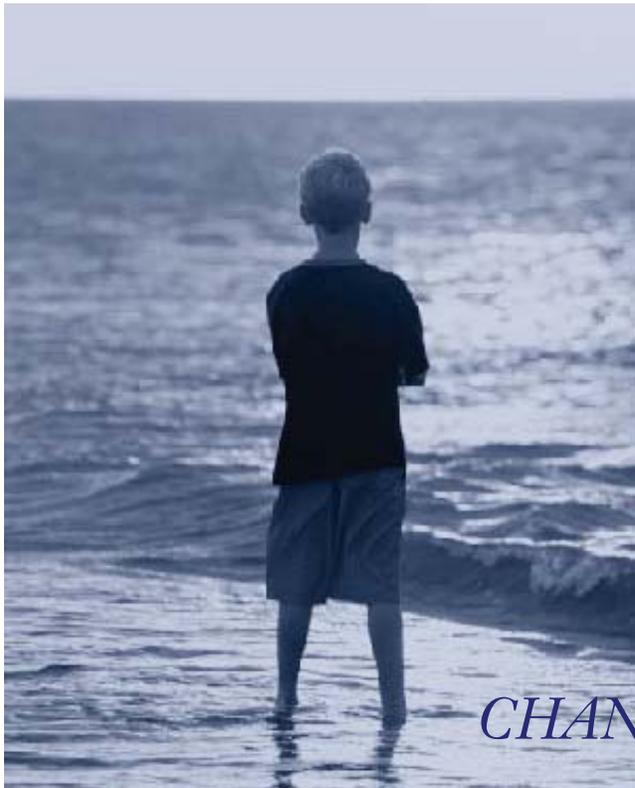
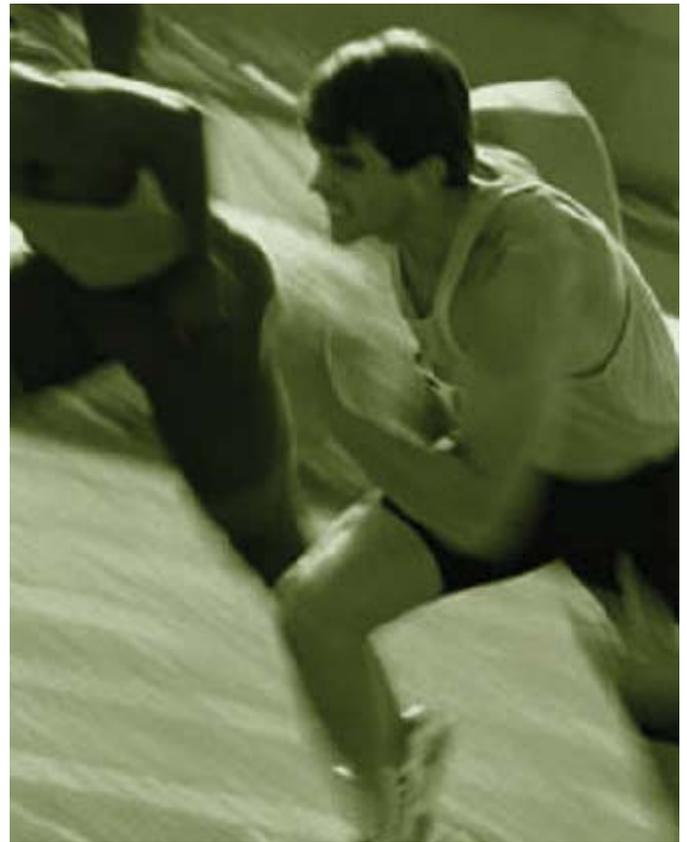




DIVISION OF JUVENILE JUSTICE SERVICES

# 2012 Annual Report



*CHANGING young lives*



# Executive Summary

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## DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2012

The Division of Juvenile Justice Services serves a variety of delinquent youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, reporting centers, case management, community services, observation & assessment, secure facilities, and transition. Also, work components and service projects have been incorporated into many Division programs. Collectively these programs provide a continuum of service, so that more severely offending youths are treated in more restrictive settings (page 12). Relevant facts about the Division are summarized below.

To better reflect changes throughout the Division, the Annual Report has been reorganized as noted in the Table of Contents (page v).

- 
- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Division funding in FY 2012 was \$91,497,300; authorized funding in FY 2013 is \$92,734,400. Federal collections account for \$3,040,200 of the total FY 2012 revenue (pages 15-17).</li><li>• Most locked detention centers often operated under capacity (page 32). Overcrowding could be more pronounced for boys than girls.</li><li>• The average daily number of custody youth assigned to Division case managers was 960 during FY 2012 (page 38).</li><li>• Of all youths in custody on a typical day, about 51% were in community based programs and about 23% were in locked programs (page 38).</li><li>• Delinquency histories for youths admitted to observation and assessment, community programs, and secure care facilities have been stable or declining over the last 10 years (pages 44, 50, 55).</li><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 34, 43, 49, 54).</li><li>• The Youth Parole Authority held 650 hearings in FY 2012 (page 57).</li></ul> | <ul style="list-style-type: none"><li>• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across the last 10 years for Population, Budget, and Delinquency History (pages 44, 50, 55).</li><li>• During FY 2012, volunteers contributed a total of 45,475 hours of service. At a rate of \$14.00 per hour, this represents a donation of over \$636,000 to the Division. Also, the Community Relation unit collected non-monetary donations valued at over \$420,000 (page 61).</li><li>• Overall, in FY 2012, the Division supported 956 training sessions on mandatory topics and 255 in-service training events for a total of over 54,594 hours of individual training (page 59).</li><li>• Youths in custody earned over \$176,000 paid directly to victims as restitution (page 68).</li><li>• While the percent of female staff decreased slightly since FY 2008, so has the percent of female youths receiving Division services. The percent of nonwhite youths receiving Division services has increased marginally since FY 2009, while the percent of nonwhite staff has stayed about the same (page 68).</li></ul> |
|---|--|



# JJS

## Annual Report

# 2012

Prepared by  
Research & Evaluation  
John R. DeWitt, Ph.D., Director  
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Division of Juvenile Justice Services  
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Online version available at  
<http://www.jjs.utah.gov/annual-reports.htm>



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State of Utah

GARY R. HERBERT  
*Governor*

GREG BELL  
*Lieutenant Governor*

## DEPARTMENT OF HUMAN SERVICES

PALMER DePAULIS  
*Executive Director*

DIVISION OF JUVENILE JUSTICE SERVICES

SUSAN V. BURKE  
*Director*

January 2013

Dear Friends,

The juvenile justice system is founded on the concept of hope. When youths have contact with our system, there is hope they will be treated fairly and judiciously. Families hope their child will be able to overcome their adversity to achieve success. Victims and the community harmed by the actions of youthful offenders hope for restored safety and security, as well as the timely payment of restitution. Employees and volunteers hope their efforts will instill in these youths a sense of greater responsibility, social awareness, and willingness to make better choices in the future.

Hope alone, however, will not deliver upon the promise of our Division to provide youths we serve with the best opportunity to realize their potential and improve their overall competence, which will allow them to be law-abiding and productive citizen.

To fulfill this promise, the Division has invested in a programmatic structure founded on evidence-based practices and programs. Our interventions are individualized for each youth and include multi-dimensional services such as schooling, individual and group therapy, skills group, community service work, vocational training, and daily opportunities for personal reflection and growth. The work is not easy and the challenges faced are many. Yet we remain committed to the idea that every youth we serve deserves our best work, and that because of it futures are brighter.

Unfortunately, the Division continues to operate within an unstable budget environment. Loss of funding and one-time funding this past year meant more changes to our service delivery model. Fewer youths are able to work off their restitution at the Genesis Work Camp program due to the reduction in bed capacity. Crisis intervention and counseling services are not as readily available across the state as hours were scaled back. The impact of these losses has yet to be measured, but it certainly is felt by the youths, families and others who encounter closed doors and greater travel distances in order to obtain help.

Heartfelt thanks to our employees, the Board of Juvenile Justice Services, and the Youth Parole Authority who do so much on behalf of our youths. Special thanks to our volunteers, partner agencies, providers and many others whose support contributes to our success. The investment made by all is an investment in hope for a better Utah for everyone.

Sincerely,

A handwritten signature in cursive script that reads "Susan Burke".

Susan Burke  
Director





## State of Utah

GARY R. HERBERT  
*Governor*

GREG BELL  
*Lieutenant Governor*

## Department of Human Services

PALMER DePAULIS  
*Executive Director*

Division of Juvenile Justice Services

SUSAN V. BURKE  
*Director*

Board of Juvenile Justice Services

E. MARK BEZZANT  
*Chair*

December 16, 2012

Dear Citizens,

Not long after Mormon pioneers entered the Salt Lake Valley in July of 1847 thousands of others followed. The Gold Rush in California brought thousands westward. The completion of the transcontinental railroad in 1869 increased the diversity in Utah. Those early explorers, who declared this region uninhabitable, were proven wrong.

These early Utah pioneers were determined to make this desert region blossom as a rose. They established laws, communities, farms, enterprises, places of worship, schools, academies, colleges and universities. While initial efforts might seem primitive by modern standards, they always wanted to make things better, even in hard times.

Early efforts to deal with difficult children focused primarily on harsh punishment modeled after adult penal systems. The results were not encouraging and were abandoned for more enlightened approaches, which focused more on meeting the needs of children. These efforts proved much more successful.

Today's juvenile justice system in Utah is the result of valuable lessons learned over many years. Utah has been a leader in its approach to serving children. This annual report highlights a system of justice many see as a model in America.

Early Utah pioneers would be pleased to know that Utah is a place where every child is valued and cared for. They would want no less.

Sincerely,

Dr. E. Mark Bezzant

# The Board of Juvenile Justice Services

---

**DR. MARK BEZZANT - CHAIR**

*Retired  
Pleasant Grove*

**RUSSELL VAN VLEET - VICE CHAIR**

*Retired  
St. George*

**KIRK J. ALLEN**

*Retired  
Providence*

**DAVID CHRISTENSEN**

*Business Owner  
Richfield*

**KAREN CROMPTON**

*Executive Director, Voices for Utah Children  
Salt Lake City*

**DR. ROBERT FLORES**

*Professor of Law, University of Utah  
Salt Lake City*

**DR. DAVID HARPER**

*Educator, Salt Lake County School District  
Bountiful*

---

**DR. MARK BEZZANT - CHAIR**

*Former executive at Utah Valley University and served many years as a leader in Utah's public schools. Helped establish and lead the K-16 Alliance, which served as a model in Utah for cooperation between higher education and public education. Currently authoring a book on the history of education in Utah.*

**RUSSELL VAN VLEET - VICE CHAIR**

*Recently retired Auxiliary Professor from the University of Utah. Founder and Director of the Utah Criminal Justice Center, and the Adolescent Treatment and Education Center (ARTEC), former Director of the former Division of Youth Corrections, and currently juvenile justice expert with the U.S. Department of Justice, Civil Rights Division.*

**KIRK J. ALLEN**

*Educator in Nevada and Utah for 44 years, serving as a classroom teacher, elementary principal, high school assistant principal, and a director of Special Education and Youth in Custody programs. Served as director of a private residential treatment center for adolescents in Logan, Utah, for 4 years. Currently serving on the Bear River Mental Health Board.*

**DAVID CHRISTENSEN**

*Served in leadership positions for the Chamber of Commerce and Rotary Club. Served the youth in his community through personal, civic, and religious efforts. Volunteered at the Central Utah Youth Center by organizing religious services and weekly evening activities through the LDS Church. Served in the Scouting organization for over 30 years. Currently owns Christensen's Department Stores in Richfield, Cedar City and St. George.*

**KAREN CROMPTON**

*President and CEO of Voices for Utah Children, a nonpartisan nonprofit child advocacy organization. Recipient of the Florette Angel Award, given annually by Voices for America's Children. Honored by the YWCA in 2007 with the Outstanding Achievement Award in Government and Public Service, and also received the Community Champions Award for Advocacy from Molina Healthcare in 2008. Currently serves on the Utah Board of Juvenile Justice (UBJJ) and Voices for America's Children Board of Trustees.*

**DR. ROBERT FLORES**

*Professor of Law and Special Assistant of the Vice President at the University of Utah. Broadcast journalist specializing in minority community issues with several television stations in Utah. Practiced law with law firms and the U.S. Department of Justice in Utah and Washington D.C. Served with numerous community organizations and agencies in Utah. Currently in second term as a Division of Juvenile Justice Board member.*

**DR. DAVID HARPER**

*Currently serving second year on the Board of Juvenile Justice Services. Taught special education in the Boulder Valley Schools and worked with high risk youths involved in the juvenile system. Currently a teacher in Salt Lake City working with high risk youth at West High School.*

# Who We Are, What We Do, & Where We're Going

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## WHO WE ARE

*MISSION STATEMENT.* We are the Division of Juvenile Justice Services. Our mission is to provide comprehensive services for at risk youths within the framework of the Balanced and Restorative Justice Model. Community Prevention, Accountability, and Competency Development are integrated goals and philosophical foundations of the Model.

*BARJ.* The Balanced and Restorative Justice (BARJ) Model outlines a philosophy of restorative justice that places equal importance on the principles of Accountability, Community Protection, and Competency Development.

- Accountability means that when a crime occurs, a debt is incurred. Justice requires that every effort be made by offenders to restore losses suffered by victims. The Division enables offenders to make amends to their victims and community and take responsibility for their actions.
- Competency Development requires that offenders leave the system more capable of productive participation in conventional society than when they entered. Youths in Division care are given the opportunity to learn skills to become self-sufficient, competent members of the community.
- Community Protection means that the public has a right to a safe and secure community. The Division works to protect the public through processes which include individual victims, the community, and offenders as active participants.

Collectively, these three components provide a comprehensive approach that not only addresses the immediate consequences of delinquency, but also provides long-term solutions for restoring victims, the community, and the offender.

*CORE VALUES STATEMENT.* We are committed to act with respect and integrity and meet the challenge of change with creativity and perseverance.

## WHAT WE DO

*GUIDING PRINCIPLES.*

- Protect the community by providing the most appropriate setting for the youthful offender.
- Provide secure, humane, and therapeutic confinement to a youth who has demonstrated that he/she presents a danger to the community.
- Hold youths accountable for delinquent behavior in a manner consistent with public safety through a system of graduated sanctions, rehabilitative measures, and victim restoration programs.
- Provide a continuum of diverse early intervention, community based, and secure correctional programs.

- 
- Promote a functional relationship between a youth and his/her family and/or assist the youth in developing the skills for alternative or independent living.
  - When it is in the best interest of the youth and community, provide placements in close proximity to the youth's family and community.
  - Promote ongoing research, evaluation and monitoring of Division programs to determine their effectiveness.
  - Strengthen rehabilitative opportunities by expanding linkages to human service programs and community resources.
  - Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.
  - Provide for efficient and effective correctional programs within the framework of professional correctional standards, legislative intent, and available resources.
  - Promote continuing staff professionalism through the provision of educational and training opportunities.
  - Provide programs to increase public awareness and participation in Juvenile Justice Services.

## WHERE WE'RE GOING

*VISION STATEMENT.* The Division of Juvenile Justice Services will provide to the youths we serve the best opportunity to realize their potential and improve their overall competence, which will allow them to be law abiding and productive citizens.

*DIVISION GOALS.*

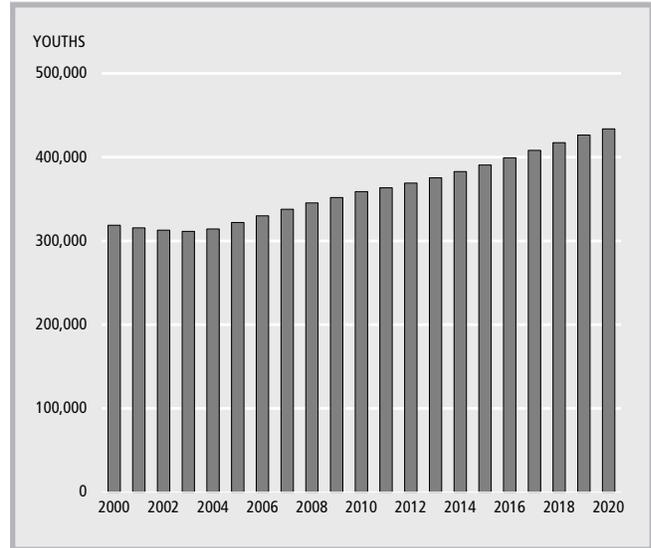
- Improve short-term and long-term outcomes for our youth.
- Strengthen inter-agency, community and Legislative partnerships.
- Improve the safety, security, and morale of Division clients and employees.

# Population Served

During 2012, Utah's population of 10 to 17 year old youths numbered 369,010, a 1.5% increase above 2011 (363,483). Continuing a trend that began in 2003, the group is expected to grow substantially over the next several years and exceed 433,000 by 2020 (see chart at top right; source: Utah State Governor's Office of Planning and Budget, 2012). During FY 2012, the majority of these youths (75%) lived in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 10% of Utah's youths lived in three of the State's fastest growing counties (Cache, Washington, and Iron).

Based on an analysis of individuals who turned 18 during the 2011 calendar year, nearly 31% of Utah's youths will have some contact with the juvenile justice system by age 18. About 3.0% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse and nearly 24% will be charged with at least one felony- or misdemeanor-type offense and referred to the Juvenile Court. In a substantial number of cases, Court involvement will lead to supervision by Juvenile Court Probation or transfer of custody from parents to the Division

## UTAH'S 10 to 17 YEAR OLD YOUTHS



of Juvenile Justice Services or the Division of Child and Family Services. Other predictions are presented below.

## BY AGE 18

### OFFENDING <sup>1</sup>

1 IN 4.7 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 21 - OFFENSE AGAINST A PERSON (1 IN 108 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 7 - OFFENSE AGAINST PROPERTY.
- 1 IN 8 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (6.6%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (67%).

### CUSTODY AND SUPERVISION

1 IN 15 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 27 YOUTHS WILL BE PLACED UNDER SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 28 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

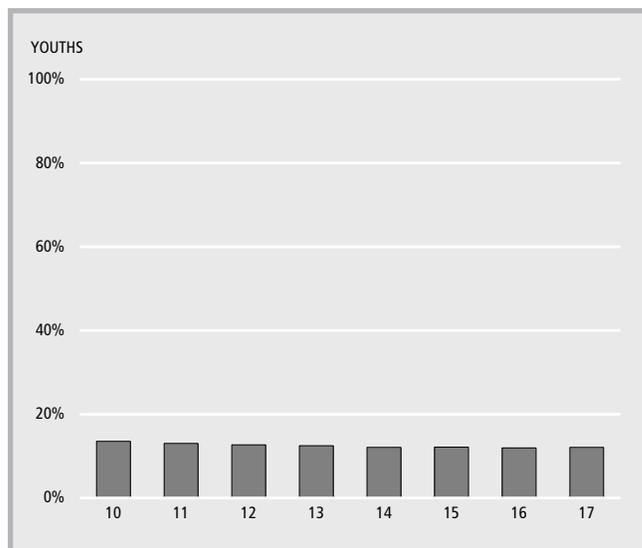
1 IN 56 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

- 1 IN 97 - COMMUNITY PLACEMENT.
- 1 IN 78 - OBSERVATION AND ASSESSMENT.
- 1 IN 339 - SECURE FACILITY.

<sup>1</sup> FELONY-TYPE OFFENSES ARE THE MOST SERIOUS FOLLOWED BY MISDEMEANOR-TYPE OFFENSES. FELONY- AND MISDEMEANOR-TYPE OFFENSES ARE DISTINGUISHED FURTHER BY THEIR OBJECT: PERSON OFFENSES (E.G., ASSAULT); PROPERTY OFFENSES (E.G., CAR THEFT); AND PUBLIC ORDER OFFENSES (E.G., GAMBLING).

## AGES

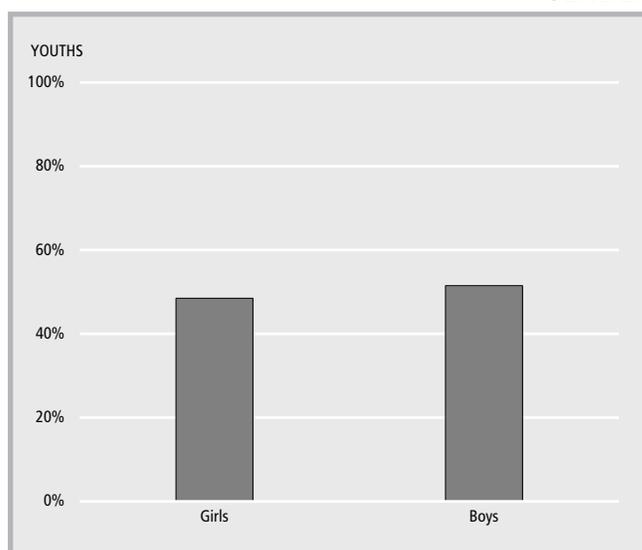
During 2012, 10-year olds represented 13.5% of Utah's population of 10 to 17 year olds; 17-year olds represented 12.1% (source: Utah State Governor's Office of Planning and Budget; 2012).



## GENDER

Boys held a slight majority (51.5%) of Utah's population of 10 to 17 year olds (source: Utah State Governor's Office of Planning and Budget, 2012).

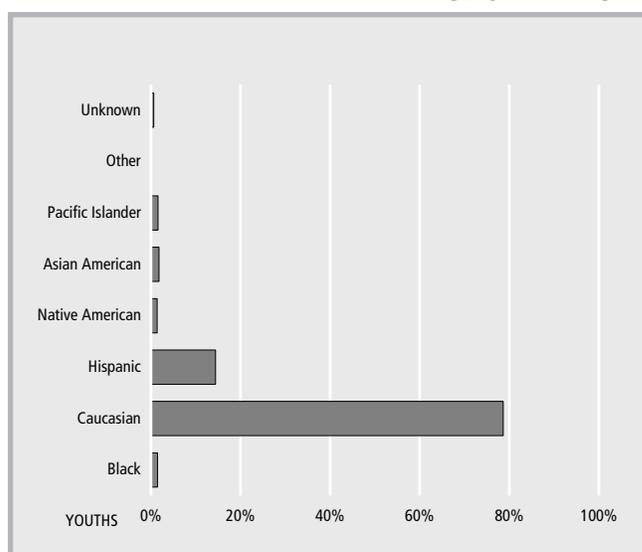
Boys are overrepresented at all levels of the Division's programming.



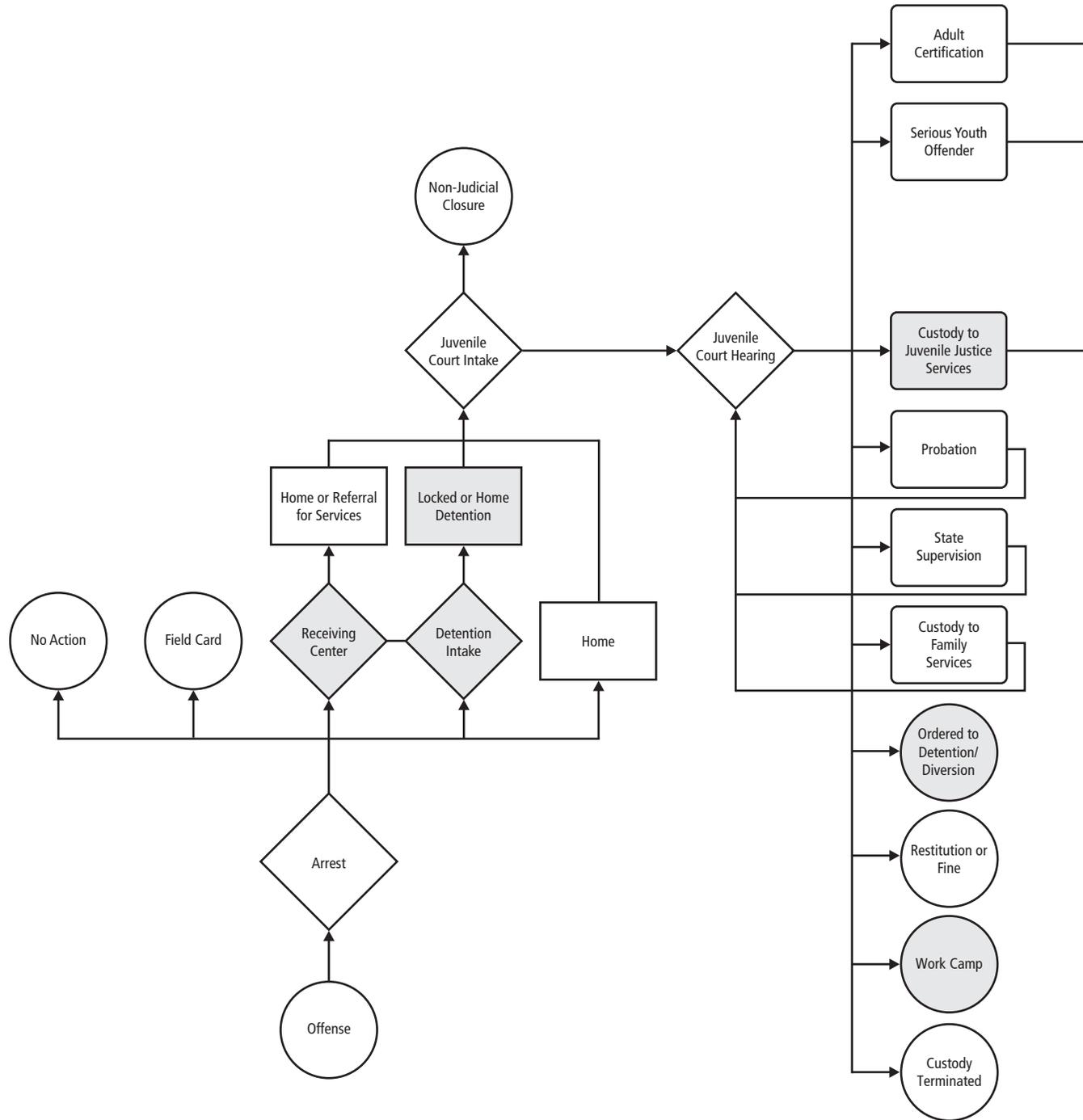
## RACE & ETHNICITY

The majority of youths in Utah's population of 10 to 17 year olds were Caucasian (78.7%). Hispanics represented about 14.4% of the group; Blacks 1.5%; Native Americans 1.4%; Pacific Islanders 1.6%; and Asian Americans 1.8% (source: Utah State Office of Education, fall enrollment for the 2009 - 2010 school year).

Minority youths are overrepresented at all levels of the Division's programming.



# Client Flowchart

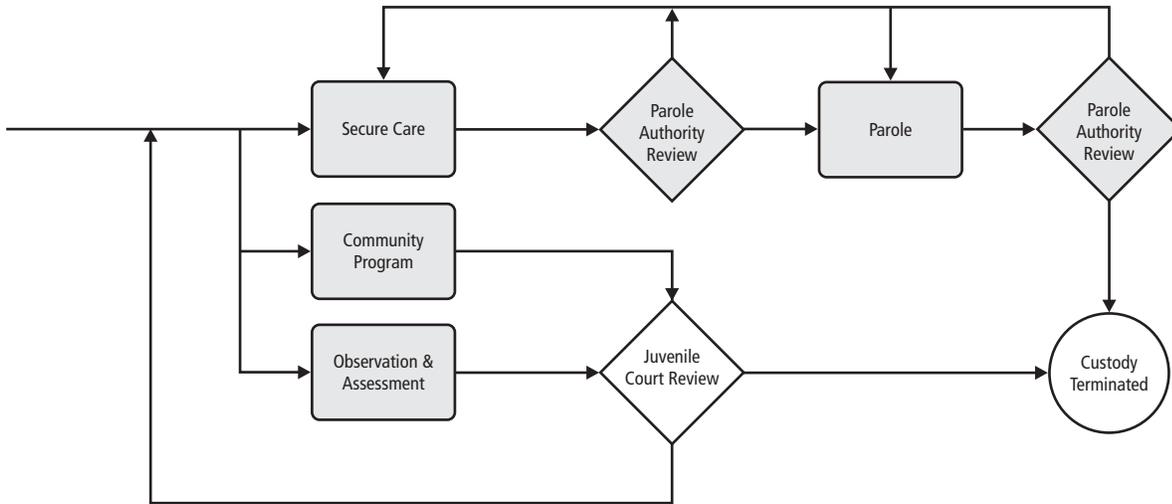
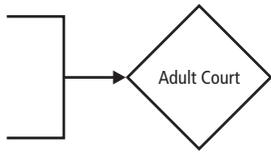


Though the Division now operates youth services programs which may serve non-delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

A youth who is arrested and charged with an offense is referred to a Juvenile Court intake worker. Depending on the seriousness of the offense and other factors, such

as danger to the community, the child may be held in a detention center operated by the Division.

There is a range of sanctions for charges found true. Juvenile Court sentencing alternatives include (1) levying fines, (2) ordering payment of restitution to victims, (3) placing the offender on probation under the continuing jurisdiction of the Juvenile Court, and (4) placing the



Shading represents programs and functions delivered by the Division of Juvenile Justice Services.

youth in the custody of the Division. Traditionally, granting custody to the Division has been reserved for the most serious or chronic offenders. Several of the Division’s programming options are represented in the chart. Community programs are the least restrictive of these; secure facilities the most restrictive. Programs follow the principles of the Balanced and

Restorative Justice Model (BARJ); namely, competency development, accountability, and community protection. If a youth cannot be properly cared for by juvenile justice agencies, procedures are available for transfer of the youth to the jurisdiction of adult courts and the adult correctional system. Youths found guilty in the adult system serve adult sanctions.

# Juvenile Justice Continuum of Care

The care of Utah's delinquent youths is primarily provided by Juvenile Court Probation, the Division of Child and Family Services, and the Division of Juvenile Justice Services. The Division of Child and Family Services has day care and residential services for dependent and neglected children. In addition, the Division of Child and Family Services provides services to youths under the age of 12 who have been found to be delinquent and youths over the age of 12 who are less seriously delinquent. Probation provides day treatment programs and supervision to youthful offenders. This population largely includes youths who are still in the homes of their parents or are in the custody of the Division of Child and Family Services. The Division of Juvenile Justice Services provides care for delinquent youths who require removal from home. The Division's residential programs range from community based programs to secure care. In addition, Juvenile Justice Services administers Utah's receiving centers, youth service programs, locked detention, diversion programs, and residential work programs. Collectively, the programs of the three agencies may be thought to form a continuum of care that allows the Juvenile Court to make graduated responses to youths in proportion to the severity of their behavior and their needs for treatment.

The continuum has evolved and certainly will continue to change in response to a variety of factors including resource availability, innovations in treatment and programming, community values, and changing demographics. In addition, initiatives of the Utah State Legislature and juvenile justice partners have sought to enhance the continuum and have changed the manner in which programming is applied. Several significant efforts from recent Legislative sessions are described below.

## Judicial Sentencing Authority

The 1997 Utah State Legislature passed two bills that extend the sentencing authority of Juvenile Court Judges. The Juvenile Judges - Short Term Commitment of Youth (UCA 78A-6-117(2)(f)) allows Juvenile Court Judges to order youths found to have committed felony-type or misdemeanor-type offenses to a stay of up to 30 days in a locked detention facility or in a diversion program.

A second bill passed by the 1997 Legislature (UCA 78A-6-1101(3)(a), Juvenile Court Powers) extends the sanctions available for youths found in contempt of court. Historically, sanctions affecting custody were only given at adjudication of new delinquent offenses. This

excluded hearings where the only charge was contempt of court. The new legislation allows Juvenile Court Judges to sentence youths found in contempt to any sanction except secure care. This includes short-term sanctions such as orders to detention and long-term sanctions such as community placement.

## Juvenile Sentencing Guidelines

Widespread concerns over rates of juvenile crime prompted the Utah Sentencing Commission to open a dialogue among agencies involved in the care of Utah's delinquent youths. The parties included the Juvenile Court, the Division of Juvenile Justice Services, law enforcement, county prosecutors, defense attorneys, and Utah State Legislators. As a result of these discussions, a guidelines proposal was created that focused on the principles of: (1) early intervention, (2) consistent application of sanctions, and (3) intensive supervision. Increased focus on these objectives was expected to enhance community protection, provide more equitable application of sanctions, and provide greater predictability of resource needs for agencies that care for delinquent youths. Most importantly, it was believed that earlier and more intensive intervention would more effectively deter youths from delinquent behavior and keep them from penetrating further into the system.

The guidelines proposal was not simply a scheme for determining eligibility for particular sentencing sanctions. It made recommendations about the types of programming that should be available in the juvenile justice continuum of care. First, the plan recommended increasing frequency of contact youths have with their probation officers. This would be accomplished by reducing probation case loads to between 10 and 15 youths.

Second, a new level of programming known as state supervision was described. This intervention was intended to fill a gap in the continuum of care thought to exist between probation, administered by the Juvenile Court, and community placement managed by the Division of Juvenile Justice Services. The new sanction was designed to be operated through Juvenile Court probation. Case management functions would be provided by probation officers. Most youths receiving the disposition would remain in their own homes but would be closely supervised by probation officers and would be involved in structured, day-treatment programs. If needed, arrangements could be made for out-of-home placements through the Division of Juvenile Justice Services or the

Division of Child and Family Services.

A third programmatic recommendation involved the use of observation and assessment programming. The guidelines proposal recommended that the program be viewed exclusively as a diagnostic tool and not as a punitive sanction for delinquent youths. Therefore, observation and assessment was not included as one of the guidelines' sanctions. Instead, its use was encouraged whenever diagnostic evaluation was needed for delinquent youths aged 12 or older.

The actual sentencing guidelines and procedures for using them are described thoroughly in the Sentencing Guidelines Manual 1997 produced by the Utah Sentencing Commission. Application of sanctions is based on three factors: (1) the severity of a juvenile's current offense(s), (2) the juvenile's delinquency history, and (3) any circumstances that would make the behavior seem more serious (aggravating factors) or less serious (mitigating factors). A statute passed by the 1997 Utah State Legislature (UCA 78A-6-605(2)) requires that the guidelines be considered by any agency making a dispositional report to the Juvenile Court. Departures from guidelines recommendation should be justified in terms of mitigating or aggravating factors. Although Juvenile Court Judges receiving a recommendation are not bound by the guidelines, it was hoped that the standardized recommendation process would promote consistency in judicial decisions. Juvenile Court Judges have agreed informally to identify aggravating or mitigating circumstances that merit departure from the guidelines.

Policy makers involved in creating the guidelines believed that they should be "revisited, monitored, and evaluated on a regular basis." A report evaluating Utah's application of the guidelines, entitled "Impact of An Early Intervention Mandate: The Juvenile Sentencing Guidelines and Intermediate Sanctions in Utah, Final Report," can be found on the Utah Sentencing Commission's web site: [www.sentencing.utah.gov](http://www.sentencing.utah.gov).

