



**UPAN Newsletter** Volume 10 Number 3 | **MARCH 2023**  
*"Empowerment and Growth Through Knowledge and Unity"*

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**One More Time: Process for Medical Help – Utah Courts Self Help Center –  
 Yoga Curriculum Approval – AP&P Audit Part 3 – BOPP Audit Part 3 –  
*Dell-Emerald Topics* Inspiring Quotes by Women – Book Suggestions**

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**Next Meeting:** Mon Mar 13, 2023 6:30 pm - 8:30 pm Family Meeting reviewing new criminal justice legislation

**Meeting Location:** Virtual Zoom Meeting – link <https://bit.ly/3vqQjiA> Free and open to the public

**Following Monthly Meetings:** Monday April 10, 2023 **Guest Speakers:** Liz Landry, from the Rape Recovery Center, and Doug Fawson, PREA Coordinator for the state, will present in April on the Prison Rape Elimination Act implementation in Utah.

*UPAN continues virtual meetings. Also available on UPAN Facebook Live and on Facebook page afterwards. Use link above or visit UPAN website for link (p. 10), or Utah Prisoner Advocate Facebook Page for link to current monthly meeting. Free to public.*

<b><u>In This Issue:</u></b> Meeting Announcements, UPAN Newsletter contents in this issue and UPAN Disclaimer	Page 1
» <b>Medical Issues, Processes to Follow for Inmates &amp; Families</b> by Molly Prince LCSW	Pgs. 1-2
» <b>Utah Courts Self Help Center</b> – January UPAN meeting, guest Nathanael Player by Karen Thompson	Pgs. 2-3
» <b>Yoga Curriculum Approval</b> as a Productive Time Program	Page 3
» <b>AP&amp;P Performance Audit (Part 3 of 4)</b> by Faye Jenkins UPAN director of S O issues	Pgs. 3-5
» <b>BOPP Performance Audit (Part 3 of 5)</b> by Heidi Kubbe UPAN director of BOPP issues	Pgs. 5-8
» <i>Dell-Emerald Topics</i> <b>International Women’s Month, Inspiring Quotes by Powerful Women</b>	Pgs. 8-9
» <b>Book Suggestions for Inmates &amp; Families</b> Heidi Franke submission to UPAN Family Facebook Group	Page 10
Couple of Smiles & Maybe a Laugh plus UPAN contact information and Facebook info	Page 10

***Disclaimer: Formulate your own opinions about the information presented. This information is presented for the reader’s enlightenment and evaluation.***

**“..One good thing about this world.. There are always sure to be more springs. ~ L.M. Montgomery**

**Medical Issues: Processes for Incarcerated and Families to Follow**

By Molly Prince, LCSW

*This article was printed in a previous UPAN Newsletter. Due to the continued reports of problems of incarcerated accessing medical care and accessing uninterrupted prescription medication, we are reprinting it this month.*

The problems with accessing medical attention and receiving prescribed medications has escalated since the move from USP to USCF. Even after the medical records system was stabilized a few months ago, UPAN continues to receive regular reports and concerns from prisoners and families about the challenges our incarcerated population is having accessing doctor

appointments, follow up care after seeing specialists, and uninterrupted prescription medication.

This article is intended to help inmates and families refresh their understanding of the steps and processes needed in their attempts to receive timely medical attention and medications.

The processes outlined below should be followed. If following these fails to achieve results, then UPAN may be able to assist.

**1. The incarcerated patient puts in Inmate Care Request (ICR) to Clinical Services Bureau for whatever the medical or medication issue is.**

A. If no ICR forms are available, ask an officer to print one off. We are told that UDC is working toward having ICRs on tablets (notebook-sized mobile computers - equipped with touchscreens) that will eventually be available to all inmates.

B. If an officer does not print one off, write all the information necessary for ICR on a regular piece of paper, remembering to include your name and offender # and give to a med tech at pill line or drop in the ICR box, whichever method is most efficient. (NOTE: UPAN would like to know officer names and housing locations of any correctional officers refusing to print out those Inmate Care Request forms and the dates this occurs, when possible).

**2. The incarcerated person needs to ask for and fill out the new (since the fall of 2022) Medical Information Release Authorization Form.** The actual title is *Limited Power of Attorney to Request and Receive Private Medical Records and Information from the Utah Dept. of Corrections*. It must be notarized by case manager and submitted to the Clinical Services Bureau (CSB) for their file. This allows that the designated family or friend can speak with CSB (Medical). An article about this new form was in the May, 2022 UPAN Newsletter

**3. If after submitting an ICR the inmate is not seen, scheduled for appointment, or does not start and keep receiving prescribed medications within 24 hours,** family members then should call the **Family Medical Line at 801-522-7293**. They are not answering these calls, but they are checking messages. So, please leave a message! Leave the caller's name and phone number, the inmate's name and offender #, the inmate housing location, if you know it, and a short message about the issue, or at least request a call back.

