroom in sallyport.
- ▶ Weapons lockers outside the secure sallyport.

#### *Intake*

- ▶ Intake area is separate from the release and transfer areas.
- ▶ Area for strip search and shower.
- ▶ Area for records clerks review of Judgment and Commitment paperwork and to complete UDC paperwork.
- ▶ Cells to accommodate up to 20 offenders at a time.
- ▶ ID Room – Fingerprint machine and photo equipment.
- ▶ Medical and mental health screening room.
- ▶ Office areas for a supervisor, two records clerks, and security staff.
- ▶ Single cells for probation and parole commitments waiting for commitment warrant.
- ▶ Clean uniform storage.

#### *Transfers*

- ▶ Transfer holding cells (male):
  - ◆ Two large holding cells (20 – 30 capacity).
  - ◆ Ten single cells for general population.
  - ◆ Twelve single cells for maximum security.

- ▶ Transfer holding (females):
  - ◆ One group holding cell (15 – 20 capacity).
  - ◆ Five single cells.
- ▶ Strip search rooms.
- ▶ Equipment room.
- ▶ Bank of four to five computer stations for transport officers to complete paperwork.
- ▶ Transfers in and out through the same door (separate from intake and release).
- ▶ Clean uniform storage.

### *Release*

- ▶ Utah Driver Division office in release area.
- ▶ Cells for:
  - ◆ ICE.
  - ◆ Marshals.
  - ◆ County.
  - ◆ Other.
- ▶ Male and female offenders released from separate areas.
- ▶ Two workstations for release records clerks.

### *Property*

- ▶ Central property storage is designed to provide temporary storage (up to 30 days) until inmate property can be mailed, picked up, or donated.
- ▶ Central property storage requires a 6,000 square foot room.
  - ◆ 300 – 400 boxes added to inmate property monthly, including 30 – 40 per week from intakes.
- ▶ Property records storage – maintain for six months.
- ▶ Central property requires public access for property pick up and money and property drop off, unless a “window is placed in proximity to reception where the public can access it to retrieve an offender’s property.”

## ***Design and Equipment Needs***

### *Intake*

- ▶ Separate areas for male and female intake, transfers, and releases.
- ▶ Medical exam room for health screening, blood pressure, blood draw, mental health screening, etc.
- ▶ ID room requires electronic fingerprint machine and photo ID equipment.

### *Transfers*

- ▶ Offenders brought to the complex for temporary holding for medical, court, or other appointments require temporary housing in the reception housing area.

*Release*

- ▶ Release requires ID. Utah Drivers Division requires space in release area.

*Sallyport*

- ▶ Single sallyport for separate intake, release, and transfer areas.
- ▶ Inmate restroom accessible from the vehicle sallyport.
- ▶ Covered sallyport area is desirable.
- ▶ Weapons lockers outside the sallyport for transport officers to secure weapons.

*Property storage*

- ▶ 6,000 square feet required (consider high density storage to reduce room size).

**ADJACENCIES**

*Location Relative to Other Functions*

- ▶ Vehicle sallyport for intake, transfer, and release, but separate doors and spaces for each.
- ▶ Property storage and mailroom adjacent to each other.

## HOUSING

---

### COMPONENT 8.0 – MALE HOUSING

#### POLICY REQUIREMENTS

Housing areas will be designed in keeping with ACA Standards for Adult Correctional Facilities.

Housing for the male offender population will total approximately 3,300 beds divided into units that will cluster offenders with specific security requirements and program needs into the same housing units.

Based on the operational success of the housing units at Gunnison, the housing units for male offenders at the new Complex will resemble that design and incorporate at the unit level the delivery of a range of offender programs and services.

Housing unit operations will reflect a maximum amount of interaction between staff and offenders. Staff will be present when offenders are not confined to their cells so the staff can directly observe and converse with offenders. This direct supervision method of managing offenders will be employed throughout the Complex.

Small groups of offenders are more easily managed, observed, and supervised than are large groups of offenders. Therefore, the number of offenders in a general population housing area should not exceed 48.

Other than for offenders confined in the Intensive Management unit, R&O, and in an inpatient mental health unit, offenders may be confined two per cell.

Minimum and community custody offenders do not require confinement in a cell and should be housed in multiple occupancy cubicles with up to eight offenders per cubicle.

#### ACTIVITIES AND OPERATIONS

##### *Sequence*

Newly admitted male offenders will be housed in the R&O for 30 – 90 days following intake so staff can conduct classifications to assign offenders to the appropriate housing units, program, and work.

Following classification, male offenders are assigned to appropriate housing according to their assigned custody level and program participation.

##### *Schedule*

The male housing unit will operate 24 hours, seven days a week.

Programs and visiting are generally scheduled from 8:00 AM – 8:00 PM, either four, five, or seven days a week.

##### *Users*

##### **Offenders**

Offenders are received and processed at intake, spend 30 – 90 days in R&O housing and then are assigned to housing based on their custody classification, program, and work assignments.

## Staff

Custody and program staff maintain security in the housing units and offer program and work opportunities to increase the likelihood of successful reentry upon release from prison.

### *Planning Considerations and Requirements*

- ▶ Receiving and Orientation.
- ▶ Intensive Management and Death Row.
- ▶ Maximum Custody, General Population.
- ▶ Medium/Minimum Custody, General Population.
- ▶ Medium/Minimum Custody, Intensive Programming Population (SATP, SOTP, Education).
- ▶ Minimum/Community Custody, General and Pre-Release Populations.
- ▶ Inpatient Mental Health Programming Population.
- ▶ Sheltered Population.

### *Design and Equipment Needs*

#### *Education and Life Skills Program Space*

- ▶ Eight 20-person classrooms for education programs and life skills programs.
- ▶ Two classrooms for ten-person higher security level.
- ▶ Program staff offices between the classrooms for observation of the classrooms.

#### *Reception and Orientation Space*

- ▶ Interview rooms.
- ▶ Classroom.

#### *Substance Abuse*

- ▶ Office and group room (10 – 12) for Excell Director.
- ▶ Offices for Caseworker, Captain, and Lieutenant.
- ▶ Two therapist offices per cottage with attached group room (10 – 12).
- ▶ Two C1 offices with attached group room (10 – 12).
- ▶ One large group room (20 person).
- ▶ One large conference room (40 Person), dividable to 20 person.
- ▶ UA Bathroom.
- ▶ Staff Restroom.
- ▶ Occupy room.
- ▶ Medical exam room.
- ▶ Computer lab.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Sight and sound separations from female housing, program, and work programs are required.

## COMPONENT 9.0 – FEMALE HOUSING

### POLICY REQUIREMENTS

Housing areas will be designed in keeping with ACA Standards for Adult Correctional Facilities.

Housing for the female offender population will total approximately 700 beds divided into units that will cluster offenders with specific security requirements and program needs into the same housing units.

Based on the unique needs and requirements of female offenders, the housing units for female offenders at the new Complex will reflect state-of-the art design and incorporate, at the unit level, the delivery of a range of offender programs and services.

Housing unit operations will reflect a maximum amount of interaction between staff and offenders. Staff will be present when offenders are not confined to their cells so the staff can directly observe and converse with offenders. This direct supervision method of managing offenders will be employed throughout the Complex.

Small groups of offenders are more easily managed, observed, and supervised than are large groups of offenders. Therefore, the number of offenders in a general population housing area should not exceed 48.

Other than for offenders confined in the Intensive Management unit, R&O, and in an inpatient mental health unit, offenders may be confined two per cell/room.

Minimum and community custody offenders do not require confinement in a cell and should be housed in multiple occupancy cubicles with up to eight offenders per cubicle.

There was discussion about whether women's intake and orientation would be co-located with the R&O facility or be located in the new women's facility (Two 24 bed pods, 48 beds).

There is discussion about a new facility being constructed as Cottages of single- or double-bed housing units (no bunk beds) as opposed to typical women's prison.

There is discussion about several small housing units:

- ▶ Maximum security – eight single cells and seven double cells (TRO).
- ▶ Inpatient Mental Health (no bunk beds):
  - ◆ Chronic psych – six single cells.
  - ◆ Less than chronic – five single cells, three double cells.
  - ◆ Transition – three single cells, six double cells.
- ▶ Outpatient Mental Health (no bunk-beds):
  - ◆ Six single cells.
  - ◆ Seven double cells.
- ▶ Nursery Program:
  - ◆ Eight to ten rooms with bed and crib.

- ▶ Substance Abuse Program – 144 beds:
  - ◆ 48 pre-treatment.
  - ◆ 48 in treatment.
  - ◆ 48 post-treatment (aftercare).
- ▶ Geriatric – no bunks.

## ACTIVITIES AND OPERATIONS

### *Description*

The new women's facility would include up to 700 beds including:

- ▶ General Population – 288 beds.
- ▶ Pre-treatment, treatment, aftercare – 144 beds.
- ▶ Reception and Orientation – 48 beds.
- ▶ Restrictive Housing – 36 beds.
- ▶ Inpatient Mental Health – 36 beds.
- ▶ Outpatient Mental Health – 20 beds.
- ▶ Geriatric Women – 20 Beds.

### *Sequence*

New offenders are housed in the R&O for 30 – 90 days following intake so staff can conduct classifications to assign offenders to the appropriate housing units, program, and work. Orientation and classification of female offenders will take place in a central R&O unit adjacent to medical.

Following classification, women offenders are assigned to appropriate housing according to their assigned custody level and program participation.

### *Schedule*

The female housing unit will operate 24 hours, seven days a week.

Programs and visiting are generally scheduled for 8:00 AM – 8:00 PM either four, five, or seven days a week.

### *Users*

#### **Offenders**

Female offenders are received and processed at intake, spend 30 – 90 days in R&O housing and then are assigned to housing based on their custody classification and program and work assignments.

#### **Staff**

Custody and program staff maintain security in the housing units and offer program and work opportunities to increase the likelihood of successful reentry upon release from prison.

***Planning Considerations and Requirements***

- ▶ Receiving and Orientation: 48 beds (2 – 24 bed units).
- ▶ Maximum Housing: 36 Beds – 8 Single; 7 double (L2); 7 double (TRO).
- ▶ General Population: 288 Beds – 144 (dorms of 36), 144 (8 – 12 person dorms).
- ▶ Outpatient Mental Health Beds: 15 – 20; 4, 2, and single cells.
- ▶ Inpatient Mental Health: 30 Offenders (Chronic – 6 single cells; Less than Chronic: 4 single, 4 double; Transition: 12 beds – one 2-person; other four-person).
- ▶ Transition program w/mentors: 20 – 30 offenders.
- ▶ Substance Abuse Program: (144 offenders: 48 pre-treatment; 48 in-treatment; 48 post-treatment); Substance Abuse Program separate from General Population Housing.

***Design and Equipment Needs******Education and Life Skills Program Space***

- ▶ Eight 20-person classrooms for education programs and life skills programs.
- ▶ Two classrooms for ten-person higher security level.
- ▶ Program staff offices between the classrooms for observation of the classrooms.

***Reception and Orientation Space***

- ▶ Interview rooms.
- ▶ Classroom.

***Substance Abuse***

- ▶ Office and group room (10 – 12) for Excell Director.
- ▶ Offices for Caseworker, Captain, and Lieutenant.
- ▶ Two therapist offices with attached group room (10 – 12).
- ▶ Two C1 offices with attached group room (10 – 12).
- ▶ One large group room (20 person).
- ▶ One large conference room (40 Person), dividable to 20 person.
- ▶ UA Bathroom.
- ▶ Staff Restroom.
- ▶ Occupy room.
- ▶ Medical exam room.
- ▶ Computer lab.

**ADJACENCIES*****Location Relative to Other Functions***

No specific women's facility adjacencies noted – sight and sound separation from male housing, program, and work programs.

## PROGRAMS

---

### COMPONENT 10.0 – PROGRAMS

#### COMPONENT 10.0 – PROGRAMS – EDUCATION PROGRAMS

#### POLICY REQUIREMENTS

The following ACA standards relate to Education Programs:

- 4-4464 Written policy, procedure, and practice provide for a comprehensive education program, available to all inmates who are eligible, which includes the following:
- ▶ Education philosophy and goals.
  - ▶ Communications skills.
  - ▶ General education.
  - ▶ Basic academic skills.
  - ▶ GED preparation.
  - ▶ Special education.
  - ▶ Vocational education.
  - ▶ Postsecondary education.
  - ▶ Other education programs as dictated by the needs of the institutional population.
- 4-4465 – Written policy, procedure, and practice provide for an educational program consistent with the needs of the inmate population.
- 4-4466 There is a written, standardized, competency-based curriculum supported by appropriate materials and classroom resources.
- 4-4470 Written policy, procedure, and practice provide that the academic and vocational education programs are recognized, certified, or licensed by the state department of education or other recognized agency having jurisdiction. Programs up to the completion of high school and/or the GED are available at no cost to inmates. Provision is made for formal recognition of specific educational accomplishments.
- 4-4472 All academic and vocational education personnel are certified by a state department of education or other comparable authority.
- 4-4473 Academic and vocational personnel policies and practices are comparable to local jurisdictions or other appropriate jurisdictions.
- 4-4474 Written policy, procedure, and practice provide for a system of academic and vocational needs of inmates who require special placement because of physical, mental, emotional, or learning disabilities.

- 4-4476 The education program allows for flexible scheduling that permits inmates to enter at any time and proceed at their own learning pace.
- 4-4477 Written policy, procedure, and practice provide that comprehensive education programs are available to all eligible inmates at a time when the majority can take advantage of the programs.
- 4-4479 Written policy, procedure, and practice govern the maintenance and handling of educational/vocational records. Student's rights to privacy and confidentiality in accordance with state and federal law should be maintained.

## ACTIVITIES AND OPERATIONS

### *Description*

Program staff will provide a robust education program and vocational education program for offenders housed at the Complex. Shared offices for staff and contracted teachers will be required and 12 classrooms per 1,000 inmates are needed. Classrooms would be shared by other programs including Life Skills, YPREP, Multi-Cultural, and Volunteer services.

### *Sequence*

Newly admitted inmates to the Complex will be initially housed for four to six weeks in an orientation unit. During this orientation period, a Case Action Plan (CAP) will be developed with the offender. The CAP will establish programs that offenders will participate in during their time with the UDC, including educational programs.

Inmates are assigned to educational programming according to their level of need, program availability, and security level.

Graduation ceremonies are held at the Complex. Graduating offenders, family members, public, school administrators, and security staff participate in those graduation exercises.

### *Schedule*

The programming area, including the education program, will operate 8:00 AM – 8:00 PM, Monday through Friday, with time out for the noon meal/count and for the evening meal.

### *Users*

#### **Offenders**

Offenders are assigned to education programs according to their educational requirements and program availability. Class sizes for the educational classes are generally up to 20 offenders. Some of the 20-person classroom should have the ability to be opened to accommodate 40 offenders for special programs.

#### **Staff**

Staff working in the education areas includes the following per 1,000 offenders housed at the new facility:

- ▶ Six contract education staff from the school district in which the Complex is located, with expansion capability to eight).
- ▶ Two education security staff.
- ▶ Two UDC education staff.

- ▶ One Ethnic Minority Resource Officer.

### ***Planning Considerations and Requirements***

- ▶ Administrative office space outside the perimeter will allow public access to include:
  - ◆ Offices for one Deputy Warden, seven Program Directors/Captains, eight Lieutenants, eight clerical staff, with the opportunity for expansion.
  - ◆ Offices for up to eight high school educators.
  - ◆ A large conference room to accommodate 30 people.
  - ◆ Staff restrooms.
  - ◆ Break room.
  - ◆ Copy room.
- ▶ Twelve classroom per 1,000 offenders to be shared with other programs including Life Skills, YPREP, Multi-Cultural, Volunteer Services, and two with access to computers.
- ▶ A two-person security station for each group of 12 classrooms.
- ▶ Conference rooms – one per 1,000 inmates.

### ***Design and Equipment Needs***

#### **Unit Classroom and Offices**

The concept presented by the staff is to have each 40-person, classroom sub-dividable to two 20-person classrooms. The staff would be positioned between the classrooms with security gazing to allow observation of each classroom by those staff in their offices.

Classrooms should have lateral locking cabinets with a countertop for storage and layout, windows, paging systems, and duress buttons.

Four-person interview rooms (several are requested by different groups and could be shared) needed for private consultation with inmates on the units.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Program Administration outside the perimeter could be housed in the Department or Complex administration building.

Unit programming space should be located in the housing unit to minimize inmate movements within the unit.

## COMPONENT 10.0 – PROGRAMS – ANCESTRY – FAMILY HISTORY PROGRAM

### POLICY REQUIREMENTS

Ancestry research is an integral and important part of offender programming. Offenders are encouraged to actively participate in it.

### ACTIVITIES AND OPERATIONS

#### *Description*

The family history program is funded through the Church of Latter Day Saints. The program began in 1989 with eight offenders and has grown to nearly 500 offenders. The program provides 40 computer stations enabling offenders to research their own family history or do research by making Internet requests for family history. It is the second largest indexing program in the world. The program operates 12 hours a day and currently has a waiting list for offender participation.