## Serious Youth Offender

Utah's Serious Youth Offender law, enacted by the 1995 Legislature, was designed to move some youths beyond the Juvenile Justice System. The law was intended to provide more severe sanctions for the most serious juvenile offenders and to remove them from costly juvenile programs that appeared to be having little impact.

To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense

and meet one of three offense criteria: (1) the youth is charged with murder or aggravated murder; (2) the youth is charged with a felony-type offense after having been committed to a secure facility; or (3) the youth is charged with at least one of ten serious felony offenses (aggravated arson, aggravated assault, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, discharge of a firearm from a vehicle, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon).

Youths who are at least 16 and meet either of the first two criteria are charged directly in the adult court system. Juveniles who are charged with one of the ten serious felony offenses are initially given a hearing in Juvenile Court. If the State meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court binds the juvenile over to the adult court system. Transfer can be avoided if the juvenile meets all three of the following criteria: (1) the minor has not previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the confederates; and (3) the minor's offense was not committed in a violent, aggressive, or premeditated manner.

## Other Statutory Based Changes

The 1999 Utah State Legislature reduced observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division director (UCA 78A-6-117(2)(e)). The adjustment was expected to increase efficiency of the assessment process by allowing more youths to be evaluated without increasing numbers of observation and assessment staff and other resources and without affecting the quality of observation and assessment services.

The 2002 Utah State Legislature transferred administration of Youth Services to the Division of Juvenile Justice Services from the Division of Child and Family Services (UCA 62A-7-601). The change allows the Division of Child and Family Services to focus on its core mission of caring for abused and neglected youths and recognizes the expertise of the Division of Juvenile Justice Services in operating residential programs. The 2002 Legislature

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also expanded the DNA database to include juveniles found to have committed a felony. Upon the order of a Juvenile Court Judge, probation officers or Juvenile Justice Services' case managers are responsible for collecting a sample using a saliva test kit. The juvenile is assessed a fine to pay for the test. Once taken, samples are sent to the Utah Department of Public Safety, Bureau of Forensic Services.

The 2003 Legislative Session changed the Division's name from the Division of Youth Corrections to the Division of Juvenile Justice Services (UCA 62A-7-102).

The 2011 Legislative Session required Division detention centers to collect fingerprints and photographs of all 14 year-old or older youths admitted to locked detention for a felony-type offense. In addition, the Juvenile Court was directed to order 14 year-old or older youths to have their fingerprints taken at a Division detention

center if they were adjudicated for a felony-type offense or a class A misdemeanor-type offense and their prints had not previously been obtained. The legislation further directs that fingerprints be sent to the Utah Bureau of Criminal Identification (BCI) for possible inclusion in its fingerprint archives (UCA 78A-6-1104).

The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) was signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. Registration information is entered by each state into a national database. Information from the database would be available to the general public. The law does apply to some convicted juvenile sex offenders.

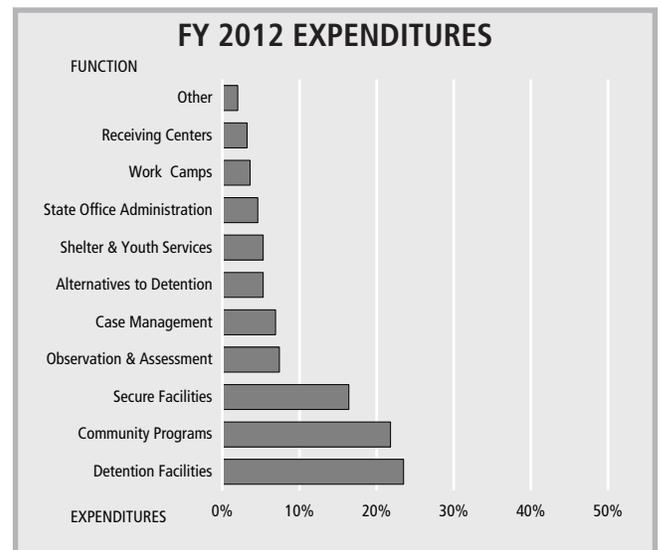
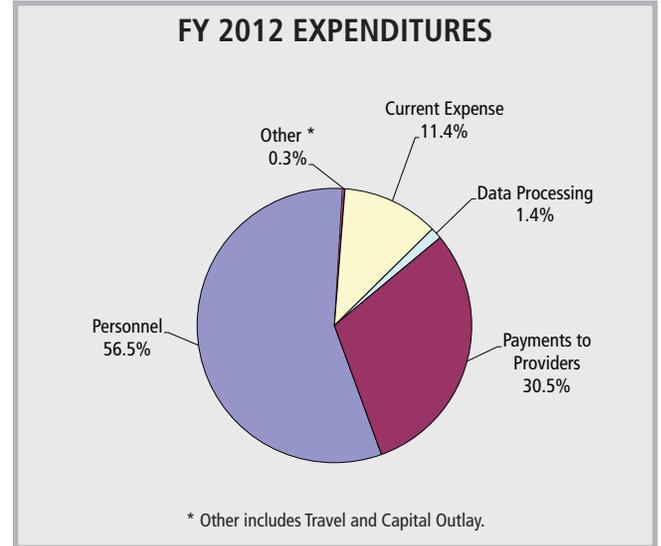
# Budget

**Expenditures.** The Division's major categories of expense in FY 2012 are identified in the chart at top right. The largest amounts were for Personnel (56.5%) and Payments to Providers (30.5%). Payments to Providers are over 23% (\$8.4 million) less than those in FY 2010. This is mainly the result of changes in Federal Medicaid participation. Client Medicaid eligible costs now are paid directly to providers through the Department of Health and are no longer recorded in Division budgets. The Division's Medicaid revenues are affected accordingly. The category of Current Expense includes costs of client care (e.g., medical, food, and other support), office costs, and operational and maintenance costs for facilities.

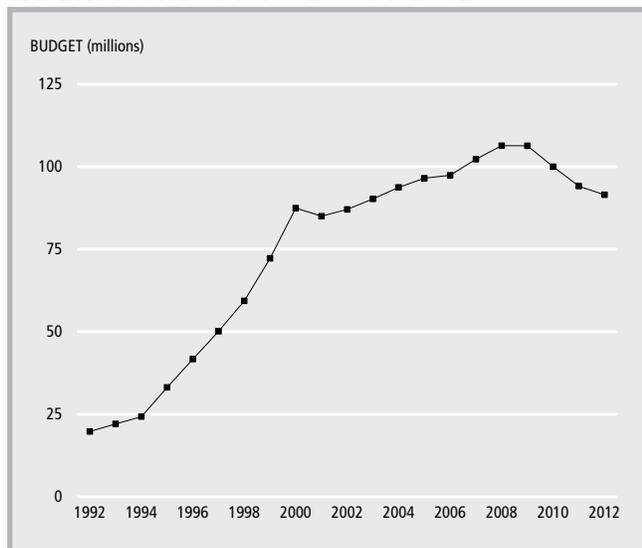
Division expenditures over the last 21 years are presented in the chart at bottom left. Budget increases over the period paralleled increases in numbers of youths served, the range of services provided, staff employed, and inflation. Expenditures grew from \$19.8 million in FY 1992 to \$106.4 million in FY 2008. Expenditures in FY 2012 were \$91.5 million and reflect budget reductions required for the past 4 fiscal years.

The chart at center right summarizes the FY 2012 expenditures by the Division's various administrative and program functions. The function Other includes costs for transition programs and the Youth Parole Authority. The largest amounts were for Detention Facilities (23.5%), Community Programs (21.7%), and Secure Facilities (16.4%). Collectively, they accounted for 61.6% (\$56.5 million) of the Division's overall costs. Relatively small amounts were for Receiving Centers (3.2%), Work Camps (3.6%), and Alternatives to Detention (5.3%).

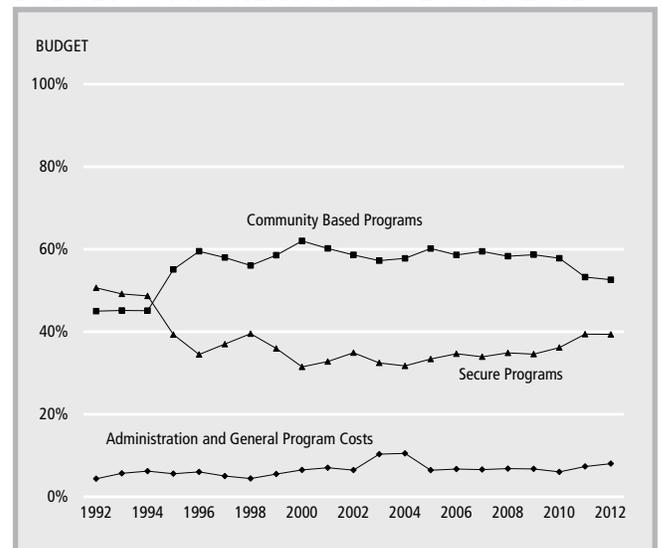
The chart at bottom right compares percentages of overall budgets for Secure Programs (locked detention



## EXPENDITURES FY 1992 to FY 2012



## BUDGET COMPONENTS FY 1992 to FY 2012



**OPERATING BUDGETS.**

| <b>OFFICE / FUNCTION</b>                     | <b>ACTUAL<br/>FY 2012 <sup>1</sup></b> | <b>AUTHORIZED<br/>FY 2013 <sup>2</sup></b> | <b>BASE BUDGET<br/>FY 2014</b> |
|--|--|--|--------------------------------|
| <b>STATE OFFICE ADMINISTRATION</b>           | 4,241,200                              | 5,775,900                                  | 4,260,400                      |
| <b>OFFICE OF COMMUNITY PROGRAMS</b>          |  |  |                                |
| General Program Costs                        | 1,856,200                              | 1,870,200                                  | 1,858,000                      |
| CASE MANAGEMENT                              | 4,706,900                              | 4,742,400                                  | 4,711,400                      |
| COMMUNITY PROGRAMS                           | 13,961,400                             | 14,066,500                                 | 13,974,500                     |
| OBSERVATION & ASSESSMENT <sup>3</sup>        | 4,340,000                              | -  | -                              |
| OUT OF STATE PLACEMENT                       | 574,600                                | 578,900                                    | 575,100                        |
| TRANSITION                                   | 1,363,000                              | 1,373,300                                  | 1,364,300                      |
| <b>SUB TOTAL</b>                             | <b>26,802,100</b>                      | <b>22,631,300</b>                          | <b>22,483,300</b>              |
| <b>OFFICE OF CORRECTIONAL FACILITIES</b>     |  |  |                                |
| GENERAL PROGRAM COSTS                        | 336,600                                | 346,100                                    | 344,800                        |
| DETENTION FACILITIES                         | 11,833,200                             | 11,416,500                                 | 10,622,700                     |
| OBSERVATION & ASSESSMENT                     | 898,200                                | 923,500                                    | 920,200                        |
| SECURE FACILITIES                            | 13,906,700                             | 14,298,400                                 | 14,247,000                     |
| <b>SUB TOTAL</b>                             | <b>26,974,700</b>                      | <b>26,984,500</b>                          | <b>26,134,700</b>              |
| <b>OFFICE OF EARLY INTERVENTION SERVICES</b> |  |  |                                |
| GENERAL PROGRAM COSTS                        | 155,500                                | 165,900                                    | 164,600                        |
| ALTERNATIVES TO DETENTION                    | 4,459,100                              | 4,757,400                                  | 4,721,500                      |
| OBSERVATION & ASSESSMENT <sup>3</sup>        | -s                                     | 4,281,200                                  | 4,281,200                      |
| RECEIVING CENTERS                            | 739,200                                | 788,600                                    | 782,700                        |
| WORK CAMPS                                   | 3,278,500                              | 3,147,700                                  | 1,871,400                      |
| YOUTH SERVICES                               | 2,739,900                              | 1,676,400                                  | 1,654,400                      |
| <b>SUB TOTAL</b>                             | <b>11,372,200</b>                      | <b>14,817,200</b>                          | <b>13,475,800</b>              |
| <b>OFFICE OF RURAL PROGRAMS</b>              |  |  |                                |
| GENERAL PROGRAM COSTS                        | 408,600                                | 425,500                                    | 424,300                        |
| ALTERNATIVES TO DETENTION                    | 304,200                                | 316,800                                    | 315,900                        |
| CASE MANAGEMENT                              | 1,191,600                              | 1,240,800                                  | 1,237,500                      |
| COMMUNITY PROGRAMS                           | 4,234,200                              | 4,408,900                                  | 4,397,300                      |
| DETENTION FACILITIES                         | 9,371,200                              | 9,757,900                                  | 9,732,000                      |
| OBSERVATION & ASSESSMENT                     | 1,203,800                              | 1,253,500                                  | 1,250,200                      |
| RECEIVING CENTERS                            | 2,144,600                              | 2,233,100                                  | 1,477,200                      |
| SECURE FACILITIES                            | 910,200                                | 947,800                                    | 945,300                        |
| SHELTER & YOUTH SERVICES                     | 1,995,600                              | 1,574,500                                  | 1,569,100                      |
| <b>SUB TOTAL</b>                             | <b>21,764,000</b>                      | <b>22,158,800</b>                          | <b>21,348,800</b>              |
| <b>YOUTH PAROLE AUTHORITY</b>                | <b>343,100</b>                         | <b>366,700</b>                             | <b>366,700</b>                 |
| <b>TOTAL</b>                                 | <b>91,497,300</b>                      | <b>92,734,400</b>                          | <b>88,069,700</b>              |

Operating Budget Notes.

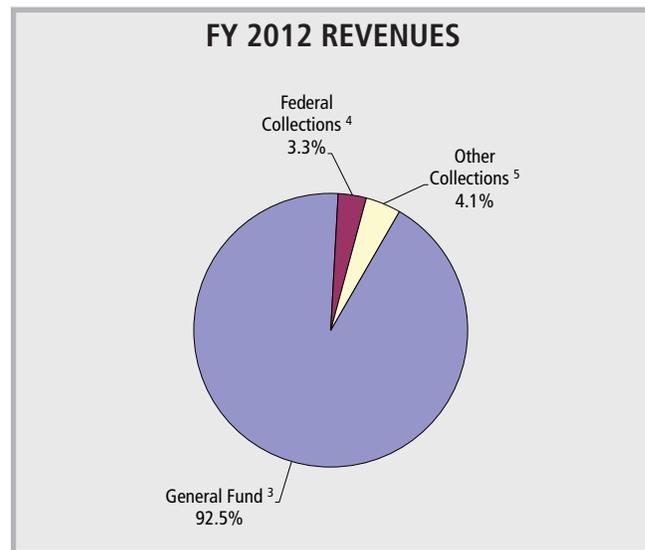
1 Fiscal Year 2012 includes \$2,884,000 non-lapsing dollars from the previous year.

2 Fiscal Year 2013 includes \$1,398,800 non-lapsing dollars from the previous year.

3 Observation & Assessment was moved from the Office of Community Programs to the Office of Early Intervention Services for FY 2013 and later.

and secure facilities), Community Based Programs, and Administration and General Program Costs. Budget reductions over the past four years have impacted the mix of program funding in the Division. Percentages for secure programs reached a high of 51% in FY 1992 and were 40% in FY 2012. Percentages for community based programs were 45% in FY 1992, rose to 62% in FY 2000 and between 58% and 60 % through FY 2010. Percentages fell to 53% of funding in FY 2011 and FY 2012. Administrative and General Program Costs were a relatively small portion of the Division's overall expenses throughout the 21 year period. After being inflated by Federal funds used for facility construction in FY 2003 and FY 2004, total Administrative and General Program Costs have been 7% to 8% of all expenditures and have held at that level for the last 8 years. During FY 2012, administrative costs of the Division's State Office were approximately 5% of all expenditures.

A detailed listing of the Division's expenditures by office and function is provided in the table on the previous page. The table identifies actual expenditures during FY 2012 (Actual FY 2012), expenditures authorized for FY 2013 (Authorized FY 2013), and expenditures base for 2014 (Base Budget 2014). Of particular note, expenditures for FY 2013 and FY 2014 reflect additional legislated budget reductions to Detention Facilities, Work Camps, Youth Services, and Receiving Centers. In addition, Observation & Assessment was moved from the Office of Community Programs to the Office of Early



Intervention Services for FY 2013 and FY 2014.

*Revenues.* Revenues. The Division's revenues for FY 2012 are identified in the chart at top right. The great majority of revenues came from Utah's General Fund (92.5%). Other Collections (4.1%) include (1) funds received through the Office of Recovery Services (ORS) from parents who pay a portion of the cost of care and (2) Child Nutrition Programs (School Lunch). The Division's sources of funding are provided in the table at bottom center.

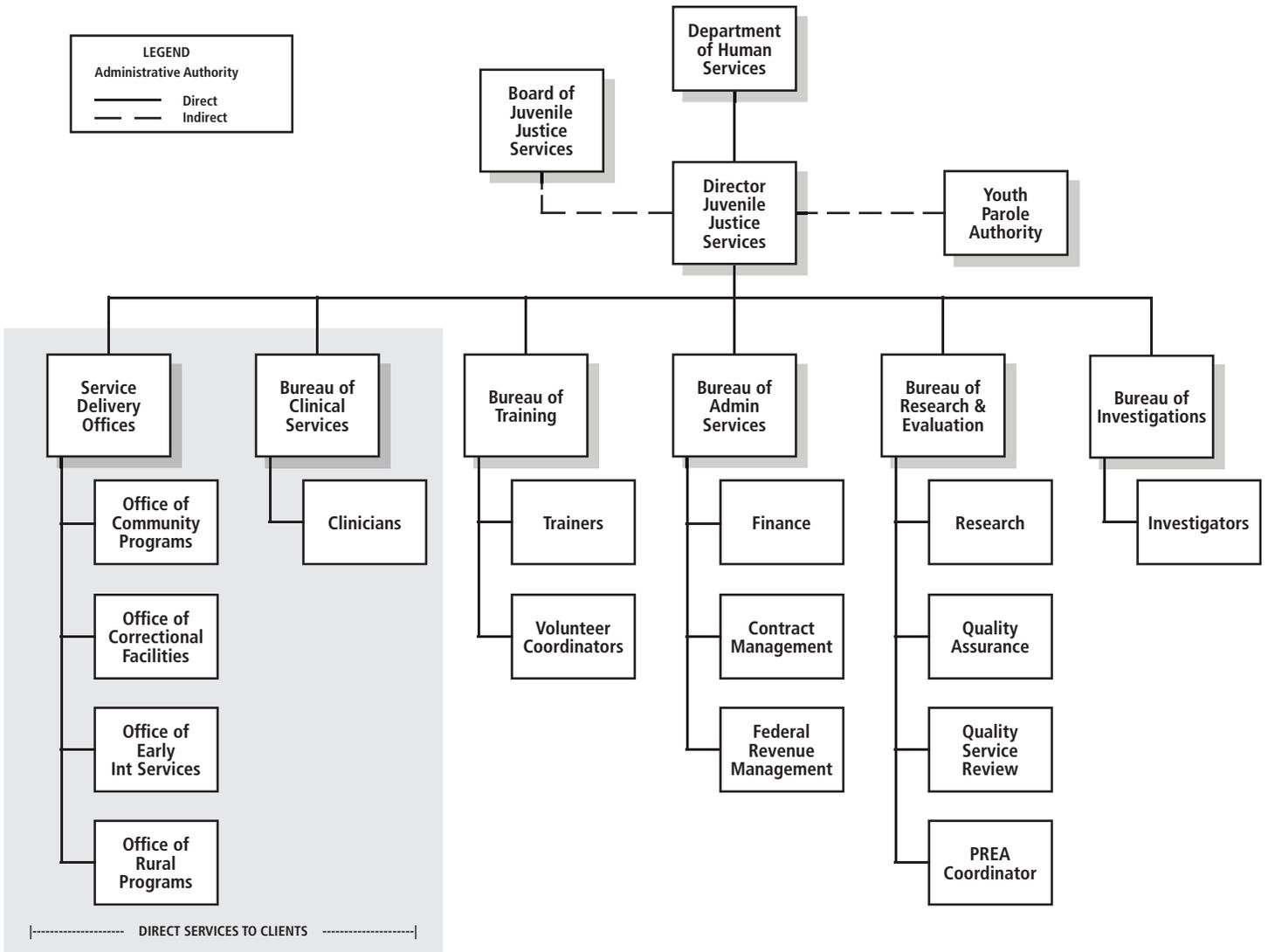
## REVENUES.

| SOURCE                           | ACTUAL<br>FY 2012 <sup>1</sup> | AUTHORIZED<br>FY 2013 <sup>2</sup> | BASE BUDGET<br>FY 2014 |
|----------------------------------|--------------------------------|------------------------------------|------------------------|
| GENERAL FUND <sup>3</sup>        | 84,669,500                     | 84,749,100                         | 82,749,100             |
| FEDERAL COLLECTIONS <sup>4</sup> | 3,040,200                      | 3,673,100                          | 3,673,100              |
| OTHER COLLECTIONS <sup>5</sup>   | 3,787,600                      | 4,312,200                          | 1,647,500              |
| <b>Total</b>                     | <b>91,497,300</b>              | <b>92,734,400</b>                  | <b>88,069,700</b>      |

### Revenue Notes.

- 1 Fiscal Year 2012 includes \$2,884,000 non-lapsing dollars from the previous year.
- 2 Fiscal Year 2013 includes \$1,398,800 non-lapsing dollars from the previous year.
- 3 Actual, Authorized, and Request years reflect funding reductions to programs as required by the legislature.
- 4 Federal Revenues include Title IV-E, Title XX, US Immigration & Naturalization Service, and other Federal grants and programs.
- 5 The majority of Other Collections are from the Office of Recovery Services (ORS) and non-lapsing funds from prior years. ORS collections are from parents who pay a portion of the cost of care (see also Notes 1 and 2). The State's funding portion of Medicaid (Title XIX) eligible clients is also netted within Other Collections.

# Organizational Structure



Juvenile Justice Services (the Division) is a division of the Department of Human Services. Other divisions and offices include the Executive Director’s Office, the Division of Substance Abuse and Mental Health, the Division of Aging and Adult Services, the Division of Services for People with Disabilities, the Office of Recovery Services, and the Division of Child and Family Services.

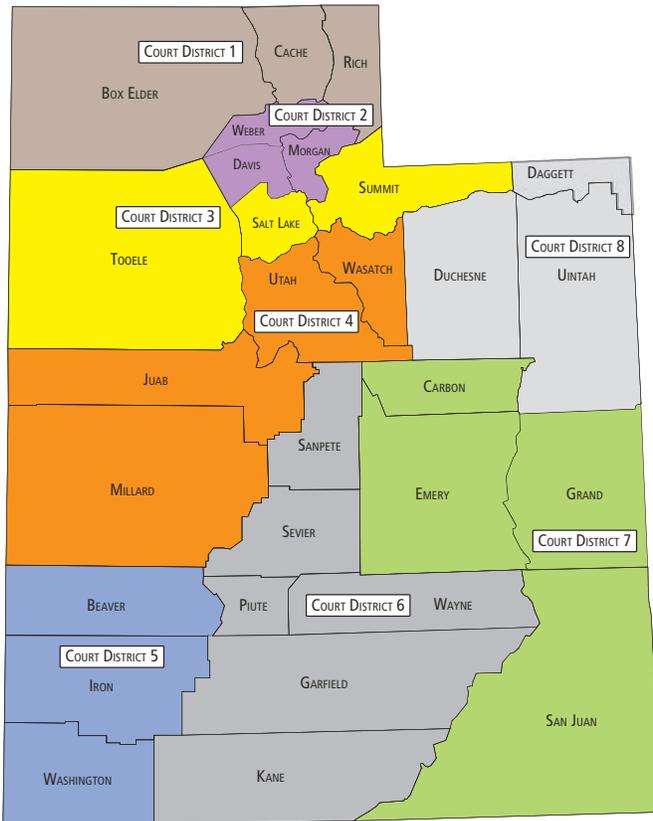
The Board of Juvenile Justice Services is a group of seven citizen volunteers appointed by the State’s Governor to provide guidance to the Division and approve policy.

The Division’s Director provides Statewide policy leadership and administrative oversight. This includes direct authority over four service delivery offices and five bureaus. The Director also has indirect authority over the Youth Parole Authority.

Direct services to clients primarily are provided by four service delivery offices (Early Intervention Services, Community Programs, Correctional Facilities, and Rural Programs) and the Division’s Bureau of Clinical services. The first three of the service delivery offices serve counties corresponding to the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Districts of Utah’s Juvenile Court. Facilities and programs are primarily located on the Wasatch Front, a narrow urban corridor that runs from Weber County in the north to Utah County in the south. The Office of Rural Programs operates facilities and programs in the State’s remaining counties and five Court Districts.

Though the Division’s service delivery offices specialize in different ways, they must work closely with one another. Coordination is particularly important to ensure continuity of care when an individual youth moves from

## Utah Counties and Juvenile Court Districts.



a program operated by one Office to a program operated by another. Close cooperation also is critical for youths who concurrently receive services from two different Offices. For instance, a youth in a secure facility operated by the Office of Correctional Facilities will have a case manager provided by either the Office of Community Programs or the Office of Rural Programs. Programming provided by all four of the Division's Offices is organized around the Division's Mission Statement and the Balanced And Restorative Justice (BARJ) Model which emphasizes the importance of the principles of Accountability, Community Protection, and Competency Development (see "Who We Are, ..." page 6).

### State Administrative Office

The Division's State Administrative Office is located in Salt Lake City and houses the Youth Parole Authority (see "Youth Parole Authority," page 57) and the Division's five bureaus. Bureaus provide a variety of administrative services through different work groups that include internal investigations, research, training, revenue

management, budgeting, and contract management. In addition, the Bureau of Clinical Services provides direct clinical services to Division clients (also see "Division Bureaus," page 59). The State Office also coordinates with Federal, State, and local agencies such as the Office of Juvenile Justice and Delinquency Prevention, the Utah Commission on Criminal and Juvenile Justice, the Utah Legislature, the Governor's Office, and local city and county governments.

### QUICK FACTS STATE ADMINISTRATIVE OFFICE

|                                  |                 |
|----------------------------------|-----------------|
| FULL-TIME STAFF .....            | 41              |
| <b>WORK GROUPS</b>               |                 |
| ADMINISTRATION .....             | 2               |
| CLINICAL SERVICES .....          | 8               |
| COMMUNITY RELATIONS.....         | 3               |
| CONTRACTING .....                | 2               |
| FEDERAL REVENUE MANAGEMENT ..... | 2               |
| FINANCE.....                     | 7               |
| INTERNAL INVESTIGATIONS .....    | 3               |
| QUALITY ASSURANCE / QSR.....     | 6               |
| RESEARCH.....                    | 2               |
| SUPPORT STAFF .....              | 3               |
| TRAINING.....                    | 3               |
| <br>FY 2012 BUDGET .....         | <br>\$4,241,200 |

### Office of Early Intervention Services

The Office of Early Intervention Services administers a variety of services and programs for youths at early stages of delinquency and problem development. Its primary objective is to prevent youths from penetrating further into the juvenile justice system and to keep them at home or return them home as soon as possible.

*Receiving Centers.* Receiving Centers are nonresidential facilities where law enforcement can take youths who have been arrested but do not qualify for locked detention (see "Receiving Centers," page 24). Center workers immediately attempt to locate parents or guardians and assess the youth to determine whether other services are required. They also provide families with information about community resources that may benefit them and

make referrals to other agencies when appropriate.

*Youth Services Centers.* Youth Services Centers provide crisis counseling services to runaway, homeless, and ungovernable youths and their families (see "Youth Services," page 25). The goal is to keep families intact and to divert youths and families from further intervention by the juvenile justice system. Short-term crisis beds, group programming, and community outreach programs are available to augment these efforts.

### QUICK FACTS

#### EARLY INTERVENTION SERVICES

FULL-TIME STAFF.....168

PRIMARY SERVICE AREA..... WASATCH FRONT

#### PROGRAMS

RECEIVING CENTER.....5  
 DIVERSION.....3  
 YOUTH SERVICES.....4  
 HOME DETENTION.....3  
 OBSERVATION & ASSESSMENT.....4  
 WORK CAMP.....1

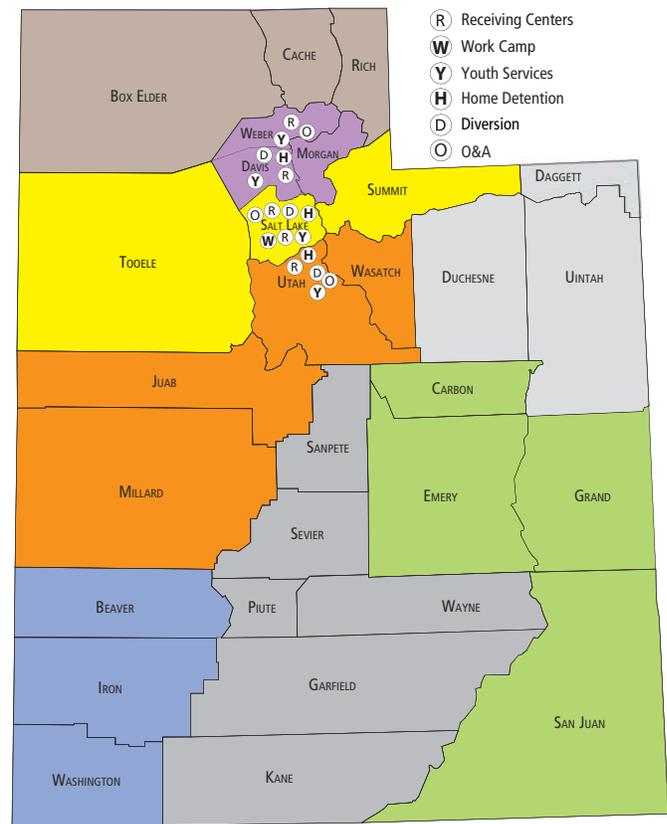
FY 2012 BUDGET .....\$11,372,200

*Home Detention.* Home Detention provides an alternative to secure detention for youths awaiting adjudication (see "Detention," page 31). Youths remain at home but are given daily supervision by Division staff.

*Diversion Services.* Diversion programs provide daily programming for youths under short-term commitment order (usually 30 days) of the Juvenile Court (see "Diversion," page 26). Programming includes intensive supervision and competency development through a variety of educational groups and activities. Youths often are involved in community service projects that help them make amends to victims and the community.

*Residential Work Program.* The Office of Early Intervention Services operates Genesis Youth Center, a 40-bed, residential work camp for boys and girls. Youths placed at Genesis work on community service projects to reduce their court obligations (see "Work Program," page 28).

### Office of Early Intervention Services



The majority of youths served by the program are not sufficiently delinquent to require placement in longer-term custody with the Division.

*Observation and Assessment (O&A):* Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify their needs for supervision and services (see "Observation & Assessment," page 40). During this time, they are given extensive psychological, educational, physical, behavioral, risk, and social assessments. A formal report of the program's findings and recommendations is presented to the Juvenile Court at the conclusion of each youth's O&A stay to aid the Court in its decisions about the case.

Historically, O&A programs in Ogden, Salt Lake City, and Springville were managed by the Office of Community Programs. Starting July 1, 2012, these programs were transferred to the Office of Early Intervention Services. The original arrangement made sense when the majority of youths leaving the program were next ordered to Division custody. However, in recent years the majority of O&A graduates have been returned

home, often with probation services, or sent to the custody of the Division of Child and Family Services.

## Office of Community Programs

### QUICK FACTS COMMUNITY PROGRAMS

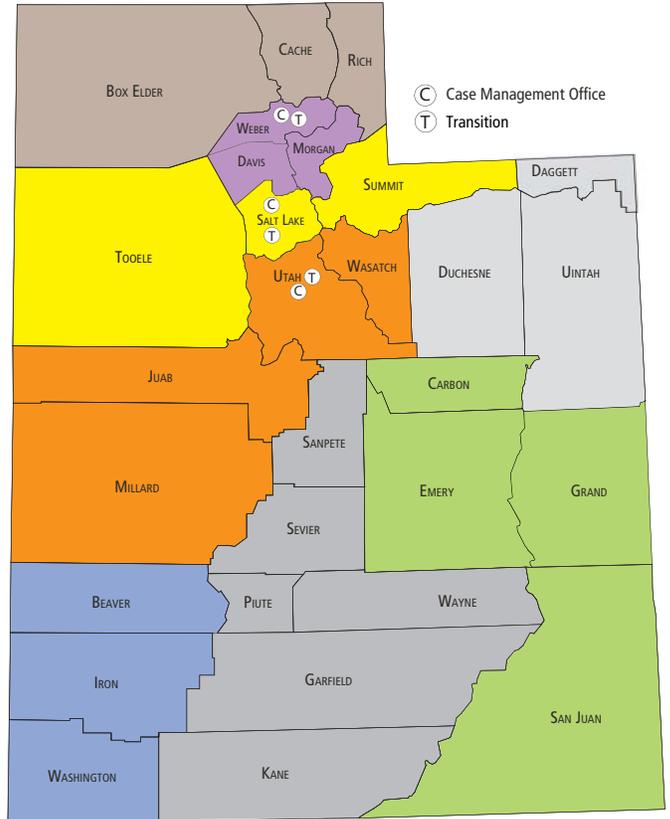
|                           |               |
|---------------------------|---------------|
| FULL-TIME STAFF.....      | 88            |
| PRIMARY SERVICE AREA..... | WASATCH FRONT |
| PROGRAMS                  |               |
| CASE MANAGEMENT.....      | 3             |
| TRANSITION .....          | 3             |
| FY 2012 BUDGET .....      | \$26,802,100  |

The Office of Community Programs provides community based services to youths committed to Division custody from along the Wasatch front. Most youths served by the Office have extensive histories of services with other Division programs and with other Juvenile Justice agencies. Programs operated by the Office are a last stop prior to secure care or admission into the adult system for these youths.

*Case Management.* Each youth committed to Division custody is assigned a case manager (see "Case Management," page 37). This includes youths in custody for placement in residential programs, observation and assessment, and secure care. On a daily basis, a case manager makes placement decisions, monitors progress, helps determine consequences for noncompliance with rules, shoulders responsibility for the documentation required for Federal entitlement revenues, coordinates with providers, communicates with the youth's family, and represents the Division in court.

*Community Based Services:* The Division directly provides or contracts with private providers for residential and nonresidential services for youths committed to the Division for community placement and for youths on parole from secure care (see "Community Programs," page 46). A variety of options are available to meet the diverse needs of these youths, including (1) tracking, (2) counseling, (3) group home placements, (4) family-

## Office of Community Programs.



based individual and multiple proctor placements, and (5) specialized residential placements for sex offending, mental health, and substance abuse.

*Transition Services.* Transition services are provided to help guide and support youths returning to the community following secure care or other extended out-of-home placement. Moving back home or to independent living after these experiences is typically a very difficult process. Supervision and other services are supplied both by Division staff and through contracts with private providers and supplement activities of Division case managers.

