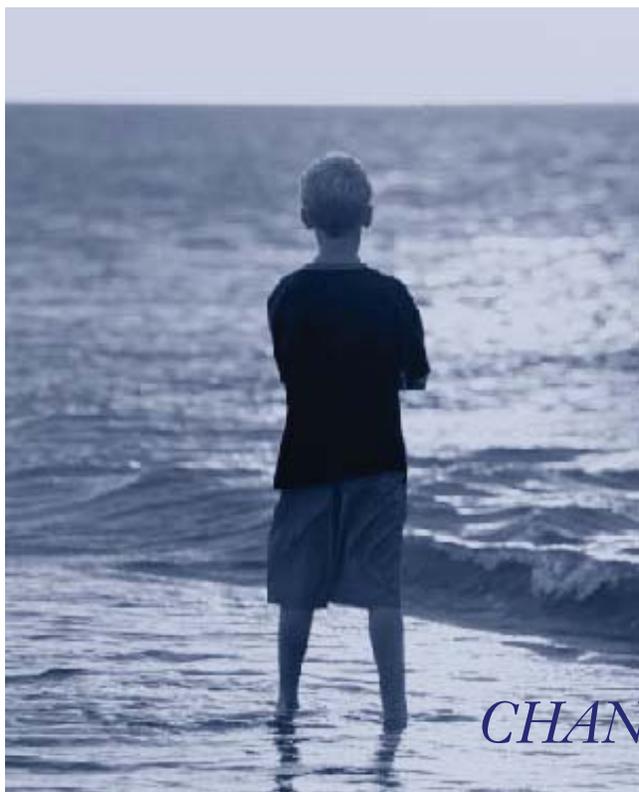
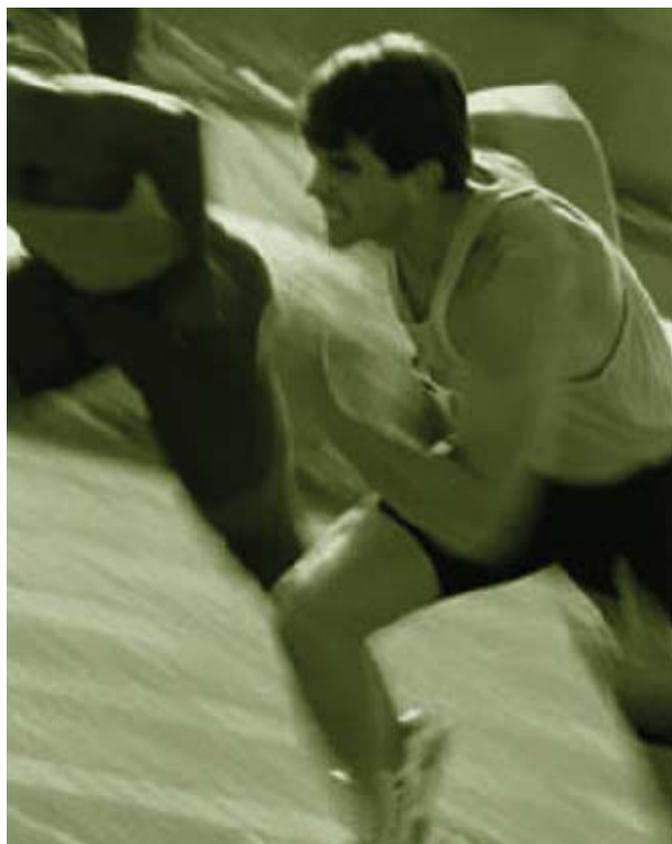




DIVISION OF JUVENILE JUSTICE SERVICES

# 2010 Annual Report



*CHANGING young lives*



# Executive Summary

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## DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2010

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 24). Relevant facts about the Division are summarized below.

- 
- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Division funding in FY 2010 was \$100,006,400; authorized funding in FY 2011 is \$98,346,400. Federal collections, including Title XIX Transfers, account for \$16,972,000 of the total FY 2010 revenue (pages 28-29).</li><li>• Locked detention centers often operated over capacity (page 35). Overcrowding could be more pronounced for boys than girls (page 37).</li><li>• The average daily number of custody youth assigned to Division case managers was 1,032 during FY 2010 (page 41).</li><li>• Of all youths in custody on a typical day, about 75% were in community based programs and about 20% were in locked programs (page 41).</li><li>• Delinquency histories increased for youths admitted to observation and assessment and secure facilities but decreased for youths admitted to community programs (pages 44, 49, 54).</li><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 37, 45, 50, 55).</li></ul> | <ul style="list-style-type: none"><li>• The Youth Parole Authority held 705 hearings in FY 2010 (page 57).</li><li>• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across 10 years presented for Population, Budget, and Delinquency History (pages 46, 51, 56).</li><li>• Overall, in FY 2009, the Division supported 1,060 training sessions on mandatory topics and 459 in-service training events for a total of over 45,725 hours of individual training (page 62).</li><li>• Youths in custody earned over \$240,000 paid directly to victims as restitution (page 67).</li><li>• While the percent of female staff has increased, so has the percent of female youths. Also, with the exception of FY 2005, as the percent of nonwhite youths has increased, so has the percent of non-white staff (pages 68-69).</li></ul> |
|---|---|



# JJS

## Annual Report

# 2010

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# The Board of Juvenile Justice Services

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**DR. MARK BEZZANT - CHAIR**

*Retired  
Pleasant Grove*

**RUSSELL VAN VLEET - VICE CHAIR**

*Retired  
Salt Lake City*

**KIRK J. ALLEN**

*Educator, Logan School District  
Providence*

**DAVID CHRISTENSEN**

*Business Owner  
Richfield*

**ROBERT FLORES**

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

**JODY VALANTINE**

*Educator, Washington County School District  
Santa Clara*

*Note: The Board of Juvenile Justice Services is authorized for seven members.  
One position was vacant at the time this report was published.*





State of Utah

GARY R. HERBERT  
*Governor*

GREG BELL  
*Lieutenant Governor*

## DEPARTMENT OF HUMAN SERVICES

PALMER DePAULIS  
*Executive Director*

DIVISION OF JUVENILE JUSTICE SERVICES

DAN MALDONADO  
*Director*

January 2011

Dear Friend,

Please accept our 2010 Annual Report. Once again, we are pleased to present this to the community online. This allows us efficient use of time and benefits the taxpayer by eliminating the cost of print publishing.

In 2010, we were challenged to provide high quality services during a difficult funding environment. The employees of Juvenile Justice Services did their very best to achieve this. I have the honor of working with the finest public servants in Utah.

We appreciate your interest in the Division, and, as always, invite your comments and feedback.

Yours truly,

A handwritten signature in cursive script, appearing to read "Dan Maldonado".

Dan Maldonado, Director  
Division of Juvenile Justice Services



# 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) 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. 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 Juvenile Justice Services administrative office moved 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 transition

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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.

## Correctional Facilities: Locked Detention, Secure Care

- 1981 Utah's locked detention centers receive financial support from the State, but are operated by county governments.
- 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.
- 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 programming as a cost-cutting measure.

## 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.
- 2009 The Division suspends its state supervision programming 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

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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.

# Mission, Vision, and Values

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## MISSION STATEMENT

The mission of the Division of Juvenile Justice Services is to provide comprehensive services for at risk youths within the framework of the Balanced and Restorative Justice Model. Community Protection, Accountability, and Competency Development are integrated goals and philosophical foundations of the model.

## TWELVE GUIDING PRINCIPLES

- 1 Protect the community by providing the most appropriate setting for the youthful offender.
- 2 Provide secure, humane, and therapeutic confinement to a youth who has demonstrated that he/she presents a danger to the community.
- 3 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.
- 4 Provide a continuum of diverse early intervention, community based, and secure correctional programs.
- 5 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.
- 6 When it is in the best interest of the youth and community, provide placements in close proximity to the youth's family and community.
- 7 Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness.
- 8 Strengthen rehabilitative opportunities by expanding linkages to human service programs and community resources.
- 9 Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.
- 10 Provide for efficient and effective correctional programs within the framework of professional correctional standards, legislative intent, and available resources.
- 11 Promote continuing staff professionalism through the provision of educational and training opportunities.
- 12 Provide programs to increase public awareness and participation in Juvenile Justice Services.

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## 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.

## CORE VALUES STATEMENT

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

## BALANCED AND RESTORATIVE JUSTICE (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.

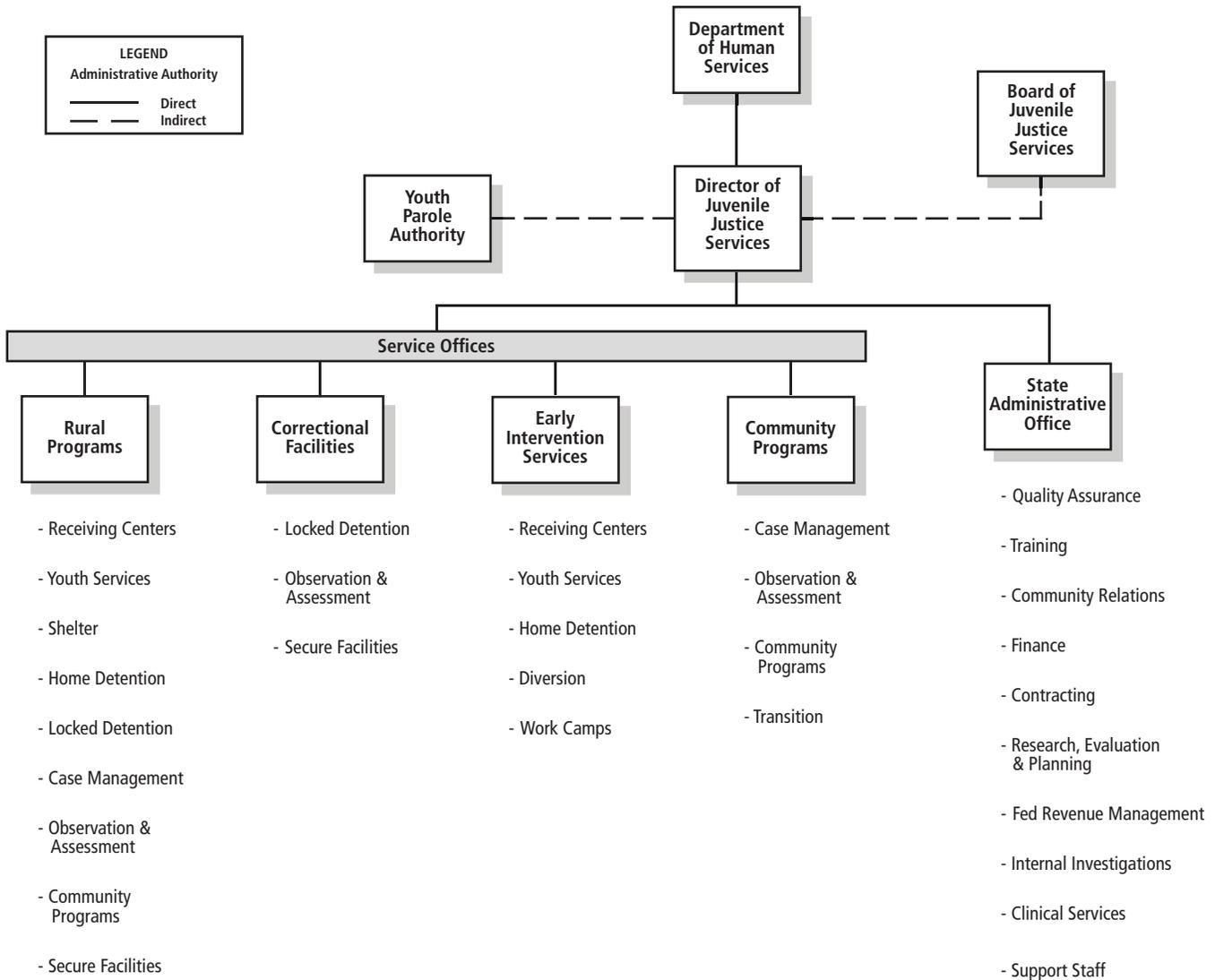
Accountability means that when a crime occurs, a debt is incurred. Justice requires that every effort be made by offenders to restore losses suffered by victims. The Division enables offenders to make amends to their victims and community and take responsibility for their own actions.

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.

# Organizational Structure



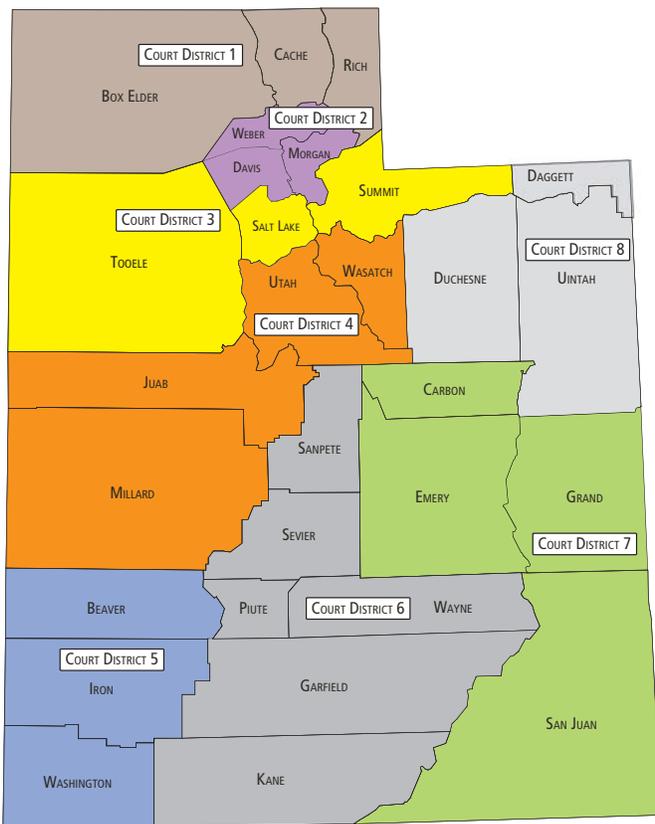
Juvenile Justice Services is a division of the Department of Human Services. Other divisions and offices include the Executive Director's Office, the Division of Substance Abuse and Mental Health, the Division of Aging and Adult Services, the Division of Services for People with Disabilities, the Office 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 who provide the Division with guidance and has responsibility for approving Division policy. The Division's Director provides Statewide policy leadership and administrative oversight. This includes direct authority over the Division's four service delivery Offices and the State Administrative Office and indirect authority over the Youth Parole Authority.

The Division distributes services through four separate Offices: (1) Early Intervention Services, (2) Community Programs, (3) Correctional Facilities, and (4) Rural Programs. The first three of these, Early Intervention Services, Correctional Facilities, and Community Programs, 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. Rural Programs, the fourth Office, operates facilities and programs in the State's remaining counties and five Court Districts.

Though the Division's 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 a program

## Utah Counties and Juvenile Court Districts.



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 may 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 "Mission, Vision, and Values," page 12).

## State Administrative Office

The Division's State Administrative Office is located in Salt Lake City. The Office provides administrative services to Division programs through a variety of work groups. Examples include internal investigations, program evaluation, research, training, revenue management, budgeting, and contract management (also see

"Administrative Services," page 59). In addition, the State Administrative Office includes the Administrative Officer and staff of the Youth Parole Authority which support the Youth Parole Authority (see "Youth Parole Authority," page 57).

## QUICK FACTS STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF*	39
<b>WORK GROUPS</b>	
ADMINISTRATION	3
CLINICAL SERVICES	9
COMMUNITY RELATIONS	4
CONTRACTING	1
FEDERAL REVENUE MANAGEMENT	2
FINANCE	5
INTERNAL INVESTIGATIONS	3
QUALITY ASSURANCE	5
RESEARCH, EVAL, & PLANNING	3
SUPPORT STAFF	3
TRAINING	3
<b>FY 2010 BUDGET</b>	<b>\$3,948,100</b>
* EXCLUDES DIRECTOR AND ASSISTANT DIRECTOR.	

The State Administrative Office also coordinates with Federal, State, and local agencies such as the Federal Office of Juvenile Justice and Delinquency Prevention, the Utah Commission on Criminal and Juvenile Justice, the Utah Legislature, the Governor's Office, and city and county governments.

## 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. The Office's 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 30). Center work-

ers immediately locate parents or guardians and assess the youth to determine whether other interventions are needed. 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 31). 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.

*Home Detention.* Home Detention provides an alternative to secure detention for youths awaiting adjudication (see "Detention," page 34). Youths remain at home in the community under daily supervision of Division staff.

## QUICK FACTS

### EARLY INTERVENTION SERVICES

FULL-TIME STAFF..... 132

PRIMARY SERVICE AREA..... WASATCH FRONT

#### PROGRAMS

RECEIVING CENTER..... 6

DIVERSION ..... 3

YOUTH SERVICES..... 4

HOME DETENTION..... 3

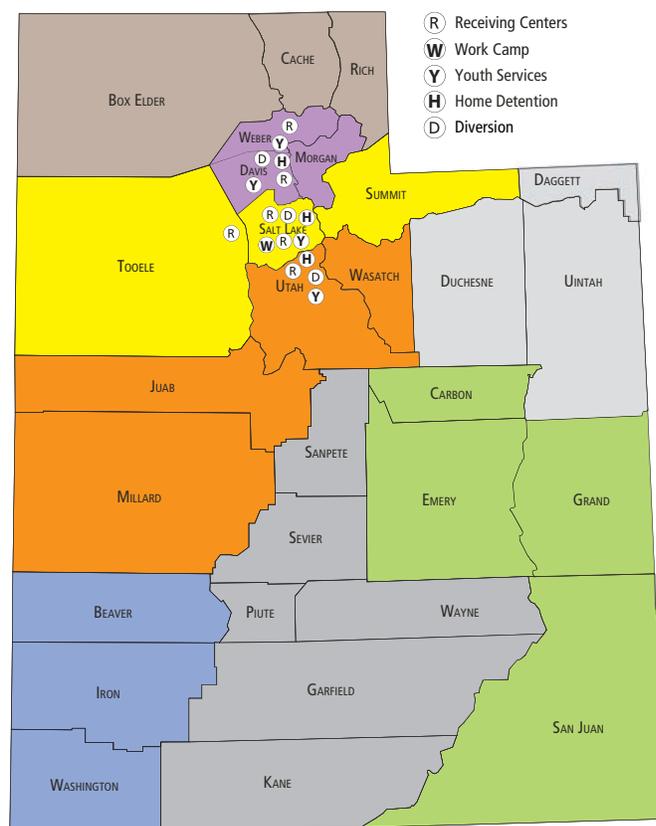
WORK CAMP..... 1

FY 2010 BUDGET .....\$11,377,600

*Diversion Services.* Diversion programs provide daily programming for youths under short-term commitment order (usually 30 days) of the Juvenile Court (see "Diversion," page 32). 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.

*State Supervision.* Historically, the Division coordinated with Juvenile Court Probation to provide short-term

## Office of Early Intervention Services



residential placement for youths in the State Supervision program. Services were supplied by private providers under contract with the Division. In January of 2009, the Division suspended these services as a cost-cutting measure.

*Residential Work Program.* The Office of Early Intervention Services operates Genesis Youth Center, a 50-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 33). The majority of the youths Genesis serves are not sufficiently delinquent to require them to be placed in longer-term custody with the Division.

## Office of Community Programs

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 parts of the Division and with other Juvenile Jus-

tice agencies, including the Division of Child and Family Services, and Juvenile Court Probation. Programs operated by the Office of Community Programs represent 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 40). This includes youths who are put in custody for placement in out-of-home community based residential programs, observation and assessment, secure care, and independent living. 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. Case managers also may assist youths by arranging services from other Divisions in the Department as needed.

*Observation and Assessment (O&A):* The Office of Community Programs directly operates residential O&A programs in Ogden, Salt Lake City, and Springville. Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify the youth's needs for supervision and services (see "Observation & Assessment," page 42). During this time, the youth receives extensive psychological, educational, physical, behavioral, risk, and social assessments. At the conclusion of a youth's O&A stay, a formal report of the program's findings and recommendations is presented to the Juvenile Court.

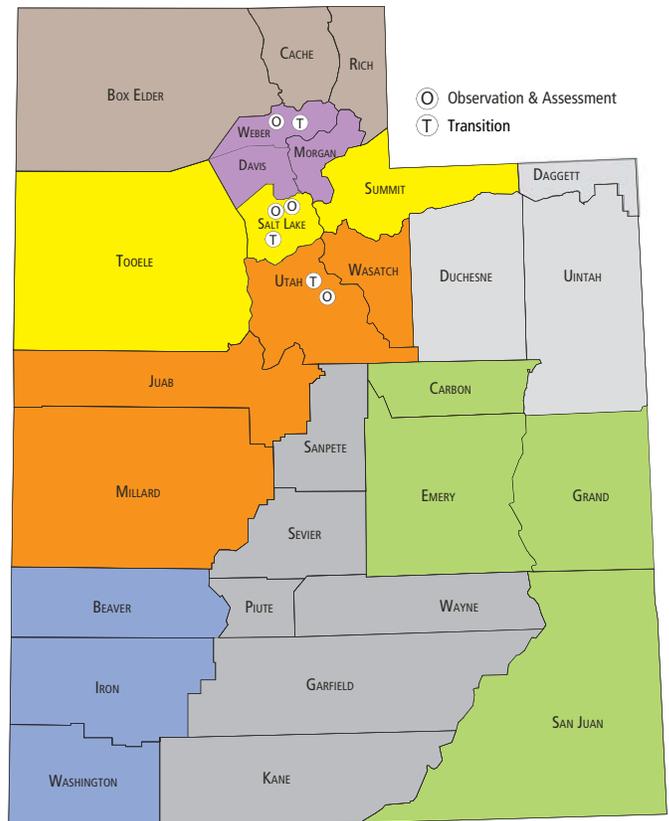
*Community Based Services:* The Division directly provides or contracts with private providers for residential placements and nonresidential services for youths committed to the Division for community placement and for youths on parole from secure care (see "Community Programs," page 47). A variety of options are available to meet the diverse needs of these youths. Services include: (1) tracking, (2) counseling, (3) group home placements, (4) family-based individual and multiple proctor placements, and (5) specialized intensive residential placements for issues such as sex offending and mental health.

