

**MINUTES OF THE  
EXECUTIVE OFFICES & CRIMINAL JUSTICE  
APPROPRIATIONS SUBCOMMITTEE  
Room 25 House Building  
January 29, 2016**

**Members Present:** Sen. Daniel W. Thatcher, Co-Chair  
Rep. Eric K. Hutchings, Co-Chair  
Sen. Jani Iwamoto  
Sen. Scott K. Jenkins  
Sen. Wayne L. Niederhauser, President  
Sen. Ralph Okerlund  
Rep. Rich Cunningham  
Rep. Sophia DiCaro  
Rep. Brian S. King  
Rep. Merrill Nelson  
Rep. Curtis Oda  
Rep. Angela Romero  
Rep. V. Lowry Snow

**Members Excused:** Sen. Curtis S. Bramble and Rep. Keven J. Stratton, House Vice Chair

**Staff Present:** Mr. Gary Syphus, Fiscal Analyst  
Ms. Clare Tobin Lence, Fiscal Analyst  
Ms. Cindy Hopkin, Committee Secretary

**Note:** A copy of related materials and an audio recording of the meeting can be found at [www.le.utah.gov](http://www.le.utah.gov).

Co-Chair Thatcher called the meeting to order at 8:13 a.m.

## **1. Introduction/Minutes**

### ***Base Budget Review***

Mr. Gary Syphus, Fiscal Analyst, gave a description of each of the agencies on the agenda, highlighted some of their successes and challenges, and presented base budget recommendations.

## **2. Board of Pardons**

Mr. Greg Johnson, Administration Coordinator for the Board of Pardons (BOP), assisted by Mr. Bob Yeates, Vice Chair, presented the budget needs for the BOP. Mr. Johnson stated that from January to December, 2015, there has been a slight decrease in prison population and a slight increase of people on parole which creates a need for more decisions about parole violations, warrants, and response incentive matrix decisions.

The BOP has been working with CCJJ, Department of Corrections, and other agencies on implementation of the Justice Reinvestment Initiative (JRI). The four programs that effect the Board the most are: The Earned Time Credit Program, Parole Violation Time-frames, The Response and Incentive Matrix, and Earned Compliance Credit.

The BOP is working on improving implementation of the JRI by tracking time cuts electronically, sharing RIM information, expediting time lines for hearings, and expanding their use of electronic records.

A challenge for the Board of Pardons involves wages for hearing officers. The maximum wage for hearing officers in Utah is lower than the average of other states. As hearing officers retire it will be difficult to replace them. Utah has the second lowest starting wage and lowest maximum wage. Currently the BOP has people with law degrees and experience, but several of their officers are in longevity. Recruiting from within the state or from outside, there would be a step down in paygrade for new employees.

The BOP is interested in the success of inmates and people who are then paroled making a successful transition in the community, so they support anything that is giving them the treatment, medical or psychiatric, that they need. The first three months of transition are critical. If someone is released and can't get mental health treatment, or they have a supply of medication but they can't renew it, or if they have difficulties with paperwork or funding, there is concern that they may fail their probation.

Rep. Hutchings stated that there is a reason why all the efforts the committee has invested this past year is called "Justice Reinvestment". It is so the committee will find efficiencies which will allow them to have resources that can then be utilized in other areas. Rep. Hutchings strongly recommends that the committee find better evidence based practices that can be used in the corrections process, and by doing so provide a safer community. There is a lot of work for the Board of Pardons because of the changes from implementing the JRI in order to take advantage of all the new information and resources that will be coming online this next year. Considering the amount of work the BOP are expected to do, what they have asked for the last few years is pretty small.

### **3. Minutes**

**MOTION:** Rep. Cunningham moved to pass the minutes for the September 22, 2015 and October 27, 2015 meetings. The motion passed unanimously with Rep. Nelson and Rep. Romero absent for the vote.

#### **4. Department of Corrections**

Mr. Rollin Cook, Executive Director, Department of Corrections (DOC), assisted by Mr. Mike Haddon, Deputy Director, DOC, and Mr. Steve Gehrke, Director of Quality and Process Improvement, DOC, highlighted some of the successes of the department and thanked the committee for the positive difference they have made in criminal justice because of their decisions.

Some of those successes are:

The completed revision of restricted housing policy in keeping with a change in national guidelines. A review and revision of their classification system to improve accuracy in decisions on where inmates will be housed. The beginning of construction of the 192-bed West One Facility at the Central Utah Correctional Facility to be completed the end of July. The first Kids Day at the Timpanogos Women's Correctional Facility to enhance family reunification for inmates nearing release. The installation of video systems in two facilities which allows them to facilitate more hearings for the Utah Board of Pardons and reduces the need to transport inmates and personnel. The May 2015 AP&P opening of the 60 bed Atherton Community Treatment Center for female offenders. The adoption of two additional research based risks and needs assessment tools that are used statewide to improve focus on the needs of offenders. And the provision of substance abuse treatment to 413 men in a Conquest and Hope Program and 87 women through the Excel Program last year.