## Office of Correctional Facilities

The Office of Correctional Facilities administers four locked detention centers and four long-term secure facilities along the Wasatch Front. The Office directly operates all but two of these facilities. The Farmington Bay Youth Center and the Salt Lake Valley Detention Center, which are managed by a private contractor.

**QUICK FACTS**  
**CORRECTIONAL FACILITIES**

|                               |               |
|-------------------------------|---------------|
| FULL-TIME STAFF.....          | 259           |
| PRIMARY SERVICE AREA.....     | WASATCH FRONT |
| <b>PROGRAMS</b>               |               |
| LOCKED DETENTION.....         | 4             |
| OBSERVATION & ASSESSMENT..... | 1             |
| SECURE CARE.....              | 4             |
| FY 2012 BUDGET .....          | \$26,975,700  |

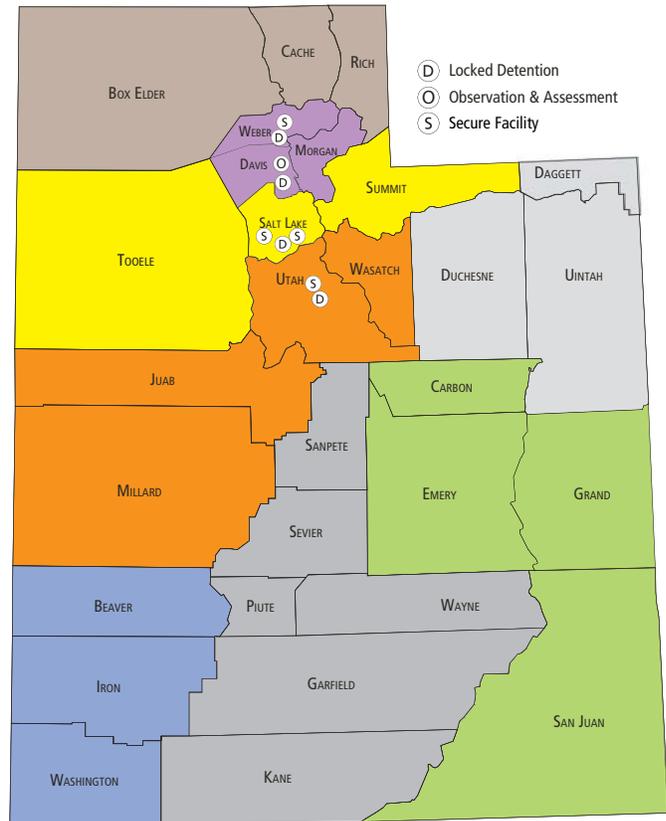
*Locked detention:* The Office of Correctional Facilities administers four detention programs: (1) Weber Valley Youth Center in Roy, (2) Farmington Bay Youth Center in Farmington, (3) Salt Lake Valley Detention Center in Salt Lake City, and (4) Slate Canyon Youth Center in Provo.

Youths typically enter a locked detention program (1) pending Juvenile Court adjudication, (2) waiting transfer to another jurisdiction or agency, or (3) on a short-term commitment to detention ordered by the Juvenile Court. While in detention, youths have access to medical and dental services. Families are encouraged to visit their sons and daughters and give them positive support. Religious services are available to youths who wish to participate. Educational services are offered 5 days a week through the Utah Department of Education's Youth In Custody Program and taught by teachers from local school districts.

*Secure Facilities.* The Office of Correctional Facilities administers four secure facilities: (1) Mill Creek Youth Center in Ogden, (2) Decker Lake Youth Center in West Valley City, (3) Wasatch Youth Center in Salt Lake City, and (4) Slate Canyon Youth Center in Provo.

Secure facilities provide extended secure confinement for the most seriously delinquent youths (see "Secure Facilities," page 51). Youths committed to secure care typically have extensive delinquency histories and often have continued to commit offenses despite receiving services from other agencies and other, less restrictive, programs. Secure facility staff provide intensive supervision and offer humane, quality treatment. Youths are treated with respect and given the opportunity to make

**Office of Correctional Facilities**



positive choices that will help them improve their lives.

**Office of Rural Programs**

The Office of Rural Programs provides Utah's rural areas with the same range of residential and nonresidential correctional services available in urban areas. The majority of these are offered through multiuse facilities (see "Multiuse Facilities," page 36) operated in six rural communities: (1) Split Mountain Youth Center in Vernal; (2) Central Utah Youth Center in Richfield; (3) Canyonlands Youth Center in Blanding, (4) Cache Valley Youth Center in Logan, (5) Castle Country Youth Center in Price; and the and (6) Washington County Youth Crisis Center in St. George.

Most multiuse facilities are equipped with both secure and nonsecure beds and all include multiple-purpose programming areas. Nonsecure beds can be used for functions such as observation and assessment and shelter.

Two additional facilities supplement services provided through multiuse facilities. The Dixie Area Detention Center, in Hurricane, provides locked detention and the

**QUICK FACTS**  
**RURAL PROGRAMS**

FULL-TIME STAFF.....251

PRIMARY SERVICE AREA..... RURAL COUNTIES

**PROGRAMS**

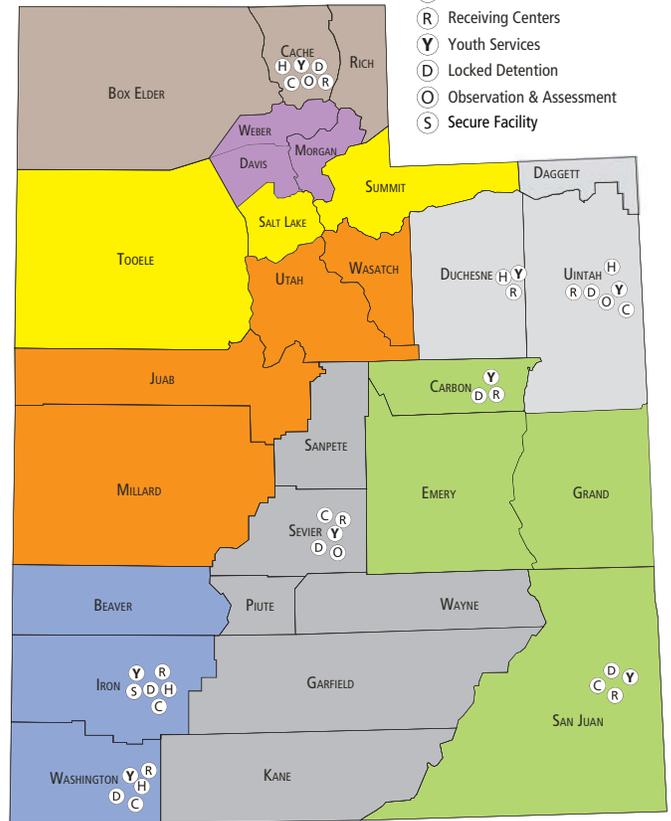
RECEIVING CENTERS .....7  
 YOUTH SERVICES.....10  
 SHELTER .....6  
 HOME DETENTION.....5  
 LOCKED DETENTION.....7  
 OBSERVATION & ASSESSMENT.....3  
 SECURE CARE .....1  
 CASE MANAGEMENT

FY 2012 BUDGET .....\$21,764,000

Southwest Utah Youth Center, in Cedar City, provides locked detention and secure care.

**Office of Rural Programs**

- Ⓢ Shelter
- Ⓜ Home Detention
- Ⓡ Receiving Centers
- Ⓨ Youth Services
- Ⓛ Locked Detention
- Ⓞ Observation & Assessment
- Ⓟ Secure Facility



# Receiving Centers

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Youths typically enter Utah's juvenile justice system when arrested and charged with an offense (see "Client Flowchart," page 10). The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. If accused of a serious offense that falls within the Guidelines for Admission to locked detention, a youth may be taken to a locked detention center. However, when guidelines are not met, officers often struggle to find a responsible adult to take custody of the youth or to find a suitable placement. The officers may not have the means or the time to contact the youth's parents and may have difficulty finding appropriate services for a youth requiring immediate care. All too often this results in intense frustration, wasted time, and missed opportunities for everyone concerned. The youth misses a chance to receive help and is exposed to an inefficient system. The arresting official must devote time away from other duties critical to public safety.

To minimize such difficulties, receiving centers have been opened across the State. These centers are built on a partnership between Juvenile Justice Services, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. On receiving a youth, center workers immediately attempt to contact the youth's parents or guardians. They evaluate

the youth's immediate needs for security and care and make referrals for services when appropriate. Referrals can be made to meet a variety of needs including youth services care, crisis intervention, locked detention, substance abuse counseling, mental health programming, and school counseling.

During FY 2012, the Division operated 12 receiving centers. The Office of Early Intervention Services administered centers in four communities, Sunset, Ogden, Provo, and Salt Lake City (2). The Office of Rural Programs operated receiving centers in seven locations, Blanding, Cedar City, Logan, Price, Richfield, St. George, and Vernal.

Statewide, during FY 2012, there were over 4,400 admissions to receiving centers. About 60% of admitted youths were boys. The majority of admissions (82%) were to centers in urban areas. Reasons for referral ranged from truancy to delinquent offenses. Length of stay varied, but typically was under 2 hours. In most cases, youths were released to their parents or guardians. Substantial numbers also were released to shelter, youth services programs, and locked detention. Based on findings of need, referrals were made to other agencies including the Division of Child and Family Services, substance abuse agencies, and mental health agencies.

# Youth Services

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The 2002 Legislature transferred oversight of youth services from the Division of Child and Family Services (DCFS) to Juvenile Justice Services. The Office of Early Intervention Services administers three youth services centers along the Wasatch Front. The office directly operates the Archway Youth Service Center in Ogden. The office also contracts with Salt Lake County Youth Services, to provide youth services in Salt Lake County, and Vantage Point Youth Services to provide youth services in Utah County. In other parts of the State, the Office of Rural Programs has established youth services programs through its 7 multiuse facilities (see “Multiuse Facilities,” page 36).

Youth services centers provide 24-hour crisis counseling services to runaway, homeless, and ungovernable youths and their families. The primary goal is to keep families intact and to divert youths from intervention by the juvenile justice system. Services include immediate crisis intervention, short-term crisis residential, voluntary extended residential, individual and group counseling, and community outreach. Youths typically are brought to the centers by law enforcement, family members, or other concerned individuals. Centers also accept self referrals and referrals from receiving centers.

*Crisis Intervention.* Homeless or runaway youths taken or self-referred to the center are given crisis intervention counseling in an effort to reunite them with their families. If successful, no further intervention may be

required.

*Crisis Residential.* Youths with problems that cannot be resolved through crisis intervention and who cannot immediately be returned home may be referred for short-term residential care. Generally, the stay does not exceed 72 hours. During this time, counseling and more thorough assessments of the youth and his or her family are provided. Many situations are resolved after this brief stay without additional services. Youths and families needing more intervention are referred to the 60-day program.

*60-Day Program.* Counseling services available through the 60-day program generally are provided on an outpatient basis. However, residential care may be extended for up to 14 days. The youth’s stay is voluntary and contingent on all parties signing a voluntary agreement for placement and services. The agreement outlines the expectations of all participants, including the frequency of counseling sessions. Outpatient services can continue for up to 60 days.

*Community Outreach Services.* Youth services centers cooperate with other community agencies to identify appropriate services to meet the broad, longer-term needs of runaway, homeless, and ungovernable youths and their families. Staff members also provide educational groups and presentations to a variety of community partners.

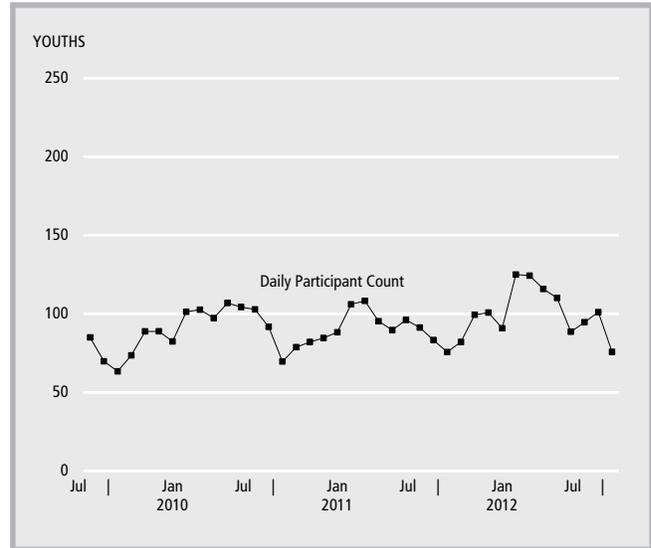
# Diversion Programs

Diversion programs generally serve youths who have been adjudicated for a delinquent offense and have been ordered to participate in the program for up to 30 days rather than serve an equivalent time in locked detention. Overall, these programs provide cost effective and safe interventions to help relieve crowded detention centers, hold offenders accountable, and enhance public safety. The programs also have the objective of helping to prevent youths from penetrating further into the juvenile justice system.

While enrolled in a diversion program, youths receive daily supervision. Their progress is tracked through face-to-face contacts, collateral contacts, including school and parents, and by telephone. Participants are engaged in structured activities during after school hours and on weekends. They also have opportunities to attend educational groups covering a variety of subjects and may take part in skill building and community service activities. In some areas, in-home support also is provided and referrals can be made to other agencies for additional services when needed.

During FY 2012, the Division's Office of Early Intervention services operated diversion programs at the three locations: Davis Area Youth Center in Sunset, which serves Morgan, Weber, and Davis Counties; Salt Lake Early Intervention, in Salt Lake City, which serves Salt Lake, Tooele, and Summit Counties; and the Lightning Peak Youth Center, in Provo, which serves Wasatch, Juab, Millard, and Utah Counties.

## AVERAGE DAILY PARTICIPANTS



The chart at top right represents Statewide average daily numbers of participants for each month from July 2009 (FY 2010) through September 2012 (FY 2013). Average counts grew slowly over the period from a yearly average of 89 in FY 2010, to 91 in FY 2011, and 99 in FY 2012. During the same period, the number of different youths served was 1,122 in FY 2010, 1,138 in FY 2011, and 1,146 in FY 2012. Average length of time in the program per admission was 26.2 days in FY 2010, 26.7 days in FY 2011, and 27.7 days in FY 2012.

## Performance Measures

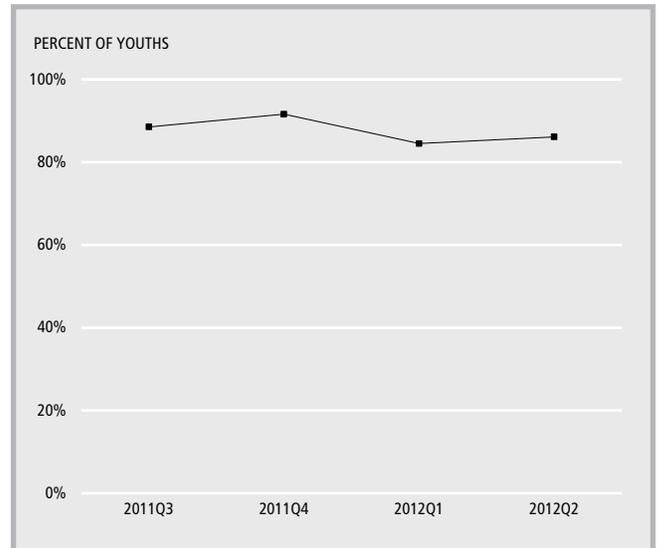
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The shared goal for the Division's diversion programs is *to provide an alternative to locked detention for youths serving a sentence ordered by a Juvenile Court Judge to protect the youth and the community and increase the youth's competence.*

Output measures document the program's service delivery efforts. This includes workload measures for numbers of youths served and average length of stay listed on the previous page. In addition, the chart at top right identifies the percentages of youths leaving the program each quarter of FY 2012 who had received all elements of the program. Overall, this objective was met with 87.7% of youths who left during the four-quarter reporting period. The highest percentage was 91.6% during the fourth quarter of 2011. The lowest percentage was 84.5% for the first quarter of 2012.

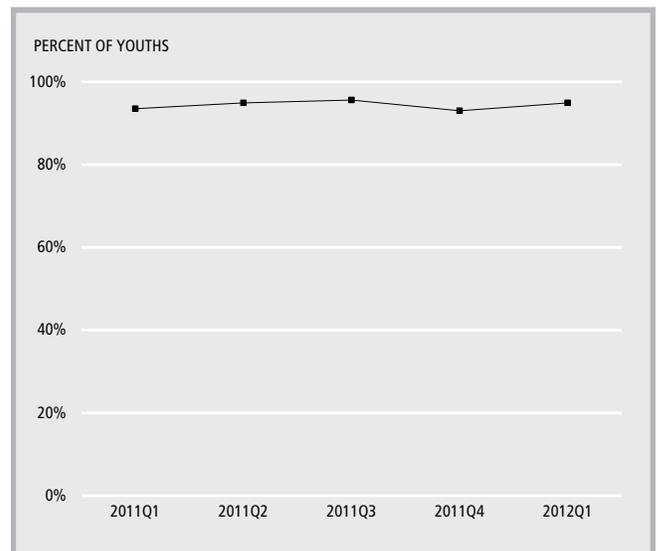
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in a diversion program. Overall, an average of 94.4% of youths remained free of a new charges. Percentages ranged from a low of 93.0% in the fourth quarter of 2011 to a high of 94.9% in the second quarter of 2011 and the first quarter of 2012. Though not shown, percentages of youths free of felony-type charges alone while enrolled in the program were much higher. Overall an average of 99.2% of youths avoided collecting a new charge.

The chart at bottom right shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from diversion programming during the five-quarter reporting period. Overall, 76.7% of youths remained charge free. Percentages rose from a low of 73.8% for the first quarter of the period to a high of 80.1% for the last quarter. Though not shown, the overall percentage of youths free of a new felony-type charge alone was 96.1%.

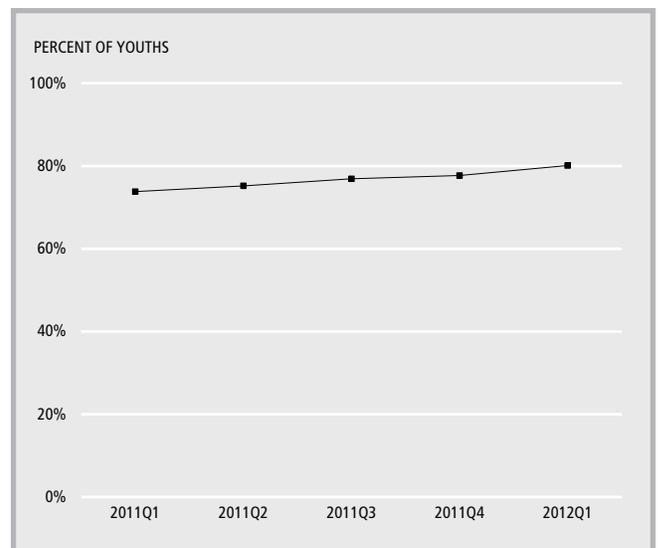
### YOUTHS RECEIVING ALL PROGRAM ELEMENTS



### FREE OF CHARGES DURING PROGRAM



### FREE OF CHARGES AFTER PROGRAM

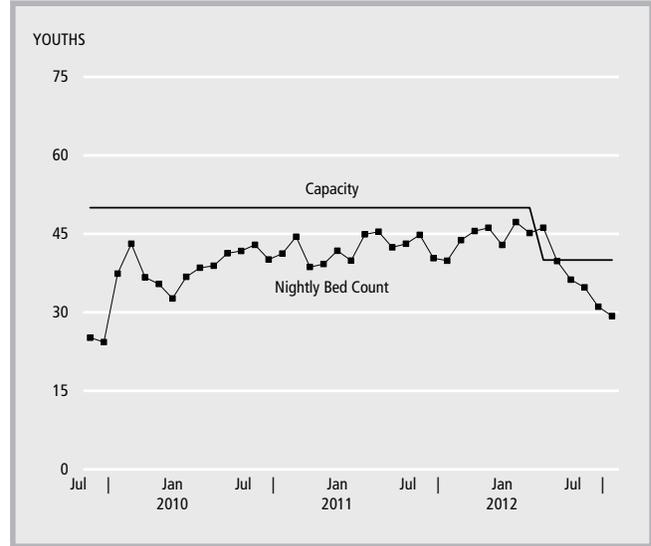


# Work Program

Genesis Youth Center, located in Draper, Utah, is a coeducational, residential work program for juvenile offenders. The program opened in 1994 and serves youths from all parts of the State. It is administered by the Office of Early Intervention Services. During FY 2012, 50 beds were available, 30 beds for boys and 10 beds for girls. This number was dropped to 40 beds at the start of FY 2013 as a result of budget reductions.

The main purpose of the Genesis program is to hold youths accountable for their delinquent behavior. They are given the opportunity to work off court ordered restitution owed to their victims and service hours owed to the community. Residents typically work 6 days a week in projects at the center and at a variety of different work sites in the community. During FY 2012, residents worked 64,623 hours. At minimum wage (\$7.25/hr), this represents a return to the community of over \$468,000.

## AVERAGE NIGHTLY BED COUNT



### QUICK FACTS GENESIS YOUTH CENTER

|                                 |           |
|---------------------------------|-----------|
| BEDS.....                       | 40        |
| ADMISSIONS.....                 | 232       |
| GIRLS.....                      | 37        |
| BOYS.....                       | 195       |
| DIFFERENT YOUTHS SERVED .....   | 268       |
| AVERAGE NIGHTLY BED COUNT ..... | 43.0      |
| WORK HOURS COMPLETED.....       | 64,623    |
| AVERAGE LENGTH OF STAY .....    | 67.9 DAYS |
| DAILY COST PER BED .....        | \$181.64  |

The chart at top right represents the average nightly number of youths in residence at Genesis Youth Center each month between July of 2009 (FY 2010) through September of 2012 (FY 2013). As may be seen from the capacity line, the number of available beds was reduced from 50 to 40 in July of 2012. The Genesis population averaged 36.0 in FY 2010, 42.0 in FY 2011, and 43 in FY 2012. During FY 2012, there were 232 admissions to Genesis, 37 girls and 195 boys. Average length of stay during the year was about 68 days.

Genesis makes every attempt to ensure that work projects involving residents result in a positive experience for all parties involved. The program has arranged to have a variety of meaningful work sites at non-profit agencies located in the community. These include Head Start, Habitat for Humanity, the US Forest Service, Life Care, and Heritage Park. Work done on these projects adds real value to the participating agencies and the community.

While preparing for and participating in work projects, Genesis staff members help youths learn and



Genesis youths on a work crew helping Saratoga residents clean up after flooding.



Workshop at Genesis Youth Center.



Sheds being built by residents of Genesis Youth Center.

develop meaningful job skills that keep them safe on work projects and may help them obtain employment after release from the program. A successful and popular example of this approach is the vocational woodworking program that is offered to both male and female residents. Youths are taught basic safety rules and must demonstrate proficiency in the use of equipment before they are allowed to participate in projects. As an example, residents learn woodworking skills in a controlled shop environment and then apply those skills constructing sheds, which, later, are sold to the public.

In addition to required work projects, residents are expected to make educational progress. They attend school on site, and may receive assistance in preparing for the GED exam. Classrooms at the facility are operated by the Canyons School District Youth In Custody program (see "Youth in Custody Educational Programs," page 69). The School District provides two full-time academic teachers and a full-time vocational teacher. Academic instruction is based on a combination of conventional classroom instruction and on-line competency based courses. Teachers utilize hands on techniques and experiential learning to engage students.

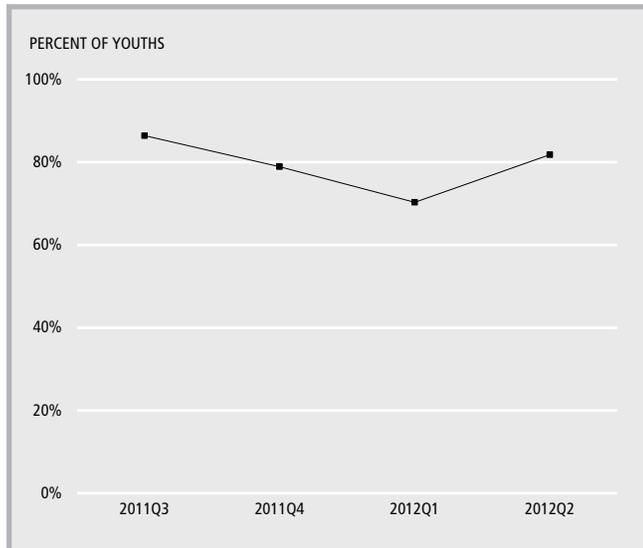
Youths at Genesis often start the program with seri-

ous academic deficiencies. Although the average stay is relatively short (67.9 days), many residents make considerable progress while enrolled in the program. Overall, during the first half of the 2012 school year, youths earned an average of over 1.4 credits (over 5 quarter credits). Opportunities for earning credits are enhanced by the availability of educational software (Pearson NovaNET™) that allows residents to work at their own pace on the specific coursework they need for graduation. Using the program, students are able to earn credits more quickly than in a traditional classroom setting.

When not working or in school, residents may participate in a number of other programs and activities. Among the options is the Going for the Goal program, a research based curriculum that teaches life skills. GED tutoring and testing also are available to further the residents' educational status. During the first half of the 2012 school year, eight residents qualified for their GED. Many others made considerable progress in obtaining the alternative degree.

Volunteers from the community provide residents with additional opportunities. They make arrangements for church services at the facility, bring in special meals on holidays, and arrange for outside speakers.

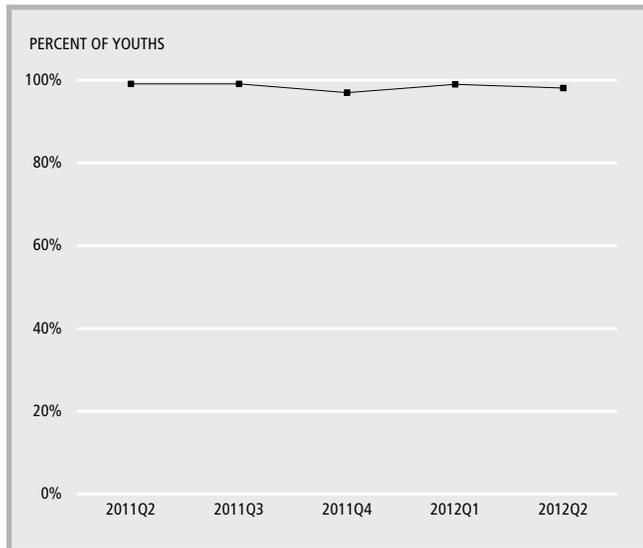
## YOUTHS MEETING COURT OBLIGATION



## Performance Measures

All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The work program's goal is *to provide work opportunities to youths with substantial court-ordered obligations to allow them to demonstrate accountability by working off court ordered restitution and service owed to their victims and the community.*

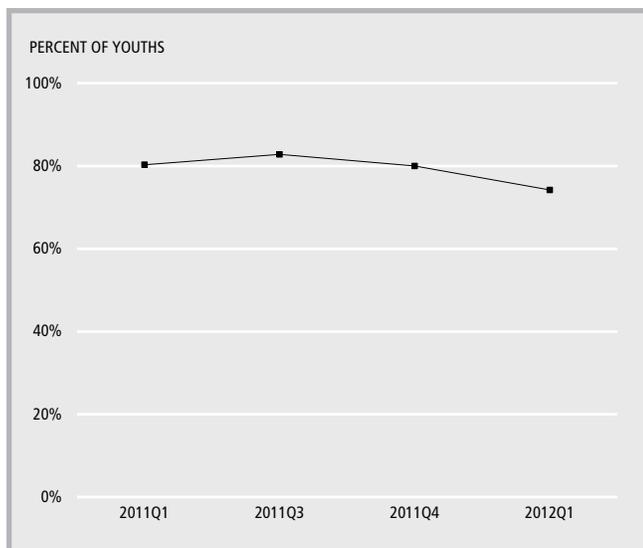
## FREE OF CHARGES DURING PROGRAM



Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter.

Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at top left identifies the percentages of youths leaving the program who completed at least 85% of their court-ordered obligations while enrolled in the program. Overall, an average of over 79% of youths completed 85% of their obligations during program-ming. Values ranged from a low of 70.3% in the first quarter of 2012 to high of 86.4% for youths completing the program in the third quarter of 2011.

## FREE OF CHARGES AFTER PROGRAM



The chart at center left identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, an average of over 98% of youths avoided new charges while in the program. Values ranged from a low of 97.0% in the fourth quarter of 2011 to a high of 99.1% in both the second and third quarters of 2011.

The chart at bottom left shows the percentages of youths who were free a new felony- or misdemeanor-type charge in the 90 days following release from the Genesis program. Overall, an average of over 79% of youths avoided a new charge in the 90 days after release. Values ranged from a low of 74.2% in the first quarter of 2012 to a high of 82.8% in the third quarter of 2011. Though not shown, the overall percentage of youths free of a new felony-type charge alone was over 95%.

# Detention

Locked Detention facilities provide short-term confinement for delinquent youths awaiting adjudication or placement or serving a sentence ordered by the Juvenile Court. These programs often are a youth's first point of contact with Utah's juvenile justice system. While in residence, youths participate in structured programming and receive educational services and medical screening.

## QUICK FACTS LOCKED DETENTION

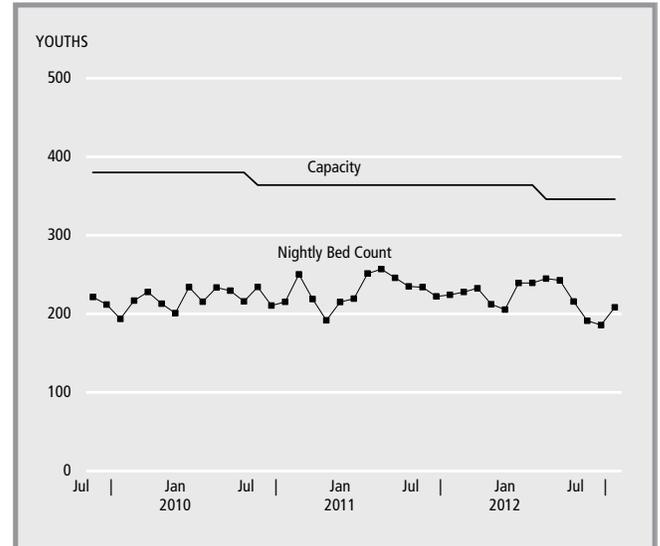
|                                   |          |
|-----------------------------------|----------|
| NUMBER OF PROGRAMS .....          | 11       |
| BEDS.....                         | 346      |
| ADMISSIONS.....                   | 9,763    |
| DIFFERENT YOUTHS SERVED .....     | 4,619    |
| AVERAGE NIGHTLY BED COUNT .....   | 227.6    |
| LENGTH OF STAY PER ADMISSION..... | 8.5 DAYS |
| DAILY COST PER BED .....          | \$163.65 |

Locked detention programs function within the framework of the BARJ Model (see "Who We Are, ..." page 6) to provide secure custody and activities aimed at helping youths take responsibility for their offenses and learning socially acceptable skills. Programs also attempt to help youths keep contact with families and the community. Family visitation is encouraged and non-denominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see "Youth In Custody Educational Programs," page 69) operate every weekday at each facility.

Statewide, the Division operates 11 separate locked detention programs: 7 programs are administered by the Office of Rural Programs in rural areas and 4 additional programs are operated by the Office of Correctional Facilities along the Wasatch Front (see table on following page).

The chart at top right represents Statewide average nightly bed count of locked detention for each month from July 2009 (FY 2010) through September 2012 (FY 2013). Over the period, average nightly bed count

## AVERAGE NIGHTLY BED COUNT



rose from 218 in FY 2010 to about 228 in FY 2011 and FY 2012. The average nightly bed count for the first 3 months of FY 2013 was 195. During the same period, the numbers of different youths served dropped from 4,983 in FY 2010 to 4,742 in FY 2011 and 4,619 in FY 2012. Average length of stay per admission rose over the period from 7.9 days in FY 2010, to 8.3 days in FY 2011, and 8.5 days in FY 2012.

As may be seen in the table on the following page, several detention centers were over capacity on some nights during FY 2012. The most extreme cases were the Slate Canyon Youth Center (47.3%) in Provo, the Cache Valley Youth Center (21.0%) in Logan, and the Weber Valley Detention Center (14.2%) in Roy. Though not shown in the table, overcrowding could be more pronounced for boys than girls. For example, though the Dixie facility did not exceed overall capacity on any night of the year, at least some boys were double bunked part of the time.

It should be noted that youths awaiting adjudication who do not pose an immediate risk to themselves or others may be placed on home detention as an alternative to locked detention (see "Organizational Structure," page 18). Home detention provides close supervision and effectively protects the community without the negative consequences of removal from home. These programs are operated by the Office of Rural Programs in rural areas and the Office of Early Intervention Services along the Wasatch Front.



Southwest Utah Youth Center.



Control center at Canyonlands Youth Center.

## Use of Locked Detention Centers During FY 2012.

| Facility                                   | Capacity   | Youths Served <sup>1</sup> | Youths Admits <sup>2</sup> | Nightly Bed Count | Nights Over Capacity <sup>3</sup> | Length of Stay <sup>4</sup> |
|--|------------|----------------------------|----------------------------|-------------------|-----------------------------------|-----------------------------|
| <b>OFFICE OF CORRECTIONAL FACILITIES</b>   |            |                            |                            |                   |                                   |                             |
| FARMINGTON BAY YOUTH CENTER                | 42         | 553                        | 1,153                      | 25.7              | 0.0%                              | 8.2                         |
| WEBER VALLEY DETENTION CENTER <sup>5</sup> | 16         | 458                        | 1,147                      | 21.6              | 14.2%                             | 6.9                         |
| SALT LAKE VALLEY DETENTION                 | 128        | 1,790                      | 3,365                      | 79.1              | 0.0%                              | 8.6                         |
| SLATE CANYON YOUTH CENTER                  | 38         | 819                        | 1,336                      | 37.7              | 47.3%                             | 10.3                        |
| <b>OFFICE OF RURAL PROGRAMS</b>            |            |                            |                            |                   |                                   |                             |
| CACHE VALLEY YOUTH CENTER                  | 16         | 395                        | 774                        | 13.3              | 21.0%                             | 6.3                         |
| CANYONLANDS YOUTH CENTER                   | 16         | 108                        | 235                        | 4.8               | 0.0%                              | 7.4                         |
| SOUTHWEST UTAH YOUTH CENTER                | 10         | 140                        | 282                        | 7.3               | 12.3%                             | 9.4                         |
| DIXIE AREA DETENTION CENTER                | 32         | 217                        | 468                        | 14.9              | 0.0%                              | 11.7                        |
| CASTLE COUNTRY YOUTH CENTER                | 16         | 168                        | 342                        | 7.5               | 0.3%                              | 8.1                         |
| CENTRAL UTAH YOUTH CENTER                  | 16         | 134                        | 223                        | 3.5               | 0.0%                              | 5.7                         |
| SPLIT MOUNTAIN YOUTH CENTER                | 16         | 276                        | 438                        | 12.2              | 13.1%                             | 10.2                        |
| <b>TOTAL</b>                               | <b>346</b> | <b>4,619</b>               | <b>9,763</b>               | <b>227.6</b>      | <b>-</b>                          | <b>8.5</b>                  |

1 "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

2 Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change of status while in detention.