*Transition Services.* Transition services are provided directly by Division staff and through contracts with private providers. These services help youths return to

## QUICK FACTS COMMUNITY PROGRAMS

FULL-TIME STAFF.....	144
PRIMARY SERVICE AREA.....	WASATCH FRONT
PROGRAMS	
CASE MANAGEMENT.....	3
OBSERVATION & ASSESSMENT.....	4
TRANSITION .....	3
FY 2010 BUDGET .....	\$32,940,100

### Office of Community Programs.



the community following extended out-of-home placement. Return to the community after secure care or community placement typically is a very difficult process. Transition workers supplement activities of Division case managers to help support and guide youths returning to the community following secure care or other extended

out-of-home placement.

## 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 of the facilities except for Farmington Bay Youth Center and Salt Lake Valley Detention Center, which are managed by a private contractor. The Salt Lake facility provides locked detention. The Farmington

### QUICK FACTS

#### CORRECTIONAL FACILITIES

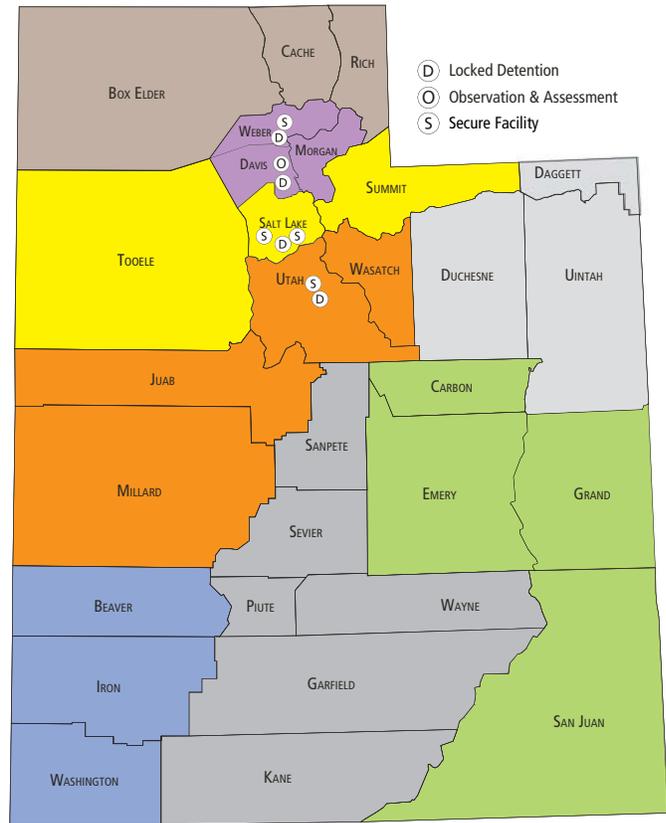
FULL-TIME STAFF.....	256
PRIMARY SERVICE AREA.....	WASATCH FRONT
PROGRAMS	
LOCKED DETENTION .....	4
OBSERVATION & ASSESSMENT.....	1
SECURE CARE .....	4
FY 2010 BUDGET .....	\$27,100,500

Bay facility provides locked detention and observation and assessment services.

*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 for the following reasons: (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 locked 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.

## Office of Correctional Facilities



*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 care confinement for the most seriously delinquent youths (see "Secure Facilities," page 52). Youths committed to secure care usually have extensive delinquency histories and often have continued to commit offenses despite receiving services from other agencies and other Division programs that are less restrictive. Secure facility staff provide intensive supervision and offer humane, quality treatment. Youths are treated with respect and given the opportunity to make 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 full range of residential and nonresidential correctional services available in urban areas. The

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

FULL-TIME STAFF.....249

PRIMARY SERVICE AREA..... RURAL COUNTIES

PROGRAMS

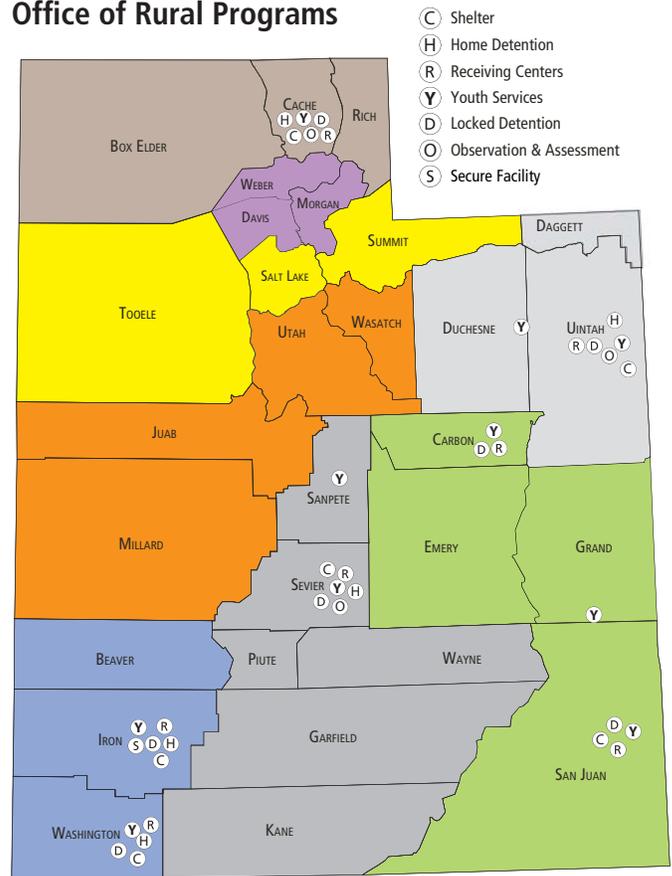
RECEIVING CENTERS .....	7
YOUTH SERVICES.....	10
SHELTER .....	6
HOME DETENTION.....	5
LOCKED DETENTION.....	7
OBSERVATION & ASSESSMENT.....	3
SECURE CARE .....	1
CASE MANAGEMENT	

FY 2010 BUDGET .....\$24,297,000

majority of these services are offered through the Office's multiuse facilities (see "Multiuse Facilities," page 39).

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, shelter, and youth services crisis care. Multiuse facilities are 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

**Office of Rural Programs**



Youth Crisis Center in St. George.

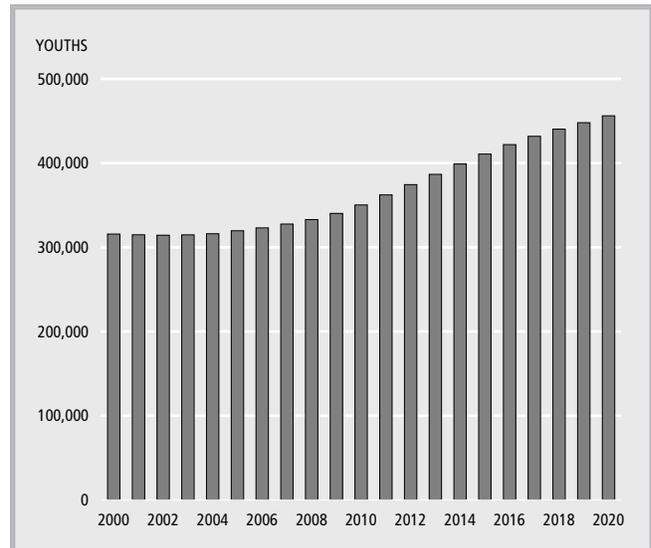
Complimenting the Office's multiuse facilities are the Dixie Area Detention Center in Washington County, which provides locked detention in a separate facility, and the Southwest Utah Youth Center in Cedar City which provides both locked detention and of secure care.

# Population Served

During 2010, Utah's population of 10 - 17 year old youths numbered 350,343, a 3.0% increase above 2009 (340,215). Continuing a trend that began in 2003, the group is expected to grow substantially over the next several years and exceed 456,000 by 2020 (see chart at top right; source: Utah State Governor's Office of Planning and Budget, 2009). During FY 2010, 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 2009 calendar year, about 38% of Utah's youths will have some contact with the juvenile justice system by age 18. Nearly 4% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse and nearly 29% will be charged with at least one offense and referred to the Juvenile Court. In a substantial number of these cases, involvement with the Court will lead to in-home supervision by Juvenile Court probation or transfer of custody from parents to the Division of Juve-

## UTAH'S 10 to 17 YEAR OLD YOUTHS



nile Justice Services or the Division of Child and Family Services. Additional predictions are presented below.

## BY AGE 18

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

1 IN 3.8 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 17 - OFFENSE AGAINST A PERSON (1 IN 78 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 6 - OFFENSE AGAINST PROPERTY.
- 1 IN 7 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (8.2%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (68%).

### CUSTODY AND SUPERVISION

1 IN 12 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 22 YOUTHS WILL BE PLACED UNDER SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 23 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 41 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

- 1 IN 78 - COMMUNITY PLACEMENT.
- 1 IN 66 - OBSERVATION AND ASSESSMENT.
- 1 IN 246 - SECURE FACILITY.

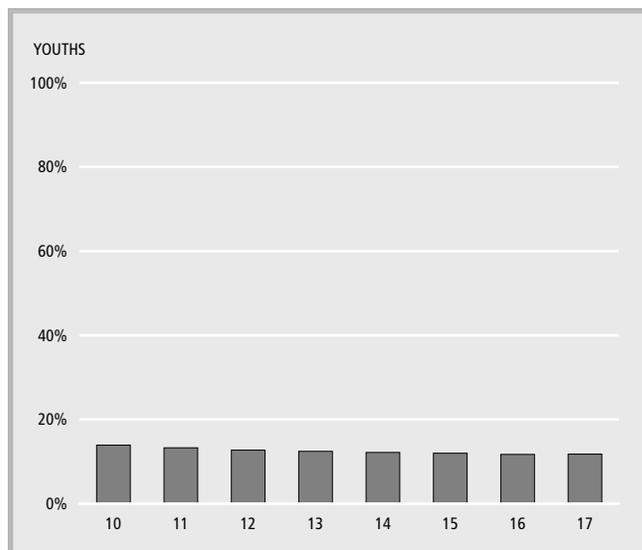
<sup>1</sup> FELONY-TYPE OFFENSES ARE THE MOST SERIOUS FOLLOWED BY MISDEMEANOR-TYPE OFFENSES. FELONY- AND MISDEMEANOR-TYPE OFFENSES ARE DISTINGUISHED FURTHER BY THEIR OBJECT: PERSON OFFENSES (E.G., ASSAULT); PROPERTY OFFENSES (E.G., CAR THEFT); AND PUBLIC ORDER OFFENSES (E.G., GAMBLING).

## AGES

Overall, Utah's population of 10 to 17 year olds has grown steadily since about 2003 (source: Utah State Governor's Office of Planning and Budget; 2009).

Growth in the population has been seen as an increasing number of 10-year olds enter the group. During 2010, 10-year olds represented 13.9% of the total, whereas, 17-year olds represented only 11.8% of the total.

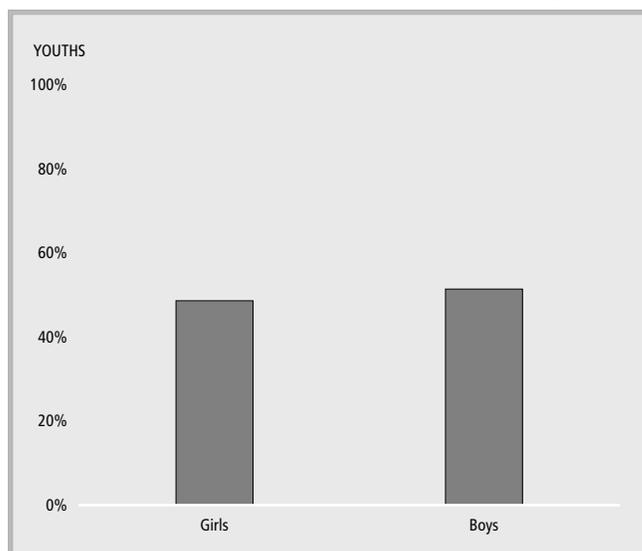
Though the 10 to 17 year old group has grown over several years, the Division has not seen much impact as yet because youths most at risk for involvement with the Division are in the age group between 15 and 17 years old. The size of this subgroup has been relatively stable over the last several years but is expected to grow by over 17% over the next 5 years.



## GENDER

Boys held a slight majority (51.4%) of Utah's population of 10 to 17 year olds (source: Utah State Governor's Office of Planning and Budget, 2009).

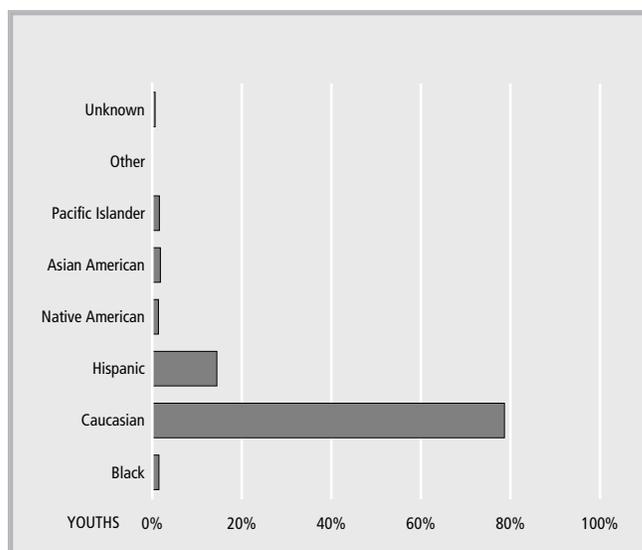
Boys are overrepresented at all levels of the Division's programming.



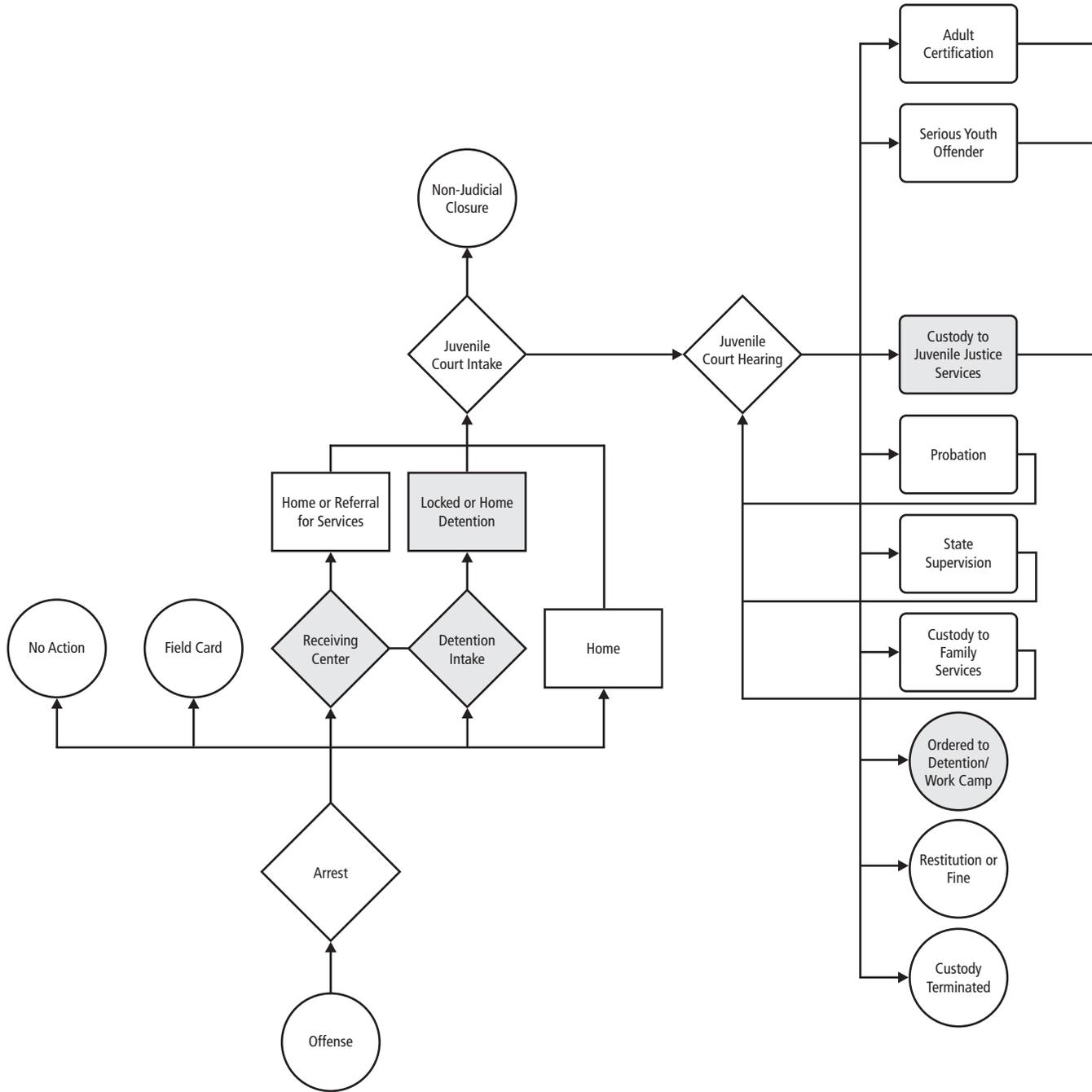
## ETHNICITY

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

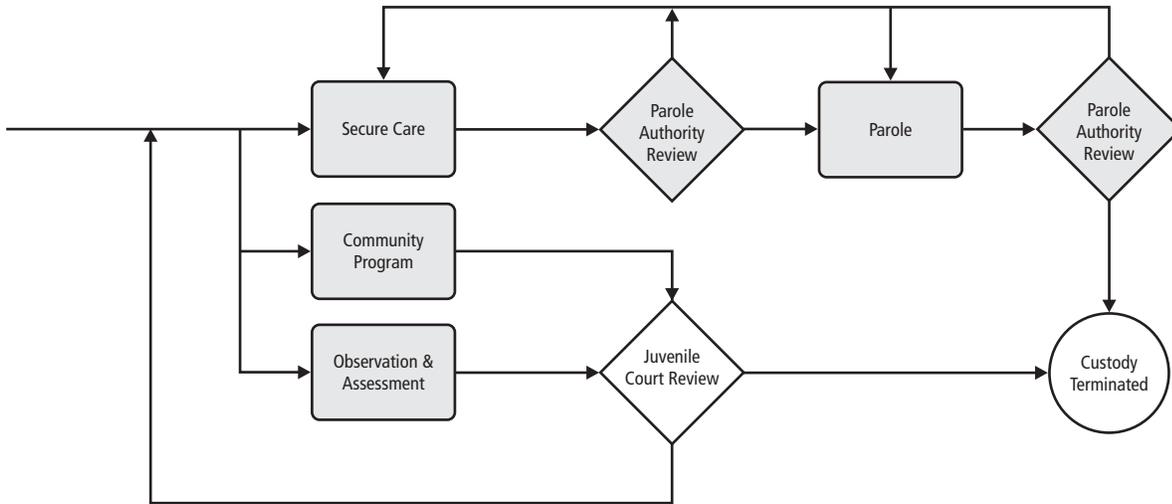
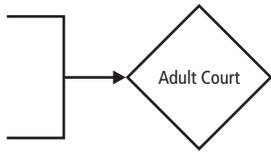


Though the Division now operates youth services programs which may serve non-delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

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 according to 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 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.

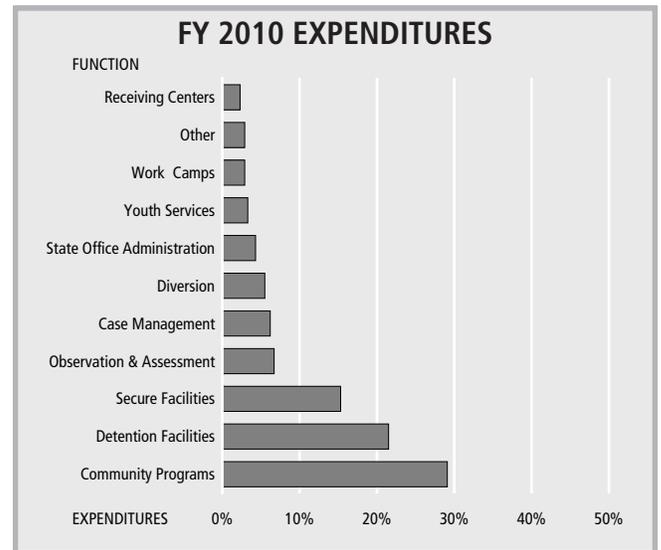
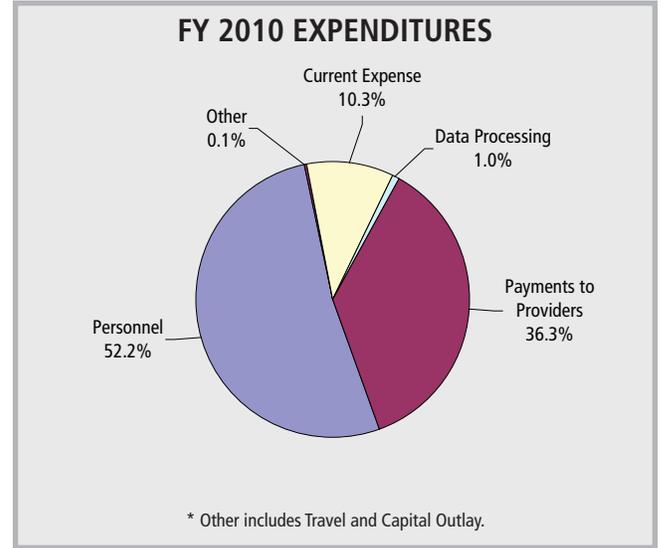
# Budget

**Expenditures.** The Division's major expenditure categories during FY 2010 are identified in the chart at top right. The largest expenditures were for Personnel costs (52.2%) and Payments to Providers (36.3%). Current Expenses include client medical, food, and other support costs, as well as office and facility operational and maintenance costs.

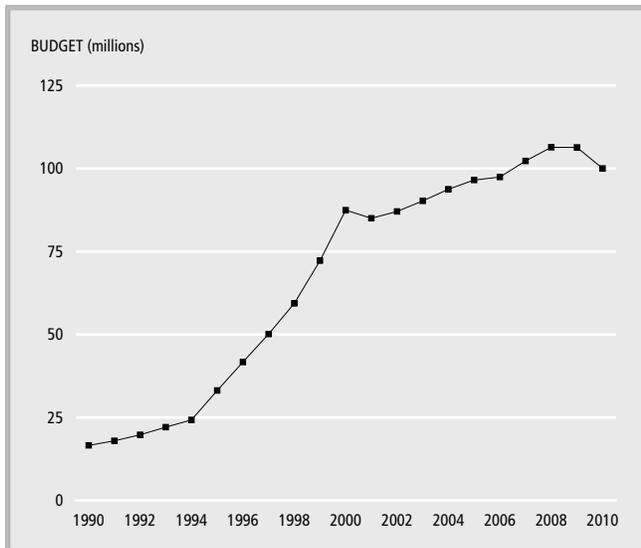
Division expenditures over the last 21 years are presented in the chart at bottom left. Budget increases over the period rose with increases in numbers of youths served, the range of services provided, staff employed, and inflation. Expenditures grew from \$16.5 million in FY 1990 to \$106.4 million in FY 2008. Expenditures in FY 2010 were \$100 million and reflect budget reductions required for the past 2 fiscal years.