Someone is supposed to call you back within 24 hours during the work week. It is likely to take longer on a weekend or holiday.

**4. If nothing can be accomplished within a reasonable amount of time depending on the problem, email the UDC Communications Office.** Kaitlin Felsted is the Director of Communications [kefelsted@utah.gov](mailto:kefelsted@utah.gov) and Liam Truchard is the Public Information Officer [ltruchard@utah.gov](mailto:ltruchard@utah.gov). They will forward to the appropriate staff and administrators in Medical.

UPAN was informed that all emails and calls going through that office are put into a data base to track problem trends in order to provide information about those trends so CSB can more effectively target the problems in delivery of care and correct them. The Communications Office also tracks trends in other problem areas that are reported. This will be helpful because then this will provide UDC administrators with information on the wide variety of problems that actually exist. The more people that contact them about problems they are experiencing, the more data they have.

**5. Finally, if all the above steps have not resulted in success in getting medical, dental, mental health attention, or medications to the patient, then is the time to contact the UPAN Med Team at [medteam@utahprisoneradvocate.org](mailto:medteam@utahprisoneradvocate.org).** When you email the UPAN Med Team, we need ALL information - name and offender # of the inmate, what the specific problem is, and what steps have already been taken to resolve the problem. The more information you provide to UPAN the better. This includes the dates of submitting ICRs; anything a clinical staff or CO has told the patient about getting (or not getting) medical services or medication; names of those staff if possible, the housing unit name and section number. As much information as possible will help the UPAN Med Team communicate to UDC administration to locate the patient and understand the problems, both in their computer system and physical location, and hopefully address the problems.

**UPAN meeting January 2023: Nathanael Player on using the Utah Courts Self-Help Center (and other topics discussed)** By Karen Thompson

The January 9, 2023, UPAN meeting got off to a good start. It is always great to discover helping hands and advocates for justice. Our guest presenter at the January meeting was Nathanael Player, Director of the Utah State Courts' Self-Help Center, **SHC**, which provides free legal help and information to thousands of people trying to navigate Utah's legal system. He serves on numerous committees working to increase access to justice for the people of Utah. ALL the people of Utah. SHC is not concerned with incarceration status and you don't have to be a defendant to use their services. The

SHC can assist in your journey through the Utah legal system. The Self Help Center (SHC) is open Monday to Friday. 11AM to 5PM  
Phone number during business hours is (888) 683-0009;  
Text (801) 742-1898  
Email [Selfhelp@Utahcourts.gov](mailto:Selfhelp@Utahcourts.gov)  
Website <https://www.utahcourts.gov/selfhelp>.

**Two points to note about what the SHC is and is not:**

- The SHC cannot give you legal advice or represent you in court.

- The SHC attorney is not your lawyer.

**What the SHC is.** The SHC is a free service to the Utah community and an excellent resource for helping you navigate the system. The SHC is not concerned with incarceration status and operates with one goal: **To increase access to justice for the people of Utah within the court system.**

**Some tips on reaching it:** Usually a one hour response time to texts or emails. Later in the week - Thursday and Friday afternoons are best - as the week draws to a close, the phones are less busy.

**Self-Help Center staff attorneys can:**

- answer questions about the law, court process, and options
- provide court forms and instructions and help completing forms.
- provide information about your case.
- provide information about mediation services, legal advice, and representation through pro bono and low-cost legal services, legal aid programs and lawyer referral services.
- provide information about resources provided by law libraries.

Nathanael is checking if the phone number to the SHC can be approved for inmate calls. He is an advocate for justice and understanding in the Utah Court system.

**A valuable, no cost resource.** This is a 100% no cost service. So, as we try to understand and advocate for ourselves and our loved ones, it's another valuable tool.

**Other topics of discussion in the meeting:**

1) The upcoming transfer of Prison Medical Care to the Utah State Department of Human Health Services. The change will transfer oversight and the responsible employees will not work for the Department of Corrections.

Inmates should continue to use the Inmate Care Requests. A document trail of care requests and responses help when your issues need to be heard and elevated for proper care and attention.

2) Mail is our lifeline between us and our loved ones. The Post Office that services 84116 has increased staff and reportedly has improved the mail delivery time. These letters are so important. Visits are important and great when we have them. Phone calls are real time. Letters carry emotional bonds between our loved ones and the outside world. We invite and include each other into our lives with each letter, card and note. Those letters, even a few quick lines, show that even on our busy days we remembered and reached out. Keep those letters flowing. Both ways! Addresses for both prisons:

Inmate Name and Number  
Utah State Correctional Facility  
PO Box 165300 Salt Lake City UT 84116

Inmate Name and Number  
Central Utah Correctional Facility  
PO Box 550 Gunnison, UT 84634

**Yoga Curriculum Has Been Approved as a Productive Time Program in UDC**

It has come to our attention through a post by Yoga Forward founder Denise Druce on February 28, 2023, that the Yoga Assets curriculum used by Yoga Forward has been approved as a "productive time program" with the Utah Department of Corrections.