3 "Nights Over Capacity" is based on the numbers of youths in residence at 12:00 AM (midnight) each night in a specified facility.

4 "Length of Stay" estimated using Stock / Flow Ratio:  $(\text{Nightly Bed Count}) / (\text{Admits}) * (\text{Days per Fiscal Year})$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin, March 2001*, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

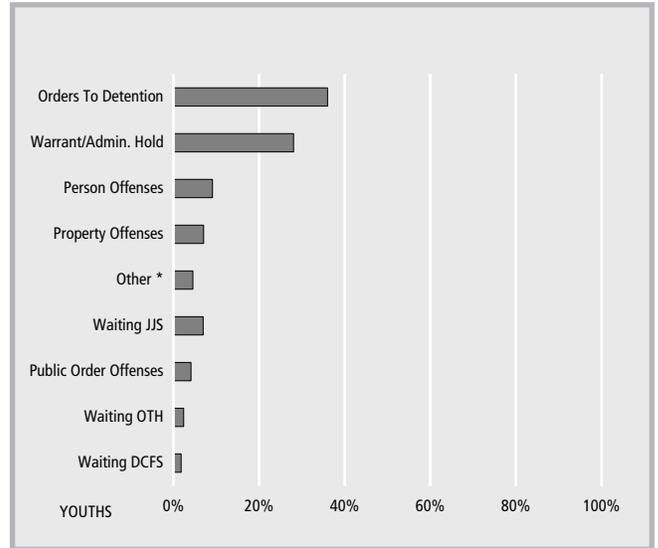
5 Capacity reduced to 16 on April 1, 2012.

During FY 2012, a majority of admissions to locked detention, 64.1%, were for orders to detention (Orders to DT), and warrants or administrative holds (Warrant/Admin). 20.2% of admissions were for delinquent offenses: against other people (Person), involving property (Property), and violations of public order (Public Order).

11.1% of admissions were for youths waiting for a Juvenile Justice Services' placement (Waiting JJS), a Division of Child and Family Services' placement (Waiting DCFS), or some other agency's placement (Waiting OTH).

\* Other (4.5%) included status offenses, infractions, motor vehicle offenses, and admissions not identified with an admitting offense.

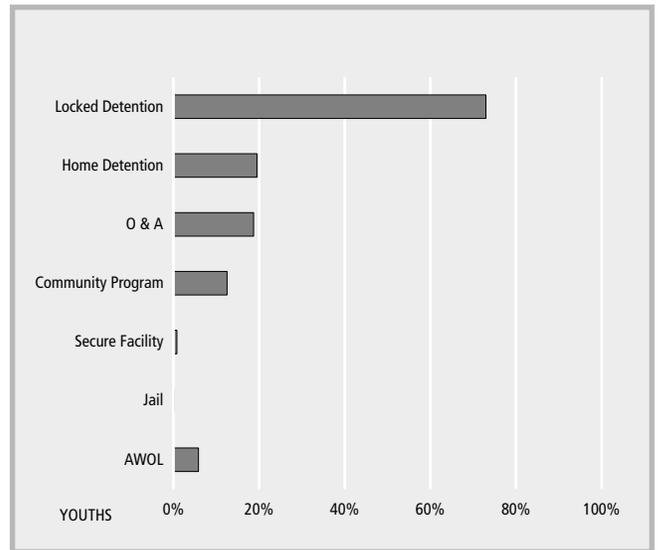
## ADMITTING OFFENSES TO LOCKED DETENTION



The majority of youths admitted to locked detention during FY 2012 had previously been admitted to locked detention (73.0%); 12.5% had previously been placed in an out-of-home, community residential program (Community Program); and 19.5% had been in a home detention placement.

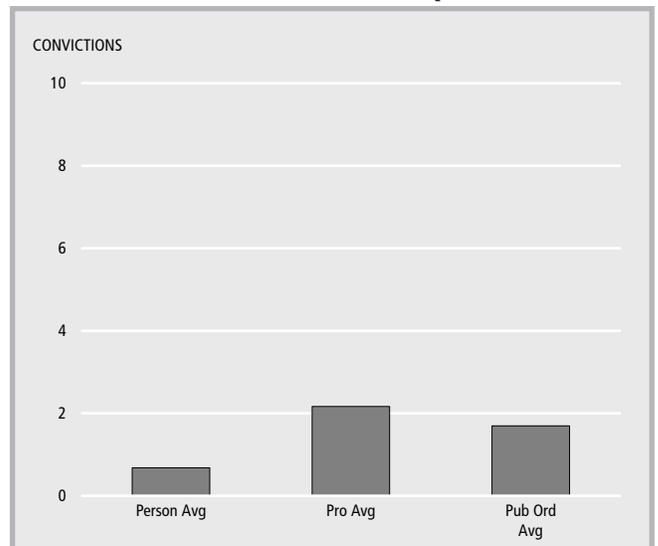
Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: 49.2% had been on probation, 17.5% had been in the custody or under supervision of the Division of Child and Family Services, and over 57% previously had one or both of these types of care.

## PLACEMENT HISTORY

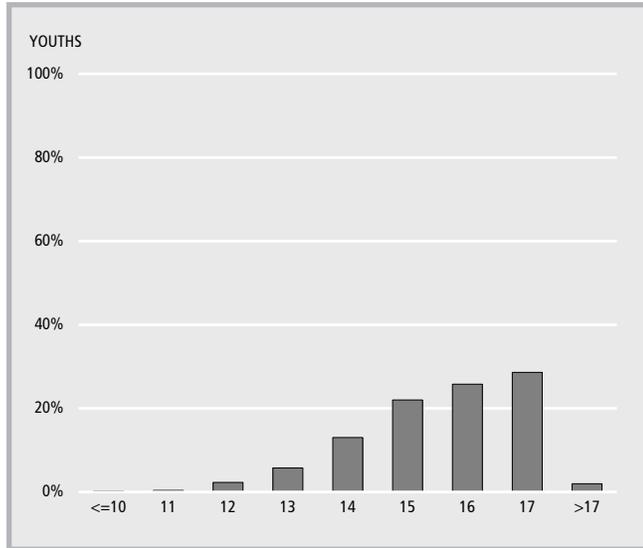


During FY 2012, the large majority of youths admitted to locked detention (90.2%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 4.5 prior convictions. The great majority of these offenses (85.0%) were offenses against property and public order. Offenses against persons represented only about 15.0% of the total.

## DELINQUENCY HISTORY

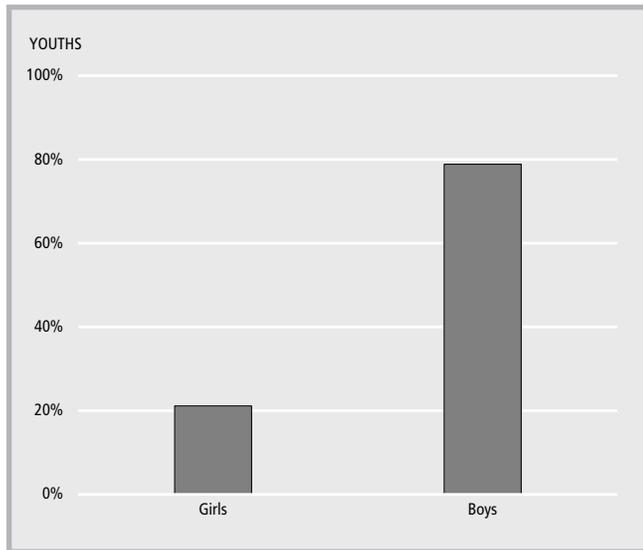


## AGES



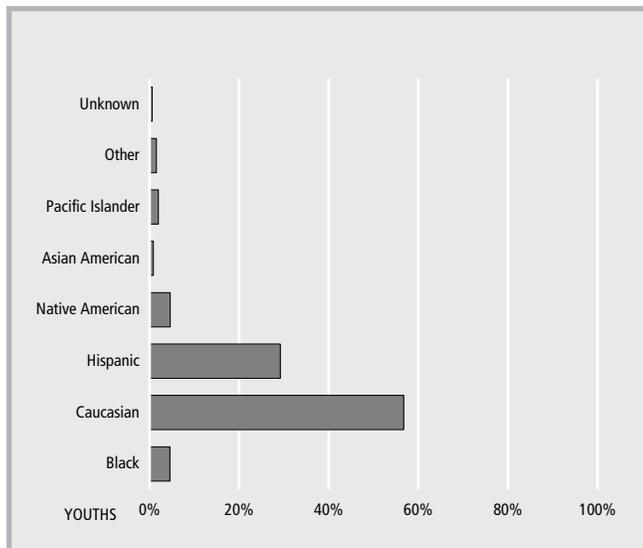
Youths admitted to locked detention during FY 2012 ranged in age from under 10 to over 17 years old. Average age was 16.1, about the same as the average ages in FY 2009 and FY 2010. Of all youths admitted, 89% were between 14 and 17 years old, about the same as in FY 2010 and FY 2011.

## GENDER



Girls represented about 21% of all youths admitted to locked detention during FY 2011, or just over in every five admissions. This is lower than the percentages of 22.5% for FY 2010 and 23.2% for FY 2011.

## RACE & ETHNICITY



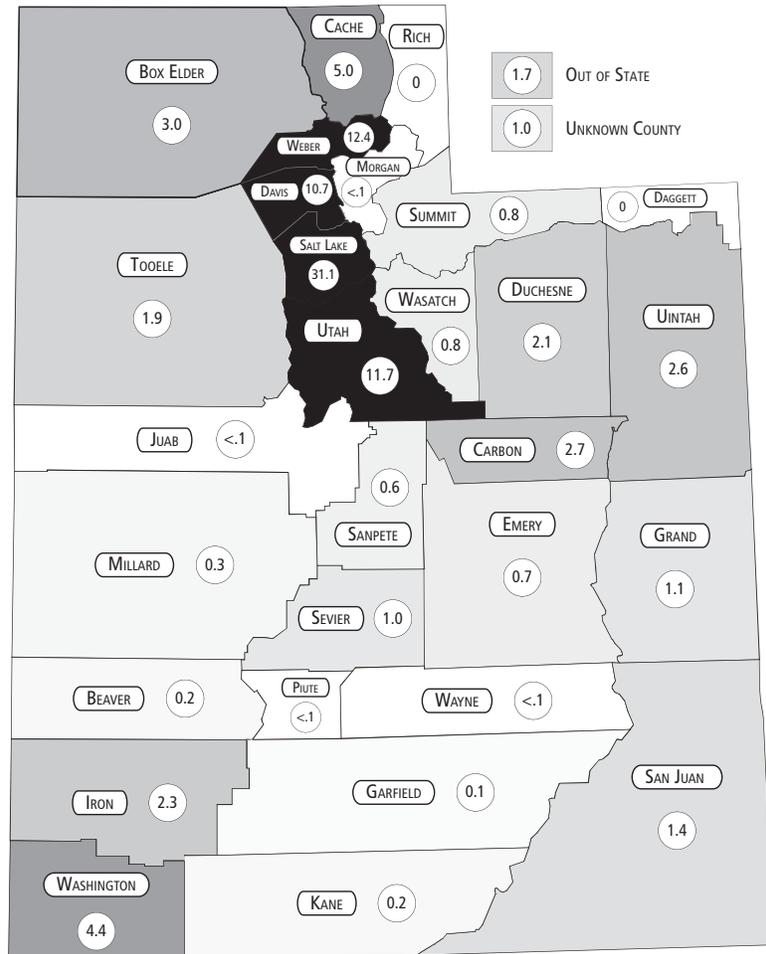
Continuing a trend of many years, minorities were overrepresented in locked detention. Collectively, they accounted for over 43% of all admissions, though they represent about 21% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were represented over 3.0 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 2 times more frequently.

## Admissions by County

Statewide, there were 9,763 admissions to Utah's locked detention programs during FY 2012. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 1.9% of admissions involved youths from Tooele County.

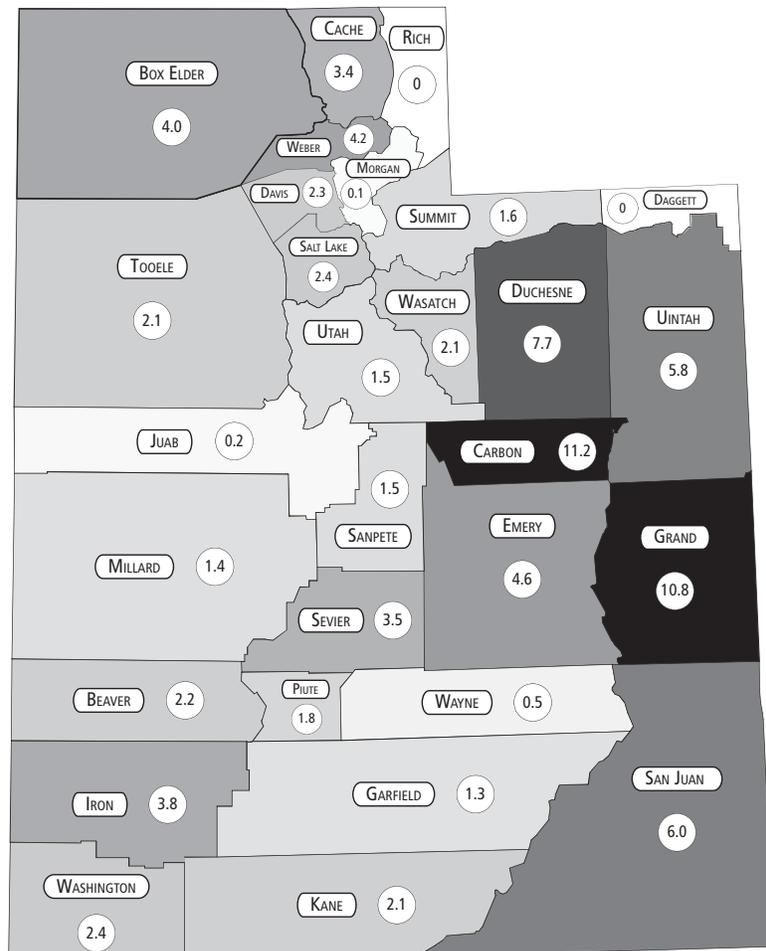
- Salt Lake County, the State's most populous county, had the largest total, accounting for 31.1% all admissions. At the other extreme, no youths were admitted to detention from Daggett or Rich Counties.
- Rural counties served by the Office of Rural Programs contributed 28.6% of all admissions. These counties are home to about 21% of Utah's 10 to 17 year olds.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for over 65.9% of all detention admissions. These counties are home to 74.8% of the State's 10 to 17 year olds.
- 1.7% of admissions were out-of-state youths.



## Admission Rates by County

The map at bottom right represents the rates of admission to locked detention for each of Utah's 29 counties. Shading and numbers represent numbers of admissions for each 100 youths aged 10 to 17. For example, there were 4.0 admissions for every 100 youths aged 10 to 17 in Box Elder County.

- Statewide, there were about 2.6 admissions to locked detention for each 100 youths.
- Rates of detention admission were highest in Carbon (11.2) and Grand (10.8) Counties.
- Salt Lake County, the State's most populous county, had an admission rate of 2.4 per 100 youths at risk.
- Rural counties had a rate of 3.6 admissions per 100 youths; urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 2.3.
- Overall rates of admission to detention were slightly lower for counties that have a detention center than for those that do not.



# Multiuse Facilities

The Division's multiuse facilities are designed to provide a variety of residential and nonresidential services for youths in rural communities. The facilities have become integral parts of local juvenile justice efforts.

During FY 2012, multiuse facilities operated in six rural communities: (1) Split Mountain Youth Center, in Vernal; (2) Central Utah Youth Center, in Richfield; (3) Canyonlands Youth Center, in Blanding; (4) Cache Valley Youth Center, in Logan; (5) Castle Country Youth Center, in Price; and (6) the Washington County Youth Crisis Center in St. George. Though the locked detention function of the Washington County center was moved to a separate facility in the area, the Dixie Area Detention Center, the Washington County facility continues to provide shelter, receiving center, and other non-secure services.

Collectively, multiuse facilities provide 122 beds of locked detention (including 32 detention beds at the Dixie Area Detention) and 70 non-secure beds. Non-secure beds may be used for a variety of residential programs including observation and assessment, shelter, and youth services. Centers also have programming space for educational activities, receiving center functions, work programs, and youth services.

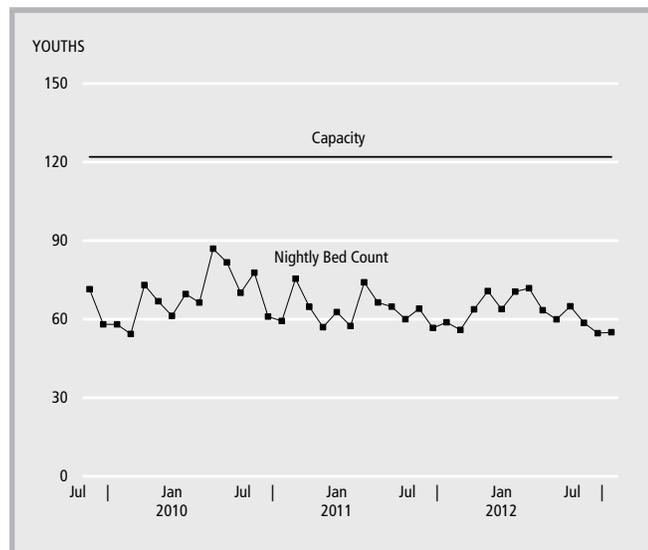
Use of locked detention beds between July 2009 (FY 2010) through September 2012 (FY 2013) is presented in the chart at bottom left. During FY 2012, detention average nightly bed count did not exceed overall capacity. However, as described previously (see "Detention," page 31), some programs did experience overcrowding.



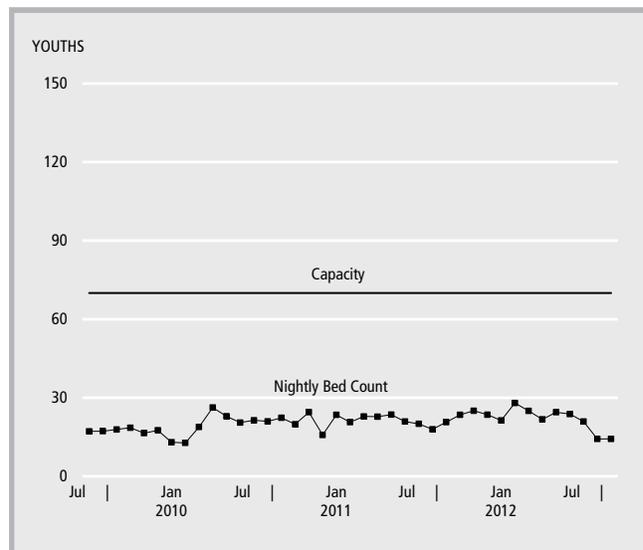
Students and staff in a classroom at Split Mountain Youth Center.

The extreme was the Cache Valley Youth Center which exceeded capacity on over 21% of all nights. Overall use of non-secure beds is presented in the chart at bottom right. During FY 2012, there was an average of 22.9 youths in residence each night. This includes an average of 5.1 youths in shelter programs at five different facilities, and an average of 15.5 youths each night in observation and assessment programs at three different centers. In the first quarter of FY 2013, a fourth observation and assessment program began deliver of services from the Canyonlands Youth Center in Blanding.

## LOCKED DETENTION USE



## NONSECURE BED USE



# Case Management

The Juvenile Court assigns the most serious and chronic juvenile offenders to the custody of the Division for extended care. These youths often have continued to offend while in less structured programs, such as probation, or pose a serious risk to themselves or the community. Each youth committed to the Division for community placement, observation and assessment, or secure care is assigned to an individual case manager. Case management is administered through the Division’s Office of Community Programs and Office of Rural Programs.

## QUICK FACTS CASE MANAGEMENT

|                                 |           |
|---------------------------------|-----------|
| NUMBER OF WORKERS .....         | 70        |
| SERVICE AREA.....               | STATEWIDE |
| NEW COMMITMENTS                 |           |
| OBSERVATION & ASSESSMENT.....   | 547       |
| COMMUNITY PLACEMENT .....       | 520       |
| SECURE CARE .....               | 170       |
| DIFFERENT YOUTHS SERVED .....   | 1,893     |
| AVERAGE DAILY ASSIGNMENTS ..... | 960       |
| DAILY COST PER YOUTH.....       | \$17.85   |

Case managers evaluate the youth’s needs for services based on (1) the youth’s personal history, (2) information from other workers, (3) the risk assessment process and other assessments, and (4) directions and orders from the Juvenile Court. Findings are interpreted within the framework of the Division’s Mission Statement and the BARJ Model (see “Who We Are, ...,” page 6) to develop a Needs Assessment Service Plan. The plan documents (1) the youth’s strengths and weaknesses, (2) identifies appropriate services, and (3) sets goals for completion.

Once a service plan is in place, case managers arrange and monitor delivery of services and document the youth’s progress in meeting service-plan goals. Case managers also coordinate with staff in residential programs and facilities to support youths when they return home upon completion of the program. Periodically, case managers meet with the Juvenile Court and the Youth Parole Authority to review the progress individual



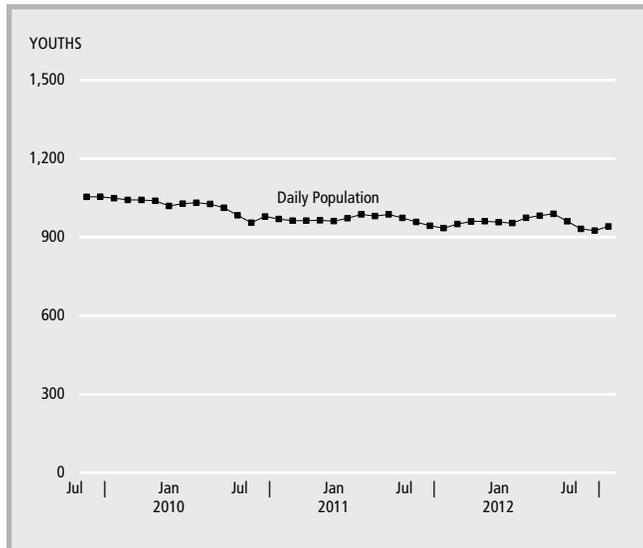
Ogden case manager.

youths have made in meeting the objectives of their service plans and to make recommendations for future interventions.

Case managers also are responsible for maintaining the documentation required for the Division to collect revenues from Title IV-E Federal entitlements. As a result of their efforts, the Division receives approximately \$750,000 of Title IV-E Foster Care funding to help defray the costs of Case Management and Case Management Support (costs associated with administering Title IV-E Foster Care for youths). Case Managers also helped the Division secure over \$1,600,000 of Federal Title IV-E Foster Care funding to help offset the costs of room and board for youths.

A key resource for case managers is the Protective and Risk Assessment, Utah's standardized risk assessment tool developed in collaboration with Juvenile Court Probation (see “Protective and Risk Assessment Project,” page 66). The assessment is used to identify protective and risk factors known to be associated with future delinquency and other problems. Reassessments are used to document progress and identify continuing issues. Risk assessment information is managed by the CARE information system (see “Court & Agencies’ Record Exchange (CARE),” page 67) and is immediately available to other workers associated with a youth. The CARE system also includes other data-collection and reporting tools that facilitate development of the youth’s service plan and documentation of progress.

## AVERAGE DAILY POPULATION

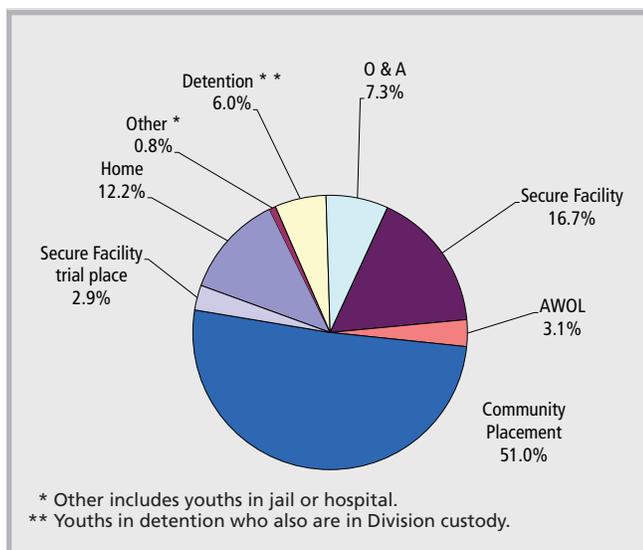


An average of 960 custody youths were on assignment to Division case managers each day during FY 2012. The average was 1,032 in FY 2011 and 971 in FY 2010.



Case manager conferring on case.

## TYPICAL PLACEMENTS



On a typical day, during FY 2012, the majority of youths assigned to Division case managers (73%) were in community placements, home placements, observation and assessment (O&A) programs, or on trial placement.

About 23% of the youths were in locked secure facilities or locked detention.

During FY 2012, the Division's 70 case managers coordinated and provided services to an average of about 14 youths each day.

## Performance Measures

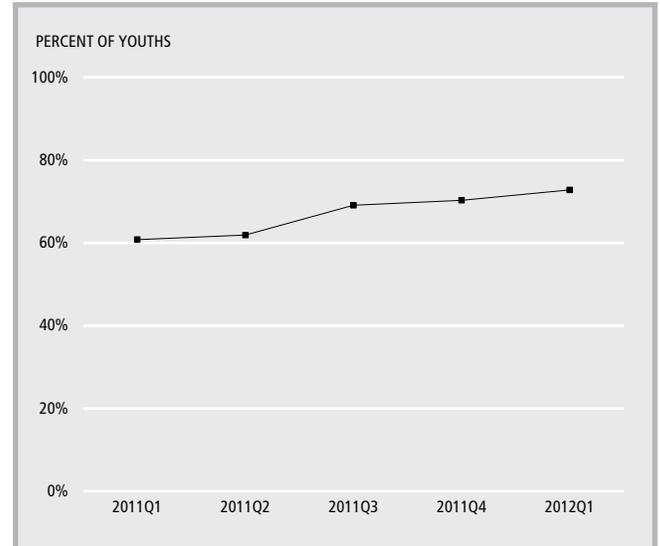
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The goal for the Division's case management program is *to coordinate interventions and supervision that address criminogenic needs of adjudicated youths who require removal from home to curtail further delinquent activity.*

Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter. The chart at top right shows results of an additional service measure, monthly, face-to-face meetings with youths. Overall, 67.0% of youths received monthly visits. Percentages rose across the period from a low of 60.8% in the first quarter of 2011 to a high of 72.8% in the first quarter of 2012.

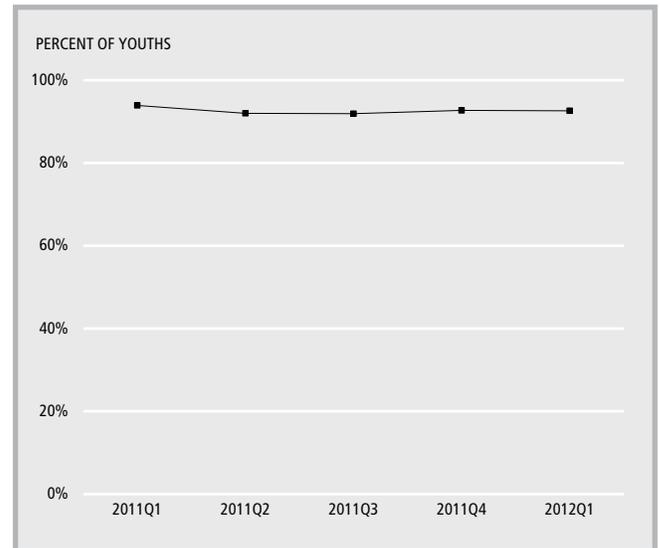
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while under case management supervision. Overall, an average of 92.6% of youths avoided new charges. Percentages ranged from a low of 91.9% in the third quarter of 2011 to a high of 93.9% in the first quarter of 2011. Though not shown, percentages of youths free of felony-type charges alone while under case management supervision were much higher. Overall, an average of 97.9% of youths avoided new charges.

The chart at bottom right shows the percentages of youths who avoided new felony- or misdemeanor-type charges in the 360 days following release from case management supervision. Overall, 49.8% of youths avoided receiving new felony- or misdemeanor-type charges in the year after leaving case management supervision. The lowest percentage was 42.9% in the first quarter of 2010. The highest was 53.7% for the third quarter of 2010. Though not shown, overall, 80.9% of youths avoided a new felony-type charge in the year after release from supervision.

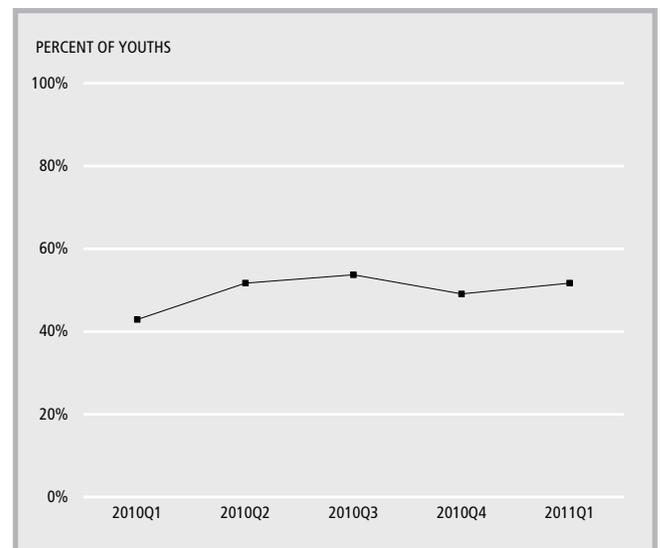
### MONTHLY FACE-TO-FACE VISITS



### FREE OF CHARGES DURING PROGRAM



### FREE OF CHARGES AFTER PROGRAM



# Observation and Assessment

Observation and assessment (O&A) is a 45-day residential program that provides comprehensive evaluation, treatment planning, and recommendations. Youths receive extensive psychological, behavioral, social, educational, and physical assessments to identify their needs for services. Evaluation results are interpreted within the framework of the Division’s Mission Statement and the principles of the BARJ Model (see “Who We Are, ..,” page 6). Findings of the process form the basis for recommendations made to the Juvenile Court and case management.

## QUICK FACTS

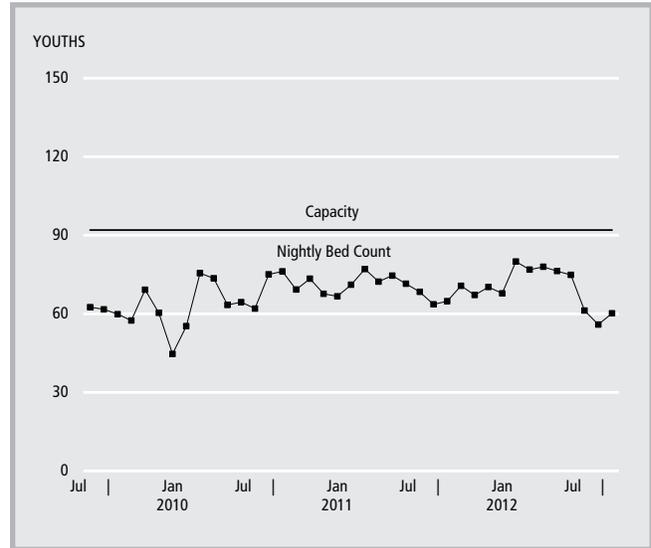
### OBSERVATION AND ASSESSMENT

|                                 |           |
|---------------------------------|-----------|
| NUMBER OF PROGRAMS              |           |
| O&A FACILITIES.....             | 5         |
| MULTIUSE FACILITIES.....        | 3         |
| <br>                            |           |
| O&A BEDS .....                  | 92        |
| <br>                            |           |
| ADMISSIONS .....                | 583       |
| <br>                            |           |
| DIFFERENT YOUTHS SERVED .....   | 638       |
| <br>                            |           |
| AVERAGE NIGHTLY BED COUNT ..... | 71.3      |
| <br>                            |           |
| AVERAGE LENGTH OF STAY .....    | 44.8 DAYS |
| <br>                            |           |
| DAILY COST PER BED .....        | \$201.93  |

While in O&A, youths receive educational services through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 69). YIC teachers, provided by local school districts, hold classes each weekday for all youths. Work finished in O&A classrooms may be credited to a youth’s regular academic record so that progress toward graduation can continue even while the youth is in custody.

O&A centers also have developed opportunities for youths to meet their court-ordered obligations to perform community service and make restitution to victims. Work projects have included painting houses and shovelling snow for the elderly, cleaning sections of highway, helping with mailings for various community

## AVERAGE NIGHTLY BED COUNT



agencies, and making toys for underprivileged children. Projects such as these represent opportunities for youth to learn good work habits, find satisfaction in positive social activities, and acknowledge personal responsibility for the damage they have done.

During FY 2012, the Office of Community Programs provided O&A services through four facilities along the Wasatch Front. An additional O&A program, the Farmington Bay Youth Center O&A in Farmington, was operated under contract with a private provider. Administratively, the Farmington facility operates under the Office of Correctional Facilities because it is collocated with the Farmington Bay locked detention program. O&A services also were provided by the Office of Rural Programs through its multiuse facilities in Logan, Vernal, and Richfield. This arrangement has helped the Division provide additional O&A services while keeping youths close to their families, schools, and other community members who must play critical roles in the youth’s rehabilitation and future success.

The chart at top right represents Statewide average nightly bed count of observation and assessment for each month from July 2009 (FY 2010) through September 2012 (FY 2013). Nightly bed count rose over the period from a yearly average of 62 in FY 2010 then rose to 71.4 in FY 2011 and FY 2012. Average length of stay per admission was between 44 and 45 days in all three years of the reporting period.



Split Mountain O&A staff and youths clearing snow for service project.



Multiple use area at Springville O&A.