The chart at center right summarizes the FY 2010 expenditures by the Division's various administrative and program functions. Other includes expenditures for transition programs and shelter programs. The largest expenditures were for Community Programs (29.1%), Detention Facilities (21.5%), and Secure Facilities (15.3%). Collectively, they accounted for nearly 66% of the Division's overall expenditures or about \$65 million. A relatively small proportion of Division expenditures were for Receiving Centers (2.3%), Work Camps (2.9%), and Youth Services (3.3%).

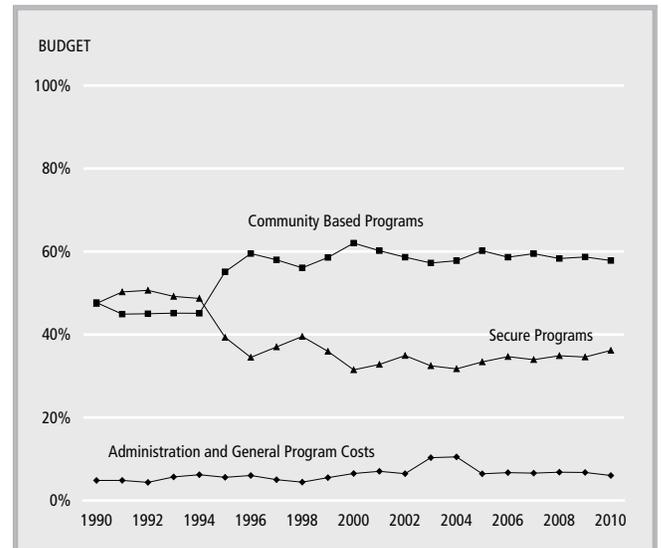
The chart at the bottom right compares proportions of overall budgets for Secure Programs (locked detention and secure facilities), Community Based Programs, and Administration and General Program Costs. Percentages for secure programs reached a high of 50% in FY 1991 before decreasing to 36% in FY 2010. Percentages for community based programs were 48% in FY 1990



## EXPENDITURES FY 1990 to FY 2010



## BUDGET COMPONENTS FY 1990 to FY 2010



**OPERATING BUDGETS.**

<b>OFFICE / FUNCTION</b>	<b>ACTUAL FY 2010 <sup>1</sup></b>	<b>AUTHORIZED FY 2011 <sup>2</sup></b>	<b>BASE BUDGET FY 2012</b>
<b>STATE OFFICE ADMINISTRATION</b>	3,948,100	4,351,400	4,151,100
<b>OFFICE OF COMMUNITY PROGRAMS</b>			
General Program Costs	678,300	754,000	739,500
CASE MANAGEMENT	4,915,700	5,464,200	5,359,300
COMMUNITY PROGRAMS	20,286,800	15,753,900	9,208,900
OBSERVATION & ASSESSMENT	4,416,300	4,909,100	4,814,800
OUT OF STATE PLACEMENT	1,650,900	1,835,100	1,799,900
TRANSITION	992,100	1,102,800	1,081,600
<b>SUB TOTAL</b>	<b>32,940,100</b>	<b>29,819,100</b>	<b>23,004,000</b>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>			
GENERAL PROGRAM COSTS	380,400	412,200	406,400
DETENTION FACILITIES	11,620,200	12,273,100	12,097,200
OBSERVATION & ASSESSMENT	853,400	924,700	911,700
SECURE FACILITIES	14,246,500	14,985,900	14,770,400
<b>SUB TOTAL</b>	<b>27,100,500</b>	<b>28,595,900</b>	<b>28,185,700</b>
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>			
GENERAL PROGRAM COSTS	182,800	194,900	191,900
DIVERSION	4,482,400	4,696,800	4,623,500
RECEIVING CENTERS	715,700	749,900	738,200
WORK CAMPS	2,895,700	3,034,000	2,986,700
YOUTH SERVICES	3,101,000	2,824,500	2,773,800
<b>SUB TOTAL</b>	<b>11,377,600</b>	<b>11,500,100</b>	<b>11,314,100</b>
<b>OFFICE OF RURAL PROGRAMS</b>			
GENERAL PROGRAM COSTS	485,900	489,000	439,500
CASE MANAGEMENT	1,190,400	1,198,100	1,076,800
COMMUNITY PROGRAMS	6,223,800	6,047,900	5,413,700
DETENTION FACILITIES	9,470,800	9,531,800	8,566,700
DIVERSION	928,900	497,500	402,800
OBSERVATION & ASSESSMENT	1,273,100	1,281,300	1,151,600
OUT OF STATE PLACEMENT	346,900	349,100	313,800
RECEIVING CENTERS	1,549,100	1,458,400	1,300,500
SECURE FACILITIES	833,200	838,600	753,700
SHELTER	1,852,200	1,864,100	1,675,400
YOUTH SERVICES	142,700	143,600	129,100
<b>SUB TOTAL</b>	<b>24,297,000</b>	<b>23,699,400</b>	<b>21,223,600</b>
<b>YOUTH PAROLE AUTHORITY</b>	<b>343,100</b>	<b>380,500</b>	<b>366,900</b>
<b>TOTAL</b>	<b>100,006,400</b>	<b>98,346,400</b>	<b>88,245,400</b>

Operating Budget Notes.

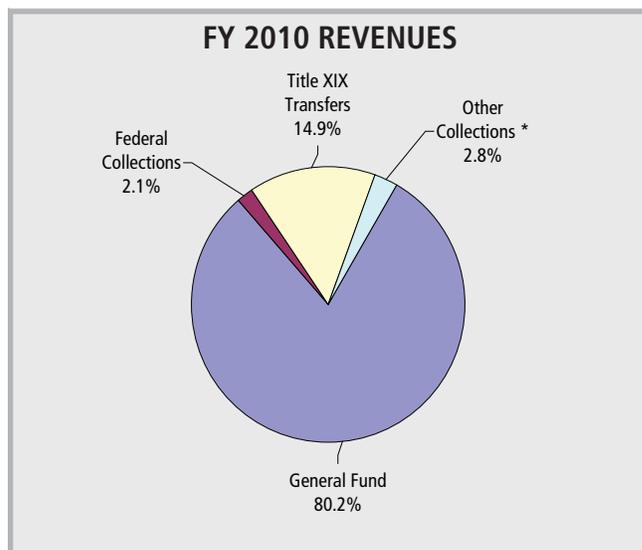
<sup>1</sup> Fiscal Year 2010 includes \$760,500 in non-lapsing dollars from the previous year.

<sup>2</sup> Fiscal Year 2011 includes \$1,500,000 in non-lapsing dollars from the previous year.

and increased to 58% in FY 2010. 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 dropped to about 7% of all expenditures and have held at that level for the last 6 years. During FY 2010, administrative costs of the Division's State Office were approximately 4% 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 2010 (Actual FY 2010), expenditures authorized for FY 2011 (Authorized FY 2011), and expenditures base for 2012 (Base Budget 2012).

*Revenues.* The Division's revenues for FY 2010 are identified in the chart at top right. The great majority of revenues came from Utah's General Fund (80.2%). Other Collections (2.8%) include funds received through the Office of Recovery Services (ORS) from parents who pay a portion of the cost of care and from Child Nutrition Programs (School Lunch). Nearly 15% of revenues



came from the Federal Title XIX program administered by the Utah Department of Health.

The table below identifies actual amounts the Division received for FY 2010, is authorized to receive for FY 2011, and the Base Budget for FY 2012.

## REVENUES.

SOURCE	ACTUAL FY 2010 <sup>1</sup>	AUTHORIZED FY 2011 <sup>2</sup>	BASE BUDGET FY 2012
GENERAL FUND <sup>3</sup>	80,244,900	89,883,100	82,143,100
FEDERAL COLLECTIONS <sup>4</sup>	2,069,300	2,963,300	2,903,300
TITLE XIX TRANSFERS <sup>5</sup>	14,902,700	-1,052,100	-1,544,400
OTHER COLLECTIONS <sup>6</sup>	2,789,500	6,552,100	4,743,400
<b>Total</b>	<b>100,006,400</b>	<b>98,346,400</b>	<b>88,245,400</b>

### Revenue Notes.

- 1 Fiscal Year 2010 includes \$760,500 non-lapsing dollars from the previous year.
- 2 Fiscal Year 2011 includes \$1,500,000 non-lapsing dollars from the previous year.
- 3 Actual, Authorized, and Base Budget years reflect funding reductions to programs as required by the 2009 and 2010 legislatures.
- 4 Federal Revenues include Title IV-E, Title XX, US Immigration & Naturalization Service, and other Federal grants and programs.
- 5 A reduction in Federal participation reduced Title XIX transfers by approximately \$8.9 million. Further reductions are a result of required processing changes that will have a corresponding reduction to expenditures.
- 6 The majority of Other Collections are from the Office of Recovery Services (ORS), non-lapsing funds from prior years, and the Federal School Lunch Program. ORS collections are from parents who pay a portion of the cost of care. (See also notes 1 and 2).

# 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 22). The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. If the youth is accused of a serious offense that falls within the Guidelines for Admission to locked detention, the 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, receiving 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 if appropriate. Referrals can be made to meet a variety of needs including crisis intervention, youth services care, locked detention, substance abuse counseling, mental health programming, and school counseling.

During FY 2010, the Division operated 13 receiving centers. The Office of Early Intervention Services administered six centers (Farmington, Ogden, Provo, and Salt Lake City (2)). The Office of Rural Programs operated an additional seven centers (Blanding, Cedar City, Logan, Price, Richfield, St. George, and Vernal).

Statewide, during FY 2010, there were nearly 5,000 admissions to receiving centers; approximately 60% were admissions of boys. 85% of all referrals were to centers in urban areas administered by the Office of Early Intervention Services. 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 Juvenile Court, Division of Child and Family Services, substance abuse agencies, and mental health agencies.

# Youth Services

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The 2001 Legislature transferred oversight of youth services from the Division of Child and Family Services (DCFS) to Juvenile Justice Services. Since July 2002, the Office of Early Intervention Services has administered three youth services centers along the Wasatch Front. The office directly operates the Archway Youth Service Center in Ogden. Salt Lake County Youth Services, in Salt Lake County, and Vantage Point Youth Services, in Utah County, are operated under contract with the respective counties. Archway Youth Service Center and Salt Lake Youth Services also operate non-residential satellite sites. In addition, the Office of Rural Programs has established youth services functions at 10 different locations through its 7 multiuse facilities (see “Multiuse Facilities,” page 39).

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 and families 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 the child with family. 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/her family situation 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.* 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 work cooperatively 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.

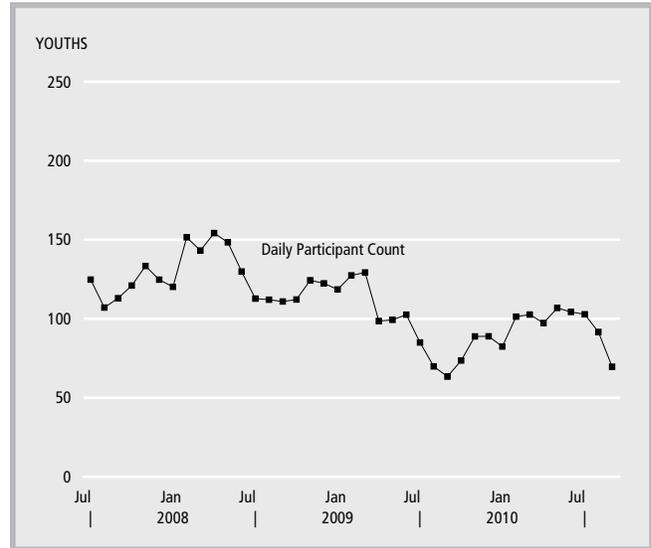
# Diversion Programs

Diversion programs generally serve youths who have been adjudicated for a delinquent offense and have been ordered to attend and participate in the program for up to 30 days rather than serve an equivalent time in locked detention. Youths are supervised daily. Their progress is tracked through face-to-face contacts, collateral contacts such as with schools, and by telephone. Youths are engaged in activities during after school times, evenings, and weekends. Participants have opportunities to attend educational groups covering a variety of subjects and may take part in skill building activities 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.

Both the Office of Early Intervention Services and the Office of Rural Programs operate diversion programs. Overall, these functions provide cost effective and safe interventions to help relieve crowded detention centers, hold offenders accountable, and enhance public safety. Staff members work hard to impact the lives of youths in positive ways and help them avoid further penetration into the juvenile justice system.

The Office of Early Intervention Services operates the Davis Area Youth Center, which serves Morgan, Weber, and Davis Counties; Salt Lake Early Intervention, which serves Salt Lake, Tooele, and Summit Counties; and Lightning Peak, which serves Wasatch, Juab, Millard, and Utah Counties. Rural programs operate diversion programs through multiuse facilities located in rural counties (see “Multiuse Facilities,” page 39).

## AVERAGE DAILY PARTICIPANTS



The chart at top right represents Statewide average daily numbers of participants for each month from July 2007 (FY 2008) through September 2010 (FY 2011). Average counts dropped over the period from a yearly average of 131 in FY 2008, to 114 in FY 2009, and 89 in FY 2010. During the same period, the number of different youths served dropped by about 12%, falling from 1,454 in FY 2008, to 1,323 in FY 2009, and 1,122 in FY 2010. Average length of time in the program per admission was 29.7 days in FY 2008, 30.4 days in FY 2009, and 26.2 days in FY 2010.

# Work Program

Genesis Youth Center, located in Draper, Utah, is a coeducational, residential work program for juvenile offenders. Currently, 40 beds are available for boys and 10 beds for girls. The program opened in 1994 and serves youths from all parts of the State. It is administered by the Office of Early Intervention Services.

The main purpose of the Genesis program is to hold youths accountable for their delinquent behavior. Youths 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 at a variety of different work sites in the community.

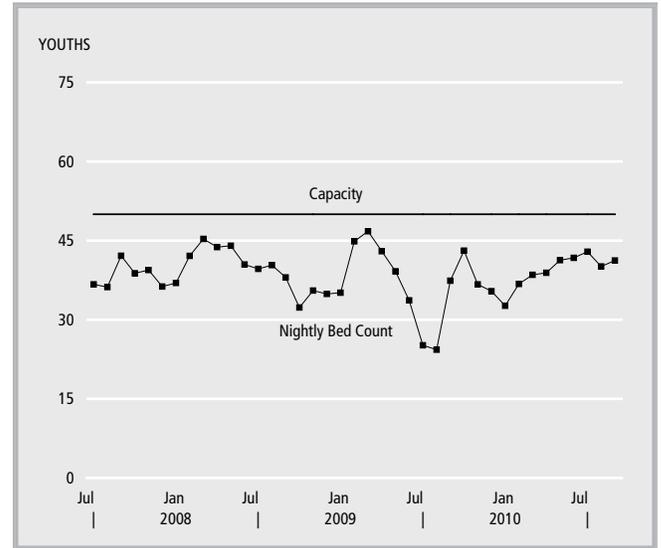
## QUICK FACTS GENESIS YOUTH CENTER

BEDS.....	50
ADMISSIONS.....	238
GIRLS.....	30
BOYS.....	208
DIFFERENT YOUTHS SERVED .....	254
AVERAGE NIGHTLY BED COUNT .....	36.0
WORK HOURS COMPLETED.....	52,108
AVERAGE LENGTH OF STAY .....	55 DAYS
DAILY COST PER YOUTH.....	\$220.38

During FY 2010, residents worked over 52,108 hours. At minimum wage (\$6.55/hr), this represents a return to the community of over \$341,300.

The Genesis program also assists youths to learn and develop meaningful job skills that may help them obtain employment after release from the program. A vocational woodworking program is offered to both male and

## AVERAGE NIGHTLY BED COUNT



female residents. Youths are taught basic safety rules and must demonstrate proficiency in the use of equipment before they are allowed to work on projects. They are able to learn many new skills and display a sense of pride in their accomplishments.

In addition to working, residents participate in educational groups, 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 68).

The chart at top right represents the average nightly number of youths in residence at Genesis Youth Center each month between July of 2007 (FY 2008) through September of 2010 (FY 2011). The capacity line identifies the number of available beds during the same period. The population in Genesis averaged over 40 youths per night in FY 2008. The average count was over 40 per night during FY 2008 then dropped to 38.6 in FY 2009 and 36.0 in FY 2010. During FY 2010, there were 238 admissions to Genesis, 30 girls and 208 boys. Average length of stay during the year was about 55 days.

# 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

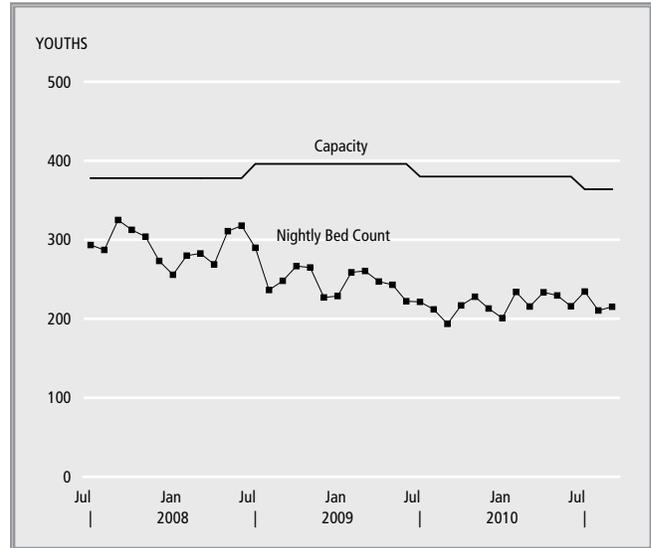
NUMBER OF PROGRAMS .....	11
BEDS.....	380
ADMISSIONS.....	10,104
DIFFERENT YOUTHS SERVED .....	4,983
AVERAGE NIGHTLY BED COUNT .....	217.7
LENGTH OF STAY PER ADMISSION.....	7.9 DAYS
DAILY COST PER YOUTH.....	\$265.32

Locked detention programs function within the framework of the BARJ Model (see "Mission, Vision, and Values," page 12) 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 nondenominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see "Youth In Custody Educational Programs," page 68) 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 2007 (FY 2008) through September 2010 (FY 2011). Over the period, average nightly bed count fell

## AVERAGE NIGHTLY BED COUNT



from 293 per night in FY 2008 to 249 in FY 2009 and 218 in FY 2010. The average nightly bed count for the first 3 months of FY 2011 was 220. During the same period, the numbers of different youths served dropped from 5,970 in FY 2008 to 5,612 in FY 2009 and 4,983 in FY 2010. Average length of stay per admission was 9.1 days in FY 2008, 8.3 days in FY 2009 and 7.9 days in FY 2009.

As may be seen in the table on the following page, several detention centers were over capacity on some nights during FY 2010. The most extreme cases were the Cache Valley Youth Center (47.7%) in Logan, the Slate Canyon Youth Center (26.8%) in Provo, and the Castle Country Youth Center (6.8%) in Price. Though not shown in the table, overcrowding could be more pronounced for boys than girls. For example, though the Dixie facility exceeded overall capacity only 0.8% of nights, at least some boys were double bunked a considerably higher percentage 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 14). Home detention provides close supervision and effectively protects the community and controls the youth 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.



Entrance to the Weber Valley Detention Center.



Student art on display in Salt Lake Valley Detention classroom.

## Use of Locked Detention Centers During FY 2010.

Facility	Capacity	Youths Served <sup>1</sup>	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	469	820	18.6	0.0%	8.3
WEBER VALLEY DETENTION CENTER	34	529	1,172	22.3	0.5%	6.9
SALT LAKE VALLEY DETENTION <sup>5</sup>	144	1,943	3,866	74.0	0.0%	7.0
SLATE CANYON YOUTH CENTER	38	818	1,264	34.6	26.8%	10.0
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	16	472	948	15.7	47.7%	6.1
CANYONLANDS YOUTH CENTER	16	109	191	3.5	0.0%	6.8
SOUTHWEST UTAH YOUTH CENTER	10	142	249	4.9	2.7%	7.1
DIXIE AREA DETENTION CENTER	32	275	671	19.8	0.8%	10.8
CASTLE COUNTRY YOUTH CENTER	16	224	400	9.7	6.8%	8.9
CENTRAL UTAH YOUTH CENTER	16	135	208	3.6	0.0%	6.3
SPLIT MOUNTAIN YOUTH CENTER	16	226	315	10.8	3.8%	12.6
<b>TOTAL</b>	<b>380</b>	<b>4,983</b>	<b>10,104</b>	<b>217.7</b>	<b>-</b>	<b>7.9</b>

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

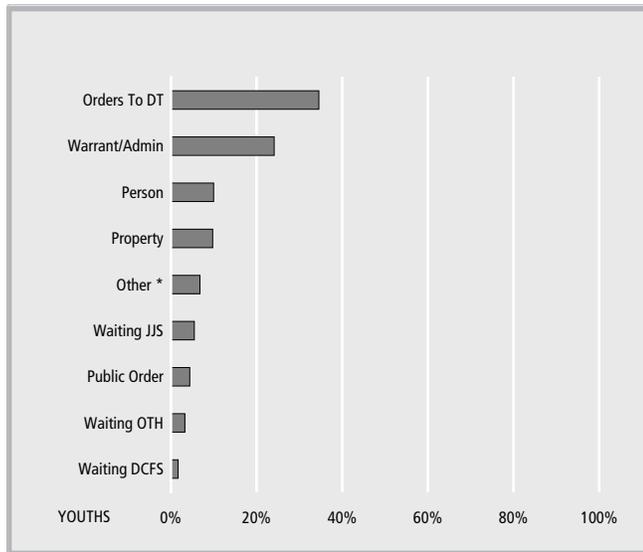
<sup>2</sup> Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change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

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

<sup>4</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.

<sup>5</sup> Capacity reduced to 128 on July 1, 2010.