#### *Sequence*

A room large enough to provide 30 workstations with computers will be provided within each general population housing unit at which offenders can access family history information and conduct research.

#### *Schedule*

The family history program operates seven days a week from 8:00 AM – 8:00 PM.

#### *Users*

##### **Offenders**

Offenders will be able to access computers for up to two hours at a time to research their own family history or research family history requests made through the Internet.

Currently, 480 offenders participate in the program and there is a waiting list for the program.

##### **Staff**

One security officer and four volunteers will staff the family research program at each of the general population housing units.

#### *Planning Considerations and Requirements*

The Family History Program requires:

- ▶ A computer room for indexing.
- ▶ Microfiche storage.
- ▶ Limited to 30 computers based on security concerns.

#### *Design and Equipment Needs*

The Family History Research Program requires 30 computer stations for offenders to use for indexing.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

They should be situated within each of the general population housing units in areas that provide easy access to all offenders within the unit.

## COMPONENT 10.0 – PROGRAMS – LAW LIBRARY – LEGAL SERVICES

### POLICY REQUIREMENTS

The following ACA standards relate to Law Library and Legal Services:

#### *Programs*

- 4-4274 Written policy, procedure, and practice ensure the rights of inmates to have access to courts.
- 4-4275 Written policy, procedure, and practice ensure and facilitate inmate access to counsel and assist inmates in making confidential contact with attorneys and their authorized representatives. Such contact includes, but is not limited to, telephone communications, uncensored correspondence, and visits.

### ACTIVITIES AND OPERATIONS

#### *Description*

Upon request, legal services will be provided by attorneys under contract to the Department. Offenders will meet with their attorneys in rooms specifically set aside for that purpose with in the visiting room.

#### *Sequence*

Offenders are able to access the legal materials and legal research assistance through requests.

#### *Design and Equipment Needs*

None.

### ADJACENCIES

#### *Location Relative to Other Functions*

None are required, other than previously noted with regard to the location of the Visiting area.

## COMPONENT 10.0 – PROGRAMS – LIBRARY AND READING FOR THE BLIND PROGRAM (RFB)

### POLICY REQUIREMENTS

UDC library services are guided by the Library Standards for Adult Correctional Facilities. Reading is encouraged and the cost of maintaining the library is significantly offset with books donated by the public.

The following ACA standards relate to Library Programs:

- 4-4505 The institution maintains and or provides access to comprehensive library services that include, but are not limited to, a reference collection containing general and specialized material and planned and continuous acquisition of materials to meet the needs of the institutional staff and inmates.
- 4-4506 The institution has a qualified staff person who coordinates and supervises library services.
- 4-4507 There is available to the institution a person with a master of library science degree who assists in coordinating and supervising library services and is responsible for training all library staff.
- 4-4508 Written policy defines the principles, purposes, and criteria used in the selection and maintenance of library material.
- 4-4509 The library participates in inter-library loan programs.
- 4-4510 Library services are available daily, including evenings and weekends.
- 4-4511 Written policy, procedure, and practice provide for the selection, training, and use of inmates as library assistants.

### ACTIVITIES AND OPERATIONS

#### *Description*

Library services will be provided for offenders within each of the Housing Units. Offenders will have open access to reading materials in the libraries in Housing Units for to Level 3, 4, and 5 offenders. For Level 1 and Level 2 offenders, reading materials will be brought to the offenders in their cells. The Complex will have an area to store, sort, and exclude prohibited items as well as to search for contraband that might be hidden within the donated reading materials.

The Reading for the Blind program involves offenders who tape books to be distributed to the Utah Library System. The program employs offenders as readers (currently eight readers and listeners) and technicians to record books to tape.

#### *Sequence*

##### *Library*

Level 1, Level 2, and Level 3 offenders will access the unit libraries on a pre-scheduled basis in small groups where they will be able to access reading materials and return to their housing units.

*Reading for the Blind*

Eight offenders will be employed as readers and eight offenders will be employed as listeners. Other offenders will serve as recording technicians. Thirty offenders in total will work in the Reading for the Blind program.

**Schedule**

*Library*

- ▶ The unit libraries will be in use from 8:00 AM – 8:00 PM, Monday through Saturday.
  - ◆ Offenders will access the libraries in small groups of up to 15 at a time for a 10-15 minute on a scheduled basis.
  - ◆ The goal in new Complex is to allow offenders up to an hour a week in the library by increasing the size of the library to up to 1,500 square feet.

*Reading for the Blind*

- ▶ This program will operate four days a week from 6:00 AM – 4:00 PM. The offenders in the program will remain in the area during the noon count and eat their noon meal in their work area.

**Users**

**Offenders**

*Library*

- ▶ Lower custody level offenders will have direct access to the library once a week for 10 – 15 minutes.
- ▶ Higher custody offenders will have library materials they have made specific requests to receive delivered to them via book carts.

*Reading for the Blind*

- ▶ Thirty offenders will be employed including eight readers, six editors, two clerks, and three converters. The program will be in operation four days a week from 6:00 AM – 4:00 PM.
- ▶ The program will primarily employ long-term offenders.

**Staff**

*Library*

- ▶ Security staff will provide escort supervision to and from the library for their library time.
- ▶ One staff library worker will oversee the library function.

*Reading for the Blind*

- ▶ One staff person will be responsible for managing this program.

**Planning Considerations and Requirements**

*Library*

- ▶ Except for Level 1 and Level 2 offenders, which will require only space for temporary storage of reading materials, approximately 500 square feet of space will be required, including an area for book storage for each of the general population unit libraries.

- ▶ An office for the librarian also is needed.
- ▶ Space adjacent to the donation receiving location for a paper-recycling container.

#### *Reading for the Blind*

- ▶ RFB Complex of 3,000 square feet located near long-term offender housing.
- ▶ Complex will include:
  - ◆ Eight soundproof reading/recording rooms.
  - ◆ Twelve workstations for editing, conversion, duplication, and quality control.
  - ◆ Staff office/control room.
  - ◆ One clerk office.
  - ◆ One repair office.
  - ◆ One storage room.
  - ◆ One compressor/maintenance room.
  - ◆ Separate staff/offender restrooms.

#### ***Design and Equipment Needs***

##### *Library*

- ▶ Libraries should be designed with main book area and separate reading room/research classroom adjacent to the library.
- ▶ An automated system for inventorying, requesting, distributing, and returning reading materials will be used to keep track of all items.
- ▶ An area to collect, sort, and conduct security checks have access to dumpster or other trash receptacle for unusable items.

##### *Reading for the Blind*

- ▶ The reading rooms need to be soundproof rooms, separate from the housing units
- ▶ Replication of current spaces for this program should be adequate for future needs.

#### **ADJACENCIES**

##### ***Location Relative to Other Functions***

##### *Library*

- ▶ Provide a library area in the Complex to allow offenders to spend up to one hour a week accessing the library.
- ▶ The library should be in close proximity to the offender visiting area, and if possible near to areas in which classroom teaching is provided.

##### *Reading for the Blind*

- ▶ Locate near long-term offender housing units.
- ▶ Locate where there is less likelihood of ambient noise from housing units or other activities affecting the recording of books on tape.

## COMPONENT 10.0 – PROGRAMS – RELIGIOUS

### POLICY REQUIREMENTS

The following ACA standards relate to Religious Programs:

- 4-4512 There is a qualified chaplain (or chaplains) with minimum qualifications of: (1) clinical pastoral education or equivalent specialized training, and (2) endorsement by the appropriate religious certifying body. The chaplain assures equal status and protection for all religions.
- 4-4513 In facilities with an average daily population of 500 or more inmates, there is a full-time chaplain (or chaplains). In facilities with less than 500 inmates, adequate religious staffing is available.
- 4-4514 The chaplain plans, directs, and coordinates all aspects of the religious program, including approval and training of both lay and clergy volunteers from faiths represented by the inmate population.
- 4-4515 The chaplain has physical access to all areas of the institution to minister to inmates and staff.
- 4-4516 The chaplain, or designated religious staff, develops and maintains close relationships with community religious resources.
- 4-4517 Written policy, procedure, and practice provide that inmates have the opportunity to participate in practices of their religious faith that are deemed essential by the faith's judiciary, limited only by documentation showing threat to the safety of persons involved in such activity or that the activity itself disrupts order in the institution.
- 4-4518 Representatives of all faith groups are available to inmates.
- 4-4519 When a religious leader of an inmate's faith is not represented through the chaplaincy staff or volunteers, the chaplain assists the inmate in contacting a person who has the appropriate credentials from the faith judicatory. This person ministers to the inmate under the supervision of the chaplain.
- 4-4520 Written policy, procedure, and practice require the institution provide space and equipment adequate for the conduct and administration of religious programs. The institution makes available non-inmate clerical staff for confidential material.
- 4-4521 The chaplain, in cooperation with the institutional administrator or designee, develops and maintains communications with faith communities and approves donations of equipment or materials for use in religious programs.

### ACTIVITIES AND OPERATIONS

#### *Description*

The Draper prison complex has 36 recognized religions represented among the offender population. The religious needs of the offenders at Draper are met through volunteers under the supervision of the Draper Chaplain.

Offices for the Religious and Volunteer Services Office should be in the Complex Administration Building with public access.

### ***Sequence***

The Chaplain approves volunteers who provide religious services for the offenders at Draper and supervises the activities of the religious volunteers.

The Religious and Volunteer Office reviews applications from religious and other volunteers, gets background checks, interviews volunteers, and, if approved, provides IDs for volunteers.

### ***Schedule***

Volunteers may provide religious programming from 8:00 AM – 8:00 PM, seven days a week.

Special approval may be given for services outside the approved religious program times.

### ***Users***

#### **Offenders**

Offenders attend the services of their preferred religion as they are scheduled at the Chapel or other venue at the facility at which they are housed.

#### **Staff**

Staff includes the Chaplain, two others, and security staff who oversee activities.

Volunteers are used extensively to meet the religious needs of the offender population.

### ***Planning Considerations and Requirements***

Central Religious and Volunteer Services Administration:

- ▶ One small conference room for interviews and meetings with public and volunteers.
- ▶ Three staff offices.
- ▶ One secured room for ID printing.
- ▶ One 200 square foot storage room for public donations.

Unit-based Chapel and offender volunteer services will be delivered in each unit:

#### ***Male General Population Units***

- ▶ Space will be required to accommodate 200 persons, including offenders and volunteers participating in religious services on each of the male general population units
- ▶ One classroom to accommodate up to 30 people.
- ▶ One security officer work area open for observation of activities in the area.
- ▶ One staff office.
- ▶ One offender restroom (shared).
- ▶ One staff restroom.

*Female Unit*

- ▶ Space will be required to accommodate 100 persons, including offenders and volunteers participating in religious services on each of the female general population units.
- ▶ One classroom to accommodate up to 30 people.
- ▶ One security officer work area open for observation of activities in the area.
- ▶ One staff office.
- ▶ One offender restroom (shared).
- ▶ One staff restroom.

*R&O/Special Needs Unit*

- ▶ Space will be required to accommodate 50 persons, including offenders and volunteers participating in religious services on the R&O / Special Needs Unit.
- ▶ One classroom to accommodate up to 30 people.
- ▶ One security officer work area open for observation of activities in the area.
- ▶ One staff office.
- ▶ One offender restroom (shared).
- ▶ One staff restroom.

*Design and Equipment Needs*

The Chapel should be the central gathering point for services and programs of all faiths and religions. The Chapel should be able to seat up to 200, but it also should be flexible enough to accommodate many different religious activities (Christian services, Muslim prayer rugs, Native American drums and bead work, etc.).

Ideally, smaller program rooms will adjoin the Chapel for religious and other volunteer meetings and programs.

**ADJACENCIES***Location Relative to Other Functions*

The Religious and Volunteer Office should have public access.

The Chapel and meeting rooms should be designed to minimize inmate movement, particularly escorted inmate movement from housing pods.

## COMPONENT 10.0 – PROGRAM – SUBSTANCE ABUSE TREATMENT PROGRAMS (SATP)

### POLICY REQUIREMENTS

Policy decisions associated with the SATP include:

- ▶ Sizes of the pods and units to house the offenders in the program (36 – 48 size dorms/cells), up to 400 on the unit. This decision will affect the size and layout of the pods and the support space for the program.
- ▶ A decision as to whether to include a transitional unit for Level 5 offenders who have completed the program for continuing care and employment opportunities. If such a program building is provided, will it be located inside or outside the facility perimeter?

### ACTIVITIES AND OPERATIONS

#### *Description*

The SATP provides drug and alcohol treatment for offenders who generally have between one to two years left until parole. CONQUEST is the current program used for the Residential Substance Abuse Treatment (RSAT). There are up to 400 male offenders housed in the treatment housing area, with 230 male offenders involved in the intensive treatment program, and an additional 50 – 80 in the continuing care program. The women’s SATP is a separate area in the women’s prison, where 144 female offenders participate in SATPs. The program averages two to three graduates or removals from the program per week. There are up to 600 on the waiting list for the Residential Substance Abuse Treatment (RSAT) program. Staff estimates up to 75 percent of the offender population has demonstrated drug or alcohol issues, which might require some level of treatment services.

Staff also indicates the SATP works best as a stand-alone housing community, but needs to balance programming to provide education and other programs as well as substance abuse treatment.

Housing for the current program is primarily dormitory, and staff indicates this housing is appropriate if the dorm sizes remain manageable (36 – 48 beds per pod). Some cell space is preferred to allow staff to manage inmates who become disruptive or need to be temporarily isolated.

#### *Sequence*

Newly admitted inmates to the Utah correctional system are housed for four to six weeks in an orientation unit. During this orientation period, a CAP is developed with the inmate. The CAP will establish programs that inmates will participate in during their time in the UDC, including SATPs.

Inmates are assigned to SATP according to their level of need, program availability, and security level.

Graduations and removals from the program average approximately two to three a week. There is a waiting list for the program of approximately 600 offenders.

#### *Schedule*

The programming area, including the education program, will operate 8:00 AM – 8:00 PM, Monday through Friday.

***Users*****Offenders**

Offenders are assigned to SATP according to their substance abuse treatment needs, time to release/parole, and program availability.

Approximately 400 offenders are housed in the current SATP housing units, 230 of those offenders are actively involved in the residential treatment program and 50 – 60 are involved in aftercare programs.

**Staff**

Staff working in the SATP areas currently includes the following offenders housed at the new facility:

- ▶ Twelve clinical staff, with caseloads of 20 offenders each.
- ▶ Four Correctional Specialists run psycho-educational groups. Would like to increase from four to eight.
- ▶ Three interns work to gain practical experience.

***Planning Considerations and Requirements***

The following program requests were made for spaces in the SATP unit:

- ▶ Treatment space per 1,000 offender facility (currently 400 in program).
- ▶ Ten group rooms for treatment, AA, peer meetings, and psycho-educational – seating for 20 per room – expandable to 40.
- ▶ Fifteen offices for up to 20 staff.
- ▶ Five individual rooms – individual interview/counseling rooms.
- ▶ Band/music room – space for a choir of 20 and a band of 10 – 12.
- ▶ Conference room for staff meetings and supervision – seating for 20.
- ▶ Large room for community meetings.
- ▶ Meeting area for parenting/couples counseling.
- ▶ Separate game room for table games and XBOX.

The women's unit for SATPs should have similar meeting rooms and offices to the men's unit to accommodate 144 in the treatment program.

***Design and Equipment Needs***

The SATP should be a stand-alone unit with access to programming other than substance abuse treatment, such as education. The unit should be designed to minimize inmate movement to access the program areas and also minimize the need for security staff to escort offenders to their programs.

The women's facility should have housing for pre-treatment, treatment, and post-treatment offenders with 48 offenders per pod.

**ADJACENCIES**

***Location Relative to Other Functions***

No specific adjacencies noted.

## COMPONENT 10.0 – PROGRAMS – SEX OFFENDER TREATMENT PROGRAM (SOTP)

### POLICY REQUIREMENTS

Approximately 29 percent of the inmate population in the UDC has a sex offender designation. Many of those offenders will require participation in a SOTP to be considered for parole.

The following policy questions arose during discussions about the SOTP:

- ▶ Discussion about whether all sex offenders should be housed in a designated area of the complex where they would be divided into units of pre-treatment, in treatment, or post-treatment. Argument for housing this group together, especially those in treatment and those in post-treatment, is that it is easier to create a therapeutic community for those offenders perhaps increasing the likelihood of success. Arguments against housing all offenders with a sex offender designation in the same area is that it could limit access to other educational, substance abuse, work, and various programs that would benefit the offender. It would also identify these offenders as sex offenders, creating a potential security issue for those inmates.
- ▶ This policy issue would affect the size and configuration of housing units and the associated unit support spaces. Also noted is that housing approximately 2,000 inmates in the SOTP would use half the beds to be recreated at a new Draper complex, which is not an efficient use of beds at the new facility.

### ACTIVITIES AND OPERATIONS

#### *Description*

Approximately 29 percent of the offender population is designated as a sex offender. Many of these offenders will require successful completion of a SOTP prior to consideration for parole.

