



DIVISION OF JUVENILE JUSTICE SERVICES

2014 Annual Report



CHANGING young lives

Pictures on the front cover provide a glimpse at the multitude of activities carried out to support Utah families and youths. From left to right, across each row, they represent:

Row 1. 

Picture 1. A celebration at the Split Mountain Youth Center for two families that completed the 10-week, Strengthening for Families curriculum.

Picture 2. Youths building a greenhouse on the grounds of the Central Utah Youth Center.

Picture 3. Girls at the Salt Lake Valley Detention center participating in a day-long event emphasizing academic and physical skill building.

Picture 4. Youths at the Weber Valley Detention participating in an educational group.

Row 2. 

Picture 1. A parent speaking at a high school graduation ceremony held at the Wasatch Youth Center.

Picture 2. Youths and workers from Wasatch Youth Center watching a performance of Shakespeare's *Taming of the Shrew*.

Picture 3. Division staff members and workers from other agencies participating in a training for the Bridges Out of Poverty project.

Picture 4. Youths at the Split Mountain Youth Center working with a community volunteer to learn problem solving skills and empathy for the disabled.

Row 3. 

Picture 1. Youths on a work crew from Central Utah Youth Center participating in a clean up project.

Picture 2. Staff member and youths from the Canyonlands Youth Center on a visit to Muley Point in Monument Valley.

Picture 3. Youths from Split Mountain Youth Center placing flags in the Vernal Walking Park for the Flag Day Celebration.

Picture 4. Volunteers from Hawk Watch International presenting to staff members and youths at the Decker Lake Youth Center.

Row 4. 

Picture 1. Youths at the Southwest Utah Youth Center participating in a team building activity.

Picture 2. Youths at the Slate Canyon Youth Center tending the facility's vegetable garden.

Picture 3. Staff members participating in a team meeting at the Wasatch Youth Center.

Picture 4. Youths helping paint a mural designed by Emanuel Martinez at the Mill Creek Youth Center.

Executive Summary

DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2014

The Division of Juvenile Justice Services serves youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, case management, community services, observation & assessment, secure facilities, and transition. Work components and service projects are 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 (pages 12 and 13). Relevant facts about the Division are summarized below.

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| <ul style="list-style-type: none">• Division funding in FY 2014 was \$92,959,100; authorized funding in FY 2015 is \$96,058,500. Federal collections account for \$3,280,200 of the total FY 2014 revenue (pages 15-17).• Monthly admissions to receiving center programs declined over the last 3 years. In large part, this trend is a result of budget reductions that limited hours of operation (page 29).• Admissions to locked detention fell over the last 3 years. However, some facilities were overcrowded on some nights during FY 2014 (page 44).• The average daily number of custody youth assigned to Division case managers was 962 during FY 2014 (page 51).• Of all youths in custody on a typical day, about 50% were in community based programs and about 22% were in locked programs (page 52).• Delinquency histories for youths admitted to observation and assessment, community programs, and secure care facilities have been stable or declining over the last 10 years (pages 59, 65, 71). | <ul style="list-style-type: none">• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 27, 32, 35, 40, 46, 58, 64, 70).• The Youth Parole Authority held 608 hearings in FY 2014 (page 73).• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across the last 10 years for Population, Budget, and Delinquency History (pages 59, 65, 71).• During FY 2014, volunteers contributed a total of 52,950 hours of service. At a rate of \$14.00 per hour, this represents a donation of over \$741,000 to the Division. Also, a total of over \$289,400 non-monetary donations were collected (page 73).• Overall, in FY 2014, the Division supported 1,142 training sessions on mandatory topics and 296 in-service training events for a total of over 50,300 hours of individual training (page 75).• Youths in custody earned over \$138,000 paid directly to victims as restitution (page 84). |
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JJS

Annual Report

2014

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Available online at
<http://www.jjs.utah.gov/annual-reports.htm>

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State of Utah

GARY R. HERBERT
Governor

SPENCER J. COX
Lieutenant Governor

DEPARTMENT OF HUMAN SERVICES

ANN SILVERBERG WILLIAMSON
Executive Director

DIVISION OF JUVENILE JUSTICE SERVICES

SUSAN V. BURKE
Director

CHRIS ROACH
Deputy Director

January 2015

Dear Friends,

For many years, the cover of our JJS Annual Report has carried the tag line: "Changing young lives." It strikes at the core of what we do. We deemed it so meaningful that we incorporated it into the Division's new Mission Statement: *To be a leader in the field of juvenile justice by changing young lives, supporting families and keeping communities safe.*

This agency mission is in keeping with the immediate goal of any justice system - to ensure that our contact with youths contributes to the behavioral change process, and does not cause harm. Our long term goal is to help young people transition successfully into adulthood as independent thinkers and successful navigators of their futures.

During 2014, the Division of Juvenile Justice Services was the subject of an in-depth budget review by the Legislative Auditor's Office. We welcomed the study because we felt it could only serve to help us become better. The auditors reported that Utah's recidivism rate was much higher than surrounding states, concluding that the State could save millions by lowering that rate. While we don't disagree with the findings, we would encourage a broader dialogue about measuring youth success and what it would take to improve our outcomes.

Stabilizing the Division's funding would be one step in the right direction toward reducing recidivism. For many years, the Division has been asked to cut programs and reduce capacity. As such, on-going programs have continued to be funded with one-time dollars. This instability makes it difficult to build the necessary infrastructure to improve long-term outcomes. Additionally, early intervention and prevention services must be strengthened so youths move off the path of delinquency, and move on to a pathway toward education and careers.

A heartfelt thanks to all of our community partners, especially those who volunteer every week in our programs. Our employees and youths alike appreciate and need the positive connection volunteers provide. I also want to express my appreciation to the Board of Juvenile Justice Services who work diligently to protect youths and promote constructive outcomes. Finally, our work could not advance if it were not for the dedication of our staff. It is through these employees that positive change becomes a reality.

Sincerely,

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

Susan Burke
Director



State of Utah

GARY R. HERBERT
Governor

SPENCER J. COX
Lieutenant Governor

Department of Human Services

ANN SILVERBERG WILLIAMSON
Executive Director

Division of Juvenile Justice Services

SUSAN V. BURKE
Director

Board of Juvenile Justice Services

RUSSELL K. VAN VLEET
Chair

January 1, 2015

Dear Citizens,

This past year has been another one of progress and growth within the Division of Juvenile Justice Services. The Division maintains the strong commitment to serving troubled youth that it has had since its inception. Programming is changed and strengthened to conform to evidence-based practice standards and public safety is the main principle driving all placements, lengths of stay, release decisions and parole activity.

As the Chairman of the Board of Juvenile Justice Services, I would like to take this opportunity to make a few comments about the Utah Youth Parole Authority. I believe that the valuable service this Authority provides is often not recognized as it should be and is likely unknown to most citizens of our state.

Many states do not have a release Authority or even provide parole services. Utah recognized long ago that release from the Division, especially from a secure custody facility, is perhaps the most crucial time in determining whether a youth will successfully adjust to the community and become a productive and law-abiding citizen as adulthood commences.

The Youth Parole Authority is made up of citizens appointed by the Governor, and this Authority meets to determine lengths of stay to secure facilities, release dates, parole requirements, rescission of parole when necessary and termination of parole. The activity of this Authority not only enhances a youth's capacity to successfully re-integrate into the community but provides strong supervision from a parole officer so public safety concerns are addressed, as needed, in a timely manner. Often times recidivism is used as a measure of success or failure in corrections systems. This can be very misleading in that systems without strong management information systems and parole systems will often appear to be successful because they release youth with no attempt to track or supervise them after release. This, of course, does not provide any real measure of a youth's activity but does translate into low recidivism since youth are simply lost after release.

In Utah, youth are tracked while on parole. Violations of parole may result in a return to the facility they left, and this type of strong programming can be construed by some as evidence of high recidivism and therefore system failure. In fact, just the opposite is true. Utah's recidivism rate has been compared to some other states and found, in some cases, to be higher than states used in the comparison. This type of comparison punishes a system for being diligent in its efforts to make sure that youth are held accountable to parole standards; and if they commit offenses while on parole will, most likely, be returned to the paroling institution. When looking at recidivism it is important to compare systems that have similar requirements for parole success and for factors that may lead to a return to the system. In fact, there are very few state systems that can compare to Utah's strong commitment to public safety and therefore its requirement to return youth to secure care if that youth violates parole. Recidivism is a complicated and often very misleading gauge of success or failure in any corrections system.

During my career in youth corrections systems nationally I often worked in states that proudly announced very low recidivism rates. In most cases these were states without a paroling authority and without the ability to track youth who committed new offenses or who were moved to the adult system. If committing an offense that placed a youth in the adult system is considered a success as part of a measure of recidivism, it is clear to everyone how meaningless that measure actually is.

Finally, The Board would like express its gratitude to Garrett Watkins, the Administrative Officer of the Youth Parole Authority over the last eight years, and a member of the Utah juvenile justice system for the past 30 years, who is retiring as this year ends. Garrett

deserves recognition for his commitment to his work, his professional demeanor in all of his undertakings and his many contributions to the Division of Juvenile Justice Services.

The Board of Juvenile Justice Services is pleased to report that the Division continues to provide quality care to youth in its custody. The leadership of the Division is as strong as it has ever been, and the staff continue to provide both security and rehabilitation opportunities to youth depending on their needs. The Board has made an effort to become acquainted not only with facilities and programming, but with youth and staff within the Division. A major purpose of any Board is to provide oversight to its agency so that citizens of the state are provided an unbiased view of the services provided, as well as opportunities for those receiving those services to express grievances as well as praise to those charged with their care. Prior to each meeting Board members meet with youth so that they have an understanding of life within JJS facilities and the type of programming that is providing them with the strongest opportunities possible for a successful return to the community.

The Division is currently challenged with maintaining funding for the Receiving Centers in Cedar City, St. George and Blanding, as well as the Weber Valley Detention Center. This effort is on-going and will hopefully be successfully resolved in this year's legislative session.

The Utah Division of Juvenile Justice Services continues its proud tradition of being a national leader in all areas of juvenile service, including education. This is only possible because of the quality of the staff and teachers, the level of continued training provided to those staff and the support given to them by the administration of JJS and the Department of Human Services. As Board members we are proud of the Division and look forward to our continued role of assisting Director Burke in her role so that the Division can continue to serve the troubled youth of our great state.

Sincerely,

A handwritten signature in black ink, appearing to read "Russ Van Vleet", is written over a light blue rectangular background.

Russ Van Vleet

The Board of Juvenile Justice Services

RUSSELL K. VAN VLEET – CHAIR

*Retired
St. George*

DR. ROBERT FLORES – VICE CHAIR

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

DR. DAVID HARPER

*Educator, Salt Lake County School District
Bountiful*

DALE E. MILER

*Retired
Salt Lake City*

MARCY KORGENSKI

*Retired
Ogden*

RUSSELL VAN VLEET - CHAIR

Retired Auxiliary Professor from the University of Utah College of Social Work. Founder and Director of the Utah Criminal Justice Center and the Adolescent Treatment and Education Center (ARTEC); former Director of the Division of Youth Corrections (now Juvenile Justice Services); Co-Director of the Center For the Study of Youth Policy, University of Michigan and University of Pennsylvania; and currently juvenile justice expert with the U.S. Department of Justice, Civil Rights Division.

DR. ROBERT FLORES - VICE CHAIR

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

DR. DAVID HARPER

Dr. Harper is currently serving his third year on the Board of Juvenile Justice Services. Taught special education in the Boulder Valley Schools and was a probation supervisor in the Colorado juvenile justice system. Today, Dave is a teacher in Salt Lake City schools working with high risk and ESL youth at West High School.

DALE E. MILLER

Currently serving as Director of the Utah Area LDS Correctional Services for the LDS Church. Former CEO and Chairman of the Board to Neurex Corporation. Past President of Waterman-Miller business advisory firm. Appointed to Governor's "Stop Crime" committee for State of California, and Advisor to the California Youth Authority. Served in a variety of positions in academic circles, both in Utah and California.

MARCY KORGENSKI

Recently retired from the Ogden Police Department. Her career included a variety of supervisory positions, serving most recently as Assistant Chief of the OPD. She has been recognized by the community with awards from the Ogden Chamber of Commerce, Weber State University, and a variety of other notable foundations and groups over the years. Overall, she has enhanced the lives of youth through involvement on the Youth Services Bureau, the Ogden Weber Metro Gang Unit, and Crimes Against Children to name a few.

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

MISSION STATEMENT

The mission of the Division of Juvenile Justice Services is to be a leader in the field of juvenile justice by changing young lives, supporting families and keeping communities safe.

BALANCED AND RESTORATIVE JUSTICE MODEL

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

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

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

DIVISION GOALS

The Division has outlined three broad goals for all of its programs and operations.

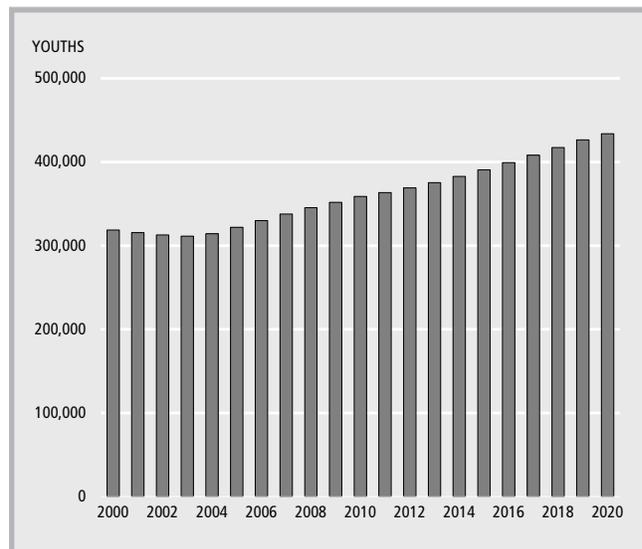
- Improve short-term and long-term outcomes for our youths.
- Support families in the rehabilitation process.
- Improve the safety, security and morale of JJS youths and employees.

Population Served

During 2014, Utah's population of 10 to 17 year old youths numbered 382,831, a 2.0% increase over 2013 (375,358). Continuing a trend that began in 2003, the group is expected to grow substantially over the next several years and exceed 433,000 by 2020 (see chart at top right; source: Utah State Governor's Office of Management and Budget, 2012). During FY 2014, the majority of these youths (74.8%) lived in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 10.6% 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 2013 calendar year, 26.0% of Utah's youths will have some contact with the juvenile justice system by age 18. Prior to their 18th birthdays, 2.9% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse and 20.0% will be charged with at least one felony- or misdemeanor-type offense and referred to the Juvenile Court. For some youths, Court involvement will lead to supervision by Juvenile Court Probation or transfer of custody to the Division of Juvenile Justice Services or the Division of Child and Family Services. More specific predictions are presented below.

UTAH'S 10 to 17 YEAR OLD YOUTHS



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

BY AGE 18

OFFENDING ¹

1 IN 5.4 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 24.8 - OFFENSE AGAINST A PERSON (1 IN 129.6 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 8.5 - OFFENSE AGAINST PROPERTY.
- 1 IN 9.8 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (5.4%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (66.7%).

CUSTODY AND SUPERVISION

1 IN 18.0 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 32.2 YOUTHS WILL BE PLACED ON FORMAL SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 28.8 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 70.0 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

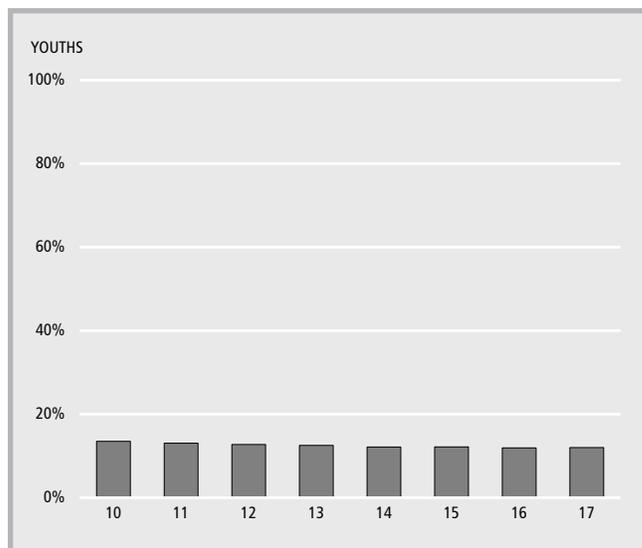
- 1 IN 98.5 - COMMUNITY PLACEMENT.
- 1 IN 86.2 - OBSERVATION AND ASSESSMENT.
- 1 IN 345.4 - SECURE FACILITY.

¹ Felony-type offenses are the most serious followed by misdemeanor-type offenses. Felony- and misdemeanor-type offenses are distinguished further by their object: person offenses (e.g., assault); property offenses (e.g., car theft); and public order offenses (e.g., gambling).

AGES

During 2014, 10-year olds represented 13.5% of Utah's population of 10 to 17 year olds; 17 year olds represented 12.0% (source: Utah State Governor's Office of Management and Budget; 2012).

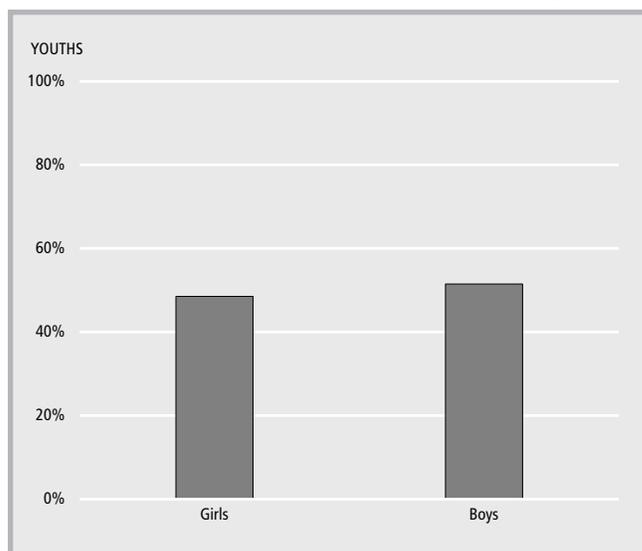
The majority of youths in Division programs are between ages of 15 and 17.



GENDER

During 2014, boys held a slight majority (51.5%) of Utah's population of 10 to 17 year olds (source: Utah State Governor's Office of Management and Budget, 2012).

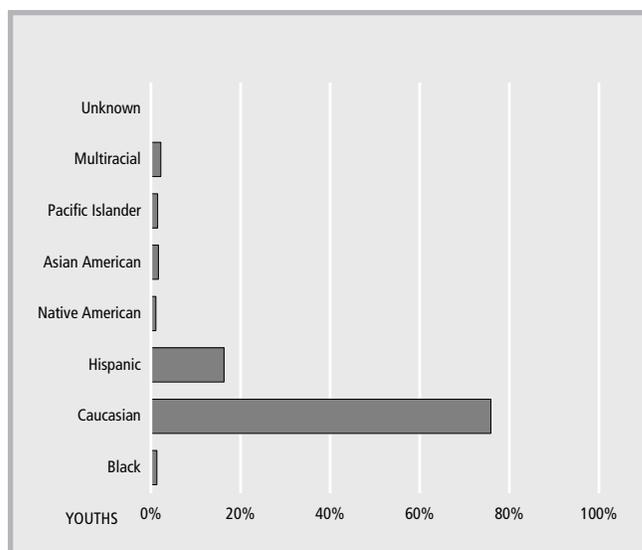
Boys are overrepresented at all levels of the Division's programming.



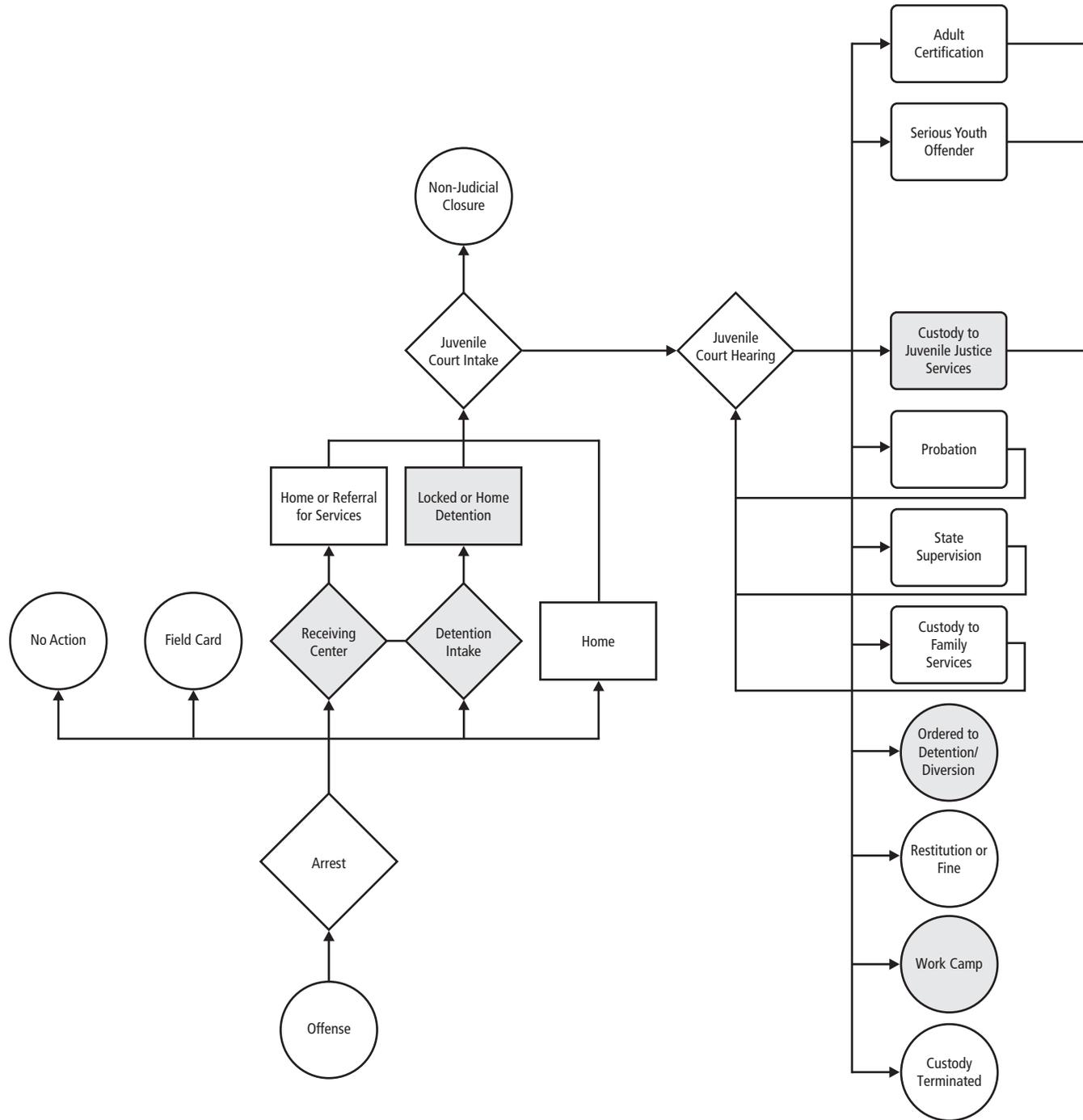
RACE & ETHNICITY

During 2014, the majority of Utah's youths were Caucasian (75.9%). Hispanics represented about 16.3% of the group; Blacks 1.3%; Native Americans 1.1%; Pacific Islanders 1.5%; and Asian Americans 1.7% (source: Utah State Office of Education, fall enrollment for the 2014 - 2015 school year).

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



Client Flowchart

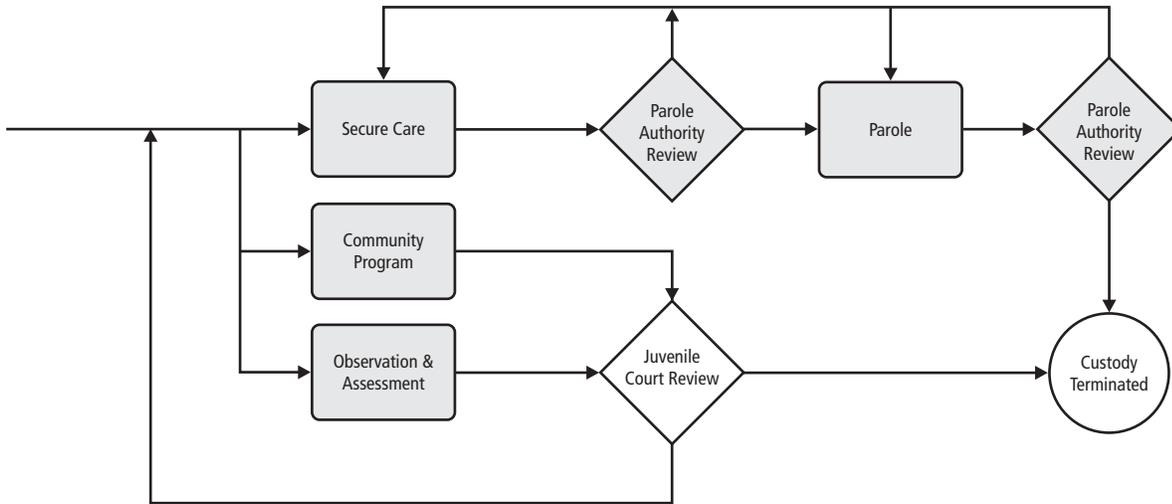
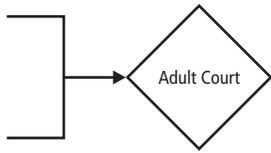


Though the Division operates youth services programs which may serve non-delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

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): competency development, accountability, and community protection.

If a youth cannot be properly cared for by juvenile justice agencies, procedures are available for transfer of the youth to the jurisdiction of adult courts and the adult correctional system. Youths found guilty in the adult system serve adult sanctions.

Juvenile Justice Continuum of Care

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

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

Judicial Sentencing Authority

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

A second bill passed by the 1997 Legislature (UCA 78A-6-1101(3)(a), Juvenile Court Powers) extends the sanctions available for youths found in contempt of

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

Juvenile Sentencing Guidelines

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

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

Serious Youth Offender

Utah's Serious Youth Offender law (UCA 78A-6-702), 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 hav-

ing 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 charged with at least one of ten serious felony offenses (aggravated arson, aggravated assault resulting in serious injury to another, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, felony discharge of a firearm, 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).

Juveniles who are charged with one of the 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 may bind the juvenile over to the adult court system. In determining whether to transfer the juvenile to adult court, the Court may consider (1) whether the juvenile has previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) whether the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the codefendants; (3) whether the juvenile used violence, aggression, or premeditation and, if so, to what degree; (4) the number and nature of the juvenile's prior adjudications in the juvenile court; and (5) whether public safety and the best interest of the minor is better served by adjudicating the juvenile in the Juvenile Court or in the District Court.

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)). 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 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 (UCA 53-10-403).

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

The 2011 Legislative Session required Division detention centers to collect fingerprints and photographs of all 14 year-old or older youths admitted to locked detention for a felony-type offense. In addition, the Juvenile Court was directed to order 14 year-old or older youths to have their fingerprints taken at a Division detention center if they were adjudicated for a felony-type offense or a class A misdemeanor-type offense and their fingerprints had not previously been obtained. The legislation further directs that fingerprints be sent

to the Utah Bureau of Criminal Identification (BCI) for possible inclusion in its fingerprint archives (UCA 78A-6-1104).

The Adam Walsh Child Protection and Safety Act of 2006 (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 classifies individuals convicted of a sex offense 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 Act does apply to some convicted juvenile sex offenders. In Utah, it has specifically been decided to require registration of juveniles adjudicated delinquent for registerable offenses who have remained in the state's custody until their 21st birthday and who have been determined to pose a continued risk to public safety (UCA 77-41-102).