This means that an incarcerated person who has finished the Yoga Assets 200-hour course can use that in their petition for the board of pardons.

It is reported that there was a long meeting with several decision makers who pored over the Yoga Assets

curriculum and unanimously agreed that it was of the quality required for this status.

Starting immediately, Denise and Yoga Assets will be offering yoga in all units of the prison. The program is preparing to implement the 200-hour teacher training programs throughout the state.

Denise Druce's post states, "Overwhelmed, excited, and grateful. It's been a long time coming!" The non-profit Yoga Forward is taking yoga where it isn't – Utah's prisons.

**Part 3 - A Performance Audit of the Oversight and Effectiveness of Adult Probation and Parole**

(Info in article comes directly from the Nov 2022 auditor's report). [https://olag.utah.gov/olag-doc/2022-13\\_RPT.pdf](https://olag.utah.gov/olag-doc/2022-13_RPT.pdf)

**Specialized Caseloads:**

**AP&P's Lack of Evidence-Based Practices in Specialized Caseloads Is Inefficient and Ineffective**

The Audit found that closer adherence to evidence-based practices and expanding specialized caseload services would reduce waste and increase effectiveness of supervision for Adult Parole and Probation (AP&P). This audit found that during the first year of supervision

(probation or parole), all people who have sexually offended are treated with the same high level of supervision, which is not in alignment with evidence-based practice. This means that some sex offenders may be over-supervised, wasting resources and potentially making some offenders worse. It was also identified that many mentally ill offenders may not be

getting the most effective supervision offered by AP&P. This is because the thousands who may have a mental health diagnosis are not screened to be served by mentally ill offender (MIO) agents, and the number and capacity of MIO agents currently in place do not meet the potential need.

**Treating All Sex Offenders the Same Is Not Aligned With Evidence-Based Practice and May Negatively Impact Offenders.** After release from prison, all parolees with sex offense convictions are assigned the same high-risk level for their first year of supervision. This means that all sex offenders have one required office visit and one field visit each month during their first year of supervision. Management says this is done because of the high stakes / risks involved with this group of offenders. However, it could be that some of these individuals would be assessed as moderate- or low-risk. Research shows that using more resources than needed on low-risk offenders is not only inefficient but may also make them worse. For example, three separate scientific studies conclude that recidivism can increase when treatment intensity is greater than what is required to address the rehabilitative needs of sex offenders.

The most current evidence-based practice for the treatment of criminal offenders is the risk-need-responsivity model. The risk principle of this model requires that higher-risk offenders should receive more intensive intervention. This requires that a risk assessment be used to determine if the offender is a high-, moderate-, or low-risk, and that the supervision level should match the assessed risk level. This is how AP&P sets the supervision level for all other offenders except sex offenders.

AP&P's current risk assessment tool, the LS/RNR, is validated as a general risk and need assessment tool but does not predict sex offender specific risk and needs. To better align with evidence-based practices, sex offenders should be assessed with a tool designed specifically for their characteristics, and used with a general risk and need assessment for a comprehensive method to inform the level of supervision. Agents who work with sex offender populations have been trained on the use of risk assessment tools for sex offenders such as the SOTIPS (Sex Offender Treatment Intervention and Progress Scale) and VASOR-2 (Vermont Assessment of Sex Offender Risk). However, these tools have not yet been incorporated into AP&P standards.

A 2015 Department of Corrections internal audit on resource allocation recommended that AP&P adopt a sex offender assessment tool and use it to determine accurate supervision levels, but has only been partially implemented. The audit states, **"We again recommend that AP&P fully implement the validated risk assessment tool for sex offenders and use it in determining the level of supervision for each sex offender."**

*(People who are convicted of sexual offenses are required to receive and complete sex offense specific treatment during their incarceration in prison prior to parole and again participate in at least one year of continued care treatment in the community as a requirement of their parole agreement. Sex offense treatment therapists in Utah do conduct sex offense specific assessments with their clients. Assessment results are available for UDC administrators to use in setting supervision standards for prison and parole for people who are convicted of committing a sexual crime. The legislative auditors are finding fault with UDC and AP&P administrators for not using these available assessments in their supervision standards, thus requiring higher levels of supervision than are necessary for many people under their supervision in this specific group.)*

**Specialized Caseloads Help Reduce Recidivism.** Specialized agent caseloads typically result in fewer arrests, improved mental health outcomes, and reduced recidivism. AP&P has agents who handle specialized caseloads that include gangs, those who have offended sexually, mentally ill offenders, and women. Agents with specialized caseloads can give more attention to offenders and can design treatment strategies to meet the specific needs of the groups they supervise.