## Use of Observation and Assessment Centers During FY 2012.

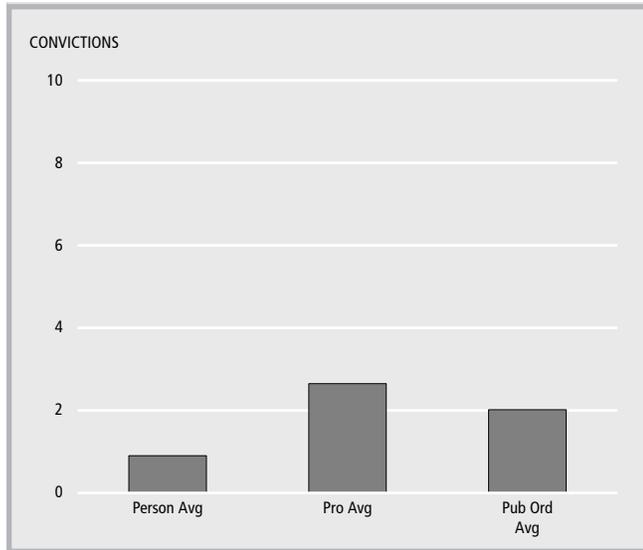
| Facility                                 | Capacity  | Youths Served <sup>1</sup> | Admits     | Nightly Bed Count | Nights Over Capacity <sup>2</sup> | Length of Stay <sup>3</sup> |
|--|-----------|----------------------------|------------|-------------------|-----------------------------------|-----------------------------|
| <b>OFFICE OF CORRECTIONAL FACILITIES</b> |           |                            |            |                   |                                   |                             |
| FARMINGTON BAY YOUTH CENTER - O&A        | 18        | 125                        | 111        | 14.6              | 0.0%                              | 48.1                        |
| <b>OFFICE OF COMMUNITY PROGRAMS</b>      |           |                            |            |                   |                                   |                             |
| OGDEN O&A                                | 16        | 86                         | 78         | 9.1               | 0.0%                              | 42.9                        |
| SALT LAKE O&A                            | 16        | 123                        | 112        | 13.8              | 0.0%                              | 45.1                        |
| SALT LAKE GIRLS O&A                      | 8         | 62                         | 56         | 6.6               | 0.0%                              | 42.8                        |
| SPRINGVILLE O&A                          | 16        | 104                        | 92         | 11.8              | 0.0%                              | 47.0                        |
| <b>OFFICE OF RURAL PROGRAMS</b>          |           |                            |            |                   |                                   |                             |
| CACHE VALLEY YOUTH CENTER                | 6         | 53                         | 48         | 5.5               | 47.0%                             | 41.6                        |
| CENTRAL UTAH YOUTH CENTER                | 6         | 52                         | 47         | 5.5               | 32.5%                             | 42.7                        |
| SPLIT MOUNTAIN YOUTH CENTER              | 6         | 40                         | 39         | 4.5               | 9.8%                              | 41.9                        |
| <b>TOTAL</b>                             | <b>92</b> | <b>639</b>                 | <b>583</b> | <b>71.3</b>       | <b>-</b>                          | <b>44.8</b>                 |

<sup>1</sup> "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

<sup>2</sup> "Nights Over Capacity" is based on the actual numbers of beds available each night.

<sup>3</sup> "Length of Stay" estimated using Stock / Flow Ratio:  $(\text{Nightly Bed Count} / \text{Admits}) * (\text{Days per Fiscal Year})$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

## DELINQUENCY HISTORY



Overall, youths admitted to observation and assessment during FY 2012 had an average of 5.6 felony- and misdemeanor-type convictions. The numbers were 6.0 in FY 2010 and 5.9 in FY 2011.

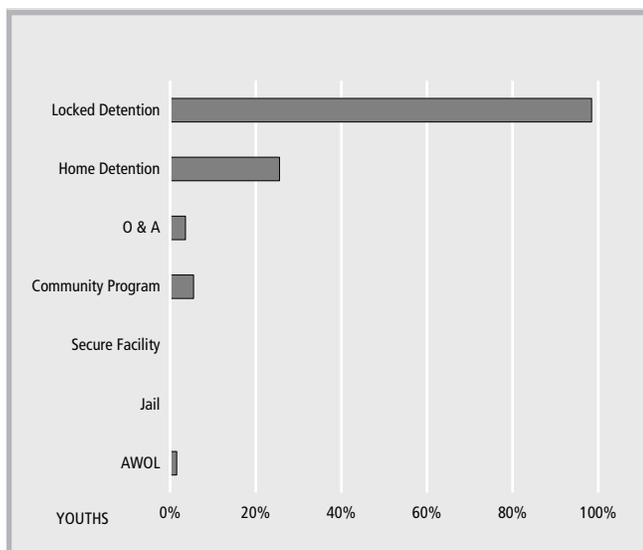
The great majority of offenses (84%) were offenses against property or public order. Only about 16% were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.5; 79% of them were between 10 and 14 years old at their first delinquency.



Staff member and youth at Springville O&A.

## PLACEMENT HISTORY

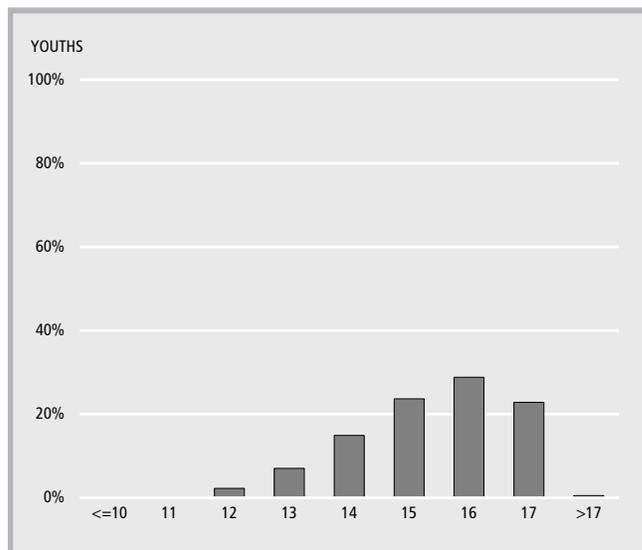


Nearly all youths admitted to O&A, 99%, had previously been admitted to locked detention; 6% had previously been placed in an out-of-home, community residential program (Community Program); and about 26% had been under home detention.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: nearly 55% had been on probation, nearly 18% had been in the custody or under supervision of the Division of Child and Family Services, and over 62% previously had one or both of these types of care.

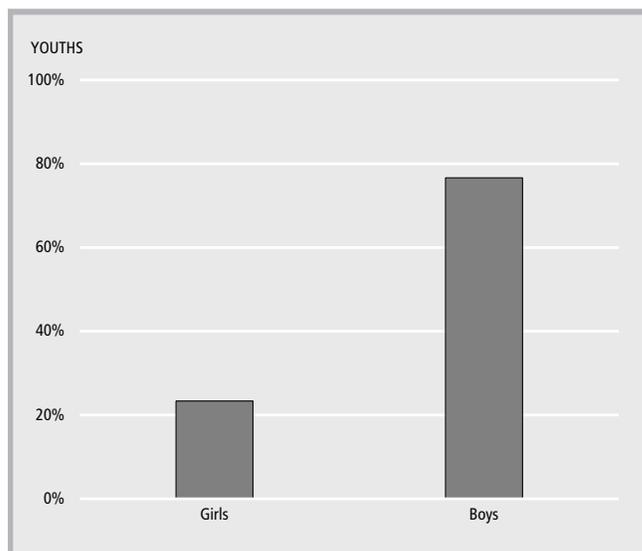
## AGES

Youths admitted to O&A ranged from 12 to over 17 years old and averaged 15.9, about the same as in FY 2010 and FY 2011. 75% were between the ages of 15 and 17.



## GENDER

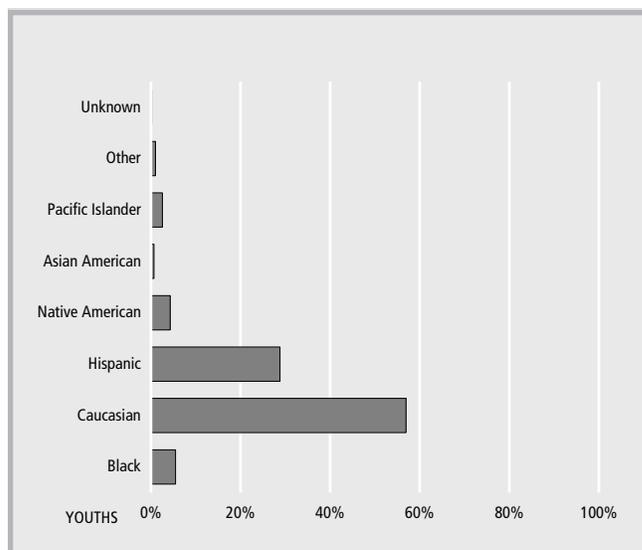
The percentage of girls admitted to O&A was over 23% during FY 2012. This compares to 21% in FY 2010 and 24% in FY 2012.



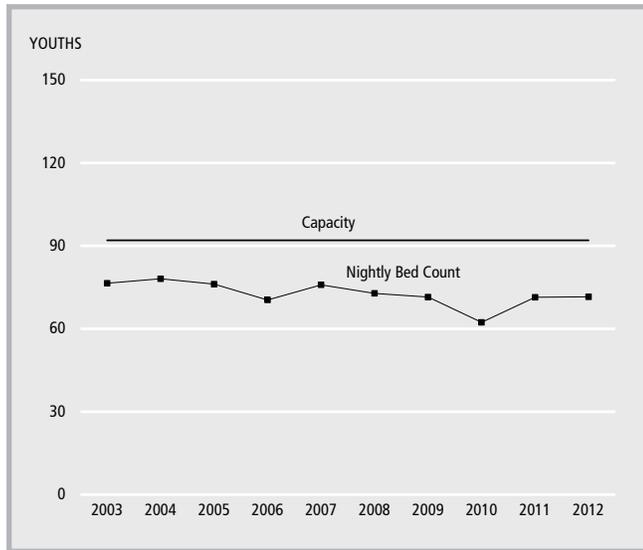
## RACE & ETHNICITY

Minorities were overrepresented in O&A. Collectively, they accounted for over 43% of all admissions, though they only represent about 21% of Utah's youths. Minority youths accounted for about 44% of all admissions in FY 2010 and 47% of all admissions in FY 2010.

Blacks were placed over 3.6 times as often as would be expected based on their proportion in the population at large; Native Americans were placed 3.1 times as often; Hispanics were placed 2.0 times as often.



## AVERAGE NIGHTLY BED COUNT

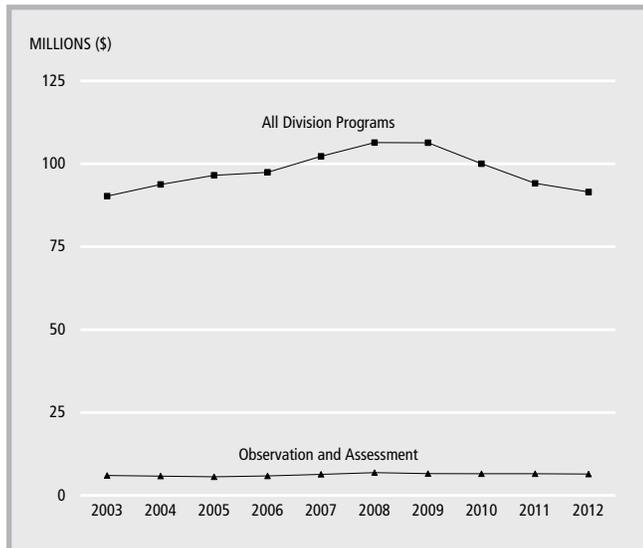


## 10-Year Trends

### Demographics

- **Nightly Bed Count.** Average nightly bed count in O&A (see chart at top left) ranged between 70 and 80 during most of the 10-year period from FY 2003 and FY 2012. The lowest count of the period was 62 in FY 2010 and the highest was 78 in FY 2004. The number for FY 2012 was 71. Over the same 10-year period, Utah's 10 to 17 year old population increased by 18.5%.
- **Age.** The average age of youths admitted to O&A programs was between 15.8 and 16.0 during each year of the 10-year period.
- **Gender.** The percentage of girls admitted to O&A rose during the first 5 years of the period to a high of over 32% in FY 2006. Percentages of girls then fell steadily to a 10-year low of 21% in FY 2010. Girls accounted for 23% of admissions in FY 2012.
- **Race & Ethnicity.** Minority youths represented an increasingly large proportion of admissions to O&A. Percentages grew from about 32% in FY 2003 to a high for the period of about 47% in FY 2011. The number in FY 2012 was 43%

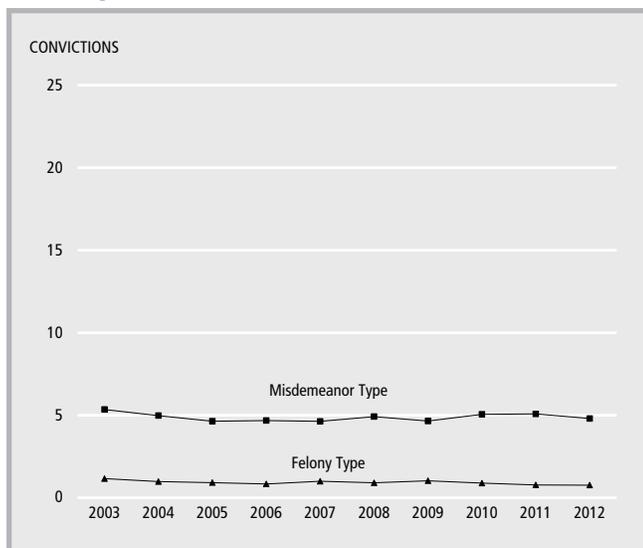
## BUDGET



### Budget

- **Expenditures.** The budget for O&A represented about 7% of the Division's overall expenditures in FY 2012. Over the 10-year period, the O&A budget increased by about 7%, from \$6,021,945 in FY 2003 to \$6,442,000 in FY 2012 (see chart at center left). Over the same period, the Division's overall budget increased by 1.4%.

## DELINQUENCY HISTORY



### Delinquency

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions at admission declined by over 14% between FY 2003 and FY 2012 (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more convictions for a life-endangering felony declined by about 27%, from 16.0% in FY 2003 to 11.7% in FY 2012.

## Performance Measures

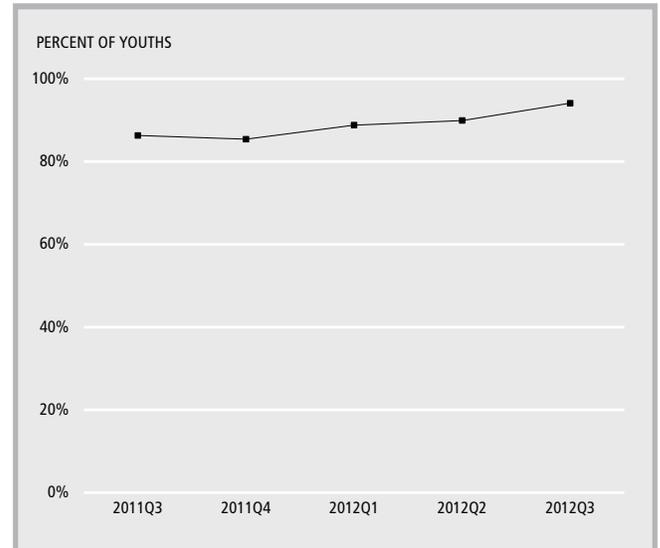
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The shared goal for the Division's observation and assessment programs is *to provide Juvenile Court Judges with individualized placement and treatment recommendations, for adjudicated youths, that identify and address the youths' criminogenic issues.*

Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter.

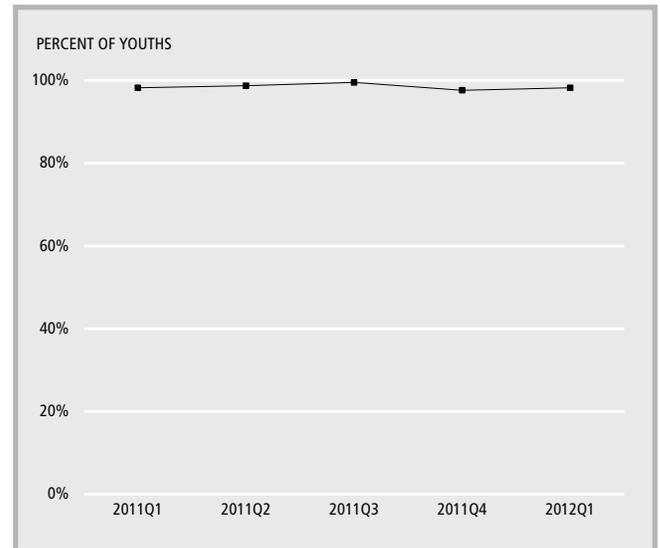
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at top right represents the percentages of youths whose O&A recommendation was followed by the Juvenile Court. Overall, across the five quarter reporting period, nearly 88.9% of O&A recommendations matched the Court decision. Percentages increased across the period from a low of 86.3% in the first quarter of 2011 to a high of 94.1% in the third quarter of 2012.

The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, an average of 98.4% of youths remained free of charges. Values ranged from a low of 97.6% in the fourth quarter of 2011 to a high of 99.5% in the third quarter of 2011. Though not shown, percentages of youths who remained free of felony charges alone while enrolled in the program were much higher. Overall, 99.5% of youths avoided receiving a new charge.

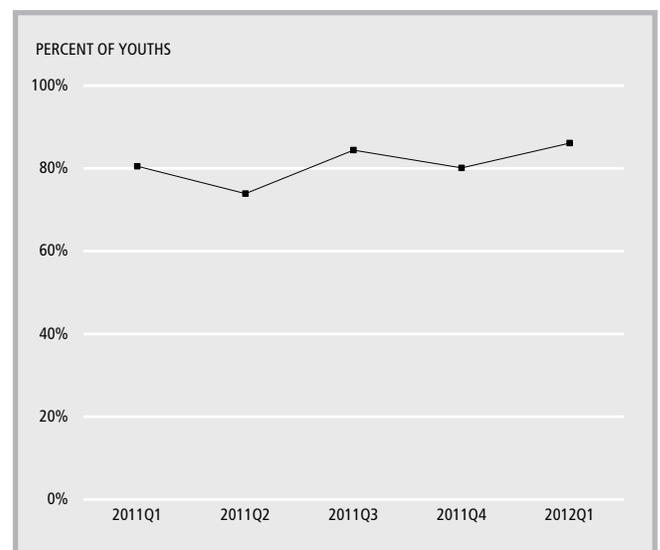
The chart at bottom right shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from O&A. The overall rate for the five-quarter reporting period was 81.0%. Rates ranged from a low of 73.9% in the second quarter of 2011 to a high of 86.1% in the first quarter of 2012. Though not shown, a much higher percentage of youths avoided a new felony-type charge alone. Overall, 96.3% of youths avoided a new charge in the 90 days after leaving O&A.



## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



# Community Programs

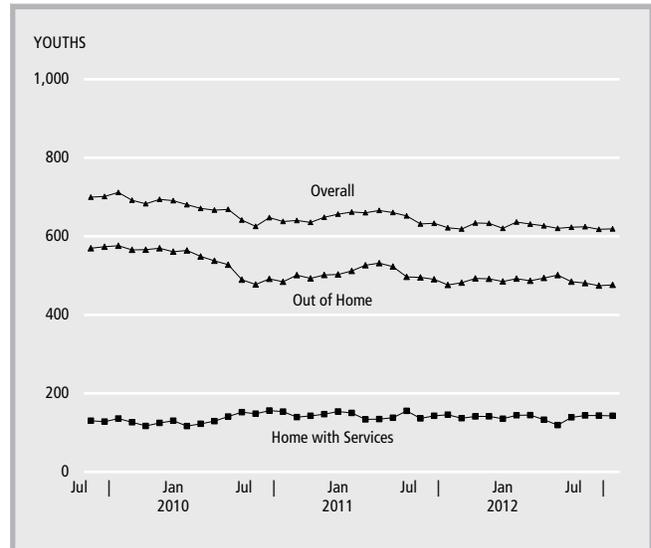
Community programs are residential and non-residential services provided in a community-based environment. They typically are provided to two different groups of youths: (1) youths committed to the Division's custody for community placement and (2) youths who have been paroled from secure facilities and are transitioning back to the community. Historically, the Division also coordinated with Juvenile Court Probation to provide short-term (usually 45 days) residential placement for youths in the state supervision program. Placements were supplied by private providers under contract with the Division. In January of 2009, services supplied by the Division for state supervision were suspended as a cost-cutting measure. Juvenile Court Probation has continued some nonresidential portions of the program.

## QUICK FACTS COMMUNITY PROGRAMS

|                                |                |
|--------------------------------|----------------|
| SERVICE AREA.....              | STATEWIDE      |
| NUMBER OF PROVIDERS            |                |
| NONRESIDENTIAL SERVICES .....  | 63             |
| RESIDENTIAL SERVICES .....     | 58             |
| TOTAL CAPACITY.....            | OPEN ENDED     |
| RANGE OF COSTS                 |                |
| NON-RESIDENTIAL SERVICES ..... | \$5-\$150/HR   |
| RESIDENTIAL SERVICES .....     | \$35-\$230/DAY |
| NEW COMMITMENTS                |                |
| COMMUNITY PLACEMENT .....      | 520            |
| PAROLE.....                    | 92             |
| DIFFERENT YOUTHS SERVED .....  | 1,359          |
| AVERAGE NIGHTLY COUNT .....    | 627            |

A majority of community programs are delivered by Utah private providers. However, some youths are sent to private, residential programs outside Utah which specialize in seriously delinquent youths. In addition, the Division operates three, non-residential transition programs for youths in Division custody: (1) Project Paramount, in Ogden, (2) ICAP, in Salt Lake City, and (3) In-Community Services in Springville. Transition

## AVERAGE NIGHTLY COUNT



programs provide supervision and support for youths leaving secure care or other highly structured residential programs.

Residential services offered by private providers vary according to level of supervision and program focus. The chart at the bottom of the next page identifies a number of frequently used types of residential programs. Placements are described according to the level of structure and supervision they provide and the general types of youths they serve. All have the common goal of moving youths to progressively less structured placements, as warranted by the youth's behavior, until safe return home can be assured.

Non-residential services can be used to augment residential services and provide transitional support for youths who have returned home. Non-residential Services include psychiatric evaluation, family counseling, group therapy, tracking, and vocational training.

The chart at top right represents the numbers of youths in Division community placements. The chart shows both average nightly counts of youths in "out-of-home" community placements and youths at "home with services" for each month from July of 2009 (FY 2010) through September of 2012 (FY 2013). Average nightly count of youths in out-of-home placements dropped from 554 in FY 2010, to 503 in FY 2011, and 489 in FY 2012. The number of youths at home receiving non-residential services each night rose from an average of 129 in FY 2010, to 146 in FY 2011, then dropped to 138 in FY 2012.

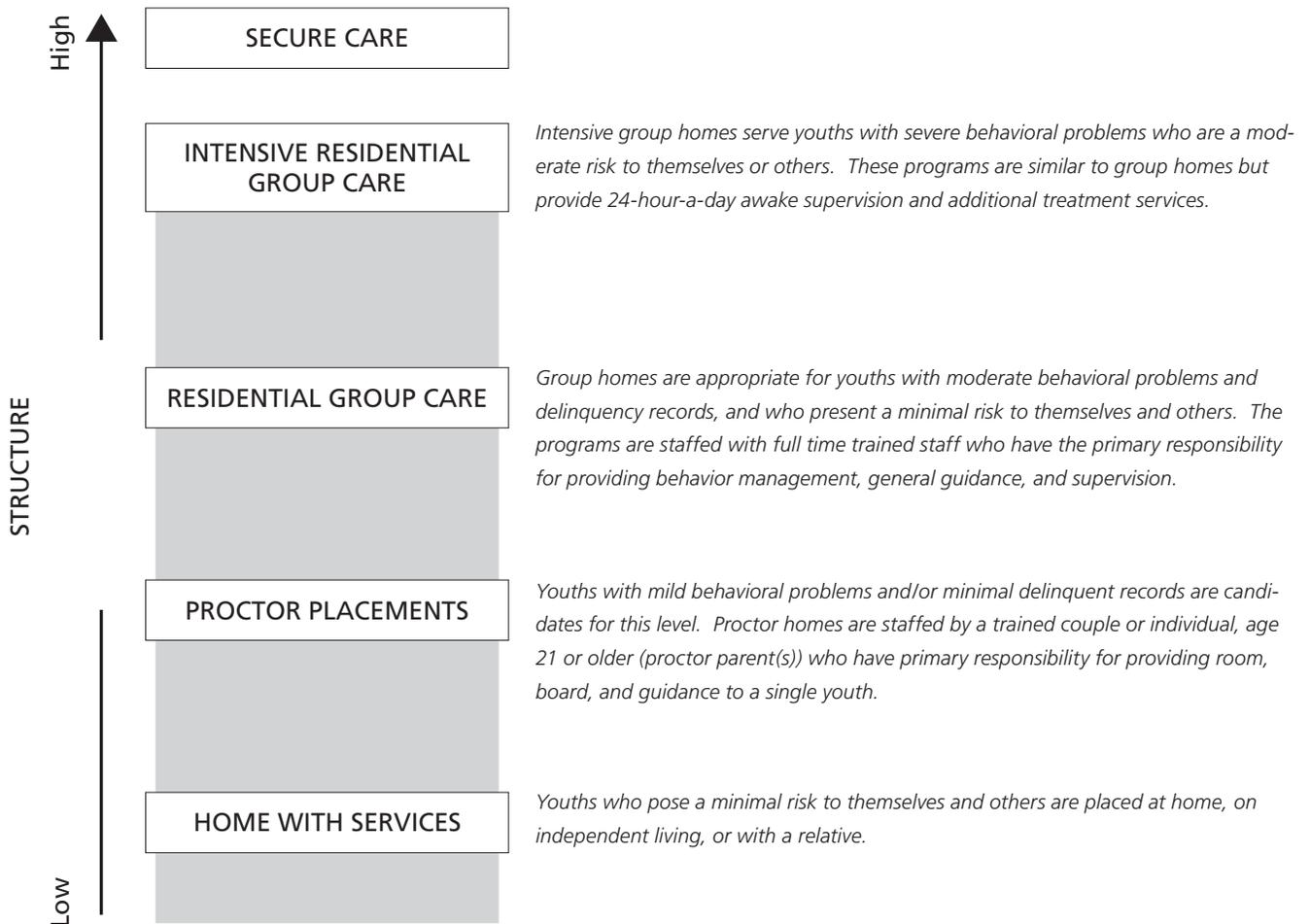


Mental health facility.

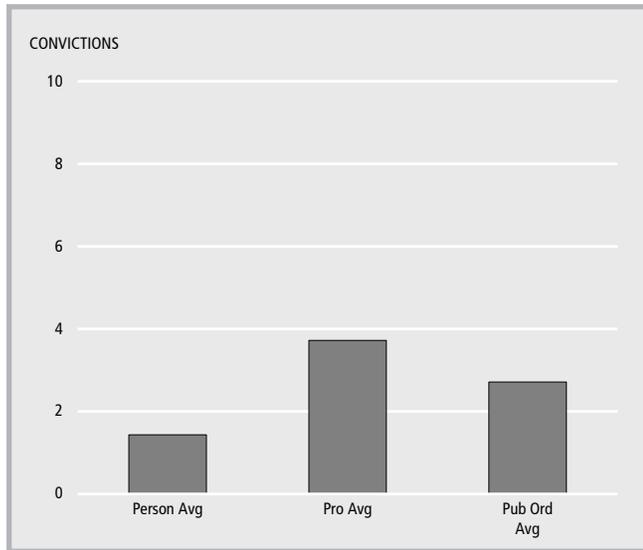


Group home.

## CONTINUUM OF RESIDENTIAL CARE



## DELINQUENCY HISTORY



Overall, youths admitted to community programs during FY 2012 had an average of 7.9 felony- and misdemeanor-type convictions. This compares to averages of 7.7 in FY 2010 and 7.9 in FY 2011.

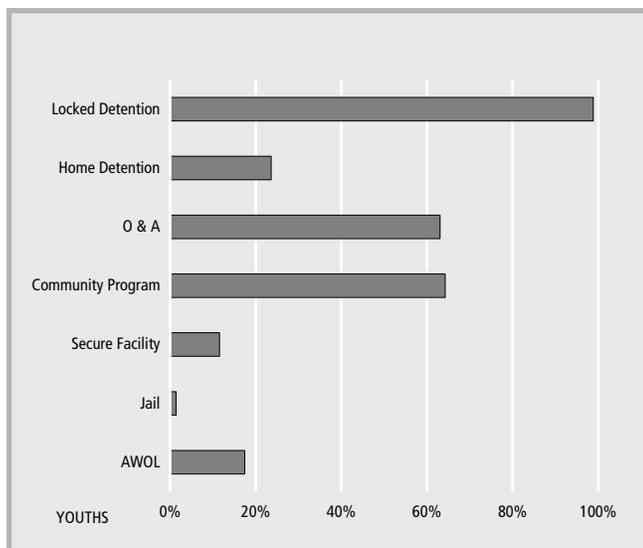
The great majority of offenses (82%) were offenses against property or public order. Offenses against people represented only about 18% of the offenses in the youths' histories.

Though not shown on the chart, these youths were first found to be delinquent at an average age of 13.1; about 80% were between 10 and 14. In addition, about 25% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



Group Home.

## PLACEMENT HISTORY

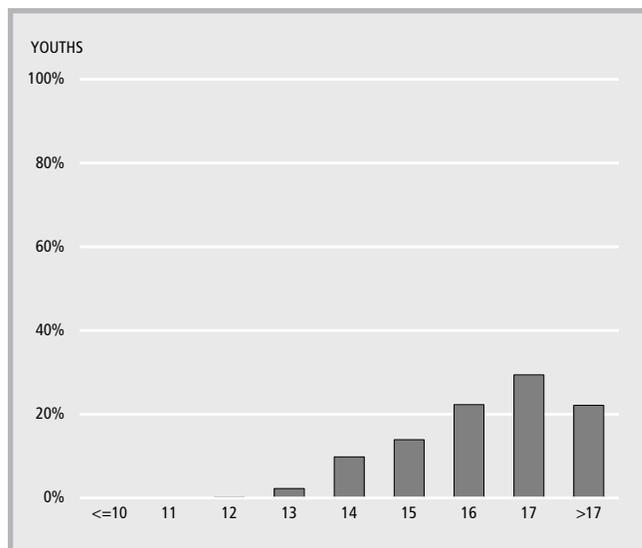


Youths placed in community programs had previously received a wide range of services: nearly all (99%) had a history of placement in locked detention; 64% had previously been placed in an out-of-home community program (Community Program); 63% had been placed in observation and assessment (O&A); and 12% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: nearly 72% had been on probation, over 19% had been in the custody or supervision of the Division of Child and Family Services, and over 76% previously had one or both of these types of care.

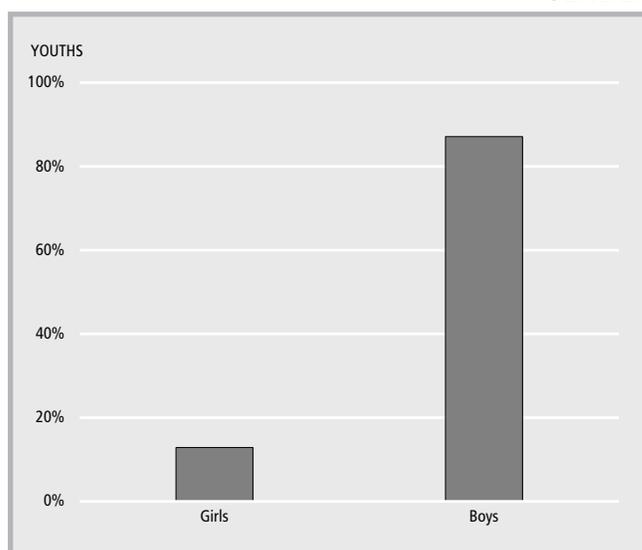
## AGES

Youths admitted to community programs ranged from 12 to over 17 years old and averaged 16.9 years; about 66% were between 15 and 17 years old. Average ages at admission was similar in both FY 2010 and FY 2011.



## GENDER

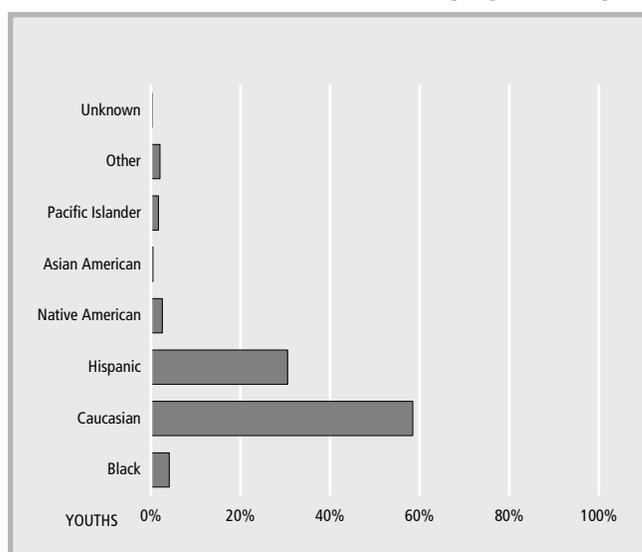
About 13% of youths placed in community programs were girls, a decrease from 15% in FY 2010 and FY 2011.



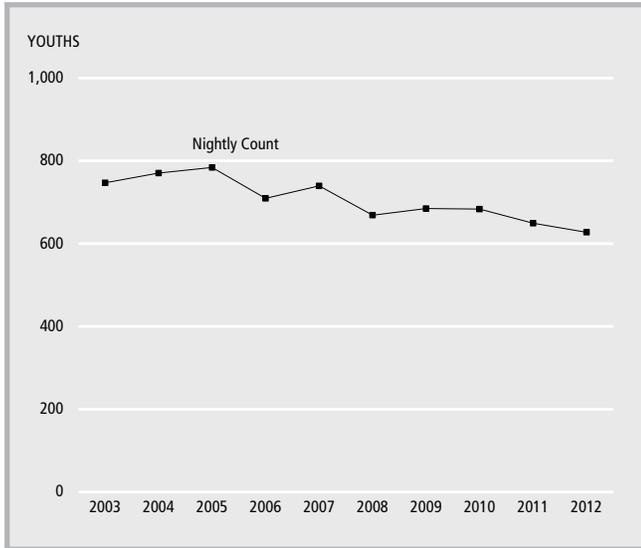
## RACE & ETHNICITY

Minorities were overrepresented in community programs. Collectively, they accounted for over 42% of all admissions, though they only represent about 21% of Utah's youths. Minority youths represented about 40% in FY 2010 and 43% in FY 2011.

Blacks were placed over 2.7 times as often as would be expected from their proportion in the population at large; Hispanics were represented more than 2.1 times as often as would be expected.