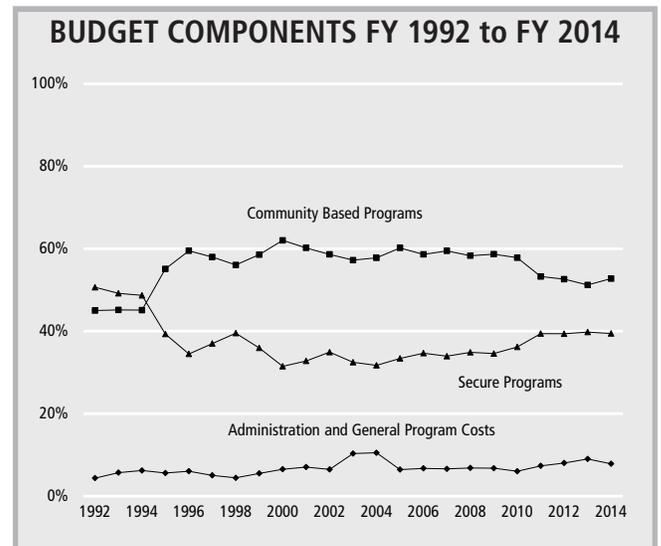
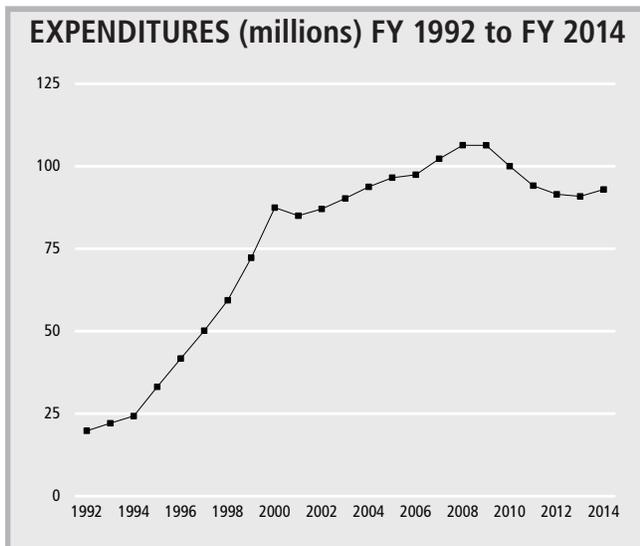
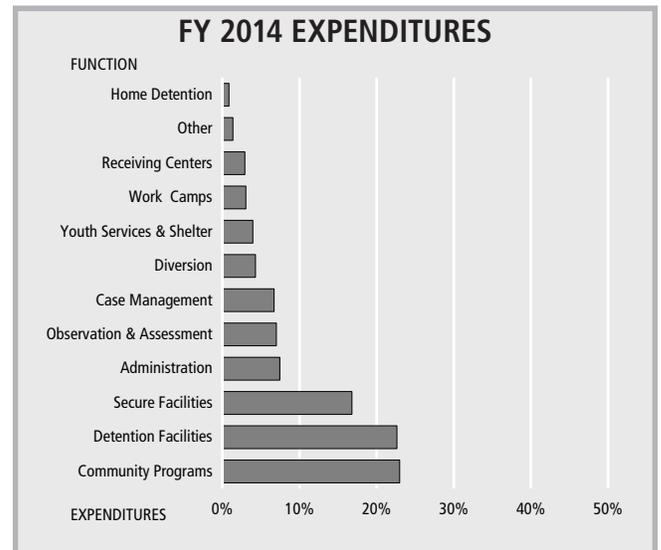
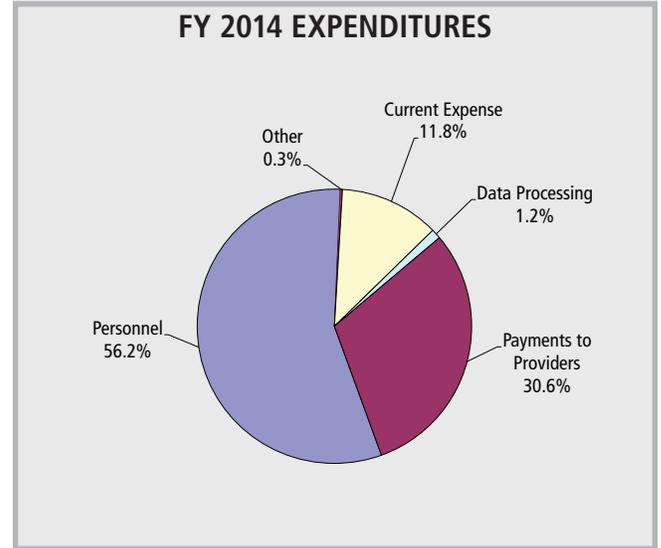
The 2014 Utah State Legislature passed HB 185 which allows minors bound over to District Court to be held in detention facilities under certain circumstances until the time of the trial.

Budget

Expenditures. The Division's total expenditure in FY 2014 was \$93.0 million. Major categories of expense are identified in the chart at the top right. The greatest proportion was for Personnel (56.2%) and Payments to Providers (30.6%). Payments to Providers includes operation of the Salt Lake Valley Detention Center and the Farmington Bay Youth Center by a private company and privatized operation of community-based residential proctor homes and group homes. Community providers bill Medicaid through the Department of Health for mental health services authorized by the Division. The Division is billed a match (approximately 30%) for Medicaid eligible expenses. That match is accounted for in the Division's Medicaid revenues. Current Expense includes the costs of medical, food, and other support for youths in care as well as the costs of operating and maintaining Division facilities and offices. Other includes Travel and Capital Outlay.

Total Division expenditures since FY 1992 are presented in the chart at bottom left. Across the period, expenditures grew from \$19.8 million in FY 1992, to a high of \$106.4 million in FY 2008. Budget increases resulted from increases in the numbers of youths served, the range of services provided, numbers of staff employed, and inflation. In the years after FY 2008, expenditures were reduced in response to decreased revenues.

The chart at center right represents FY 2014 expenses for the Division's various administrative and program functions. The largest expenditures were for Community Programs (23.0%), Detention Facilities (22.6%), and Secure Facilities (16.8%). Collectively, these functions accounted for 62.4% (\$58.0 million) of the Division's overall expenditure. Relatively small expenditures were



OPERATING BUDGETS.

OFFICE / FUNCTION	ACTUAL FY 2014 ¹	AUTHORIZED FY 2015 ²	BASE BUDGET FY 2016
STATE OFFICE ADMINISTRATION	4,730,700	4,416,400	4,397,400
OFFICE OF COMMUNITY PROGRAMS			
General Program Costs	967,200	1,029,900	993,900
CASE MANAGEMENT	4,958,200	5,279,800	5,095,100
COMMUNITY PROGRAMS	16,447,000	17,513,800	16,901,100
TRANSITION	916,200	975,600	941,500
SUB TOTAL	23,288,600	24,799,100	23,931,600
OFFICE OF CORRECTIONAL FACILITIES			
GENERAL PROGRAM COSTS	475,000	481,400	451,200
DETENTION FACILITIES	11,296,300	11,448,000	10,731,500
OBSERVATION & ASSESSMENT	908,500	920,700	863,100
SECURE FACILITIES	14,687,500	14,884,600	13,953,100
SUB TOTAL	27,367,300	27,734,700	25,998,900
OFFICE OF EARLY INTERVENTION SERVICES			
GENERAL PROGRAM COSTS	234,800	246,400	244,900
DIVERSION	3,886,900	4,079,200	4,053,400
OBSERVATION & ASSESSMENT	4,368,000	4,584,200	4,555,000
RECEIVING CENTERS	842,500	884,200	878,600
HOME DETENTION	578,900	607,500	603,700
WORK CAMPS	2,830,700	2,970,800	2,951,900
YOUTH SERVICES	1,653,100	1,734,900	1,723,900
SUB TOTAL	14,394,900	15,107,200	15,011,400
OFFICE OF RURAL PROGRAMS			
GENERAL PROGRAM COSTS	513,000	531,300	517,600
DIVERSION	106,000	109,800	106,900
CASE MANAGEMENT	1,271,700	1,317,200	1,283,100
COMMUNITY PROGRAMS	4,922,400	5,098,400	4,966,500
DETENTION FACILITIES	9,748,100	10,096,600	9,835,500
HOME DETENTION	213,200	220,800	215,100
OBSERVATION & ASSESSMENT	1,238,400	1,282,700	1,249,500
RECEIVING CENTERS	1,864,300	1,931,000	1,881,000
SECURE FACILITIES	924,400	957,500	932,700
SHELTER & YOUTH SERVICES	2,020,000	2,092,200	2,038,100
SUB TOTAL	22,821,500	23,637,500	23,026,000
YOUTH PAROLE AUTHORITY	356,100	363,600	360,900
TOTAL	92,959,100	96,058,500	92,726,200

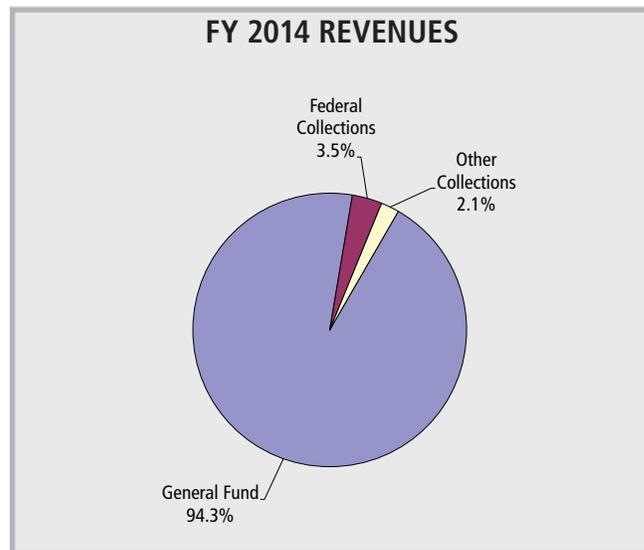
1 Fiscal Year 2014 includes \$1,198,000 non-lapsing dollars from the previous year.

2 Fiscal Year 2015 includes \$1,144,500 non-lapsing dollars from the previous year.

made for Receiving Centers (2.9%), Work Camps (3.0%), and Diversion (4.3%). Other includes transition programs and the Youth Parole Authority.

The chart at the bottom right of the first page of this Chapter compares relative expenditures for Secure Programs (locked detention and secure facilities), Community Based Programs, and Administration and General Program Costs. Administrative and General Program Costs was a relatively small portion of the Division's overall expense for each of the years of the 23-year period. In each of the last 9 years, total Administrative and General Program Costs has been between 6% and 9% of all expenditures. During FY 2014, administrative costs of the Division's State Office was approximately 5.1% of all expenditures. Percentages for secure programs reached a high of 50.6% in FY 1992 and was 39.4% in FY 2014. Expenditures for community based programs was 45.0% in FY 1992 before increasing to as high as 60.0% in FY 2000. The percentage for FY 2014 was 52.7%. Budget reductions and changes in Medicaid billing requirements over the past 6 years have disproportionately reduced funds available of this category of expense. As a result, relative expenditures for Administration and Secure Programs have increased even though actual funding has changed very little.

A detailed listing of the Division's expenditures by office and function is provided in the table on the prior page. The table identifies actual expenditures during FY 2014 (Actual FY 2014), expenditures authorized for FY 2015 (Authorized FY 2015), and expenditures base for 2016 (Base Budget 2016).



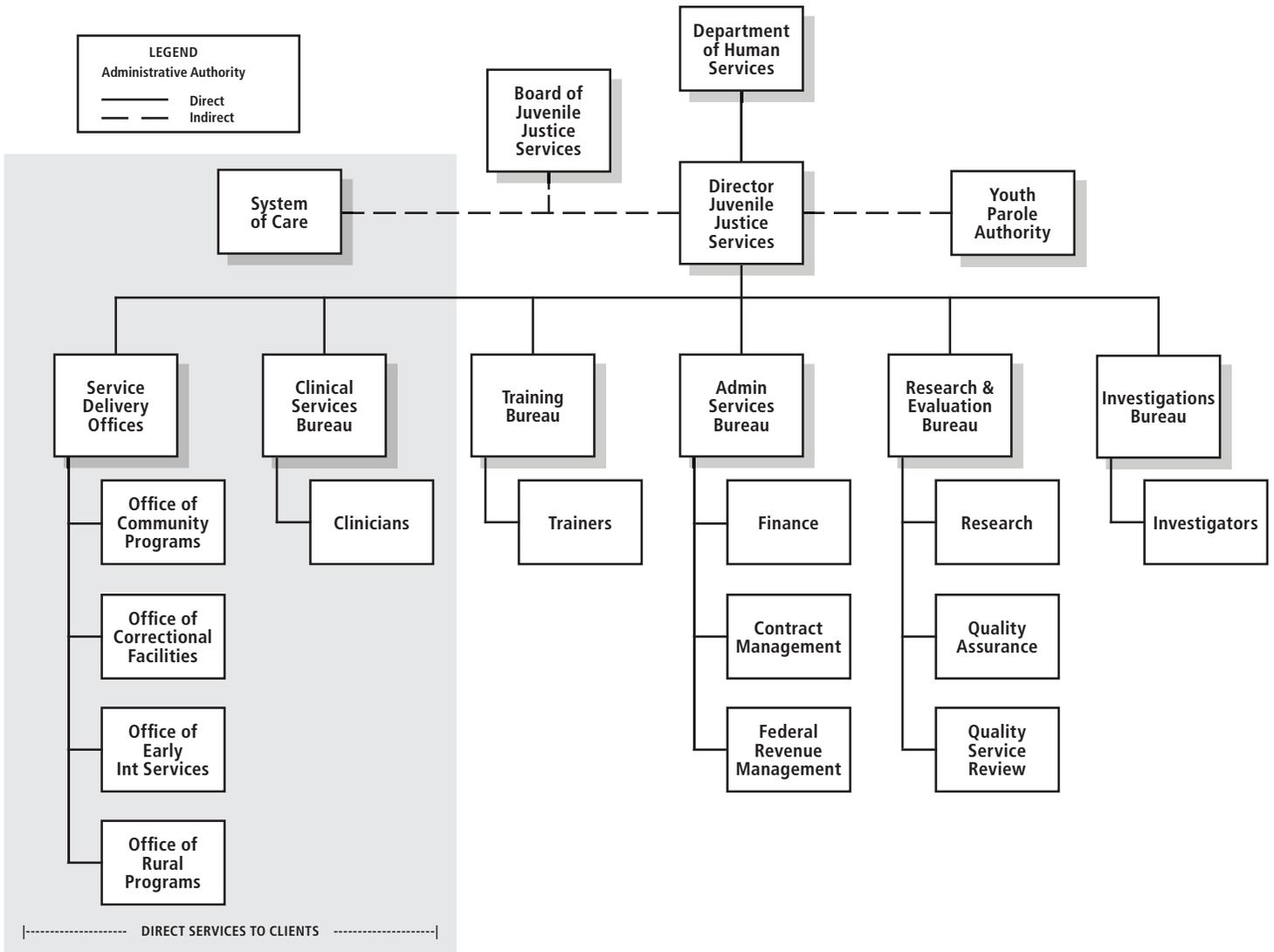
Revenues. The Division's revenues for FY 2014 are identified in the chart at top right. The great majority of revenues came from Utah's General Fund (94.3%). Other Collections (2.1%) includes funds received through the Office of Recovery Services (ORS) from parents who pay a portion of their children's cost of care, the Child Nutrition Programs (School Lunch), and other smaller revenue sources. Additional details about the Division's sources of funding for fiscal years 2014, 2015, and base 2016 are provided in the table and notes below. The base for FY 2016 is reduced as it does not reflect continued one-time funding from the authorized FY 2015 budget or any non-lapsing revenues from FY 2015.

REVENUES.

SOURCE	ACTUAL FY 2014 ¹	AUTHORIZED FY 2015 ²	BASE BUDGET FY 2016
GENERAL FUND ³	87,680,700	89,218,300	87,457,400
FEDERAL COLLECTIONS ⁴	3,280,200	4,285,400	3,843,000
OTHER COLLECTIONS ⁵	1,998,200	2,554,800	1,425,800
Total	92,959,100	96,058,500	92,726,200

1 Fiscal Year 2014 includes \$1,198,000 non-lapsing dollars from the previous year and \$1,931,100 in one time funds.
 2 Fiscal Year 2015 Authorized includes \$1,144,500 non-lapsing dollars from the previous year and \$1,760,900 in one-time General Funds and \$440,000 in one-time Federal Funds.
 3 Fiscal Year 2016 Requested is less than FY 2015 Authorized due to one time funds not in base and assumes no non-lapse from FY 2015.
 4 Federal Revenues include Title IV-E, Title XX, and other Federal grants.
 5 The majority of Other Collections are from the Office of Recovery Services (ORS). ORS collections are from parents who are ordered to pay a portion of the cost of care for their children in State's custody. The State's funding portion of Medicaid (Title XIX) eligible clients is also netted within Other Collections.

Organizational Structure



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

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

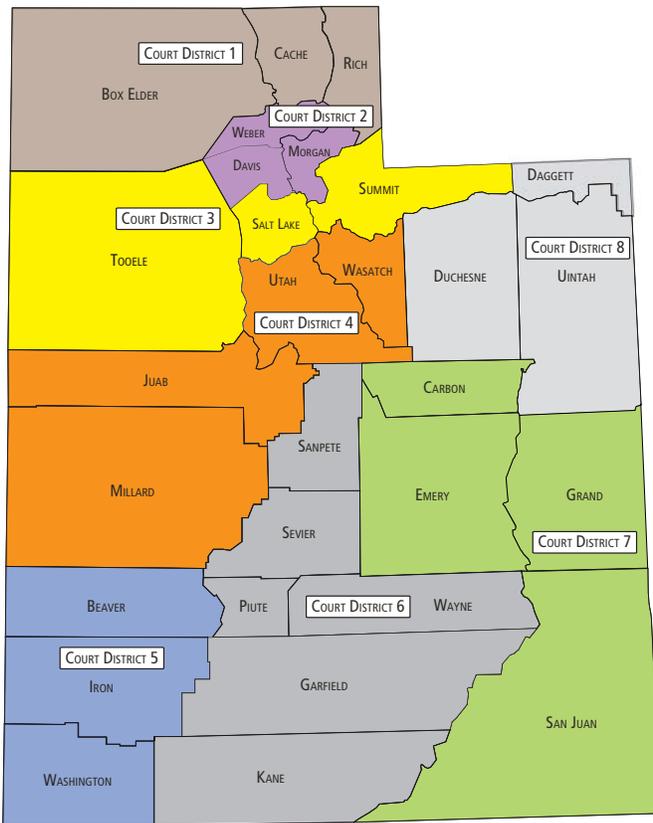
The Division’s Director provides statewide policy leadership and administrative oversight. This includes direct authority over four service delivery offices and five bureaus. The Director also has indirect authority

over the Youth Parole Authority.

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

Though the Division’s service delivery offices specialize in different ways, they must work closely with one another. Coordination is particularly important

Utah Counties and Juvenile Court Districts.



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

State Administrative Office

The Division's State Administrative Office is located in Salt Lake City and houses the Youth Parole Authority (see "Youth Parole Authority," page 73) and the Division's five bureaus. Bureaus provide a variety of administrative services through different work groups that in-

QUICK FACTS

STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF..... 36

WORK GROUPS

ADMINISTRATION.....	2
CLINICAL SERVICES	7
CONTRACTING	2
FEDERAL REVENUE MANAGEMENT	2
FINANCE.....	6
INTERNAL INVESTIGATIONS	3
QUALITY ASSURANCE	5
RESEARCH.....	2
SUPPORT STAFF	1
TRAINING.....	6

FY 2014 BUDGET \$4,730,700

clude internal investigations, research, training, revenue management, budgeting, and contract management. In addition, the Bureau of Clinical Services provides direct clinical services to Division clients (see "Division Bureaus," page 75). The State Office also coordinates with federal, state, and local agencies such as the Office of Juvenile Justice and Delinquency Prevention, the Utah Commission on Criminal and Juvenile Justice, the Utah Legislature, the Governor's Office, and local city and county governments.

Office of Early Intervention Services

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

Receiving Center and Youth Services Functions. These programs (see "Youth Services," page 25 and "Receiving Centers," page 29) are co-located at several different facilities to provide five essential services to local communities:

1. The Receiving Center function is provided to take responsibility for youths brought in by law enforcement after arrest for status offenses or

delinquent acts that do not meet guidelines for admission to a locked detention facility.

2. Crisis Intervention provides immediate counseling and other support for runaway, homeless and ungovernable youths and their families.
3. 60-day Counseling is a series of counseling sessions provided to youths and families in crisis who need extended support.
4. Crisis Residential provides a bed and other support for youths who cannot immediately be returned home.
5. Division of Child and Family Services (DCFS) Shelter Beds are available for foster care youths who have runaway from or disrupted their current placement or are waiting for a new placement.

QUICK FACTS

EARLY INTERVENTION SERVICES

FULL-TIME STAFF..... 170

PRIMARY SERVICE AREA WASATCH FRONT

PROGRAMS

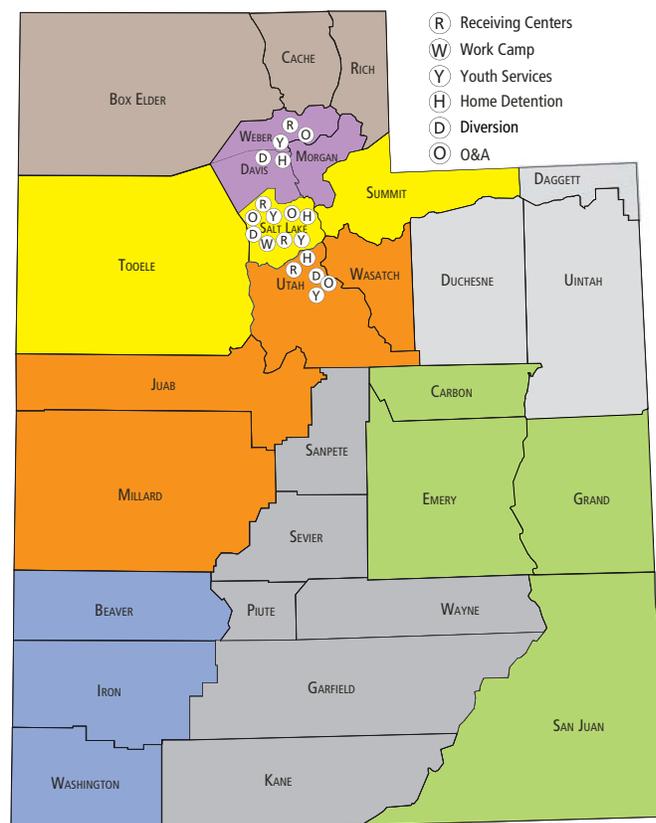
RECEIVING CENTER.....4
 DIVERSION.....3
 YOUTH SERVICES.....4
 HOME DETENTION.....3
 OBSERVATION & ASSESSMENT.....4
 WORK CAMP.....1

FY 2014 BUDGET..... \$ 14,394,900

Home Detention. Home Detention provides an alternative to secure detention for youths awaiting adjudication (see “Detention,” page 43). Youths remain at home but are given daily supervision by Division staff.

Diversion Services. Diversion programs provide daily programming for adjudicated youths under a short-term commitment order (usually 30 days) of the Juvenile Court (see “Diversion,” page 33). 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 make amends to victims and the community.

Office of Early Intervention Services



Residential Work Program. The Genesis Youth Center is a 40-bed, residential work camp for boys and girls. Youths placed at Genesis work on community service projects to reduce their court obligations (see “Work Program,” page 37). The majority of these youths are not sufficiently delinquent to require placement in longer-term, Division custody.

Observation and Assessment (O&A): Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify their needs for supervision and services (see “Observation & Assessment,” page 55). During this time, they receive extensive psychological, educational, physical, behavioral, risk, and social assessments. At the conclusion of each youth’s O&A stay, a formal report of the program’s findings and recommendations is presented to the Juvenile Court to aid the Court in making decisions about the case.

Historically, O&A programs along the Wasatch Front were managed by the Office of Community Programs. In FY 2013, these programs were transferred to

the Office of Early Intervention Services. The original arrangement made sense when the majority of youths leaving the program were next ordered to Division custody. However, in recent years the majority of O&A graduates have been returned home, often with probation services, or sent to the custody of the Division of Child and Family Services.

Office of Community Programs

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

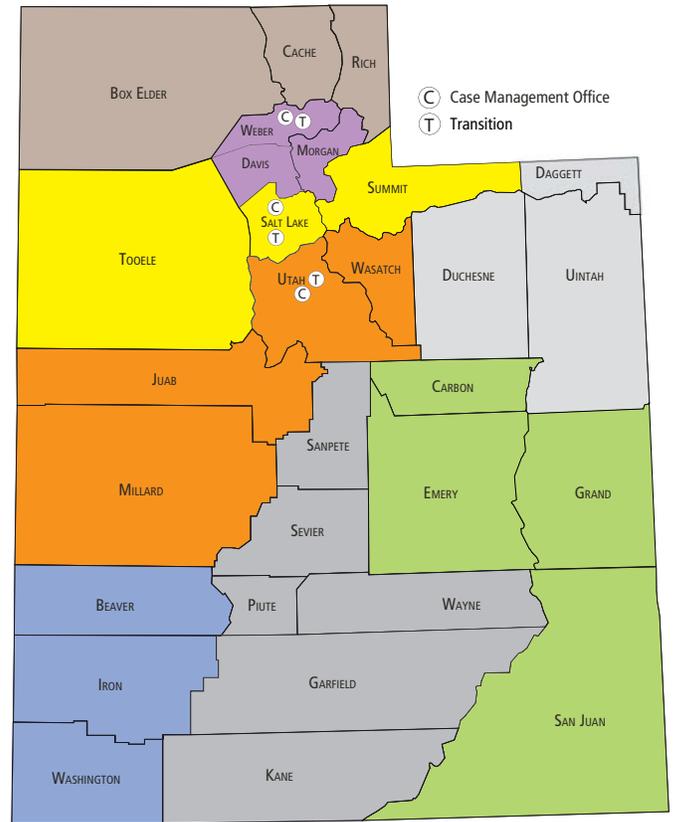
QUICK FACTS COMMUNITY PROGRAMS

FULL-TIME STAFF.....	84
PRIMARY SERVICE AREA	WASATCH FRONT
PROGRAMS	
CASE MANAGEMENT.....	3
TRANSITION	3
FY 2014 BUDGET.....	\$23,288,600

Case Management. Each youth committed to Division custody is assigned a case manager (see "Case Management," page 51). This includes youths in custody for community placement and secure care. On a daily basis, a case manager makes placement decisions, monitors progress, helps determine consequences for noncompliance with rules, shoulders responsibility for the documentation required for federal entitlement revenues, coordinates with providers, communicates with the youth's family, and represents the Division in court.

Community Based Services. The Division directly provides or contracts with private providers for residential and nonresidential services for youths committed to the

Office of Community Programs.



Division for community placement (see "Community Programs," page 61). A wide range of services is available to meet the diverse needs of these youths, including (1) counseling, (2) group home placements, (3) family-based proctor placements, and (4) residential placements specialized to address the needs of sex offenders, youths with mental health issues, and substance abusers.

Transition Services. Transition services are provided to help guide and support youths returning to the community following secure care. Moving back home or to independent living after an extended stay in secure care typically is a very difficult process. Division transition workers actually begin their work with youths before they leave secure care. The goal is to help youths make progress in meeting the goals of their correctional plans and ensure they have proper skills and support to be successful once they return to the community. Ideally, these efforts include active participation of the youth's parents or guardians. Transition workers continue to supervise, guide, and mentor youths once they leave

QUICK FACTS
CORRECTIONAL FACILITIES

FULL-TIME STAFF.....	258
PRIMARY SERVICE AREA	WASATCH FRONT
PROGRAMS	
LOCKED DETENTION	4
OBSERVATION & ASSESSMENT	1
SECURE CARE	4
FY 2014 BUDGET.....	\$27,367,300

secure care to ensure their success on return to the community.

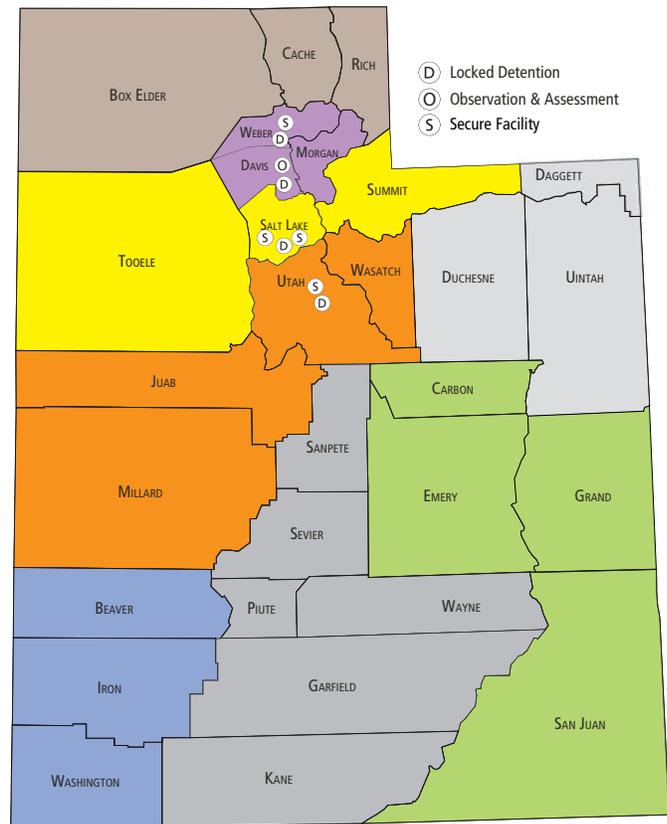
Office of Correctional Facilities

The Office of Correctional Facilities administers locked detention centers and secure facilities along the Wasatch Front.

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

Secure Facilities. Secure facilities provide extended secure confinement for the most seriously delinquent youths (see "Secure Facilities," page 67). Youths committed to secure care typically have extensive delinquency histories and often have continued to commit offenses despite having received services from other agencies and other less restrictive programs. Secure facility staff provides intensive supervision and offers quality treatment based on the youth's correctional needs. Youths

Office of Correctional Facilities



are treated with respect and given opportunities to make positive choices that will improve their lives and establish positive relations with family and community.

Office of Rural Programs

The Office of Rural Programs provides Utah's rural areas with the same range of residential and nonresidential correctional services available in urban areas. The majority of these are offered through multiuse facilities (see "Multiuse Facilities," page 49) operated in five 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, and (5) Castle Country Youth Center in Price.

Multiuse facilities are equipped with both secure and non secure beds and all include multiple-purpose programming areas. Non secure beds can be used for functions such as observation and assessment and shelter.