AP&P's MIO agents ideally supervise a smaller group of 40 or fewer mentally ill offenders. They interact and communicate frequently with individuals on their caseloads. They are trained specifically to deal with this population. Offenders with mental illness often have a dual diagnosis of a substance abuse disorder, making supervision of these individuals more challenging. MIO agents meet and communicate frequently with offenders' therapists to understand each offender's individual needs and medications and have better connections with mental health treatment facilities.

Unfortunately, not all treatment providers maintain frequent and timely communication with AP&P agents. While the auditors did not specifically audit for examples of failed agent-provider communication, in a recent case they examined, a mental health provider did not inform the agent in a timely manner that the offender had failed a drug test. Within weeks, the offender had killed two children while driving under the influence. Though there is no guarantee that timely communication between the treatment provider and agent would have prevented this tragedy, frequent and timely communication can improve outcomes.

Studies show that when agents have regular communication with treatment providers, offenders have significantly fewer arrests and better outcomes. Other agents have also expressed communication concerns with providers. The audit states, **"We therefore recommend that AP&P work with providers to establish better communication on reporting drug test results and other behavioral concerns."**

**Many Offenders Are Not Screened For Supervision by MIO Agents.** MIO agents who have specialized caseloads of mentally ill offenders report that they are able to screen parolees who were receiving mental health treatment in prison but are not screening many others from prison who may have a mental health diagnosis. In one of the high-profile cases reviewed for the audit, an offender had a mental health diagnosis that may have contributed to his criminal actions. Unfortunately, since he was not in treatment while in prison, he was not screened for supervision by MIO agents but should have been supervised by them.

Of even greater concern is that of the 12,000 probationers on supervision with AP&P, it is unknown how many have a mental health diagnosis. While those on parole are released by the Board of Pardons and Parole from prison to community supervision, those on probation are ordered by judges to be supervised in the community. These probationers should also be screened to determine if they need the kind of supervision an MIO officer can provide. The Audit recommends, **“We therefore recommend that AP&P develop and implement a strategy to identify those who should be screened and who should be served by MIO agents.”**

**MIO Agents Manage Less Than Ten Percent of the Potential Number of Mentally Ill Offenders Who May Need Their Services.** Only a small percentage of those who may have mental illness are supervised by AP&P’s

MIO agents. There are ten MIO agents throughout the state, who supervise a total of 340 offenders. They typically deal with the most severe cases of mental illness and often attend mental health courts. Unfortunately, there may be as many as 5,000 on supervision with a mental health diagnosis, and current specialized MIO agents are supervising less than ten percent of this population. Effective screening would provide an indication of the extent of offenders who could benefit from supervision by trained MIO agents.

As of May 2022, the number of parolees on community supervision with a mental health diagnosis was 1,363 - 33 percent of all parolees. It is not known how many of the roughly 12,000 AP&P probationers have a mental health diagnosis. If the proportion of mentally ill is also 33 percent for probationers, there could be another 4,000 mentally ill offenders. This would mean that roughly 5,000 offenders on supervision would need to be screened to determine if they could benefit from MIO supervision. However, AP&P’s current capacity for MIO supervision is limited. MIO supervision will need to expand to better address offender needs and the subsequent impact on public safety. The Audit reads, **“We recommend that Adult Probation and Parole increase the number of current agents trained to supervise offenders with a mental health diagnosis.”**

To be continued next month with Chapter IV: AP&P Needs an Updated Software Program to More Effectively and Efficiently Manage Its Caseload.

## **A Performance Audit of the Board of Pardons & Parole – Part 3 of 5**

Summarized by Heidi Kubbe, UPAN Director of BOPP Issues

This article is referenced and quoted directly from *A Performance Audit of the Board of Pardons and Parole #2022-14* dated November 2022.

### **The Board Has Made Significant Improvements Since The Previous Audit But Opportunities For Improved Operations Still Exist.**

In the 2016 Audit of the Board, several areas were identified that the auditors felt needed to be strengthened. They felt BOPP could make improvements to its planning, oversight, and structure. The current Audit found that the Board has made improvements in these areas, but still has more steps to take to fully implement these recommendations.

In the 2016 Audit they recommended that the Board structure an internal organization which includes an executive director position and transferring more responsibilities to that position. They also recommended that the Board formalize a management plan in [Administrative] Rule. Soon after the 2016 audit, the Board did create an executor director position, known as the Director of Administrative Services. However, the Board has not yet created a management plan nor a strategic plan that includes current challenges, data elements, and strategies to achieve its goals. The Board did create a strategic plan, but it does not include current

challenges, data elements and strategies to achieve its goals which were recommended in the 2016 Audit.