The SOTP currently has a capacity of 400 offenders in active treatment and post-treatment. These offenders are currently housed in units of 200 offenders in pods of 40 offenders. Housing in the new facility could be a combination of dormitory and cell beds.

Treatment includes a combination of group and individual treatment sessions.

#### *Sequence*

Newly admitted inmates to the Utah correctional system are housed for four to six weeks in an orientation unit. During this orientation period, a CAP is developed with the inmate. The CAP will establish programs the inmates will participate in during service of their sentence in the UDC, including SOTPs.

Inmates are assigned to SOTP according to their level of need, program availability, and security level.

Inmates who successfully complete the SOTP are moved to the post-treatment program where support activities continue.

#### *Schedule*

The programming area, including the treatment program, will operate 8:00 AM – 8:00 PM, Monday through Friday.

***Users*****Offenders**

Offenders are assigned to the SOTPs according to their educational requirements and program availability. The SOTP and post-treatment program will accommodate up to 400 offenders.

**Staff**

The SOTP will include security staff and treatment staff including therapists, psych-techs, and Ph.D. interns.

***Planning Considerations and Requirements***

Planning for the SOTP will include housing for offenders in treatment and in post-treatment. The housing units should have 48-bed dormitory and cell pods. Ideally a classroom to accommodate 18 – 20 offenders would be located directly off the pod dayroom. In addition to the classroom off each dayroom, other spaces on the unit should include:

- ▶ Treatment space per 1,000 offender facility:
  - ◆ Fifteen therapist offices.
  - ◆ Twelve group rooms for ten people.
  - ◆ Three psych-tech offices.
  - ◆ Two Ph.D. intern offices.
  - ◆ One plethysmograph office.
  - ◆ One conference room for seating 30 people, table in center.
  - ◆ Two CS1 offices.
  - ◆ One Security Office.

***Design and Equipment Needs***

Unit space for the SOTP should be designed to minimize offender movement and minimize the need for offender escort to and from treatment sessions.

**ADJACENCIES*****Location Relative to Other Functions***

No adjacencies noted.

## COMPONENT 10.0 – PROGRAMS – VOCATIONAL TRAINING (VT) PROGRAM

### POLICY REQUIREMENTS

The following ACA standards relate to VT Programs:

- 4-4467 VT programs are integrated with academic programs and are relevant to the vocational needs of inmates and to employment opportunities in the community.
- 4-4468 Written policy, procedure, and practice provide for a vocational program consistent with the needs of the inmate population.
- 4-4469 The institution uses business, industry, and community resources in developing academic and/or vocational education programs for selected inmates.
- 4-4470 Written policy, procedure, and practice provide that the academic and vocational education programs are recognized, certified, or licensed by the state Department of Education or other recognized agency having jurisdiction. Programs up to the completion of high school and/or the GED are available at no cost to inmates. Provision is made for formal recognition of specific educational accomplishments.
- 4-4472 All academic and vocational education personnel are certified by a state Department of Education or other comparable authority.
- 4-4474 Written policy, procedure, and practice provide for a system of academic and vocational needs of inmates who require special placement because of physical, mental, emotional, or learning disabilities.
- 4-4479 Written policy, procedure, and practice govern the maintenance and handling of educational/vocational records. Student's rights to privacy and confidentiality in accordance with state and federal law should be maintained.

### ACTIVITIES AND OPERATIONS

#### *Description*

The UDC will work in cooperation with the Davis Applied Technology College to provide technical training for up to 120 male and female offenders at a given point in time in areas. This training may include, among others:

- ▶ Automotive Technology.
- ▶ Maintenance Technician.
- ▶ Welding Technology.
- ▶ Machine Technology.
- ▶ Culinary Arts.
- ▶ Business Technology.

Offenders participating in the VT program must be high school graduates or have a high school equivalency because the programs are college certificate level program.

The culinary arts program is a full day program, but the other VT opportunities can be taken as half-day or full-day classes. Courses are completed with 1,200 hours of classroom time and generally take nine months to one year to complete.

Vocational training programs for female offenders will be expanded and directed at their unique job training needs while at the same time not excluding them training opportunities that have been traditionally viewed as male only occupations. Because all offenders currently must pay to take a vocational training class/program and because female offenders desire to work at jobs that compensate them so they can send money home to help support their children, female offenders are currently less prone to take vocational training courses. UDC hopes to find a way to eliminate this deterrent to participation before the new Complex opens.

### ***Sequence***

Newly admitted offenders to the Complex are housed for four to six weeks in the reception and orientation unit. During this orientation period, a CAP is developed with the offender. The CAP establishes programs the offenders will participate in during their time in the UDC, including VT programs.

Inmates are assigned to VT programming according to their level of need, program availability, and security level. There is a class fee associated with the vocational program that the student must pay and/or sign a promissory note to participate.

Graduation from the VT program is held at the Complex. Graduating offenders, family members, public, school administrators, and security staff participate in these graduation exercises.

### ***Schedule***

VT classes may be held from 8:00 AM – 11:00 AM and 11:00 AM – 2:30 PM. The culinary program is a full-day program and offenders attend both sessions. The other programs can be attended either on a half-day basis or as a full-day program.

### ***Users***

#### **Offenders**

Up to 120 male and female offenders participate in the program at one time, but male and female offenders will not participate in the same program at the same time.

#### **Staff**

Correctional officers will provide security and direct observation of offender activities. UDC program staff and contract instructors from the Davis Applied Technology College will plan and execute the VT program.

### ***Planning Considerations and Requirements***

- ▶ Provide separate staff and offender restrooms.
- ▶ Provide an offender lunch/break room for those offenders participating in full-day programs.
- ▶ Provide a break area for VT training staff.
- ▶ Provide classrooms for bookwork.

- ▶ Provide a private testing room with computer capability for offenders to take tests.
- ▶ Provide two offices for instructors.
- ▶ Provide security station for correction staff.
- ▶ Provide an office area for the manager and customer service staff.
- ▶ Provide a shakedown area to search inmate prior to returning to housing areas.

### *Design and Equipment Needs*

Should any of the currently delivered VT programs continue be offered at the new Complex, the following design and equipment needs are noted for each of those program areas.

#### *Automotive Technology*

- ▶ Space: 60' x 80' or larger.
- ▶ Items to be built in:
  - ◆ 30 cubbies for student storage.
  - ◆ Tire racks (off the floor).
  - ◆ Locked cabinets for staff.
- ▶ Exterior:
  - ◆ Large fenced area for storage of vehicles with roll door access.
- ▶ Interior:
  - ◆ Office and tool room combination room.
  - ◆ One in ground hoist.
  - ◆ One above ground hoist.
  - ◆ Lube pit (with camera monitoring).
  - ◆ Alignment rack.
  - ◆ Wash bay (corner of shop with 4' divider).
  - ◆ Classroom and shop needs to be plumbed with air, multiple hose faucets, shop area that can accommodate six 4' x 8' work benches, and testing area.
  - ◆ Wash station.

#### *Maintenance Technician*

- ▶ Maintenance Technician Classroom should include:
  - ◆ 7,500 square feet for shop/classroom.
  - ◆ 300 square feet office/tool room.
  - ◆ 50 square feet storage area with double doors.
  - ◆ 30 built in storage cubbies.
  - ◆ Locked cabinets for staff.
  - ◆ Wash station.

- ▶ Utilities needed:
  - ◆ Six 100 PSI air pressure drops.
  - ◆ Six three-phase 220 volt electrical drops.
  - ◆ Two welding booths to include:
    - Two exhausts.
    - Two electrical for welders.
  - ◆ Ten solar panels on the roof.

### *Welding*

- ▶ 6,000 square feet welding shop/classroom area.
- ▶ Compressed air with 15 drops spread throughout the shop.
- ▶ Six water faucets.
- ▶ Wash station.
- ▶ Power to supply 15 booths and six other pieces of equipment.
  - ◆ This needs to include 110 volts and 220 volts.
- ▶ Three 5' x 5' rooms.
  - ◆ 30 minute burn rated walls for welding tank storage.
- ▶ Welding gas manifold to all booths and oxy-fuel booths.
- ▶ Forced Ventilation.
- ▶ 600 square feet tool room with storage for:
  - ◆ Welding consumables and tools.
  - ◆ Needs to have a double walk-in door.
  - ◆ Office.
- ▶ 16' to 20' or higher ceiling.
- ▶ 25' wide shop door to the outside.
- ▶ Double-wide walk-in door.
- ▶ Epoxy floor:
  - ◆ Prevent *concrete popping*.
- ▶ 40' x 40' outside metal storage area.
- ▶ 15' x 15' closed off grinding room,.

### *Machine Technology*

- ▶ 60' x 100' shop area.
- ▶ Air hookups.
- ▶ 20 hookups for 240 volt three-phase power.
- ▶ 20' rollup door to bring large materials in.

- ▶ 8' rollup door on office.
- ▶ Door from office to storage room.
- ▶ 20' x 20' storage area to include metal storage.
- ▶ Washing station.
- ▶ Air compressor ports at multiple locations in classrooms, including ports by all machine power points.
- ▶ Area for testing on computers that have intranet access.
- ▶ Stations for up to 10 computers with intranet access in order to setup for G-code programming and AutoCAD.
- ▶ 30 built in cubbies.
- ▶ Locked cabinets.

*Culinary Arts*

- ▶ Total square feet is 10,000 for both buildings:
  - ◆ Male 5,000 square feet.
  - ◆ Female 5,000 square feet.
- ▶ Need to include:
  - ◆ Gas lines and hook-ups.
  - ◆ Ventilation.
  - ◆ 8' x 14' walk-in freezer.
  - ◆ 15' x 15' walk-in refrigerator.
  - ◆ Eight work stations with electrical outlets.
  - ◆ Dry food storage room.
  - ◆ Instructor office.
  - ◆ Secured area for knives.
  - ◆ 25 built in cubbies.
  - ◆ Delivery area with a roll-up door.
  - ◆ Garden space.

All items above to be included in both buildings.

*Business Technology*

- ▶ Need one classroom in both male and female VT areas.
  - ◆ 40' x 60' classrooms (each).
  - ◆ 30 built in cubbies.
  - ◆ Book shelves.
  - ◆ Locked cabinets.

- ◆ Electrical outlets for 25 computers.
- ◆ Room must be wired for intranet.
- ◆ Instructor offices with Internet.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

VT programs should be delivered in close proximity to each other and in a building separate from the housing units. That building should be accessible from all general population housing units.

## COMPONENT 10.0 – PROGRAMS – VOLUNTEER

### POLICY REQUIREMENTS

- 4-4114 There is a staff member who is responsible for operating a citizen involvement and volunteer service program for the benefit of inmates.
- 4-4115 Written policy and procedure specify the lines of authority, responsibility, and accountability for the Institution’s citizen involvement and volunteer services program.
- 4-4116 The screening and selection of volunteers allows for recruitment from all cultural and socioeconomic parts of the community.
- 4-4117 There is an official registration and identification system for volunteers.
- 4-4118 Written policy specifies volunteers may perform professional services only when they are certified or licensed to do so.
- 4-4119 Written policy, procedure, and practice provide that each volunteer completes an appropriate, documented orientation and/or training program prior to assignment.
- 4-4120 Volunteers agree in writing to abide by all facility policies, particularly those relating to the security and confidentiality of information.
- 4-4121 A current schedule of volunteer services is available to all inmates and is posted in appropriate areas of the institution.
- 4-4122 There is provision for volunteers to contribute suggestions regarding the establishment of policy and procedure for the volunteer services program.

### ACTIVITIES AND OPERATIONS

#### *Description*

Volunteer services represent a very significant, highly-valued asset by the UDC. Approximately 1,200 volunteers provide religious, life skills, education, substance abuse, sex offender, veterans, and other services and programs to both male and female offenders. They also play an important role in transitioning offenders from confinement to the community. For these reasons, and others, siting the new Complex in proximity to the Salt Lake City metropolitan area is critical to enabling volunteers regular and frequent access to offenders housed in the Complex.

#### *Sequence*

The Religious and Volunteer Office reviews applications from religious and other volunteers, gets background checks, interviews volunteers, and, if approved, provides IDs for volunteers.

Volunteers coordinate the services and programs they provide with the Religious and Volunteer Office and staff from each associated program (education, substance abuse, sex offender, etc.)

#### *Schedule*

- ▶ Volunteers provide services from 8:00 AM – 8:00 PM, seven days a week.

- ▶ Services and programs may be provided at other times as appropriately approved.

### *Users*

#### **Offenders**

Offenders will likely have contact with several volunteers during the time they are incarcerated.

#### **Staff**

Three staff, including the Chaplain, oversee the Religious and Volunteer Services office where volunteers are reviewed and approved to work at the Complex.

Security staff is responsible for monitoring inmate movement to and from volunteer programs and monitoring the safety during the time the volunteers provide services or programs.

Lead program staff approves specific programming and schedule the use of volunteers in their programs.

### *Planning Considerations and Requirements*

Volunteers provide a critical component in the delivery of religious and other programs for offenders at the Complex. While most of the services and programs provided by volunteers occur in classrooms, meeting rooms, and interview rooms located in the various program areas (e.g., SATP, SOTP, education program, religious program, etc.), there may be some specific requests from the program staff and volunteers to enhance the volunteer's effectiveness.

#### *General Volunteer Programs*

- ▶ One classroom included (as part of the 12 classrooms per 1,000 offenders identified in the education area) with partition seating for 20 offenders on each side, that can provide volunteer programming for:
  - ◆ Narcotics Anonymous.
  - ◆ Sex/drug/alcohol addiction.
  - ◆ Yoga, Siddha, Bhakti.
  - ◆ Crochet.
  - ◆ Music School.
  - ◆ Expansion.
  - ◆ Other volunteer services and programs.
- ▶ Chapels and/or multipurpose meeting rooms at each facility will provide space for offenders to participate in religious and other programs without being precluded because of movement restrictions base on custody level.

#### *Veterans' Center*

The Veterans' Center program will provide counseling and supportive transition services for the up to 1,000 veterans housed at the Complex to assist them in accessing resources available to veterans. The Veterans' Center will require:

- ◆ Counseling rooms.
- ◆ Classrooms.

***Design and Equipment Needs***

Space for volunteers is generally shared space with program areas including education, SOTP, SATP, education programs, etc., and the religious programming in the Chapel.

Because the Chapel areas are one of the primary areas where volunteers provide religious and other programs, an appropriately sized Chapel and meeting rooms should be considered as a meeting space for each facility at the new complex. The religious service area will serve the religious and spiritual needs of all offenders.

**ADJACENCIES*****Location Relative to Other Functions***

Volunteer services in large measure will be delivered in proximity to areas in which religious services will be provided and in areas adjacent to offender visiting areas.

Sweat Lodges for Native Americans should be isolated from and not shared with other religious programs and recreation yard activities.

## COMPONENT 11.0 – RECREATION

### POLICY REQUIREMENTS

The following ACA standards relate to Recreation Programs:

- 4-4481 Written policy, procedure, and practice provide for a comprehensive recreational program that includes leisure-time activities and outdoor exercise.
- 4-4482 The recreation program is supervised by a qualified person who has a minimum of a bachelor's degree in recreation or leisure services or an equivalent in combined education and experience. In institutions with more than 100 inmates, this position is full-time.
- 4-4483 Written policy, procedure, and practice provide for the selection, training, and use of inmates as recreation program assistants.
- 4-4484 Facilities and equipment suitable for the planned leisure activities are available in proportion to the inmate population and are maintained in good condition.
- 4-4485 Written policy, procedure, and practice provide for interaction with the community through recreational activities.
- 4-4486 Written policy, procedure, and practice provide for activities initiated by inmates and carried out under staff supervision.

### ACTIVITIES AND OPERATIONS

#### *Description*

Recreation opportunities including inside and outside exercise and inside passive recreation and hobby craft are provided for offenders as appropriate for their custody classification.

Yard – Open yard activities including basketball, volleyball, soccer, and other team sports, track for walking/jogging, and other outside activities.

One centrally located standard-sized gymnasium will be provided for use by all general population male offenders to play basketball, volleyball, and handball.

For Maximum custody offenders (Level 1 and Level 2), enclosed exercise courtyard will be provided.

#### *Sequence*

General population offenders should have the opportunity for daily exercise on either a yard or gym. Offenders housed in a restrictive movement housing unit will have the opportunity for out of cell exercise for at least one hour five days per week.

#### *Schedule*

Yards will be open for activities during daylight hours, seven days a week. Recreation periods will run for two hours during the morning and afternoon, and up to two hours in the evening during daylight hours.

The single gym will be open on a rotating schedule basis – seven days a week for two hours in the morning, two hours in the afternoon, and two hours in the evening.

***Users*****Offenders**

Yard activities will be available on a scheduled basis based on a housing unit rotating schedule in which no more than 150 offenders will be on a yard at any one time.

Gym activities will be scheduled on a rotating basis for each housing unit with no more than can be safely managed in the gym during any time period.

**Staff**

Security staff will directly oversee both yard and gym activities for Maximum custody offenders. Controlled movement of offenders will be used for offenders to walk to and from the yard or gym. For the general population, recreation staff will be present to organize, coordinate, and supervise recreation programs in the gym and on the yards.