## ADMITTING OFFENSES TO LOCKED DETENTION

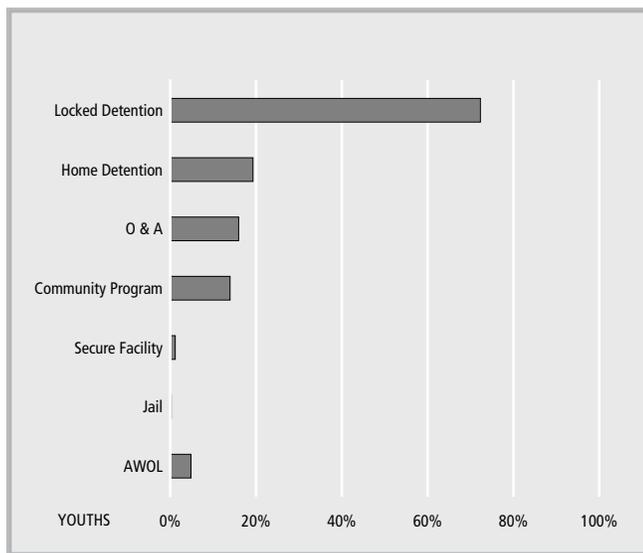


During FY 2010, a majority of admissions to locked detention, 58.7%, were for orders to detention (Orders to DT), and warrants or administrative holds (Warrant/Admin). 24.1% of admissions were for delinquent offenses: against other people (Person), involving property (Property), and violations of public order (Public Order).

10.4% 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 (6.8%) included status offenses, infractions, motor vehicle offenses, and admissions not identified with an admitting offense.

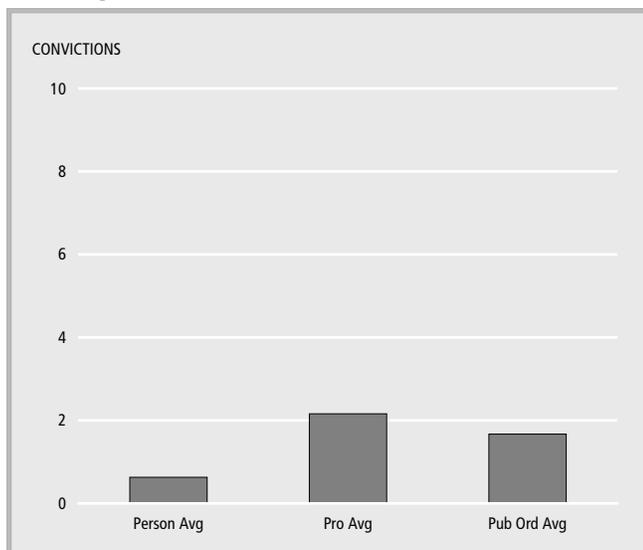
## PLACEMENT HISTORY



The majority of youths admitted to locked detention during FY 2010 had previously been admitted to locked detention (72.3%); 13.9% had previously been placed in an out-of-home, community residential program; and 19.3% 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: over 46% had been on probation, over 16% had been in the custody or under supervision of the Division of Child and Family Services, and over 54% previously had one or both of these types of care.

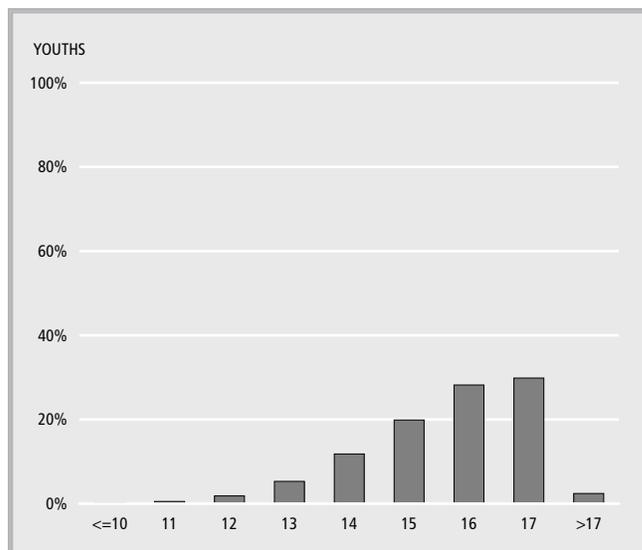
## DELINQUENCY HISTORY



The large majority of youths admitted to locked detention (90.5%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 4.5 convictions. The great majority of these offenses (85.5%) were offenses against property and public order. Offenses against persons represented only about 14.5% of the total.

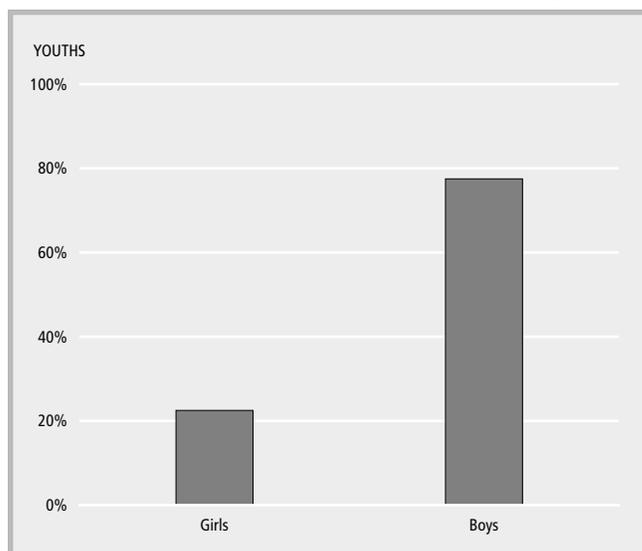
## AGES

Youths admitted to locked detention during FY 2010 ranged in age from under 10 to over 17 years old. Average age was 16.2, about the same as the average age in FY 2009. Of all youths admitted, 90% were between 14 and 17 years old, about the same percentage as that found in FY 2009.



## GENDER

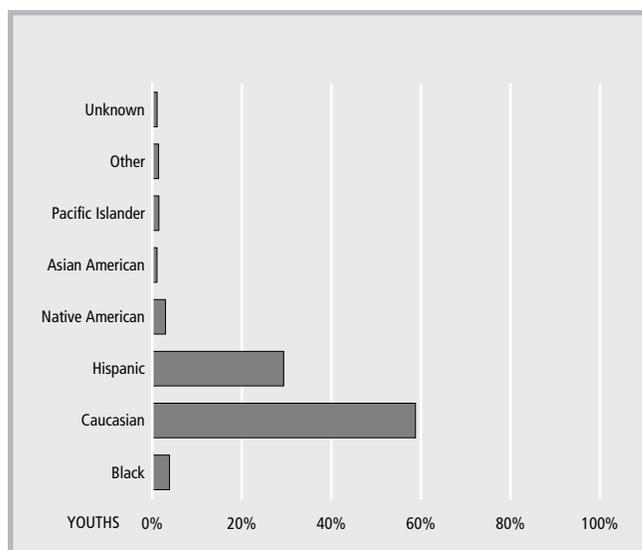
Girls represented about 23% of all youths admitted to locked detention during FY 2010, or nearly one in every four admissions. This compares to 23% in FY 2009 and 24% in FY 2008.



## ETHNICITY

Continuing a trend of many years, minorities were overrepresented in locked detention. Collectively, they accounted for over 41% of all admissions, though they represent about 21% of Utah's youth population.

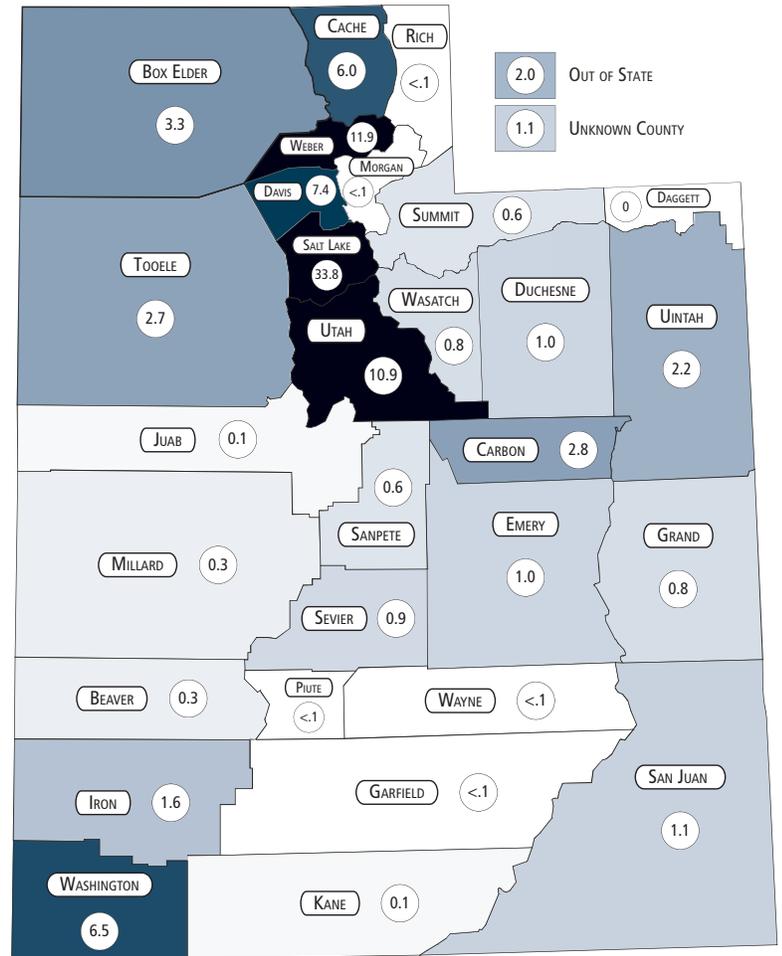
Overrepresentation was most extreme for Black youths, who were represented nearly 2.6 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 2 times more frequently.



## Admissions by County

Statewide, there were 10,104 admissions to Utah's locked detention programs during FY 2010. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 6.0% of admissions involved youths from Cache County.

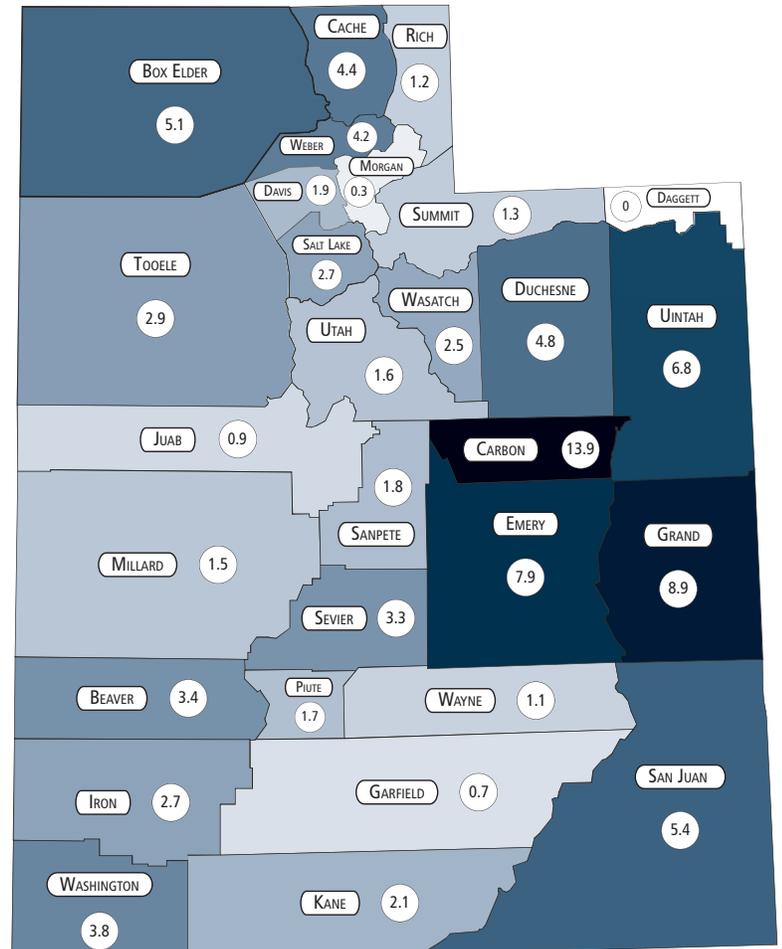
- Salt Lake County, the State's most populous county, had the largest total, accounting for 33.8% all admissions. At the other extreme, no youths were admitted to detention from Daggett County.
- Rural counties served by the Office of Rural Programs contributed 29.5% of all admissions. These counties are home to just over 20% of Utah's 10 to 17 year olds.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for over 64.5% of all detention admissions. These counties are home to over 75% of the State's 10 to 17 year olds.
- 2.0% 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 2.9 admissions for every 100 youths aged 10 to 17 in Tooele County.

- Statewide, there were 2.8 admissions to locked detention for each 100 youths.
- Rates of detention admission were highest in Carbon (13.9) and Grand (8.9) Counties.
- Salt Lake County, the State's most populous county, had an admission rate of 2.7 per 100 youths at risk.
- Rural counties had a rate of 4.2 admissions per 100 youths; urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 2.5 admissions per 100 youths. Overall, youths living in counties with detention centers were less likely to be admitted to a facility than were youths from counties that did not have a detention center.



# 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 provide the core secure and non-secure services of the Office of Rural Programs and have become integral parts of local juvenile justice efforts.

During FY 2010, 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.

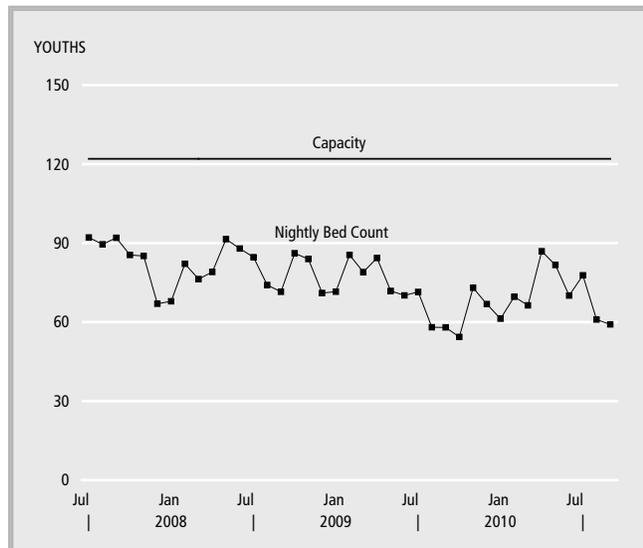
Overall use of locked detention beds from July of FY 2008 through September of FY 2011 is presented in the chart at bottom left. During FY 2010, detention average nightly bed count did not exceed overall capac-



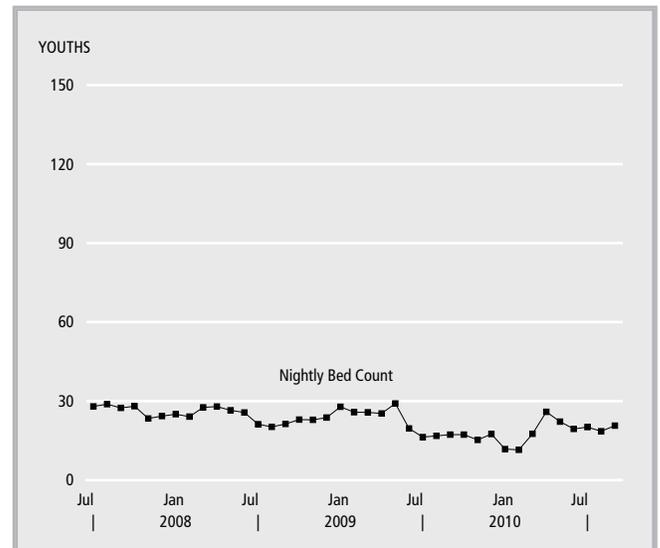
Entrance to Castle Country Youth Center.

ity. However, as described previously (see "Detention," page 34), some programs did experience overcrowding. The extreme was the Cache Valley Youth Center which exceeded capacity on over 48% of all nights. Overall use of non-secure beds during the same period is presented in the chart at bottom right. During FY 2010, there was an average of 17.4 youths in residence each night. This total includes an average of 2.0 youths per night in shelter programs at five different facilities, and an average of 13.5 youths each night in observation and assessment programs at three different centers.

## 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.....	499
COMMUNITY PLACEMENT .....	498
SECURE CARE .....	163
DIFFERENT YOUTHS SERVED .....	1,921
AVERAGE DAILY ASSIGNMENTS .....	1,032
DAILY COST PER YOUTH.....	\$16.22

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 “Mission, Vision, and Values,” page 12) to develop the youth’s Needs Assessment Service Plan. The plan documents (1) the youth’s strengths and weaknesses, (2) identifies appropriate services, and (3) sets goals for completion.

Case managers arrange and monitor delivery of residential and nonresidential services and document the youth’s progress in meeting goals of the service plan. Managers also coordinate with staff in residential programs and facilities to support youths when they return



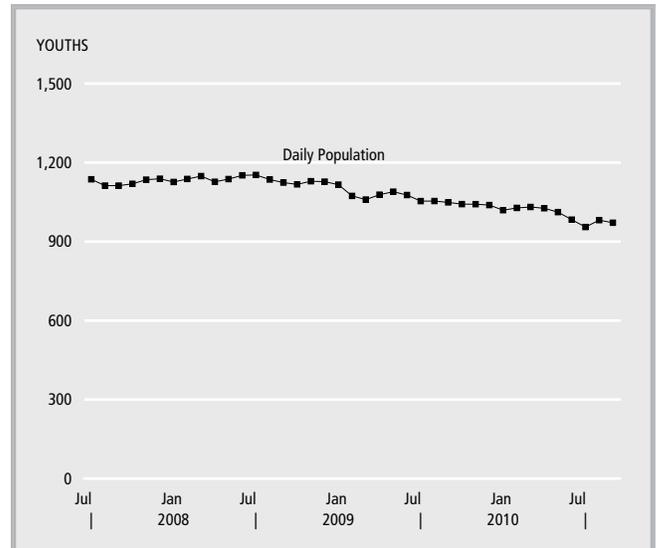
Case manager and youth.

home upon completion of the program. Periodically, case managers meet with the Juvenile Court and the Youth Parole Authority to review the progress individual youths have made in meeting the objectives of their service plans and to make recommendations for future interventions.

Case managers also have responsibility for maintaining the documentation required for the Division to collect revenues from Title IV-E Federal entitlement programs. As one tangible measure of this effort, during FY 2010 case managers and support staff generated over \$680,000 in Federal revenues for an average of over \$9,500 for each full-time case manager.

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 65). 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 66) 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



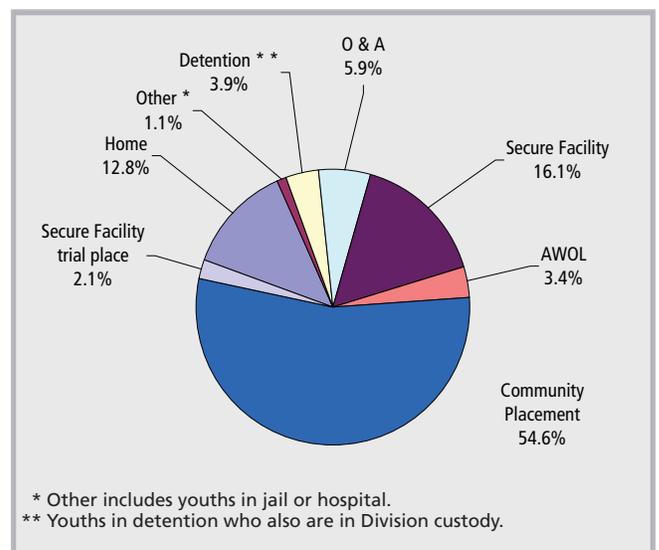
Case manager and youth.

On a typical day, during FY 2010, the majority of youths assigned to Division case managers (76%) were in community placements, home placements, observation and assessment (O&A) programs, or on trial placement.

About 20% of the youths were in locked secure facilities or locked detention.

During FY 2010, the Division's 70 case managers coordinated and provided services to an average of about 14.7 youths each day.

## TYPICAL PLACEMENTS



# 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 “Mission, Vision, and Values,” page 12). Findings of the process form the basis for recommendations made to the Juvenile Court and case management.

## QUICK FACTS

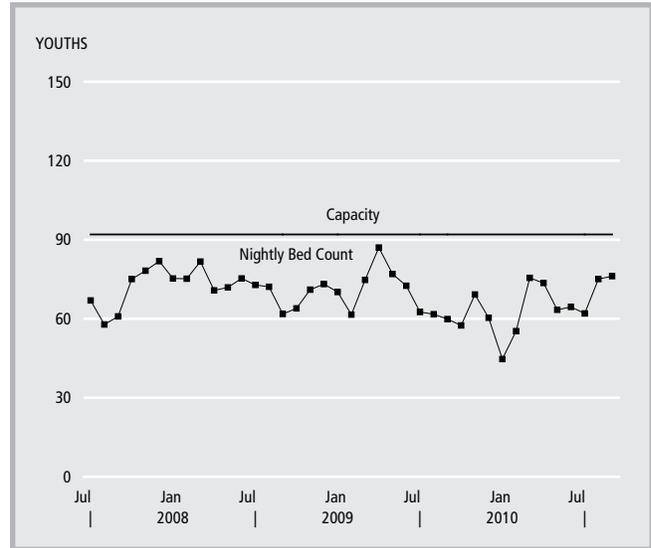
### OBSERVATION AND ASSESSMENT

NUMBER OF PROGRAMS	
O&A FACILITIES.....	5
MULTIUSE FACILITIES.....	3
O&A BEDS .....	92
ADMISSIONS .....	515
DIFFERENT YOUTHS SERVED .....	572
AVERAGE NIGHTLY BED COUNT .....	62.3
AVERAGE LENGTH OF STAY .....	44.2 DAYS
DAILY COST PER YOUTH.....	\$286.56

While in O&A, youths receive on site educational services through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 68). 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 2010, 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 2007 (FY 2008) through September 2010 (FY 2011). Nightly bed count dropped over the period from a yearly average of 73 per night in FY 2008 to 71 in FY 2009 and 62 in FY 2010. Average length of stay per admission was 43 days in FY 2008, 44 days in FY 2009, and 44 days in FY 2010.



Entrance to Ogden O&A.



Cache Valley Youth Center.