Even though the Board created a Director position, defining the responsibilities of that position has been an ongoing process. The turnover in the position (three different directors in 6 years) has made it necessary for the Board Chair to step in as Director.

The Standards for Internal Control in the Federal Government (Green Book) of the U.S. Government Accountability Office (GAO) recommends that organizations define levels of responsibilities and oversight. This is to ensure that proper internal controls are in place to govern the entity. The Green Book categorizes the roles in an entity’s internal control system as follows:

- Oversight Body: Responsible for overseeing the strategic direction and obligations related to the accountability to the entity.
- Management: Directly responsible for all activities, including the design, implementation, and operating effectiveness of an entity’s internal control system.

- Personnel: Help manage, design, implement, and operate.

As previously recommended, the Board has not created a management plan. It currently has an organizational chart that displays the general hierarchy, but the separation of responsibilities is not clearly defined. Auditors found that other states such as Idaho and Arizona have a clear separation that clarifies important internal control responsibilities and provides an understanding of board operations.

The Board has an internal policy that was last updated in 1992. It is missing several key leadership positions and contains some that are out of date. The Board told the Auditors that a group is currently working on updating the policy and procedure manual.

**The Board Should Update Its Strategic Plan to Include Current Challenges, Data Elements, and Strategies to Achieve Goals**

Since the last Audit, the Board has created a strategic plan that includes a mission statement, vision, value statement, goals and objectives. Although it was released internally in 2018, it was not made public until recently. This is where the Board is lacking in transparency. The Board's strategic plan does not focus on current challenges they are facing or how to address them. It does not include key data elements such as time under the Board's jurisdiction and recidivism. Their plan follows general goals instead of measurable goals and does not include plans on how to achieve them.

**The Board of Pardons and Parole's Strategic Plan Goals:**

1. Quality and equitable decision-making processes.
2. Maximum organizational effectiveness and capacity.
3. Optimal transparency and collaboration.

The Board should clearly outline its visions for parole and how it is going to achieve them. It is noted that other states use their strategic plans to set goals and have clear methods to progress and follow up on their completion. Some examples:

**Colorado's State Parole Board** states a board goal that captures its overall mission. Their broad goal is similar to the goals in BOPP's strategic plan. However, Colorado's State Parole Board's strategic plan goes further to include a list of specific and measurable objectives that define what success will look like

**Idaho's Commission of Pardons and Parole** is required to annually update its strategic plan. Their strategic plan includes measurable goals that are broken out into objectives, performance measures, and benchmarks. It requires the Executive Director to follow up on a list of the goals expectations for process and report separately in a Performance Report that uses data to compare targets in their actual performance.

**Arizona Board of Executive Clemency** has a five-year strategic plan that outlines the performance indicators and objectives of its goals. Progress toward these goals is reported in the Board's annual report.

**Wyoming Board of Parole** includes various data elements and identifies the "most important performance measures to the Board of Parole." These include the percentage of offenders who finished their sentence after a successful period of parole supervision (as opposed to finishing the sentence in prison) and three-year recidivism rates compared against prison discharges. This is one area that the Utah Board or the prison never talks about – recidivism.

According to Utah's Board, there are some concerns about how to accurately measure the Board's performance because it feels that changes in some outcomes may be more reflective of changes in criminal justice policy. BOPP should revise its strategic plan to contain information on current challenges, data elements, performance goals, and strategies. Doing so will help the Board assess whether its work is meeting its intended goals.

**The Board Has Taken Steps to Improve Their Data Reporting Capabilities.**

The 2016 Audit recommended that the Board improve its data reporting capabilities because the auditors felt that this weakened the Board's abilities to understand how its decisions were affecting the criminal justice system. While BOPP has taken some steps to improve this aspect, more work is needed.

In 2016 it was recommended that the Board obtain funding from the Utah Legislature to hire a research analyst. This was done. The BOPP now can analyze and compile data to create weekly, monthly, quarterly, and annual reports that are reviewed by Board members and staff as well as a variety of other stakeholders. Examples of this data is as follows:

**Weekly:** 1) Prison and Parole Population; 2) Warrants Issued; 3) Bed Space Rescissions

**Monthly:** 1) Terminations of the BOPP's Jurisdiction; 2) Individuals in Jail on Parole ; 3) Electronic File Conversion

**Quarterly:** 1) Time Cut Reason; 2) RIM (Response & Incentive Matrix) Jail Sanctions

**Annual:** 1) Decision and Hearing Trend; 2) Recidivism Rates by Type; 3) Consistency with Guidelines

The Board recently published data on its website about prison and parolee populations. However, BOPP does not currently provide data on other criminal justice metrics that were suggested in the previous Audit or the reasons behind its decisions. This is another lack of transparency on the Board's part.