**QUICK FACTS
RURAL PROGRAMS**

FULL-TIME STAFF.....248

PRIMARY SERVICE AREA RURAL COUNTIES

PROGRAMS

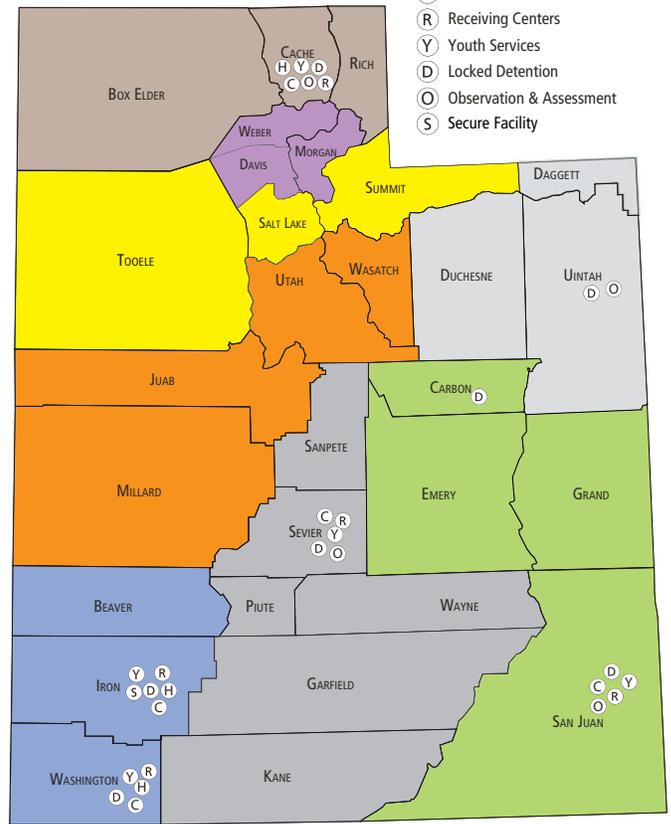
RECEIVING CENTERS.....	5
YOUTH SERVICES.....	5
SHELTER	5
HOME DETENTION.....	3
LOCKED DETENTION.....	7
OBSERVATION & ASSESSMENT	4
SECURE CARE	1
CASE MANAGEMENT	

FY 2014 BUDGET..... \$22,821,500

Three additional facilities supplement services provided through multiuse facilities: (1) the Dixie Area Detention Center in Hurricane provides locked detention; (2) the Southwest Utah Youth Center in Cedar City provides locked detention and secure care; and (3) the Washington County Youth Crisis Center in St. George provides receiving center, home detention, and youth services.

Office of Rural Programs

- C** Shelter
- H** Home Detention
- R** Receiving Centers
- Y** Youth Services
- D** Locked Detention
- O** Observation & Assessment
- S** Secure Facility



Youth Services

Youth services centers provide crisis counseling and other services to runaway, homeless, and ungovernable youths and their families. The primary goals are to help keep families intact and to divert youths from further involvement with the juvenile justice system. 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.

QUICK FACTS Youth Services

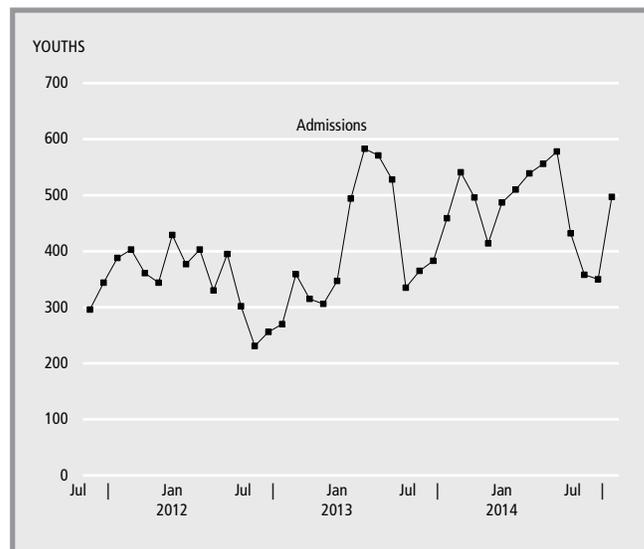
PROGRAMS	9
ADMISSIONS	5,760
CRISIS INTERVENTION.....	1,904
CRISIS RESIDENTIAL	3,124
60-DAY COUNSELING	732
DIFFERENT YOUTHS SERVED.....	3,084

The youths served by youth services centers typically are at a very early stage of delinquency relative to youths in other Division programs. Most have little or no history of delinquency and have not previously received services from other Division programs. Historically, this population was served by the Division of Child and Family Services (DCFS). The 2002 Utah Legislature transferred oversight of youth services from DCFS to Juvenile Justice Services (see "Juvenile Justice Continuum of Care," page 12).

The Office of Early Intervention Services administers four youth services centers along the Wasatch Front. The Office directly operates Archway Youth Service Center in Ogden, contracts with Salt Lake County Youth Services for two programs in Salt Lake City, and contracts with Wasatch Mental Health Services for one program in Provo. In rural areas, the Office of Rural Programs provides youth services programs at three multiuse facilities (see "Multiuse Facilities," page 49) and at stand alone programs in Cedar City and St. George.

Crisis Intervention. Crisis intervention programs provide a crucial "safety valve" for youths and families in crisis. Youth services workers help runaway, homeless, ungovernable and dependent youths and their families by

MONTHLY ADMISSIONS



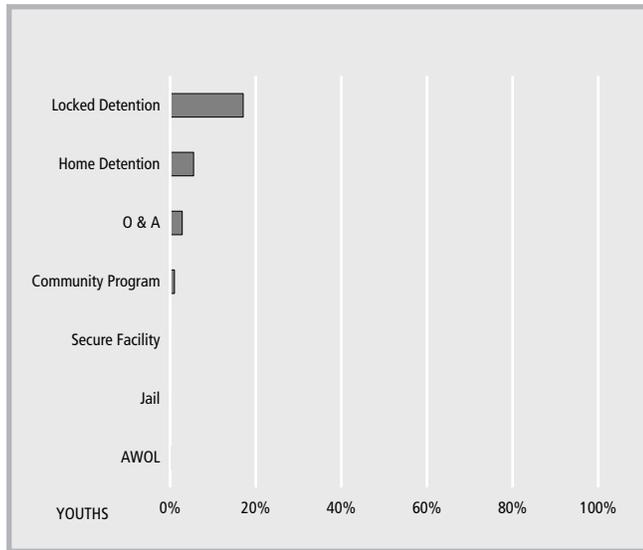
providing immediate assessment and crisis counseling.

60-day Counseling. Extended counseling is offered to youths and families that need additional support to manage acute crises. This service is provided on an outpatient basis and can continue up to 60 days. Typically, counseling occurs for one hour each week over the course of a number of weeks. Frequency and duration of intervention are dependent on the nature of the problem and a family's level of functioning. Youths and families that need more extensive support are referred to providers in the family's home community.

Crisis Residential. The crisis residential program provides a safe and structured environment for youths with problems that cannot be resolved through crisis intervention and who cannot immediately be returned home. Generally, a youth's stay does not exceed 72 hours. During this time, counseling and more thorough assessments of the youth and his or her family are provided. Many situations are resolved without additional services.

The chart at top right represents statewide numbers of different youths admitted to youth services programs for each month from July 2011 (FY 2012) through September 2014 (FY 2015). Overall yearly admissions increased from 4,372 in FY 2012, to 4,595 in FY 2013, and 5,760 in FY 2014. During the same period, the numbers of different youths served was 3,058 in FY 2012 to 2,774 in FY 2013 to 3,084 in FY 2014.

PLACEMENT HISTORY



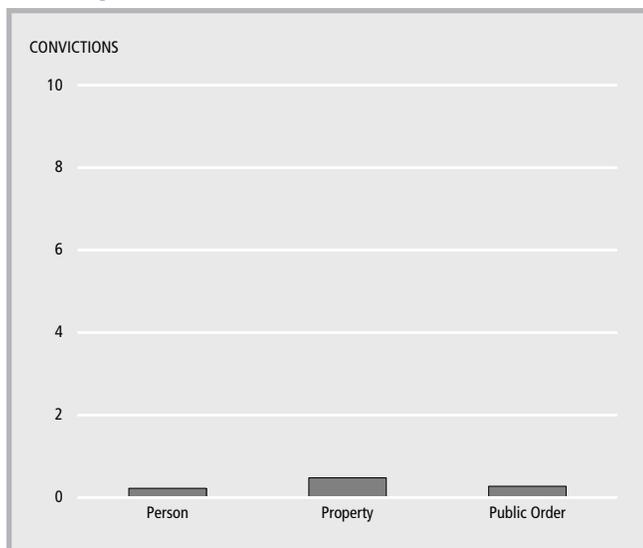
A minority of youths (17.1%) admitted to a youth services program during FY 2014 had previously been admitted to a locked detention program; 5.5% had been in a home detention placement; and 2.8% previously had been placed in observation and assessment (O&A).

Though not shown on the chart, some of these youths also had received services from other juvenile justice agencies: 6.5% had been on probation, 9.5% had been in the custody or under supervision of the Division of Child and Family Services, and 14.3% previously had one or both of these types of care.



Split Mountain Youth Center celebration for two families completing the 10-week, Strengthening for Families curriculum.

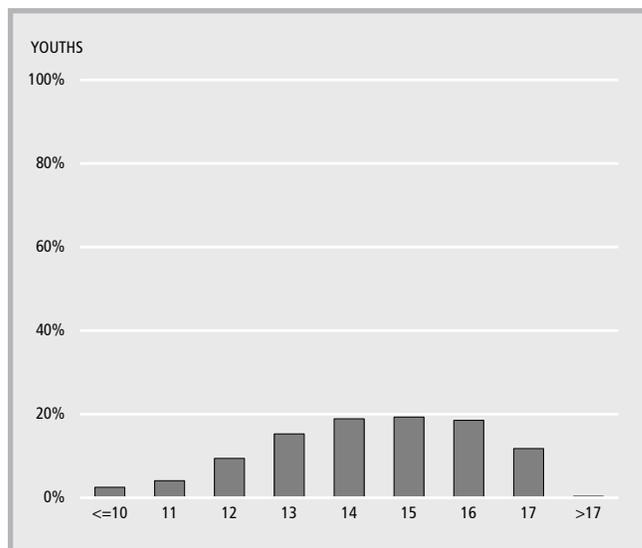
DELINQUENCY HISTORY



A minority (40.9%) of youths admitted to a youth services program during FY 2014 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average for all admissions was 1.0 prior convictions. The great majority of these offenses (75.7%) were offenses against property and public order. Offenses against persons represented only 24.3% of the total.

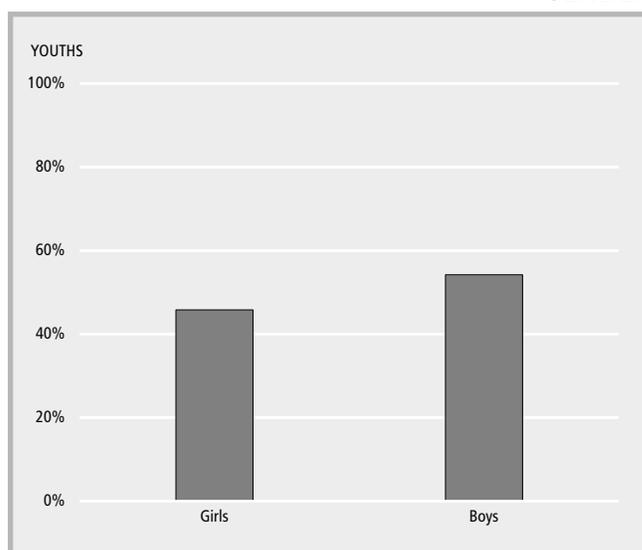
AGES

Youths admitted to youth services programs during FY 2014 ranged in age from under 10 to over 17 years old. Average age was 14.9; 49.6% were between 15 and 17 years old.



GENDER

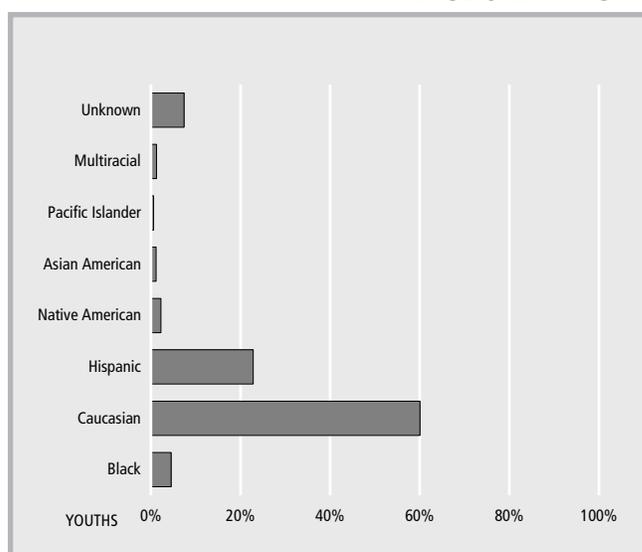
Girls accounted for 45.8% of admissions to youth services programs during FY 2014.



RACE & ETHNICITY

Minorities were overrepresented in youth services programs. Collectively, they accounted for 35.2% of all admissions, though they represent 24.1% of Utah's youth population.

Overrepresentation was most extreme for Black youths who were admitted 3.4 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 2.0 times more frequently; and Hispanics were admitted 1.4 times more frequently.



Receiving Centers

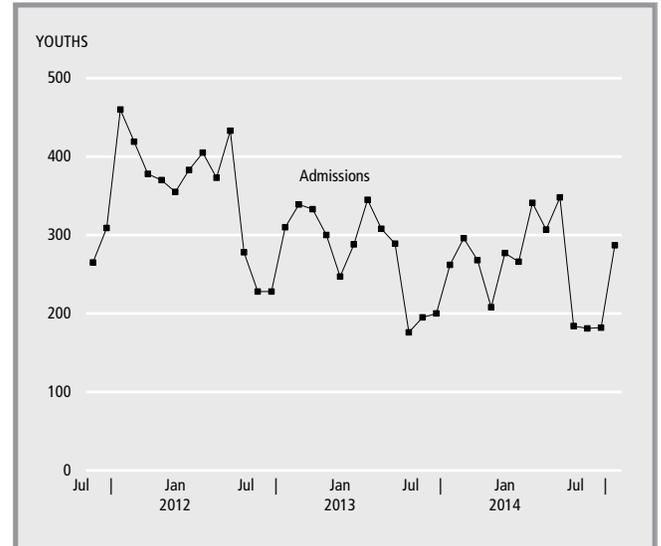
Youths typically enter Utah’s juvenile justice system when arrested and charged with an offense by a law enforcement officer, county deputy sheriff, or a member of the Highway Patrol (see “Client Flowchart,” page 10). When a youth is accused of a serious offense that falls within the admitting guidelines for locked detention, he or she may be taken to a locked detention center. However, when guidelines are not met, an officer may struggle to find a parent or guardian to take responsibility for the youth or to find another suitable placement.

QUICK FACTS RECEIVING CENTERS

NUMBER OF PROGRAMS.....	9
ADMISSIONS	3,152
DIFFERENT YOUTHS SERVED.....	2,425
MEDIAN LENGTH OF STAY	2.2 HOURS

Receiving centers were developed across the state to minimize such difficulties. These centers operate on a partnership between Juvenile Justice Services, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local communities. On receiving a youth, center workers immediately attempt to contact the youth’s parents or guardians. They evaluate the youth’s immediate needs for security and care and make referrals for services when appropriate. Additional details of the receiving center process are presented in the entitled Receiving Center Service Model at the bottom of this page.

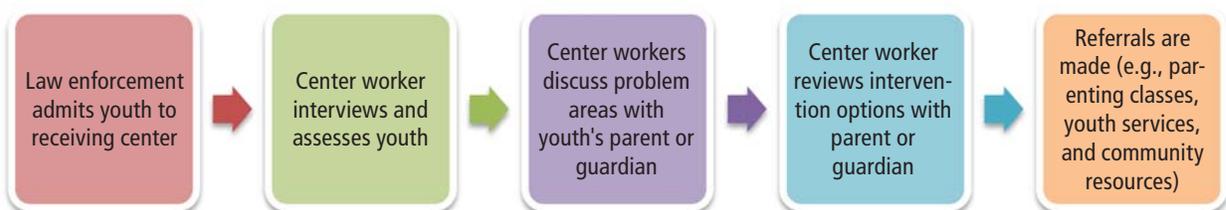
MONTHLY ADMISSIONS



The Office of Early Intervention Services administers four receiving centers along the Wasatch Front. The Office directly operates the center at the Archway Youth Service Center in Ogden, contracts with Salt Lake County Youth Services for two centers in Salt Lake City, and contracts with Wasatch Mental Health Services for one center in Provo. In rural areas, the Office of Rural Programs provides receiving centers at three multiuse facilities (see “Multiuse Facilities,” page 49) and the programs in Cedar City and St. George.

Statewide, during FY 2014, there were over 3,152 admissions to receiving centers; 60.6% of admitted youths were boys, and the majority of admissions (70.6%) were to centers in urban areas. Reasons for referral ranged from truancy to delinquent offenses. Median length of stay was 2.2 hours. In many cases, youths were released to their parents or guardians. However, substantial

Receiving Center Service Model



numbers of youths were referred to shelter, youth services programs, locked detention, the Division of Child and Family Services, substance abuse agencies, and mental health agencies.

The chart at top right represents average numbers of admissions to receiving centers for each month from July 2011 (FY 2012) through September 2014 (FY 2015). Total admissions declined from 4,428 in FY 2012, to 3,391 in FY 2013, and 3,152 in FY 2014. Across the same

period, the numbers of different youths served each year dropped from 3,251 in FY 2012, to 2,561 in FY 2013, and 2,425 in FY 2014. Drops in admissions and numbers of youths served are largely the results of budget cutbacks that forced reductions in the hours centers were open.

Numbers of admissions and numbers of youths served by different receiving centers during FY 2014 are detailed in the table at the bottom of this page.

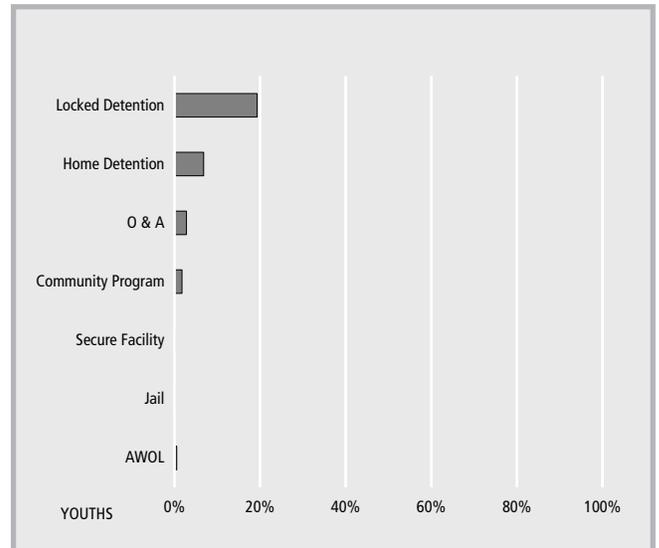
Use of Receiving Centers During FY 2014.

Program	Youths Served ¹	Admits	Median Stay (hrs)
OFFICE OF EARLY INTERVENTION SERVICES			
ARCHWAY YOUTH CENTER	309	390	0.6
SALT LAKE YOUTH SERVICES MAIN	1,079	1,397	1.7
SALT LAKE YOUTH SERVICES SOUTH	158	184	3.0
VANTAGE POINT YOUTH SERVICES	227	254	7.8
OFFICE OF RURAL PROGRAMS			
CACHE VALLEY YOUTH CENTER	130	158	1.0
CANYONLANDS YOUTH CENTER	32	39	3.4
IRON COUNTY YOUTH CENTER	176	254	2.9
WASHINGTON COUNTY YOUTH CRISIS CENTER	142	190	11.4
CASTLE COUNTRY YOUTH CENTER ²	26	29	2.1
CENTRAL UTAH YOUTH CENTER	108	137	3.7
SPLIT MOUNTAIN YOUTH CENTER ²	103	120	6.2
TOTAL	2,425	3,152	2.2

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

2 Budgets for the Castle Country and Split Mountain multiuse centers do not include funds dedicated for the receiving center function. When the need arises, attempts are made to provide the service when resources from funded functions are available.

PLACEMENT HISTORY



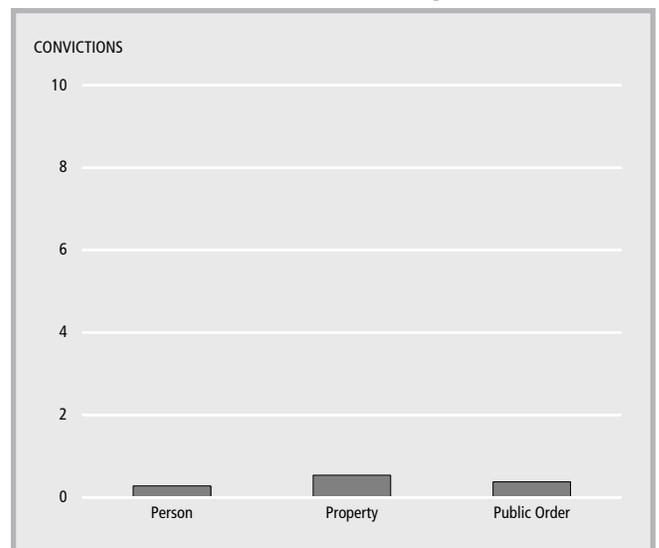
The great majority of youths admitted to receiving centers during FY 2014 had little or no prior experience with other Division programs. Only 19.3%, fewer than one in every five youths, had previously been admitted to a locked detention and only 6.8% had been admitted to a home detention program.

Though not shown on the chart, a number of these youths had received services from other juvenile justice agencies: 7.9% had been on probation, 9.9% had been in the custody or under supervision of the Division of Child and Family Services, and 15.6% previously had one or both of these types of care.



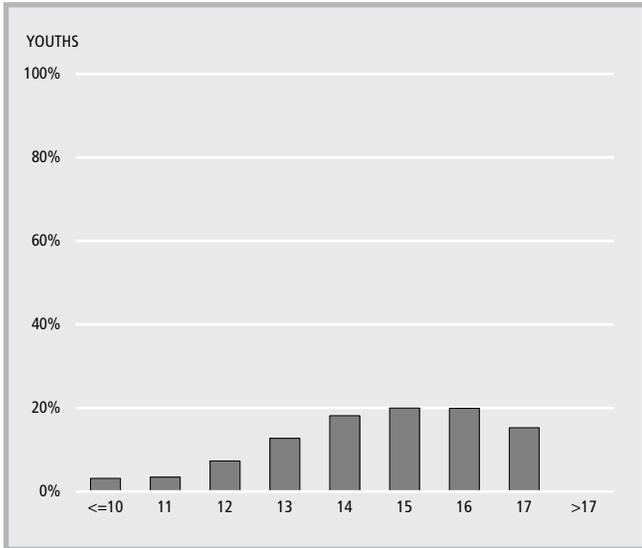
Iron County Youth Center (ICYC) in Cedar City.

DELINQUENCY HISTORY



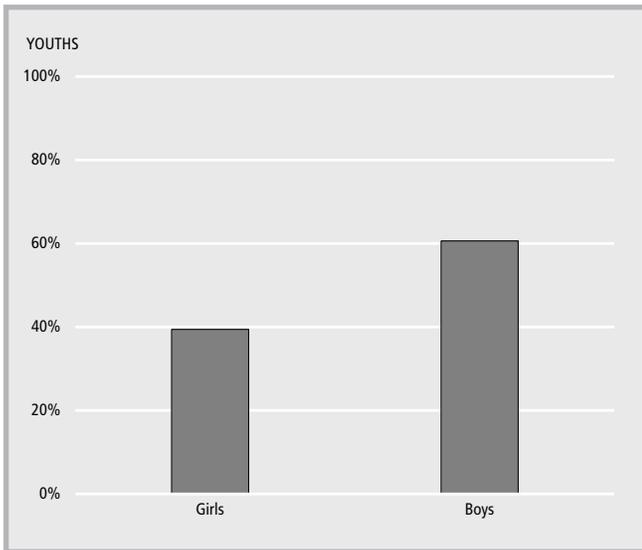
During FY 2014, fewer than half of youths admitted to a receiving center (47.3%) had previously received a conviction for a felony- or misdemeanor-type offense. Overall, admitted youths had an average of 1.2 prior convictions. Most (76.0%) were for offenses against property and public order. Offenses against persons represented only 24.0% of the total.

AGES



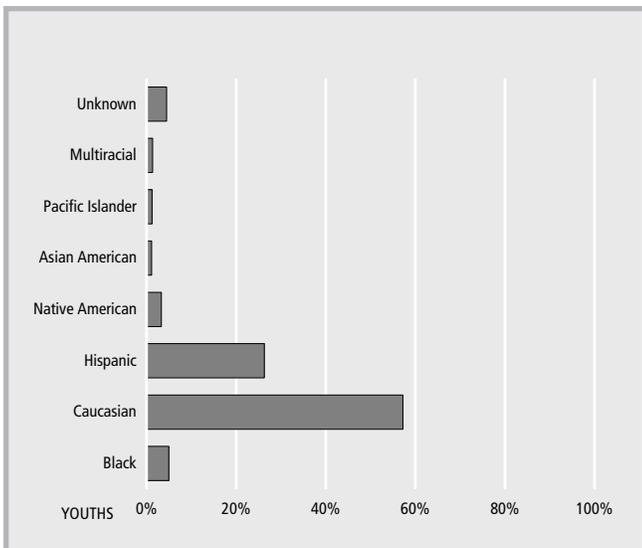
Youths admitted to receiving centers during FY 2014 ranged in age from under 10 to over 17 years old. Average age was 15.1; 55% were between 15 and 17 years old.

GENDER



Girls accounted for 39.4% of all admissions to receiving centers during FY 2014.

RACE & ETHNICITY



Minorities were overrepresented in receiving centers. Collectively, they accounted for 40.1% of all admissions, though they represent 24.1% of Utah's youth population.

Overrepresentation was most extreme for Black youths who were admitted 3.8 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 3.0 times more frequently; and Hispanics were admitted 1.6 times more frequently.

Diversion

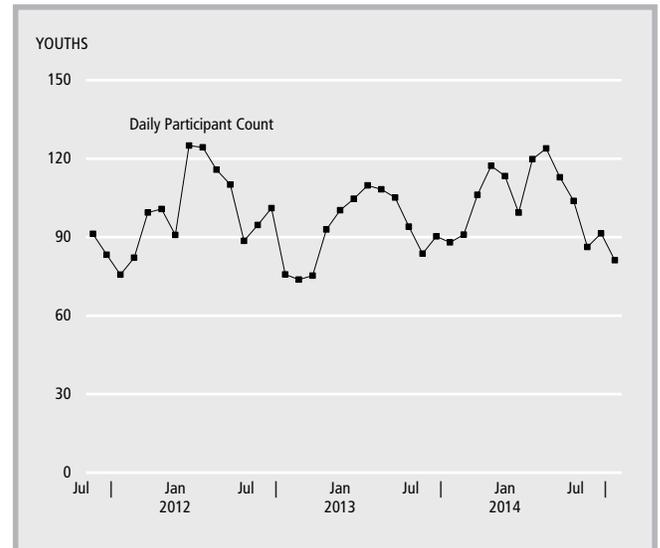
Diversion programs serve youths who have been adjudicated for a delinquent offense and ordered to participate in the program for up to 30 days as an alternative to serving an equivalent amount of time in locked detention. Diversion programs have the general objective of holding youths accountable for their delinquent behavior in a way that avoids the negative consequences of removing them from home, schools, and other community supports. They have proved to be cost effective and safe alternatives to locked detention.

QUICK FACTS DIVERSION PROGRAMS

PROGRAMS	3
ADMISSIONS	1,133
DIFFERENT YOUTHS SERVED	1,065
AVERAGE DAILY PARTICIPANTS.....	104.2
AVERAGE LENGTH OF STAY	33.6 DAYS
DAILY COST PER PARTICIPANT.....	\$106.82

During FY 2014, the Division's Office of Early Intervention operated diversion programs in Salt Lake City, Roy, and Provo. The programs primarily serve youths

AVERAGE DAILY PARTICIPANTS



from Salt Lake, Davis, Utah, and Weber Counties.

Youths enrolled in diversion programs, receive daily supervision and participate in structured, constructive activities. Youths are tracked throughout the day through face-to-face contacts, collateral contacts, including school and parents, and by telephone. Tracking extends to weekends and holidays. Diversion youths also have opportunities to attend educational groups covering a variety of subjects and may take part in skill building and community service activities. While school is in session, program attendance is required at the end of normal classes each day. When school is not in session,

Use of Diversion Programs During FY 2014.

Program	Youths Served ¹	Admits	Nightly Count	Mean Length of Stay ²
OFFICE OF EARLY INTERVENTION SERVICES				
DAVIS AREA YOUTH CENTER	475	537	62.2	42.2
SALT LAKE INTERVENTION SERVICES	490	488	34.4	25.8
LIGHTNING PEAK YOUTH CENTER	101	108	7.6	25.6
TOTAL	1,065	1,133	104.2	33.6

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

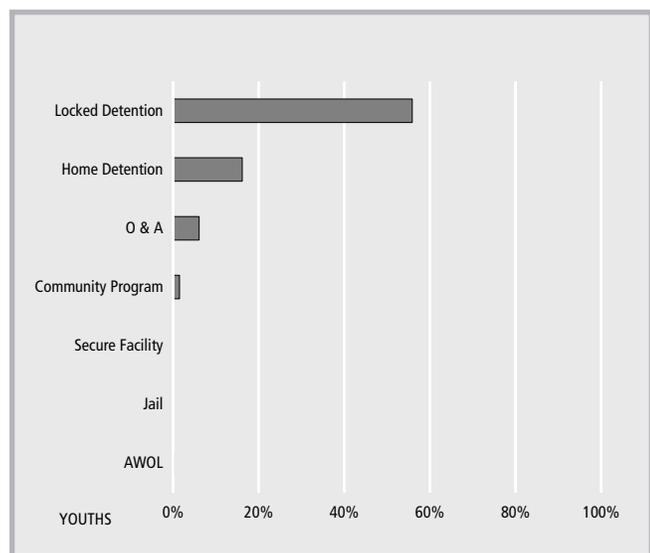
² "Length of Stay" estimated using Stock / Flow Ratio: $(\text{[Nightly Bed Count]} / \text{[Admits]}) * (\text{[Days per Fiscal Year]})$; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin, March 2001*, Washington, DC: Office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

activities are arranged at earlier times as well. In some areas, in-home support is provided and referrals can be made to other agencies for additional services when needed.