## Use of Observation and Assessment Centers During FY 2010.

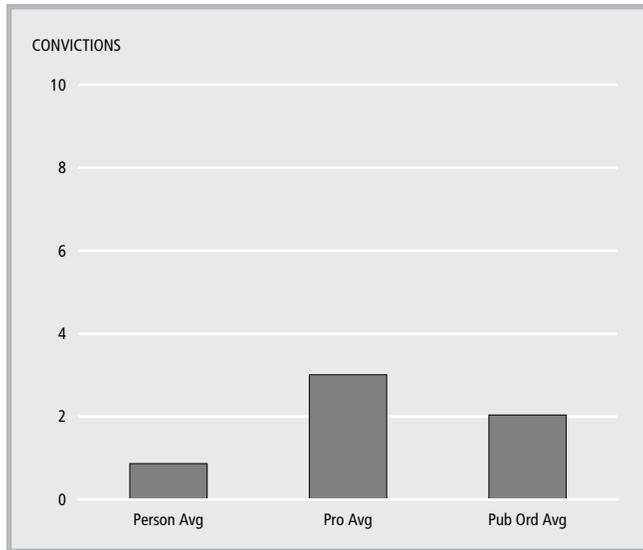
Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity <sup>2</sup>	Length of Stay <sup>3</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER - O&A	18	129	116	14.0	0.0%	44.0
<b>OFFICE OF COMMUNITY PROGRAMS</b>						
OGDEN O&A	16	82	72	8.1	0.8%	40.9
SALT LAKE O&A	16	115	102	13.5	0.0%	48.3
SALT LAKE GIRLS O&A	8	49	42	5.3	0.0%	45.9
SPRINGVILLE O&A	16	79	71	8.0	0.0%	41.3
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	6	51	47	5.2	25.2%	40.7
CENTRAL UTAH YOUTH CENTER	6	40	34	4.1	6.8%	44.1
SPLIT MOUNTAIN YOUTH CENTER	6	33	31	4.1	9.6%	48.6
<b>TOTAL</b>	<b>92</b>	<b>572</b>	<b>515</b>	<b>62.3</b>	<b>-</b>	<b>44.2</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 2010 had an average of 6.0 felony- and misdemeanor-type convictions, an increase from 5.7 in FY 2009.

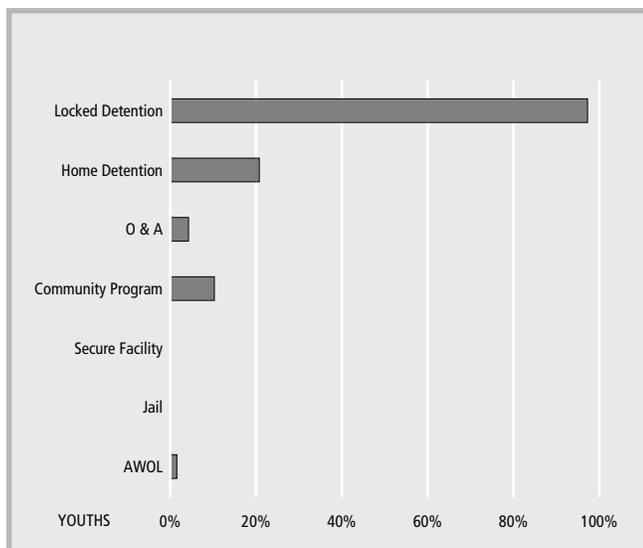
The great majority of offenses (85%) were offenses against property or public order. Only about 15% were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.4; 73% of them were between 10 and 14 years old at their first delinquency.



Classroom at Farmington Bay Youth Center.

## PLACEMENT HISTORY

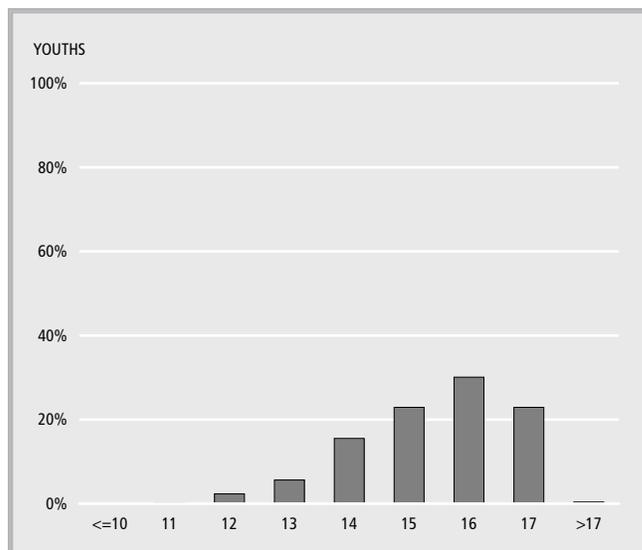


Nearly all youths admitted to O&A, 97%, during FY 2010 had previously been admitted to locked detention; 10% had previously been placed in an out-of-home, community residential program; and about 21% had been under home detention.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: over 54% had been on probation, over 17% had been in the custody or under supervision of the Division of Child and Family Services, and over 61% previously had one or both of these types of care.

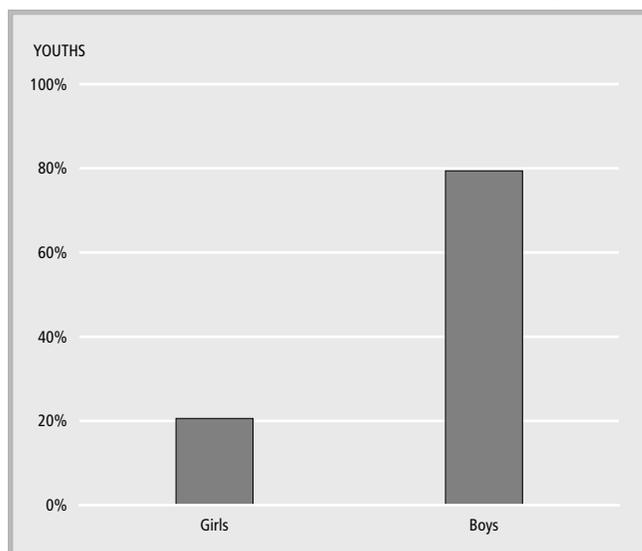
## AGES

Youths admitted to O&A ranged from 12 to over 17 years old and averaged 15.9, about the same as in FY 2009. 76% were between the ages of 15 and 17.



## GENDER

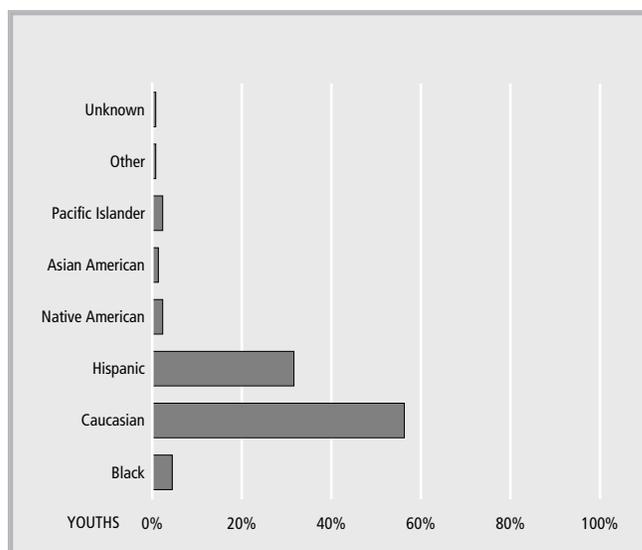
The percentage of girls admitted to O&A was just under 21% during FY 2010. This compares to 24% in FY 2009 and 25% in FY 2008.



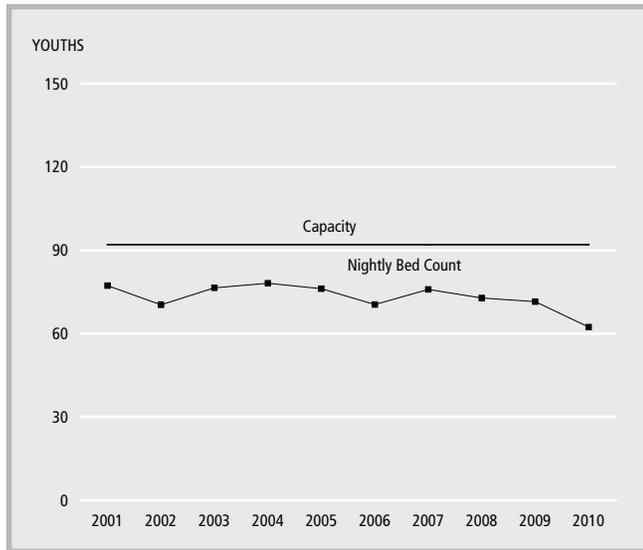
## ETHNICITY

As is true for community programs and locked detention, minorities were overrepresented in O&A. Collectively, they accounted for over 44% of all admissions, though they only represent about 21% of Utah's youths. Minority youths accounted for about 39% of all admissions in FY 2009.

Blacks were placed nearly 3 times as often as would be expected based on their proportion in the population at large; Native Americans were placed 1.7 times as often; Hispanics were placed 2.2 times as often.



## AVERAGE NIGHTLY BED COUNT

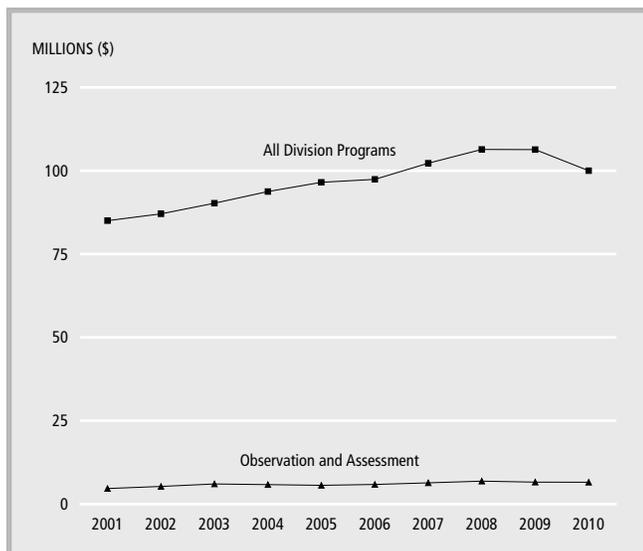


## 10-Year Trends

### Demographics

- **Nightly Bed Count.** Average nightly bed count in O&A varied between 70 and 80 during most of the 10-year period before dipping to 62 during FY 2010 (see chart at top left).
- **Age.** The average age of youths admitted to O&A programs grew very slowly over the 10-year period from a low of 15.7 in FY 2001 to a high of 16.0 in FY 2007. Average age was 15.9 in each of the last 3 years of the 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.
- **Ethnic youths.** The proportion of ethnic youths admitted to O&A trended upward across the period, from about 25% in FY 2001 to over 39% in FY 2009 and nearly 44% in FY 2010.

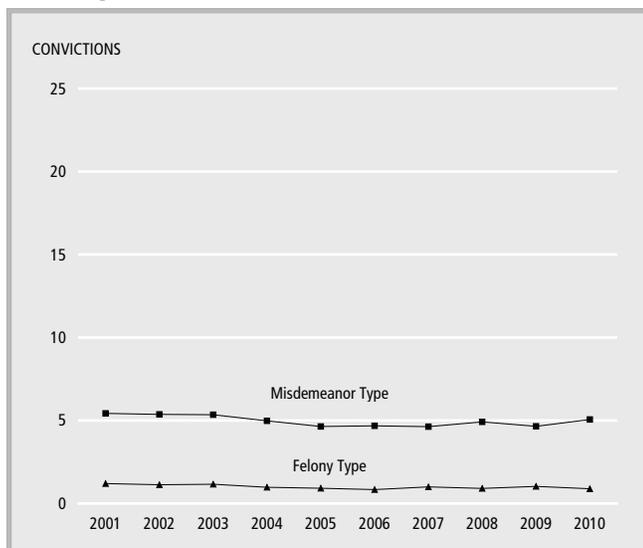
## BUDGET



### Budget

- **Expenditures.** During FY 2010, the budget for O&A represented about 6.5% of the Division's overall expenditures. O&A budget increased by about 40% from between FY 2001 (\$4,658,855) and FY 2010 (\$6,542,800; see chart at center left). Over the same period, the Division's overall budget grew about 18%.

## DELINQUENCY HISTORY



### Delinquency

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions at admission declined by over 10% between FY 2001 and FY 2010 (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies declined by about 32%, from 19.8% in FY 2001 to 13.4% in FY 2010.

# Community Programs

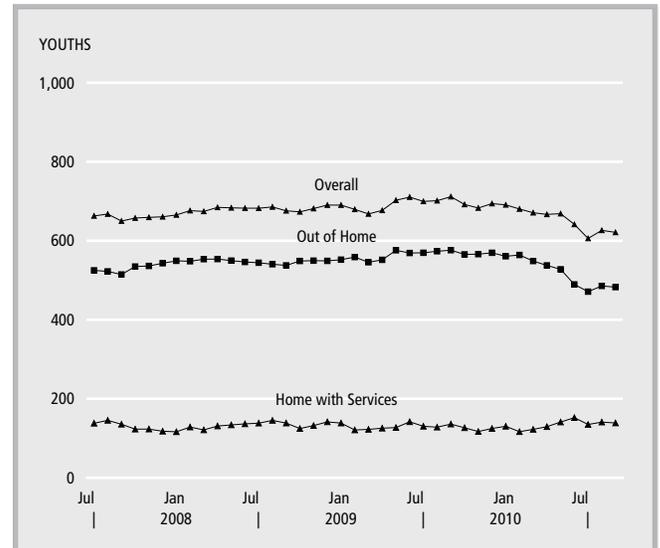
Community programs are residential and non-residential services provided in a community-based environment. These services typically are provided to two different groups of youths: (1) youths committed to the Division's custody for community placement and (2) youths who have been paroled from secure facilities 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 nonresidential portions of the program.

## QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA.....	STATEWIDE
NUMBER OF PROVIDERS	
NONRESIDENTIAL SERVICES .....	61
RESIDENTIAL SERVICES .....	51
TOTAL CAPACITY.....	OPEN ENDED
RANGE OF COSTS	
NON-RESIDENTIAL SERVICES .....	\$5-\$118/HR
RESIDENTIAL SERVICES .....	\$35-\$230/DAY
NEW COMMITMENTS	
COMMUNITY PLACEMENT .....	498
PAROLE.....	112
DIFFERENT YOUTHS SERVED .....	1,373
AVERAGE NIGHTLY COUNT .....	683

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 operational goal of moving youths to progressively less structured placements, as warranted by the youth's behavior, until safe return home can be assured.

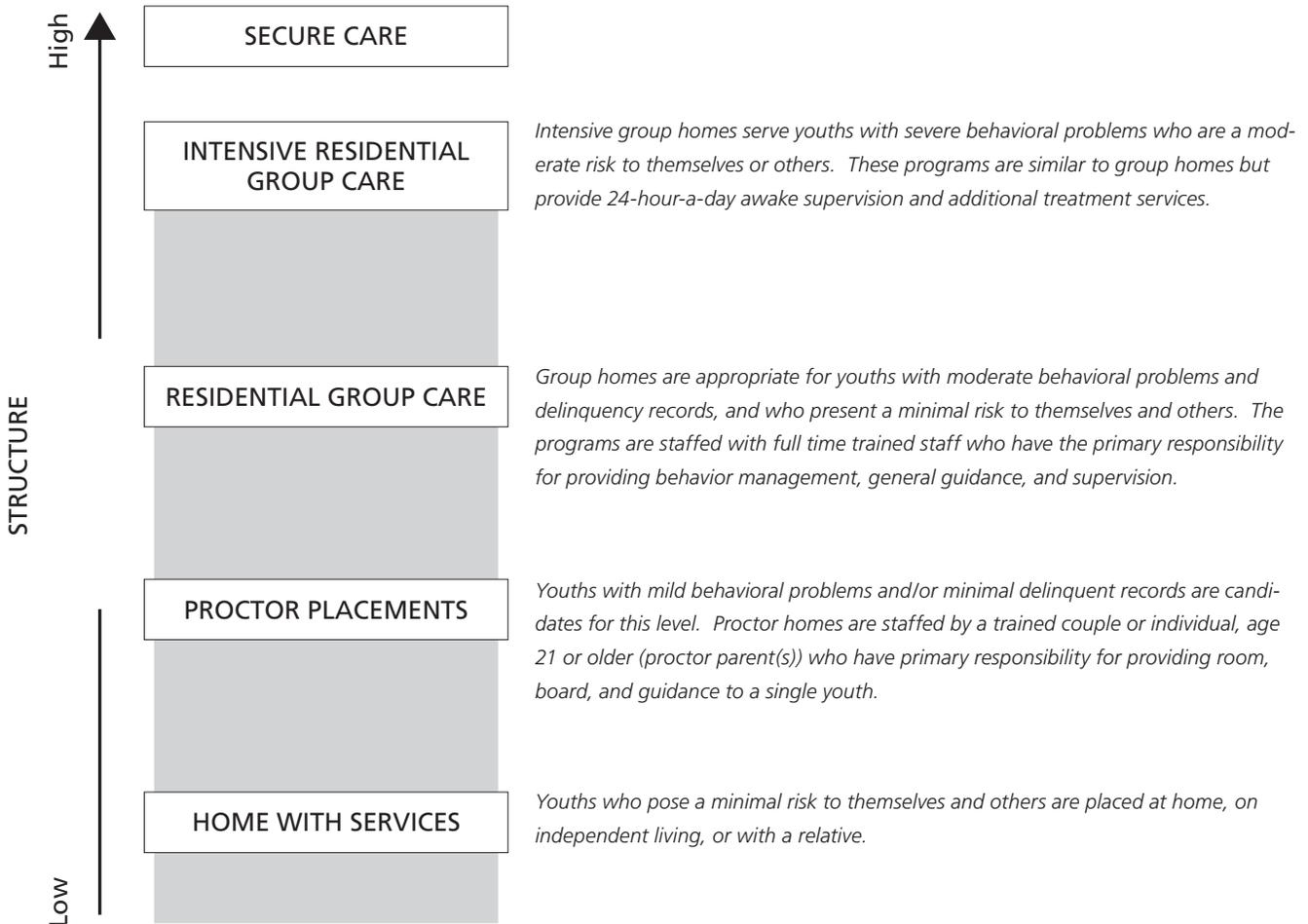
Non-residential services can be used to augment residential services and to provide transitional support for youths who have returned home. Non-residential Services include psychiatric evaluation, family counseling, group therapy, tracking, and vocational training.

The chart at top right represents the numbers of youths in Division custody for community placement. The chart shows average nightly counts of youths in "out-of-home" community placements and youths at "home with services" for each month from July of 2007 (FY 2008) through September of 2010 (FY 2011). Average nightly count of youths in out-of-home placements ranged from 540 in FY 2008, 552 in FY 2009, and 554 in FY 2010. The number of youths at home receiving non-residential services each night averaged 129 per day in FY 2008, 133 in FY 2009, and 129 in FY 2010.



Group home.

## CONTINUUM OF RESIDENTIAL CARE

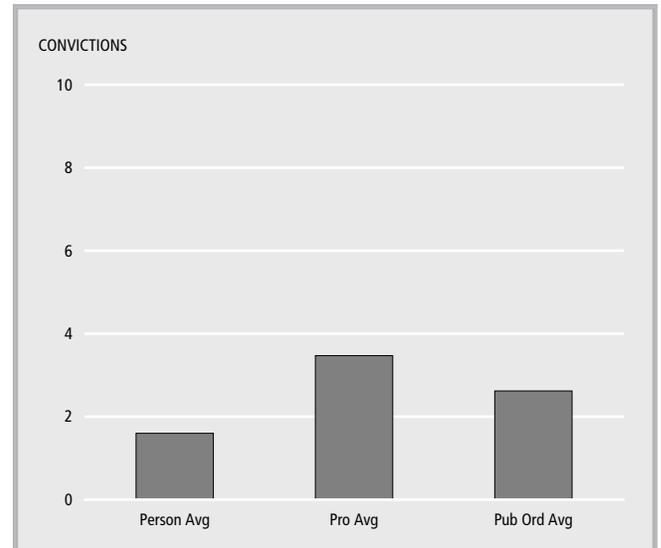


## DELINQUENCY HISTORY

Overall, youths admitted to community programs had an average of 7.7 felony- and misdemeanor-type convictions compared to averages of 8.7 in FY 2008 and FY 2009.

The great majority of offenses (79%) were offenses against property or public order. Offenses against people represented only about 21% 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 34% of the youths had one or more convictions for life endangering felonies (serious offenses against people).

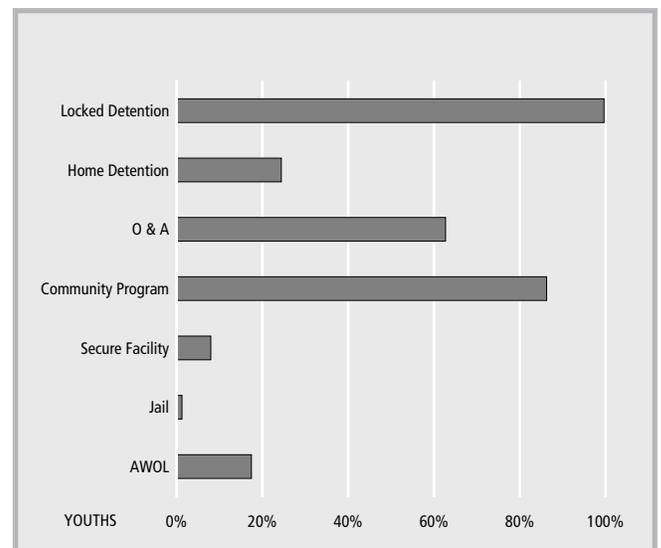


Valley Mental Health facility.

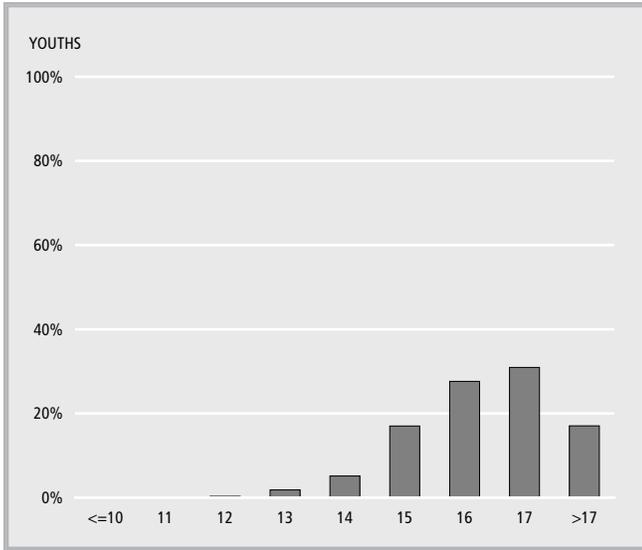
Youths placed in community programs had previously received a wide range of services: all had a history of placement in locked detention; 86% had previously been placed in an out-of-home community program; 63% had been placed in observation and assessment (O&A); and 8% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: over 68% had been on probation, nearly 16% had been in the custody or supervision of the Division of Child and Family Services, and nearly 73% previously had one or both of these types of care.