**The Board Should Identify Important Performance Measures and Link Them to Its Goals.**

The 2016 audit also recommended that the Board measure its impact on the criminal justice system through targeted performance measures. These measures, referred to as “critical indicators”, should be used to identify issues or areas of opportunity for prompt action. According to the Board, it has some concerns about how to accurately measure the Board's performance since much of the work they do results in outcomes that are affected by multiple variables. The Board also has concerns about setting goals related to recidivism because it does not wish to incentivize making one decision over another. The 2022 Audit found that the goals of parole boards in other states often correspond directly to their performance measures, including recidivism. This is one area that the Board is lacking.

**It was recommended that the BOPP should look at the strategic plan of the Wyoming Board of Parole to articulate its relevant performance measures to accomplish its overall goals.**

**Wyoming Board of Parole** Example of Goal Set in Relation to Performance Measures:

**Goal: To improve performance of the Board in the future.**

- Performance Measures:
- Percentage of parole discharges compared with prison discharges.
- Parole recidivism versus prison recidivism for any crime.
- Parole recidivism versus prison recidivism for a felony.

**Strategies:**

- Validate performance measures and their use in future planning.
- Continue to work with other criminal justice stakeholders in the executive, legislative, and judicial branches of government to explore options to help reduce and more effectively manage Wyoming's offender population.
- Undertake additional training and continue the review of internal policies and procedures in order to ensure efficiency and effectiveness in the Board itself.

**Arizona Board of Executive Clemency also links performance measures to its goals. The Board had a goal of meeting hearing timeframe in a timely manner to reduce backlog.**

**Arizona Board of Executive Clemency** Example of Performance Measure Linked to a Goal:

- **Problem:** Inmates are not receiving a commutation hearing in a timely manner as there is a backlog of commutation cases.
- **Scope:** There are 58 outstanding commutation hearings with received dates.
- **Goal Statement:** Reduce the number of outstanding commutations so that incoming requests can be scheduled within 60 days of receipt by the agency.
- **Analysis:** Increase the number of commutation hearings each week.

- **Action:** Schedule four to five commutation hearings per week.

Identifying and using performance measures that are linked to goals will allow the Board to better measure its impact and promote accountability to the public.

**The 2016 Audit of the BOPP recommended that the Board adopt an electronic file management system**

to replace an aging system that was vulnerable to errors when making and entering Board decisions and calculating sentence length and credit for time served. The Board has worked with Utah's Division of Technology Services (DTS) to create an electronic file management system and currently staff can conduct most of their work in the electronic file management system. However, Board members are not yet able to vote or fill out rationale documents electronically. Instead, this is still done manually which requires many of the other documents to be printed and uploaded. The Board expects this final module of the electronic file management system to be completed in 2023.

The 2016 Audit found that after the results were entered, Board members did not review final orders to ensure accuracy. Therefore information could be misinterpreted, inaccurately entered, or manipulated—a concern that was raised by several Board staff.

To reduce possible human errors, it was recommended that the Board adopt an electronic voting function. To make a decision to parole or pardon an offender, the Board must have a majority of votes among the five Board members. (Except in special scenarios, this may be obtained without having the full Board review the case, although all may have an opportunity to review, vote, and comment).

Each vote begins with three members—the required number of votes needed to come to a decision. However, if one member votes against the proposal, then a fourth Board member is brought in. If the additional Board member votes with the proposal, then the Board has achieved a three-member majority. If the member votes against the proposal, a fifth Board member is brought in to cast the deciding vote. However, at any time, a Board member may call for all five members to review and vote on a case.

The electronic file management system and voting function will enable the Board to operate more efficiently and accurately.

**Audit Recommendations in this section of the 2022 Audit:**

1. We recommend the Board of Pardons and Parole update its policies and procedures to include up-to-date responsibilities for current positions and revise as necessary.
2. We recommend that the Board of Pardons and Parole create a management plan that outlines relationships between the oversight body,

management, and personnel and formalize it in Administrative Rule.

3. We recommend that the Board of Pardons and Parole revise its strategic plan to include challenges the Board is facing, key data elements, and specific performance goals and strategies to reach those goals and continue to make it publicly available.

4. We recommend that the Board of Pardons and Parole identify its most important targeted performance measures and link them to specific goals.

5. We recommend that the Board of Pardons and Parole continue to work with the Division of Technology Services to implement its O-Track Electronic File Management System and execute additional modules as necessary.

***"There is no gate, no lock, no bolt that you can set upon the freedom of my mind." Virginia Woolf***

**"Turn your wounds into wisdom." Oprah Winfrey**

*Dell-Emerald Topics* **In Honor of March – International Women’s Month: Inspirational Quotes by Powerful Women in History Who Have Made a Difference**

Molly Prince, LCSW

To all the incredible women housed in Dell & Emerald at USCF as well as in the various county jails throughout Utah – this article was put together with you in mind. Regardless of your past or your present, you are none the less valuable and important in this world.