The chart at top right of the previous page represents statewide average daily numbers of participants for each month from July 2011 (FY 2012) through Septem-

ber 2014 (FY 2015). Yearly average daily participation ranged from 98.9 in FY 2012 to 94.6 in FY 2013, and 104.5 in FY 2014. During the same period, the number of different youths served was 1,146 in FY 2012, 1,044 in FY 2013, and 1,065 in FY 2014. Average time in the program per admission was 27.7 days in FY 2012, 29.0 days in FY 2013, and 33.6 days in FY 2014.

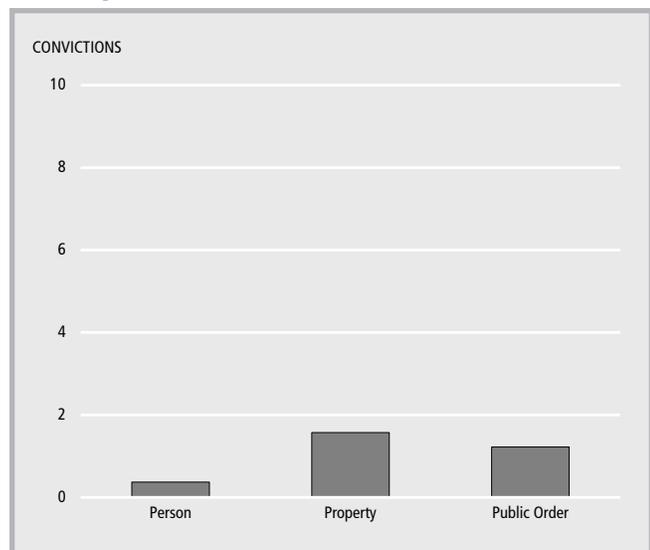
PLACEMENT HISTORY



The majority of youths (55.9%) admitted to diversion programs during FY 2014 previously had been admitted to locked detention; 16.2% had previously been placed in home detention; and 6.1% had been admitted to O&A.

Though not shown on the chart, many of these youths also had received services from other juvenile justice agencies: 27.2% had been on probation, 10.4% had been in the custody or under supervision of the Division of Child and Family Services, and 33.7% previously had one or both of these types of care.

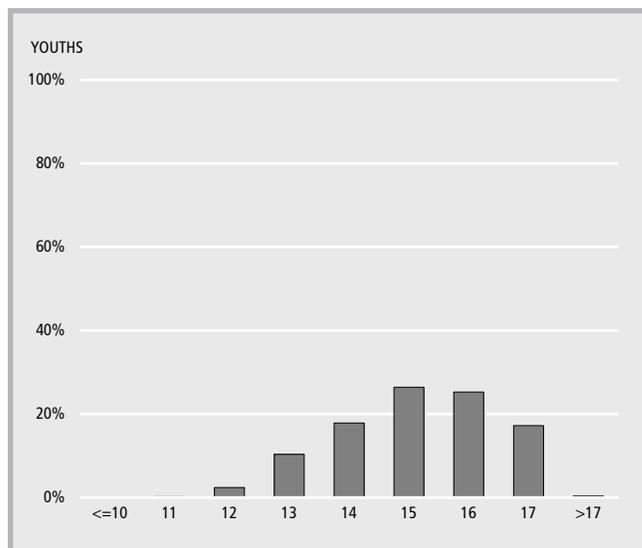
DELINQUENCY HISTORY



During FY 2014, the large majority of youths admitted to diversion programs (99.0%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 3.2 prior convictions. The great majority of these offenses (89.3%) were offenses against property and public order. Offenses against persons represented only about 10.7% of the total.

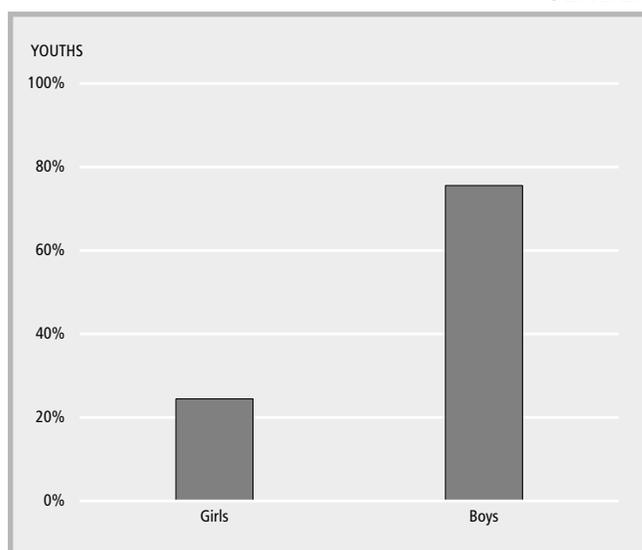
AGES

Youths admitted to diversion programs during FY 2014 ranged in age from 10 to over 17 years old. Average age was 15.6; 68.8% were between 15 and 17 years old.



GENDER

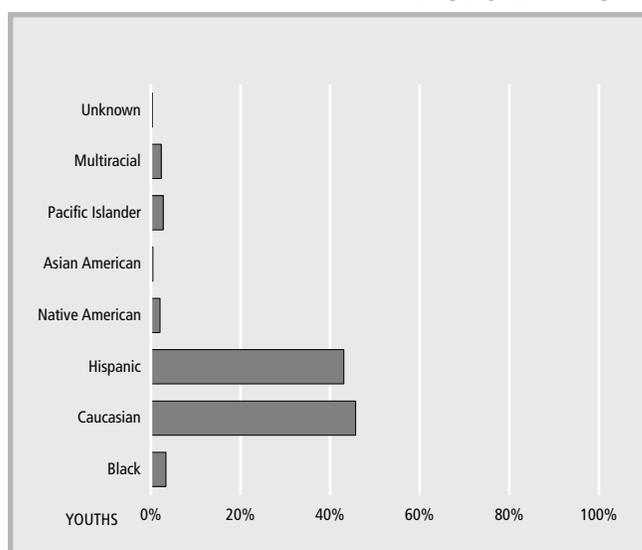
Girls accounted for 24.4% of all admissions to diversion programs during FY 2014.



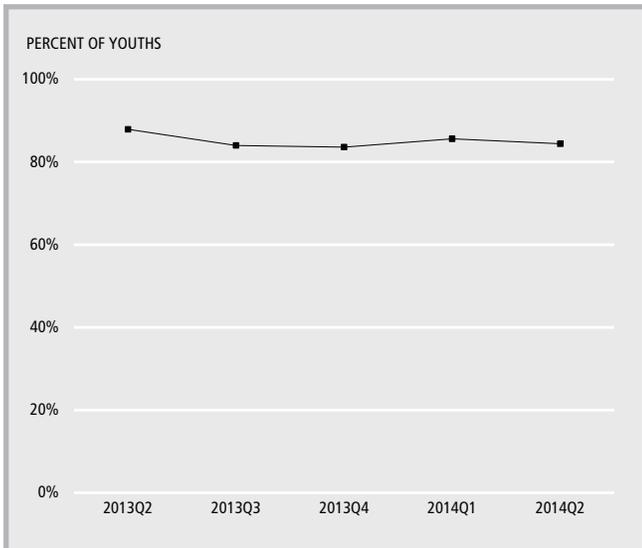
RACE & ETHNICITY

Minorities were overrepresented in diversion programs. Collectively, they accounted for 54.1% of all admissions, though they represent 24.1% of Utah's youth population.

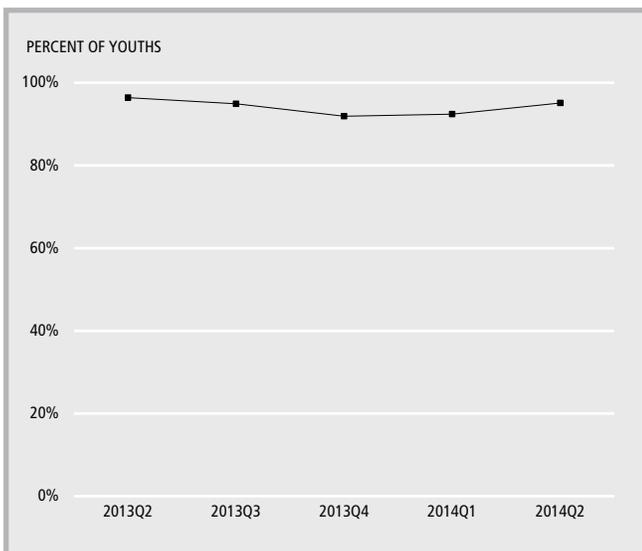
Overrepresentation was most extreme for Hispanics youths who were admitted 2.6 times more frequently than would be expected from their proportion in the population at large; Black youths were admitted 2.5 times more frequently; and Native Americans were admitted 1.8 times more frequently.



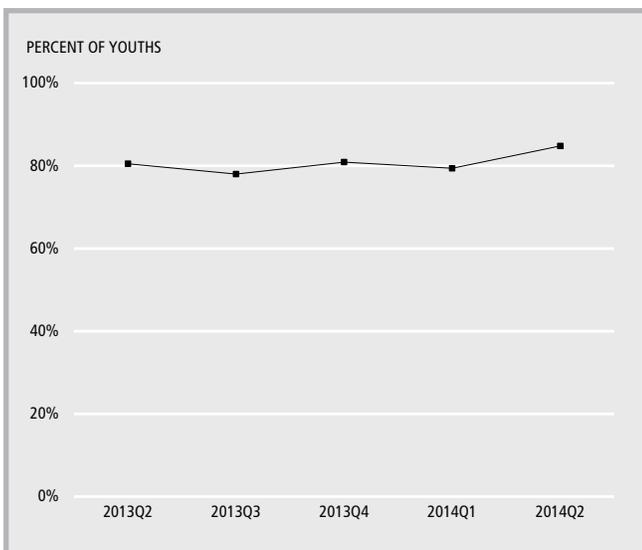
YOUTHS SUCCESSFULLY COMPLETING PROGRAM



FREE OF CHARGES DURING PROGRAM



FREE OF CHARGES AFTER PROGRAM



Performance Measures

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

Output measures document a program's service delivery efforts. This includes workload measures for numbers of youths served and average length of stay listed on previous pages. In addition, the chart at top left identifies the percentages of youths leaving the program who successfully completed the program during each of the five quarters between April of 2013 and June of 2014. Overall, 85.1% successfully completed during the reporting period. The highest percentage for an individual quarter was 87.9% for the second quarter of 2013 (2013Q2). The lowest percentage was 83.6% for the fourth quarter of 2013 (2013Q4).

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at center left identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in a diversion program. Overall, 94.1% of youths remained free of new charges. Percentages for individual quarters ranged from a low of 91.9% in the fourth quarter of 2013 (2013Q4) to a high of 96.4% in the second quarter of 2013 (2013Q2). Though not shown, percentages of youths free of any felony-type charges while enrolled in the program were much higher. Overall, 99.2% of youths avoided collecting a new felony charge.

The chart at bottom left shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from diversion programming. Overall, 80.7% of youths remained charge free. Percentages ranged from a low of 78.0% for the second quarter of 2013 (2013Q3) to a high of 84.8% for the second quarter of 2014 (2014Q2). Though not shown, the overall percentage of youths free of a new felony-type charge was 96.1%.

Work Program

The Genesis Youth Center, located in Draper, is a coeducational, residential work program for juvenile offenders. The program opened in 1994 and serves youths from all parts of the state. It is administered by the Office of Early Intervention Services.

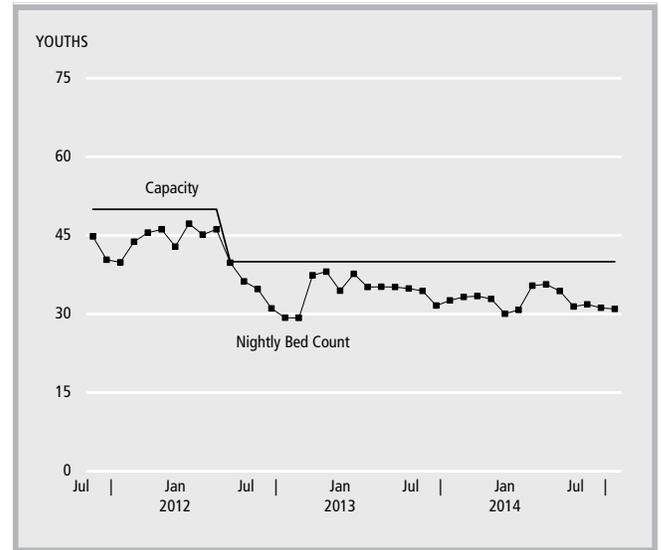
The main purpose of the Genesis program is to help youths make amends for their delinquent behavior by giving them opportunities to work off court ordered restitution owed to their victims and service hours owed to the community. Residents typically work 6 days a week in projects at the center and at a variety of different work sites at non-profit agencies in the community. During FY 2014, residents completed over 67,600 work hours. At minimum wage (\$7.25/hr), this represents a return of over \$490,500 to the community.

QUICK FACTS GENESIS YOUTH CENTER

BEDS (10 FEMALE, 30 MALE)	40
ADMISSIONS	229
GIRLS	53
BOYS	176
DIFFERENT YOUTHS SERVED	253
AVERAGE NIGHTLY BED COUNT	33.0
WORK HOURS COMPLETED	67,662
AVERAGE LENGTH OF STAY	52.6 DAYS
DAILY COST PER BED	\$197.10

The chart at top right represents the average nightly number of youths in residence at Genesis Youth Center for each month between July of 2011 (FY 2012) through September of 2014 (FY 2015). As may be seen from the capacity line, the number of available beds was reduced from 50 to 40 in May of 2012. Beds were reduced as a cost-cutting measure. Average nightly counts dropped from 43.0 in FY 2012 to 34.3 in FY 2013 and 33.0 in FY 2014. During the same period, the number of different youths served was 268 in FY 2012, 238 in FY 2013, and 253 in FY 2014. Average length of time in the program per admission dropped from 67.9 days in FY 2012 to 58.8

AVERAGE NIGHTLY BED COUNT



days in FY 2013 and 52.6 days in FY 2014.

A major priority for the center is to arrange work projects that have real value and result in positive experiences for center youths and staff and community members. Work sites have included Head Start, Ronald McDonald House, Habitat for Humanity, the US Forest Service, Life Care, Heritage Park, State Parks and University of Utah campus. In a particularly impactful project during FY 2014, Genesis youths worked cooperatively with Bell Organic Farms, the Utah State University Horticulture Program, and the Meals on Wheels Program to provide fresh produce for senior citizens.



Genesis youths on a work crew at Camp Williams.



Genesis youths on a work crew at Camp Williams.



Staff member working with Genesis resident.

Prior to participating in work projects, youths learn job skills that keep them safe on work projects and may help them obtain employment after release from the program. For example, youths electing to participate in the vocational woodworking project are taught basic safety rules and must demonstrate proficiency in the use of woodworking equipment before they are allowed to participate in the project. Youths who successfully complete the training then help build sheds and other items that are sold to the public. Importantly, these opportunities are available both to boys and girls.

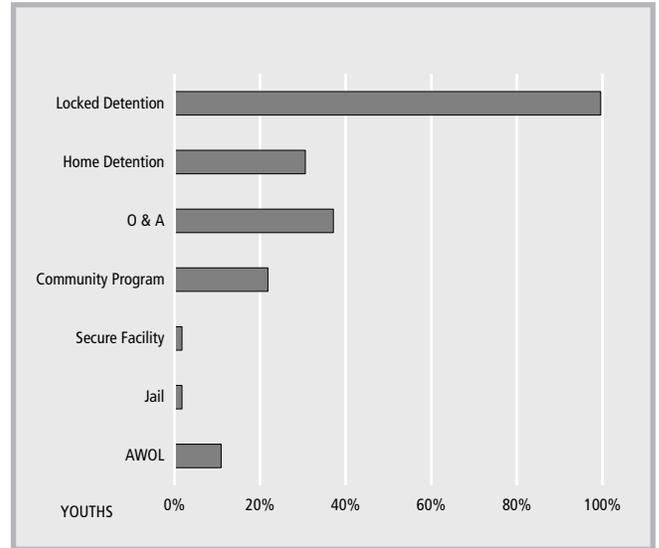
Programming at the center goes beyond involvement in work projects. All residents are expected to make educational progress while enrolled in the program. They attend school on site in classrooms operated by the Canyons School District Youth In Custody program (see "Youth in Custody Educational Programs," page 84). The School District provides a full time vocational teacher, an Education Transition Career Advocate (ETCA), part time Guidance Counselor, and a part time Special Education Teacher. Teachers utilize hands on techniques and experiential learning to engage students. Although the average stay is relatively short (58.8 days), many residents make considerable progress while enrolled in the program. During the 2014 calendar year, Genesis residents earned an average of over 2.15 credits (over 8 quarter credits). Opportunities for earning credits are enhanced by the availability of educational software (Pearson Gradpoint™) that allows residents to

work at their own pace on the specific coursework they need for graduation. Using the program, students are able to earn credits more quickly than in a traditional classroom setting. GED tutoring and testing also are available at the center. During the 2013-2014 school year, 5 residents received High-School diplomas and 2 residents qualified for their GED. Many others made progress in obtaining the alternative degree.

When not working or in school, residents may participate in a number of other programs and activities. One of these is the Going for the Goal program, a research based curriculum that teaches life skills. In addition, volunteers from the community regularly visit the center to provide residents with additional opportunities. Among other things, they make arrangements for church services at the facility, bring in special meals on holidays, and arrange for outside speakers.

A final feature of Genesis programming that should be mentioned is the center's programming for girls. In 2012, services provided to girls were revised to help meet the Division's need for additional short-term community programs for girls. The new program that was created, named Gemstone, continues to provide girls with opportunities to complete court ordered restitution and community service hours. In addition, it gives girls high impact, short-term programming that focuses on (1) increasing overall social skills, (2) education on healthy relationships, (3) addictive behaviors, (4) self-efficacy, and (5) trauma.

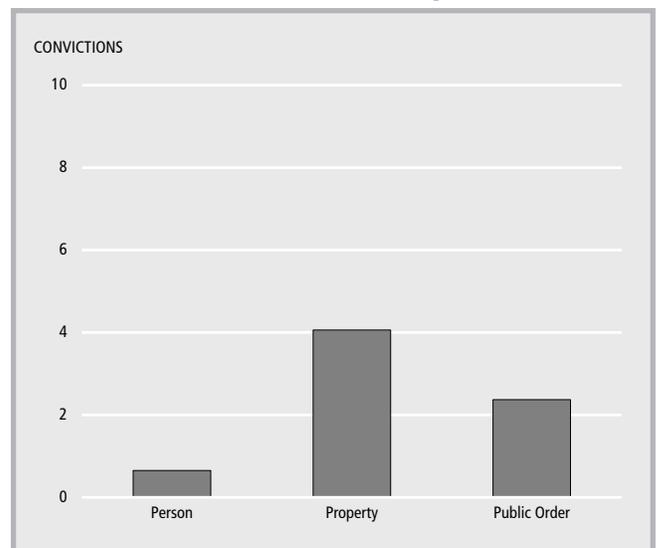
PLACEMENT HISTORY



Nearly all youths admitted to Genesis during FY 2014 had previously been admitted to locked detention (99.6%); 37.1% had previously been placed in O&A; and 30.6% had been in a home detention placement.

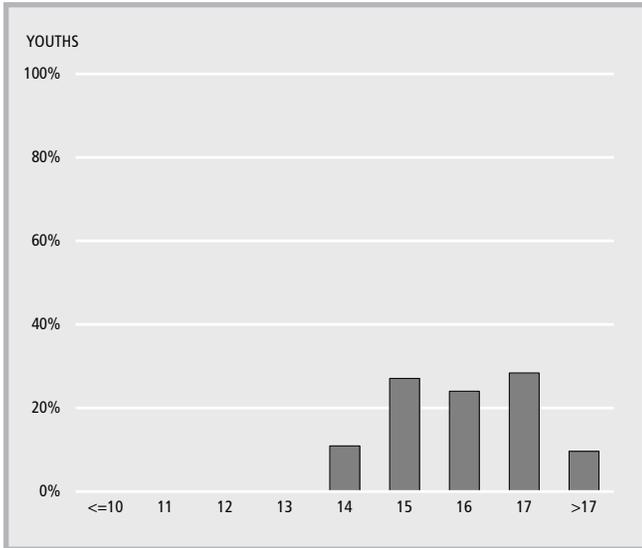
Though not shown on the chart, a large majority of these youths also had received services from other juvenile justice agencies: 80.3% had been on probation, 19.2% had been in the custody or under supervision of the Division of Child and Family Services, and 84.7% previously had one or both of these types of care.

DELINQUENCY HISTORY



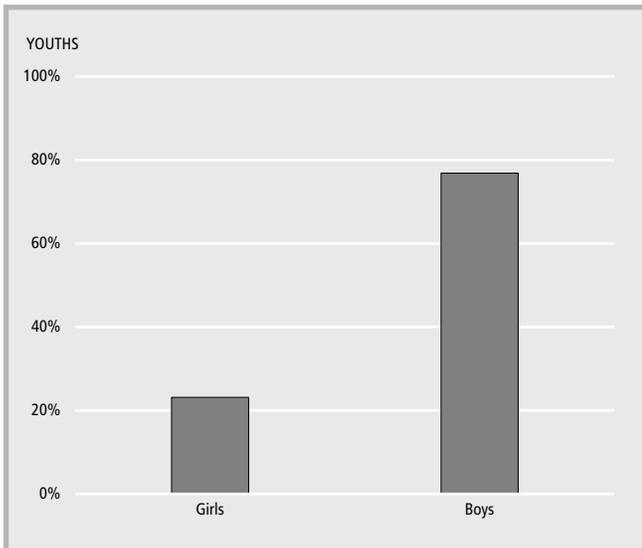
All youths admitted to Genesis (100.0%) during FY 2014 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 7.1 prior convictions. The great majority of these offenses (90.6%) were offenses against property and public order. Offenses against persons represented only about 9.4% of prior convictions.

AGES



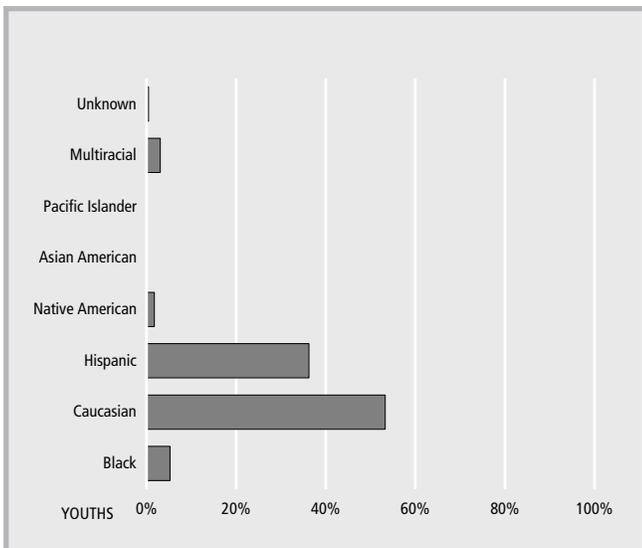
Youths admitted to the Genesis work program during FY 2014 ranged in age from 14 to over 17 years old. Average age was 16.5; 80% were between 15 and 17 years old.

GENDER



Girls accounted for 23.1% of all admissions to Genesis during FY 2014.

RACE & ETHNICITY



Minorities were overrepresented in Genesis. Collectively, they accounted for 46.5% of all admissions, though they represent 24.1% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were admitted 3.9 times more frequently than would be expected from their proportion in the population at large; Hispanics were admitted 2.2 times more frequently; and Native Americans were admitted 1.6 times more frequently.

Performance Measures

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

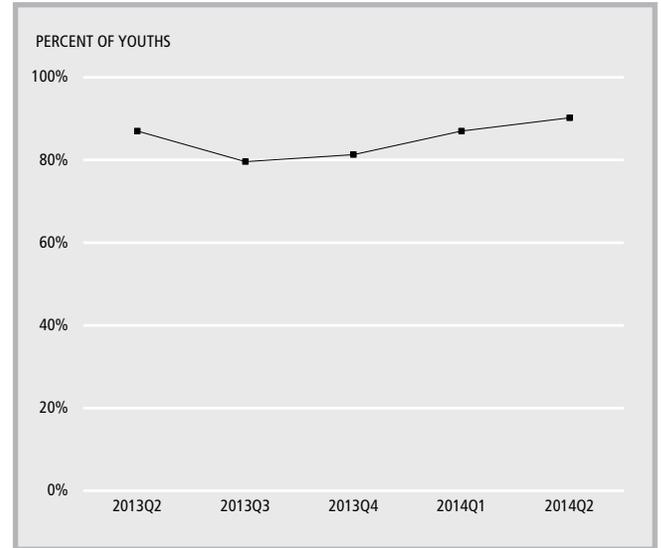
Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter.

Outcome measures include both short- and long-term indicators whether a program is achieving desired results. The chart at top right identifies the percentages of youths leaving the program who completed the program and met at least 85% of their court-ordered obligations. Overall, an average of 85.0% of youths met the objective. Values ranged from a low of 79.6.0% in the third quarter of 2013 (2013Q3) to high of 90.2% in the second quarter of 2014 (2014Q2).

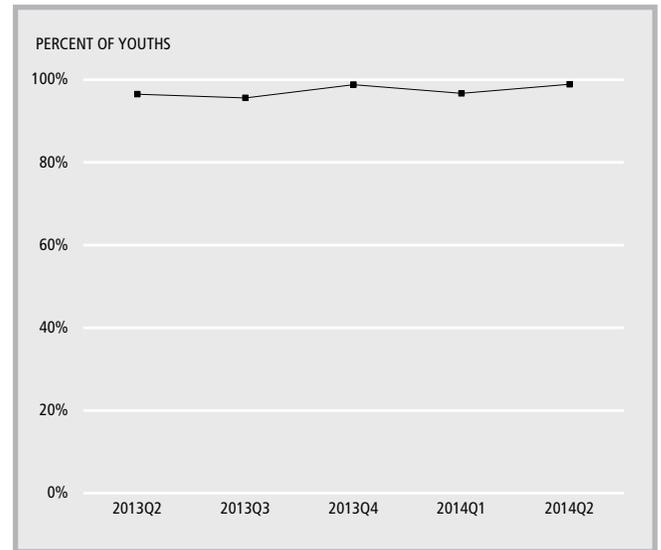
The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, an average of over 97.1% of youths avoided new charges while in the program. Values ranged from a low of 95.6% in the third quarter of 2013 (2013Q3) to a high of 98.9% in the second quarter of 2014 (2014Q2). Though not shown on the chart, 97.4% of youths avoided a new felony-type charge while enrolled in the program.

The chart at bottom right shows the percentages of youths who were free from new felony- or misdemeanor-type charges in the 90 days following release from the program. Overall, 80.3% of youths avoided a new charge after release. Values ranged from a low of 75.9% in the third quarter of 2013 (2013Q3) to a high of 85.5% in the first quarter of 2014 (2014Q1). Though not shown, 93.8% of youths avoided of a new felony-type charge.

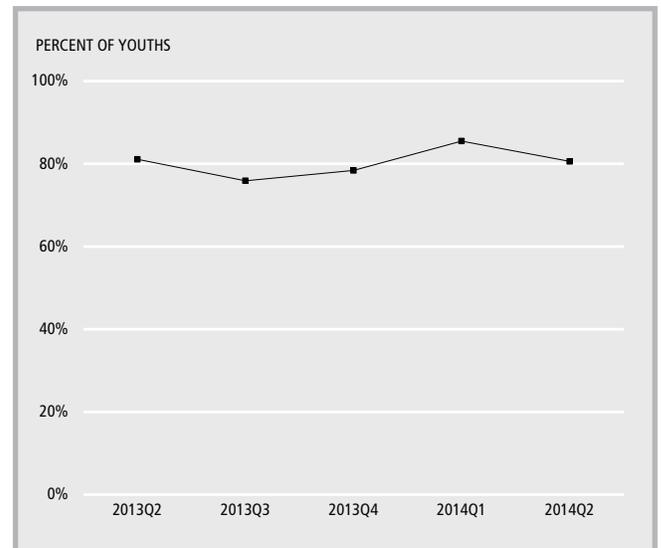
YOUTHS MEETING COURT OBLIGATION



FREE OF CHARGES DURING PROGRAM



FREE OF CHARGES AFTER PROGRAM



Detention

Locked Detention facilities provide short-term confinement for 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, receive educational services, and are given medical screening.

QUICK FACTS LOCKED DETENTION

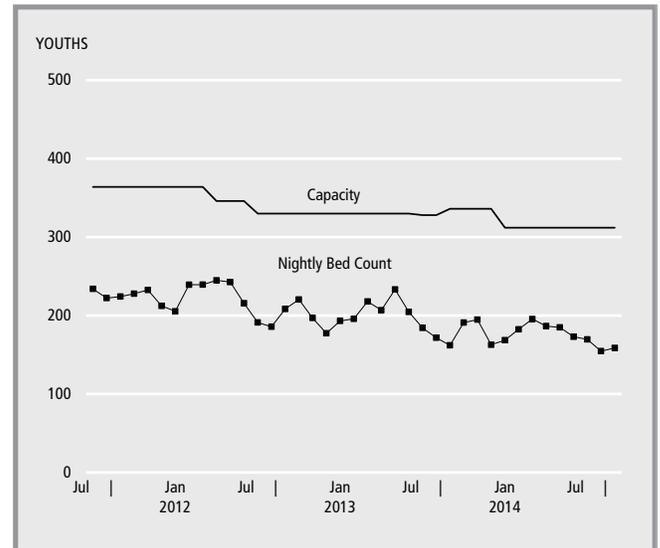
NUMBER OF PROGRAMS.....	11
BEDS.....	312
ADMISSIONS.....	7,983
DIFFERENT YOUTHS SERVED.....	3,897
AVERAGE NIGHTLY BED COUNT	179.8
LENGTH OF STAY PER ADMISSION.....	8.2 DAYS
DAILY COST PER BED	\$188.52

Locked detention programs function within the framework of the BARJ Model (see "Who We Are, ...," page 7) to provide secure custody, recreational activities, some restitution opportunities, and cognitive behavioral skill building groups. Programs also attempt to help youths keep in contact with their families and community. Family visitation is encouraged and non-denominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see "Youth In Custody Educational Programs," page 84) operate every weekday at each facility.