## AVERAGE NIGHTLY BED COUNT

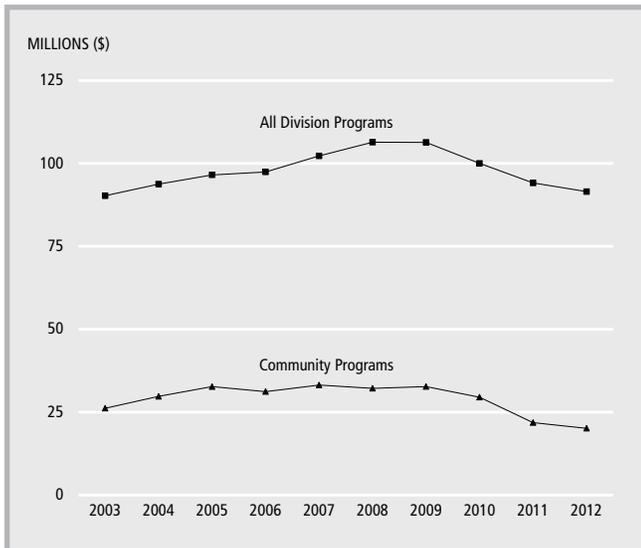


## 10-Year Trends

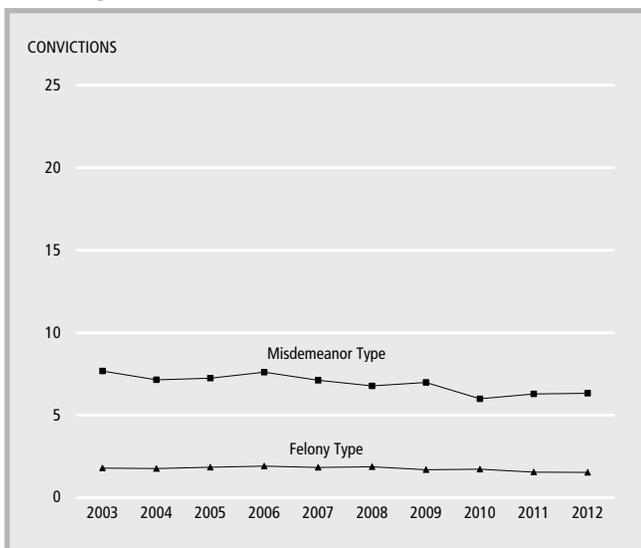
### Demographics

- **Nightly Bed Count.** The average numbers of youths receiving community services each night dropped over the 10-year period (see chart at top left). Overall, there was a 16% reduction in the number between FY 2003 (746) and FY 2012 (627). Over the same 10-year period, Utah's 10 to 17 year old population increased by 18.5%.
- **Age.** Average age of youths admitted to community programs grew slightly from 16.7 in FY 2003 to 16.9 in FY 2012.
- **Gender.** The percentage of girls admitted to community programs varied across the period. The number began at about 15% in FY 2003, increased to over 19% in FY 2005 and FY 2007 then dropped to about 14% in FY 2009. The percentage for FY 2013 was 13%, the lowest value for the 10-year period.
- **Race & Ethnicity.** Overall, minority youths accounted for a growing percentage of admissions to community programs, starting at about 30% in FY 2003 and increasing to 40% in FY 2006. Percentages were between 38% and 40% for the next 4 years before reaching a 10-year high of 43% in FY 2011. The number in FY 2012 was 42%.

## BUDGET



## DELINQUENCY HISTORY



### Budget

- **Expenditures.** During FY 2012, the cost of community programs represented about 22% of the Division's overall budget. Expenditures for community programs in FY 2012 (\$20,133,200) were 23% lower than in FY 2003 (\$26,175,531). Overall, the Division's overall budget was 1.4% higher in FY 2012 than in FY 2003.

### Delinquency History

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions at admission declined 17% from 9.5 in FY 2003 to 7.9 in FY 2012.
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies slowly rose from over 27% in FY 2003 to about 34% in FY 2006 before dropping to 29% in FY 2008 and FY 2009. The numbers were 28% in FY 2011 and 25% in FY 2012.

# Secure Facilities

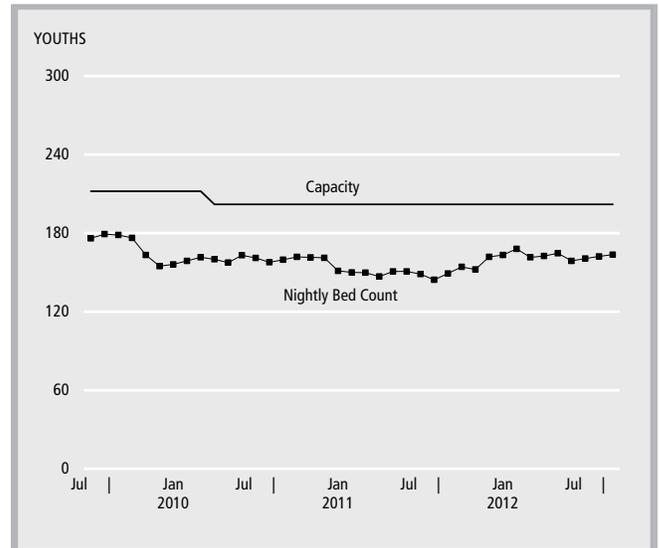
Secure care facilities provide long-term confinement for the most serious youth offenders. Youths are committed to secure care for an indeterminate period by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see “Youth Parole Authority,” page 57). The Authority (1) sets conditions of placement; (2) determines requirements for release, including guidelines for length of stay; (3) conducts regular progress reviews; and (4) has authority to terminate youths from Division custody on completion of programming.

## QUICK FACTS SECURE FACILITIES

|                                   |          |
|-----------------------------------|----------|
| NUMBER OF PROGRAMS .....          | 5        |
| BEDS.....                         | 202      |
| NEW COMMITMENTS .....             | 170      |
| DIFFERENT YOUTHS SERVED .....     | 325      |
| AVERAGE NIGHTLY BED COUNT .....   | 157.0    |
| AVERAGE STAY (PER ADMISSION)..... | 8.6 MO   |
| DAILY COST PER BED.....           | \$203.02 |

The overall goal of secure care is to successfully reintegrate the youth into the community. Workers provide secure, humane, and quality treatment. Youths are given the opportunity to realize their potential and improve their overall competency by addressing social, educational and criminal factors identified as contributing to their delinquency. Programming is organized within the framework of the Division’s Mission Statement and the principles of the BARJ Model (see “Who We Are, ..,” page 6). Youths are held accountable for their delinquency by confronting criminal thinking and antisocial behavior and by paying restitution to their victims. Competency development is supported through counseling groups which focus on drug and alcohol problems, social skills development, and transition back to the community. Competency development also is addressed through educational and training opportunities. All youths in secure facilities are required to attend school or

## AVERAGE NIGHTLY BED COUNT

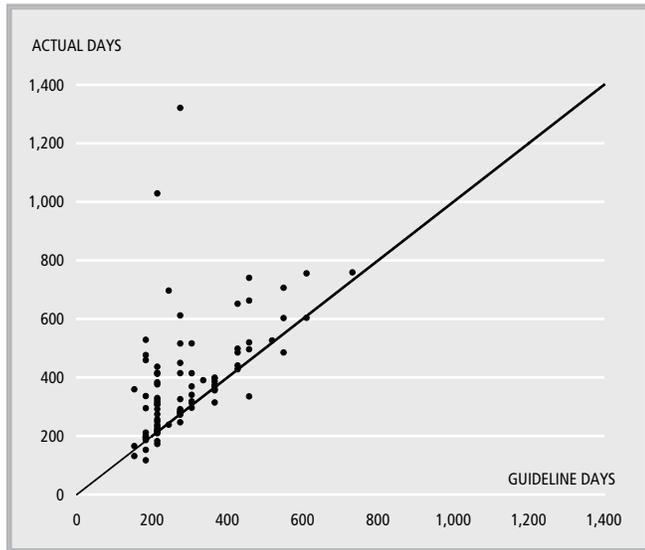


participate in a vocational program. Educational services are provided through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 69). YIC teachers are provided by local school districts and hold daily classes at each secure facility.

The chart at top right represents the Statewide nightly bed count in secure facilities between July of 2009 (FY 2010) through September of 2012 (FY 2013). The capacity line identifies the number of available secure beds during the same period. FY 2012 ended with 202 available beds. It should be noted that secure facilities attempt to keep 5% of beds open to cover unexpected returns of youths from trial placement in the community and to provide flexibility for managing diverse populations. Average nightly bed counts declined slowly during FY 2010 and FY 2011 before rising during the first half of FY 2012. Overall nightly bed count averaged 165 in FY 2010, 155 in FY 2011, and 158 in FY 2012.

As mentioned above, the Youth Parole Authority assigns a guideline for length of stay to each youth committed to secure care. Guidelines typically range between 6 and 24 months and are based on the youth's delinquency history and the seriousness of the offenses that led to commitment. The chart at top left on the following page compares actual length of stay in secure confinement with the length of stay guidelines for 92 youths paroled from secure care during FY 2010. “Actual Days” includes time in a secure placement (secure facility and/or locked detention), but excludes time in the community on trial placement. “Guideline Days” represents the

## GUIDELINE VERSUS SECURE STAY



Classroom at Decker Lake Youth Center.

guideline established by the Youth Parole Authority. The diagonal line identifies Guidelines that equal Actual Days of Care. Markers above the diagonal line were longer than the guideline; those below the diagonal were shorter than the guideline. As may be seen, the great majority

of youths stayed longer than guidelines. Overall, the parolees in the group had an average guideline of 9.5 months (291 days) but served an average of 13.4 months (408 days) in secure confinement.

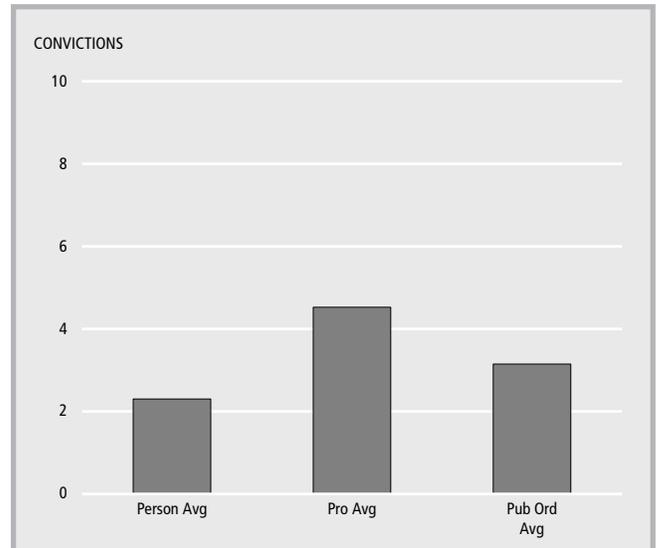
## Use of Secure Care Facilities During FY 2012.

| Facility                                 | Capacity   | Youths Served <sup>1</sup> | Admits     | Nightly Bed Count | Nights Over Capacity | Mean Length of Stay <sup>2</sup> |
|--|------------|----------------------------|------------|-------------------|----------------------|----------------------------------|
| <b>OFFICE OF CORRECTIONAL FACILITIES</b> |            |                            |            |                   |                      |                                  |
| MILL CREEK YOUTH CENTER                  | 84         | 137                        | 100        | 63.3              | 0.0%                 | 231.6                            |
| WASATCH YOUTH CENTER                     | 46         | 71                         | 37         | 34.7              | 3.8%                 | 343.6                            |
| DECKER LAKE YOUTH CENTER                 | 30         | 65                         | 45         | 29.2              | 0.5%                 | 237.3                            |
| SLATE CANYON YOUTH CENTER                | 32         | 46                         | 29         | 20.5              | 0.0%                 | 258.2                            |
| <b>OFFICE OF RURAL PROGRAMS</b>          |            |                            |            |                   |                      |                                  |
| SOUTHWEST UTAH YOUTH CENTER              | 10         | 18                         | 9          | 9.3               | 0.8%                 | 378.0                            |
| <b>TOTAL</b>                             | <b>202</b> | <b>325</b>                 | <b>220</b> | <b>157.0</b>      | <b>-</b>             | <b>261.1</b>                     |

<sup>1</sup> "Youths Served" is an unduplicated count per facility. "Total" of "Youths Served" is an unduplicated count for the entire system.

<sup>2</sup> "Length of Stay" estimated using Stock / Flow Ratio:  $(\text{Nightly Bed Count}) / (\text{Admits}) * (\text{Days per Fiscal Year})$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

## DELINQUENCY HISTORY



Youths admitted to secure care had an average of 10.0 felony- and misdemeanor-type convictions. This compares to 12.0 in FY 2010 and 10.7 in FY 2011. The great majority of these (77%) were offenses against property or public order. Only about 23% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 13.2; nearly 79% of them were between 10 and 14. Further, about 42% of the youths had one or more convictions for life endangering felonies (serious offenses against people).

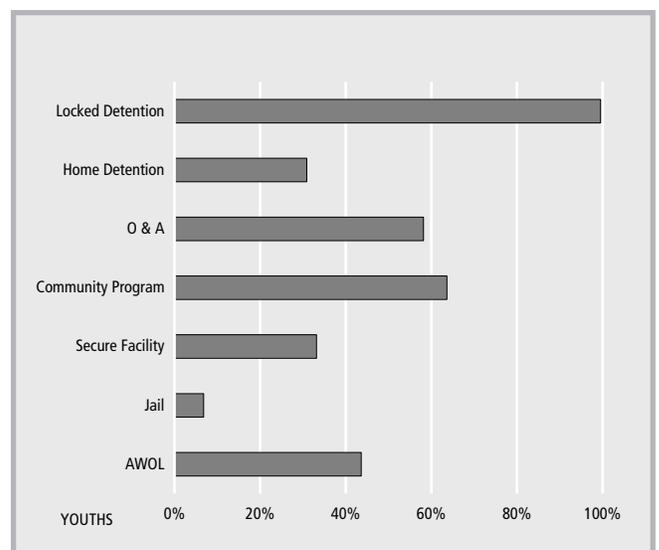


Shop project at Mill Creek Youth Center.

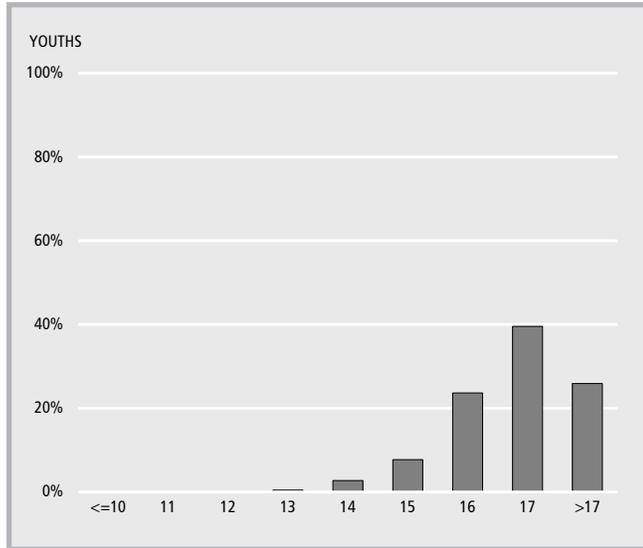
Youths placed in secure care had extensive histories of interventions and placements in Division programs. Nearly all had been placed in locked detention; 58% had been placed in observation and assessment (O&A); and over 64% had been placed in a community residential program (Community Program). Further, nearly 44% had been AWOL from a Division placement.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: nearly 69% had been on probation supervision, 24% had been in the custody or under supervision of the Division of Child and Family Services, and nearly 78% previously had one or both of these types of care.

## PLACEMENT HISTORY

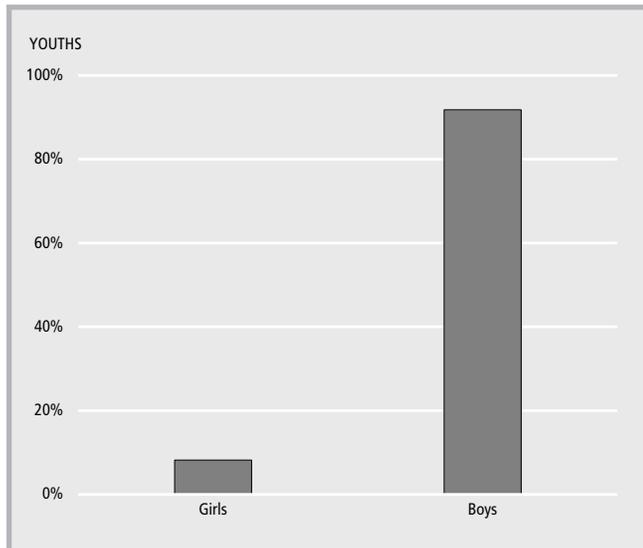


## AGES



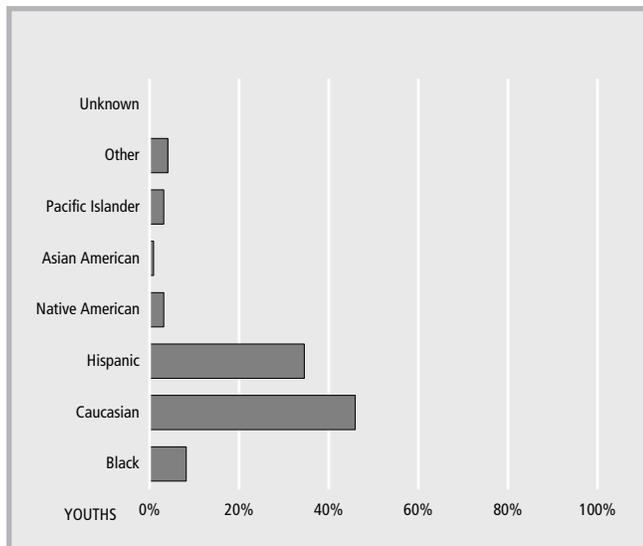
Youths admitted to secure facilities ranged from 13 to over 17 years old and averaged 17.4 years. 63% of youths placed were 16 or 17 years old. The average age compares to 17.4 years in 2010 and 17.3 years in FY 2011.

## GENDER



8% of all youths admitted to secure facilities were girls. This compares to 10% in FY 2010 and 9% in FY 2010.

## RACE & ETHNICITY



Following a trend of many years, minorities were overrepresented in secure care placements. Collectively, they accounted for over 54% of all admissions to secure care, though they represent about 21% of Utah's youths. The percentage of minority placements was about 59% in FY 2010 and about 55% in FY 2010.

Blacks were placed in secure care over 5.4 times more often than would be expected from their proportions in the population at large; Hispanics were placed 2.4 times more often.

## 10-Year Trends

### Demographics

- **Nightly Bed Count.** Average nightly bed count in secure care fell steadily from the 10-year high of 222 in FY 2003 to 168 in FY 2007. The number rose to 197 in FY 2008 before declining again, over the next 4 years, to 157 in FY 2012 (see chart at top right). Overall, the average nightly bed count fell by over 29% across the 10-year period. Over the same 10-year period, Utah's 10 to 17 year old population increased by 18.5%.
- **Gender.** Admissions of girls to secure care varied over the 10-year period. Girls accounted for just over 5% of admissions in FY 2003. The number increased to 14% in FY 2004 and remained above 10% until FY 2008 when it dropped to 9%. Girls accounted for 8% of admissions in FY 2012.
- **Race & Ethnicity.** Minority youths represented an increasingly large proportion of admissions to secure facilities. Percentages grew from 40% in FY 2003 to a 10-year high of nearly 60% in FY 2010. The number for FY 2012 was 54%.
- **Age.** Average age of youths admitted to secure care was between 17.1 and 17.4 each year during the 10-year period.

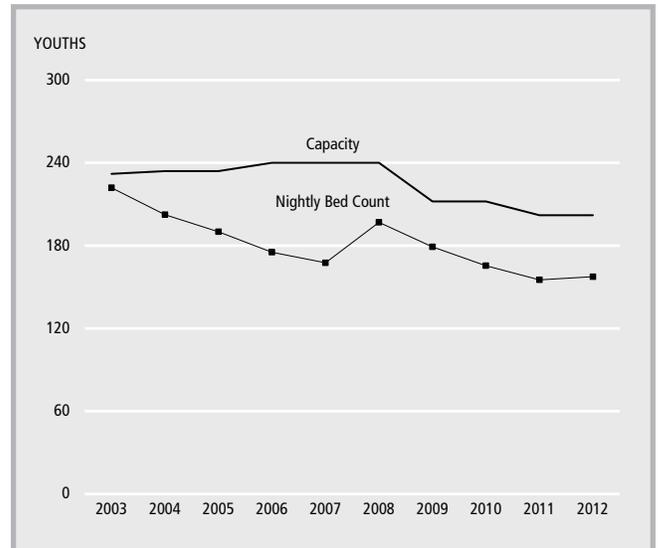
### Budget

- **Expenditures.** Expenditures for secure care represented about 16% of the Division's overall budget in FY 2012. Budgets for secure care grew over the first 6 years of the period then trended lower over the last 4 years. Overall, expenditures were 8% higher in FY 2012 than in FY 2003 (see chart at center right). The Division's overall budget grew by 1.4% during the same period.

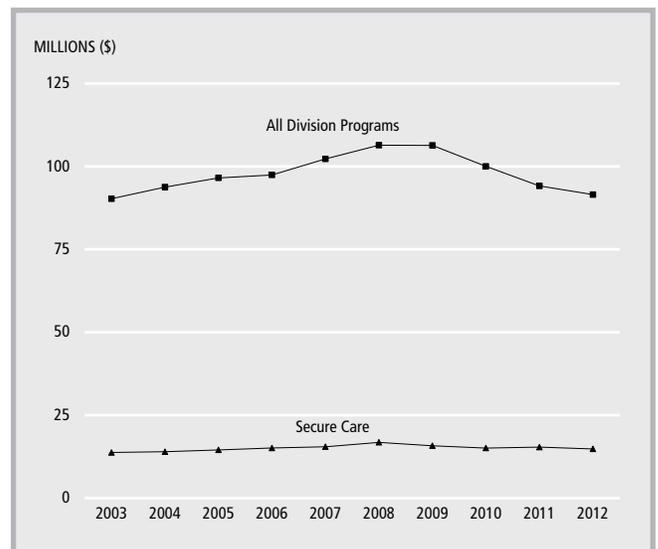
### Delinquency

- **Overall offenses.** The average number of felony- and misdemeanor-type offenses youths had at admission to secure facilities declined by 22% across the period (see chart at bottom right).
- **Violent offenses.** The percentages of youths admitted with one or more life-endangering felonies varied from a low of 33% in FY 2004 to a high of 44% in FY 2008. The numbers were 42% in FY 2011 and FY 2012.

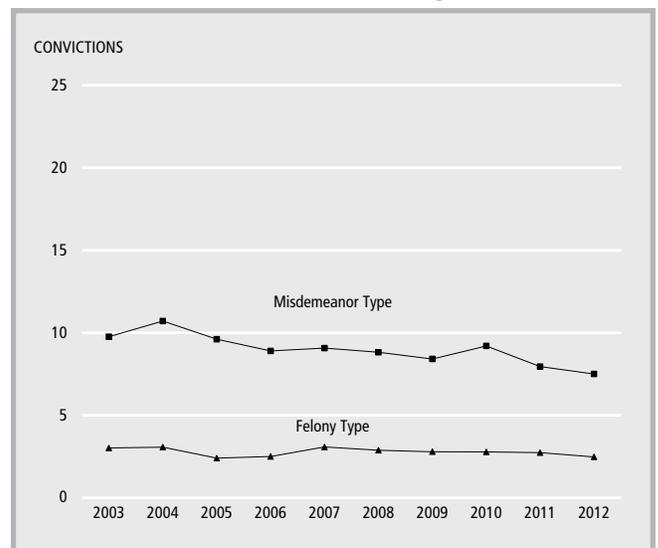
## AVERAGE NIGHTLY BED COUNT



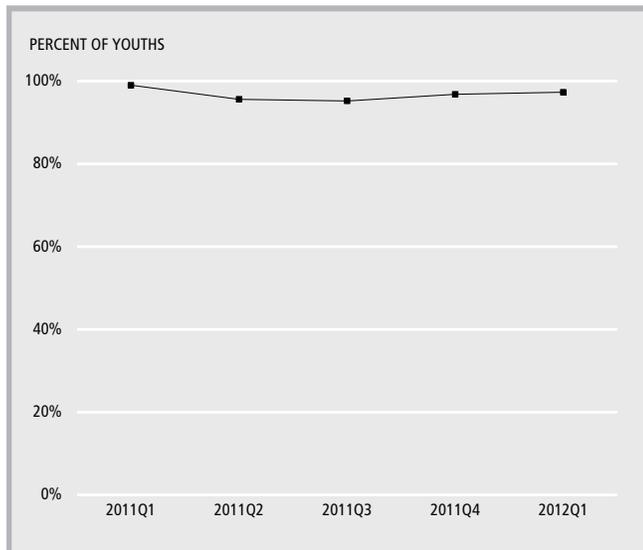
## BUDGET



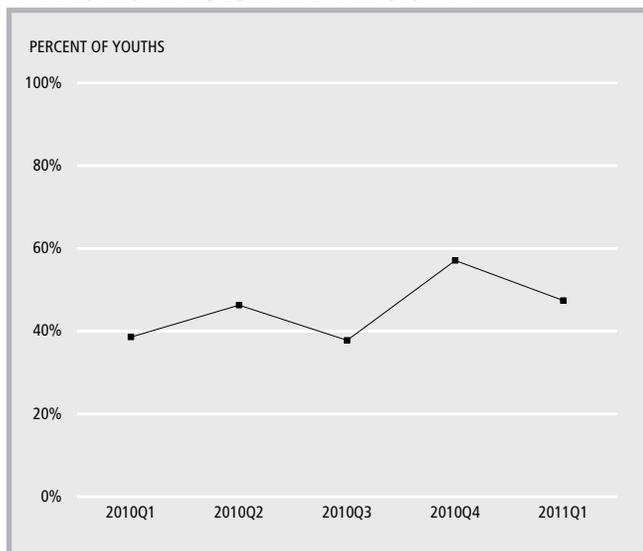
## DELINQUENCY HISTORY



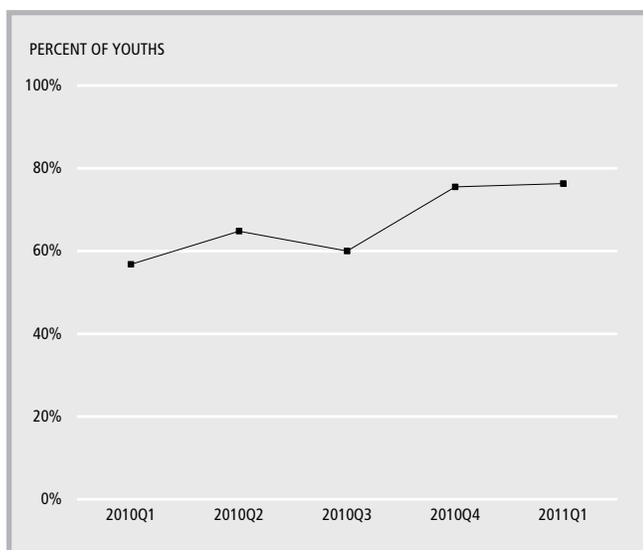
## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



## FREE OF FELONIES AFTER PROGRAM



## Performance Measures

All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The shared goal for the Division's secure facilities, is to *provide long-term locked confinement and services that address criminogenic needs of serious habitual delinquent youths who require removal from home to curtail further delinquent activity and help them prepare to reintegrate to the community.*

Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter. Other measures under development include the number of opportunities provided to youths to help them to meet their restitution and community service obligations and efforts made by staff members to address youths's criminogenic issues.

Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at top left represents the percentages of youths who were free from a new felony- or misdemeanor-type charge while enrolled in a secure facility. Overall, 96.8% of youths avoided a new charge. Percentages ranged from a low of 95.2% during the third quarter of 2011 to a high of 99.0% in the first quarter of 2011. Though not shown, the percentages of youths who avoided a new felony-type charge were slightly higher. Overall, 97.8% of youths enrolled in a secure facility avoided receiving a new felony-type charge.

The chart at center left identifies the percentages of youths who remained free of a new felony- or misdemeanor-type charge during the 360 days following release from a secure facility. Overall, an average of 45.4% of youths were free of new charge during follow up period. Values ranged from a low of 37.8% in the third quarter of 2010 to a high of 57.1% in the fourth quarter of 2010.

The chart at bottom left identifies the percentages of youths who were free of a new felony-type charge alone during the 360 days following release from a secure facility. Overall, 66.7% avoided a new charge.

# Youth Parole Authority

Youths committed to the Division by the Juvenile Court for secure care come under the jurisdiction of the Youth Parole Authority (UCA 62A-7-502(1)). The Authority provides an objective hearing process for youthful offenders to ensure fairness to the juvenile and provide protection for the community.

## YOUTH PAROLE AUTHORITY MEMBERS

|                                |                |
|--------------------------------|----------------|
| DEWEEN DURRANT, CHAIR .....    | SANDY          |
| ALVIN EMERY, VICE CHAIR .....  | SANDY          |
| LYNN STEWART, VICE CHAIR ..... | MIDVALE        |
| MYRON BENSON .....             | NEWTON         |
| JEAN BOYACK .....              | SALT LAKE CITY |
| DAVID CARON .....              | SPRINGVILLE    |
| OLGA CASTAÑEDA.....            | MIDVALE        |
| FERRIS GROLL.....              | PROVIDENCE     |
| MARGARET JACKSON .....         | LAYTON         |
| RAY TERRY.....                 | RICHFIELD      |

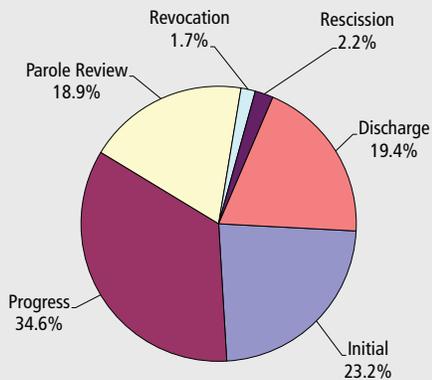
### MEMBERS PRO TEMPORE

|                   |                |
|-------------------|----------------|
| ELDON MONEY ..... | SPANISH FORK   |
| JAMES SMITH.....  | SALT LAKE CITY |
| VACANT            |                |
| VACANT            |                |
| VACANT            |                |

Authority members are citizens appointed by the Governor and confirmed by the Utah Senate. Members represent the diversity of Utah's population and speak on behalf of stakeholders across the State. Currently, three Authority members are assigned for each hearing and decisions are made by majority vote. The Youth Parole Authority is authorized by statute to have ten full members and five pro tempore members. An Administrative Officer, who is a Division employee, acts as a resource to Authority members, manages the Authority's administrative office, and supervises two hearing officers and one clerk. Prior to hearings, Authority staff provides Youth Parole Authority Members with information collected from Division staff, police, and the Juvenile Court.

The Youth Parole Authority provides a formal hearing procedure that defines a youth's obligations during secure care and parole. Hearings are held at each of the Division's five secure care facilities. The chart at top right identifies the types of hearings and the percent held

## YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 650 hearings held during FY 2012.

for each during FY 2012. Overall, the Authority held 650 hearings during the year, a decrease from the 666 hearings held during FY 2011.

Within a few weeks of commitment, an "Initial Hearing" is held to establish a length of stay guideline for the youth and set requirements for confinement. Guidelines are set at a minimum of 6 months, but may be longer based on the youth's delinquency history and the type of offenses leading to the commitment. Every 6 months thereafter, and more often if appropriate, "Progress Hearings" are held to determine whether standards for confinement are being met. A youth meeting confinement standards is eligible for a "Parole Hearing." At this point, a tentative parole release date is set. In addition, the youth typically is placed on a trial placement for up to 120 days outside the secure facility. During this time, the Youth Parole Authority may rescind the parole date and return the youth to a secure facility for violating the conditions of the trial placement. A youth who successfully completes the placement and signs a parole agreement is paroled.

During parole, the Youth Parole Authority has statutory responsibility to review allegations when a youth is suspected of violating conditions of parole. A youth who violates terms of parole may have his/her parole revoked and be returned to a secure facility. A youth who successfully completes the terms of parole is discharged from Division custody. At any point along the way, a youth who is charged with new offenses will come again under the jurisdiction of the court system. Depending on circumstances, he/she may be recommitted to secure

care, transferred to the adult system, or allowed to continue under the supervision of the Authority.

**QUICK FACTS  
YOUTH PAROLE AUTHORITY**

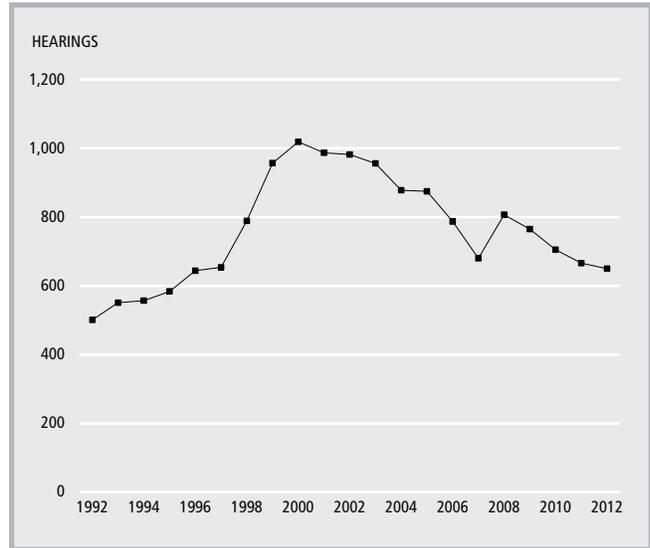
|                            |           |
|----------------------------|-----------|
| SERVICE AREA.....          | STATEWIDE |
| MEMBERS                    |           |
| FULL .....                 | 10        |
| PRO TEMPORE.....           | 2         |
| ADMINISTRATIVE STAFF ..... | 4         |
| NEW COMMITMENTS .....      | 170       |
| BUDGET .....               | \$343,100 |
| NUMBER OF HEARINGS.....    | 650       |

As represented in the chart at top right, the Youth Parole Authority’s work load has grown substantially over the last 22 years, increasing from 502 hearings in FY 1990 to 650 in FY 2012. However, between FY 2003 and FY 2012, the number of hearings has generally dropped. This drop parallels decreases in the numbers of youths in secure facilities over the same time period.

The Authority subscribes to the Division’s Mission Statement and the BARJ Model (see “Who We Are, ...,” page 6). The Authority supports BARJ principles of community protection, accountability, and competency development by:

- Providing uniformity in guideline formulation through the Authority’s policy.
- Encouraging youths to finish high school and obtain vocational training.
- Using the Authority’s judicial powers to issue

**AUTHORITY HEARINGS FY 1991 to FY 2012**



warrants-of-retake and to order parole, rescission, revocation, and termination for youths in custody.

- Coordinating with the Juvenile Court to ensure that victim restitution is made.
- Appointing members to the Authority who represent sentiments and needs of local communities.