For Maximum custody offenders, housing unit staff will oversee recreation activities in the enclosed yards and will escort offenders to and from those enclosed yards using restraints appropriate for the custody levels. Offenders will escort offenders to and from the exercise yard and gym.

***Planning Considerations and Requirements***

- ▶ Office for Recreation Lieutenant in the gym area.
- ▶ Area for storing and securing male offender gym recreation equipment.
- ▶ Area for storing and securing female offender gym recreation equipment.
- ▶ Buildings for storing and securing male and female offender yard recreation equipment.
- ▶ One standard-size gym for use by general population male offenders that can be subdivided into two half-court areas.
- ▶ Recreation yards for male and female offenders – one per general population facility within the Complex.
- ▶ Housing units in which offender movement is restricted to exercise outside of their cells either individually or in small groups on a scheduled basis in enclosed outdoor recreation spaces directly off the housing unit pods. Offenders in the Intensive Management Unit will exercise individually on a scheduled basis.
- ▶ Death Row offenders may exercise in small groups.
- ▶ Passive recreation will be provided in the dayroom in each housing unit, appropriate for their offender custody level and gender.

***Design and Equipment Needs******Exercise Yards***

- ▶ Exercise yards should be provided for each facility in the complex. The custody level of the offenders using the yard will guide the size, activities, and level of security for the yard.
- ▶ Exercise yards should have track, ball field, and basketball.
- ▶ Exercise yards need storage for maintenance equipment and exercise equipment.

*Gym*

- ▶ A single, standard-size gym will be provided for use by both male and female offenders accessible to general population offenders on a scheduled basis.
- ▶ The gym should be large to accommodate a regulation-size basketball court.
- ▶ It also will include smaller rooms for yoga, aerobics, and exercise machines.
- ▶ The gym will have separate offender and staff restrooms. The offender restrooms should be designed to maximize the ability to supervise without being intrusive.
- ▶ Gym staff offices will have two sections – a front section with a roll-up window to distribute equipment and supervise activities and a rear office section for office work. Two exits will be provided from the staff office area.
- ▶ There will be a cardio/weight room.
- ▶ A room to store and secure exercise equipment (balls, mats, and other items) will be provided.
- ▶ Video cameras will monitor and record activities in the gym.

*Passive Recreation*

- ▶ Provide board games and hobby craft for indoor recreation in the day rooms of all general population housing unit pods.

**ADJACENCIES***Location Relative to Other Functions*

Yards and gyms should be easily accessible from general population housing units. Walkways between housing units and the gyms or yards should be direct without the ability of offenders to access other areas of the Complex.

The yards should be located at a distance from the perimeter fence and from each other. Sight and sound separation should be maintained between yards for female offenders and yards for male offenders.

## COMPONENT 12.0 – UTAH CORRECTIONAL INDUSTRIES (UCI)

### POLICY REQUIREMENTS

Providing work opportunities that both assist UCI in meeting its mission in a cost effective and efficient manner as well as providing realistic work opportunities of offenders are dual objectives of comprehensive industry program.

The following ACA standards relate to correctional industries and offender work programs:

- 4-4448 The Institution maintains a written plan for full-time work and/or program assignments for all inmates in the general population.
- 4-4449 Written policy, procedure, and practice can require all able-bodied inmates to work unless assigned to an approved education or training program. Inmates have the option of refusing to participate in any rehabilitation or treatment program except adult basic education and programs required by statute or ordered by the sentencing court or paroling authority.
- 4-4450 The inmate work plan provides for employment for inmates with disabilities.
- 4-4451 The Institution provides a variety of work assignments that afford inmates an opportunity to learn job skills and develop good work habits and attitudes they can apply to jobs after they are released.
- 4-4452 The facility provides opportunities for inmate employment in one of the following: correctional industries, facility maintenance, operations, public works, or community projects.
- 4-4453 Written policy, procedure, and practice provide that the staff operating inmate work programs use the advice and assistance of labor, business, and industrial organizations to assist in providing skills relevant to the job market.
- 4-4454 Written policy, procedure, and practice provide that the inmate workday approximates the workday in the community.
- 4-4455 Written policy, procedure, and practice provide that all institutional work, industry, and vocational education programs meet minimum applicable federal, state or local work, health, and safety standards. There is documentation that programs are inspected by federal, state, or local health and safety officials at least annually. The programs also are inspected weekly by qualified departmental staff and monthly by a safety officer.
- 4-4456 Where an industries program exists, there will be a statute and/or written policy and procedure that authorizes the establishment of an industries program and delineates the areas of authority, responsibility, and accountability for the program.
- 4-4457 Written policy, procedure, and practice provide that the security and program determinations necessary for any individual to be eligible for work in industries are made by the classification committee.
- 4-4458 Written policy, procedure, and practice provide that the number of inmates assigned to industries operations meet the realistic workload needs of each industries operating unit.

- 4-4459 Each industries operating unit has a written quality control procedure that provides for raw materials, on-process, and final product inspection.
- 4-4460 A cost accounting system for each operating industries unit is designed, implemented, and maintained in accordance with generally accepted accounting principles.
- 4-4461 Written policy, procedure, and practice require inmates be compensated for work performed. Incentives such as monetary compensation, special housing, extra privileges, and good time credits should be distributed according to written guidelines.
- 4-4462 Private industries on the Institution grounds employing inmates in positions normally filled by private citizens pay inmates the prevailing wage for the position occupied.
- 4-4463 Written policies, procedure, and private practice provide that inmates employed in the community by public or private organizations in positions normally occupied by private citizens are compensated at the prevailing wage rate for the position occupied. Inmates receiving such compensation reimburse the jurisdiction for a reasonable share of its cost in maintaining them.

## ACTIVITIES AND OPERATIONS

### *Description*

The UDC will provide a number of correctional industries and other work programs for offenders at the new Complex. Some of those programs will be programs currently in operation at the Draper Complex. They include a:

- ▶ Print Shop – employing up to 60 offenders.
- ▶ Scanning – employing up to 40 offenders.
- ▶ Plate Plant – employing up to 20 offenders.
- ▶ Furniture Shop – employing up 60 offenders.
- ▶ Embroidery – employing up to 30 offenders.
- ▶ Off Property – employing up to 140 offenders.
- ▶ Hard Time Café – employing up to 10 offenders.
- ▶ Commissary – employing up to 35 offenders.

The UDC also will explore launching other industries that will support the mission of the new Complex, provide relevant job skills for offenders eventually being released to the community, permitting offenders to be compensated in part will be earmarked for restitution, victim assistance, and savings for release. UDC will conduct an analysis of the Utah job market and match as much as possible high demand jobs with correctional industry programs.

Up to 575 offenders are currently employed by UCI at the Draper Complex. The new Complex will employ at least that many offenders. Assuming responsibility for Laundry and Food services at the new Complex are two new areas the UDC is exploring.

Many of the remaining 3,300 offenders are involved in other programs including education, Substance Abuse Treatment Programs, Sex Offender Treatment Programs, Vocational Education Programs, etc., that would preclude them from full-time employment opportunities. Other offenders are housed in restrictive settings and therefore are not eligible for assignment to a UCI job.

The UCI continues to look for opportunities to employ offenders in industries that are transferable to work upon release. Using new opportunities in both laundry and culinary to contract to outside agencies for those services might provide an opportunity to have those programs included as UCI business opportunities.

### ***Sequence***

Newly admitted inmates to the Utah correctional system are housed for four to six weeks in an orientation unit. During this orientation period, a CAP is developed with the inmate. The CAP will establish programs the inmates will participate in during their time in the UDC, including industry programs. Inmates are assigned to industry programming according to their level of need, program availability, and custody level.

### ***Schedule***

For most industry programs, staff work four days per week, Monday through Thursday from 6:00 AM – 4:00 PM. Offenders will arrive for work at 6:30 AM.

Some industries may be in operation more than four days per week.

### ***Users***

#### **Offenders**

An estimated 700 offenders will be assigned to UCI jobs at the new Complex, in the UCI Program. Offenders are assigned to and escorted to their work programs every day beginning at 6:30 AM.

Level 3 inmates can work inside the fence. Level 5 and Level 4 inmates with a parole date can work outside the fence.

The UCI continues to look for opportunities to employ offenders in industries that are transferable to work upon release. Using new opportunities in both laundry and culinary to contract to outside agencies for those services might provide an opportunity to have those programs included as UCI business opportunities.

#### **Staff**

UCI staff provide instruction to offenders while security staff monitor offender behavior. Both are responsible for maintaining security and safety within the industry areas. Security staff escort offenders to their work programs each day and then escort offenders back from the work program and provide appropriate searches of offenders.

### ***Planning Considerations and Requirements***

Print shop – expect to double or triple from current production. Need to have climate control for materials including wood shop and print shop.

Not all of the spaces for industries need to be expanded to increase output – can add shifts to the production as necessary.

Design to minimize movement of offenders to and from work and especially escorted movement to and from work.

The embroidery shop is expected to grow and needs additional space. Currently 27 offenders are employed, but could employ as many as 40.

Provide a change out room for offenders to be searched and change clothes before returning to their housing units.

***Design and Equipment Needs***

Space for expansion of the programs for the embroidery shop and the commissary program should be considered

**ADJACENCIES**

***Location Relative to Other Functions***

Provide easy access to incoming materials and outgoing products.

Situate to minimize offender movement, especially escorted movement.

## COMPONENT 13.0 – KITCHEN

### POLICY REQUIREMENTS

ACA Policies affecting food Services Facilities and Equipment:

- 4-4324 Written policy, procedures, and practice require weekly inspections of all food service areas, including dining and food preparation areas and equipment, by administrative, medical, or dietary personnel; these may include the person supervising food service operations or his/her designee. Refrigerator and water temperatures are checked daily by administrative, medical, or dietary personnel.
- 4-4325 Written policy, procedures, and practice provide that storage shelf goods are maintained at 45 degrees to 80 degrees Fahrenheit, refrigerated foods at 35 degrees Fahrenheit or below, unless national or state health codes specify otherwise.
- 4-4326 Written policy, procedures, and practice provide that meals are served under conditions that minimize regimentation, although there should be direct staff supervision by staff members.
- 4-4327 Space is provided for group dining except when security or safety considerations justify otherwise.
- 4-4328 Written policy, procedures, and practice require that at least three meals (including two hot meals) be provided at regular meal times during each 24-hour period, with no more than 14 hours between the evening meal and breakfast. Variations may be allowed based on weekend and holiday food service demands provided basic nutritional goals are met.

### ACTIVITIES AND OPERATIONS

#### *Description*

The kitchen requires the capacity to produce up to 13,000 meals per day (12,000 for offenders and 1,000 for staff). Menus will be developed and approved by the dietician. Dietary and nutritional requirements for female offenders will be addressed to ensure where appropriate menus are adjusted to take into account difference between male and female needs. Special diet meals and religious diet will be prepared. Baked goods will be produced in the kitchen.

Offenders will be fed three meals per day on pre-plated insulated trays in their housing units. Offenders in restrictive housing units will eat in their cells. All other offenders will eat at tables in their respective dayroom areas. Food service staff will oversee the delivery of food trays to the housing units. Correctional officers may be used to oversee the return of trays to the kitchen.

An area to temporarily store insulated carts on which trays will be transported back and forth between the kitchen and housing units will be needed. Following each meal trays will be replaced in the tray carts for return to the kitchen for washing and reuse. Tray washing capability is required to wash 13,000 trays per day.

Capacity to receive food product and supplies should be maximized in order minimize the need for space to store and warehouse items. A seven-day supply should be sufficient back up in case of an emergency.

Security and offender supervision will be enhanced by clear lines of sight throughout all kitchen areas. Food service supervisors and correctional officers will supervise offenders working in the kitchen. Offenders will be searched when leaving the kitchen. They will change from general institutional clothing into food service (white) clothing upon arrival and back into their general population clothing when leaving the area. A metal detection scanner will be required as part of the search and shakedown process.

Approximately 250 offenders will work in the kitchen over a seven-day period of time on two eight-hour shifts with a maximum of 50 offenders working in the kitchen at any one time. A break area with four-person tables and stool seating will be needed for up to 30 offenders.

### ***Sequence***

Offender meals will be cooked in a central food service kitchen, plated, and put on carts to be distributed. The food carts will be moved through security using “tugs” to pull carts. Meals will be moved from the plating/traying area in the kitchen to the inmate housing units in 10 – 15 minutes. Trays are returned to the main kitchen to be washed and prepared for the next meal.

### ***Schedule***

The kitchen will be in operation seven days a week, over two eight-hour shifts for staff and offenders.

### ***Users***

#### **Offenders**

Approximately 250 offenders working eight hours a day, will be assigned to cover job assignments sixteen hours per day, seven days per week, preparing, serving, and cleaning.

#### **Staff**

Approximately 35 culinary staff will be assigned to work in kitchen. Security staff also will be required to cover four sixteen-hour posts, seven days per week.

### ***Planning Considerations and Requirements***

During meetings with food service personnel, there was agreement that further consultation would be required to look at the flow of a new kitchen facility from delivery of goods, cooking, traying, carts, and cleaning.

### ***Preliminary Design and Equipment Needs***

During focus group meetings, kitchen staff noted the following requirements for a new kitchen facility:

- ▶ Two 25' X 30' walk-in freezers.
- ▶ Two 20' X 20' walk-in coolers.
- ▶ Bakery.
- ▶ Six combination ovens.
- ▶ Six tilt skillets.
- ▶ Three dishwashers with pulper if cook chill used.
- ▶ Cook chill product would be delivered to the facilities daily.
- ▶ Two loading docks required for product delivery and sending food to facilities.

- ▶ Seven days of emergency stores.
- ▶ Large cart storage area.
- ▶ 260 square feet sharps storage area.
- ▶ Inmate break/dining room and restroom for up to 30 inmates.
- ▶ Staff restroom.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Proximity to both the central warehouse to facilitate goods deliveries and the housing units, to facilitate meal delivery should be considered in siting the kitchen facility.

## COMPONENT 14.0 – LAUNDRY

### POLICY REQUIREMENTS

Discussions regarding the Draper laundry and Utah Correctional Industries raised policy questions that might impact the size, operations, and equipment needs for a new Draper laundry and associated laundry spaces:

1. Will laundry be collected, laundered, and returned by use of laundry bags or will a direct exchange be implemented enabling inmates to be issued a new set of uniforms in exchange for a soiled set?
2. Will female offenders be assigned to the laundry on those days/times when clothing for female offenders are laundered.

### ACTIVITIES AND OPERATIONS

#### *Description*

The current laundry is described as undersized to effectively complete the laundry for the entire Draper complex. The laundry service is further hampered by outdated equipment.

A supervisor and two staff members work in the laundry. Eleven inmates currently work in the laundry.

#### *Sequence*

Laundry is collected in each unit once per week in mesh laundry bags.

Unit laundry is delivered to the laundry where it is searched, weighed, and laundered.

Laundry is sorted, dried, and returned to the unit.

#### *Schedule*

The laundry will continue to operate four days a week – Monday through Thursday, ten hours per day.

Discussion ensued about UCI contract laundry expanding to a second shift.

#### *Users*

##### **Offenders**

Eleven inmates currently work in laundry services. It is a good inmate job with little turnover.

##### **Staff**

Currently a supervisor and two staff work in the laundry. Workweek is Monday through Thursday, 10-hour days.

#### *Planning Considerations and Requirements*

- ▶ If the laundry operation remains as it currently operates, the space will need to be expanded to accommodate new washing and drying machines, cart storage, new uniform storage, chemical storage, inmate break room, and staff and inmate restrooms.

- ▶ If the laundry is expanded to become a UCI laundry production facility, expanded space and equipment needs will be considered.
- ▶ Separate staff and inmate restrooms.
- ▶ Inmate break/dining area.
- ▶ Loading dock to accommodate laundry cart delivery and loading.

#### ***Design and Equipment Needs***

- ▶ The size of the laundry facility should expand from the existing 5,000 square feet to accommodate washers and dryers for the six to seven thousand pounds of laundry daily.
- ▶ Space should accommodate laundry cart storage, new uniform, linen storage, and chemical storage.
- ▶ Prefer steam dryers – use mix to provide back up.
- ▶ New storage unit for uniform/linen, if direct exchange is utilized.
- ▶ Inmate contraband interdiction a serious concern in this work area – provide inmate uniform change room.

#### **ADJACENCIES**

##### ***Location Relative to Other Functions***

None.

## COMPONENT 15.0 – WAREHOUSE

### POLICY REQUIREMENTS

The main warehouse will be used to store food and related kitchen items, materials for UCI and for maintenance.

The objective is to provide sufficient space for those items that will be consumed/used within one week. The assumption is because the new Complex will be accessible to suppliers and vendors, items can be delivered regularly and consistently. Therefore, it will not be necessary to store in the warehouse 30 days or more of supplies.