Youths entering locked detention facilities are evaluated and classified according to risk for behavioral problems. This informs decisions about housing and grouping to limit chances that high-risk youths will misbehave and to protect the safety of both youths and staff members.

Statewide, the Division operates eleven separate locked detention programs: seven programs are administered by the Office of Rural Programs in rural areas and four additional programs are operated by the Office

AVERAGE NIGHTLY BED COUNT



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 2011 (FY 2012) through September 2014 (FY 2015). Over the period, average nightly bed count fell from 228.4 in FY 2012 to 202.6 in FY 2013 and 179.8 in FY 2014. The average nightly bed count for the first 3 months of FY 2015 was 161.0. During the same period, the numbers of different youths served dropped from 4,619 in FY 2012 to 4,275 in FY 2013 and 3,897 in FY 2014. Average length of stay per admission rose from 8.5 days in FY 2012 to 8.7 days in FY 2013 then fell to 8.2 days in FY 2014.

As may be seen in the table on the following page, several detention centers were over capacity on some nights during FY 2014. The most extreme case was the Southwest Utah Youth Center in Cedar City, which was over capacity on 10.7% of nights during FY 2014. It should be noted that overcrowding is more than just an inconvenience. It is much more difficult to ensure safety of youths and staff when facilities are over or even at capacity. For example, classifications and information about risk may be of limited value if there are few or no open beds to allow segregation of high- and low-risk youths. It is for this reason that secure facilities attempt to keep at least 10% of beds open to provide flexibility for making such arrangements.



Volunteers with youths at the Weber Valley Detention.



Volunteer working with youths at the Southwest Utah Youth Center.

Use of Locked Detention Centers During FY 2014.

Facility	Capacity	Youths Served ¹	Admits ²	Nightly Bed Count	Nights Over Capacity ³	Length of Stay ⁴
OFFICE OF CORRECTIONAL FACILITIES						
FARMINGTON BAY YOUTH CENTER	32	487	995	22.0	3.8%	8.1
WEBER VALLEY DETENTION CENTER ⁵	24	406	1,006	17.2	0.0%	6.2
SALT LAKE VALLEY DETENTION ⁵	96	1,643	2,923	67.9	0.0%	8.5
SLATE CANYON YOUTH CENTER	38	685	928	24.9	0.0%	9.8
OFFICE OF RURAL PROGRAMS						
CACHE VALLEY YOUTH CENTER	16	298	530	9.1	0.3%	6.3
CANYONLANDS YOUTH CENTER	16	83	176	3.3	0.0%	6.8
SOUTHWEST UTAH YOUTH CENTER	10	150	317	6.8	10.7%	7.9
DIXIE AREA DETENTION CENTER	32	168	367	10.2	0.0%	10.2
CASTLE COUNTRY YOUTH CENTER	16	137	271	5.6	0.5%	7.5
CENTRAL UTAH YOUTH CENTER	16	120	210	4.3	0.0%	7.4
SPLIT MOUNTAIN YOUTH CENTER	16	182	260	8.5	0.0%	12.0
TOTAL	312	3,897	7,983	179.8	-	8.2

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

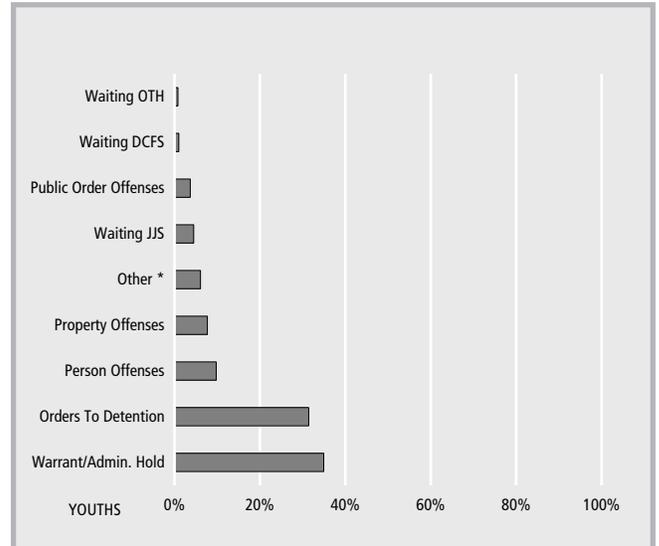
2 Changes in a youth's status during a single episode in detention are counted as separate admissions. For example, a youth placed in detention for a delinquent offense who attends court and is then ordered to a 10-day commitment to detention would accumulate two admissions based on a change of status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

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

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

5 Weber Valley Detention Center capacity increased from 16 to 24 on September 1, 2013; Salt Lake Valley Detention capacity decreased from 112 to 96 on January 1, 2014.

ADMITTING OFFENSES



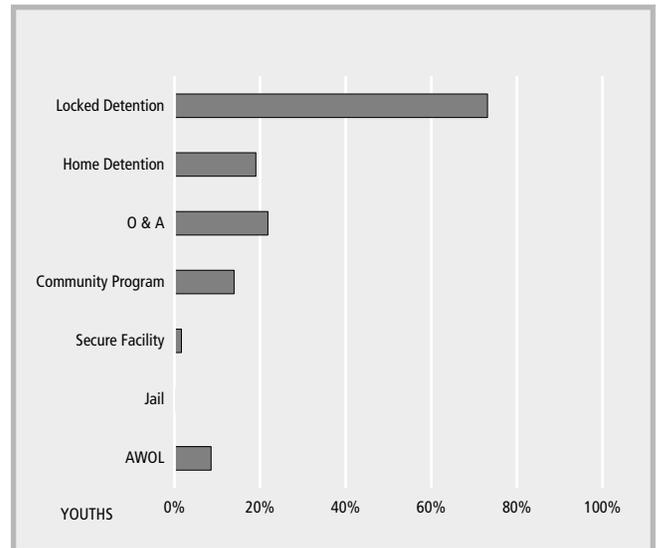
Two categories of admission reason, [1] Orders To Detention and [2] Warrant/Admin Hold, accounted for 66.4% of all admissions to locked detention during FY 2014.

Collectively, delinquent offenses [1] against people (Person Offenses), [2] property (Property Offenses), and [3] public order (Public Order Offenses) accounted for 21.2% of all admissions.

Admissions for youths [1] waiting for a Juvenile Justice Services' placement (Waiting JJS), [2] Division of Child and Family Services' placement (Waiting DCFS), and [3] another agency's placement (Waiting OTH) accounted for 6.3% of all admissions.

* Other includes [1] status offenses, [2] infractions, [3] motor vehicle offenses, and [4] admissions not identified with an admitting offense.

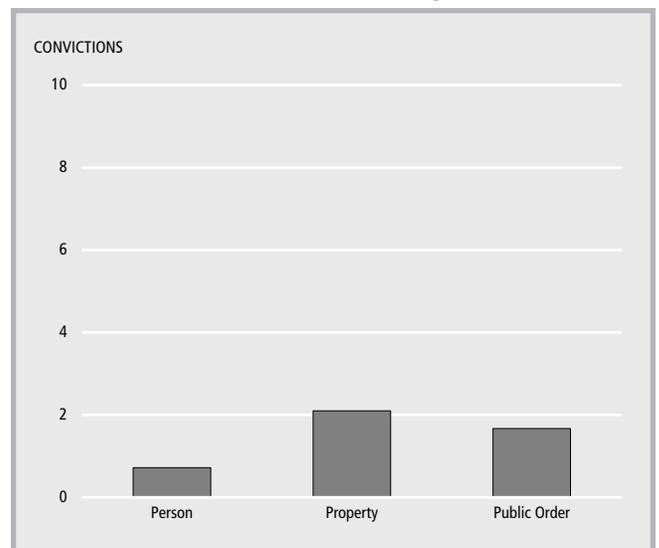
PLACEMENT HISTORY



The majority of youths (73.1%) admitted to locked detention during FY 2014 had previously been admitted to the program; 13.9% had previously been placed in an out-of-home, community residential program (Community Program); and 19.0% had been in a home detention placement.

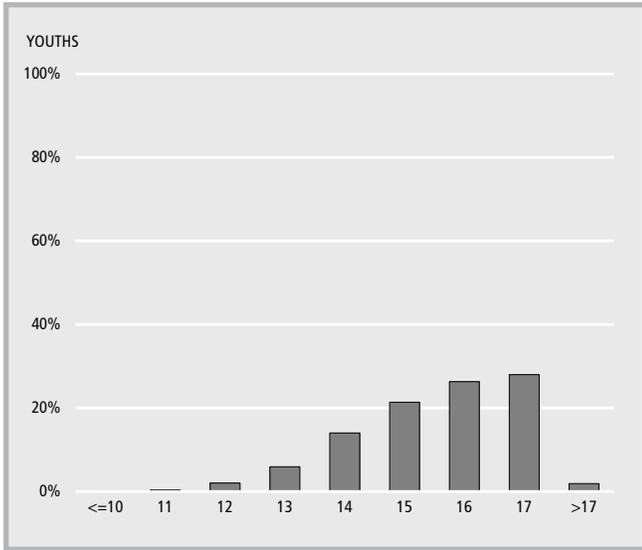
Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: 49.5% had been on probation, 17.8% had been in the custody or under supervision of the Division of Child and Family Services, and 57.7% previously had one or both of these types of care.

DELINQUENCY HISTORY



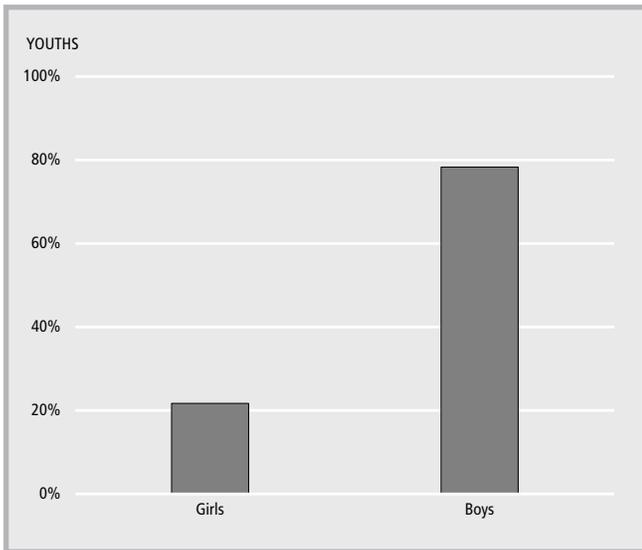
The large majority (90.6%) of youths admitted to locked detention during FY 2014 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average for all admissions was 4.5 prior convictions. The great majority of these offenses (83.8%) were offenses against property and public order. Offenses against persons represented only 16.2% of the total.

AGES



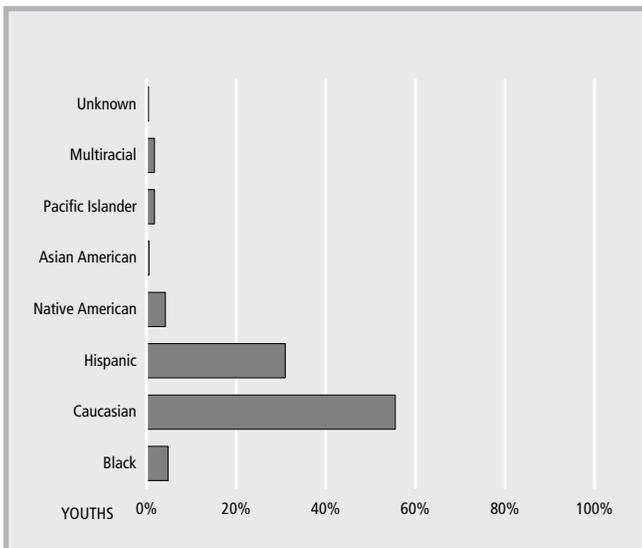
Youths admitted to locked detention during FY 2014 ranged in age from 10 to over 17 years old. Average age was 16.1; 75.6% were between 15 and 17 years old.

GENDER



Girls accounted for 21.7% of all admissions to locked detention during FY 2014.

RACE & ETHNICITY



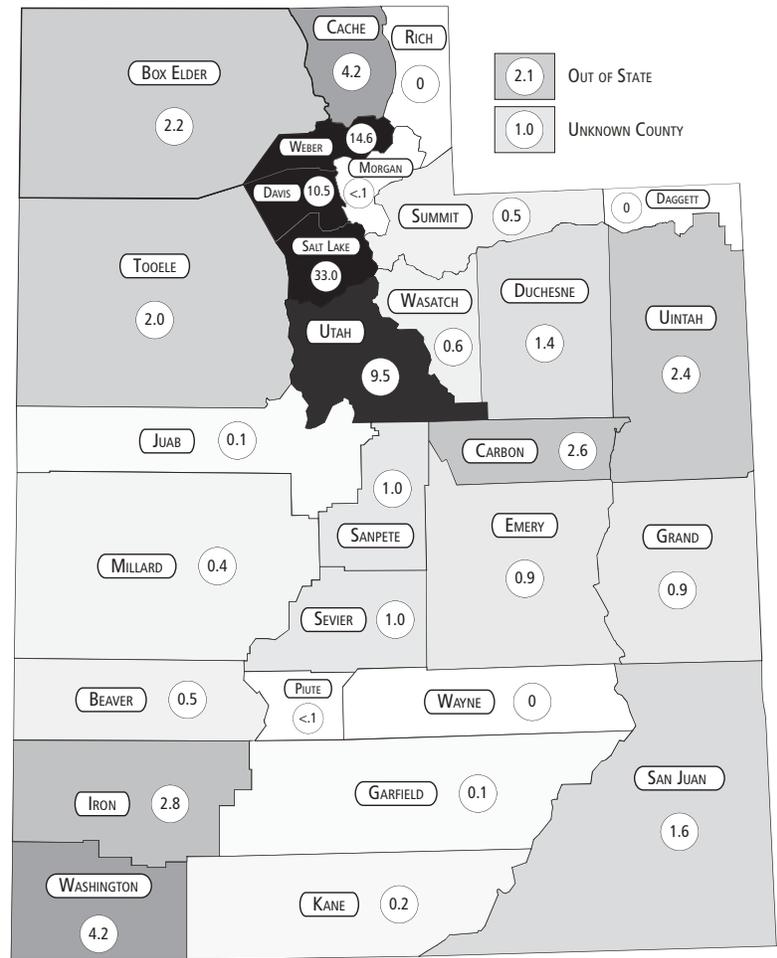
Minorities were overrepresented in locked detention. Collectively, they accounted for 44.2% of all admissions, though they represent 24.1% of Utah's youth population.

Overrepresentation was most extreme for Native Americans who were admitted 3.8 times more frequently than would be expected from their proportion in the population at large; Black youths were admitted 3.6 times more frequently; and Hispanics were admitted 1.9 times more frequently.

Admissions by County

Statewide, there were 7,983 admissions to Utah's locked detention programs during FY 2014. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 2.0% of admissions involved youths from Tooele County.

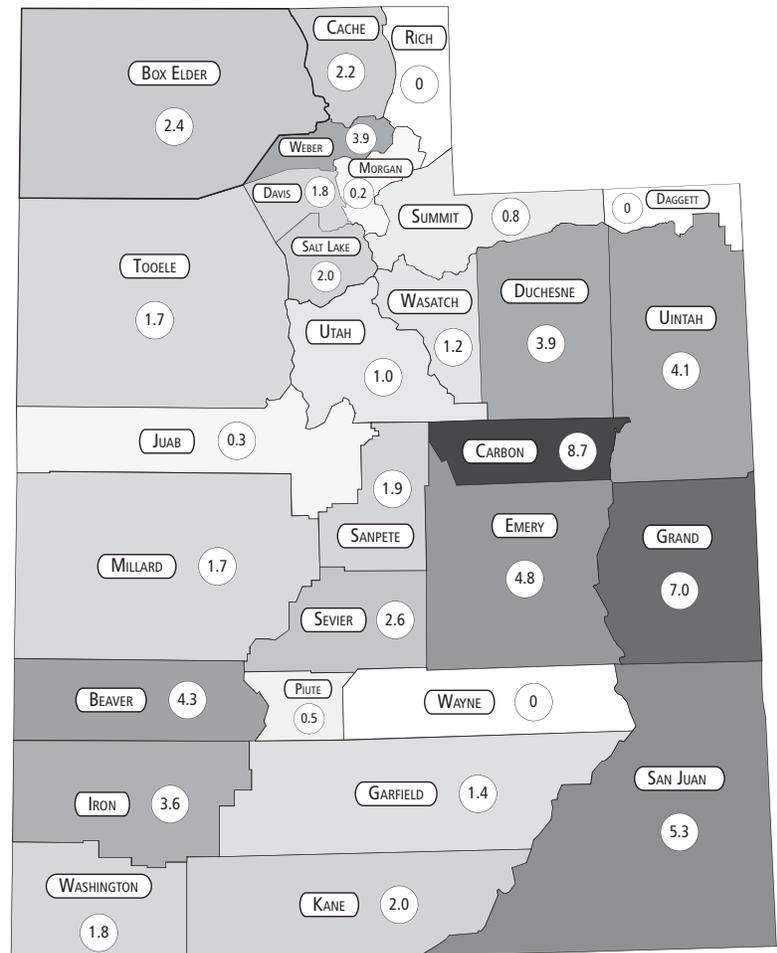
- Salt Lake County, the state's most populous county, had the largest value, accounting for 33.0% all admissions. At the other extreme, no youths were admitted to detention from Rich, Daggett, or Wayne Counties.
- Rural counties served by the Office of Rural Programs contributed 26.8% of all admissions. These counties are home to 21.0% of Utah's 10 to 17 year olds.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for 67.6% of all detention admissions. These counties are home to 74.8% of the state's 10 to 17 year olds.
- 2.1% 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 in the population. For example, there were 2.4 admissions for every 100 youths aged 10 to 17 in Box Elder County.

- Overall, there were 2.0 admissions for each 100 of Utah's 10 to 17 year old youths.
- Rates of detention admission were highest in Carbon (8.7) and Grand (7.0) Counties.
- Salt Lake County, the state's most populous county, had an admission rate of 2.0 per 100 10 to 17 year old youths.
- Rural counties had a rate of 2.7 admissions per 100 youths; urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 1.9.
- Overall rates of admission to detention were the same for counties that have a detention center than for those that do not.



Multiuse Facilities

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

During FY 2014, multiuse facilities operated in five 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; and (5) Castle Country Youth Center, in Price. An additional facility, the Washington County Youth Crisis Center, in St. George, functioned as a multiuse facility until the center's detention function 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 youth services programming.

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

Average nightly count of youths in locked detention for each month between July 2011 (FY 2012) through September 2014 (FY 2015) is presented in the chart at bottom left. During FY 2014, rural locked detention averaged a nightly bed count of 47.8 and served 1,104

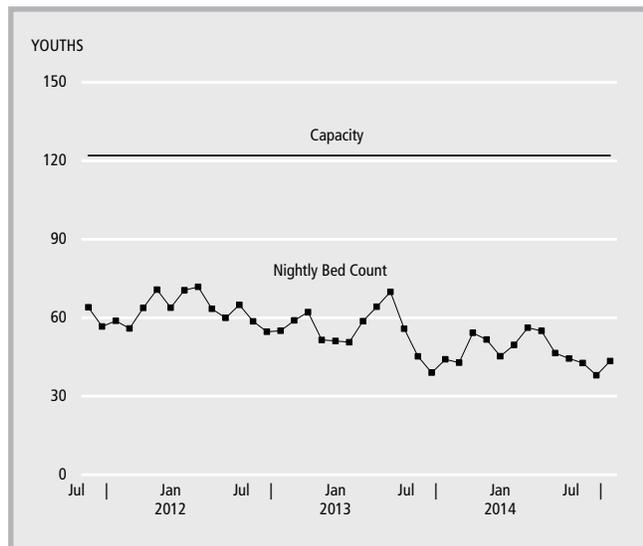


Central Utah Youth Center youths participating on a cleanup project.

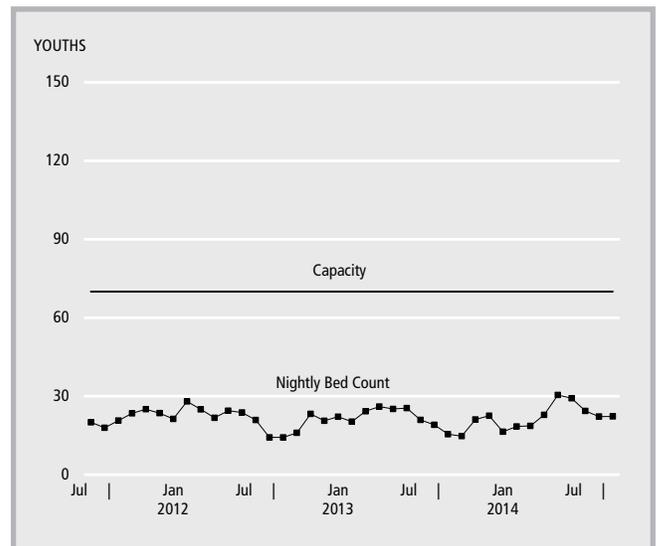
different youths. As described previously (see "Detention," page 43), several programs were overcrowded on some nights during FY 2014. The problem was most severe at the Southwest Utah Youth Center which was overcapacity 10.7% of nights.

Average nightly counts of youths in non-secure beds is presented in the chart at bottom right. During FY 2014, 21.0 youths were in residence each night, including 4.2 youths in shelter, at five different facilities, and 14.2 youths in O&A at four different centers.

LOCKED DETENTION USE



NONSECURE BED USE



Case Management

The Juvenile Court assigns the most serious and chronic juvenile offenders to Division custody for extended care. These youths often have continued to offend while in less structured programs and pose a serious risk to themselves or the community. Each youth committed to the Division for community placement 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.....	556
COMMUNITY PLACEMENT	487
SECURE CARE	126
DIFFERENT YOUTHS SERVED	1,872
AVERAGE DAILY ASSIGNMENTS	962.1
DAILY COST PER YOUTH.....	\$18.44

Case managers evaluate a youth’s needs for services based on (1) the youth’s personal history, (2) information from other workers, (3) the risk assessment process and other assessments, and (4) directions and orders from the Juvenile Court. Findings are interpreted within the framework of the Division’s Mission Statement and the BARJ Model (see “Who We Are, ...,” page 7) to develop the Needs Assessment Service Plan, an individualized correctional plan. The plan documents (1) the youth’s strengths and weaknesses, (2) identifies appropriate services, and (3) sets goals for completion.

Once a service plan is in place, case managers arrange and monitor delivery of services and document the youth’s progress in meeting goals of the service plan. Case managers also coordinate with staff in residential programs and facilities to support youths in the program and help prepare them for the time they leave the program and return to the community. Periodically, case managers meet with the Juvenile Court and the Youth



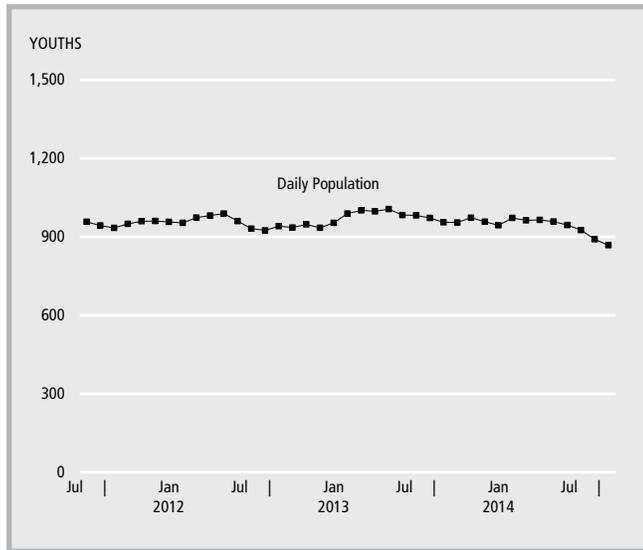
Case manager conferring on case.

Parole Authority to review progress of individual youths and make recommendations for future interventions.

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

A key resource for case managers is the Protective and Risk Assessment, Utah’s standardized risk assessment tool developed in collaboration with Juvenile Court Probation (see “Protective and Risk Assessment Project,” page 83). 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 85) 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, documentation of progress, and sharing information with other workers working with the youth and the Juvenile Court.

AVERAGE DAILY POPULATION

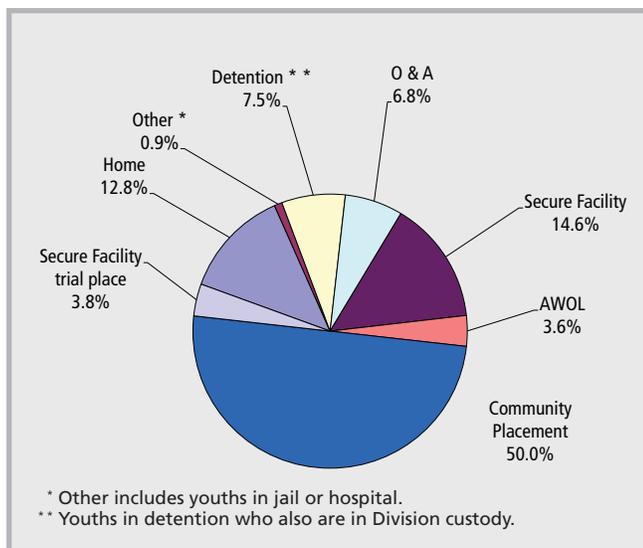


An average of 962.1 youths were under case management supervision each day during FY 2014. The average was 962.2 in FY 2013 and 960.1 in FY 2012.



Salt Lake case manager at a hearing in the Third District Juvenile Court.

TYPICAL PLACEMENTS



On a typical day, during FY 2014, the majority of youths assigned to Division case managers (73.4%) were in community placements, home placements, observation and assessment (O&A) programs, or on trial placement.

22.1% of the youths were in locked secure facilities or locked detention.

During FY 2014, the Division's case managers coordinated and provided services to an average of 13.7 youths each day.

Performance Measures

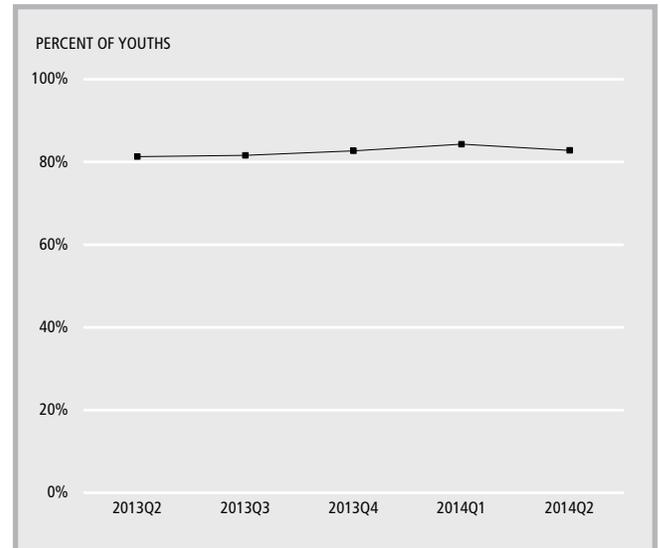
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures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

Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter. The chart at top right shows results of an additional service measure, monthly, face-to-face meetings with youths. Overall, 82.5% of youths received monthly visits. Percentages ranged from a low of 81.3% in the second quarter of 2013 (2013Q2) to a high of 84.3% in the first quarter of 2014 (2014Q1).

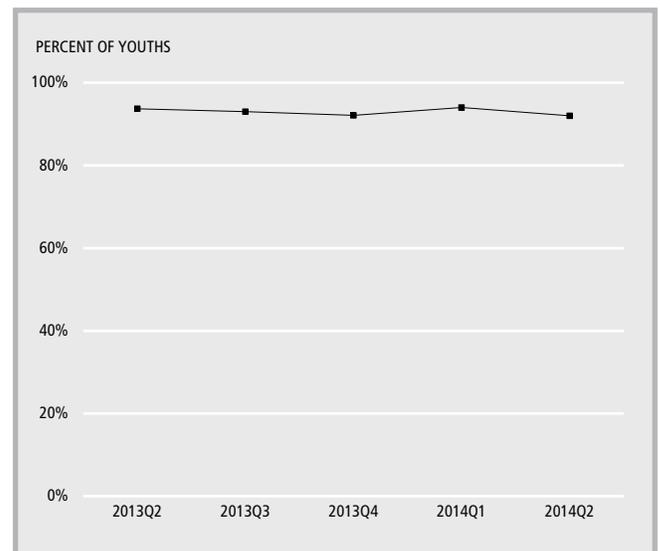
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while under case management supervision. Overall, an average of 93.0% of youths avoided new charges. Percentages were quite stable across the five quarter reporting period, ranging from a low of 92.1% in the fourth quarter of 2013 (2013Q4) to a high of 94.0% in the first quarter of 2014 (2014Q1). Though not shown, percentages of youths free of felony-type charges while under case management supervision were much higher. Overall, an average of 97.6% of youths avoided new felony charges.

The chart at bottom right shows the percentages of youths who avoided new felony- or misdemeanor-type charges in the 360 days following release from case management supervision. Overall, 51.8% of youths avoided receiving new felony- or misdemeanor-type charges in the year after leaving case management supervision. The lowest percentage was 49.8% in the third quarter of 2012 (2012Q3). The highest was 54.4% for the second quarter of 2012 (2012Q2). Though not shown, overall, 83.5% of youths avoided a new felony-type charge in the year after release from supervision.