The Authority also has actively developed services for victims of juvenile crime and mandates that payment of restitution be made part of the conditions of parole. In addition, victims of the youths committed to secure care are invited to participate in the Authority process by (1) attending Authority hearings, (2) submitting impact statements, (3) requesting progress updates, (4) requesting notification of release dates, (5) requesting victim-offender mediation, and (6) requesting no contact orders. Victim participation is entirely voluntary and individuals may choose not to become involved.

# Division Bureaus

During FY 2012, the Division's administrative workgroups were reorganized into five Bureaus directly under the supervision of the Division's Director. A major reason for this was to increase opportunities for workgroups to work with one another. Bureaus provides a variety of direct and indirect services.

## Bureau of Clinical Services

The Clinical Services unit has been in operation since July of 2004. It was developed as part of the Division's ongoing effort to upgrade the quality of services provided in locked detention and secure facilities.

The Bureau is involved in the development and provision of mental health, gender responsive, and sex specific programs and treatment services throughout the Division's programs. Currently, there are six mental health therapists assigned to secure facilities. Clinicians deliver clinical services to youths and their families, provide clinical consultation, and conduct staff training regarding mental health issues and topics. In addition, Bureau staff members serve on the Division's Evidence Based Practices Committee.

## Bureau of Training

The Division's Bureau of Training includes workgroups for Training and for Volunteer Services.

*Training.* Following its Mission and Vision, the Division is committed to "...provide the youths we serve the best



Volunteer with the Boy Scout project serving youths in the Provo area.



Nondenominational chapel at Decker Lake Youth Center supported by volunteer efforts.

opportunity to realize their potential and improve their overall competence, which will allow them to be law-abiding and productive citizens" (see "Who We Are, ...," page 6). In support of this, the Bureau of Training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, during FY 2012, the Division supported 956 training sessions on mandatory topics and 255 in-service training events, providing 54,594 individual training hours. Courses considered mandatory for Division staff, and the number of training sessions held in FY 2012 are described in the table on the following page.

*Mandatory Training.* New full-time employees are required to complete the Division's Basic Orientation Academy during their first year of employment. One academy was held in FY 2012 and was attended by 44 employees. Following their first year, employees are required to complete 40 hours of in-service training each year. Support staff, technicians and part-time employees receive training commensurate with their duties. In-service training is provided by the Division, the Department of Human Services, State or national sponsors, local colleges and universities, and private vendors.

*Recent Highlights.* The Division reorganized the Bureau of Training in the spring of FY 2012 with the inclusion of the Volunteer Services group. Additionally, a new Director of Training was hired in May 2012, following which changes were made to the Basic Orientation

Academy (BOA), decreasing the initial hours of training from 80 hours to 40 hours. Programs and facilities are now tasked with the expectation that continuous training and increased skill level will take place on site as well as through participation in workshops and conferences.

Contracted providers with the Integrated Crisis Response (ICR) have continued to provide mandatory training to all Division staff, as well as the initial Training-of-Trainers, Recertification Trainings, and Refresher Trainings. Currently, plans are in place to expand and improve their services to include a quality assurance component which will monitor and evaluate the crisis intervention program and its instructors for consistency, competency, and safety.

*Volunteer Services.* The Volunteer Services group, under the supervision of the Bureau of Training, enhances the Division's efforts through the development of individual and community partnerships. Volunteer Services includes a staff of three individuals whose activities support

the Division's Mission and its commitment to the Balanced And Restorative Justice (BARJ) Model.

A principal activity of Volunteer Services is recruitment of individuals from the community who volunteer to work with youths in the Division's care. Volunteers are considered unpaid staff and are held to the same standards as regular Division employees. All must pass a criminal background check and receive training on the Division's Code of Ethics before working with the Division's clients. During FY 2012, volunteers made 24,747 visits to Division facilities and programs and contributed a total of 45,475 hours of service. At a rate of \$14.00 per hour, this represents a contribution of over \$636,000 to the Division.

Volunteers regularly mentor and teach youths on a variety of topics that help the youths find satisfaction through everyday activities and help them become more productive citizens when they return to the community. Examples include money management, job skills, interviewing for jobs, dressing for success, communication,

## MANDATORY TRAINING.

| TRAINING EVENT                 | TYPICAL HOURS | REVIEW    | SESSIONS OFFERED | STAFF TRAINED | TOTAL HOURS |
|--------------------------------|---------------|-----------|------------------|---------------|-------------|
| Basic Academy                  | 76            | NONE      | 1                | 44            | 3,344       |
| Blood Borne Pathogens          | 2             | ANNUAL    | 97               | 912           | 1,594       |
| Case Planning 1                | 12            | AS NEEDED | 2                | 37            | 434         |
| Case Planning 2                | 12            | AS NEEDED | 2                | 20            | 330         |
| Case Planning 3                | 12            | AS NEEDED | 2                | 32            | 384         |
| Chapters / Legal Issues        | 2.5           | AS NEEDED | 12               | 21            | 52          |
| Code of Ethics - Department    | 1             | ANNUAL    | 142              | 999           | 960         |
| Code of Ethics - Division      | 1             | ANNUAL    | 140              | 1,000         | 978         |
| CPR                            | 2             | 2 YEARS   | 54               | 264           | 522         |
| Crisis Intervention            |               |           |                  |               |             |
| Initial - Direct Care Staff    | 40            | NONE      | 11               | 75            | 3,000       |
| Initial - Administrative Staff | 16            | NONE      | 6                | 10            | 160         |
| Train the Trainer              | 80            | NONE      | 1                | 16            | 1,280       |
| Refresher                      | 16            | ANNUAL    | 65               | 646           | 10,960      |
| Recertification                | 40            | ANNUAL    | 2                | 37            | 1,480       |
| Instructor Development         | 40            | AS NEEDED | 1                | 16            | 640         |
| Cultural Competency            | 4             | AS NEEDED | 2                | 60            | 226         |
| First Aid                      | 2             | 2 YEARS   | 55               | 272           | 516         |
| Incident Reports               | 1             | 2 YEARS   | 33               | 755           | 1,393       |
| Legal Issues                   | 4             | AS NEEDED | 1                | 46            | 184         |
| Operational Manual             | 2             | ANNUAL    | 109              | 744           | 1,603       |
| Passenger Van Safety           | 4             | 2 YEARS   | 2                | 11            | 44          |
| Policy & Procedure             | 8             | ANNUAL    | 174              | 782           | 6,211       |
| Suicide Prevention             | 2             | 3 YEARS   | 542              | 340           | 655         |

women's issues, stress management, and goal setting.

Another important activity of Volunteer Services is the identification and completion of projects within the community. Participation in such projects allows youths to give back to the community and be accountable for their actions. They develop important skills and knowledge that will increase the likelihood of their becoming law-abiding and productive citizens. During FY 2012, youths participating in work projects completed 108,471 hours of community service and restitution. Based on minimum wage (\$7.25/hr), this represents a return to the community of over \$786,414.00.

Volunteer Services administers and supports a speakers bureau to discuss and help community members better understand juvenile justice programs and the issues of delinquent youths. Volunteer Services also manages the collection of non-monetary donations, valued at over \$420,132.00 during FY 2012.

## Bureau of Research and Evaluation

The Bureau of Research and Evaluation was developed to promote closer working relationships between existing workgroups for Research, Quality Assurance (QA), and Quality Service Review (QSR). The Bureau was expanded during FY 2012 to include a new staff member who will help the Division respond to regulations related to the Federal Prison Rape Elimination Act (PREA).

*Research.* The Research workgroup includes a staff of two individuals. The function supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness." Research has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's centralized juvenile justice database (see "Court & Agencies' Record Exchange (CARE)," page 67).

During FY 2012, Research also helped the Division meet a variety of other service, research, and information needs. On a daily basis, the group supplied Division staff with reports, answers to queries, technical support, and research. Research also produced the Division's *Annual Report*. Members of the group served as staff to the Risk Assessment Committee, the Department of Human Services Institutional Review Board (IRB), the CARE User Group, and the Evidence Based Practice Committee.

Further, the group assisted numerous researchers from local colleges and universities, media representatives, other government agencies, and private individuals with information regarding Utah's juvenile justice system.

*Quality Assurance (QA).* The Division is dedicated to providing comprehensive and quality services for Utah's youths within the framework of the Division's Mission and the Balanced and Restorative Justice Model. The QA unit's staff of five individuals helps meet this goal by monitoring youth programs to ensure that youths are placed appropriately without compromising the safety and the health of the community or the youth.

A major part of the QA unit's work involves monitoring contracts to determine whether providers are meeting the requirements of Division contracts for services. Typical requirements include (1) specific program requirements; (2) client wellness; (3) client objectives and program outcomes; (4) fiscal accountability; and (5) standard terms and conditions, (6) Federal assurances, and (7) Medicaid requirements. QA staff members determine compliance through a collaborative process of (1) reviewing documentation; (2) analyzing information; (3) developing reports; (4) considering specific issues; (5) troubleshooting; (6) conducting interviews with staff, parents, and youths; and (7) visiting program sites. During FY 2012, a total of 175 contract audits were completed.

QA also has responsibility for monitoring programs and facilities directly operated by the Division. Evaluations assess program compliance with the Division's written standards, policies, and procedures. Auditors review personnel files, training records, program services, control logs, and other local documents to make their determinations. Recommendations are made for improving facility operations and programs. During FY 2012, 22 facility audits were completed.

One quality assurance staff member is responsible for monitoring facilities in Utah such as juvenile detention centers, juvenile correctional facilities, adult jails, and adult lockups that might securely hold juveniles pursuant to public authority to ensure Utah's compliance with the Juvenile Justice and Delinquency Prevention Act (JJDP Act). The core requirements of the JJDP Act are (1) deinstitutionalization of status offenders and nonoffenders (2) removal of juveniles from adult jails and adult lockups, and (3) sight and sound separation of juvenile detainees from adult offenders. Intensive monitoring efforts have helped Utah achieve compliance with these obligations. Success in this effort enhances protection of

youths and the community and makes Utah eligible for Federal grants that assist in the development and operation of many essential programs for youths.

Following Utah statutes and standards that are in line with the JJDP Act, the Division may, under very limited circumstances, approve adult jails and adult lockups to temporarily confine youths charged with delinquent acts. Currently, no jails are certified to confine youths charged with delinquent acts for up to 6 hours while efforts are made to release them or transfer them to juvenile detention centers. However, four adult lockups (local law enforcement agencies/primarily municipal police departments that have secure holding rooms) are certified to confine youths charged with delinquent acts for up to 2 hours while arrangements are made to release them or transfer them to juvenile detention centers.

*Quality Service Review (QSR).* The QSR group performs regular assessments of the quality of service delivery for case managed youths. Annually, a single case is randomly selected from the cases loads of each of the Division's 70 case managers. The process includes in-depth reviews of these individual cases to assess how well service systems address the needs of the client and how the youth and family benefit from services they receive. For each case that is reviewed, input is sought from multiple stakeholders, including the youth, parents, case managers, therapists, contracted service providers, and providers from other agencies. Reports are developed from the process to provide an overview of the current client status, strengths to build on, and weaknesses that should be addressed.

Evaluations are guided by a case review instrument that covers a number of client status and system performance indicators. Client status indicators include (1) safety, (2) accountability, (3) youth well being (emotional and physical health, and learning progress), (4) stability, (5) permanence, and (6) family functioning. System performance indicators include (1) teaming, (2) assessment, (3) service planning, (4) plan implementation, and (5) discharge planning. Collectively, indicators incorporate the Division's mission and guiding principles. They also address Federal funding mandates and Family Service Review (CFSR) outcome expectations.

## Bureau of Administrative Services

The Bureau of Administrative Services manages the Division's financial and contractual obligations.

*Finance.* The Finance workgroup collaborates with Division management in carrying out a number of functions including:

- Financial planning to assess short term and long term financing needs for achieving Division goals.
- Preparation of the annual appropriation request (budget) for the Governor's Office and the Legislature. In this process, the Finance unit works with managers to incorporate ongoing and long-term program needs.
- Supervision of the business managers attached to each of the Division's four Program Offices. Business managers work with Finance in making recommendations for the annual budget and adjustments to current year spending priorities.
- Monitoring weekly and monthly indicators to assess whether revenues and expenditures are within budgetary limits.
- Assessing trends to determine whether the Division is operating within budget and working with Division managers to make needed adjustments.
- General accounting to assure that transactions are properly authorized and accurately recorded.

Major events in the State's yearly budget process include:

### *Pre-Legislative Session*

- June. Governor's Office of Planning and Budget issues budget forms and instructions to State agencies.
- July – September. Agency holds budget hearings and prepares budget request.
- September – October. Governor's Office of Planning and Budget prepares recommendations for the Governor.
- September – December. Legislative Fiscal Analysts analyze budget and make recommendations.
- November – December. Governor holds budget hearings and makes final recommendations.

### *Legislative Session*

- January. Legislature receives budget recommendations.
- January – March. Joint Appropriations Subcommittees hold hearings and prepare recommendations for Executive Appropriations.
- March. Executive Appropriations makes final decisions to balance the budget.
- March. Legislature debates and passes Appropriations Act.

*Post-Legislative Session*

- March. Governor reviews and either signs or vetoes Appropriations Act.
- March – April. Legislative Fiscal Analyst prepares appropriations report.
- April – May. Agency prepares programs to implement budget.

*Federal Revenue Management.* The Division's Federal Revenue Management unit was established in 2001 with the objective of bringing Federal revenues to the Division and ensuring that the Division follows Federal requirements for use of those funds. The Division benefits from Federal funding in several ways:

- Medicaid participates in paying for the mental health and rehabilitation services provided to custody youths determined to be Medicaid eligible,
- Title IV-E Foster Care funding is received for eligible youths.
- Other Federal grant funds are received to enhance Division programs and processes.

Overall, the Division receives a 7 to 9 million dollar benefit from these three funding sources. It should be noted that Medicaid funds are not reflected in the Division's budget since Medicaid makes direct payments to service providers.

During FY 2012, the Division was the subject of an in-depth Federal review of its Title IV-E Foster Care program. Considerable effort was spent preparing for and participating in the review. No errors were identified in the final audit report the Division received.

The Federal Revenue Unit secured two notable grants during FY 2012: (1) a grant to implement Procedural Justice practices at three diversion programs operated by the Office of Early Intervention Services and (2) a grant to purchase instruments (including the Suicide Probability Scale, Multiphasic Sex Inventory, Pearson psychopathology clinical assessments, and SASSI substance abuse screenings) to help in the diagnosis and care of youths in Division programs.

The Federal Revenue Unit has been preparing to assume the role of Representative Payee for youths receiving a benefit from the Social Security Administration. Historically, this function has been managed by the Office of Recovery Services. It is anticipated that the unit will fully assume this role by the end of FY 2013.

*Contracting.* The Division's Contracting workgroup is

responsible for assuring the effectiveness, efficiency, and integrity of the Division's contracting activities. During FY 2012, this involved 121 different contracts for residential and non-residential services. The unit works with case managers, business managers, accountants, procurement agents, support staff, and the Division's Finance Officer to develop a contracting program that supports the Division's service delivery process. The group's specific activities include:

- Planning, developing, and implementing Federal, Department of Human Services, State, and Division contracting policies and procedures.
- Planning, awarding, and administering service and vendor contracts for youths in Division care.
- Evaluating Division contracting and purchasing practices to ensure compliance with applicable laws and regulations.
- Providing assistance to Division grantees.
- Developing forms, manuals, and training activities to provide advice, technical assistance, and direction to Division employees and contractors.

## Bureau of Internal Investigations

The Division's Bureau of Investigations examines and analyzes violations of Division Code of Ethics, Policy and Procedure, and Federal and local laws. Investigations are conducted when incidents occur within Division programs or with contracted providers that are extraordinary, non-routine, or potentially threatening, and, that are consistent with incident reporting policy and procedure. Reports produced by Internal Investigations provide a factual basis to assist Division administration in making decisions. These reports describe event related violations of Policy and Procedure, Code of Ethics, or Federal or local law in order to establish probable cause or to confirm suspicion of criminal activity. Report results include determinations that cases be considered closed, supported, informational, inactive, outside agency referral, and without merit.

The Bureau's work directly supports the Division's goal to improve the safety, security, and morale of Division's clients and staff in a variety of ways. During FY 2012, this included the Bureau's training efforts, its work revising Division policy to reflect changes in Utah Code, and its general work investigating and resolving incidents involving Division clients and staff. In addition, the Bureau expanded the focus of investigation and incident notification reviews to include a component of

prevention through analyzing the findings, policy review, leadership, training and working with administration and other bureaus and outside entities. The Bureau also initiated an After Action Review (AAR) workgroup to develop a process to review, debrief, and initiate a plan following a serious incident.

During FY 2012, the Investigations Bureau received over 740 incident notifications. This is an average of over two notifications each day and is nearly 34% higher than the number for FY 2011 (559). Incident notifications were received from across the continuum of care: 33% from Office of Correctional Programs; 30% from Office of Community Programs, 15% from Office of Early Intervention, Office of Rural Programs or other Division functions; and 22% from contracted providers or functions outside the Division. The table below identifies the percent of these notifications that met various characteristics.

Following requirements of Administrative Rule: R495-890 the Investigations Bureau often is required to coordinate with other agencies. During FY 2012, approximately 7% of the incident referred to the Investigations Bureau resulted in a referral to the Division of Child and Family Services (DCFS) Intake. Of those referrals, 31% were investigated by Related Party Investigators from the Office of Service Review.

The Investigations Bureau is proactive in training statewide and believes that current and on-going training is crucial to keeping Division staff and private providers educated on safety, security and potential liabilities. The Bureau's investigators participated in 28 training events during 2012, including the Division's Basic Academy, Transitional Group for youths transitioning from secure to the community, and Incident Reporting.

During FY 2012, in addition to their regular activities, the Bureau's investigators served on the Divi-

sion's Policy and Procedure Committee; participated in workgroups that examined the impact the Federal Prison Rape Elimination Act (PREA) will have on Division operations; designed the After Action Review (AAR) process for review of serious incidents; and created a non-discrimination policy.

**INCIDENT NOTIFICATION CHARACTERISTICS.**

| CHARACTERISTICS             | % OF NOTIFICATIONS |
|-----------------------------|--------------------|
| Misconduct (Youth)          | 72%                |
| Injury                      | 68%                |
| Restraint                   | 43%                |
| Seen by Medical             | 34%                |
| Assaults                    | 22%                |
| Confinement                 | 20%                |
| Suicidal Behavior           | 13%                |
| Accident/Injury/Illness     | 8%                 |
| Abuse/Neglect/ Exploitation | 7%                 |
| Official Misconduct         | 1%                 |

During FY 2013, the Bureau plans to continue working with the Bureau of Research and Evaluation to create an automated incident reporting and data process. It is firmly believed that this effort will not only make the Bureau of Investigation's work more efficient but also will lead to a better understanding of how best to serve Division clients and staff and provide better support with other Division workgroups including QA and QSR. The Bureau also will continue to be proactive in training issues related to the safety and security of the Division's programs and facilities.

# Recent and Ongoing Projects

## Quality Improvement

The Division's first goal is to "Improve short-term and long-term outcomes for our youth" (see "Who We Are, ...," page 6). During FY 2012, the Division chartered the Evidence Based Practices Committee to help meet this challenge. The Committee's overall objective is to create an Evidence Based Practices Service Delivery Model. One of the Committee's first recommendations was to adopt a standard terminology to help foster meaningful debate and promote a shared understanding of the concepts related to evidence-based programming.

The Committee recommended a broad definition of "practice" to include a precise intervention, a procedure, or a larger program with multiple components that is expected to result in some measurable behavioral, social, educational, or physical benefit. Examples include (1) a curriculum, (2) a behavioral intervention, (3) a systems change, or (4) an educational approach. Further, the Committee determined that to qualify as "evidence based," a practice must be supported by the following:

- Research results document the practice is functionally related to change in the targeted behavior, for the target population;
- Where appropriate, the use of a practice should be guided by a standardized risk assessment to determine risk factors and set individualized goals;
- Practices should be concretely defined in terms that are readily understandable by practitioners;
- Training must be provided to ensure staff are qualified to administer the practice, and program manuals and protocols should be readily available to ensure the practice is consistently applied.
- Accurate, reliable, and valid data should be collected on a regular basis to support improvement in the practice over time.

During FY 2013, the Evidence Based Practices Committee is scheduled to continue its work developing principles and strategies for the Evidence Based Service Delivery Model. As part of this effort, the Committee will participate in the development of a demonstration project for secure care youths housed at the Slate Canyon Youth Center.

Improving outcomes for the Division's clients also requires that programs serving youths regularly receive a variety of different kinds of feedback on their activities. This feedback includes information about the clients served, the nature and levels of services provided, and

the clients's short and long-term outcomes. Several complementary audit processes are in place to provide this information: (1) Quality Assurance (QA), (2) Quality Service Review (QSR), (3) Performance-based Standards (PbS), and (4) Correctional Program Checklist (CPC).

*Quality Assurance (QA).* QA audits focus on a program's adherence to Division policies and practices and other relevant requirements. Regular audits are made of programs and facilities directly operated by the Division and those operated under contract. Program performance is judged against the Division's written standards, operations manuals, and policies. During reviews, auditors consult personnel files, training records, documentation of service delivery, and control logs. Audit reports summarize findings and make recommendations for improving program operations.

Reviews of contracted providers additionally determine whether providers are meeting the requirements of Division contracts. This typically includes assessment of (1) specific program requirements, (2) fiscal accountability; (3) compliance with standard contract terms and conditions, and (4) adherence to Federal requirements.

*Quality Service Review (QSR).* QSR audits focus on the quality of service delivery for case managed youths. The process includes in-depth reviews of individual cases to determine how well service systems address the needs of the client and how the youth and family benefit from services they receive. For each case reviewed, input is sought from multiple stakeholders, including the youth, parents, case managers, therapists, contracted service providers, and providers from other agencies. Reports developed from the process provide an overview of current client status, strengths to build on, and weaknesses that should be addressed.

QSR evaluations are guided by a case review instrument that covers a number of client status and system performance Indicators. Client status indicators include (1) safety, (2) accountability, (3) youth well being (emotional and physical health, and learning progress), (4) stability, (5) permanence, and (6) family functioning. System performance indicators include (1) teaming, (2) assessment, (3) service planning, (4) plan implementation, and (5) discharge planning.

*Performance-based Standards (PbS).* The Division's secure care and locked detention facilities have committed to participate in the PbS process. The approach provides

a system for programs to identify, monitor, and improve treatment services provided to incarcerated youths. Performance benchmarks are based on the American Correctional Association Performance-based Standards (PbS). Participating programs collect and analyze data to target specific areas for improvement. The general approach has been used widely across the country and currently is being utilized by 162 facilities in 29 states and the District of Columbia.

The Division's involvement with PbS began in 2010 with two facilities. The effort was expanded during 2011 and 2012 to include 14 secure and locked detention facilities in urban and rural settings.

Each year, the PbS Learning Institute, a non-profit, nationally recognized organization, selects facilities across the nation are honored by improvement program developed by the Council of Juvenile Correctional Administrators) for successful implementation of PbS. Winners are chosen annually for the facility that best exemplifies the PbS underlying principle of providing safe environments conducive to learning and changing behavior. Though the Division is at the beginning of its involvement with the PbS effort, it is worthy of note that, in 2012, the Division's Weber Valley Detention Center was recognized with this award.

*Correctional Program Checklist (CPC).* The project goal is to implement a continuous way of evaluating and improving the programming youths receive while in Division care. The project examines whether programs and services are following best practices and provides technical assistance to increase the use of best practices. Programs participating in the project are able to show empirically the impact they have on reducing offending.

For each program, the project staff first measure the degree to which youths entering the program match the target population for which the program is effective. The next step is to determine the degree to which the program follows evidenced based practices is assessed using the Correctional Program Checklist (CPC). The CPC was developed at the University of Cincinnati to determine the degree to which programs use evidence based practices and may be used as part of a larger process for determining the effectiveness of programs in changing offender attitudes, behaviors, and rates of recidivism. The CPC is divided into basic areas of capacity and content. The capacity area is designed to measure whether a correctional program has the capability of providing youths with evidence based interventions and

services. The area has three domains: Leadership and Development, Staff, and Quality Assurance. The content area focuses on program processes for assessment and treatment, and program adherence to principles of risk, need, responsiveness.

Following this preliminary assessment, outcomes for youths are assessed by measuring the self-reported changes in attitudes and behaviors and rates of re-offense during the year following program completion. Once this information has been gathered, efforts are focused on increasing the effectiveness of Division programming by providing intensive technical assistance to guide the program in increasing the use of evidenced based practices. Consultation is provided after each CPC evaluation to ensure that recommendations are followed. Written resources, such as "how-to-guides", and in-person training are provided when needed. An internet based reporting system shows up-to-date and easy to understand snapshots of the current functioning of each program. This program "dashboard" allows Division and program staff to quickly identify and respond to areas that need improvement.

The Division's participation in the project began during FY 2012. The evaluation effort is being carried out with the help of a team of seasoned evaluators working under a Division contract with the Social Research Institute at the University of Utah. A total of eight, facilities are being evaluated. This includes four that are operated directly by the Division and four that are operated by contracted private providers. Each facility is being evaluated twice. Initial evaluations are followed up with a report that identifies areas that are performing well, areas that are in need of improvement, and recommendations for improving performance in each of the targeted areas. A second evaluation is scheduled approximately one year after the first to measure progress and identify new or continuing problem areas. More information about the approach may be found at <http://sri.utah.edu/>.

## Protective and Risk Assessment Project

In 1999, the Division joined the Juvenile Court in developing a systematic assessment process for identifying the strengths and weaknesses of delinquent youths. The Risk Assessment Committee was established to oversee the project. The Committee, which continues to this day, had equal representation from the Juvenile Court and the Division. After reviewing a number of possibilities, the Committee selected two assessment tools originally de-

veloped in Washington State. Both tools have been used on a regular basis since January of 2003. The Prescreen Risk Assessment (PSRA) is a relatively short assessment that had been validated to predict reoffending of juvenile probationers in Washington State. The assessment collects information on a variety of youth characteristics such as past delinquency, drug and alcohol problems, current home environment, and peer group. Currently, the PSRA is being given to youths scheduled to have a hearing before a Juvenile Court Judge as a result of a charge for a misdemeanor- or felony-type offense.

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a longer and more comprehensive assessment that includes information from each of 10 different domains: (1) delinquency history, (2) school, (3) use of free time, (4) employment, (5) relationships, (6) living environment, (7) alcohol and drug use, (8) mental health, (9) attitudes and behavior, and (10) skills. The PRA is being given to youths ordered by the Juvenile Court to probation supervision or into Division custody. Information from the PRA is used to construct specific goals for the youth's service plan. The PRA is updated periodically to measure progress and identify new and continuing issues.

Assessment results are managed by the CARE information system (see below) as part of an individual youth's electronic case record. As a result, Division and Juvenile Court workers assigned to a case have immediate access to a youth's current and past assessment results.

## Court & Agencies' Record Exchange

The Courts & Agencies' Record Exchange (CARE) information system is Utah's juvenile justice database. The full system, implemented on November 28, 2005, was the result of a joint effort by the Juvenile Court and the Division that began in 1999. Working objectives for the project were to (1) design and create a useful case management system, (2) enhance communication and cooperation between agencies responsible for juvenile justice and child welfare in Utah, and (3) allow for the sharing of case information in a user friendly and readily accessible digital environment.

Components of the CARE system currently in place include the (1) demographics module which manages personal characteristics of youths and their families; (2) services module which tracks residential and non-residential services delivered to youths in Division and Probation care and allows assignments of individual

workers to individual youths; (3) incidents module which documents delinquency charges, hearings, dispositions and other interactions between individual youths and the Juvenile Court; (4) calendaring module which organizes activities of individual youths, Juvenile Court Judges, and Juvenile Court Courtrooms; and (5) e-mail notification, which alerts workers attached to an individual youth about the youth's new court hearings, dispositions, admission to detention, and application of new critical messages.

CARE includes two additional features of particular note. The assessment module, brought on line during FY 2002, was the first component to be completed. This function is designed to collect, score, manage, and report on the results of user defined questionnaires and assessments. The module has been used successfully to collect a wide variety of information about individual youths including behavioral ratings, progress notes, work hours, and school performance. It also has proved to be an invaluable resource for the Protective and Risk Assessment project (see above) and other data-collection processes.

A second notable component of CARE is the Minutes Module. In production since FY 2003, this module has the capacity to collect information in real time during Juvenile Court and Youth Parole Authority hearings. Court minutes, dispositions, orders, and other court documents immediately become a part of a youth's electronic case file. The Juvenile Court and the Youth Parole Authority began using the module on a regular basis during FY 2004.

The CARE system has met its original objectives and now is an invaluable resource for workers across Utah's juvenile justice system. Continued development of the system is directed by a standing committee that includes representation from participating agencies, including the Juvenile Court, the Division of Juvenile Justice Services, the Division of Child and Family Services, and the Office of Guardian ad Litem.

## Graduated Sanctions Model

Over the last several years, the Division has invested a great deal of effort developing the Graduated Sanctions Model. Implemented in July, 2007, this initiative is intended to enhance the effectiveness and the quality of care given to youths in Division custody.

A youth entering custody is categorized on (1) need for supervision based on risk to reoffend and (2) specific programming requirements related to individual

criminogenic need. Both determinations rely on use of the Protective and Risk Assessment and other available assessment data. Reassessments are given at regular intervals to mark progress and identify continuing issues.

Several service categories have been developed to address different programming needs. Specialized categories for boys include (1) Mental Health, (2) Behavioral Disorder, (3) Substance Dependent, and (4) Sex Offender. Program categories for girls include (1) Mental Health, (2) Substance Dependent, and (3) Sex Offender.

In order to accommodate different needs for supervision, service categories include up to three levels of structure: (1) low (e.g., placement with a proctor family), (2) medium, and (3) high (e.g., placement in a highly structured group home). A youth assigned to a particular category typically starts under a relatively high level. Contingent on meeting the goals of his or her service plan, the youth moves to successively less restrictive levels. Generally, a youth who does not commit any new offenses will stay within the category until all his or her service goals are met and termination of custody is granted by the Juvenile Court.

Application of the Graduated Sanctions model is intended to have a number of major benefits. Importantly, the model is expected to reduce the chances of mixing youths with different levels of risk and criminal sophistication. This sort of population mixing has been a common problem for juvenile justice systems across the country and, when it occurs, invariably increases the risk of re-offending for relatively inexperienced, low risk youths. Better outcomes also are expected because the needs of individual youths are better matched to the specialties of particular programs.

## Victim Services

The Division recognizes the need to hold juvenile offenders accountable for their delinquent behavior and to respond to the needs of their victims. To help meet these objectives, treatment programs have been developed to heighten youths' empathy for victims. In addition, restitution programs have been created at all levels of the continuum of care.

Substantial restitution payments have been made by youths in Division care to victims of juvenile crime. During FY 2012, the payments exceeded \$176,000. For the 10-year period ending in FY 2011, total payments exceeded \$2,633,000. Funds for this effort come from support payments that parents of youths in custody make

to the State through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juvenile Court. Work projects are operated by the Division, other government agencies, and nonprofit organizations.

## Youth in Custody Educational Programs

"Youth In Custody" is the phrase used to describe youths under the age of 21, who have not graduated from high school, are in custody, and placed out of home. Youths may be in a detention center or in custody of the Division of Juvenile Justice Services, the Division of Child and Family Services, or an equivalent program operated by a Utah Tribe recognized by the Bureau of Indian Affairs. State statute placed responsibility for educating these youths with the State Board of Education.

The Utah Coordinating Council for Youth In Custody, with representation from Juvenile Justice Services and the Division of Child and Family Services, recommends policy, guidelines, and operating procedure to the Board of Education. General program guidelines for Youth In Custody programs require a one teacher to eight student instructional ratio, a minimum of 5.5 hours of instruction each school day (except at the Genesis Youth Center where students must work half of each day), academic testing and reporting, instruction in the Utah Core Curriculum, life skills, and vocational education. Youth In Custody programs operate in each of the Division's residential facilities, including 5 secure facilities, 4 freestanding observation and assessment programs, 11 detention centers, and the Genesis Youth Center.

## Profile of Division Staff

The Division has 841 full-time and part-time staff (excluding time-limited employees and Board members). The average age of these staff is 42.0 years (range 21 to 71 years old); about 36.0% (303) are between 30 and 40 years old. Average length of service is 10.5 years. The longest length of State employment is over 40.7 years, 3.3% (28) have less than 6 months of service, 13.2% (111) have 3 years or less service, and 33.9% (285) have over 12 years of service. The Division also employs 208 time-limited staff to augment efforts of career service employees.

The table at the bottom of this page represents the proportion of career service staff of different ethnicity, gender, and job type. Many different minorities work for the Division, including Hispanic, Black, Asian American, and Pacific Islanders. Minorities are referred to collectively as "Other" in the table. As identified, they represent 26.2% of all Division staff; 28.2% of the staff working in service delivery jobs; and 24.0% within the administrative job type. Only 4.6% of all staff working in the administrative job type are minority females.

Overall, females represent 43.9% of staff across all job types, but are underrepresented in the service delivery (40.1%) and the administrative (35.6%) job types, and overrepresented within the support job type (75.0%).

A comparison of youths in Division programs and

service delivery staff reveals relatively fewer minority staff (28.2%) than minority youths served (43.2%), and relatively more female service delivery staff (40.1%) than female youths served (32.5%).

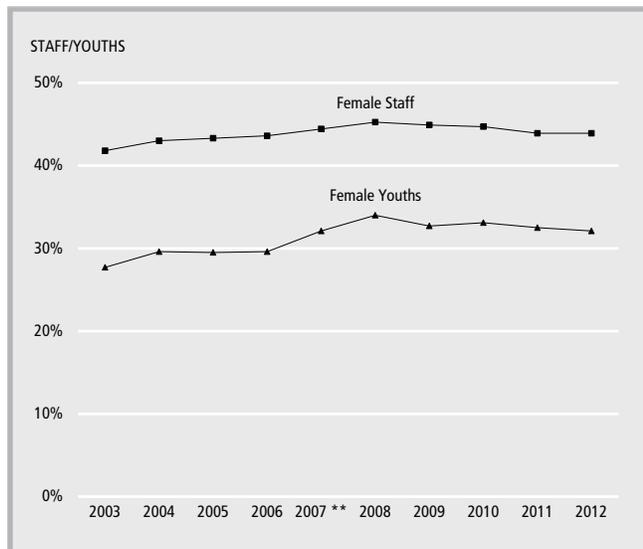
Several trends in the numbers of Division staff and youths over the last several years may be seen in the charts at the bottom of this page. While the percentage of female staff has been higher than the percentage of females in Division custody the gap has remained relatively constant over the last 5 years of the 10-year period. Percentages of nonwhite youths and nonwhite Division staff increased over the 10-year period. However, the rate of increase was much greater for nonwhite youths than for nonwhite staff and nonwhite staff has reached a plateau over the last 3 years of the period.