Security for items delivered to the warehouse, stored, and subsequently moved into the Complex is a primary concern because it provides the potential for contraband to be delivered to the facility. Therefore, offenders will not be permitted to work in the warehouse

### ACTIVITIES AND OPERATIONS

The main warehouse will serve as the central storage building for the entire Complex. The warehouse will be situated outside the secure perimeter of the Complex. Deliveries to the warehouse will be received, searched for contraband and transported to smaller storage areas in the Complex as needed in UDC vehicles.

#### *Description*

The warehouse currently used at the Draper Complex has 35,000 square feet. Approximately 10,000 square feet is used by maintenance and the culinary department stores up to three weeks of food goods and supplies in the warehouse including emergency stores.

#### *Sequence*

Goods will be delivered to the warehouse by vendors. The goods will be broken down, searched, and stored at the warehouse until required for delivery within the secure perimeter.

#### *Schedule*

The warehouse will be operated five days per week, Monday through Friday, eight hours a day.

#### *Users*

##### **Offenders**

None.

##### **Staff**

Seven staff are anticipated to work at the warehouse including:

- ▶ One manager.
- ▶ Four warehouse workers.
- ▶ One correctional officer.
- ▶ One food service purchasing manager.

***Planning Considerations and Requirements***

The warehouse should have four high docking bays and include:

- ▶ Forklifts.
- ▶ Manager's office.
- ▶ Food service purchasing manager office.
- ▶ Copy room.
- ▶ Heavy duty racking.
- ▶ Staff restroom.
- ▶ Freezer space.
- ▶ Refrigeration space.
- ▶ Loading docks.
- ▶ Covered yard area for outdoor and oversized storage requirements.

**ADJACENCIES*****Location Relative to Other Functions***

Delivery truck access and proximity to secure perimeter vehicle sallyport are desirable.

## COMPONENT 16.0 – MAIL ROOM

### POLICY REQUIREMENTS

The following ACA Standards relate to mail and packages:

- 4-4487 Written policy and procedures govern inmate correspondence and are reviewed annually and updated as necessary.
- 4-4488 When the inmate bears the mailing cost, there is no limit on the volume of letters the inmate can send or receive or on the length, language, content, or source of mail or publications except when there is reasonable belief the limitation is necessary to protect public safety or institutional order and security.
- 4-4489 Written policy, procedures, and practice provide that indigent inmates, as defined in policy, receive a specified postage allowance to maintain community ties.
- 4-4490 Written policy and procedures govern inmate access to publications.
- 4-4491 Written policy, procedures, and practice provide that inmate mail, both incoming and outgoing, may be opened and inspected for contraband. Mail is read, censored, or rejected based on legitimate institutional interests of order and security. Inmates are notified when incoming or outgoing letters are withheld in part or in full.
- 4-4492 Written policy, procedures, and practice specify that inmates are permitted to send sealed letters to a specified class of persons and organizations, including but not limited to the following: courts; counsel; officials of the confining authority; state and local chief executive officers; administrators of grievance systems; and, members of the paroling authority. Staff, in the presence of the inmate, may be allowed to inspect outgoing privileged mail for contraband before it is sealed. Mail to inmates from this specified class of persons and organizations may be opened only to inspect for contraband and must be in the presence of the inmate, unless waived in writing.
- 4-4493 Written policy, procedures, and practice provide for the inspection of inmate letters and packages to intercept cash, checks, and money orders.
- 4-4494 Written policy and procedures govern inspection and disposition of contraband.
- 4-4495 Written policy, procedures, and practice require that, excluding weekends and holidays, incoming and outgoing letters are held for no more than 24 hours and packages are held for no more than 48 hours.
- 4-4496 Written policy, procedures, and practice provide for forwarding first-class letters and packages after an inmate's transfer or release.

The Department will provide the opportunity for offenders to send and receive electronic mail from housing unit kiosks and tablets to reduce the amount of incoming and outgoing paper mail.

## ACTIVITIES AND OPERATIONS

### *Description*

While incoming and outgoing mail is currently processed ten hours a day, five days a week by eight staff assigned to the mailroom, the new facility will employ an electronic mail system for offenders that includes the placement of kiosks in each housing unit as well as the use of electronic tablets, thereby limiting, if not eliminating, traditional incoming and outgoing offender mail.

Similarly, while packages are currently accepted from approved book publishers and are delivered once per week to offenders, the new facility will only accepted delivery of books and magazines via electronic mail.

Offenders will be permitted to send out packages if they pay for the postage. If an offender is indigent, one package may be sent per year with the cost borne by the Department.

### *Schedule*

Electronic mail may be accessed at any time offenders have access to a kiosk.

### *Users*

#### **Offenders**

All offenders will be users of the electronic mail system, but offenders assigned to restrictive housing units will have limited access.

#### **Staff**

Staff will be assigned to process and monitor offender incoming and outgoing electronic mail. Staff also will be assigned to inspect and process outgoing offender packages.

### *Planning Considerations and Requirements*

- ▶ The mailroom, TV issue room, and property storage should be in the same area.
- ▶ Double the size of the existing mailroom.
- ▶ Create office for supervisor.
- ▶ Mailroom staff works from open workstations.

### *Design and Equipment Needs*

- ▶ Open workstations for processing packages.
- ▶ Separate room for isolating suspected bio hazardous materials.

## ADJACENCIES

### *Location Relative to Other Functions*

The package room should be co-located with property room and TV issue room.

## COMPONENT 17.0 – PLANT MAINTENANCE

### POLICY REQUIREMENTS

The UDC building maintenance, fleet maintenance, and grounds maintenance are responsible for maintaining and providing upkeep of the Department buildings, vehicles, and grounds.

### ACTIVITIES AND OPERATIONS

The maintenance department consists of eight shops, including Carpentry, HVAC, Electrical, Plumbing, Grounds, Locksmith, Electronics, and Paint.

Appropriately classified offenders work in each of the shops.

#### *Description*

##### *Maintenance Shops*

The maintenance shops will provide building and grounds upkeep and maintenance for all facilities at the new Complex. Department vehicles will be maintained by fleet services.

Each shop will maintain its tools and stores in tool lockers in their individual shop. There is a need for an approximate 15' x 15' room in the central plant area to store tools used by all departments.

The electronics and lock shops are combined and require a high level of security similar to the armory.

##### *Vehicle Maintenance*

Vehicle maintenance maintains the Department fleet of vehicles including:

- ▶ Maintenance – 25 vehicles.
- ▶ Eight F350 trucks used for snowplows.
- ▶ Grounds – 15 trucks, a backhoe, dump truck, and mowers.

Vehicle maintenance provides service on the vehicles and washes the vehicles.

#### *Sequence*

Maintenance and grounds crew offices and tool storage are outside the secure perimeter. Staff and inmate workers move tools in and out of the facility to provide maintenance on the facilities.

#### *Schedule*

Maintenance workers work five days a week.

#### *Users*

##### **Offenders**

Offenders classified as Level 4 or Level 5 can be considered for work programs in shops with the exception of the locksmith shop.

##### **Staff**

Maintenance staff oversee the work in each shop and supervise the offenders assigned to work with them.

## ***Planning Considerations and Requirements***

### ***Maintenance***

The maintenance shops require space outside the secure perimeter of the Complex. The maintenance building will include:

- ▶ Two staff restrooms with shower facilities.
- ▶ Ten offices.
- ▶ Eight shops.
- ▶ Eight shop supervisor offices.
- ▶ Offender break room and restroom.
- ▶ Individual staff lockers for tool storage.
- ▶ Shared tool room.
- ▶ Break room for staff.

### ***Vehicles***

The vehicle maintenance shop will also be situated outside the Complex perimeter. The motor pool should be 150' x 50' and include:

- ▶ Two offices.
- ▶ Vehicle service bays.
- ▶ A two-bay car wash.
- ▶ Parts storage.
- ▶ Covered parking and engine heaters for snow plow trucks.
- ▶ Staff restroom with shower.
- ▶ Offender break area and restroom.
- ▶ Filling station for quick fill natural gas with possible public access.
- ▶ Filling station for gasoline and diesel for Complex equipment and vehicles.
- ▶ Break room for staff.

### ***Grounds Crew***

The grounds crew requires materials storage and equipment storage including:

- ▶ One office (included in motor pool).
- ▶ Ten covered spaces for vehicle parking.
- ▶ 30' x 30' shed for tool and motor storage.
- ▶ Five 12' x 20' outside materials storage bins for salt, gravel, mulch, and other materials.

### *Greenhouses*

The new Complex also will have a greenhouse program just as the Draper Complex does. It will require five to ten acres with ten to fifteen greenhouses. Currently there are five greenhouses, each of which is approximately 75' long.

### *Design and Equipment Needs*

#### *Generators*

Two diesel generators to handle the Complex load with above-ground storage for up to five days of diesel fuel will be needed.

#### *Maintenance Building*

Size to accommodate space requirements.

#### *Motor Pool Building*

Size to accommodate space requirements.

#### *Grounds Crew Building*

Provide an approximate 900 square foot shed for storage of grounds equipment.

#### *Covered Parking*

Covered parking and engine heaters should be provided for eight F-350 trucks used as snow plows and covered parking for ten spaces for grounds crew vehicles.

## **ADJACENCIES**

### *Location Relative to Other Functions*

The maintenance building should be in the vicinity of the Complex physical plant building. The maintenance building, fleet services, and grounds should be outside the secure complex perimeter.

## COMPONENT 18.0 – MEDICAL

### POLICY REQUIREMENTS

The mission of the UDC’s Clinical Services Bureau is to provide constitutionally mandated offender healthcare in a competent, caring and cost effective fashion within the overall mission of the UDC.  
[Medical Policy 0601.00 General Provisions]

It is the policy of the Clinical Services Bureau that members understand the mission statement so their actions and conduct are consistent with it.

By legislation, the medical unit must meet the standards of the NCCHC.

Health services will be delivered on the unit, in a medical clinic/infirmiry unit, or in a community hospital depending on the level of care required. Inmates will have sick call and medication distribution at the unit where a nurse will evaluate medical needs and prescribe treatment as needed. If a higher level of medical assessment or testing is required, the offender will be transported to a separate complex medical clinic for treatment.

Two levels of medical housing will be provided. An infirmiry with medical beds for treatment of male and female inmates requiring treatment not reaching the level of a community hospital visit, but more than can be provided in a housing unit.

A second level of housing will include male beds and female beds that will be used for care of inmates needing to be monitored by the medical staff, but not needing the level of care provided at the infirmiry.

Dental care will be provided at each facility and at the Complex medical clinic for more serious dental treatment.

### ACTIVITIES AND OPERATIONS

#### *Description*

Health services will be delivered at the housing unit level, in a medical clinic/infirmiry unit, or in a community hospital, dependent on the level of care required. Offenders will have sick call and medication distribution in the unit with a nurse’s evaluation of medical needs and treatment prescribed, as needed. If a higher level of medical assessment or testing is required the offender will be transported to a separate complex medical clinic for treatment.

Two levels of medical housing are provided. An infirmiry with medical beds for treatment of male and female offenders requiring treatment that does not reach the level of a community hospital visit, but does require more than can be provided in a housing unit.

A second level of housing will include male beds and female beds that will be used for care of offenders that need to be monitored by the medical staff, but do not need the level of care provided at the infirmiry.

Dental care will be provided at each facility and at the complex medical clinic for more serious dental treatment.

The majority of treatment will take place on an individual offender basis within a triage area located in each housing unit. Offenders confined in a Restrictive Housing Unit will be escorted to the triage area

from the management unit pod and the officer will remain in visual contact with the offender while treatment is being administered.

All inmates with an undetermined custody level, will be moved out of their housing unit to the triage area as if they were maximum custody.

Inmates in other custody levels will be permitted to leave the housing pod unescorted to the triage area, where correctional officers will intermittently observe them.

The same degrees of supervision will be provided to offenders who receive health care services in the health care area.

For services taking place in the Health Services unit located within the Complex or in health care facilities in the community, offender movement will occur in accordance with established offender movement procedures.

### *Sequence*

#### *Medical Intake Screening and Examinations*

- ▶ The medical unit will be located near the R&O Unit at the complex. The intake unit will have a private area for medical staff to complete initial medical and mental health evaluations during the intake process. During the four to six week orientation period, offenders will be housed in an orientation unit, where more thorough medical and mental health evaluations will be completed.

#### *Detoxification*

- ▶ During the intake process, medical staff will evaluate offenders for signs of substance abuse requiring a level of detoxification services. Because the majority of new offender will be committed from a county jail, it is anticipated detoxification services will be primarily provided to probation and parole violators brought directly to the facility by AP&P staff.
- ▶ When a probation or parolee arrives at the facility in need of detoxification from drug and/or alcohol abuse, the offender may be treated at the Complex infirmary or the medical housing unit dependent on the level of medical treatment and supervision required.

#### *Sick Call*

- ▶ Sick call will be provided at the unit level by medical staff in a unit exam room. Offenders requiring more serious treatment or examination will be escorted to the Complex treatment clinic.

#### *Medication Administration*

- ▶ Medication is dispensed up to four times a day depending on the offender's custody level.
- ▶ A separate secure pharmacy room will be provided as part of the unit exam room.
- ▶ A medication pill pass should permit medical staff to pass medication to the offender and allow the medical staff to view the offender take the medication.

#### *Emergency Care*

- ▶ Emergency care will be provided at the Complex clinic or at a community hospital.

***Specialized/Terminal Care***

- ▶ Offenders requiring specialized treatment or terminal care may be assigned to the medical transitional unit. Offenders assigned to these units will receive a higher level of medical treatment and supervision than would be available in a general population housing unit.
- ▶ Hospice care will be provided for offenders with terminal illness.

***Dental***

- ▶ Dental examinations and preventative care will be provided within a six-chair dental suite within the Complex medical unit and in a one-chair dental suite at the facility level.
- ▶ Dental treatment beyond exams and preventative care will be provided in the dental suite at the Complex medical unit.

***Optical***

- ▶ Optical services will be provided at the Complex medical unit.

***Schedule***

- ▶ Housing unit exam rooms – sick call will be scheduled for a specified time at each unit Monday through Friday.
- ▶ Medication will be dispensed from the unit exam room either twice a day or four times a day depending on the unit.
- ▶ The facility dental chair will be scheduled as needed.
- ▶ Medical services provided at the Complex clinic will generally be provided Monday through Friday from 6:00 AM – 4:00 PM. The clinic will be staffed 24 hours/seven days a week for emergency treatment requirements.
- ▶ The medical infirmary will operate 24 hours/seven days a week, when offenders are housed in the infirmary.
- ▶ The medical transitional unit will operate 24 hours/seven days a week.

***Users*****Offenders**

See the Appendix at the end of this functional component for a full description of the volume of offenders anticipated to be provided healthcare services.

**Staff**

Approximately 150 healthcare staff will deliver healthcare services to offenders. See the Appendix at the end of this functional component for a full enumeration of the numbers and types of healthcare staff anticipated to work at the new Complex.

***Planning Considerations and Requirements******Access within Housing Unit***

- ▶ Sick call treatment/triage areas within housing units require private examination/treatment space, equipment for health care worker, and sufficient space for examinations.

- ▶ Medication (within unit) requires controlled access to medication (e.g., locking roll-down window), extremely secure storage of all medication (including over-the-counter substances), and accounting system for replenishment.

#### *Movement of Inmates to Health Services Area*

- ▶ Inmates can be issued passes after initial screening at unit's medical treatment/triage area, and then visit the facility's Health Services area in accordance with established movement procedures.

#### *Movement of Medical Staff through Facility*

- ▶ Physicians' assistants move medical records to individual unit treatment areas for initial treatment on the units.
- ▶ An LPN or RN goes to each unit during scheduled medication times with file for recording administration, accompanied by a medications escort officer, for administering medications and replenishing in-unit stores of medication.

#### *Safety and Security of Medical Staff*

- ▶ While respecting the auditory privacy between medical staff and offenders, correctional staff should be able to observe offenders while they are in contact with medical staff.
- ▶ When not directly visible to other staff, some sort of alarm system to notify security staff of problems in exam/treatment rooms is desirable.
- ▶ Movement of inmates waiting in the Health Services area must be controlled.

#### *Safety and Security of Medications*

- ▶ All medications require extremely secure storage (e.g., a safe), including over-the-counter remedies.
- ▶ Controlled substances should be stored securely in a separately locked section of a locking cabinet in a secured room.
- ▶ Medications being moved through the facility for administration on the housing units must be under the constant observation of the nurse and the medications escort officer as well as the posts observing movement through the facility.
- ▶ A records system for stored medications in the unit and in the Health Services area must be maintained.

#### *Safety and Security of Medical Equipment*

- ▶ Medical equipment, when not in use, requires secure storage.

#### *Safety and Security of Medical Records*

- ▶ Records will be stored in the facility's Health Services area and requires locking cabinetry in a locked room.
- ▶ Records will be locked in a secure cabinet during transport to units for sick call treatment by medical staff.

### *Design and Equipment Needs*

#### *Intake Area*

- ▶ Triage space, including:

- ◆ Space for cursory examinations and immediate care.
- ◆ Storage space for first aid supplies (e.g., casting materials and suture supplies).
- ◆ Space for securely and safely holding new admissions actively detoxing during intake process (the single-occupancy holding cells can perform this function).