The challenges of incarceration on women are many and seem insurmountable. But each of you reading this have knowledge, experience and other gifts to offer. You and have strength inside that you may not even be aware of.

March is Women’s History Month in the US. March 8<sup>th</sup> is International Women’s Day. This compilation of quotes from important women who have made a difference in our world is dedicated to each of you.

Regardless of age, race, or nationality, all powerful, intelligent, and determined women like the women quoted below are an inspiration to millions of girls and women. By working with purpose and confidence, these women have demonstrated that having strength and tenacity doesn't mean sacrificing their vulnerability. And all of these women show that failure shouldn't be an obstacle in meeting our goals.

So, in honor of all the incredible women who have blazed a trail forward for us in society, as well as the women who are living in Utah’s prisons and jails, we've put together a list of inspirational quotes. The words of these wise women prove that through action, anything is possible. So get ready to get motivated and start moving toward your dreams!

**ON BEING A WOMAN**

"Girls are capable of doing everything men are capable of doing. Sometimes they have more imagination than men." – **Katherine Johnson**, mathematician and one of

the first African-American women to work as a NASA scientist (on whom the movie Hidden Figures is based).

"The success of every woman should be the inspiration to another. We should raise each other up. Make sure you're very courageous: be strong, be extremely kind, and above all be humble." – **Serena Williams**, professional tennis player who has won more singles titles than any man or woman

"We need to understand that there is no formula for how women should lead their lives. That is why we must respect the choices that each woman makes for herself and her family. Every woman deserves the chance to realize her God-given potential." – **Hillary Clinton**, former Secretary of State and first woman nominated for U.S. president by a major political party

"Women should do for themselves what men have already done—occasionally what men have not done—thereby establishing themselves as persons, and perhaps encouraging other women toward greater independence of thought and action." – **Amelia Earhart**, first female aviator to fly solo across the Atlantic Ocean

"My mother told me to be a lady. And for her, that meant be your own person, be independent." – **Ruth Bader Ginsberg**, second female justice appointed to the U.S. Supreme Court

**ON DISCRIMINATION**

"Tremendous amounts of talent are being lost to our society just because that talent wears a skirt." – **Shirley Chisholm**, first African-American woman elected to U.S. Congress

"A girl should not expect special privileges because of her gender but neither should she adjust to prejudice



and discrimination.” – **Betty Friedan**, writer and activist credited with sparking 20th-century wave of feminism

“I raise up my voice—not so I can shout but so that those without a voice can be heard... We cannot succeed when half of us are held back.” – **Malala Yousafzai**, Pakistani activist for female education and the youngest Nobel Prize laureate

#### ON FACING HARDSHIP

“At the end of the day, we can endure much more than we think we can.” – **Frida Kahlo**, 20th-century Mexican painter

“I really think a champion is defined not by their wins but by how they can recover when they fall.” – **Serena Williams**

“Always aim high, work hard, and care deeply about what you believe in. And, when you stumble, keep faith. And, when you're knocked down, get right back up and never listen to anyone who says you can't or shouldn't go on.” – **Hillary Clinton**

“Have no fear of perfection; you'll never reach it.” – **Marie Curie**, Polish / French chemist who was the first woman to win a Nobel Prize. She did pioneering work in radioactivity.

“Think like a queen. A queen is not afraid to fail. Failure is another stepping stone to greatness.” – **Oprah Winfrey**, media mogul and North America's first black multi-billionaire

#### ON STAYING POSITIVE

“Nothing is worth more than laughter. It is strength to laugh and to abandon oneself, to be light.” – **Frida Kahlo**

“You cannot shake hands with a clenched fist.” – **Indira Gandhi**, first female Prime Minister of India

“I have learned over the years that when one's mind is made up, this diminishes fear; knowing what must be done does away with fear.” – **Rosa Parks**, American civil rights activist

“Don't ever make decisions based on fear. Make decisions based on hope and possibility. Make decisions based on what should happen, not what shouldn't.” – **Michelle Obama**, former U.S. First Lady

#### ON BEING SELF-CONFIDENT

“No one can make you feel inferior without your consent.” – **Eleanor Roosevelt**, former U.S. First Lady and U.S. Delegate to the United Nations General Assembly

“If you're always trying to be normal, you will never know how amazing you can be.” – **Maya Angelou**, Pulitzer-prize nominated poet

“Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something and that this thing must be attained.” – **Marie Curie**

“I was a person with dignity and self-respect, and I should not set my sights lower than anybody else just because I was black.” – **Rosa Parks**

“There's power in allowing yourself to be known and heard, in owning your unique story, in using your authentic voice.” – **Michelle Obama**

#### ON UNITY

“Pursuing peace means rising above one's own wants, needs, and emotions.” – **Benazir Bhutto**, former Prime Minister of Pakistan