## RACE, GENDER, AND JOB TYPE OF DIVISION STAFF.

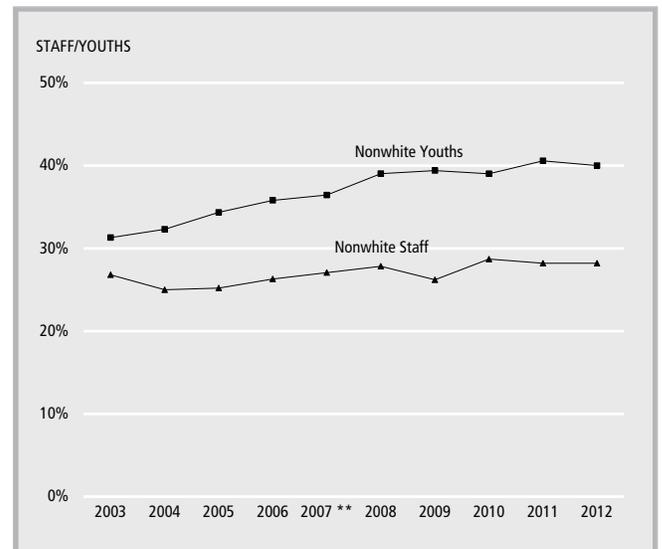
### JOB TYPE

|              | ADMINISTRATIVE |             |               | SERVICE DELIVERY |              |               | SUPPORT     |             |               | ALL JOB TYPES |              |               |
|--------------|----------------|-------------|---------------|------------------|--------------|---------------|-------------|-------------|---------------|---------------|--------------|---------------|
|              | MALE           | FEMALE      | TOTAL         | MALE             | FEMALE       | TOTAL         | MALE        | FEMALE      | TOTAL         | MALE          | FEMALE       | TOTAL         |
| <b>WHITE</b> | 58<br>45.0%    | 40<br>31.0% | 98<br>76.0%   | 246<br>40.7%     | 188<br>31.1% | 434<br>71.8%  | 19<br>17.6% | 70<br>64.8% | 89<br>82.4%   | 323<br>38.4%  | 298<br>35.4% | 621<br>73.8%  |
| <b>OTHER</b> | 25<br>19.4%    | 6<br>4.6%   | 31<br>24.0%   | 116<br>19.2%     | 54<br>9.0%   | 170<br>28.2%  | 8<br>7.4%   | 11<br>10.2% | 19<br>17.6%   | 149<br>17.7%  | 71<br>8.5%   | 220<br>26.2%  |
| <b>TOTAL</b> | 83<br>64.4%    | 46<br>35.6% | 129<br>100.0% | 362<br>59.9%     | 242<br>40.1% | 604<br>100.0% | 27<br>25.0% | 81<br>75.0% | 108<br>100.0% | 472<br>56.1%  | 369<br>43.9% | 841<br>100.0% |

### FEMALE STAFF and YOUTHS



### NONWHITE STAFF and YOUTHS



# History

In 1981, Juvenile Justice Services was created with the mission “...to provide a continuum of supervision and rehabilitation programs which meets the needs of the youthful offender in a manner consistent with public safety. These services and programs will individualize treatment and control the youthful offender for the benefit of the youth and the protection of society.”

The Division’s philosophical roots can be traced to the late 1800s and the Utah Territorial Reform School which opened in Ogden in 1889. The original intent was “...to make the school as near like a home as possible.” A century ago, increases in delinquent and violent behavior were seen as results of a changing society. The remedy for Utah’s troubled youths was seen as the concerted support of competent individuals, caring families, and communities. This remains true today.



Utah Territorial Reform School in Ogden circa 1889 (photo courtesy of the Utah State Historical Society).

## Organizational Highlights

- 1889 The Territorial Reform School opens in Ogden with dormitories for 100 children.
- 1896 Utah receives Statehood and the Territorial Reform School becomes the Utah State Industrial School.
- 1905 The Utah Juvenile Court is created as the primary court for juvenile offenders.
- 1946 A National Probation Association study of the Utah State Industrial School finds that “Most of the buildings along with their equipment fall far short of requirements for the proper care, education and treatment of boys and girls.”
- 1974 The Federal Juvenile Justice and Delinquency Prevention Act is created, establishing a new national tone for juvenile corrections reform by advocating: (1) removal of juvenile status offenders and non offenders from locked facilities; (2) separation of juvenile offenders from adult offenders; and (3) removal of juveniles from adult jails, municipal lockups, and adult correctional facilities.
- 1975 A class action lawsuit, *Manning v. Matheson*, is filed in Federal District Court. The conditions of confinement at the State Industrial School are brought into question by the lawsuit’s allegation that a resident’s extended stay in solitary confinement either precipitated or exacerbated his mental illness.
- 1977 The Blue Ribbon Task Force is appointed by Governor Scott Matheson. A major recommendation is that youths should be placed in the “least restrictive setting” that is consistent with public safety.
- 1978 Governor Matheson meets with leaders of the juvenile justice community concerning the ability of the State Industrial School to securely hold serious offenders and protect the safety of less serious offenders. A consultant is hired by Governor Matheson to make recommendations for settlement of *Manning v. Matheson*.

The Utah State Industrial School becomes the Utah State Youth Development Center (YDC).

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- 1980 The Governor’s Juvenile Justice Task Force, with representation from concerned agencies and the community, is created to examine Utah’s juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the Massachusetts juvenile correctional model, to provide direction for the development of Utah’s juvenile justice system. Key tenets of the model are: (1) most juvenile offenders cannot be treated within a training school setting because treatment and rehabilitation are not consistent with the security issues; (2) young offenders must be provided opportunities for rehabilitation, but not at the expense of public safety; and (3) commitment guidelines should be developed and financial resources should be used to develop community services rather than for the construction and maintenance of secure beds.
  - 1981 The Division of Youth Corrections is created by statute (UCA 62A-7-102) based on the Master Plan developed by the Juvenile Justice Task Force. The Division is placed within the Department of Social Services. The Division is organized into three geographical regions, each delivering secure care, community based services, detention, case management, and observation and assessment. Utah’s detention centers receive financial support from the State, but are operated by county governments.
  - 1986 The Youth Parole Authority is created by statute (UCA 62A-7-501(1)) to take responsibility for review of all parole requests and for oversight of youths on parole from secure care.
  - 1987 The Division takes over operation of 9 of the State’s 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
  - 1995 Serious youth offender legislation is enacted to expedite transfer of violent and chronic juvenile offenders to the jurisdiction of the adult courts and correctional system.

The Division Director appoints a task force to review and update the 1980 Master Plan.

Appointment of Youth Parole Authority Members becomes an executive appointment by the Governor rather than by the Board of Youth Corrections.

- 1996 The Juvenile Justice Task Force is appointed by the Utah State Legislature. The group has the mandate to examine all aspects of Utah’s juvenile justice system.

Findings of the 1995 Master Plan Task Force are presented to the Board of Youth Corrections. Primary recommendations are to change the Division’s Mission Statement to reflect a greater concern for public safety and the principles of the Balanced and Restorative Justice (BARJ) Model. Another recommendation is to reorganize the Division’s structure of service delivery.

- 1997 The Utah Sentencing Commission promulgates a new set of sentencing guidelines for juvenile offenders. The aim is to reduce delinquency through application of earlier and more intensive sanctions. In addition, a new dispositional option for the Juvenile Court known as “State Supervision” is created. The sanction combines a range of nonresidential interventions directed by Juvenile Court Probation. If needed, the Division of Youth Corrections and the Division of Child and Family Services will provide out-of-home residential placements.
- 2001 The Division’s service delivery is reorganized. The traditional regional organization based on geography is replaced with the Offices of Community Programs, Correctional Facilities, and Rural Programs. Statewide administrative services also are realigned to match this change.

The Juvenile Court and the Division adopt standardized risk and needs assessments. The instruments

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are to be given to youths at probation intake, under probation supervision, and in Division custody. The assessments will be used to identify risk of reoffending, needs for services, and progress made during programming.

- 2002 Oversight of youth services is transferred to the Division of Youth Corrections from the Division of Child and Family Services. As a result, the Division of Youth Corrections creates the Office of Early Intervention Services to manage the functions of youth services, home detention, diversion, and state supervision along the Wasatch Front. Youth services functions in rural areas are managed by the Office of Rural Programs.

The Division launches the Program Enhancement Process (PEP). The focus of this initiative is to develop outcomes-based services within the framework of BARJ.

The legislature expands the DNA database to include juveniles over age 14 found to have committed any felony (UCA 53-10-403-405).

- 2003 The Utah Legislature changes the Division's name to the Division of Juvenile Justice Services.
- 2006 The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) is signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. The law does apply to some convicted juvenile sex offenders.
- 2009 Along with other Divisions in the Department of Human Services and the Department of Environmental Quality, the Division's administrative office moves into the new Multi-Agency State Office Building located in Salt Lake City.

## Community Programs: Case Management, Observation and Assessment, Aftercare

- 1979 The Federal Office of Juvenile Justice and Delinquency Prevention awards Utah an \$800,000 grant to begin developing a network of privately operated residential programs in the community.
- 1981 An observation and assessment center opens in Salt Lake City in addition to an existing program in Ogden.
- 1984 An observation and assessment center opens in Provo.
- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 A 6-bed, observation and assessment program, specialized for females, is opened in Salt Lake City.

The privately operated Copper Hills Youth Center opens in Salt Lake City, providing the Division with an additional 24 beds for observation and assessment.

The Intensive Community Aftercare Program (ICAP) is founded. The program, which is housed at the Wasatch Youth Center (a secure facility), provides youths with supervision and other services as they

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transition from secure care back to the community.

- 1998 The privately operated North Bay Youth Center opens in Brigham City, providing the Division with an additional 10 beds for observation and assessment.
- 1999 The Legislature reduces observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division Director (UCA 78-3a-118(2)(e)).
- Reflections, a community day-treatment program for girls, opens in Layton.
- 2000 North Bay Youth Center in Brigham City discontinues operation.
- 2001 Copper Hills Youth Center in Salt Lake City discontinues operation.
- 2002 The Intensive Community Aftercare Program (ICAP) moves from the Wasatch Youth Center to a separate residential facility with 8 beds for youths transitioning from secure care or other structured programs.
- 2002 HB 154 expands the DNA database to include juveniles found to have committed a felony. Upon the order of a Juvenile Court Judge, probation officers or Juvenile Justice Service case managers collect a sample using a saliva test kit. The juvenile is assessed a fine to pay for the test and replace the kits. Once taken, samples are sent to the Utah Department of Public Safety, Bureau of Forensic Services.
- 2003 The Division opens the Utah County Aftercare Program (UCAP) to provide nonresidential transition services for youths in the Utah County area. The program is being funded by a 3-year Federal grant.
- 2006 Federal Funding for the Utah County Aftercare Program (UCAP) expires and the program is closed.
- 2007 Development of the Graduated Sanctions Model is completed. The model is fully implemented on July 1, 2007.
- 2008 The Reflections Program for girls, which provided day programming for girls in Division custody, closes as the result of budget constraints.
- The residential components of the Project Paramount and ICAP transition programs close as the result of budget constraints.
- 2009 The Division receives Federal funds to open the In-Community Services program in Orem to provide non-residential, transition services for youths leaving secure care and other highly structured residential programs.
- 2012 Administration of observation and assessment centers in Ogden, Salt Lake, and Springville is moved from the Office of Community Programs to the Office of Early Intervention Services.

## Correctional Facilities: Locked Detention, Secure Care

- 1981 Utah's locked detention centers receive financial support from the State, but are operated by county governments.

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- 1983 The Youth Development Center (YDC) is closed. In its place Decker Lake and Mill Creek Youth Centers are opened. Each facility provides 30 beds for long-term secure care.
- 1987 The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youths into detention for up to 30 days (UCA 78-3a-118(2)(f)) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 1990 The average daily population of the three secure facilities reaches the system's capacity of 70 youths.
- 1992 An additional 10 secure-care beds are added to Decker Lake Youth Center bringing the Statewide capacity to 80 beds. The new beds are filled within a month and once again the system is at its capacity.
- 1995 Farmington Bay Youth Center, the first State-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility has 38 detention and 32 secure-care beds and replaces outdated and unsafe Provo Youth Detention Center.
- The aging 56-bed Salt Lake Detention Center is replaced by the 160-bed Salt Lake Valley Detention Center.
- The old Salt Lake Detention Center is renovated and renamed the Wasatch Youth Center. The building provides secure care for up to 56 youths. Specialized programs are developed to meet the unique needs of sex offenders, girls, and youths preparing for transition back to the community.
- 2001 The expansion of Mill Creek Youth Center by 72 beds is completed. Facility capacity is now 102 beds.
- 2008 Farmington Bay Youth Center converts its 18 beds for secure care to beds for locked detention.

## Early Intervention: Receiving Centers, Shelters, Work Camps, Diversion

- 1994 Day/Night reporting and receiving centers are opened across the State to facilitate monitoring of youths.
- Genesis Work Program, a community based program, is opened at the direction of Governor Michael Leavitt.
- 1996 A partnership between the Division and the US Forest Service establishes a seasonal program at Strawberry Work Camp.
- The Genesis Work Program receives a Peace Pole donated by the people of Japan. The pole is installed on Genesis grounds and a time capsule is buried in its base.

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- 1998 Archway Youth Services Center opens as the first youth services program operated directly by the Division. The old Provo detention center is converted to a day program for community services and work projects.
  - 2004 Operation of the Genesis Work Program is placed under the Office of Early Intervention Services.
  - 2009 The Division suspends its state supervision programing as a cost-cutting measure.
  - 2012 Capacity of the Genesis Work Program is reduced from 50 beds to 40 as a cost cutting measure
- Administration of observation and assessment centers in Ogden, Salt Lake, and Springville is moved from the Office of Community Programs to the Office of Early Intervention Services.

## Rural Programs: Full Range of Programming

- 1981 Utah's rural detention centers receive financial support from the State, but are operated by county governments.
- 1983 Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.
- 1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
 

The Division takes over operation of 9 of the State's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1993 The Division assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.
- 1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George with 10 beds for detention and 8 beds for shelter care.
- 2000 Construction is completed on multiuse facilities in Logan, Vernal, and Price. Each has 16 beds for locked detention and additional beds for shelter care and observation and assessment.
- 2001 Construction is completed on a multiuse facility in Richfield. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment.
- 2003 Construction is completed on a multiuse facility in Blanding. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment. The new center opens under the name Canyonlands Youth Center.
- 2004 Construction is completed on the Dixie Area Detention Center in St. George. The center's 48 detention beds replace 10 detention beds at the Washington County Youth Crisis Center. Existing beds at the Washington County facility are retained for shelter, and other non secure programs. As a part of the completion of the Center a time capsule is placed in the Center's monument.

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2009 The Division suspends its state supervision programing as a cost-cutting measure.

## Youth Parole Authority

1981 By law (UCA 62A-7-502(1)) the Division of Youth Corrections becomes the sole authority in matters of parole, revocation, and discharge involving youthful offenders committed to secure confinement. Prior to this, the juvenile parole release process was informal and generally conducted by the superintendent of the secure facility.

1982 The Division of Youth Corrections appoints a Parole Review Committee to study constitutional rights of incarcerated juveniles, community safety, and quality of care. The committee recommends that youths should have increased accountability, that staff should have representation, and that hearings should be cost efficient.

1983 Following the recommendations of a citizen review committee, the Youth Parole Authority is established. The Authority begins operations in October, 1983.

1985 A committee is appointed to develop a better method for determining lengths of stay for youths in secure confinement. The Board of Youth Corrections adopts the new guideline methods and the Authority implements them.

1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-501).

1991 In an attempt to deal with the increased work load of the Authority, legislation is passed to increase the number of members from five to seven citizen members (UCA 62A-7-501(2)(a)).

1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-501(3)(a)). The number of members is increased to 10.

Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.

1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.

1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-501(2)(a)).

2003 The Authority begins the process of conversion to the new CARE record keeping system.

2005 CARE is fully implemented for YPA record keeping operations.

# Information

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## Juvenile Justice Documents

- [What Parents Should Know About the Division of Juvenile Justice Services](#) contains: (1) the Mission Statement; (2) How Your Child Entered Custody; (3) Care, Custody, Guardianship - What Does It Mean?; (4) Programs; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services.
- [What Youth Should Know About the Division of Juvenile Justice Services](#) contains: (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the New Serious Youth Offender Law, (6) Programs in JJS, and (7) Case Management Services.
- [Juvenile Justice Terms](#) lists definitions for commonly used juvenile justice terms.
- [The Victims Handbook](#), prepared by the Youth Parole Authority, explains (1) the processes of the Authority, (2) the rights of victims, and (3) how victims can have input. Although written for victims of youths incarcerated in secure facilities, it can benefit victims of any juvenile offender.
- [The Program Brochures](#): Programs have brochures that describe the facility, programming, services, and contact information.
- [Utah Sentencing Commission: Juvenile Sentencing Guidelines Manual 1997](#), a description and application guide for the Juvenile Sentencing Guidelines.

## Posters

- 101 Ways to Stop the Violence
- The Serious Youth Offender

## Speakers Bureau

Juvenile Justice Services' staff are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youths, sex offending youths, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include a question and answer period. Speakers are available throughout the State upon request.

All of the above are available from Lisa Schauerhamer by calling (801) 284-0236 or e-mailing [LSCHAUER@utah.gov](mailto:LSCHAUER@utah.gov). Additional information can be found by visiting the Division's web site: [www.jjs.utah.gov](http://www.jjs.utah.gov).

## Division Programs and Offices.

### STATE ADMINISTRATION

|  |             |                                      |
|--|-------------|--------------------------------------|
| DIRECTOR                                 | SUSAN BURKE | (801) 538-8224<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |             |                                      |
| DEPUTY DIRECTOR                          | CHRIS ROACH | (801) 538-4323<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |             |                                      |
| DIRECTOR ADMIN SERVICES                  | RICK PLATT  | (801) 538-9843<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |             |                                      |

### YOUTH PAROLE AUTHORITY

|  |                 |                                      |
|--|-----------------|--------------------------------------|
| ADMINISTRATIVE OFFICER                   | GARRETT WATKINS | (801) 538-4331<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |                 |                                      |

### OFFICE of COMMUNITY PROGRAMS

|                                      |                |                                      |
|--------------------------------------|----------------|--------------------------------------|
| PROGRAM DIRECTOR                     | CECIL ROBINSON | (801) 627-0322<br>fax (801) 393-7813 |
| 145 N Monroe Blvd<br>Ogden, UT 84404 |                |                                      |

#### CASE MANAGEMENT

|                                      |           |                                      |
|--------------------------------------|-----------|--------------------------------------|
| OGDEN CASE MANAGEMENT                | Mike Shaw | (801) 627-0322<br>fax (801) 393-7813 |
| 145 N Monroe Blvd<br>Ogden, UT 84404 |           |                                      |

|                                    |              |                                      |
|------------------------------------|--------------|--------------------------------------|
| OGDEN CASE MANAGEMENT 2            | Franz Bryner | (801) 626-3447<br>fax (801) 626-3187 |
| 2540 Washington<br>Ogden, UT 84401 |              |                                      |

|   |                |                                      |
|---|----------------|--------------------------------------|
| OREM CASE MANAGEMENT                    | Mike Butkovich | (801) 426-7430<br>fax (801) 426-7455 |
| 237 S Mountainland Dr<br>Orem, UT 84058 |                |                                      |

|  |            |                                      |
|--|------------|--------------------------------------|
| SALT LAKE CASE MNGMNT                    | Bill Boyle | (801) 265-7500<br>fax (801) 265-7599 |
| 3522 S 700 W<br>Salt Lake City, UT 84119 |            |                                      |

#### COMMUNITY BASED PROGRAMS

|  |              |                                      |
|--|--------------|--------------------------------------|
| ICAP                                     | Larry Mendez | (801) 265-5961<br>fax (801) 265-5969 |
| 3520 S 700 W<br>Salt Lake City, UT 84119 |              |                                      |

|                                   |              |                                      |
|-----------------------------------|--------------|--------------------------------------|
| PROJECT PARAMOUNT                 | Larry Mendez | (801) 621-3684<br>fax (801) 393-2869 |
| 2760 Adams Ave<br>Ogden, UT 84401 |              |                                      |

|   |              |                                      |
|---|--------------|--------------------------------------|
| IN-COMMUNITY SERVICES                   | Larry Mendez | (801) 426-7441<br>fax (801) 426-7455 |
| 237 S Mountainland Dr<br>Orem, UT 84058 |              |                                      |

(A list of contractors providing community services may be obtained from the State Admin Office (Attention: Douglas Crockett))

### OFFICE of CORRECTIONAL FACILITIES

|  |             |                                      |
|--|-------------|--------------------------------------|
| PROGRAM DIRECTOR                         | RON HARRELL | (801) 538-3985<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |             |                                      |

#### DETENTION FACILITIES

|  |             |                                      |
|--|-------------|--------------------------------------|
| FARMINGTON BAY YTH CTR                 | Bryan PoVey | (801) 451-8620<br>fax (801) 451-2465 |
| 907 W Clark Ln<br>Farmington, UT 84025 |             |                                      |

|  |               |                                      |
|--|---------------|--------------------------------------|
| SALT LAKE VALLEY DT CTR                  | Kara Anderson | (801) 261-2060<br>fax (801) 261-2732 |
| 3450 S 900 W<br>Salt Lake City, UT 84119 |               |                                      |

|                                    |             |                                      |
|------------------------------------|-------------|--------------------------------------|
| SLATE CANYON YTH CTR               | Noela Karza | (801) 342-7840<br>fax (801) 342-7873 |
| 1991 S State St<br>Provo, UT 84606 |             |                                      |

|                                |             |                                      |
|--------------------------------|-------------|--------------------------------------|
| WEBER VALLEY DT CNTR           | Kingi Tonga | (801) 825-2794<br>fax (801) 525-8350 |
| 5470 S 2700 W<br>Roy, UT 84067 |             |                                      |

#### OBSERVATION & ASSESSMENT

|  |             |                                      |
|--|-------------|--------------------------------------|
| FARMINGTON BAY YTH CTR                 | Bryan Povey | (801) 451-8620<br>fax (801) 451-2465 |
| 907 W Clark Ln<br>Farmington, UT 84025 |             |                                      |

#### SECURE FACILITIES

|   |             |                                      |
|---|-------------|--------------------------------------|
| DECKER LAKE YTH CTR                         | Dorie Farah | (801) 954-9200<br>fax (801) 954-9255 |
| 2310 W 2770 S<br>West Valley City, UT 84119 |             |                                      |

|  |                  |                                      |
|--|------------------|--------------------------------------|
| MILL CREEK YTH CTR                           | Jackie Southwick | (801) 334-0210<br>fax (801) 334-0287 |
| 790 W 12 <sup>th</sup> St<br>Ogden, UT 84404 |                  |                                      |

|                                    |             |                                      |
|------------------------------------|-------------|--------------------------------------|
| SLATE CANYON YTH CTR               | Noela Karza | (801) 342-7840<br>fax (801) 342-7873 |
| 1991 S State St<br>Provo, UT 84606 |             |                                      |

|  |             |                                      |
|--|-------------|--------------------------------------|
| WASATCH YTH CTR                          | Kyle Goudie | (801) 265-5830<br>fax (801) 265-5846 |
| 3534 S 700 W<br>Salt Lake City, UT 84119 |             |                                      |

### OFFICE of EARLY INTERVENTION SERVICES

|  |                   |                                      |
|--|-------------------|--------------------------------------|
| PROGRAM DIRECTOR                         | DONOVAN BERGSTROM | (801) 538-3988<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |                   |                                      |

#### DIVERSION PROGRAMS

|  |               |                                      |
|--|---------------|--------------------------------------|
| DAVIS AREA YTH CTR                               | Randy Gangwer | (801) 774-8767<br>fax (801) 776-2954 |
| 2465 N Main, Suite 13- A & B<br>Sunset, UT 84015 |               |                                      |

|                                     |                |                                      |
|-------------------------------------|----------------|--------------------------------------|
| LIGHTNING PEAK                      | Annette Garcia | (801) 370-0503<br>fax (801) 356-2380 |
| 1955 S Dakota Ln<br>Provo, UT 84606 |                |                                      |

|  |              |                                      |
|--|--------------|--------------------------------------|
| SALT LAKE EARLY INTERVENTION                   | Debbie Rocha | (801) 685-5713<br>fax (801) 685-5707 |
| 3570 S West Temple<br>Salt Lake City, UT 84115 |              |                                      |

#### RECEIVING CENTERS

|                                     |                    |                                      |
|-------------------------------------|--------------------|--------------------------------------|
| ARCHWAY YTH SRVC CTR                | Kenneth Kashiwaeda | (801) 778-6500<br>fax (801) 778-6520 |
| 2660 Lincoln Ave<br>Ogden, UT 84401 |                    |                                      |

|   |            |                                      |
|---|------------|--------------------------------------|
| DAVIS YOUTH SERVICES                            | Derek Frye | (801) 778-6500<br>fax (801) 778-6520 |
| 1353 N 1075 W Suite 101<br>Farmington, UT 84025 |            |                                      |

|   |                |                                      |
|---|----------------|--------------------------------------|
| SALT LAKE YTH SRVCS NORTH                   | Carolyn Hansen | (385) 468-4500<br>fax (385) 468-4498 |
| 177 W Price Ave<br>Salt Lake City, UT 84115 |                |                                      |

|  |                |                                      |
|--|----------------|--------------------------------------|
| SALT LAKE YTH SRVCS SOUTH                    | Carolyn Hansen | (385) 468-4610<br>fax (385) 468-4611 |
| 1262 W 12700 S Suite D<br>Riverton, UT 84065 |                |                                      |

|                                    |               |                |
|------------------------------------|---------------|----------------|
| TOOELE YOUTH SERVICES              | Rena Eldredge | (435) 843-3226 |
| 235 S Main #31<br>Tooele, UT 84074 |               |                |

|                                 |              |                                      |
|---------------------------------|--------------|--------------------------------------|
| VANTAGE POINT                   | Scott Taylor | (801) 373-2215<br>fax (801) 852-4520 |
| 1185 E 300 N<br>Provo, UT 84601 |              |                                      |

#### OBSERVATION AND ASSESSMENT

|                                      |                  |                                      |
|--------------------------------------|------------------|--------------------------------------|
| OGDEN O&A                            | Marty Mendenhall | (801) 627-0326<br>fax (801) 393-7813 |
| 145 N Monroe Blvd<br>Ogden, UT 84404 |                  |                                      |

|   |                |                                      |
|---|----------------|--------------------------------------|
| SALT LAKE O&A                           | Scott Campbell | (801) 284-0230<br>fax (801) 266-7591 |
| 61 W 3900 S<br>Salt Lake City, UT 84107 |                |                                      |

|                                      |                |                                      |
|--------------------------------------|----------------|--------------------------------------|
| SPRINGVILLE O&A                      | Annette Garcia | (801) 491-0133<br>fax (801) 491-0136 |
| 205 W 900 N<br>Springville, UT 84663 |                |                                      |

#### WORK CAMP

|   |                 |                                      |
|---|-----------------|--------------------------------------|
| GENESIS YOUTH CENTER                        | Vanessa Jarrell | (801) 576-6700<br>fax (801) 576-4064 |
| 14178 S Pony Express Rd<br>Draper, UT 84020 |                 |                                      |

### OFFICE of RURAL PROGRAMS

|  |                 |                                      |
|--|-----------------|--------------------------------------|
| PROGRAM DIRECTOR                         | SALVADOR MENDEZ | (801) 538-3989<br>fax (801) 538-4334 |
| 195 N 1950 W<br>Salt Lake City, UT 84116 |                 |                                      |

| CASE MANAGEMENT   |                 |                                      |
|---|-----------------|--------------------------------------|
| BOX ELDER CASE MANAGEMENT<br>1050 Medical Dr<br>Brigham City, UT 84302  | John Zizumbo    | (435) 723-2031<br>fax (435) 734-0811 |
| CACHE VALLEY CASE MGMT<br>115 W Golf Course Rd<br>Logan, UT 84321   | John Zizumbo    | (435) 787-3500<br>fax (435) 787-3519 |
| DETENTION FACILITIES  |                 |                                      |
| DIXIE AREA DETENTION CTR<br>330 S 5300 W<br>Hurricane, UT 84737   | Sterling Cabana | (435) 627-2800<br>fax (435) 627-2801 |
| SW UTAH YTH CTR<br>270 E 1600 N<br>Cedar City, UT 84720   | Jill McKinlay   | (435) 867-2500<br>fax (435) 867-2525 |
| MULTIUSE FACILITIES   |                 |                                      |
| (Most multiuse facilities provide locked detention, shelter, case management, detention diversion, and receiving center services; three also provide observation and assessment.) |                 |                                      |
| CACHE VALLEY YTH CTR<br>2051 N 600 W<br>Logan, UT 84321   | John Zizumbo    | (435) 713-6260<br>fax (435) 713-6276 |
| CANYONLANDS YTH CTR<br>244 W Old Ruin Rd<br>Blanding, UT 84511  | Peter Smith     | (435) 678-3140<br>fax (435) 678-3079 |
| CASTLE COUNTRY YTH CTR<br>1395 S Carbon Ave<br>Price, UT 84501  | Angela McCourt  | (435) 636-4720<br>fax (435) 636-4737 |
| CENTRAL UTAH YTH CTR<br>449 N Hwy 89<br>Richfield, UT 84701   | Glen Ames       | (435) 893-2340<br>fax (435) 896-8177 |
| SPLIT MOUNTAIN YTH CTR<br>830 E Main St<br>Vernal, UT 84078   | Lynn Whitman    | (435) 789-2045<br>fax (435) 789-2245 |
| WASH CO YTH CRISIS CTR<br>251 E 200 N<br>St. George, UT 84770   | Tami Fullerton  | (435) 656-6100<br>fax (435) 656-6139 |
| OTHER   |                 |                                      |
| DUCHESNE CO RCVG CTR<br>28 W Lagoon<br>Roosevelt, UT 84066  | Lynn Whitman    | (435) 722-3226<br>fax (435) 781-0840 |
| Iron County Youth Center (ICYC)<br>1692 W Harding Ave<br>Cedar City, UT 84720   | Robert Jones    | (435) 586-1704<br>fax (435) 586-6696 |
| SECURE FACILITIES   |                 |                                      |
| SW UTAH YTH CTR<br>270 E 1600 N<br>Cedar City, UT 84720vs   | Jill McKinlay   | (435) 867-2500<br>fax (435) 867-2525 |

### Programs and Offices Alphabetically.

|                        |                    |                |
|------------------------|--------------------|----------------|
| ARCHWAY YTH SRVC CTR   | Kenneth Kashiwaeda | (801) 778-6500 |
| BOX ELDER CASE MGMT    | John Zizumbo       | (435) 723-2801 |
| CACHE VALLEY CASE MGMT | John Zizumbo       | (435) 787-3500 |
| CACHE VALLEY YTH CTR   | John Zizumbo       | (435) 713-6260 |
| CANYONLANDS YTH CTR    | Peter Smith        | (435) 678-3140 |
| CASTLE COUNTRY YTH CTR | Angela McCourt     | (435) 636-4720 |
| CENTRAL UTAH YTH CTR   | Glen Ames          | (435) 893-2340 |
| DAVIS AREA YTH CTR     | Randy Gangwer      | (801) 774-8767 |
| DAVIS YOUTH SERVICES   | Derek Frye         | (801) 447-0958 |
| DECKER LAKE YTH CTR    | Dorie Farah        | (801) 954-9200 |

|                                |                   |                |
|--------------------------------|-------------------|----------------|
| DIXIE AREA DETENTION           | Sterling Cabana   | (435) 627-2800 |
| DUCHESNE CO RCVG CTR           | Lynn Whitman      | (435) 722-3226 |
| FARMINGTON BAY YTH CTR         | Bryan PoVey       | (801) 451-8620 |
| GENESIS YOUTH CENTER           | Vanessa Jarrell   | (801) 576-6700 |
| ICAP                           | Larry Mendez      | (801) 265-5961 |
| IRON COUNTY YTH CTR (ICYC)     | Robert Jones      | (435) 586-1704 |
| IN-COMMUNITY SERVICES          | Larry Mendez      | (801) 426-7441 |
| LIGHTNING PEAK                 | Annette Garcia    | (801) 370-0503 |
| MILL CREEK YTH CTR             | Jackie Southwick  | (801) 334-0210 |
| OFF of COMMUNITY PROGRAMS      | Cecil Robinson    | (801) 627-0322 |
| OFF of CORRECTIONAL FACILITIES | Ron Harrell       | (801) 538-3985 |
| OFF of EARLY INTERVENTION      | Donovan Bergstrom | (801) 538-3988 |
| OFF of RURAL PROGRAMS          | Salvador Mendez   | (801) 538-3989 |
| OGDEN CASE MANAGEMENT          | Mike Shaw         | (801) 627-0322 |
| OGDEN CASE MANAGEMENT 2        | Franz Bryner      | (801) 626-3447 |
| OGDEN O&A                      | Marty Mendenhall  | (801) 627-0326 |
| OREM CASE MANAGEMENT           | Mike Butkovich    | (801) 426-7430 |
| PROJECT PARAMOUNT              | Larry Mendez      | (801) 621-3684 |
| SALT LAKE CASE MNGMNT          | Bill Boyle        | (801) 265-7500 |
| SALT LAKE EARLY INTERVENTION   | Debbie Rocha      | (801) 685-5713 |
| SALT LAKE O&A                  | Scott Campbell    | (801) 284-0230 |
| SALT LAKE VALLEY DT CTR        | Kara Anderson     | (801) 261-2060 |
| SALT LAKE YTH SRVCS NORTH      | Carolyn Hansen    | (385) 468-4500 |
| SALT LAKE YTH SRVCS SOUTH      | Carolyn Hansen    | (385) 468-4611 |
| SLATE CANYON YTH CTR           | Noela Karza       | (801) 342-7840 |
| SPLIT MOUNTAIN YTH CTR         | Lynn Whitman      | (435) 789-2045 |
| SPRINGVILLE O&A                | Annette Garcia    | (801) 491-0133 |
| STATE OFFICE                   | Susan Burke       | (801) 538-8224 |
| SW UTAH YTH CTR                | Jill McKinlay     | (435) 867-2500 |
| TOOELE YOUTH SERVICES          | Rena Eldredge     | (435) 843-3226 |
| VANTAGE POINT                  | Scott Taylor      | (801) 373-2215 |
| WASATCH YTH CTR                | Kyle Goudie       | (801) 265-5830 |
| WASH CO YTH CRISIS CTR         | Tami Fullerton    | (435) 656-6100 |
| WEBER VALLEY DT CNTR           | Kingi Tonga       | (801) 825-2794 |
| YOUTH PAROLE AUTHORITY         | Garrett Watkins   | (801) 538-4331 |





UTAH DEPARTMENT OF HUMAN SERVICES