#### *Unit Exam Room*

- ▶ Exam table.
- ▶ Countertop with lockable storage above and below.
- ▶ Hand wash sink.
- ▶ Pharmaceutical storage room with refrigeration.

#### *Facility Dental Suite*

- ▶ Two dental chairs.
- ▶ Drill equipment.
- ▶ Running water.
- ▶ Compressor for drill.
- ▶ Other equipment necessary to provide dental care as required.
- ▶ Countertop with lockable storage above and below.
- ▶ Hand wash sink.

#### *Health Care Clinic Area*

- ▶ Administrative space, including:
  - ◆ Administrator's office.
  - ◆ Private doctor's office for consultations, etc.
  - ◆ Staff offices.
  - ◆ Secure records storage space.
- ▶ Waiting room, including:
  - ◆ Officer's post.
  - ◆ Secure access to pharmacy (e.g., locking window).
  - ◆ Access to exam and treatment spaces.
  - ◆ Sufficient space to accommodate peak number of inmates.
- ▶ Pharmacy (maximum-security construction), including:
  - ◆ Extremely secure storage (e.g., a safe).
  - ◆ Refrigerated storage.
- ▶ Examination rooms with space for:
  - ◆ Exam table.
  - ◆ Staff chair.

- ◆ Exam equipment (e.g., blood pressure equipment, EKG, etc.).
- ◆ Refrigerated storage of blood and urine samples to be sent out for lab work (required in only one exam room).
- ▶ Staff toilet(s).
- ▶ Inmate toilet(s).
- ▶ Storage space for supplies and equipment.
- ▶ Clean laundry/linen storage.
- ▶ Dirty laundry/linen storage.
- ▶ Janitor's closet.
- ▶ Running water.
- ▶ Serology equipment.
- ▶ Shielded X-ray room.
- ▶ Dental examination space in each facility for:
  - ◆ Two dental chairs, Benoit60.
  - ◆ Drill equipment.
  - ◆ Running water.
  - ◆ Compressor for drill and water.
  - ◆ Other equipment necessary to provide dental care as required.

## ADJACENCIES

### *Location relative to other Functions*

Treatment/triage area should be directly accessible from each pod in the housing unit.

Medications should be administered without having the inmate leave the housing unit and without having the healthcare worker enter the pod. A secure pass-through (e.g., roll-down, locking window) is suggested.

The health care area should be immediately adjacent to intake area to aid in referral of new commitments needing immediate medical care and to avoid duplication of space and equipment and improve staff efficiency.

The health care area should be in close proximity to the vehicle sallyport or other large secure entry to enable easy access for entry of emergency vehicle and/or stretcher and attendants.

## APPENDIX TO COMPONENT 18.0 – MEDICAL

### CURRENT SITUATION

On November 18-19, 2013, a site-tour and interviews with health care staff, including executives and line staff, were conducted. During the course of the interviews and subsequent review of documentation, the UDC health care system was found to be in good order. The strength of the healthcare system includes a stable executive health care team; low cost of providing health care to the inmate population at Draper, Gunnison and UDC inmates housed in the county jails; a medical, mental health, and dental classification system; an electronic medical record system; close proximity to the University of Utah Medical Center (UUMC); and, a cost effective pharmacy operation.

The Draper site has been accredited through the National Commission on Correctional Health Care (NCCHC) for more than 20 years. This accomplishment is a significant achievement. To maintain certification over so many years demonstrates a commitment to maintaining a constitutional level of health care. Additionally, in an American Correctional Association review of NCCHC accredited prison systems, the UDC was found to be the most cost effective system with less than 10,000 inmates, at a cost of approximately \$3,500 per inmate.

The current chief medical officer has been in place for nearly 20 years. The consistency of his leadership has resulted in a very stable health care operation as a whole.

The classification/identification of inmates based on their medical, mental health, and dental needs is one of the significant factors used in determining the appropriate housing of inmates. The fact UDC houses inmates in multiple locations, including eight separate facilities at Draper (seven for males and one for females), at Central Utah Correctional Facility in Gunnison (Gunnison), and at twenty county jails, requires a comprehensive and thorough system of assessing inmates health care needs in order to ensure inmates are housed in an appropriate location based on their overall health care needs and the available resources at their housing location. If a mistake is made in the placement of inmates, it could be very costly to the system. For example, an inmate with significant medical issues who is housed at the Gunnison site may require multiple trips back to Draper for care or multiple emergency room visits.

The health care classification system requires strict application with only inmates designated as M-3 and M-4 to be housed in county jails, with only M-2, M-3, and M-4 assigned to Gunnison, but any inmate (P, M-1, M-2, M-3, and M-4) may be housed at Draper. The number of inmates at each of the medical classification levels as of October 15, 2013 is shown in Table 8.

**Table 8: Medical Need Levels of Male and Female Inmates**

Medical Need Levels	MALE		FEMALE	
	Number	Percent	Number	Percent
M-1	905	14.0%	287	42.8%
M-2	2,049	31.7%	87	13.0%
M-3	1,560	24.1%	144	21.5%
M-4	1,376	21.3%	21	3.1%
P	436	6.7%	107	16.0%
None	143	2.2%	24	3.6%
Totals	6,469	100%	670	100%

The location of Draper, just outside of Salt Lake City, and the medical resources available via the UUMC is a significant benefit. The drive to UUMC takes less than 45 minutes when moving inmates to off-site specialty appointments and/or emergency room level of care, which cannot be conducted on-site.

Notwithstanding its many strengths, the UDC has a number of weaknesses, which should be addressed. The UDC does not currently have the capability to provide health care services via telemedicine for UDC inmates housed in county jails. County jails currently house approximately 1,600 UDC inmates at the M-3 and M-4 medical designation. The lack of a telemedicine service requires UDC medical staff to travel every week to county jails as well as have inmates transported back to Draper for health care service or to off-site locations. The lack of telemedicine services results in increased health care costs.

Efforts are underway to launch the delivery of healthcare services via telemedicine at both the Davis and Weber County jails, where the counties have expressed interest in it. Each is an excellent candidate for telemedicine services due to their close proximity to Salt Lake City. If telemedicine services were to be added to Davis and Weber County jails, inmates designated as M-2 could be housed in those locations. Currently, Davis houses approximately 70 male UDC inmates and 10 female UDC inmates, while Weber houses 90 UDC male and 37 UDC female inmates.

The lack of a sufficient number of beds for inmates with severe mental health needs is a concern. Based on staff interviews, there are times when inmates in mental health crises are temporarily placed in non-traditional housing, such as a holding cell in the housing unit area, because beds are not available in the infirmary. Mental health and custody staff indicated it is a constant struggle to move inmates into and out of the mental health infirmary beds as well as into general population housing. This daily struggle is due to an insufficient number of mental health beds.

During the tour, a significant amount of down time was observed for all providers because of the length of time it normally takes to complete the count as well as for staff to eat their noon meal. Staff advised that during count time inmate movement is restricted for an hour and a half. The inability of staff to see inmates during this time should be reviewed and addressed in order to increase provider productivity.

Staffing: During multiple discussions with staff, the most significant issue raised around the potential closure and relocation of Draper was regarding the ability to hire staff at a remote location. Current UDC staff strongly believes the new location must be within the Wasatch Valley in order to attract, recruit, hire,

and retain the necessary clinical/professional staff as well as to remain close to off-site specialty providers and an acute care hospital.

The UDC healthcare staff believes an expansion at the Gunnison site of approximately 1,400 additional inmates would not be appropriate for a number of reasons. They include:

- ▶ A very limited hospital in the community (acute care is more than one hour away).
- ▶ An inability to attract and hire clinical and professional staff; e.g., a psychiatrist position at Gunnison has never been filled, and it took more than a year to hire a PA for Gunnison.
- ▶ Expansion of Gunnison placement of M-3 and M-4 inmates would mean the county jails would be competing to house inmates in need of the same level of healthcare.

Additionally, a move out of the Wasatch Valley could jeopardize the current mental health intern program at Draper. Six interns are working part time at Draper as part of their clinical rotations. In the past, some of the mental health interns have been hired upon completion of their degrees and made mental health care in corrections their chosen profession.

For nursing services, an expansion at Gunnison would be welcomed, as there are limited nursing opportunities at the level of compensation paid by the UDC. However, in the Wasatch Valley area, nurses are difficult to recruit and retain staff due to the relatively low wages they are able to earn. Nurses are hired by UDC, gain valuable experience, and then frequently leave the UDC after a year for a higher paying job with the County or in the private sector.

**RECOMMENDATIONS:** Based on the current level and extent of care being provided in the Draper Infirmary, any new prison should include a Skilled Nursing Facility (SNF). Additionally, the new prison needs to have a separate medical/mental health wing for female inmates, a geriatric wing, and at least two padded rooms for housing inmates in mental health crisis.

## ASSESSMENT OF CLINICAL SERVICES, ANCILLARY & ADJUNCT SERVICES, AND ADMINISTRATIVE SERVICES

### *Medical Service Staff*

Medical staff consists of 62 employees in the following 13 positions. They are:

- ▶ 1-Medical Administrator.
- ▶ 1-Nursing Director.
- ▶ 1-Assistant Nursing Director.
- ▶ 2-Medical Doctors.
- ▶ 6-Physician Assistants.
- ▶ 7-Registered Nurse-IIIs.
- ▶ 16-Registered Nurse-IIs.
- ▶ 1-Optometrist.
- ▶ 1-Medical X-Ray Lab Specialist.
- ▶ 1-Phelotomist/Correctional Officer.
- ▶ 1-Physical Therapist.
- ▶ 23 -EMT/Correctional Officers.
- ▶ 1-Health Program Manager.

A number of positions remain unfilled as a cost saving measure to ensure the cost of medical services does not exceed its allotted funding. Cost savings total approximately \$3.4 million annually. Those dollars, it was learned, are then used to offset the cost of other healthcare expenditures for which the appropriated amounts are insufficient to cover those costs.

MDs see approximately 20 patients a day while PAs see 20 – 25 patients a day. All of the medical staff work 10-hour days, four days a week. It appears this practice may be the result of custody staffs' schedule of 12 hours on, 12 hours off.

Healthcare Services for Inmates in County Jails: The UDC provides all medical, mental health, and dental services for UDC inmates housed in county jails. A PA travels to the county jails to see UDC inmates on a weekly basis. If the required health care cannot be provided on site, the inmate is transported to Draper for care. Having the PA travel to the county jail to provide medical care is cost effective compared to having custody staff transport the inmates from the county jails to Draper for every health care appointment. This process reduces the number of trips for custody staff to take inmates back to Draper for health care services. However, as mentioned above, if telemedicine services were added to county jails, this could potentially reduce the PAs time at the county jails and reduce the number of inmates transported to Draper for health care services.

### *Pharmacy Services*

Eight UDC staff provide pharmacy services. They include:

- ▶ 1-Pharmacy Director.

- ▶ 2-Pharmacists.
- ▶ 3-Pharmacy Technicians.
- ▶ 2-Pharmacy Technicians/Correctional Officers.

**Table 9: UDC Pharmacy Costs**

Fiscal Year	Total Pharmacy Costs	Additional Pharmacy Costs for Inmates in County Jails	Costs Per Inmate Per Fiscal Year
2012	\$3,571,922	\$34,000	\$518.34
2013	\$3,546,789	\$45,214	\$494.53

There was a reduction in pharmacy costs per inmate of \$23.81 from FY 2012 to FY 2013. This should be considered a success based on an anticipated annual increase in pharmacy costs year over year in the community setting. This result also demonstrates UDC clinical staff compliance with prescribing from the established Formulary, prescribing only required medications, and an excellent medication purchasing contract to ensure best pricing.

The pharmacy operates five days a week, Monday through Friday from 5:30 AM – 3:00 PM, and fills between 700 – 1,000 prescriptions per day. There is a functioning Pharmacy Committee and a Therapeutics Committee, which are chaired by the Director of Pharmacy. The purchase of all medications is through an established co-op, which ensures best pricing.

The UDC clinical providers utilize an established Formulary to prescribe medication. The providers use the electronic medical record system to generate the prescription, which is then reviewed and filled by pharmacy staff. The medication is then packaged and delivered to nursing staff for distribution to the inmate. For inmates housed at Gunnison and in county jails, the medication is placed in lockable suitcases and transported to these facilities by clinical or custody staff. There are some occasions when medication is mailed via FedEx, based on location of the county jail or unavailability of staff going to that location within a reasonable timeframe to deliver medication. However, the timely delivery of medication to the county jails is identified as an on-going issue based on the November 19, 2013, minutes of the CQI meeting.

Medication for inmates being released on parole is provided on the day of their release, which is usually Tuesdays. A 14-day supply is provided for medical medications and a 30-day supply for mental health medications.

As part of the consideration for relocation of Draper, UDC pharmacy operations do not have to be inside a new facility. The medication prescription process is electronic and medication can be mailed or transported by UDC staff, depending on the location of the new facility. Pharmacy operations should not be a significant concern in determining if Draper should be closed and relocated, based on this fact.

### ***Mental Health Services***

26.75 staff in the following job classifications provide mental health services. They are:

- ▶ 1-Mental Health Program Director.

- ▶ 2-Psychiatrists.
- ▶ 2-Psychologists.
- ▶ 1-Supervising Psychologist.
- ▶ 11-Licensed Clinical Therapists.
- ▶ 1-Mental Health Correctional Specialist.
- ▶ 3-Mental Health Correctional Program Administrators.
- ▶ 1.75-Recreational Therapists.
- ▶ 4-half time-Mental Health Correctional Interns.

Inmates are classified/identified as “Y” if they have a mental health history and “N” if they have no mental health history. Based on UDC data for October 15, 2013, 39.8 percent of the male inmate population is designated as “Y.” However, UDC mental health staff advises the prevalence rate of mental illness is approximately 17 – 20 percent for the entire UDC population, which equates to between 1,190 – 1,400 inmates. Draper has 160 designated mental health beds for male inmates and 36 mental health beds for female inmates. The Utah State Hospital has two beds set aside for UDC to use for mental health crisis placement.

Not all mental health designated inmates are prescribed medication, nor do all of them need to be housed at Draper. According to UDC staff, approximately 250 mentally ill inmates are housed at Gunnison. The mentally ill inmates housed at Gunnison are provided mental health services from the assigned psychologist and a social worker.

Currently, due to the limited number of mental health beds in the Draper infirmary, inmates in mental health crisis are at times housed in non-traditional settings, such as holding cells in the housing units or treatment area. This is a less than an ideal situation.

Mental health treatment space is currently very limited. The visiting room is used for group treatment and recreation. The other treatment rooms include a small workout room, a crafts room, and limited education class room space. There is a need to increase the treatment space in order to provide additional life skills training for the mentally ill population.

The positive and collaborative relationship between mental health and custody staff was very evident during the site visits and interviews with staff. Each entity recognizes the importance of the others in providing access to mental health care and operating a safe prison environment for staff and inmates.

### ***Dental Services***

Dental services are provided by UDC eight staff in the following job classifications. They are:

- ▶ 1-Dental Clinical Director.
- ▶ 3-Dentists.
- ▶ 4-Dental Assistant/Correctional Officer-Is.

Dental services are provided to inmates at their request following intake screening and development of a dental treatment plan and a corresponding dental code designation. As with medical code designations, the dental code assists custody staff in the placement of inmates throughout the UDC system.

Dentists see an average of 16 patients per day and work 10 hours a day, four days a week. Dental services for UDC inmates housed in county jails are accomplished by way of transfer to Draper. This requires custody staff to transport the UDC inmate from the county jail to Draper and then return them to the county jail once dental treatment is completed. There are two UDC dentists assigned to Gunnison to provide dental care to this population of approximately 1,600 inmates. UDC medical staff (MDs and PAs) are trained in the signs and symptoms of oral cancers pathology.

The main dental office at Draper is comprised of four chairs, which are separated only by a partial wall. This physical plant configuration may not meet HIPAA confidentiality requirements as an inmate in a dental chair may be able to overhear the dental discussions being conducted in the chairs next to them. Regardless of the decision to relocate Draper, the lack of confidentiality within the dental setting needs to be addressed by UDC.

### ***Ancillary, Adjunct, and Administrative Services***

The ancillary, adjunct, and administrative staff consists 16 UDC staff. They include:

- ▶ 1-Correctional Administrator-II.
- ▶ 1-Correctional Program Administrator-II.
- ▶ 1-Correctional Specialist-I.
- ▶ 1-Senior Business Analyst.
- ▶ 1-Support Services Coordinator-I.
- ▶ 2-Administrative Secretaries.
- ▶ 7-Office Specialist-Is.
- ▶ 1-Custodian-II.
- ▶ 1-Custodian-I.

The Correctional Administrator-II is an important custody position within health care services. The presence of this person demonstrates custody operations must work collectively and collaboratively with health care staff to ensure inmates are provided with timely access to adequate health care.

### ***Telemedicine Services***

Telemedicine services are available in several specialty areas, including but not limited to OB, cardiology, dermatology, ENT, infectious diseases, orthopedics, urology, and neurology. The use of telemedicine services is cost effective and reduces the amount of inmate movement into the community.