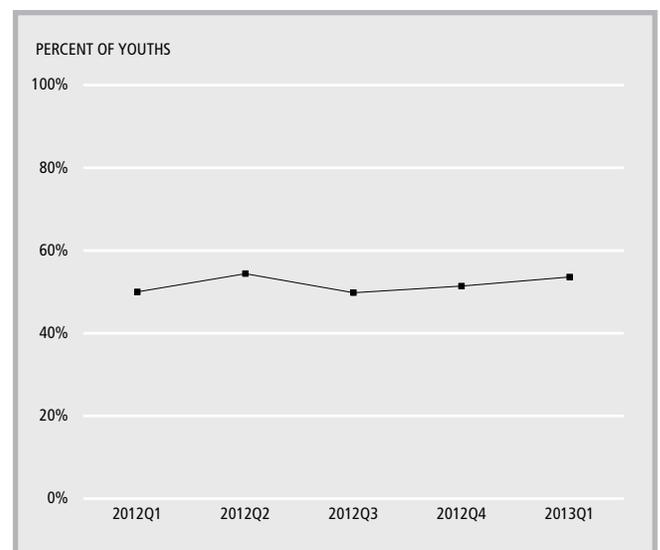
MONTHLY FACE-TO-FACE VISITS



FREE OF CHARGES DURING PROGRAM



FREE OF CHARGES AFTER PROGRAM



Observation and Assessment

Observation and assessment (O&A) is a 45-day residential program that provides comprehensive evaluation, treatment planning, and recommendations. Youths receive extensive psychological, behavioral, social, educational, and physical assessments to identify their needs for services. Evaluation results are interpreted within the framework of the Division’s Mission Statement and the principles of the BARJ Model (see “Who We Are, ...” page 7). Findings form the basis for recommendations made to the Juvenile Court and case management.

QUICK FACTS

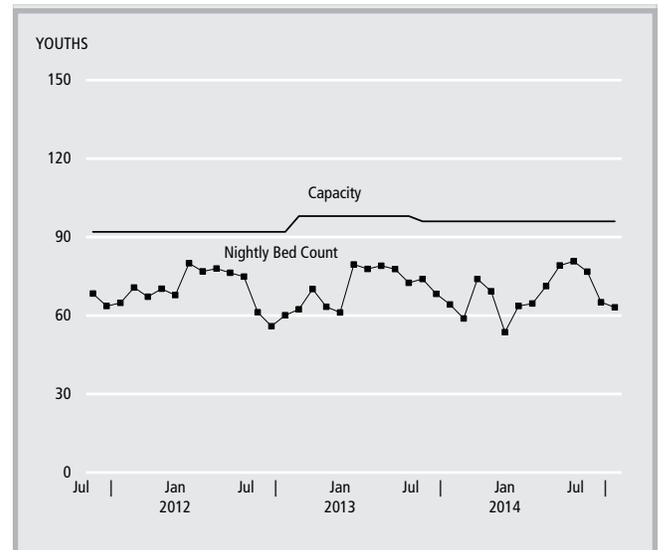
OBSERVATION AND ASSESSMENT

NUMBER OF PROGRAMS	
O&A FACILITIES	5
MULTIUSE FACILITIES	4
O&A BEDS	96
ADMISSIONS	603
DIFFERENT YOUTHS SERVED.....	648
AVERAGE NIGHTLY BED COUNT	68.5
AVERAGE LENGTH OF STAY	41.4 DAYS
DAILY COST PER BED	\$189.27

During FY 2014, the Office of Early Intervention Services 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 co-located with the Farmington Bay locked detention program. O&A services also were provided by the Office of Rural Programs through multiuse facilities in Blanding, Logan, Richfield, and Vernal.

O&A youths receive educational services through

AVERAGE NIGHTLY BED COUNT



Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 84). 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 shoveling snow for the elderly, helping with mailings for various community agencies, and making toys for underprivileged children. Projects such as these represent opportunities for youths to learn good work habits, find satisfaction in positive social activities, and acknowledge personal responsibility for the damage they have done.

The chart at top right represents statewide average nightly bed count of observation and assessment for each month from July 2011 (FY 2012) through September 2014 (FY 2015). Average nightly bed count each year fell slightly from 71.6 in FY 2012 to 68.4 in FY 2013 and 68.5 in FY 2014. Average length of stay per admission was 44.8 days in FY 2012, 43.3 days in FY 2013, and 41.4 days in FY 2014.



O&A youths participating in a Central Utah Youth Center work project.



Classroom at Salt Lake O&A.

Use of Observation and Assessment Centers During FY 2014.

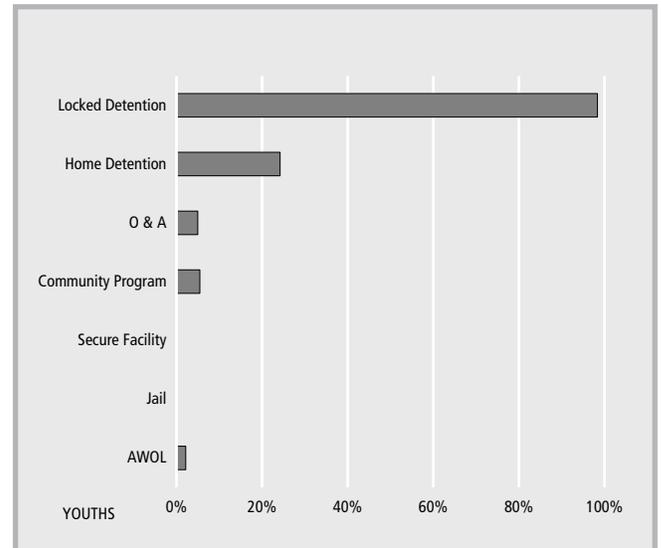
Facility	Capacity	Youths Served ¹	Admits	Nightly Bed Count	Nights Over Capacity ²	Length of Stay ³
OFFICE OF CORRECTIONAL FACILITIES						
FARMINGTON BAY YOUTH CENTER - O&A	16	126	113	13.7	0.0%	44.4
OFFICE OF COMMUNITY PROGRAMS						
OGDEN O&A	16	91	87	9.1	0.0%	38.0
SALT LAKE O&A	16	150	140	14.9	32.1%	38.9
SALT LAKE GIRLS O&A	8	53	49	5.7	0.0%	42.7
SPRINGVILLE O&A	16	108	92	10.8	0.0%	42.9
OFFICE OF RURAL PROGRAMS						
CACHE VALLEY YOUTH CENTER	6	36	33	3.8	9.9%	42.2
CANYONLANDS YOUTH CENTER	6	17	14	1.6	0.0%	42.1
CENTRAL UTAH YOUTH CENTER	6	51	44	5.0	27.4%	41.7
SPLIT MOUNTAIN YOUTH CENTER	6	34	31	3.7	5.8%	44.1
TOTAL	96	648	603	68.5	-	41.4

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

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

³ "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.

PLACEMENT HISTORY



Nearly all youths admitted to O&A (98.3%) had previously been admitted to locked detention: 5.5% had previously been placed in an out-of-home, community residential program (Community Program); and over 24.2% 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: 53.4% had been on probation, 17.6% had been in the custody or under supervision of the Division of Child and Family Services, and 63.2% previously had one or both of these types of care.



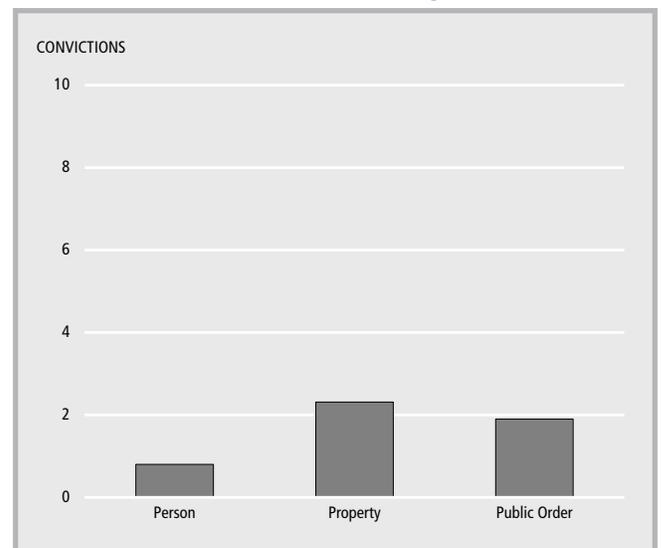
Split Mountain Youth Center O&A youths putting up flags at the Vernal Walking Park for Flag Day celebration.

Youths admitted to O&A during FY 2014 had an average of 5.0 felony- and misdemeanor-type convictions. Youths admitted to O&A in FY 2012 and FY 2013 had an average of 5.6 convictions.

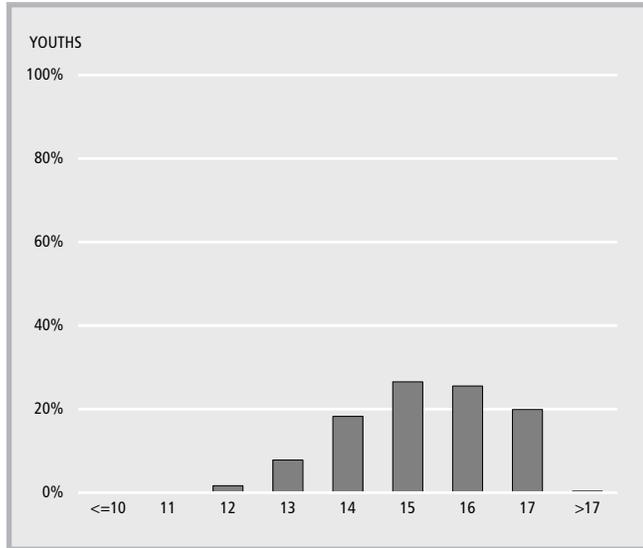
The great majority of prior convictions (84.0%) were for offenses against property or public order. Only 16.0% were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.5; 76.7% of them were between 10 and 14 years old at the time of their first delinquency.

DELINQUENCY HISTORY

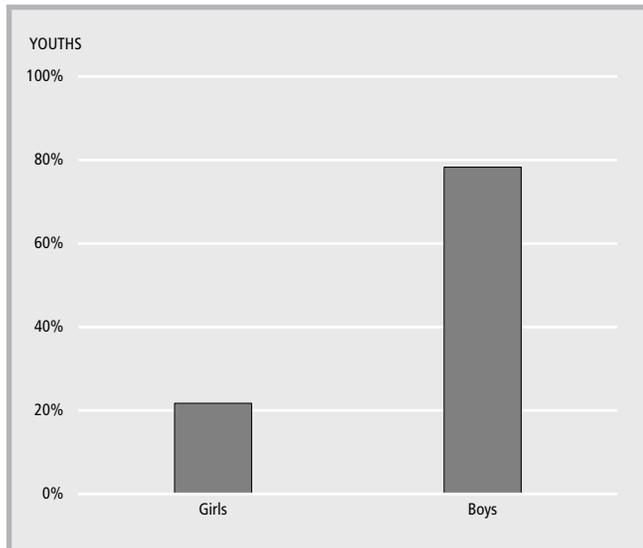


AGES



Youths admitted to O&A during FY 2014 ranged in age from 12 to over 17 years old. Average age was 15.8; 72.0% were between the ages of 15 and 17.

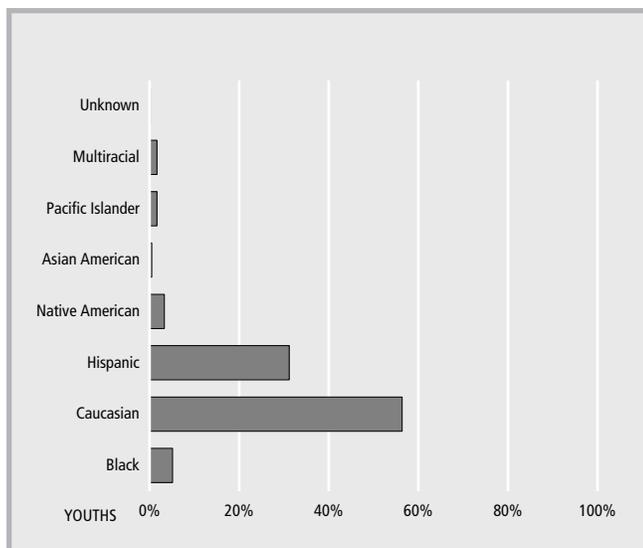
GENDER



Girls accounted for 21.7% of all admissions to O&A during FY 2014.

All O&A programs admitted girls during FY 2014. Girls in Salt Lake City were served in the eight bed Salt Lake Girls O&A program. Collectively, this program served 37.4% of the statewide number of girls admitted to O&A during FY 2014. Other programs provided variable numbers of beds on an "as needed basis."

RACE & ETHNICITY



Minorities were overrepresented in O&A. Collectively, they accounted for 43% of all admissions, though they only represent about 24.1% of Utah's youths.

Overrepresentation was most extreme for Black youths who were admitted 3.9 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 3.0 times more frequently; and Hispanics were admitted 1.9 times more frequently.

10-Year Trends (FY 2005 - FY 2014)

Demographics

- Nightly Bed Count.** The yearly average number of youths in O&A each night trended downward across the 10-year period (see chart at top right). The high was 76.1 in FY 2005; the low was 68.5 in FY 2014. Average counts dropped by 10.1 between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.9% over that same time.
- Age.** Yearly average age of youths admitted to O&A programs was stable across the period. Average ages ranged between 15.8 and 16.0.
- Gender.** Relative numbers of girls admitted to O&A each year trended downward across the period. The high for the period was 32.1% in FY 2005; the low was 20.6% in FY 2010. Relative numbers of girls dropped by 29.7% between the first and last years of the period.
- Race & Ethnicity.** The relative number of minority youths admitted to O&A trended upward across the period. The low for the period was 31.1% in FY 2006; the high was 46.9% in FY 2011. The percentage of minority youths admitted increased by 31.4% between the first and last years of the period. Minority youths accounted for 24.1% of Utah's 10-17 year old youths in 2014.

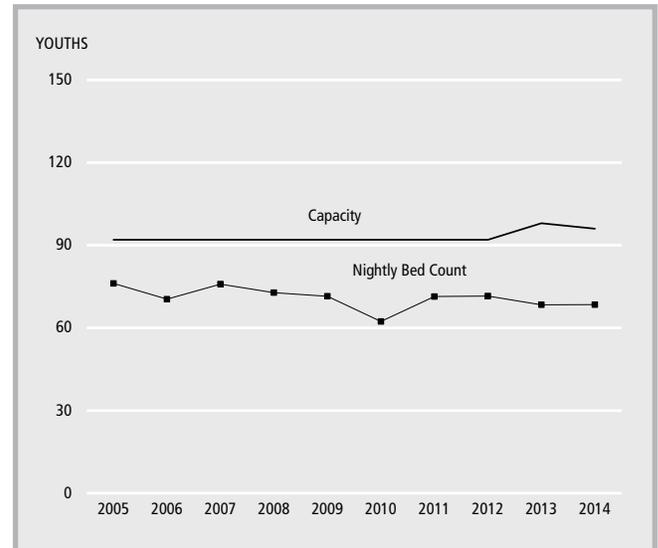
Budget

- Expenditures.** O&A expenditures trended upward over the period (see chart at center right). Expenditures increased by 15.9% between the first and last years of the period. The Division's overall expenditures declined by 3.7% over that same period.

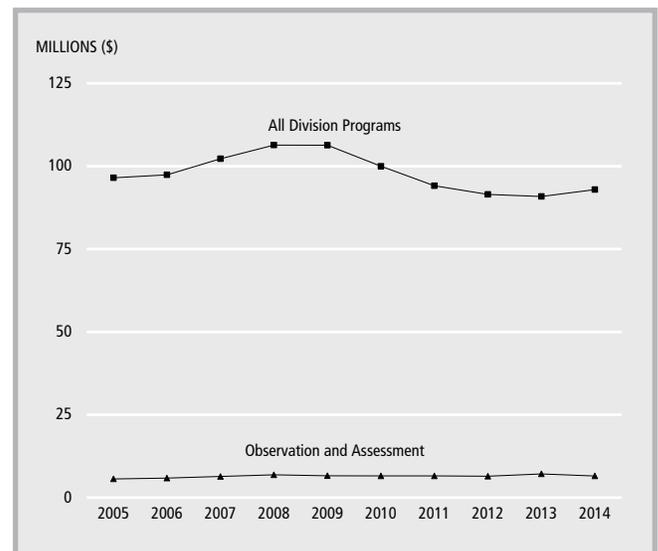
Delinquency

- Overall offenses.** Yearly average number of felony- and misdemeanor-type convictions at the time of admission were relatively stable for most of the 10-year period (see chart at bottom right). Numbers ranged between 5.6 and 6.0 for the each of the first 9 years of the period before dropping to 5.0 in the final year.

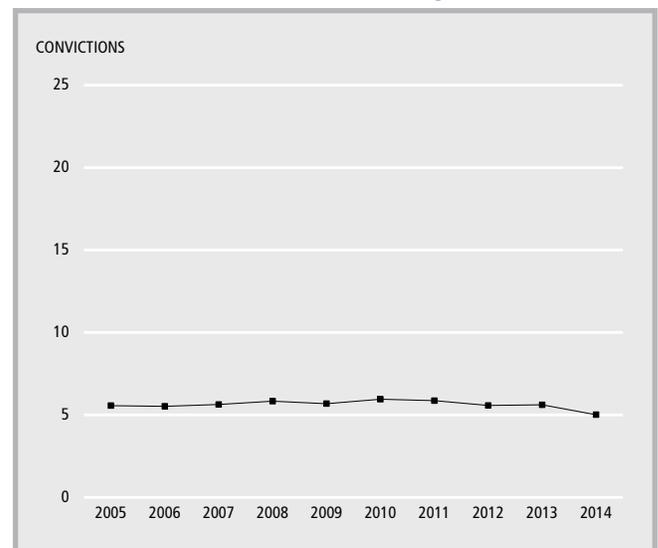
AVERAGE NIGHTLY BED COUNT



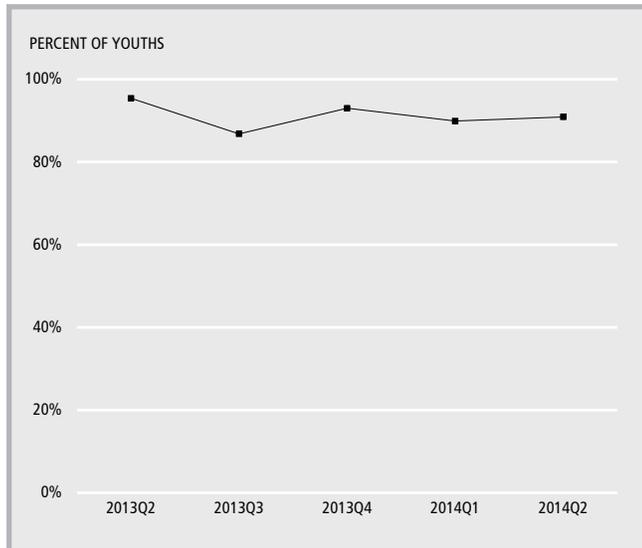
BUDGET



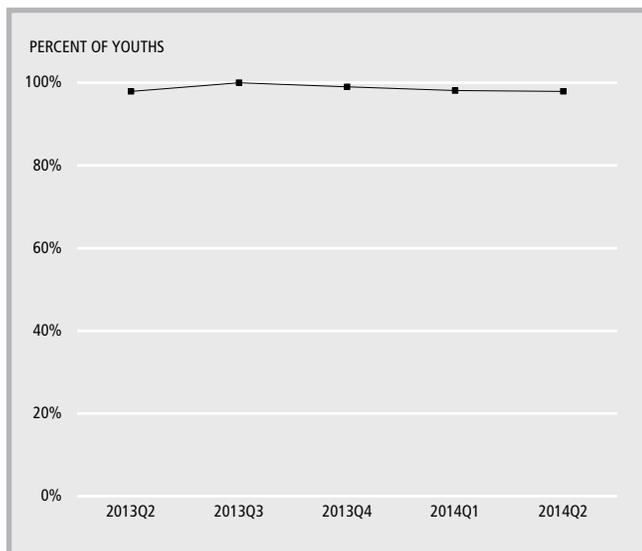
DELINQUENCY HISTORY



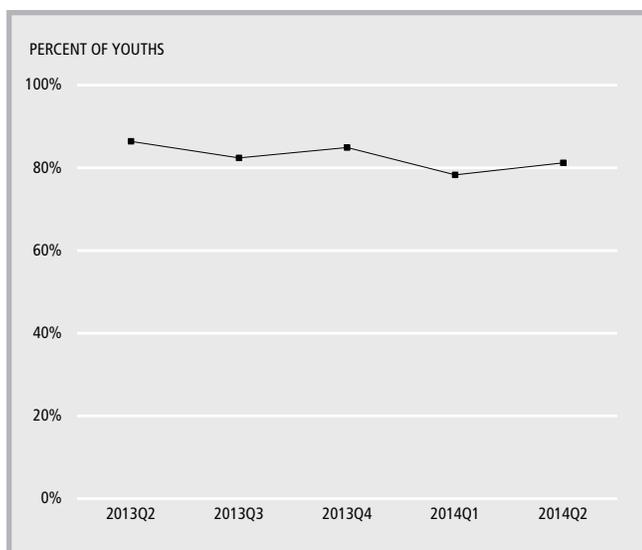
O&A RECOMMENDATIONS



FREE OF CHARGES DURING PROGRAM



FREE OF CHARGES AFTER PROGRAM



Performance Measures

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

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

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at top left represents the percentages of youths whose O&A recommendation was accepted by the Juvenile Court. Overall, 91.2% of O&A recommendations matched the Court decision during the the five quarters from April 2013 through June 2014. Percentages ranged from a low of 86.8% in the third quarter of 2013 (2013Q3) to a high of 95.4% in the second quarter of 2013 (2013Q2).

The chart at center left identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, 98.6% of youths remained free of charges. Values ranged from a low of 97.9% in the first and last quarters of the period (2013Q2 and 2014Q2) to a high of 100.0% in the third quarter of 2013 (2013Q3). Though not shown, a much higher percentage of youths (99.6%) remained free of felony-type charges while enrolled in the program.

The chart at bottom left shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from O&A. The overall rate for the five-quarter reporting period was 82.6%. Rates ranged from a low of 78.3% in the first quarter of 2014 (2014Q1) to a high of 86.4% in the second quarter of 2013 (2013Q2). Though not shown, a much higher percentage of youths (95.2%) avoided a new felony-type charge.

Community Programs

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

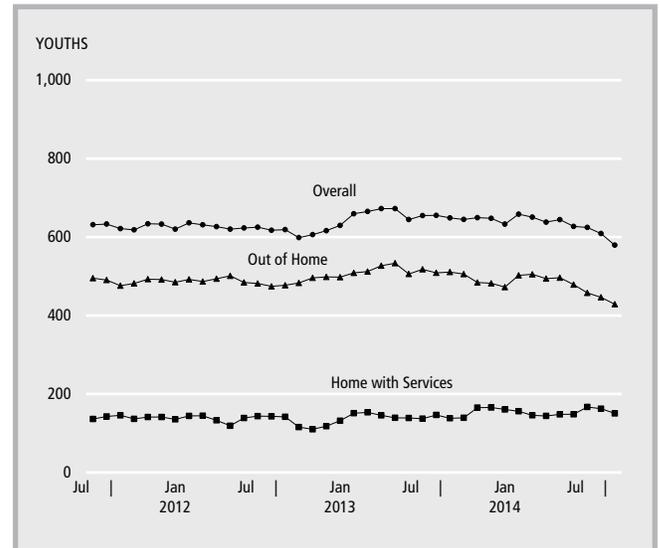
QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA	STATEWIDE
NUMBER OF PROVIDERS	
NONRESIDENTIAL SERVICES	67
RESIDENTIAL SERVICES	67
TOTAL CAPACITY	OPEN ENDED
RANGE OF COSTS	
NON-RESIDENTIAL SERVICES	\$5-\$150/HR
RESIDENTIAL SERVICES	\$49-\$350/DAY
NEW COMMITMENTS	
COMMUNITY PLACEMENT	487
PAROLE	94
DIFFERENT YOUTHS SERVED.....	1,379
AVERAGE NIGHTLY COUNT	646.1

Nonresidential services include psychiatric evaluation, family counseling, tracking, and vocational training. They are used to augment residential services and provide support for youths who have returned home.

Residential services range from highly structured group homes with 24-hour per day supervision to proctor programs that place individual youths in the home of an individual family. Collectively, these services provide a continuum of resources that match the varied needs

AVERAGE NIGHTLY COUNT



of the Division's clients for supervision. The chart at the bottom of the next page identifies several frequently used types of residential programs. Placements are described according to the level of structure and supervision they provide and the general needs of the youths they serve. All community programs have the general goal of helping youths develop the skills and attitudes necessary to allow them to be safely returned to the community.

The majority of community-based services 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's transition services (see "Organizational Structure," page 21) are important non-residential services provided to support youths leaving the highly structured environment of secure facilities.

The chart at top right represents the average numbers of youths in Division community placements for each month from July of 2011 (FY 2012) through September of 2014 (FY 2015). The chart shows nightly counts both for youths at "home with services" and for youths in "out-of-home" community placements. Average count of youths in out-of-home placements rose slightly from 489.3 in FY 2012 to 499.6 in FY 2013 then fell to 496.6 in FY 2014. Average count of youths at home receiving non-residential services was 138.2 in FY 2012, 136.0 in FY 2013, and 149.5 in FY 2014. The overall number of different youths served was 1,395 in FY 2012, 1,383 in FY 2013, and 1,379 in FY 2014.

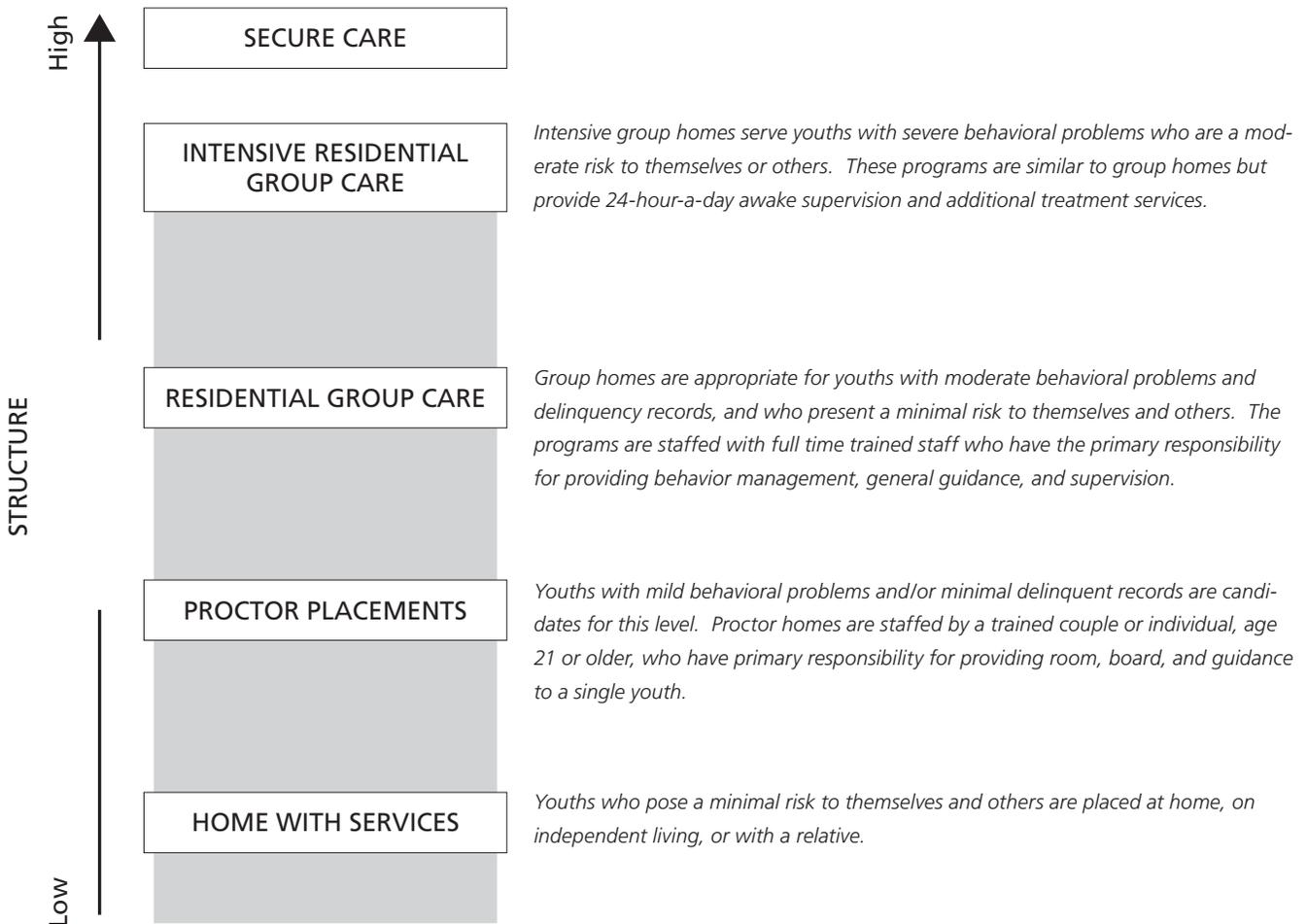


The Impact Ranch Group Home.