“We're all water from different rivers, that's why it's so easy to meet; we're all water in this vast, vast ocean, someday we'll evaporate together.” – **Yoko Ono**, performance artist and peace activist

“Tolerance and compassion are active, not passive states, born of the capacity to listen, to observe and to respect others.” – **Indira Gandhi**

“Fight for the things that you care about, but do it in a way that will lead others to join you.” – **Ruth Bader Ginsburg**

#### ON ENACTING CHANGE

“Change happens by listening and then starting a dialogue with the people who are doing something you don't believe is right.” – **Jane Goodall**, world's foremost expert on chimpanzees and environmental activist

“You don't make progress by standing on the sidelines whimpering and complaining. You make progress by implementing ideas.” – **Shirley Chisholm**

“Do what you feel in your heart to be right—for you'll be criticized anyway.” – **Eleanor Roosevelt**

“If you don't like something, change it. If you can't change it, change your attitude.” – **Maya Angelou**

“Real change, enduring change, happens one step at a time.” – **Ruth Bader Ginsburg**

“Always remember you have within you the strength, the patience and the passion to reach for the stars to change the world.” **Harriet Tubman**, social activist who was born into chattel slavery, escaped and subsequently made multiple missions to take up to 300 slaves through the Underground Railroad to freedom.

"We cannot solve a crisis without treating it as a crisis. [...] And if solutions within the system are so impossible to find, then maybe we should change the system itself?"  
– **Greta Thunberg**, climate change activist

### **ON PURSUING YOUR GOALS**

"Technique and ability alone do not get you to the top; it is the willpower that is most important." – **Junko Tabei**, first woman to reach the summit of Mount Everest

"The most difficult thing is the decision to act. The rest is merely tenacity." – **Amelia Earhart**

"Success is only meaningful and enjoyable if it feels like your own." – **Michelle Obama**

"Passion is the log that keeps the fire of purpose blazing." – **Oprah Winfrey**

"I've been absolutely terrified every moment of my life—and I've never let it keep me from doing a single thing I wanted to do." – **Georgia O'Keeffe**, painter often recognized as the "Mother of American modernism"

***An optimist is the human personification of spring. ~ Susan J. Bissonette***

### **Book Suggestions for Inmates and Families**

Submitted by Heidi Franke to the UPAN Family Facebook Group

The following books can help you and your loved one in prison:

- 1) "Doing Time Together: Love and Family in the Shadow of the Prison," by Megan Comfort.
- 2) "Family Arrested: How to Survive the Incarceration of a Loved One," by Ann Edenfield.
- 3) "Help! My Loved One is in Prison," by Louis N. Jones.
- 4) "How to Love and Inspire Your Man after Prison," by Michael B. Jackson.
- 5) "Incarcerated but Free: How to Find Freedom from Your Mental Prison," by Monique Pettaway-Ray.
- 6) "Learning to Sing in a Strange Land," by Wesley Stevens.
- 7) "Letters to an Incarcerated Brother," by Hill Harper.
- 8) "Sentenced, Now What?" by Lennie Spitale.
- 9) "When You Have to Go to Prison," by Margaret R. Kohut.
- 10) "Arrested: What to Do When Your Loved One's in Jail," by Wes Denham.
- 11) "Before Amen: The Power of Simple Prayer," by Max Lucado.
- 12) "Beyond Loneliness," by Trevor Hudson.
- 13) "Chicken Soup for the Soul," by Jack Canfield, Victor Hansen, Susan M. Heim.
- 14) "Daily Light on the Daily Path," by the Samuel Bagster Family.
- 15) "We're All Doing Time: A Guide to Getting Free," by Bo Lozoff.

***Spring will come and so will happiness. Hold on. Life will get warmer. ~ Anita Krizzan***

**Couple of Smiles and Maybe a Laugh** With water tumbling from a mountain cliff, it didn't take a lot of creative thinking to name it a waterfall ~~ In Washington D.C., when it's time to paint the White House, they should avoid painters who ask, "What color?" ~~ Bread is like the sun, it rises in the yeast and sets in the waist ~~ A lot of people cry when they cut onions, the trick is, not to form an emotional bond.

Spring will start this month, the season of new beginnings. Let's apply that season to our lives. Cool? Yeh, cool! Ed.

### **Utah Prisoner Advocate Network Contact Info**

#### **Our Contact Information:**

Utah Prisoner Advocate Network  
P. O. Box 464, Draper, UT 84020

Website: [UtahPrisonerAdvocate.org](http://UtahPrisonerAdvocate.org)  
Email: [Utahprisoneradvocate@gmail.com](mailto:Utahprisoneradvocate@gmail.com)  
Facebook: [Facebook.com/UtahPrisoner](https://www.facebook.com/UtahPrisoner)

**"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead**