The data provided by Draper staff included the list of telemedicine appointments, which occurred during the months of September and October 2013. Over this period of time a total of 278 telemedicine appointments occurred. A breakdown by day of the week is presented in Table 10.

**Table 10: Breakdown of Telemedicine Appointments by Day of Week**

DAY OF THE WEEK	NUMBER OF APPOINTMENTS	PERCENT OF ALL APPOINTMENTS
MONDAY	80	28.7%
TUESDAY	53	19.0%
WEDNESDAY	49	17.6%
THURSDAY	84	30.2%
FRIDAY	11	4.0%
SATURDAY	1	>1%

Based on the above data, it appears Fridays may be underutilized, unless the telemedicine providers are not available on this day of the week. Another possible reason for the low usage on Fridays may be UDC health care staff work 10-hour days, four days a week. There may be more health care staff off on Fridays, so fewer staff are available to facilitate the telemedicine appointment on Fridays.

As noted above, telemedicine services is not currently available in any of the county jails that house UDC inmates. If telemedicine services were added at some of the county jails, inmate transports would be reduced while still maintaining timely access to care at a lower cost.

### *Infirmary Care*

This is the highest level of health care placement at Draper. There are 12 medical beds, two negative air pressure beds, and eight mental health beds in the Infirmary. The mental health beds are all single celled, and are usually filled every day. Nursing staff are assigned to the Infirmary 24 hours a day, seven days a week. Nursing staff conducts wellness checks on all inmate-patients every 15 minutes, or more frequently if clinically indicated.

Custody staff sometimes houses/places inmates in an Infirmary bed for non-medical reasons. When this occurs, per policy, a review is conducted at least every five days in order to determine if there is a better housing location for the inmate. According to health care staff, this is not a problem as it does not happen very often and all staff work together in the best interest of the inmate-patient.

All of the Infirmary beds are unlicensed, but do meet NCCHC standards.

There are a number of inmates who have been in the Infirmary for extended periods of time due to ongoing medical or mental health needs. These inmates are not allowed, per custody policy, to possess their personal TV, radio, or property. Health care staff would like to see this policy changed for inmates who are long-term infirmatory placements.

### *Optometry Services*

A UDC optometrist provides optometry services on-site at Draper. The optometrist sees approximately 16 – 18 inmates per day. Any glasses, which need to be provided, are ordered through a contract with Select Optical. Any inmate, who is in need of “readers,” may purchase them through the inmate commissary. If the inmate is indigent, glasses will be provided to them at no cost.

Having an optometrist on staff reduces the number of inmate off-site transports and/or eliminates the need for a contract optometrist at a potentially higher cost. The net result is optometry costs are minimized, and access to care for inmates is expedited by having an optometrist on staff.

### ***Specialty Care and Diagnostics***

These services include specialty care referrals, lab work, X-rays, and dialysis. A committee chaired by the medical director and comprised of the entire medical team, (e.g., MDs and PAs) reviews all specialty care service requests. This committee reviews as a group all of the requests for specialty care. This collaborative internal process reduces unnecessary specialty care referrals, as medical staff are able to provide/suggest alternative approaches to the medical issue before approving a specialty care referral.

Specialty care is provided via contract with UUMC located in Salt Lake City, about a 45-minute drive from Draper. Custody staff transports the inmate(s) to UUMC on the day of the appointment, remains with the inmate until the specialty provider sees them, and then returns the inmate to Draper. There is only one secure room at UUMC for inmates waiting to be seen by a specialty provider.

Health care staff performs blood draws and urine sample collection as ordered by clinical staff. There is no lab on-site, and all samples are sent to Quest Diagnostics for analysis. The Quest Diagnostics service is the third highest healthcare budget line item for UDC, after hospital care and physician services. Quest Lab services expenditures for FY 2012 were \$208,925 and for FY 2013 the expenditure were \$236,875.

X-ray services are available on-site via digital X-ray equipment, which is five and a half years old. The UDC X-ray technician takes the X-rays and sends them electronically to UUMC radiology staff to be read. The turnaround time is usually 24 hours and STAT reads can be accomplished within one hour. MRI services are provided on-site once a week. By providing this service on-site it mitigates cost and reduces the number of inmate transports into the community.

Dialysis is provided on-site at Draper for six inmates. Dialysis services are being provided via contract with the UUMC. UUMC staff report to Draper six days a week to perform dialysis services. Having the staff come to where the inmates are reduces medical transports and related custody costs. This method of providing dialysis service is considered cost effective.

### ***Receiving and Orientation***

The Receiving and Orientation (R&O) Unit at Draper receives all male UDC new commits and male parole violators returned to custody. The volume of male admissions by type of admission from 2000 to 2013 is presented in Table 11. A comparable table for female admissions is presented in Table 12.

**Table 11: Male Inmates Admitted (2000 – 2013)**

<b>MALE ADMISSIONS by TYPE of ADMISSION</b>						
<b>Year</b>	<b>New Commitment Only</b>	<b>New Commitment/ Parole Violation</b>	<b>Parole Violation Only</b>	<b>New Commitment/ Probation Violation</b>	<b>Probation Violation Only</b>	<b>Total</b>
2000	888	461	1,067	235	244	2,895
2001	798	419	910	207	205	2,539
2002	868	496	844	257	233	2,698
2003	986	467	871	260	271	2,855
2004	940	445	783	320	291	2,779
2005	997	411	1,004	311	318	3,041
2006	966	371	1,028	298	288	2,951
2007	946	293	1,099	274	306	2,918
2008	922	241	1,112	302	267	2,844
2009	1,006	295	1,074	339	318	3,032
2010	1,124	233	857	343	266	2,823
2011	1,038	245	766	334	349	2,732
2012	885	194	815	335	375	2,604
2013	925	166	784	267	412	2,554

**Table 12: Female Inmates Admitted (2000 – 2013)**

FEMALE ADMISSIONS by TYPE of ADMISSION						
Year	New Commitment Only	New Commitment/ Parole Violation	Parole Violation Only	New Commitment/ Probation Violation	Probation Violation Only	Total
2000	85	66	148	45	42	386
2001	84	44	111	38	41	318
2002	83	68	91	62	58	362
2003	125	68	118	59	81	451
2004	122	73	134	84	80	493
2005	148	69	170	89	87	563
2006	141	67	183	87	105	583
2007	129	54	196	73	97	549
2008	145	43	220	61	87	556
2009	138	61	204	72	83	558
2010	169	54	163	79	90	555
2011	137	45	168	91	88	529
2012	133	24	163	98	120	538
2013	133	23	158	93	130	537

The latest data provided by UDC is for 2013, which reports a total of 3,091 admissions, of which 2,554 are males and 537 are females. On a monthly basis, that amounts to 213 males, and 45 females who are admitted separately from the males, directly into Timpanogos, the facility for female inmates at Draper.

The health care R&O process encompasses a medical, mental health, and dental evaluation. Per R&O health care staff, these three reception steps take anywhere from a week to 30 days to complete. However, the remaining R&O processes can take several more weeks and inmates are usually not transferred out of R&O until three to six weeks after arrival.

R&O health care staff indicated new arrivals from the county jails arrive with their prescribed medication in only about 30 percent of the cases. As a consequence, Draper medical staff must contact the sending county jail health care staff in order to determine what prescribed medication the inmate is currently using.

New arrivals are staged in a large holding cell where a UDC PA asks each inmate if they want to have a physical examination as part of their medical intake screening. This process occurs in very close proximity to other inmates. Only about 30 percent of the inmates agree to have a physical examination, health care staff reported. The same rate of acceptance for dental screening was reported. These rates were not confirmed with an R&O dentist, as none was present in R&O at the time of our tour. However,

those rates appear contradictory to rates reported in the CQI meeting minutes of November 19, 2013, which noted that intake physicals are being completed 98 percent of the time.

If the description of the intake process is accurate, it is not conducive to gaining inmate compliance with having a physical examination as part of the intake screening. Intake screenings and physical examinations are the first opportunities to determine an inmate's needs, both immediate and long-term. It is essential a thorough screening and physical examination take place as soon as possible after arrival at R&O. It is suggested all interaction between a provider and an inmate take place in a confidential setting away from other inmates. By removing each inmate from the group holding cell, placing them in an examination room, and then beginning the screening and physical examination process, more inmates are likely to comply with staff's request for an examination.

### ***Medical Parole***

The UDC has a medical parole process, where an inmate who has been diagnosed with a terminal illness, may be referred to the Board of Pardons and Parole for an early release. From March 2011 until October 2013, 64 applications for a medical early release were filed. Of those 64 cases, the Board of Pardons and Parole approved 46 inmates for early release. Six cases were withdrawn as the inmate's medical condition improved. Of the remaining 12 cases, it is assumed the Board of Pardons and Parole either denied them or the inmate died before a decision was made.

The team was advised this process is not formal, which may result in a low number of inmate requests. A formal medical early release process could raise the number of inmates who meet the criteria and apply for an early medical release. If the processes were formalized and more inmates applied and approved for release, the health care cost to UDC could be significantly reduced.

### ***Inmate Grievances***

A valuable tool in assessing a correctional health care system is through a review of the inmate grievance process. The inmate grievance process allows management staff to obtain front line information regarding how the health care system is functioning. In other words, the inmate grievance system can be seen as an early warning sign of system failures or employee concerns.

A review of the January through October 2013 inmate grievance data shows a total of 784 inmate grievances were filed. As in most correctional setting, the top three issues were, (1) disagreement with prescribed medication, (2) staff complaint, and (3) disagreement with treatment plan. This confirms clinical staff are making sound clinical decisions and not just giving the inmate what they request/want.

A breakdown by specific grievance issue based on data from January through October 2013 is presented in Table 13.

**Table 13: Health Care Grievances (January – October 2013)**

ISSUE	NUMBER	PERCENTAGE OF TOTAL GRIEVANCES
Medication	213	27.16%
Staff Complaint	183	23.34%
Treatment	133	16.96%
Access to Care	100	12.75%
Mental Health	64	8.16%
Clearances	36	4.59%
Supplies	29	3.69%
Co-Pay Issues	29	3.69%
Other	20	2.55%
Dental	19	2.42%
Diet	11	1.40%
Emergency Response	4	0.51%
Optometry	1	0.12%

***Health Service Contracts***

The UDC currently has a number of health care contracts, most of which are with the UUMC. According to UDC staff, the contracts are structured as follows:

- ▶ Hospital contracts for diagnostic services at 59 percent of usual and customary costs.
- ▶ Physician group (UUMC) at 66 percent of usual and customary costs.
- ▶ On-site services at 81 percent of usual and customary costs.
- ▶ Telemedicine services at usual and customary costs, plus \$25.00.
- ▶ Dialysis services at 50 percent of usual and customary cost, plus staff costs.

Contract costs, actual and projected, for multiple areas are presented in Table 14.

**Table 14: Health Care Contract Costs (Actual and Projected)**

	FY12	FY13	FY14 (Projected)
<b>CUCF (GUNNISON)</b>			
Emergency Health Care	45,965	93,813	56,949
Radiology Services	7,266	9,208	12,301
Bio-Hazard Waste Removal	4,950	5,400	5,400
<b>COUNTY JAILS</b>			
Medical Costs	142,917	55,254	100,789
Drugs	34,000	48,214	54,624
<b>DRAPER</b>			
UUMC hospital care	5,118,232	5,457,912	5,457,916
UUMC physician services	3,217,347	3,203,597	3,372,314
Quest Diagnostics (lab)	208,975	236,875	228,073
Ambulance Draper to UMC	104,890	159,412	153,838
Oral/facial surgery	96,817	126,376	134,400
MRI Testing	67,800	106,400	86,400
Dental Prosthesis	32,215	40,147	42,832
UUMC X-Ray storage	30,890	30,890	31,480
Optics (frames & lenses))	19,865	21,006	26,693
Ultrasound	0	11,900	19,600
Hearing Services	13,801	15,255	16,400
Electrocardiograph Testing	0	3,300	16,400

### **CURRENT UTILIZATION DATA AND QUALITY ASSURANCE TOOLS AND PROCESSES**

The UDC has a Continuous Quality Improvement (CQI) policy, which is in line with NCCHC standards. A review of the meeting minutes and attendance at the November 19, 2013, CQI meeting was very informative.

The committee is effective in identifying issues, conducting process improvement evaluations, and establishing corrective actions in order to improve compliance. The fact that some issues have not been resolved completely is noted, but is not considered as a failure, as long as staff continues to work on the issue and adjusts corrective action in order to meet established goals.

A few of the action items identified in the CQI meeting minutes as on-going issues are:

- ▶ Outside consult reports not being reviewed and noted in a timely manner by the inmate's primary care provider.
- ▶ Discharge orders not being completed by the provider when releasing inmate from an infirmary bed.
- ▶ Staff shortages.
- ▶ Outstanding requests for medical and dental. As of October 2013, 677 pending medical request and 360 dental requests. This equates to a one to three week wait to see a provider.
- ▶ County jail inmates not receiving medication in a timely manner.
- ▶ County jail inmates not being seen in a timely manner.

### **SUMMARY FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

- ▶ The Draper facility has a stable executive health care team, with an excellent working relationship with custody and security staff.
- ▶ The Draper facility has been accredited through NCCHC for 20 years, which is a substantial achievement.
- ▶ The UDC has a strong medical, mental health, and dental coding system, which is used as a factor in housing UDC inmates.
- ▶ Draper is in close proximity to higher level of care and specialty services at UUMC.
- ▶ Pharmacy operations are cost effective.
- ▶ Consideration should be given to formalizing the medical parole process to increase the number of inmates considered for medical parole, which could result in lower health care costs for UDC.
- ▶ The UDC has limited telemedicine capabilities with Gunnison and no telemedicine services for UDC inmates housed in county jails.
- ▶ There are an insufficient number of mental health crisis beds and mental health beds at lower levels of care resulting in a constant struggle to house inmates at the required level of care in a timely manner.
- ▶ There is a significant amount of down time due to the mandated noon count and serving of the noon meal.
- ▶ Custody restrictions of allowable property for inmates housed in the infirmary on a long-term basis should be reviewed.

### **PROJECTION OF UTILIZATION DATA TO DETERMINE PROBABLE BED NEEDS FOR SPECIAL MEDICAL NEEDS POPULATIONS**

Utilizing the current percentage for each medical classification for the male population as of October 15, 2013, the extent to which future inmates will need medical care are presented in Table 15.

**Table 15: Current and Project Medical Classifications for Male Inmates  
October 2013 – October 2018**

Year	2013	2014	2015	2016	2017	2018	5-Year Increase
Totals	6,469	6,567	6,675	6,783	6,891	6,999	530
M-1	13.9%	913	928	943	958	973	68
M-2	31.6%	2,075	2,109	2,143	2,178	2,212	163
M-3	24.1%	1,583	1,609	1,635	1,661	1,687	127
M-4	21.2%	1,392	1,415	1,438	1,461	1,484	108
P	6.7%	440	447	454	462	469	33
None	2.2%	144	147	149	151	154	11

Utilizing the current percentage of inmates with a mental health designation for the male population as of October 15, 2013, the following projections are presented in Table 16.

**Table 16: Current and Projected Mental Health Designations for Male Inmates  
October 2013 – October 2018**

Date	2013	2014	2015	2016	2017	2018	5-Year Increase
Totals	6469	6,567	6,675	6,783	6,891	6,999	530
YES	39.8%	261	2,657	2,700	2,743	2,786	213
NO	60.2%	3,953	4,018	4,083	4,148	4,213	317

Utilizing the current percentage for each medical classification for the female population as of October 15, 2013, the following projections are presented for female inmates in Table 17.

**Table 17: Current and Project Medical Classifications for Female Inmates  
October 2013 – October 2018**

Year	2013	2014	2015	2016	2017	2018	5-Year Increase
Totals	670	704	726	750	774	798	128
M-1	42.8%	301	311	321	331	342	55
M-2	12.9%	91	94	97	100	103	16
M-3	21.5%	151	156	161	166	171	27
M-4	3.1%	22	23	23	24	25	4
P	16.0%	113	116	120	124	128	21
None	3.5%	25	25	26	27	28	4

Utilizing the current percentage of inmates with a mental health designation for the female population as of October 15, 2013, the following projections are presented in Table 18.

**Table 18: Current and Projected Mental Health Designations for Female Inmates  
October 2013 – October 2018**

Year	2013	2014	2015	2016	2017	2018	5-Year Increase
Totals	670	704	726	750	774	798	128
YES	73.1%	515	531	548	566	583	93
NO	26.9%	189	195	202	208	215	35

The above projections are based on a straight-line calculation of current percentages (inmate population as of 10-15-13) of medical and mental health designations. However, the inmate population will continue to age over the next five years, which will result in additional bed needs for inmates over the age of 55. These projections are only a rough estimate of the number of inmates at each of the medical and mental health classifications. From these estimates, the future medical and mental health bed needs could be projected.

As a whole, the UDC must plan on adding the appropriate number of beds for the projected number of inmates at each medical classification and mental health designation. Most important are the beds at the higher medical classifications, Infirmary, M-1, and M-2. The inmates at this level of medical care require more frequent contact with clinical staff on a daily, weekly, and monthly basis. Inmates at M-3 and M-4 can and should continue to be housed in Gunnison and in the various county jails. This designation method will continue to keep health care costs down and allow clinical staff to focus its resources on those with the greatest need.