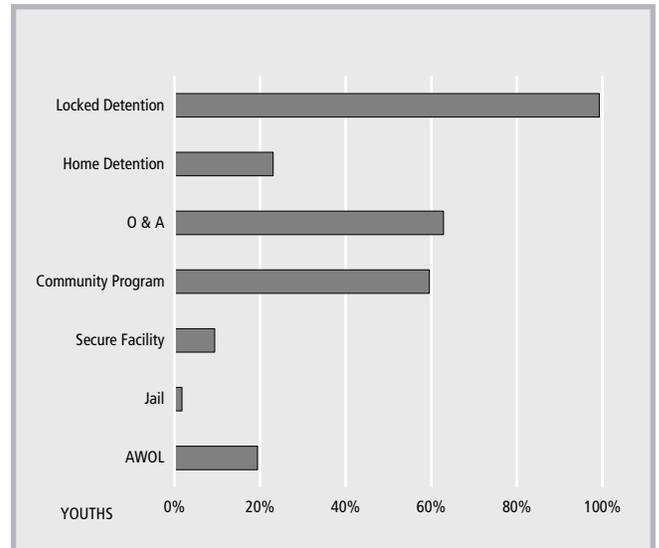


Common area of Compass Academy Group Home..

CONTINUUM OF RESIDENTIAL CARE



PLACEMENT HISTORY



Youths placed in community programs during FY 2014 had previously received a wide range of services: nearly all (99.2%) had a history of placement in locked detention; 59.6% had previously been placed in an out-of-home community program (Community Program); 62.9% had been placed in observation and assessment (O&A); and 9.4% had been in a secure facility.

Though not shown on the chart, most of these youths also had received services from other juvenile justice agencies: 72.0% had been on probation, 21.1% had been in the custody or supervision of the Division of Child and Family Services, and 78.3% previously had one or both of these types of care.



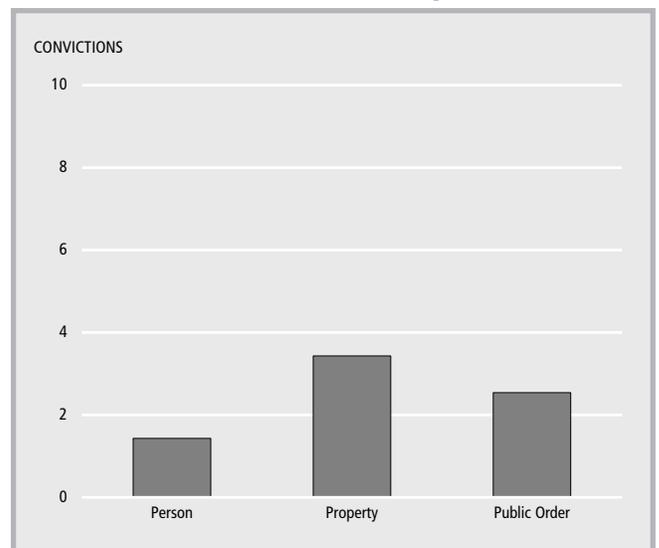
Girls from the New Vision Group Home on a wilderness trek.

Youths admitted to community programs during FY 2014 had an average of 7.4 felony- and misdemeanor-type convictions. This is a small drop from averages of 7.9 in FY 2012 and FY 2013.

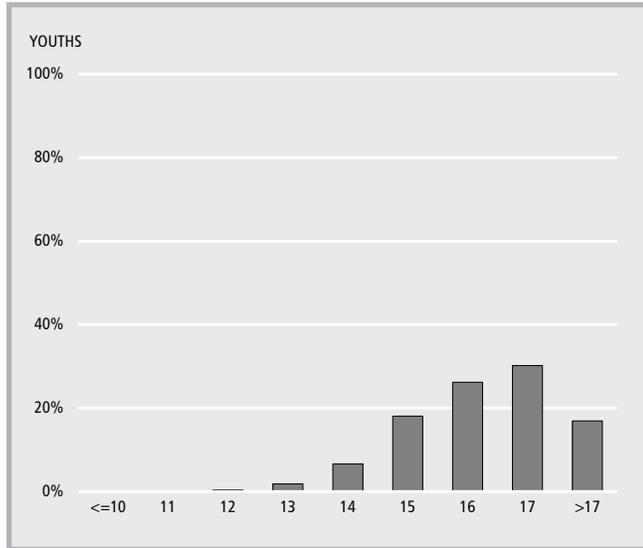
The great majority of prior offenses (80.6%) were offenses against property or public order. Offenses against people represented only 19.4% of offenses in the youths' histories.

Though not shown on the chart, these youths were first found to be delinquent at an average age of 13.2; and, 82.3% were between 10 and 14 years old at the time of their first delinquency.

DELINQUENCY HISTORY

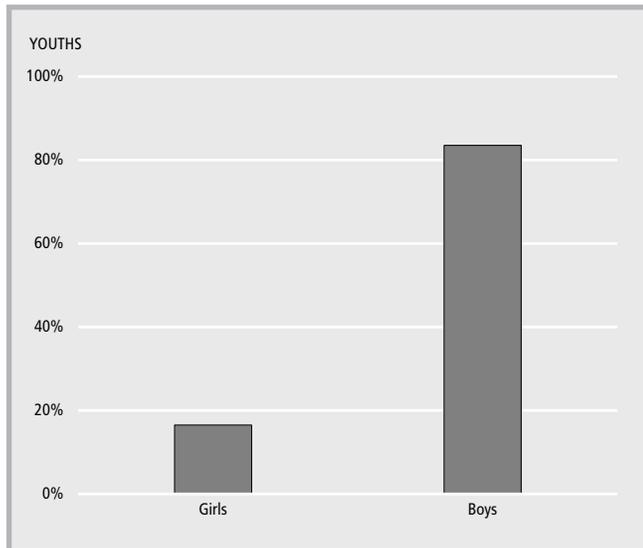


AGES



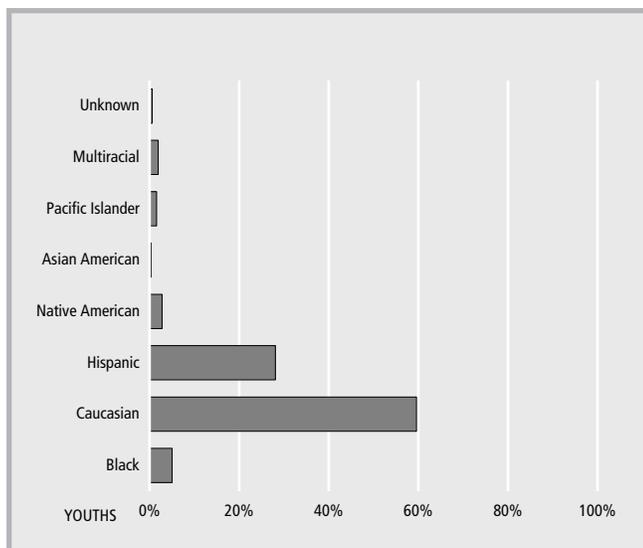
Youths admitted to community programs during FY 2014 ranged in age from 12 to over 17 years old. Average age was 16.8; 74.4% were between 15 and 17 years old.

GENDER



Girls accounted for 16.5% of all admissions to community programs during FY 2014.

RACE & ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for 40% of all admissions, though they only represent about 24.1% of Utah's youths.

Overrepresentation was most extreme for Black youths who were admitted 3.8 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 2.5 times more frequently; and Hispanics were represented 1.7 times more frequently.

10-Year Trends (FY 2005 - FY 2014)

Demographics

- **Nightly Bed Count.** The yearly average number of youths receiving community services each night trended downward across the 10-year period (see chart at top right). The high was 783.9 in FY 2005; the low was 627.4 in FY 2012. The yearly average dropped by 17.6% between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.9% over that same time.
- **Age.** Average age of youths admitted to community programs was stable across the period. Average age was between 16.8 and 17.0 each year.
- **Gender.** Relative number of girls admitted to community programs trended downward across the period. The high for the period was 19.5% in FY 2005; the low was 12.9% in FY 2012. Relative numbers of girls dropped by 15.6% between the first and last years of the period.
- **Race & Ethnicity.** The relative number of minority youths admitted to community programs trended upward across the period. The lowest proportion was 34.0% in FY 2005; the highest was 42.5% in FY 2011. Between the first and last years of the period there was an increase of 31.4%. Minority youths account for about 24.1% of Utah's 10-17 year old youths.

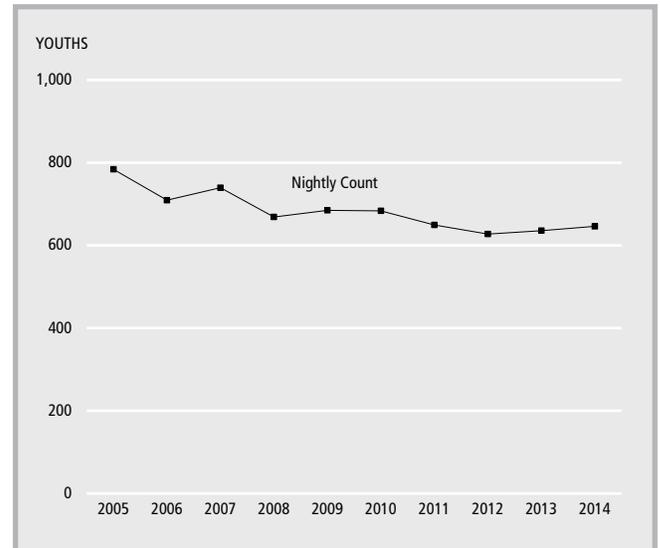
Budget

- **Expenditures.** Community program expenditures declined by 31.8% across the period (see chart at center right). In part, this was the result of changes in Medicaid billing requirements over the past 6 years (see "Budget," page 15). Over the same period, the Division's overall expenditures declined by 3.7%.

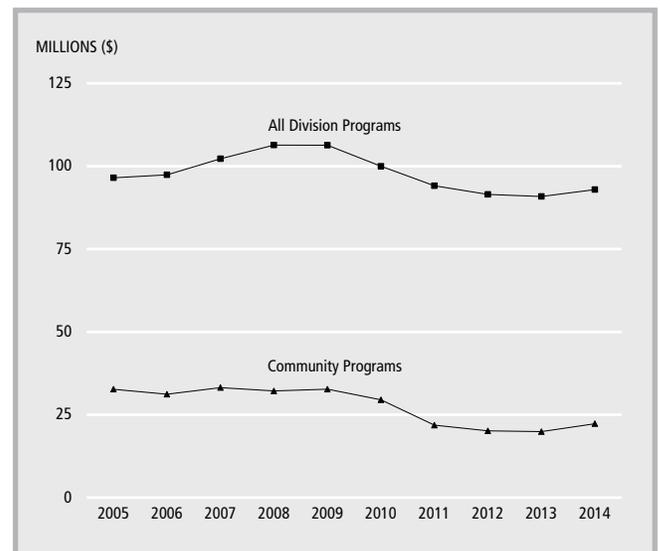
Delinquency History

- **Overall offenses.** Yearly average number of felony- and misdemeanor-type convictions at the time of admission trended downward across the period (see chart at bottom right). The high was 9.5 in FY 2006; the low was 7.4 in FY 2014. Between the first and last years of the period there was a decrease of 18.6%.

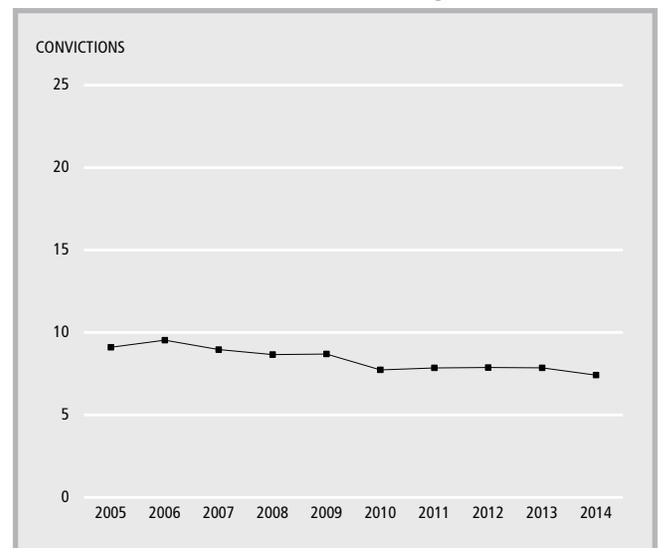
AVERAGE NIGHTLY BED COUNT



BUDGET



DELINQUENCY HISTORY



Secure Facilities

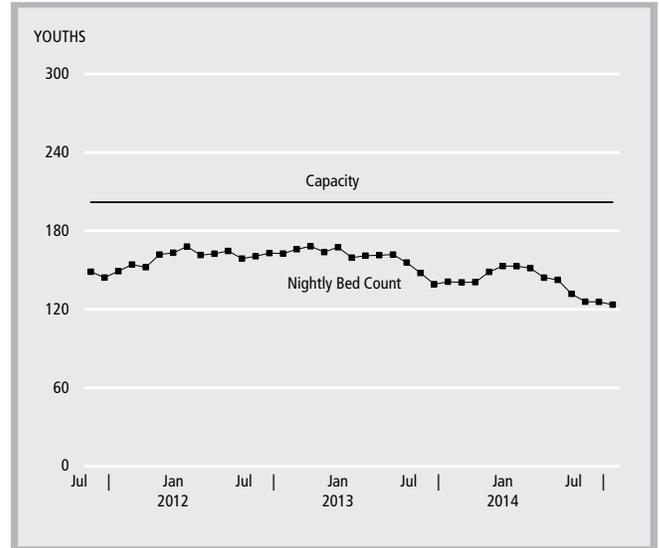
Secure care facilities provide long-term confinement for the most serious youth offenders. Youths are committed to secure care for an indeterminate period by order of the Juvenile Court. After commitment, legal oversight passes to the Youth Parole Authority (see “Youth Parole Authority,” page 75). The Authority (1) sets conditions of placement; (2) determines requirements for release, including guidelines for length of stay; (3) conducts regular progress reviews; (4) grants permission for short-term “trial placements” back into the community near the end of secure placement; and (5) authorizes termination of custody for youths who complete programming.

QUICK FACTS SECURE FACILITIES

NUMBER OF PROGRAMS.....	5
BEDS (10 FEMALE, 192 MALE).....	202
NEW COMMITMENTS.....	126
DIFFERENT YOUTHS SERVED.....	292
AVERAGE NIGHTLY BED COUNT	144.5
AVERAGE STAY (PER ADMISSION).....	9.4 MO
DAILY COST PER BED	\$215.55

The overall goal of secure care is the successful reintegration of youths in the community. Case managers work with facility and transition workers to provide quality treatment grounded in evidence-based principles. Youths are given the opportunity to change their lives by developing skills to address the social, educational, and other criminogenic factors identified as contributing to their delinquency. Programming is organized within the framework of the Division’s Mission Statement and the principles of the BARJ Model (see “Who We Are, ..,” page 8). Youths are engaged in cognitive-behavioral programming that develops internal self-monitoring skills, a sense of responsibility, and positive alternatives to verbal and physical aggression. Specialized programming also is available for girls, youths with substance problems, and youths who have offended sexually. Youths may participate in work projects for wages that

AVERAGE NIGHTLY BED COUNT



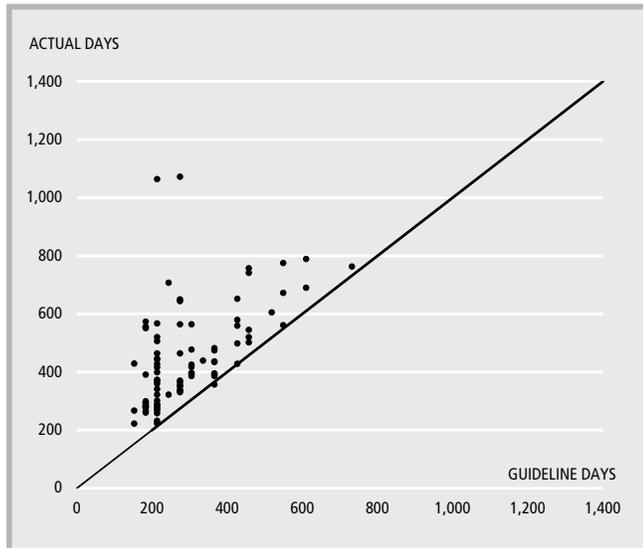
are used to pay restitution to their victims. All youths also are required to attend school or participate in a vocational program. Educational services are provided through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 86). YIC teachers hold classes on weekdays in the facilities.

The chart at top right represents the statewide average nightly bed count in secure facilities for each month between July of 2011 (FY 2012) through September of 2014 (FY 2015). The capacity line identifies the number of available secure beds during the same period. Yearly average nightly count increased from 157.5 in FY 2012 to 162.6 FY 2013 then dropped to 144.6 in FY 2014.

It should be noted that attempts are made to keep 10% of beds open in the interest of safety. Open beds allow rapid placement back to the facility when youths who have been placed on trial placement are returned to the facility. This sometimes happens because youths struggle with adhering to their transition plan because of substance abuse relapse, tension with families, and problems with employment or school. The strategy also provides flexibility for managing diverse populations. Youths entering secure facilities are classified according to risk and, when there are open beds, youths at high risk can more easily be housed in ways to minimize problems and protect youths, staff, and the community.

As mentioned above, the Youth Parole Authority assigns a guideline for length of stay to each youth committed to secure care. Guidelines are based on the youth's delinquency history and the seriousness of

GUIDELINE VERSUS SECURE STAY



Volunteer Speaker from Hawk Watch International at Decker Lake.

the offenses that led to commitment. They typically range between 6 and 24 months. The chart at top left compares actual lengths of stay in secure confinement with the lengths for 92 youths paroled from secure care during FY 2010. “Actual Days” includes time in a secure placement (secure facility and/or locked detention), but excludes time in the community on trial placement.

“Guideline Days” represents the guideline established by the Youth Parole Authority. The diagonal line identifies Guidelines that equal Actual Days of Care. A marker above the line indicates a stay longer than guideline.. Nearly all stays were as long or longer than guidelines. Overall average guideline was 9.5 months; average time in secure confinement was 13.4 months.

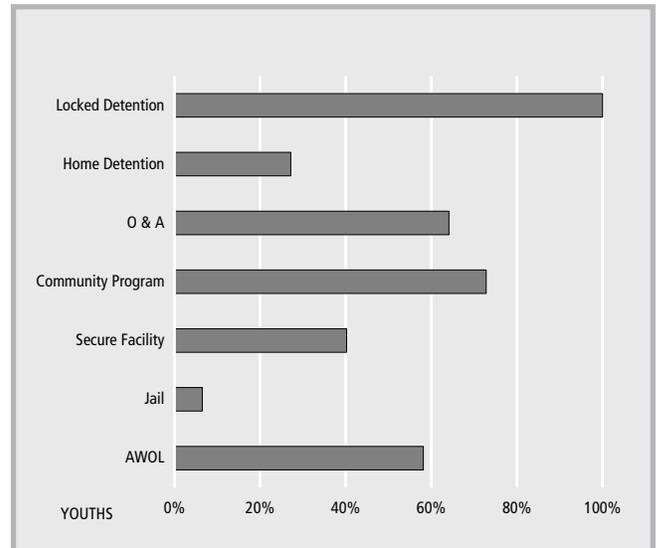
Use of Secure Care Facilities During FY 2014.

Facility	Capacity	Youths Served ¹	Admits	Nightly Bed Count	Nights Over Capacity	Mean Length of Stay ²
OFFICE OF CORRECTIONAL FACILITIES						
MILL CREEK YOUTH CENTER	84	111	69	54.0	0.0%	285.9
WASATCH YOUTH CENTER	46	57	24	29.9	0.0%	454.1
DECKER LAKE YOUTH CENTER	30	62	47	28.4	30.4%	220.9
SLATE CANYON YOUTH CENTER	32	52	35	22.8	0.0%	237.7
OFFICE OF RURAL PROGRAMS						
SOUTHWEST UTAH YOUTH CENTER	10	20	9	9.4	0.0%	380.9
TOTAL	202	292	184	144.5	-	286.7

¹ “Youths Served” is an unduplicated count per facility. “TOTAL” of “Youths Served” is an unduplicated count for the entire system.

² “Length of Stay” estimated using Stock / Flow Ratio: $\frac{([\text{Nightly Bed Count}] / [\text{Admits}]) * ([\text{Days per Fiscal Year}])}{[\text{Admits}]}$; 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.

PLACEMENT HISTORY



Youths placed in secure care had extensive histories of interventions and placements in Division programs. All (100.0%) had been placed in locked detention; 64.1% had been placed in observation and assessment (O&A); and 72.8% had been placed in a community residential program (Community Program). Further, 58.2% had previously been AWOL from one or more Division placements.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: 73.9% had been on probation supervision, 24.5% had been in the custody or under supervision of the Division of Child and Family Services, and 79.9% previously had one or both of these types of care.

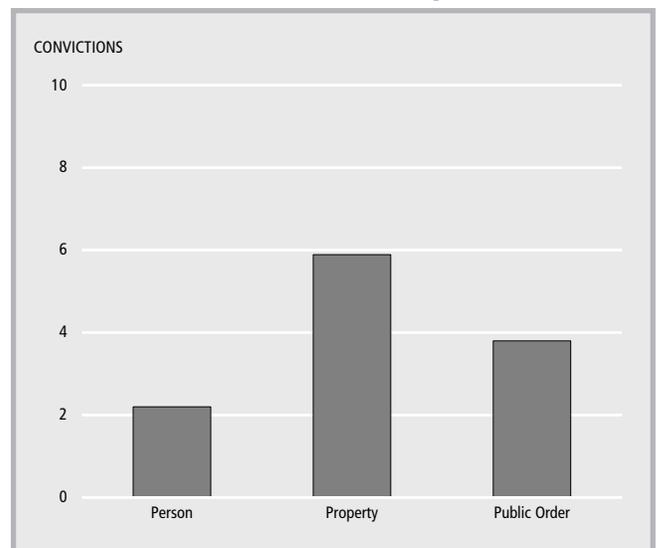


High school graduation ceremony at Mill Creek Youth Center.

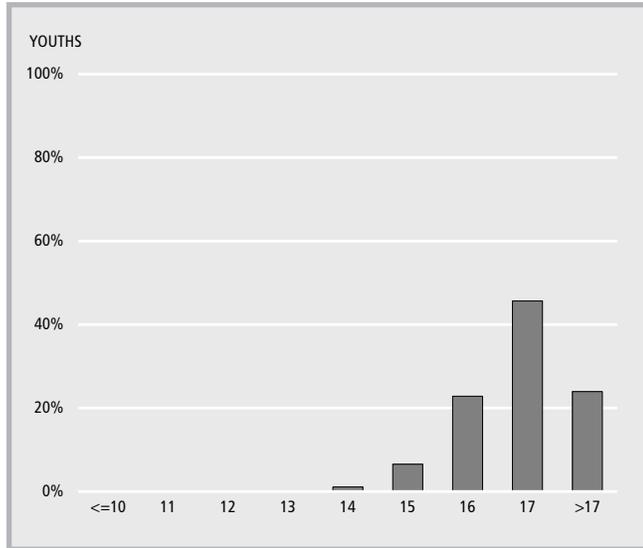
Youths admitted to secure care had an average of 11.9 felony- and misdemeanor-type convictions. This is a substantial increase from 10.0 in FY 2012 and 10.8 in FY 2013. The great majority of these (81.4%) were offenses against property or public order. Only 18.6% of prior offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.9; 78.8% of them were between 10 and 14 at the time of their first delinquency.

DELINQUENCY HISTORY

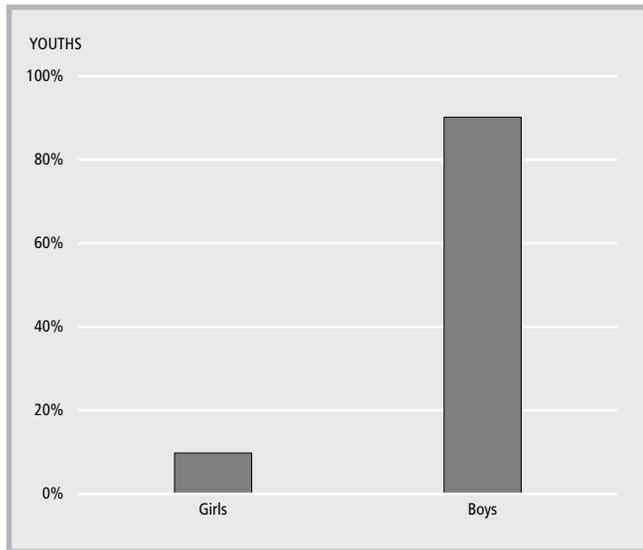


AGES



Youths admitted to secure facilities during FY 2014 ranged in age from 14 to over 17 years old. Average age was 17.4; 75.0% were between 15 and 17 years old.

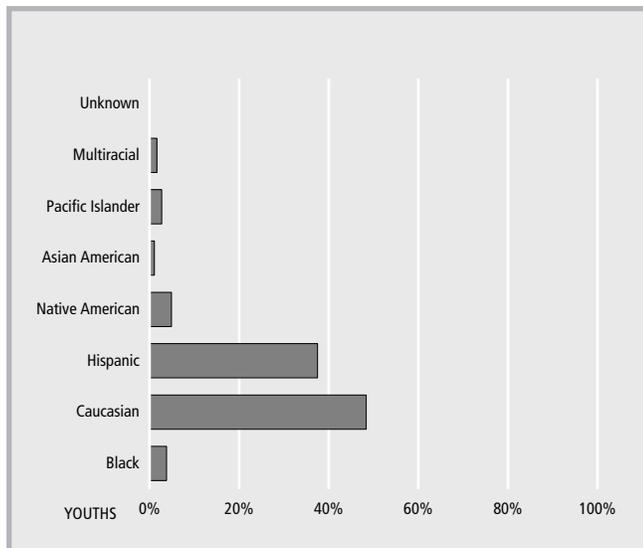
GENDER



Girls accounted for 9.8% of all admissions to secure facilities during FY 2014.

All girls admitted to secure care reside at the Mill Creek Youth Center in a ten-bed unit dedicated to girls.

RACE & ETHNICITY



Minorities were overrepresented in secure care placements. Collectively, they accounted for 51.6% of all admissions to secure care, though they represent 24.1% of Utah's youths.

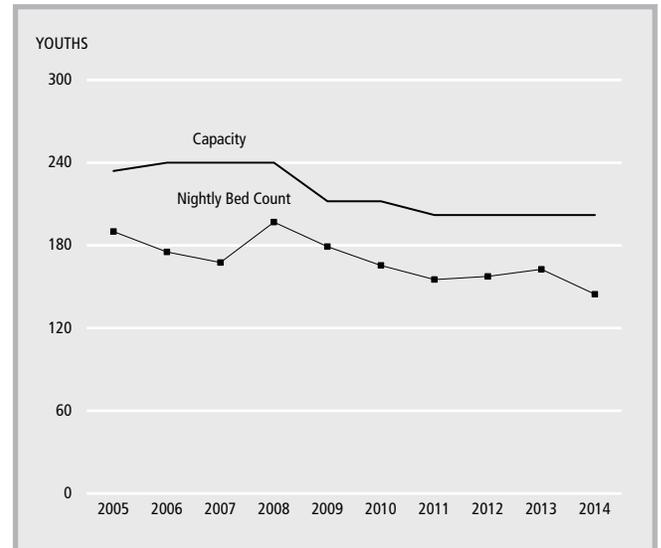
Overrepresentation was most extreme for Native American youths who were admitted 4.4 times more frequently than would be expected from their proportion in the population at large; Black youths were admitted 2.9 times more frequently; and Hispanics were admitted 2.3 times more frequently.

AVERAGE NIGHTLY BED COUNT

10-Year Trends (FY 2005 - FY 2014)

Demographics

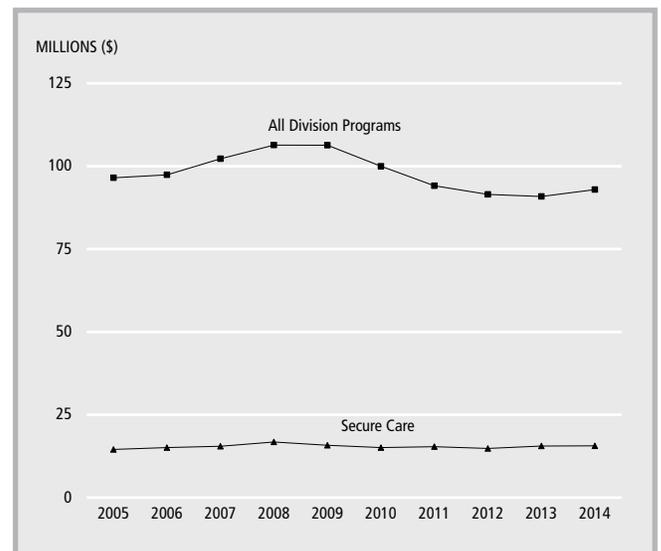
- **Nightly Bed Count.** The yearly average number of youths in secure care each night fell across the 10-year period (see chart at top right). The high was 196.9 in FY 2008; the low was 144.5 in FY 2014. The yearly average dropped by 23.9% between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.9% over the same time.
- **Age.** The average age of youths admitted to secure care was stable across the period. Average age was between 17.1 and 17.4 each year.
- **Gender.** Relative numbers of girls admitted to secure care dropped over the period. The high for the period was 13.1% in FY 2007; the low was 8.2% in FY 2012. Relative numbers of girls dropped by 23.6% between the first and last years of the period.
- **Race & Ethnicity.** The relative number of minority youths admitted to secure facilities trended upward across the period. The lowest proportion was 41.7% in FY 2005; the highest 59.3% in FY 2010. Between the first and last years of the period there was an increase of 23.8%. Minority youths account for about 24.1% of Utah's 10-17 year old youths.