## PLACEMENT HISTORY

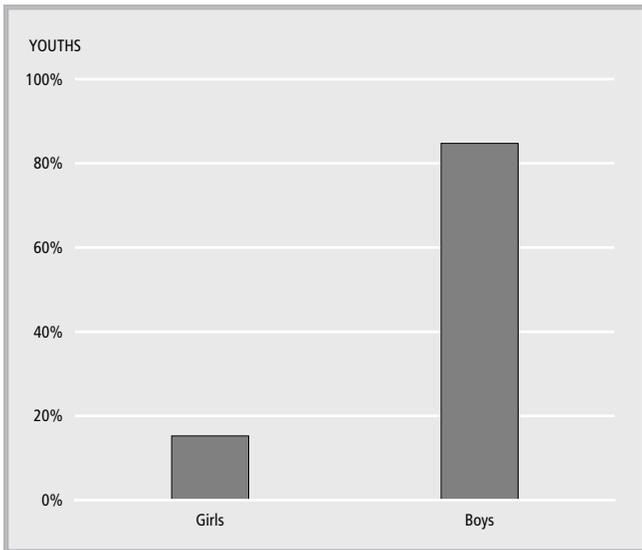


## AGES



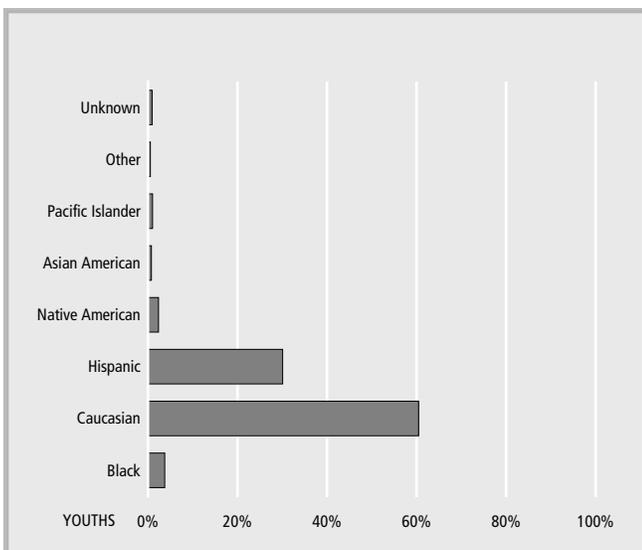
Youths admitted to community programs ranged from 12 to over 17 years old and averaged 16.9 years; over 75% were between 15 and 17 years old. These numbers are similar to those in FY 2009.

## GENDER



Over 15% of youths placed in community programs were girls, an increase from 13% in FY 2009 and about the same as the number in FY 2008.

## ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for nearly 40% of all admissions, though they only represent about 21% of Utah's youths. The number in FY 2009 was about 38%.

Blacks were placed over 2.5 times as often as would be expected from their proportion in the population at large; Hispanics were represented more than 2.0 times as often as would be expected.

## 10-Year Trends

### Demographics

- **Nightly Bed Count.** The average numbers of youths receiving community services each night trended downward over the 10-year period (see chart at top right). Overall, there was a 14% reduction in the number between FY 2001 (797) and FY 2010 (683).
- **Age.** Average age of youths admitted to community programs grew slowly but steadily from 16.5 in FY 2001 to 16.9 in FY 2009.
- **Gender.** The proportion of girls admitted to community programs rose then fell during the period. The number began at about 15% in FY 2001, increased to a 10-year high of nearly 20% in FY 2005 then dropped to 14% in FY 2009 and 15% in FY 2009.
- **Ethnic youths.** Ethnic youths accounted for a growing proportion of admissions to community programs between FY 2001 (27%) and FY 2006 (40%). Proportions were between 38% and 40% in each of the final 3 years of the period.

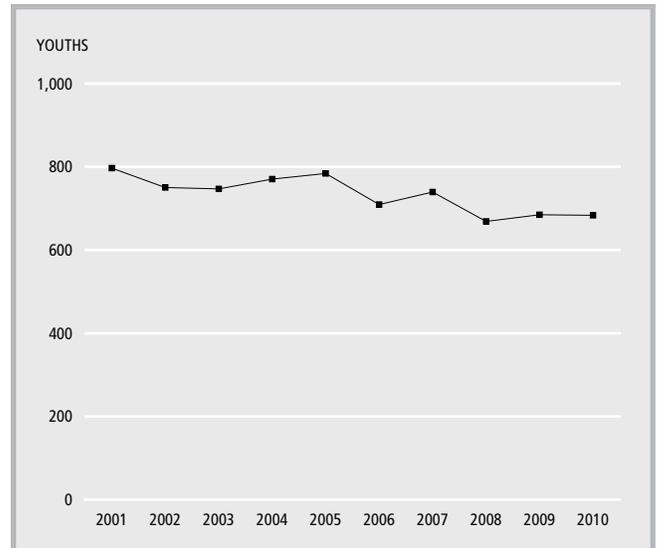
### Budget

- **Expenditures.** During FY 2010, the cost of community programs represented about 30% of the Division's overall budget. Expenditures for community programs in FY 2010 (\$29,497,300) were more than 13% lower than in FY 2001 (\$34,252,485). Over the same 10-year period, the Division's overall budget grew by about 18%.

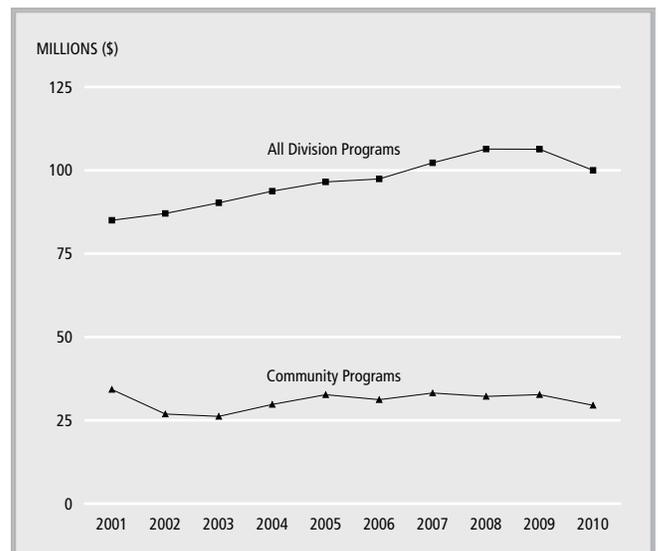
### Delinquency History

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions at admission declined by 21% from 9.9 in FY 2001 to 7.7 in FY 2010.
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies slowly rose from nearly 25% in FY 2001 to a high of about 32% in FY 2006 before dropping to 29% in FY 2008 and FY 2009. The number in FY 2010 was over 34%, nearly 40% higher than the number in FY 2001.

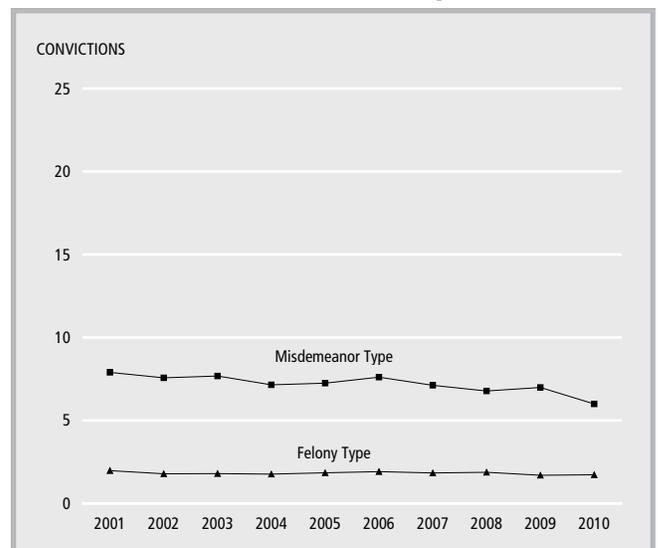
## AVERAGE NIGHTLY BED COUNT



## BUDGET



## DELINQUENCY HISTORY



# Secure Facilities

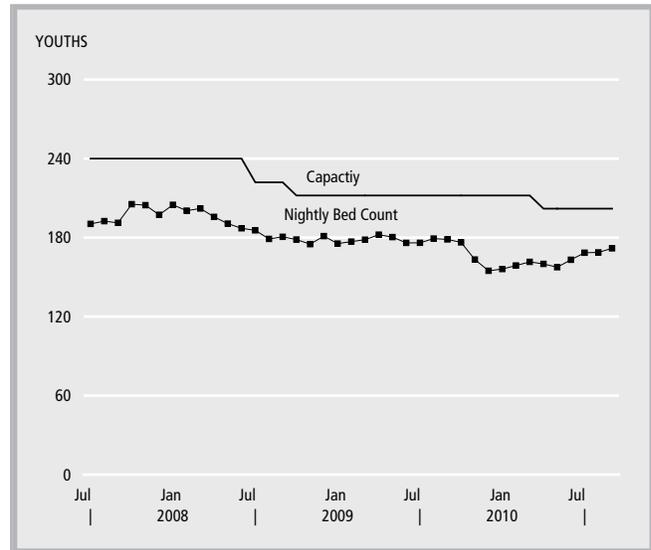
Secure care facilities provide long-term confinement for the most serious youth offenders. Youths are committed to secure care for an indeterminate period by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see “Youth Parole Authority,” page 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.....	212
NEW COMMITMENTS .....	163
DIFFERENT YOUTHS SERVED .....	339
AVERAGE NIGHTLY BED COUNT .....	165.5
AVERAGE LENGTH OF STAY .....	8.4 MO
DAILY COST PER YOUTH.....	\$249.70

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 “Mission, Vision, and Values,” page 12). 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**



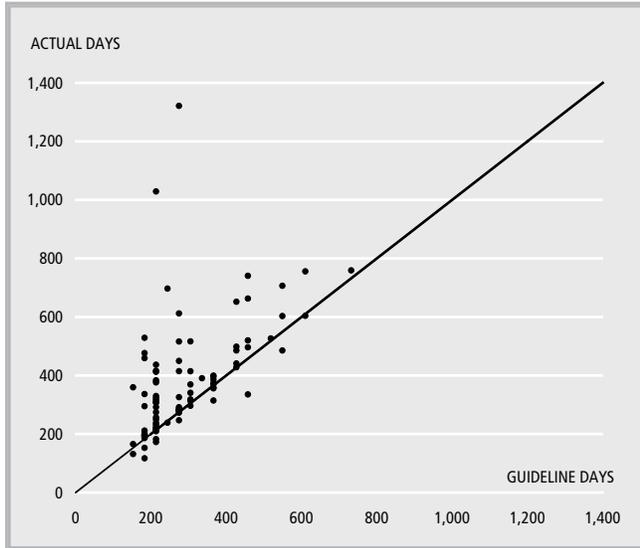
participate in a vocational program. Educational services are provided on site through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 68). YIC teachers are provided by local school districts and hold daily classes at each secure facility.

The chart at top right represents the Statewide nightly bed count in secure facilities between July of 2007 (FY 2008) through September of 2010 (FY 2011). The capacity line identifies the number of available secure beds during the same period. FY 2010 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 count increased through the second half of FY 2008 before holding steady during FY 2009. Counts dropped during the first half of FY 2010, to a 3-year low of 155 in December. Nightly counts rose slightly during the last 6 months of FY 2010, ending at 163 in June. Overall nightly bed count averaged 197 in FY 2008, 179 in FY 2009, and 165 in FY 2010.

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

## GUIDELINE VERSUS SECURE STAY



Entrance to the Mill Creek Youth Center.

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 established by the Youth Parole Authority. The diagonal line identifies Guidelines that equal Actual

Days of Care. Markers above the diagonal line were longer the guideline. As may be seen, the great majority of youths stayed longer than guidelines. Overall, the parolees had an average guideline of 9.5 months (291 days) and served an average of 13.4 months (408 days) in secure confinement.

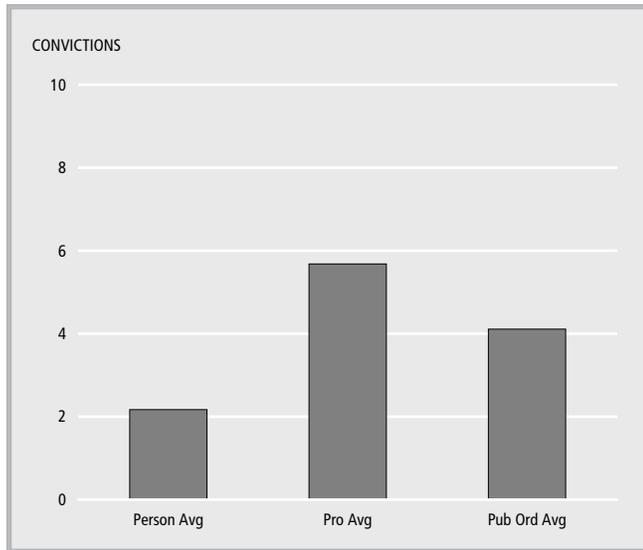
## Use of Secure Care Facilities During FY 2010.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity	Length of Stay <sup>2</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
MILL CREEK YOUTH CENTER	84	112	68	59.3	0.0%	318.4
WASATCH YOUTH CENTER	46	82	41	40.2	0.0%	358.3
DECKER LAKE YOUTH CENTER	40	73	69	30.8	0.0%	163.1
SLATE CANYON YOUTH CENTER	32	61	48	25.6	0.0%	194.3
<b>OFFICE OF RURAL PROGRAMS</b>						
SOUTHWEST UTAH YOUTH CENTER	10	19	11	9.5	0.5%	316.5
<b>TOTAL</b>	<b>212</b>	<b>339</b>	<b>237</b>	<b>165.5</b>	<b>-</b>	<b>254.9</b>

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

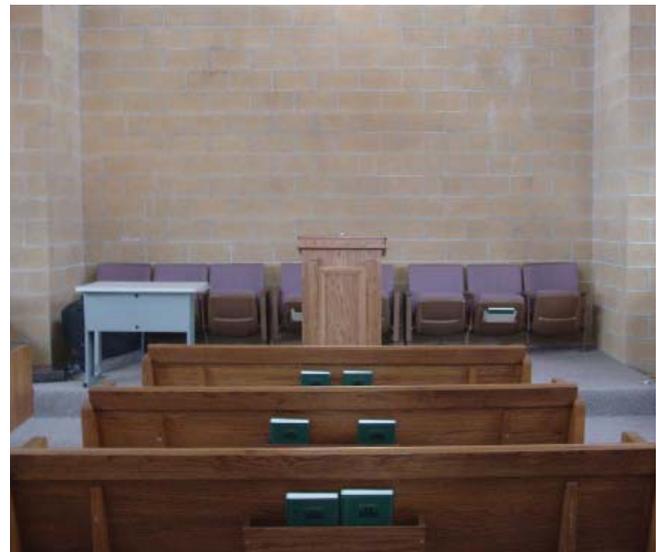
<sup>2</sup> “Length of Stay” estimated using Stock / Flow Ratio:  $(\text{[Nightly Bed Count]} / \text{[Admits]}) * (\text{[Days per Fiscal Year]})$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin, March 2001*, Washington,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

## DELINQUENCY HISTORY



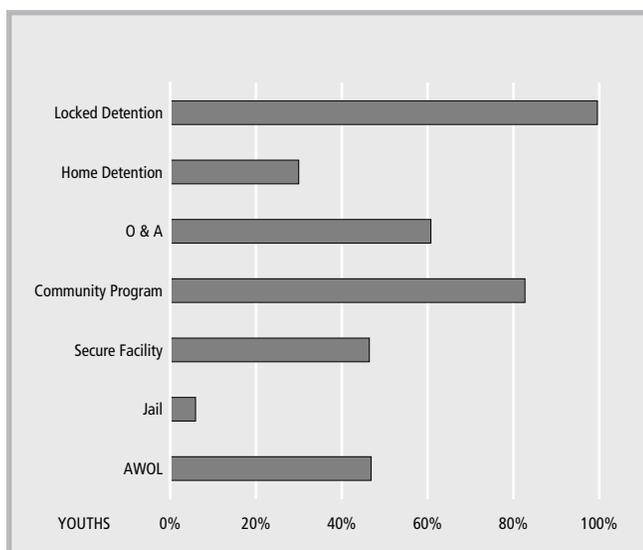
Youths admitted to secure care had an average of 12.0 felony- and misdemeanor-type convictions. This compares to 11.7 in FY 2008 and 11.2 in FY 2008. The great majority of these (82%) were offenses against property or public order. Only about 18% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.6; over 76% of them were between 10 and 14. Further, about 38% of the youths had one or more convictions for life endangering felonies (serious offenses against people).



Nondenominational chapel at the Decker Lake Youth Center.

## PLACEMENT HISTORY

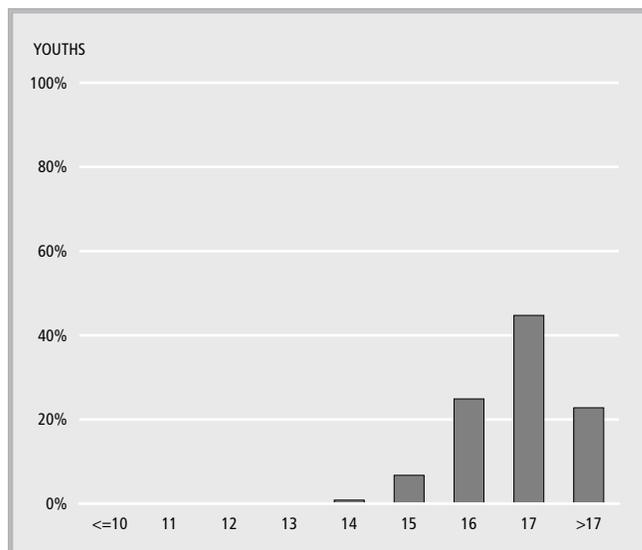


Youths placed in secure care had extensive histories of interventions and placements in Division programs. All but one youth had been placed in locked detention; 61% had been placed in observation and assessment (O&A); and over 82% had been placed in a community program. Further, over 46% had been AWOL 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: over 73% had been on probation supervision, 21% had been in the custody or under supervision of the Division of Child and Family Services, and over 78% previously had one or both of these types of care.

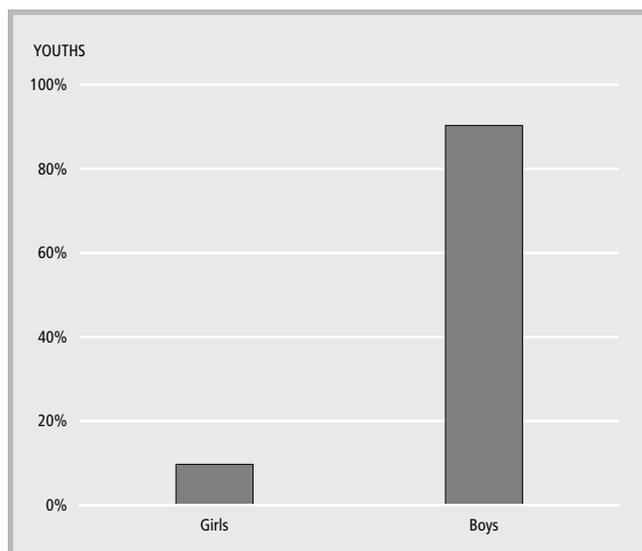
## AGES

Youths admitted to secure facilities ranged from 14 to over 17 years old and averaged 17.4 years. 70% of youths placed were 16 or 17 years old.



## GENDER

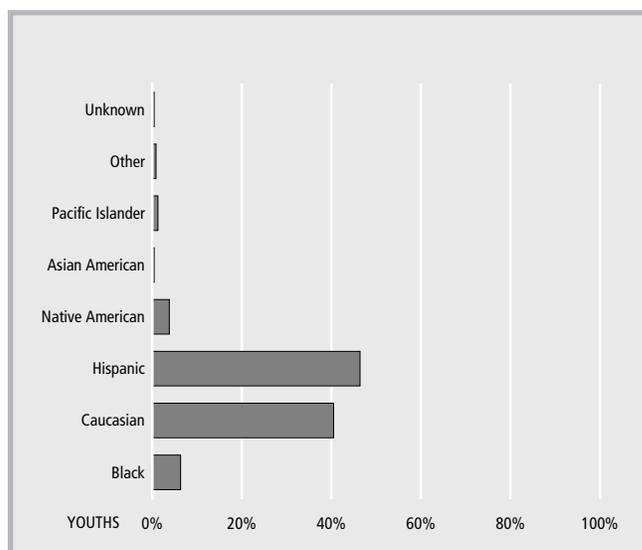
10% of all youths admitted to secure facilities were girls. This is an increase from 7% in FY 2009 and 9% in FY 2008.



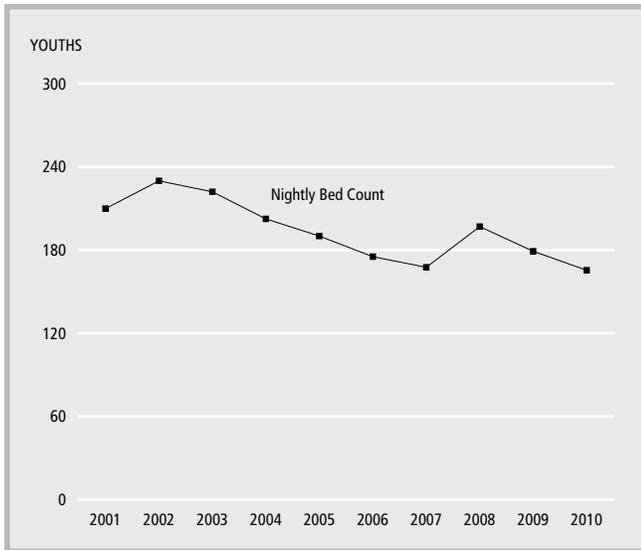
## ETHNICITY

Following a trend of many years, minorities were overrepresented in secure care placements. Collectively, they accounted for over 59% of all admissions to secure care, though they represent about 21% of Utah's youths. The percentage of minority placements in FY 2009 was about 51% and in FY 2008 was about 50%.