There have also been accomplishments for Utah Correction's Industries (UCI):

- UCI's furniture shop used supplied theory of constraint principles to achieve record revenues and production (something you typically only see in the private sector).
- UCI's print shop also increased productivity.
- UCI's achievements were highlighted in a presentation at an international conference held in South Africa.

Mr. Cook also presented some of the DOC's challenges: Their staff are working mandatory overtime in order to fill posts due to the number of unfilled positions. The number of correctional officer openings at the Utah State Prison is 119 and at the Central Utah Correctional Facility they have 60 openings. It is a real burden when correctional officers are working 16 hour days managing a very difficult population. Currently 56 percent of the correctional officers working within the state prison system have less than four years of experience which can be a dangerous situation. Managing 6,500 inmates and nearly 18,000 offenders in the community requires tremendous effort on a daily basis.

Mr. Gehrke reported on the agency's JRI progress.

Mr. Haddon recommended budget reallocations.

Rep. Hutchings stated that reinvestment is to help the agencies be more efficient and safe, not to cut Corrections budget in order to allow the committee to reallocate. He thanked the department for the masterful way the Corrections team has handled all of the changes they are undergoing and their incredible work load. As the agencies make these changes Utah could end up with a model for other states.

Ms. Kelly Atkinson, representing the line officers in corrections addressed the problems DOC is experiencing in the areas of retention and pay. The biggest problem is that Utah has pay ranges instead of a pay structure. Public employees who work for any other agency besides State can depend on a pay increase structure and a career path with an annual pay increase as well as cost of living.

Mr. Keith Squires, Director, Department of Public Safety (DPS) assisted by Ms. Nannette Rolfe, Deputy Commissioner and Ms. Amy Lightfoot, Director of Quality and Process Improvement, explained the mission of DPS, their success frame-work, and programs to help with efficiency.

Ms. Rolfe explained how the DPS was able to reduce the average wait times at the West Valley Driver License Office from 24 minutes to 4 minutes while serving an average of 4,000 more customers a month.

Ms. Lightfoot spoke about how the DPS restructured the Utah driver license offices to keep up with demand without adding more staff. One of the most critical resources in Utah is the Utah Highway Patrol. They are difficult to recruit, difficult to retain and they are asked to do a myriad of tasks. A challenge for the DPS has been examining and prioritizing those tasks. One of the projects the department implemented was a reduction in paperwork for DUI offences. There are approximately 18 courts that want their information 18 different ways; dealing with papers, collating things, burning CDs, and larger file sizes; all of which takes a lot of time.

In Salt Lake County, the DPS implemented a process to streamline all of those items so they could get the troopers back on the roadways instead of in the office doing all that paperwork. They have been able to reduce the time spent on paperwork for each DUI from 3 hours to 1. In the months following the implementation of this program last December, the department has been able to return approximately 3,800 hours of trooper time back to the activities DPS wants them to perform.

Mr. Danny Fuhr Utah Highway Patrol (UHP), reported on the success of their "Move Off" campaign. Moveable crashes are directed off the roadway using tow truck response which. This program reduces slow time on the roads and increases the safety of officers.

Mr. Joseph Brown, DPS, presented the budget needs and requests of reallocation for the DPS.

Rep. Hutchings spoke about the importance of clearing traffic jams to reduce pollution. He suggested committee members check the pollution levels in Salt Lake County on the internet and see how much of it is related to traffic incidences. There is massive damage done to our environment due to traffic jams on I-15. Resources that the committee can provide in this particular area will have a very positive impact.

Sen. Thatcher requested that the committee members who are in support of any of the reallocations, contact Staff and give them recommendations. It is the intention of the committee to make changes where there is consensus and hopefully get those changes into the Base Budget to be able to remove some items from the Building Block portion.

MOTION: Rep. DiCaro moved to adjourn. The motion passed unanimously with Sen. Bramble, Sen. Iwamoto, Sen. Jenkins, Sen. Niederhauser, Sen. Okerlund, Rep. Cunningham and Rep. Stratton absent for the vote.

Co-chair Thatcher adjourned the meeting at 10:48 a.m.

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Sen. Daniel W. Thatcher, Co-Chair

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Rep. Eric K. Hutchings, Co-Chair