### **SPECIFIC NEW PRISON HEALTHCARE REQUIREMENTS**

As inmate populations have increased over the years and programs have been added and/or moved from one area to another, future needs may be met by implementing the following seven recommendations. They are:

1. Increase the number of infirmary beds for medical, mental health crisis, females, in a skilled nursing facility.
2. Increase bed capacity for mental health inmates within the general population.
3. Increase treatment space for individual and group mental health programs.
4. Ensure compliance with HIPAA confidentiality requirements within the dental areas.
5. Ensure accessibility for disabled inmates in housing units, programs, services, and activities as required by ADA.
6. Expand use of telemedicine at Gunnison and for UDC inmates housed in county jails.
7. Conduct a salary survey within the Wasatch Valley for nursing classifications to determine if UDC nurse pay is competitive with other employers.

## COMPONENT 18.0 – MEDICAL – MENTAL HEALTH SERVICES

### POLICY REQUIREMENTS

The mission of UDC's Clinical Services Bureau is to provide constitutionally mandated offender healthcare in a competent, caring, and cost effective fashion within the overall mission of the Utah Department of Corrections. [Medical Policy 0601.00 General Provisions]

It is the policy of the UDC's Clinical Services Bureau that staff understand the mission statement so their actions and conduct are consistent with the mission statement.

The new Complex will provide a mental health program designed to detect, diagnose, and provide basic treatment for all inmates who have significant mental illness. (ACA Standard)

The new Complex will have available the services of a qualified psychologist or psychiatrist to provide necessary mental health services to inmates. (ACA Standard)

The intake process will include a mental health screening, with referral to the psychiatric department, if deemed necessary. (ACA standard)

Services will be provided by qualified mental health professionals. (ACA Standard)

All offenders will have access to mental health services, regardless of custody level.

Services will be delivered, for the most part, at the Complex level for offenders in the R&O unit and those offenders housed in more restrictive housing areas who have special needs and/or requirements.

General population offenders housed in other areas of the Complex may move from their housing units to the central healthcare unit for services in accordance with established movement procedures for close custody (e.g., under supervision), or in some cases they may be delivered to them (as for example in the case of medication or triage).

### ACTIVITIES AND OPERATIONS

#### *Description*

The facility will provide a mental health program designed to detect, diagnose, and provide basic treatment for all inmates who have significant mental illness.

Mental health staff will evaluate new admissions during the intake process to identify any acute and immediate mental health needs. Additional mental health evaluation will be conducted during the orientation process in the R&O housing unit.

Inmates in general population may be referred for mental health services by facility staff or through a self-referral. Inmates diagnosed with acute mental illness will be placed in the mental health-housing unit where they will receive mental health treatment as needed with a goal to transition the inmate back to general population as soon as possible.

## *Sequence*

### *Admission*

- ▶ During the admission screening, the intake screening staff member will evaluate each inmate for signs of mental illness or retardation.
- ▶ Inmates displaying active psychiatric problems will be referred by any of a number of professional staff to the appropriate treatment specialist or directly to the Mental Health Unit. Other inmates with mental health needs, but stable enough to be housed with the general population, will be served by mental health staff at the management unit level.
- ▶ Residents diagnosed and accepted for treatment by the Mental Health Unit may remain in the general R&O population. Mental health services are provided on the management unit level for these patients.

### *General Population*

- ▶ General population inmates in need of mental health services also will be served at the management unit level.

## *Schedule*

- ▶ Initial intake screening takes place before an inmate is assigned to R&O housing; accordingly, the screening will take place 24 hours a day, 7 days a week, as part of the round-the-clock intake process.
- ▶ Services for both the admission and orientation population and the general population are provided during the day on a management unit schedule basis.
- ▶ During the day, general population inmates may participate in group therapy programs in rooms located next to the offices of the mental health staff.
- ▶ Medications will be dispensed to both the admission and orientation and general populations as part of the facility-wide medication delivery schedule.
- ▶ Crisis intervention services will be available for all inmates at health service area.

## *Users*

### **Offenders**

A significant number of UDC's offender population have healthcare needs. Fourteen percent of male offenders and 42.8 percent of female offenders fall into the highest need category. In addition, another 6.7 percent of males and 16.0 percent of female offenders have acute mental health needs as illustrated in Table 19.

**Table 19: Acute Mental Health Needs**

Medical Need Levels	MALE		FEMALE	
	Number	Percent	Number	Percent
M-1	905	14.0%	287	42.8%
M-2	2,049	31.7%	87	13.0%
M-3	1,560	24.1%	144	21.5%
M-4	1,376	21.3%	21	3.1%
P	436	6.7%	107	16.0%
None	143	2.2%	24	3.6%
Totals	6,469	100%	670	100%

**Staff**

Approximately 30 mental health staff will be required to deliver the necessary programs and services. Current mental health staffing is as follows:

- ▶ 1-Mental Health Program Director.
- ▶ 2-Psychiatrists.
- ▶ 2-Psychologists.
- ▶ 1-Supervising Psychologist.
- ▶ 11-Licensed Clinical Therapists.
- ▶ 1-Mental Health Correctional Specialist.
- ▶ 3-Mental Health Correctional Program Administrators.
- ▶ 1.75-Recreational Therapists.
- ▶ 4-half time-Mental Health Correctional Interns.

***Planning Considerations and Requirements***

- ▶ Mental health services staff need adequate workspace and support staff to perform duties. Each full-time mental health staff member should have an individual office in which privacy is assured. The half-time staff will share one large office. The records clerks will occupy an open area.
- ▶ Space is needed to temporarily house offenders displaying severe mental disorders who are awaiting transfer, or those whose behavior suggests they pose a danger to themselves or others.
- ▶ Within the mental health area, two small group rooms in which offenders and therapists can participate are required. One of those rooms also will serve as a conference room for mental health staff.
- ▶ Space is needed for conducting group testing and private interviews. One of the small multi-purpose interview or meeting rooms in each management unit, which provide space and privacy, can be used for these purposes.

## **ADJACENCIES**

### ***Location Relative to Other Functions***

Mental health staff offices should be located within the medical area adjacent to the receiving area so medical and mental health staff can confer easily, if necessary, regarding inmates' medications and other treatment issues, and access inmates' treatment files.

## **UTILITIES**

---

### **COMPONENT 19.0 – CENTRAL UTILITY PLANT**

Requirements will be based on the needs of the designed facility. It will be located outside the secure perimeter. Offenders will not be involved in its operation.

## **EXECUTION**

---

### **COMPONENT 20.0 – EXECUTIONS**

As prescribed by State Law and UDC Policy and Procedures, executions will be carried out at the new Complex.

Under current Utah law, executions are carried out by lethal injection; however, this may change. Legislation was passed during 2015 legislative session and is awaiting action by the Governor. Should that bill be signed into law, provision must be made for executions to be carried out by a firing squad. Please refer to the Department's policy for specific operational and space requirements on both methods of execution.

### **ADJACENCIES**

The area should be in close proximity, but not next to the death row housing area, and easily accessible to the visitor's entrance to the Complex.

## **KENNEL**

---

### **COMPONENT 21.0 – KENNELS**

The kennels at the new Complex will operate similarly to the kennels at Gunnison and will provide space for up to 12 dogs, each to be confined in its own kennel. The building should be climate controlled, with heated floors in the kennel.

Staff office, bathroom, break area, and storage space are required.

An area to launder and dry articles require to train and work with the dogs will need to be provided.

An area adjacent to the kennels should be provided to exercise and train the dogs.

Offenders will not be permitted access to this area.

### **LOCATION**

The kennels should be located outside the secure perimeter and at a distance from visitors, staff, and offenders on the Complex grounds.

## APPENDIX

---

### *Focus Group Meetings to Program Replacement of Draper Prison Complex*

---

#### *September 25-26, 2014*

- ▶ Development of Guiding Principles
- 

#### *October 6-8, 2014*

- ▶ Healthcare Services
    - ◆ Medical
    - ◆ Mental Health
    - ◆ Pharmacy
    - ◆ Dental
    - ◆ Optometry
    - ◆ Housing
  - ▶ Utah Correctional Industries (UCI)
  - ▶ Offender Housing
  - ▶ Reception/Transfers/Releases
  - ▶ Food Service
  - ▶ Laundry
- 

#### *October 27-30, 2014*

- ▶ Women's Facility
- ▶ Facilities/Maintenance
- ▶ Probation & Parole
- ▶ Volunteers
- ▶ Administration
- ▶ Personnel
- ▶ Staff Training
- ▶ Security Operations
- ▶ Records
- ▶ Processing
- ▶ Mail
- ▶ Classification
- ▶ Program Review with Executive Staff

---

***Focus Group Meeting, re: Kickoff Meeting – Develop Guiding Principles***

***September 25, 2014***

1. Rollin Cook, Executive Director, UDC
2. Mike Haddon, Executive Deputy Director, UDC
3. Steve Turley, Corrections Project Director, UDC
4. Brook Adams, P.I.O
5. Alan James, Division Director, UCI
6. Craig Buff, Division Director, Programming
7. Bryce DeGiulio, CSB
8. Jerry Pope, Division Director, Institutions
9. Dr. Richard Garden, Medical Director
10. Julie Christenson, Division Director, Research and Planning
11. James Hudspeth, Division Director, Law Enforcement Bureau
12. Greg Peay, Division Director, Facilities
13. Shawn Anderson, Facilities
14. Glenn Ercanbrack, Division Director, Inmate Placement (Jails), DIO
15. Robert Bond, Finance
16. Scott Crowther, Warden, Draper Site, DIO
17. Alfred Bigelow, DIO
18. Larry Bussio, Deputy Warden, Draper Site
19. Robert Powell, Deputy Warden, Draper
20. London Stromberg, Deputy Director
21. Bryant Hoer, OUSGC
22. Bryant Herman, DWSP
23. George Camp, Criminal Justice Institute
24. Joe Fenton, Criminal Justice Institute
25. Brad Sassatelli, MGT of America
26. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Kickoff Meeting – Develop Guiding Principles***

***September 26, 2014***

1. Rollin Cook, Executive Director, UDC
2. Mike Haddon, Executive Deputy Director, UDC
3. Steve Turley, Corrections Project Director, UDC
4. Brook Adams, P.I.O
5. Alan James, Division Director, UCI
6. Craig Buff, Division Director, Programming
7. Bryce DeGiulio, CSB
8. Jerry Pope, Division Director, Institutions
9. Dr. Richard Garden, Medical Director
10. Julie Christenson, Division Director, Research and Planning
11. James Hudspeth, Division Director, Law Enforcement Bureau
12. Greg Peay, Division Director, Facilities
13. Robert Bond, Finance
14. Scott Crowther, Warden, Draper Site, DIO
15. Larry Bussio, Deputy Warden, Draper Site
16. Robert Powell, Deputy Warden, Draper

17. London Stromberg, Deputy Director
18. Bryant Hoer, OUSGC
19. Bryant Herman, DWSP
20. George Camp, Criminal Justice Institute
21. Joe Fenton, Criminal Justice Institute
22. Brad Sassatelli, MGT of America
23. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex - Medical Detail Meeting***

***October 6, 2014***

1. Steve Turley, Corrections Project Director, UDC
2. Dr. Richard Garden, Medical Director
3. Mike Hogle, Mental Health Director
4. Bryan Despain, Pharmacy Director
5. Dr. Marc Wisner, Dental
6. Michelle Buswell, Director of Nursing
7. Bryce DeGiulio, CSB
8. Derick Zorn, Corr. Captain, Mentally Impaired
9. Scott Crowther, Warden, Draper Site, DIO
10. George Camp, Criminal Justice Institute
11. Joe Fenton, Criminal Justice Institute
12. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex – UCI Meeting***

***October 6, 2014***

1. Steve Turley, Corrections Project Director, UDC
2. Mike Gray, UCI
3. Jason Nichols, Special Operations
4. Sharon Damico, DIO
5. Jim Redmond, UCI
6. Bryan Wilmot, UCI
7. Andy Iacona, UCI
8. Dave Calder, UCI
9. Bryan Morris, UCI
10. Alan James, UCI
11. George Camp, Criminal Justice Institute
12. Joe Fenton, Criminal Justice Institute
13. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex - Housing Meeting******October 6, 2014******Attendees: Morning***

1. Jerry Pope, Division Director
2. Scott Crowther, Warden, Draper Site
3. Shane Nelson, Deputy Warden
4. Fred Harris, DIO
5. Brent Jacobson, DIO
6. Neil Halladay, DIO

***Attendees: Afternoon***

1. Lisa Cloyd, SOTP
2. Lee Liston, IPD
3. Michael Robinson, Programming/SOTP
4. Derick Zorn, DIO
5. Steve Turley, Corrections Project Director
6. Jerry Pope, Division Director
7. Fred Harris, DIO
8. Shane Nelson, DIO
9. Bryant Herman, DIO
10. Scott Crowther, Warden, Draper Site
11. Ken Strong, DIC

***Attendees: Both Sessions***

1. George Camp, Criminal Justice Institute
2. Joe Fenton, Criminal Justice Institute
3. P.J. Docka, Rosser International
4. Anita Ault, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex – Women’s Facility******October 29, 2014***

1. Steve Turley, Corrections Project Director
2. Jerry Pope, DIO
3. Lee Liston, Programming
4. Larry Bussio, DIO
5. MaryAnn Reding, DIO
6. Tawnya Nicholes, DIO
7. Christina DeLaCruz, DIO
8. Anthony Johnson, DIO
9. Brian Taylor, Programming
10. Craig Burr, Institutional Programming
11. Mary Crawford, DATC/Vocational Training
12. Robert Powell, DIO
13. Mike Clements, DIO
14. Brett Finlay, DO
15. Marci Remington, CSB
16. Greg Hendrix, Programming

17. Dennis Tucker, Programming
18. Rob James, Programming Excell
19. Attica Schmidt, Programming Excell
20. D. Blood, Programming
21. Paul Gardner, Programming
22. George Camp, Criminal Justice Institute
23. Joe Fenton, Criminal Justice Institute
24. Anita Ault, Rosser International
25. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex – Facilities/Maintenance Meeting***

***October 29, 2014***

1. Steve Turley, Correctional Project Director, UDC
2. Greg Peay, Facilities
3. Bruce Wilcox, Facilities
4. Cal Welch, Facilities
5. Jerry Jensen, Facilities
6. David Philpot, Facilities
7. Mark Howard, Facilities
8. Anthony Hobbs, Facilities
9. Dean Kelshaw, Facilities
10. Shawn Anderson, Facilities
11. Travis Dimick, Facilities
12. Willie Sanchez, DIO Warehouse
13. Kevin Francour, Facilities
14. George Camp, Criminal Justice Institute
15. Joe Fenton, Criminal Justice Institute
16. Anita Ault, Rosser International
17. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex – Probation & Parole Meeting***

***October 30, 2014***

1. Steve Turley, Corrections Project Director, UDC
2. Michael Renckert, UDC APP
3. Wendy Horlacher, UDC APP
4. Mark Thomson, UDC APP
5. Ty Conover, UDC APP
6. David Rutledge, UDC APP
7. Seven Tebben, UDC APP
8. Vaughn Howard, UDC APP
9. Carrie Cochran, UDC APP
10. Sharon Daurelle, UDC APP
11. Brooke Adams, P.I.O
12. George Camp, Criminal Justice Institute
13. Joe Fenton, Criminal Justice Institute
14. Anita Ault, Rosser International
15. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Replacement of Draper Prison Complex - Volunteers Meeting******October 30, 2014***

1. Steve Turley, Corrections Project Director, UDC
2. David Waters, LDS Church
3. Jim Prichard, Tribal Council
4. Pat Brenwis, Catholic Church
5. Dr. Richard Hooper, Veteran Life Skills
6. Mary Aguirre, Wasatch Chapel, Crochet
7. David Aguirre, Wasatch Chapel, Music
8. Alexander Tatari, Islamic Discussions
9. Jorge Alvarado, Native American
10. Craig Burr, Division Director, Institutional Programs
11. Brook Adams, P.I.O
12. Seirenive Gimenez, Native American Talking Circle
13. Terry Hauck, Native American Talking Circle
14. Mary Eules, Native American Talking Circle
15. George Camp, Criminal Justice Institute
16. Joe Fenton, Criminal Justice Institute
17. Anita Ault, Rosser International
18. P.J. Docka, Rosser International

---

***Focus Group Meeting, re: Executive Committee******October 30, 2014***

1. Steve Turley, Corrections Project Director, UDC
2. Jerry Pope, Division Director, Institutions
3. Rollin Cook, Executive Director, UDC
4. Mike Haddon, Executive Deputy Director, UDC
5. London Stromberg, Deputy Director
6. Brooks Adams, PIO
7. George Camp, Criminal Justice Institute
8. Joe Fenton, Criminal Justice Institute
9. Anita Ault, Rosser International
10. P.J. Docka, Rosser International