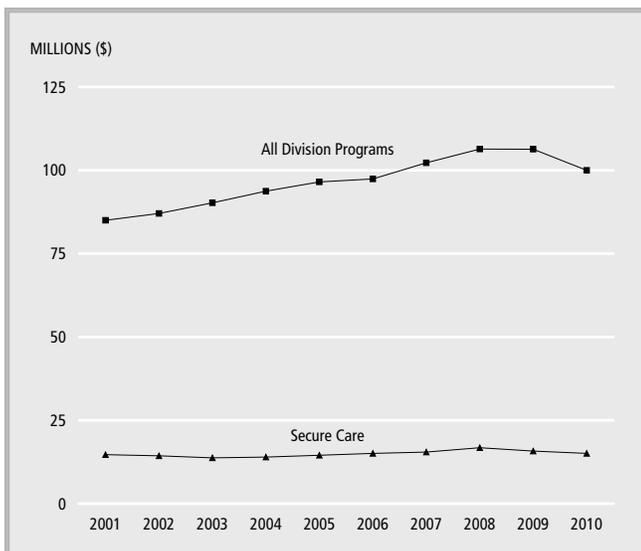
Blacks were placed in secure care nearly 4.2 times more often than would be expected from their proportions in the population at large; Hispanics were placed 3.2 times more often.



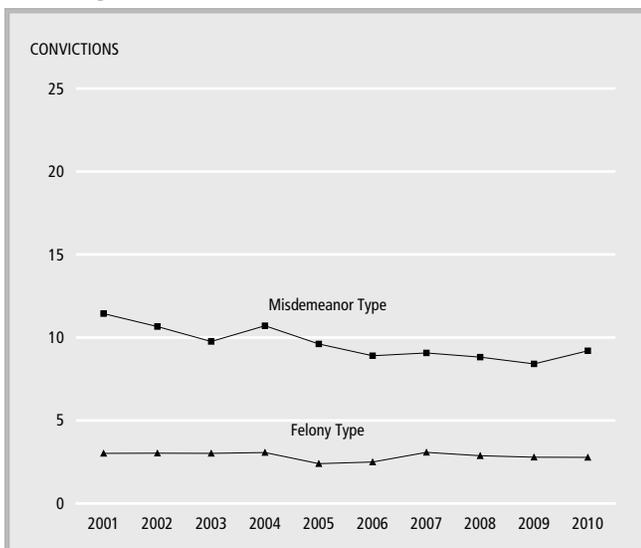
## AVERAGE NIGHTLY BED COUNT



## BUDGET



## DELINQUENCY HISTORY



## 10-Year Trends

### Demographics

- **Nightly Bed Count.** After increasing to a 10-year high of 230 in FY 2002, average nightly bed count in secure care fell steadily over the next 5 years to 168 in 2008. The number rose to 197 in FY 2008 before declining in the next 2 years to 166, the lowest number of the period. Overall, the average nightly bed count fell by 21% during the 10-year period. Over the same time, there was an 11% increase in the number of Utah's 10 to 17 year olds.
- **Gender.** Admissions of girls secure care varied widely over the 10-year period. Girls accounted for 7% of admissions in FY 2001 and 5% in FY 2002 then jumped to 14% in FY 2004. The percentage of girls remained above 10% until FY 2008 when it dropped to 9%. Girls represented about 10% of admissions in FY 2010.
- **Ethnic youths.** The proportion of ethnic youths admitted to secure care grew steadily from 35% in FY 2001 to nearly 60% in FY 2010, an increase of over 93%.
- **Age.** Average age of youths admitted to secure care changed very little over the 10-year period. Average age was between 17.1 and 17.5 each year and, averaged 17.3 for the overall period.

### Budget

- **Expenditures.** Expenditures for secure care represented about 15% of the Division's overall budget in FY 2010. Budgets for secure care rose by just over 3% between FY 2001 and FY 2010 (see chart at center left). The Division's overall budget grew by 18% during the same period.

### Delinquency

- **Overall offenses.** The average felony- and misdemeanor-type offenses that youths had at admission declined by 17% across the period (see chart at bottom left).
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies varied with a low of 33% in FY 2004 and a high of 44% in FY 2008. The number in FY 2010 was 38%, approximately the midpoint of these extremes.

# 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

DOYLE TALBOT, CHAIR .....	MOUNTAIN GREEN
DEWEEN DURRANT, VICE CHAIR .....	SANDY
MYRON BENSON .....	NEWTON
JEAN BOYACK .....	SALT LAKE CITY
CALVIN CLEGG .....	NORTH SALT LAKE
ALVIN EMERY .....	SANDY
RAY TERRY.....	BEAVER
KATHY PETERSON.....	EDEN
LYNN STEWART.....	MIDVALE
JENNIFER MEI JUN YIM .....	SALT LAKE CITY

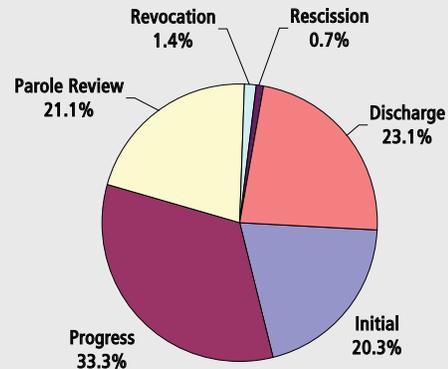
### MEMBERS PRO TEMPORE

OLGA CASTAÑEDA.....	MIDVALE
RODNEY FAKATOU.....	SALT LAKE CITY
ELDON MONEY .....	SPANISH FORK
JAMES SMITH.....	SALT LAKE CITY
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. Authority staff provides Youth Parole Authority Members with information collected from Division staff, police, and the Juvenile Court prior to hearings.

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 705 hearings held during FY 2010.

for each during FY 2010. Overall, the Authority held 705 hearings during the year, a decrease from the 765 hearings held during FY 2009.

Within a few weeks of commitment, an "Initial Hearing" is held to establish a sentencing 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**

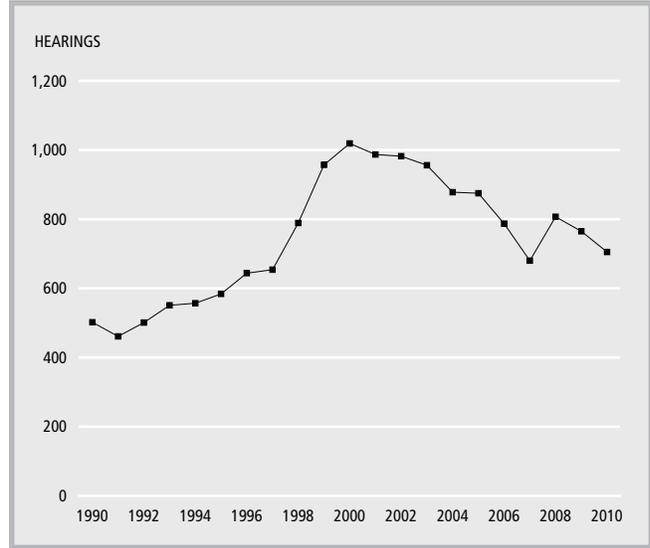
SERVICE AREA.....	STATEWIDE
MEMBERS	
FULL .....	10
PRO TEMPORE.....	4
ADMINISTRATIVE STAFF .....	4
DIFFERENT YOUTHS SERVED .....	393
BUDGET .....	\$343,100
NUMBER OF HEARINGS.....	705

As represented in the chart at top right, the Youth Parole Authority’s work load has grown substantially over the last 21 years, increasing from 502 hearings in FY 1990 to 705 in FY 2010. However, between FY 2000 and FY 2010, 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 “Mission, Vision, and Values,” page 12). 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 1990 to FY 2010**



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. The Authority also 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.

# Administrative Services

The Division's State Administrative Office, located in Salt Lake City, provides administrative services to Division programs through a variety of work groups.

## Community Relations

The Division's Community Relations unit enhances the Division's efforts by developing partnerships with individuals and organizations in the community. The unit includes a staff of four individuals. Their activities support the Division's Mission and its commitment to the Balanced And Restorative Justice (BARJ) Model (see "Mission, Vision, and Values," page 12).

A principal activity of the Community Relations unit is recruitment of individuals from the community who volunteer to work with youths in Division 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 2010, volunteers made 25,672 visits to Division facilities and programs and contributed a total of 119,032 hours of service. At a rate of \$10.00 per hour, this represents a contribution of over \$1,190,000 to the Division.

Volunteers regularly mentor and teach youths on a variety of topics that help 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, inter-



Long-time Division volunteer and advocate for Utah's youths, Gerri Ennis.



Blankets made by Division volunteers.

viewing for jobs, dressing for success, communication, women's issues, stress management, and goal setting.

Another important activity of the he Community Relations unit is to identify worthy projects in the community that can be completed by youths in Division programs. Recent examples include mailings, park clean-up, and set up for major community activities. Participation in such projects allows youths to give back to the community and atone for the damage they have done. They develop important skills and knowledge that will increase the likelihood of their become law-abiding and productive citizens. During FY 2010, youths participating in work projects completed 156,251 hours of community service and restitution. At minimum wage (\$6.55/hr), this represents a return to the community of over \$1,023,000.

The Community Relations unit also administers and supports a speakers bureau that provides speakers to schools, churches, clubs, and other groups to discuss and help community members better understand juvenile justice programs and they issues of delinquent youths.

Finally, the Community Relations unit manages collection of non-monetary donations from the community for the Division. During FY 2010, the unit collected contributions valued at over \$198,800.

## Quality Assurance

The Division is dedicated to providing comprehensive and quality services for Utah's youths within the frame-

work of the Balanced and Restorative Justice Model. The unit's staff of five individuals helps meet this goal by monitoring youth programs and ensuring that youths are placed appropriately without compromising the safety and the health of the community or the youth.

*Contract Monitoring.* Contract monitoring activities determine whether a provider is meeting the requirements of a Division contract 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, Federal assurances, Medicaid and grant requirements. 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.

*Program Reviews.* The Quality Assurance unit also has responsibility for monitoring programs and facilities directly operated by the Division. The Division's written standards, policies, and procedures are used to evaluate compliance of Division programs. During reviews, personnel files, training records, program services, control logs, and other local documents are reviewed and recommendations are made for improving facility operations and programs.

*JJDP Act Compliance Assessments.* 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. One jail in a rural area is 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. In addition, five 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.

## Internal Investigations

The Division's Internal Investigations unit includes a staff of three investigators. Unit staff examines alleged violations of the Division's Code of Ethics, Policy and Procedure, and Federal, State, and local laws. Investigations are conducted when incidents occur in Division programs and in programs operated by contracted private providers that are extraordinary, non-routine, or potentially life threatening.

In the course of its efforts, the Internal Investigations unit regularly works with and coordinates with the State's Office of the Attorney General, the Division of Human Resources, local police agencies, city and county attorneys, and the courts. The Internal Investigations unit also notifies and works with law enforcement agencies when events involve or endanger the lives or physical welfare of youths or staff or when probable cause is established that Federal, State, or local laws have been violated.

Reports produced by Internal Investigations provide a factual basis to assist Division administration make decisions and establish probable cause or confirm suspicion of criminal activity. Reports include determinations that cases be closed as substantiated, closed as unsubstantiated, or given the status of "inactive" or "exceptionally cleared." Based on its findings, the unit may assist administration develop warnings, reprimands, suspensions, transfers, termination of employment, file criminal charges, make referrals to appropriate agencies (e.g., law enforcement, county attorney, State Attorney General), or exoneration. The Unit's reports are classified as "Protected" under the Government Record Access and Management Act (GRAMA; 63-2-304 (8) UCA) and may not be released to the public without proper authorization.

The Office of Internal Investigations also has re-

sponsibilities for training Division staff and contracted provider staff on topics of Incident Reporting, Policy and Procedure, Incident Report writing, the Offense Classification Level System, and the Notification Level System. Training is provided through the Division's Basic Academies, Supervisory Academies, and on site at service locations. The Internal Investigations unit also participates in fatality reviews, mediation and conflict resolution, and in the revision of the Division's policies and procedures.

## Finance

The Finance unit works with Division management in carrying out a number of functions including:

- Financial planning to assess short term and long term financing needs for achieving the Division Vision and Mission.
- Preparation of the annual appropriation request (budget) for the Governor's Office and the Legislature. In this process, the Finance units works with managers to incorporate ongoing and long-term program needs into the annual request.
- 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 Ana-

lysts 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.

## 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 unit is staffed by nine clinicians, six of whom have offices in urban secure facilities. Clinicians are mandated to oversee the development and provision of mental health, gender specific, and sex offender treatment in Division programs. Currently, these clinicians provide direct clinical services, clinical consultation, and staff training across the Division.

## Research, Evaluation, and Planning

The Research, Evaluation, and Planning (REP) unit includes a staff of three individuals. The unit supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness." REP 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 66).

During FY 2010, REP also helped the Division meet a variety of other service, research, and information needs. On a daily basis, REP supplied Division staff with reports, answers to queries, technical support, and research. REP also produced the Division’s Annual Report. Members of the REP group served as staff to the Risk Assessment Committee, the Department of Human Services Institutional Review Board (IRB), and the CARE User Group. Further, the research unit assisted numerous students and faculty from local colleges and universities, media representatives, other government agencies, and private individuals with information regarding Utah’s juvenile justice system.

## Training

The Training unit is staffed by a three individuals. The unit supports the Division’s Mission to “Promote continuing staff professionalism through the provision of

educational and training opportunities.” Staff training is designed to emphasize professionalism and the proper care of youths in the Division’s programs. Overall, in FY 2010, the Division supported 1,060 training sessions on mandatory topics and 459 in-service training events, providing 45,725 individual training hours. Courses considered mandatory for Division staff and the number of training sessions held in FY 2010 are presented in the table below.

*Mandatory Training.* New full-time staff are required to complete the Division’s Basic Orientation Academy during their first year of employment. Following their first year, staff members are required to complete a total of 40 hours of in-service training per year. Support staff and part-time staff receive training commensurate with their duties. In-service training is provided by the Division, the Department of Human Services, State and national sponsors, local colleges and universities, and private vendors.

### MANDATORY TRAINING.

TRAINING EVENT	TYPICAL HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
Cultural Competency	4	AS NEEDED	1	12	36
Incident Reports	1	AS NEEDED	31	415	681
Legal Issues	8	AS NEEDED			
Violence in the Workplace	2	AS NEEDED			
Case Planning 1	12	AS NEEDED	1	7	84
Case Planning 2	12	AS NEEDED	1	25	300
Case Planning 3	12	AS NEEDED	6	98	1,176
CHAPTERS / Legal Issues	2.5	AS NEEDED	14	27	68
Code of Ethics DHS	1	ANNUAL	21	149	149
Code of Ethics JJS	1	ANNUAL	174	1,125	1,125
CPR	3	ANNUAL	125	919	2,456
Crisis Intervention Initial Direct Direct Care Staff	40	NONE	21	120	4,800
Crisis Intervention Initial Administrative Staff	16	NONE	15	64	1,024
Crisis Intervention Refresher	16	ANNUAL	68	630	11,512
DHS New Employee Orientation	7	NONE	7	47	329
First Aid	2	3 YEARS	84	458	955
Operational Manual	2	ANNUAL	86	633	1,266
Passenger Van Safety	4	2 YEARS	7	95	380
Policy & Procedure	10	ANNUAL	267	2,236	3,578
Preventing Disease Transmission	2	3 YEARS	52	379	758
Suicide Prevention	2	3 YEARS	50	414	853
Workplace Harassment Prevention	2	3 YEARS	29	377	754

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## Contracting

The Division's Contracting unit, which is currently staffed by a single individual, is responsible for assuring the effectiveness, efficiency, and integrity of all contracting activities for the Division. 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.

## Federal Revenue Management

The Division's Federal Revenue Management unit, which includes two individuals, was established in 2001 with the objective of bringing Federal revenues to the Division and ensuring that the Division is compliant with Federal requirements tied to those revenues. Federal revenues, which fund over 17% percent of the Division's overall budget, leverage the Division's ability to provide comprehensive services for Division clients within the framework of the Balanced and Restorative Justice Mod-

el. Approximately three quarters of the Federal funding the Division receives is for mental health and rehabilitation treatment (mostly residential) provided to youths in the Division's custody. Significant Federal funding also is obtained for foster care paid under Title IV-E of the Social Security Act.

The Federal Revenue Management unit also secures other grants to address specific Division needs or projects as opportunities arise. These other grants may be administered directly by Federal agencies, such as the Office of Justice Programs at The Department of Justice or the Administration for Children and Families at The Department of Health and Human Services, or they may be administered through an intermediary State agency such as the Utah Commission on Criminal and Juvenile Justice (CCJJ).

Major activities.

- Facilitating the Division's Medicaid and IV-E eligibility determination effort.
- Making adjustments to Medicaid and IV-E collections (both receipt and payback).
- Coordinating the Division's activities related to obtaining grants and meeting grant requirements.
- Providing accounting and information for forecasting on Federal revenues.
- Providing electronic data to Federal information systems as required by Federal programs such as the Adoption and Foster Care Analysis and Reporting System (AFCARS).
- Helping develop computer systems, interfaces, and output to better meet the Division's Federal revenue management needs.
- Providing expertise and improved technologies to Division staff participating in processes that bring in Federal revenue.

# Recent and Ongoing Projects

## Division Initiatives

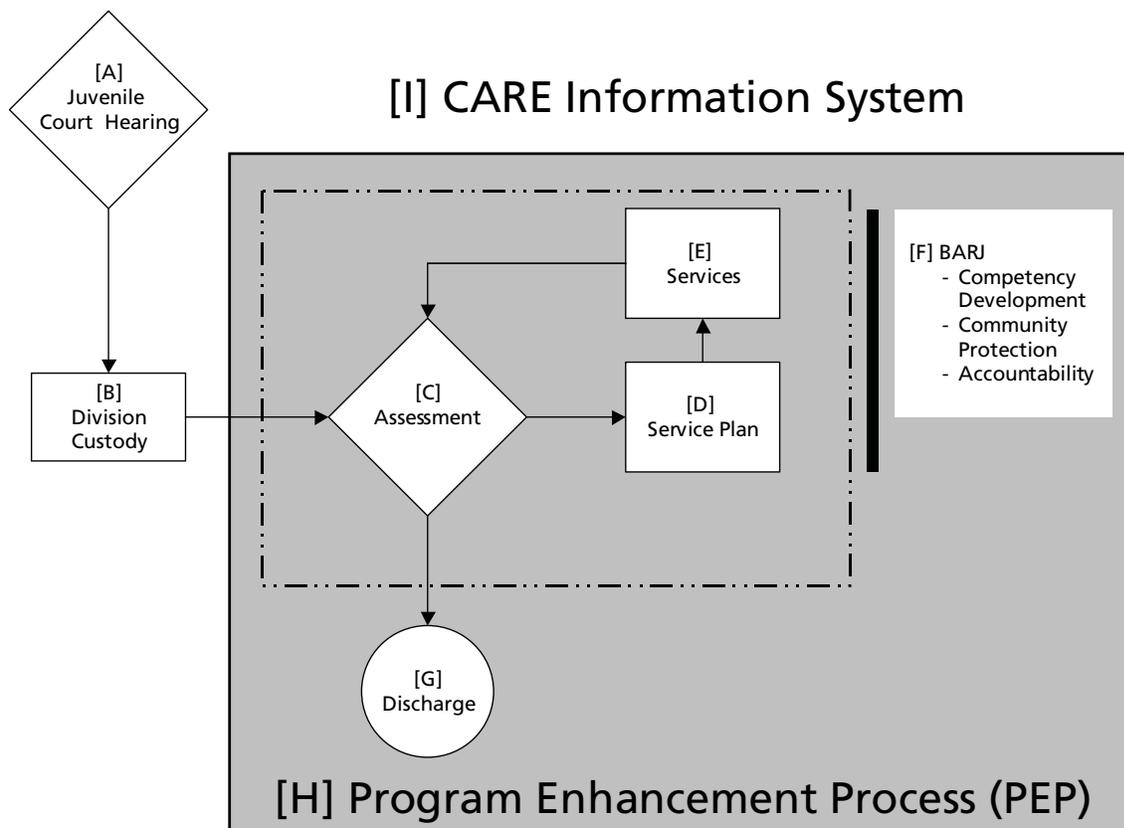
Over the last several years, the Division has begun or helped to begin a number of major juvenile justice initiatives including (1) Protective and Risk Assessment (PRA), Project, (2) Graduated Sanctions Model of Service Delivery and Supervision, (3) Program Enhancement Process (PEP), and (4) CARE information system. At the Division's Statewide Conference early in FY 2003, Blake Chard, the Division's Director, reaffirmed the Division's commitment to these efforts and presented a vision for integrating them into a coordinated approach that will enhance the quality of services delivered to Utah's youths.

The chart below represents the initiatives as they might apply to an individual youth entering Division custody. Initiatives are shown in the context of a Juvenile Court Hearing [A] that brings the youth into Division custody [B] (see "Client Flowchart," page 22).

On receiving a youth in custody, a Division case manager assesses the case [C] to identify the youth's strengths

and weaknesses and service needs. This evaluation includes administration of a Protective and Risk Assessment (PRA), but also considers information collected from family, previous workers associated with the case, other sources in the community, and results of other assessments. Evaluation results are interpreted within the framework of the BARJ Model [F] (see "Mission, Vision, and Values," page 12) to develop the youth's Needs Assessment Service Plan [D]. The Service Plan (1) documents the youth's strengths and weaknesses, (2) identifies needed residential and nonresidential services, and (3) sets goals for successful completion. Services [E] are provided through a levels-based system known as the Graduated Sanctions Model of Service Delivery and Supervision. At 90-day intervals, the case manager reassesses the case and reviews the youth's progress with the Juvenile Court. Depending on the youth's current needs, the case manager may either recommend that the service plan be revised [D] and additional services be provided [E] or recommend that the youth be discharged [G].

The case management process just described is given structure and support by the Program Enhancement



Process (PEP), and the Courts and Agencies Record Exchange information system (CARE). PEP [H] is a continuous quality improvement process for the Division's system of service delivery. The process identifies opportunities for improvement through ongoing assessment of service delivery and regular feedback on the impact of those services. CARE [I] documents details of individual activities at every stage of the process. This includes Minutes and Orders generated in Court Hearings, assessment results, the youth's service plan, residential and nonresidential services the youth receives, and the progress the youth makes in fulfilling objectives of the service plan.

More detailed descriptions of the individual initiatives and the progress being made in their implementation are provided below.

*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 developed in Washington State. 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 a youth's progress and identify new or continuing issues that re-

quire attention.

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.

*Graduated Sanctions Model of Service Delivery and Supervision.* 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 expected to enhance the effectiveness and the quality of care given to youths in Division custody.

A youth entering custody is categorized on (1) individual 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.

A number of different 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, most service categories include three levels of structure: (1) low (e.g., placement with a proctor family), (2) medium, and (3) high (e.g., highly structured group home placement). 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 expected 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 being better matched to specialties of particular programs.

*Court and Agencies' Record Exchange (CARE).* The 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.

CARE Modules currently in place include the (1) demographics module which manages personal characteristics of youths and their families; (2) services module which tracks residential and nonresidential 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 modules of particular note. The assessment module, brought on line during FY 2002, was the first component to be completed. This function is used to collect, score, manage, and report on the results of user defined questionnaires and assessments. It has proved to be an invaluable resource for the Protective and Risk Assessment project (see above). The assessment module also has become critical for the Division's Program Enhancement Process (PEP; see below) and currently includes more than 300 different data-collection tools. An almost unlimited variety of information about individual youths can be collected including daily behavioral ratings, progress notes, work hours, and school performance.

A second notable component of CARE is the Minutes Module. In production since FY 2003, this module has the capacity to collect minutes in real time during Juvenile Court and Youth Parole Authority hearings, post dispositions, and create electronic orders that 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 at all levels of Utah's juvenile justice system. Continued development of the system is directed by a standing committee that includes representation from all 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.

*Program Enhancement Process (PEP).* The Program Enhancement Process (PEP) is a mechanism designed to enhance the delivery of services and increase positive outcomes for youths served by the Division. PEP assumes that, with objective feedback about how services are delivered and what impact they have, the workers who provide the service are best positioned to identify opportunities for program improvement. The entire project has been focused on creating the capacity of those staff to manage ongoing quality improvement.

History. PEP, the name given to the process by the Division, was designed by Dr. Christine Ameen, an evaluation consultant. The intent was to create a model for ongoing program improvement that could be implemented in organizations that had limited experience in program evaluation. The Division's administrative team was introduced to the model in June of 2001. The Division's Director at that time, Blake Chard, saw the potential of the approach and approved the concept. In December of 2001, the Division committed to pilot the model in three programs: Central Utah Youth Center's receiving center, Slate Canyon's secure care program, and Salt Lake Observation and Assessment. In July of 2002, Division leadership decided to implement PEP across all programs operated by the Division, including the residential programs provided by the private sector. In its first 3 years the project was funded through the Federal Juvenile Accountability Block Grants Program (JABG).

A program's initial PEP activities culminate in the development of specific objectives for services and outcomes for the program. Plans for collecting and using information are then made and implemented. During the pilot phase, the consultant worked with each of the three teams individually. To accommodate the implementation of PEP across 50 of the Division's programs, training and facilitation of the process was reformulated from individual program based consultation to one where

multiple teams worked simultaneously. The multi-team approach was launched in the fall of 2002, starting with the Division's five secure care programs, five urban detention programs, four urban O&A programs, and five rural receiving programs. Following this approach, the training and model development for 46 programs took 18 months to complete. After teams were trained, they were to implement data collection, and when enough data became available, additional training and consultation was provided about how to analyze the data and use the findings to make enhancements to programs.

What has truly distinguished PEP from other quality improvement programs is the development of technology that allows the Division to track and generate data that would have been impossible and too costly in the past. A major success has been the ability to coordinate the PEP data needs with features of the new CARE information system (see above). CARE has proved capable of supporting the extensive data collection and reporting needs of PEP Models.

In addition, a number of local, desk-top database tools have been developed that added tremendous efficiencies to how PEP model development is done. (1) The "Model Builder" tool allows teams to create and edit their own models during training sessions. (2) The "Instrument Library" provides a catalog for managing the dozens of measurement instruments found in the literature and those developed locally to measure service and outcome objectives of the various programs. This tool has been used extensively to document the origin of each instrument, its psychometric characteristics, permissions necessary for a tool's use, and the basic content addressed by the instrument. (3) As the number of PEP models grew, it became obvious that a way was needed to manage the many ideas the teams were generating about service and outcome objectives. With each team developing 7-10 service objectives and 6 outcome objectives there currently are 450 different service objectives and nearly 175 outcome objectives. The PEP Executive, as it is called, brings together in one place the details of all 50 models. It also provides a way to track the stage of PEP development of each team or set of teams to assure that training and consultation are targeted properly.

Summary reports built on CARE that describe service delivery and outcomes have been developed for all programs that are at the data collection stage. Reports depicting performance of individual youths have also been developed for all service and outcome objectives.

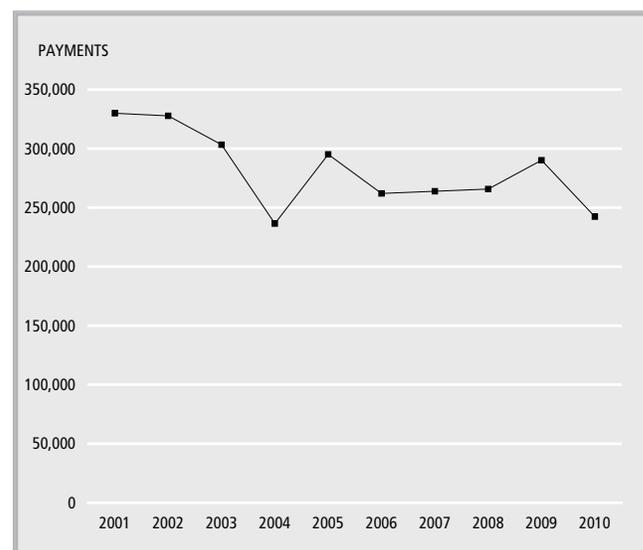
Recent development has focused on making use of the

lessons learned through the experience with more than 50 evaluation models developed to date. This includes standardizing common outcomes for similar program functions.

## 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, intensive treatment programs have been developed to heighten youths' empathy for victims. As part of this effort, restitution programs have been created

## RESTITUTION PAYMENTS



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 2010, the payments exceeded \$240,000. For the 10-year period ending in FY 2010, total payments have exceeded \$2,800,000 (see chart above). Funds for this effort come primarily 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 non-profit organizations.

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## Youth in Custody Educational Programs

“Youth In Custody” is the phrase used to describe youths who are under the age of 21, have not yet 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 the 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.

## Transition Services

Transition programs provide support and guidance to youths returning to the community following extended out-of-home placement. For a variety of reasons, this process can be very difficult. Beginning in FY 2009, the Division made a number adjustments designed to increase the likelihood that these youths will be successful.

During FY 2009, the Division reorganized its approach to providing Transitional Services. Historically, the Division directly operated two transition programs that provided both residential and nonresidential services, the Intensive Community After Care Program (ICAP) and Project Paramount. ICAP is located in Salt Lake City and serves youth living in Salt Lake, Summit, and Tooele Counties. Paramount is located in Ogden and serves youth in Weber, Davis, and Morgan Counties. During FY 2009, the residential component of these programs was eliminated and their focus was shifted exclusively to providing nonresidential supervision and

support. In addition, in early FY 2010, funding was obtained from an Edward Byrne Memorial Justice Assistance Grant (JAG) Program to develop a third program, the In-Community Services program. This new program provides transitional services to youths in Utah, Wasatch, and Juab Counties.

Youths begin preparing to leave secure care many months prior to their release. While still in secure care they participate in weekly groups held by transition workers, called community advocates, who help the youths prepare for return to the community. In addition, workers from allied agencies such as the Office of Rehabilitation, the Department of Workforce Services, and the Utah College of Applied Technology meet with youths to help them identify career goals and secure funding for training. Where possible, parents and guardians also are involved in the process to help them provide support to their sons and daughters when they return home.

When released back to the community, advocates assist youth by transporting them to therapy and other appointments, offering employment guidance, creating relationships with individuals from allied agencies, and ensuring that the youths comply with their transition plans. Advocates also monitor school and work performance and attendance and visit youths and parents or guardians at home. Overall, advocates help youths generalize the skills they gained while in secure care by reviewing their treatment goals with them and guiding them to use their new skills in the “real world.” Quarterly family nights are held to bring families together for dinner and to hear representatives from community resources speak about how to access their services.

## Profile of Division Staff

The Division has 824 full-time and part-time staff (excluding time-limited employees and Board members). The average age of these staff is 41.6 years (range 22 to 70 years old); about 35.8% (295) are between 30 and 40 years old. Average length of service is 10.3 years. The longest length of State employment is over 42 years, 2.0% (17) have less than 6 months of service, 14.9% (123) have 3 years or less service, and 32.0% (264) have over 12 years of service. The Division also employs 193 time-limited staff to augment the efforts of career service employees.

The table on the next 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 below. As identified in the table, they represent 26.3% of all Division staff; 28.7% of the staff working in service delivery jobs; and 23.2% within the administrative job type. Only 3.9% of all staff working in the administrative job type are minority females.

Overall, females represent 44.7% of staff across all job types, but are underrepresented in the service delivery (41.0%) and the administrative (35.7%) job types, and overrepresented within the support job type (75.7%).

A comparison of youths in Division programs and service delivery staff reveals relatively fewer minority

staff (26.3%) than minority youths served (41.7%), and relatively more female service delivery staff (41.7%) than female youths served (33.0%).

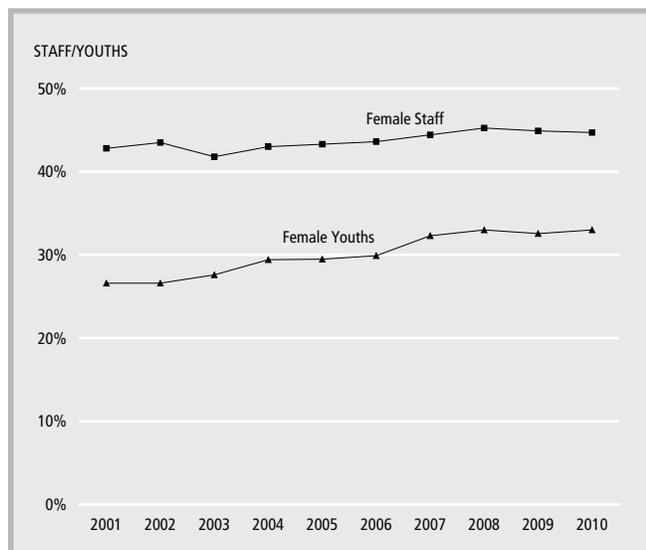
Several trends in the numbers of Division staff and youths have become noticeable over the last several years, as may be seen in the charts at the bottom of the current page. While the percentage of female staff has been higher the percentage of females in Division custody the gap is narrowing. For the first 5 years of the 10-year period, percentages of nonwhite youths and nonwhite Division staff increased from one year to the next; during the last 5 years of the period, the percentages of nonwhite youth have reached a plateau while the percentage of nonwhite staff have continued to grow.

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

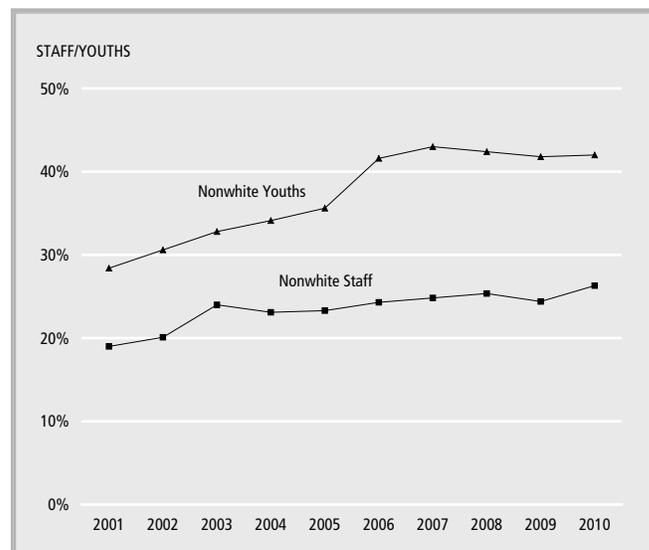
### JOB TYPE

	ADMINISTRATIVE			SERVICE DELIVERY			SUPPORT			ALL JOB TYPES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>WHITE</b>	58 45.0%	41 31.8%	99 76.8%	234 39.8%	185 31.5%	419 71.3%	18 16.8%	71 66.4%	89 83.2%	310 37.6%	297 36.1%	607 73.7%
<b>OTHER</b>	25 19.3%	5 3.9%	30 23.2%	113 19.2%	56 9.5%	169 28.7%	8 7.5%	10 9.3%	18 16.8%	146 17.7%	71 8.6%	217 26.3%
<b>TOTAL</b>	83 64.3%	46 35.7%	129 100.0%	347 59.0%	241 41.0%	588 100.0%	26 24.3%	81 75.7%	107 100.0%	456 55.3%	368 44.7%	824 100.0%

### FEMALE STAFF and YOUTHS



### NONWHITE STAFF and YOUTHS





# 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.
- Division Initiatives, a brief description of seven current projects supported by the Division and other juvenile justice agencies, including BARJ, PEP, CARE, and FFP/RS.
- Educating Youth in State Care, a guide for school administrators, child protection officials, juvenile justice officials, court officials, caregivers, and other community partners on how to help youths in State care. The document was prepared under the direction of the Initiative on Utah Children in Foster Care (IOU) ([www.hs.utahgov/education](http://www.hs.utahgov/education)).

## 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) 538-4086 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 DAN MALDONADO (801) 538-4330  
 fax (801) 538-4334  
 195 N 1950 W  
 Salt Lake City, UT 84116

DEPUTY DIRECTOR GABY ANDERSON (801) 538-4323  
 fax (801) 538-4334  
 195 N 1950 W  
 Salt Lake City, UT 84116

DIRECTOR ADMIN SERVICES RICK PLATT (801) 538-9843  
 fax (801) 538-4334  
 195 N 1950 W  
 Salt Lake City, UT 84116

### YOUTH PAROLE AUTHORITY

ADMINISTRATIVE OFFICER GARRETT WATKINS (801) 538-4331  
 fax (801) 538-4492  
 195 N 1950 W  
 Salt Lake City, UT 84116

### OFFICE of COMMUNITY PROGRAMS

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

#### CASE MANAGEMENT

OGDEN CASE MANAGEMENT Mike Shaw (801) 627-0322  
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 Ogden, UT 84404

OGDEN CASE MANAGEMENT 2 Rachel Edwards (801) 626-3148  
 fax (801) 626-3187  
 2540 Washington  
 Ogden, UT 84401

OREM CASE MANAGEMENT Odell Erickson (801) 426-7430  
 fax (801) 426-7455  
 237 S Mountainland Dr  
 Orem, UT 84058

SALT LAKE CASE MNGMNT Ron Harrell (801) 284-0200  
 fax (801) 263-9058  
 61 W 3900 S  
 Salt Lake City, UT 84107

SALT LAKE CASE MNGMNT 2 Mike Butkovich (801) 265-7500  
 fax (801) 265-7599  
 3522 S 700 W  
 Salt Lake City, UT 84119

#### COMMUNITY BASED PROGRAMS.

(Contact State Admin Office for contractors providing community services)

ICAP Dorie Farah (801) 265-5961  
 fax (801) 265-5969  
 3520 S 700 W  
 Salt Lake City, UT 84119

PROJECT PARAMOUNT Dorie Farah (801) 621-3684  
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 2760 Adams Ave  
 Ogden, UT 84401

IN-COMMUNITY SERVICES Dorie Farah (801) 426-7441  
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#### OBSERVATION AND ASSESSMENT

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 61 W 3900 S  
 Salt Lake City, UT 84107

SPRINGVILLE O&A Annette Garcia (801) 491-0133  
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 205 W 900 N  
 Springville, UT 84663

### OFFICE of CORRECTIONAL FACILITIES

PROGRAM DIRECTOR CHRIS ROACH (801) 284-0200  
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 51 W 3900 S  
 Salt Lake City, UT 84107

#### DETENTION FACILITIES

FARMINGTON BAY YTH CTR Bryan PoVey (801) 451-8620  
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 907 W Clark Ln  
 Farmington, UT 84025

SALT LAKE VALLEY DT CTR Kara Anderson (801) 261-2060  
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WEBER VALLEY DT CNTR Bill Boyle (801) 825-2794  
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 5470 S 2700 W  
 Roy, UT 84067

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#### SECURE FACILITIES

DECKER LAKE YTH CTR Larry Mendez (801) 954-9200  
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 2310 W 2770 S  
 West Valley City, UT 84119

MILL CREEK YTH CTR Jackie Southwick (801) 334-0210  
 fax (801) 334-0287  
 790 W 12<sup>th</sup> St  
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 Provo, UT 84606

WASATCH YTH CTR Kyle Goudie (801) 265-5830  
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 Salt Lake City, UT 84119

### OFFICE of EARLY INTERVENTION SERVICES

PROGRAM DIRECTOR SALVADOR MENDEZ (801) 685-5710  
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 3570 S West Temple  
 Salt Lake City, UT 84115

#### DIVERSION PROGRAMS

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

LIGHTNING PEAK Sam Sherrow (801) 370-0503  
 fax (801) 356-2380  
 1955 S Dakota Ln  
 Provo, UT 84606

SALT LAKE EARLY INTERVENTION Donovan Bergstrom (801) 685-5712  
 fax (801) 685-5707  
 3570 S West Temple  
 Salt Lake City, UT 84115

#### RECEIVING CENTERS

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

DAVIS YOUTH SERVICES Jarrett Kelton (801) 447-0958  
 fax (801) 447-8298  
 1353 N 1075 W Suite 101  
 Farmington, UT 84025

SALT LAKE YTH SRVCS NORTH Steve Titensor (801) 269-7500  
 fax (801) 269-7550  
 177 W Price Ave  
 Salt Lake City, UT 84115

SALT LAKE YTH SRVCS SOUTH Ayelet Engelman (801) 468-3830  
 1262 W 12700 S Suite D  
 Riverton, UT 84065

TOOELE YOUTH SERVICES Nicole Cline (435) 843-4792  
 235 S Main #31  
 Tooele, UT 84074

VANTAGE POINT Scott Taylor (801) 373-2215  
 fax (801) 812-5286  
 1185 E 300 N  
 Provo, UT 84601

#### WORK CAMP

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

### OFFICE of RURAL PROGRAMS

PROGRAM DIRECTOR MALCOLM EVANS (801) 491-0100  
 fax (801) 489-9004  
 205 W 900 N  
 Springville, UT 84663

#### CASE MANAGEMENT

BRIGHAM OUTREACH CENTER John Zizumbo (435) 723-2801  
 fax (435) 723-0811  
 138 W 990 S  
 Brigham City, UT 84302

CACHE VALLEY OUTREACH John Zizumbo (435) 787-3500  
 fax (435) 787-3519  
 115 W Golf Course Rd  
 Logan, UT 84321

DETENTION FACILITIES		
DIXIE AREA DETENTION CTR 330 S 5300 W Hurricane, UT 84737	Sterling Cabana	(435) 627-2800 fax (435) 627-2801
SW UTAH YTH CTR 270 E 1600 N Cedar City, UT 84720	Jill McKinlay	(435) 867-2500 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 2051 N 600 W Logan, UT 84321	John Zizumbo	(435) 713-6260 fax (435) 713-6276
CANYONLANDS YTH CTR 244 W Old Ruin Rd Blanding, UT 84511	Mel Laws	(435) 678-3140 fax (435) 678-3079
CASTLE COUNTRY YTH CTR 1395 S Carbon Ave Price, UT 84501	Angela McCourt	(435) 636-4720 fax (435) 636-4737
CENTRAL UTAH YTH CTR 449 N Hwy 89 Richfield, UT 84701	Glen Ames	(435) 893-2340 fax (435) 896-8177
SPLIT MOUNTAIN YTH CTR 830 E Main St Vernal, UT 84078	Lynn Whitman	(435) 789-2045 fax (435) 789-2245
WASH CO YTH CRISIS CTR 251 E 200 N St. George, UT 84770	Tami Fullerton	(435) 656-6100 fax (435) 656-6139
OTHER		
DUCHESNE CO RCVG CTR 28 W Lagoon Roosevelt, UT 84066	Lynn Whitman	(435) 722-3226
Iron County Youth Center (ICYC) 1692 W Harding Ave Cedar City, UT 84720	Robert Jones	(435) 586-1704
SECURE FACILITIES		
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## Programs and Offices Alphabetically.

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CACHE VALLEY YTH CTR	John Zizumbo	(435) 713-6260
CANYONLANDS YTH CTR	Mel Laws	(435) 678-3140
CASTLE COUNTRY YTH CTR	Angela McCourt	(435) 636-4720
CENTRAL UTAH YTH CTR	Glen Ames	(435) 893-2340
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DAVIS YOUTH SERVICES	Jarrett Kelton	(801) 447-0958
DECKER LAKE YTH CTR	Larry Mendez	(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
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IRON COUNTY YTH CTR (ICYC)	Robert Jones	(435) 586-1704
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MILL CREEK YTH CTR	Jackie Southwick	(801) 334-0210
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OFF of CORRECTIONAL FACILITIES	Chris Roach	(801) 284-0200
OFF of EARLY INTERVENTION	Salvador Mendez	(801) 685-5710
OFF of RURAL PROGRAMS	Malcolm Evans	(801) 491-0100
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OGDEN CASE MANAGEMENT 2	Rachel Edwards	(801) 626-3148
OGDEN O&A	Marty Mendenhall	(801) 627-0326
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SALT LAKE CASE MNGMNT	Ron Harrell	(801) 284-0200
SALT LAKE CASE MNGMNT 2	Mike Butkovitch	(801) 265-7500
SALT LAKE EARLY INTERVENTION	Donovan Bergstrom	(801) 685-5713
SALT LAKE O&A	Debbie Rocha	(801) 284-0230
SALT LAKE VALLEY DT CTR	Kara Anderson	(801) 261-2060
SALT LAKE YTH SRVCS NORTH	Steve Titensor	(801) 269-7500
SALT LAKE YTH SRVCS SOUTH	Ayelet Engelman	(801) 352-8708
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	Dan Maldonado	(801) 538-4330
SW UTAH YTH CTR	Jill McKinlay	(435) 867-2500
TOOELE YOUTH SERVICES	Nicole Cline	(435) 843-4792
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	Bill Boyle	(801) 825-2794
YOUTH PAROLE AUTHORITY	Garrett Watkins	(801) 538-4331





UTAH DEPARTMENT OF HUMAN SERVICES