BUDGET

Budget

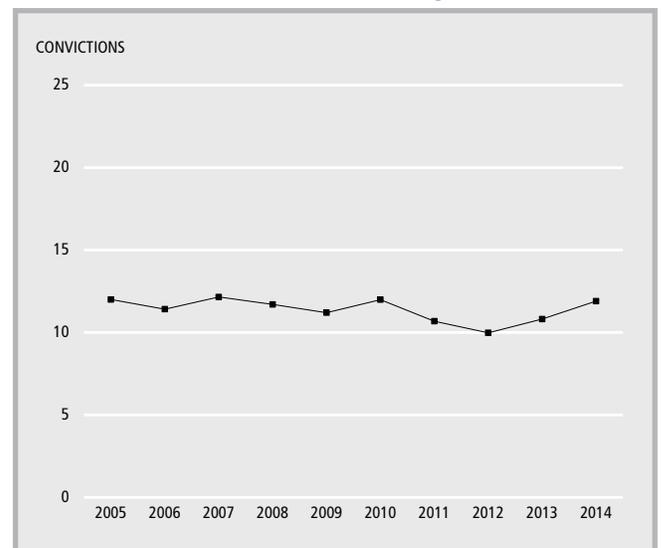
- **Expenditures.** Secure facility expenditures trended upward over the period (see chart at center right). Between the first and last years of the period there was an increase of 7.5%. Over the same period, the Division's overall expenditures declined by 3.7%.



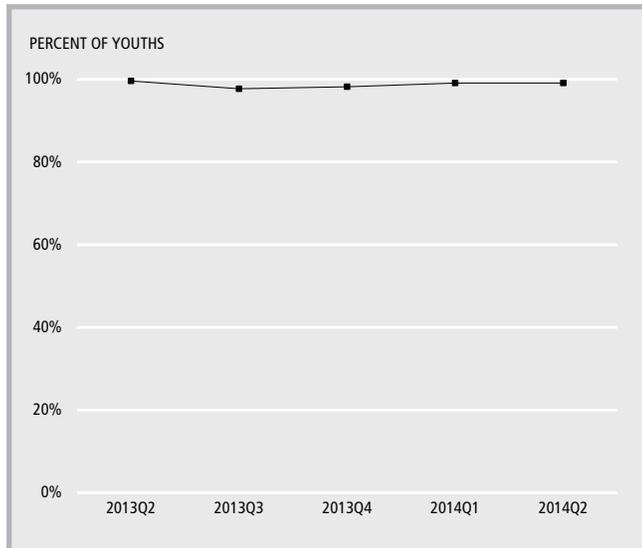
Delinquency

- **Overall offenses.** The yearly average total number of felony- and misdemeanor-type convictions at the time of admission varied from year to year, but ended about where it began (see chart at bottom right). Numbers were relatively stable over the first 6 years of the period, ranging between 11 and 12 convictions each year. Total convictions dropped to a low of 10.0 in FY 2012 and ended the period with a near high value of 11.9 in FY 2014.

DELINQUENCY HISTORY



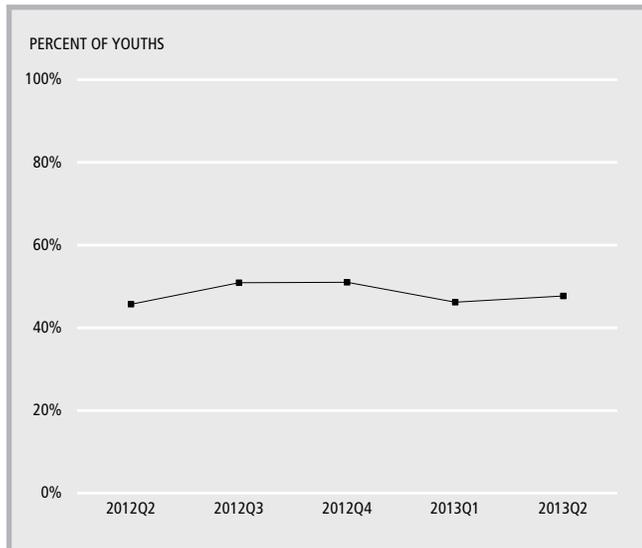
FREE OF CHARGES DURING PROGRAM



Performance Measures

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

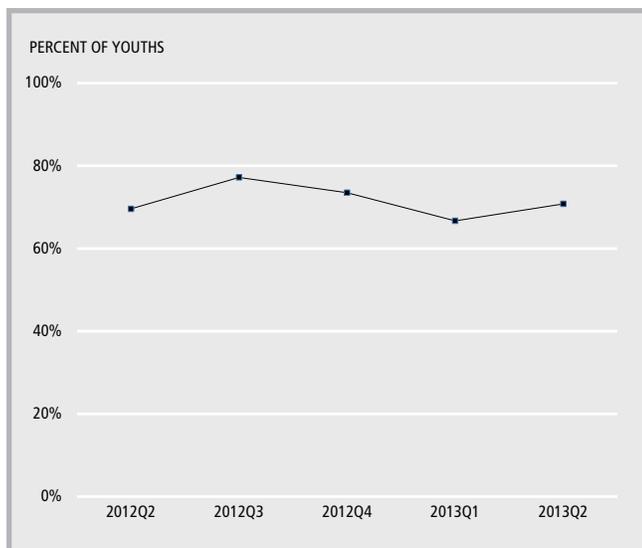
FREE OF CHARGES AFTER PROGRAM



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

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at top left represents the percentages of youths who were free from a new felony- or misdemeanor-type charge while enrolled in a secure facility. Overall, 98.7% of youths avoided a new charge. Percentages ranged from a low of 97.7% in the third quarter of 2013 (2013Q3) to a high of 99.6% in the second quarter of 2013 (2013Q2). Though not shown, overall, 99.4% of youths enrolled in a secure facility avoided receiving a new felony-type charge.

FREE OF FELONIES AFTER PROGRAM



The chart at center left identifies the percentages of youths who remained free of a new felony- or misdemeanor-type charge during the 360 days following release from a secure facility. Overall, an average of 46.1% of youths were free of new charge. Values ranged from a low of 45.7% in the second quarter of 2012 (2012Q2) to a high of 51.0% in the fourth quarter of 2012 (2012Q4).

The chart at bottom left identifies the percentages of youths who were free of a new felony-type charge during the 360 days following release from a secure facility. Overall, 71.6% avoided a new felony charge. Values ranged from a low of 66.7% in the first quarter of 2013 (2013Q1) to a high of 77.2% in the third quarter of 2012 (2012Q3).

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

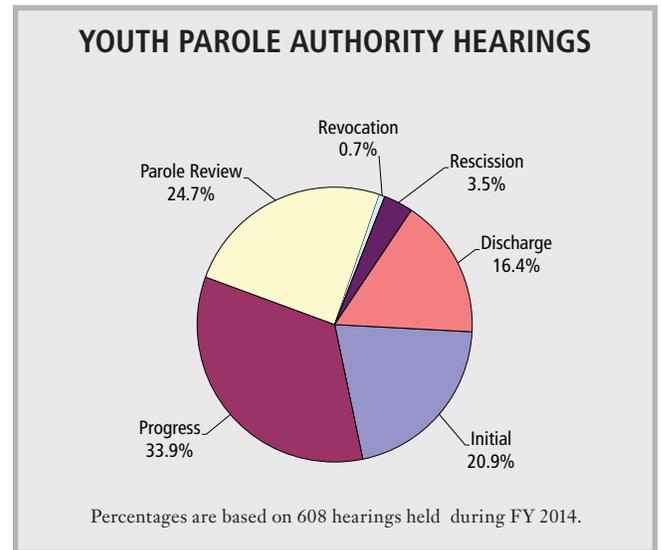
ALVIN EMERY, CHAIR.....	SANDY
LYNN STEWART, VICE CHAIR	MIDVALE
SHARLENE CHRISTENSEN	OREM
MYRON BENSON	NEWTON
JEAN BOYACK	SALT LAKE CITY
DAVID CARON	SPRINGVILLE
FERRIS GROLL	PROVIDENCE
MARGARET JACKSON	LAYTON
RAY TERRY.....	RICHFIELD
ATHELIA WOOLLEY	HOLLADAY

MEMBERS PRO TEMPORE

JAMES SMITH.....	HOLLADAY
RICK WESTMORELAND.....	OGDEN
VACANT	
VACANT	
VACANT	

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

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



right identifies the types of hearings and the percentage held for each during FY 2014. Overall, the Authority held 608 hearings during the year, a decrease from the 670 held during FY 2013.

Within 90 days of commitment, an “Initial Hearing” is held to establish a length of stay guideline for the youth and set requirements for confinement. Guidelines are set at a minimum of 6 months, but may be longer based on the youth’s delinquency history and the type of offenses leading to the commitment. Every 6 months thereafter, and more often if appropriate, “Progress Hearings” are held to determine whether standards for confinement are being met. A youth meeting confinement standards is eligible for a “Parole Hearing.” At this point, a tentative parole release date is set. In addition, the youth typically is placed on a trial placement for up to 120 days outside the secure facility. During this time, the Youth Parole Authority may rescind the parole date and return the youth to a secure facility for violating the conditions of the trial placement. A youth who successfully completes trial 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 successfully completing 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

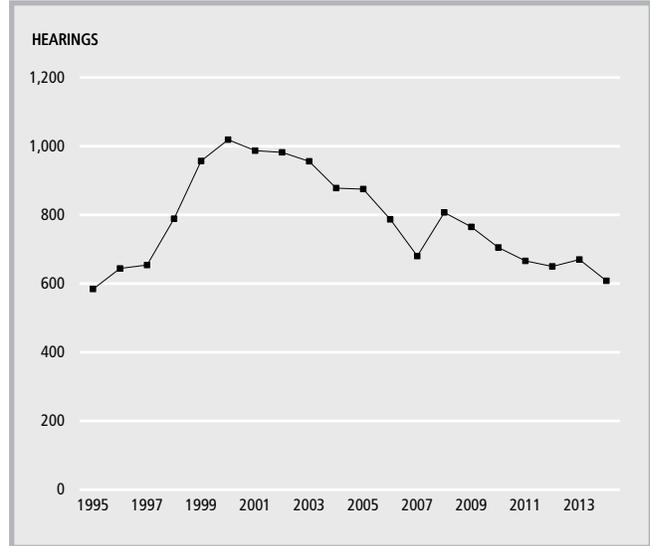
SERVICE AREA	STATEWIDE
MEMBERS	
FULL	10
PRO TEMPORE.....	5
ADMINISTRATIVE STAFF	4
NEW COMMITMENTS.....	126
BUDGET	\$356,100
NUMBER OF HEARINGS	608

As represented in the chart at top right, the Youth Parole Authority’s workload has grown over the last 20 years, increasing from 584 hearings in FY 1995 to 608 in FY 2014. However, between FY 2003 and FY 2014, the number of hearings has generally dropped. This drop parallels decreases in the numbers of youths in secure facilities over the same time period.

The Authority subscribes to the Division’s Mission Statement and the BARJ Model (see “Who We Are, ..” page 7). 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.

AUTHORITY HEARINGS FY 1995 to FY 2014



- Using the Authority’s judicial powers to issue warrants-of-retake and to order parole, rescission, revocation, and termination for youths in custody.
- Coordinating with the Juvenile Court to ensure that victim restitution is made.
- Appointing members to the Authority who represent sentiments and needs of local communities.

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

Division Bureaus

The Division has five separate Bureaus. During FY 2014, these groups were attached to the Division's State Administrative Office and were supervised by the Division's Director. Bureaus work with one another and the Division's four service delivery offices to enhance the delivery of services to youths in care. All five Bureaus are guided by the Division's Mission and its three primary goals to: (1) Improve short-term and long-term outcomes for our youths; (2) Support families in the rehabilitation process; and (3) Improve the safety, security and morale of JJS youths and employees (see "Division Mission and Goals," page 7).

Training Bureau

The Training Bureau directly provides and arranges training events that help staff develop the professionalism and skills necessary for proper care of youths in the Division's programs and facilities. Training Bureau staff includes a Director, four training specialists, and an administrative assistant.

During FY 2014, the Bureau supported 1,142 training sessions on mandatory topics and 296 in-service training events. Collectively these courses provided over 48,500 hours of individual training. Details of training held in FY 2014 are described in the table on the following page. Training was directly provided by a variety of groups including Bureau staff members, other Division employees, the Department of Human Services, state and national organizations, local colleges and universities, and private vendors.



Volunteer speaker from the Salt Lake Bees baseball team presenting to youths at Decker Lake Youth Center.



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

Mandatory Training. New, full-time employees are required to complete the Division's 40 hour, Basic Orientation Academy during their first year of employment. In FY 2014, two academies were held and 68 new employees trained. Following their first year of employment, employees who provide services to youths are required to complete 40 hours of in-service training each year. Other full- and part-time employees receive training that is appropriate to their duties.

Integrated Crisis Response (ICR). A major task for the Training Bureau is ensuring that all Division staff receive appropriate training on crisis management. ICR is the curriculum chosen to meet that requirement. The program was developed and is owned by Integrated Crisis Response LLC, a private corporation headquartered in Olympia Washington. Under the contract, the provider employs a "train the trainer" model to train a relatively small number of Division employees each year. Once trained, these individuals, go on to train other Division employees and serve as local experts for the process. The local trainers periodically receive additional training to ensure they retain necessary skills and understanding of ICR principles. During FY 2014, 28 employees received the "train the trainer" training in two separate events. All Division employees are required to receive ICR training. However, those who directly provide services to youths receive a more extensive version of the training than do staff members who hold administrative positions.

Volunteer Services. During FY 2014, the Bureau of Training assumed responsibility for all of the Division's volunteer services. The Bureau's trainers were assigned to support and coordinate the effort in different parts of the state. Trainers work closely with local volunteer coordinators to recruit and train community members to work with youths in the Division's care.

Volunteers are considered unpaid employees 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 and Division policies and procedures before working with the Division's clients.

Volunteers regularly tutor youths on a variety of topics to help them find satisfaction through everyday activities and help them become more productive citizens when they return to the community. Regular topics include money management, job skills, interviewing for jobs, dressing for success, communication, women's issues, stress management, and goal setting. During FY

2014, volunteers made over 23,200 visits to Division facilities and programs and contributed over 52,950 hours of service. At a rate of \$14.00 per hour, this represents a contribution of over \$741,000 to the Division.

The volunteer services effort also helps identify work projects within the community that can involve youths in Division care. Participation in such projects allows youths to give back to the community and demonstrate accountability for their actions. Projects also provide opportunities for youths to develop skills and knowledge that will increase the likelihood of their becoming law-abiding and productive citizens. During FY 2014, youths participating in work projects completed over 102,700 hours of community service and restitution. Based on minimum wage (\$7.25/hr), this represents a return to the community of over \$745,100.

Volunteer services also managed monetary donations to the Division. During FY 2014, community members made monetary and in-kind donations valued at over \$289,400.

MANDATORY TRAINING.

TRAINING EVENT	TYPICAL HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
Basic Academy	40	NONE	2	68	2,720
Blood Borne Pathogens	2	ANNUAL	100	923	1,756
Case Planning 1	12	AS NEEDED	2	29	348
Case Planning 2	12	AS NEEDED	2	43	516
Case Planning 3	12	AS NEEDED	2	30	360
Chapters / Legal Issues	2.5	AS NEEDED	1	2	4
Code of Ethics - Department	1	ANNUAL	200	1,310	1,310
Code of Ethics - Division	1	ANNUAL	197	983	983
CPR	2	2 YEARS	70	291	582
Crisis Intervention					
Initial - Direct Care Staff	40	NONE	14	141	5,640
Initial - Administrative Staff	16	NONE	2	3	48
Training of Trainers	80	NONE	2	21	1,680
Refresher	16	ANNUAL	58	592	9,472
Recertification	40	ANNUAL	0	0	0
Instructor Development	40	AS NEEDED	0	0	0
Cultural Competency	4	AS NEEDED	0	0	0
First Aid	2	2 YEARS	67	284	578
Legal Issues	4	AS NEEDED	0	0	0
Incident Reports	2	2 YEARS	36	683	1,366
Operational Manual	2	ANNUAL	145	857	1,714
Policy & Procedure	8	ANNUAL	162	861	6,888
Suicide Prevention	2	ANNUAL	76	872	1,744

Speaker's Bureau. The Training Bureau also administers the Division's Speakers Bureau. The Speakers Bureau arranges for Division staff members to present to groups in the community interested in learning more about Utah's juvenile justice system and the Division's programs. Presentations typically last an hour and may include a period for interaction with the audience. Speaker Bureau presentations can be arranged for groups anywhere in Utah.

Bureau of Research and Evaluation

The Bureau of Research and Evaluation was developed to promote closer working relationships between existing workgroups for Research, Quality Assurance (QA), and Quality Service Review (QSR).

Research. The Research workgroup includes a staff of two individuals. The function is particularly relevant to the Division's goal of improving short- and long-term outcomes for the youths it serves. Research has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's centralized juvenile justice database (see "Court & Agencies' Record Exchange (CARE)," page 83).

During FY 2014, Research also helped the Division meet a variety of other service, research, and information needs. On a daily basis, the group supplied Division staff with reports, answers to queries, technical support, and research. The Research workgroup also produced the Division's *Annual Report*. Members of the group served as staff to the Risk Assessment Committee, the Department of Human Services Institutional Review Board (IRB), the CARE User Group, and the Evidence Based Practice Committee. Further, the group assisted numerous researchers from local colleges and universities, other government agencies, and private individuals with information regarding Utah's juvenile justice system.

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

A major part of the QA unit's work involves monitoring contracts to determine whether providers are meeting the requirements of Division contracts for services. Typical requirements include (1) specific program requirements, (2) client wellness, (3) client objectives and program outcomes, (4) fiscal accountability, (5) standard terms and conditions, (6) federal assurances, and (7) Medicaid requirements. QA staff members determine compliance through a collaborative process of (1) reviewing documentation, (2) analyzing information, (3) developing reports, (4) considering specific issues, (5) troubleshooting, (6) conducting interviews with staff, parents, and youths, and (7) visiting program sites. During FY 2014, 198 contract audits were completed.

QA also has responsibility for monitoring programs and facilities directly operated by the Division. Evaluations assess program compliance with the Division's written standards, policies, and procedures. Auditors review personnel files, training records, program services, control logs, and other local documents to make their determinations. Recommendations are made for improving facility operations and programs. During FY 2014, 15 facility audits were completed.

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

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

confine youths charged with delinquent acts for up to 2 hours while arrangements are made to release them or transfer them to juvenile detention centers.

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

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

Administrative Services Bureau

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

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

- Financial planning to assess short term and long term financing needs for achieving Division goals.
- Preparation of the annual appropriation request (budget) for the Governor's Office and the Legislature. In this process, the Finance unit works with managers to incorporate ongoing and long-term program needs.
- Supervision of the business managers attached to each of the Division's four Program Offices. Business managers work with Finance in making recommendations for the annual budget and adjustments to current year spending priorities.
- Monitoring weekly and monthly indicators to as-

sess 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

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

Legislative Session

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

Post-Legislative Session

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

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

- Medicaid participates in paying for the mental

health and rehabilitation services provided to custody youths determined to be Medicaid eligible;

- Title IV-E Foster Care funding is received for eligible youths; and
- Other federal grant funds are received to enhance Division programs and processes.

Overall, the Division receives a 8 to 9 million dollar benefit from these three funding sources. It should be noted that Medicaid funds are not reflected in the Division's budget since Medicaid makes direct payments to service providers.

In FY 2014, the federal Revenue Unit assumed the role (from the Office of Recovery Services) of managing social security benefits for youths in Division custody by functioning as their representative payee. The transition has been successful.

In FY 2014, a major grant initiative that funded a pilot project to implement procedural justice principles in diversion programs neared completion. Preliminary results from the project indicate that procedural justice holds promise as an evidence based practice that focuses on how services are provided to youth and how staff members are engaged in the workplace. Further implementation is slated for FY 2015.

Contracting. The Division's Contracting workgroup is responsible for assuring the effectiveness, efficiency, and integrity of the Division's contracting activities. During FY 2014 the contract unit oversaw 206 contracts ranging from residential and non-residential services to waste disposal vendors. 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. 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 program staff.
- Developing forms, manuals, and training activities to provide advice, technical assistance, and direction to Division employees and contractors.

Clinical Services Bureau

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

Clinicians deliver clinical services to youths and their families, provide clinical consultation, and train staff about mental health issues. The Bureau also helps develop mental health, gender responsive, and gender-specific programs and treatment services. During FY 2014, nine mental health therapists were assigned to secure facilities. Recently, two additional clinicians were hired to work in programs operated by the Office of Early Intervention Services. Bureau staff members also serve on the Division's Evidence Based Practices Committee and other Division and Department work groups.

Bureau of Internal Investigations

The Division's Internal Investigations Bureau plays a central role in ensuring the safety and well being of the Division's clients, staff, and the community at large.

A major part of the Bureau's work is to analyze, record, and conduct follow up review when notified of an incident. Practices are governed by the Division's incident reporting policy and procedure and the *Incident Report Reference Guide*. All Division employees and contracted providers are required to file incident reports for any unusual, non-routine, or potentially threatening event. An incident report that appears to involve violations of the Division's Code of Ethics or Policy and Procedure or federal, state or local laws are forwarded to Division Administration and, on direction from Administration, will result in an internal investigation. When internal investigations are necessary, a report of findings provides factual support for a determination of whether the case is (1) supported, (2) unsupported, (3) inconclusive, (4) informational, (5) inactive, (6) without merit, or (7) requires a referral to an outside agency.

During the 2014 calendar year, the Bureau received incident notifications from across the range of programs operated by the Division and its contractors. This included, 1,249 notifications of incidents classified as intermediate to maximum severity. This is an average of five notifications per business day and is an increase of 53.8% over the number received during 2013 (812).

There were several notable differences between the

collection of incidents reported in 2014 and incidents reported in 2013: (1) reports of physical interventions applied on youths by Division staff or contracted employees decreased from 36% of all reports in 2013 to 13% in 2014; (2) reports of accidents, injuries, and illness requiring immediate medical treatment increased from 9% of all incidents in 2013 to 14% in 2014; and (3) reports of suicidal behavior decreased from 13% of all incidents in 2013 to 6% in 2014. This decrease is the result of adoption of a new procedure that more clearly distinguishes between suicidal behavior and other forms of self-harm.

One of the important findings reported during 2014 was the rarity of injuries to correctional workers when they engaged in a physical intervention. Injuries to workers were reported in only 1% of those cases.

Investigations of incident reports sometimes require involvement of other agencies. In compliance with Administrative Rule: R495-890, the Office of Service Review (OSR) must be contacted to conduct a conflict of interest investigation in cases of abuse, neglect or exploitation where a youth is involved. During 2014, OSR conducted 34 investigations involving youths in Division care.

The Bureau's ongoing efforts have supported the Division's goal to improve safety, security, and morale of Division's clients and employees in several important ways. Findings from incident reviews have helped inform the ongoing efforts of the Division's Policy and

Procedure Committee to enhance Division policies and practices. Reviews also have informed the Bureau's efforts to develop a training curriculum that will help staff avoid problem situations identified in incident reviews.

The Investigations Bureau has been very active in providing training both Division employees and employees of contracted providers. During FY 2014, the Bureau conducted a total of 39 training sessions, including 18 training sessions for workers at Division facilities and programs; 2 training sessions as part of the Division's Basic Academy; and 19 training sessions for employees of contracted providers.

During FY 2014, the Bureau worked closely with the Department's Division of Technology Services to develop a centralized information system to manage the incident reporting process. The project is based on an Adobe LiveCycle form that can be accessed by workers in any of the Division's offices, programs, and facilities. Reports submitted by a worker will automatically be forwarded to that worker's supervisor for review and approval. In addition, finalized reports will be stored in a database that will be available to Bureau staff members and Division administration. When complete, this project is expected to make the Bureau's work more efficient, lead to a better understanding of the problems that involve Division staff and youths in Division care, and better support other Division workgroups including QA and QSR.

Recent and Ongoing Projects

System of Care

In general, a "System of Care" is a spectrum of services and supports organized into a coordinated network that meets the varied needs of youths and their families. Core principles are that service delivery be (1) Community-based, (2) Family driven, (3) Youth-guided, (4) Trauma-informed, (5) Culturally competent, (6) Individualized, (7) Coordinated, and (8) Evidence-based.

During FY 2014, the Department of Human Services (DHS) took a number of important steps to establish a Utah-based system of care. In collaboration with a number of other agencies and community partners the DHS developed the System of Care State Steering Committee Structure that includes an Executive Committee and subcommittees for (1) Social Marketing and Communication, (2) Clinical Service Delivery, (3) Service Financing, (4) Data and Outcomes, and (5) Training and Technical Assistance. Other partners in the effort include the Utah Courts, the Department of Workforce Services, the Department of Health, and the Utah State Offices of Education, Youth MOVE Utah, Youth Advisory Board, and the Utah Family Coalition.

Current plans are for a pilot project to be launched in April of 2015. The project will begin with 20 families from the from the Division of Child and Family Services Western Region. The Western Region includes Millard, Juab, Utah, Wasatch, and Summitt Counties. Additional plans are being made to roll out the process to other parts of Utah over the next 2 years.

Quality Improvement

The Division's first goal is to "Improve short-term and long-term outcomes for our youth" (see "Who We Are, ...," page 7). Beginning in FY 2012, the Division chartered the Evidence Based Practices Committee to help meet this challenge. The Committee's overall objective is to create an Evidence Based Practices Service Delivery Model. One of the Committee's first recommendations was to adopt a standard terminology to help foster meaningful debate and promote a shared understanding of the concepts related to evidence-based programming.

The Committee recommended a broad definition of "practice" to include a precise intervention, a procedure, or a larger program with multiple components that is expected to result in some measurable behavioral, social, educational, or physical benefit. Examples include (1) a curriculum, (2) a behavioral intervention, (3) a systems

change, or (4) an educational approach. Further, the Committee determined that to qualify as "evidence based," a practice must be supported by the following:

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

During FY 2014, the Evidence Based Practices Committee continued its work developing principles and strategies for the Evidence Based Service Delivery Model. As part of this effort, the Committee participated in the development of a demonstration project for secure care youths housed at the Slate Canyon Youth Center.

Improving outcomes for the Division's clients also requires that programs serving youths regularly receive a variety of different kinds of feedback on their activities. This feedback includes information about the clients served, the nature and levels of services provided, and the clients' short and long-term outcomes. Several complementary audit processes are in place to provide this information: (1) Quality Assurance (QA), (2) Quality Service Review (QSR), (3) Performance-based Standards (PbS), and (4) Correctional Program Checklist (CPC).

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

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

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

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

Performance-based Standards (PbS). The Division's secure care and locked detention facilities have committed to participate in the PbS process. The approach provides a system for programs to identify, monitor, and improve treatment services provided to incarcerated youths. Performance benchmarks are based on the American Correctional Association Performance-based Standards (PbS). Participating programs collect and analyze data to target specific areas for improvement. The general approach has been used widely across the country and currently is being utilized by 159 facilities in 32 states.

The Division's involvement with PbS began in 2010 with two facilities. The effort has since been expanded several times and now includes all 11 of the Division's locked detention facilities and all 5 of the Division's secure facilities.

Correctional Program Checklist (CPC). The project goal is to implement a continuous way of evaluating and improving the programming youths receive while in

Division care. The project examines whether programs and services are following best practices and provides technical assistance to increase the use of best practices. Programs participating in the project are able to show empirically the impact they have on reducing offending.

For each program, the project staff first measure the degree to which youths entering the program match the target population for which the program is effective. The next step is to determine the degree to which the program follows evidenced based practices. This is assessed using the Correctional Program Checklist (CPC). The CPC was developed at the University of Cincinnati to determine the degree to which programs use evidence based practices and may be used as part of a larger process for determining the effectiveness of programs in changing offender attitudes, behaviors, and rates of recidivism. The CPC is divided into basic areas of capacity and content. Evaluation of capacity area focuses on whether a correctional program has the capability of providing youths with evidence based interventions and services. The area has three domains: Leadership and Development, Staff, and Quality Assurance. Evaluation of content focuses on program processes for assessment and treatment, and adherence to principles of risk, need, and responsivity.

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

The Division's participation in the project began during FY 2012. The evaluation effort is being carried out with the help of a team of seasoned evaluators working under a Division contract with the Social Research Institute at the University of Utah. A total of eight programs are being evaluated. This includes four programs operated directly by the Division and the Division's case

management program in Salt Lake City. Each program or facility is being evaluated twice. Initial evaluations are followed up with a report that identifies areas that are performing well, areas that are in need of improvement, and recommendations for improving performance in each of the targeted areas. A second evaluation is scheduled approximately one year after the first to measure progress and identify new or continuing problem areas. More information about the approach may be found at <http://sri.utah.edu>.

Protective and Risk Assessment Project

In 1999, the Division joined the Juvenile Court in developing a systematic assessment process for identifying the strengths and weaknesses of delinquent youths. The Risk Assessment Committee was established to oversee the project. The Committee 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. Both instruments have been used on a regular basis since January of 2003. The Prescreen Risk Assessment (PSRA) is a relatively short assessment that had been validated to predict reoffending of juvenile probationers in Washington State. The assessment collects information on a variety of youth characteristics such as past delinquency, drug and alcohol problems, current home environment, and peer group. Currently, the PSRA is being given to youths scheduled to have a hearing before a Juvenile Court judge as a result of a charge for a misdemeanor- or felony-type offense.

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a longer and more comprehensive assessment that includes information from each of 10 different domains: (1) delinquency history, (2) school, (3) use of free time, (4) employment, (5) relationships, (6) living environment, (7) alcohol and drug use, (8) mental health, (9) attitudes and behavior, and (10) skills. The PRA is being given to youths ordered by the Juvenile Court to probation supervision or into Division custody. Information from the PRA is used to construct specific goals for the youth's service plan. The PRA is updated, at a minimum of every 180 days, to measure progress and identify new and continuing issues.

Assessment results are managed by the CARE information system (see below) as part of an individual youth's electronic case record. As a result, Division and

Juvenile Court workers assigned to a case have immediate access to a youth's current and past assessment results.

Court & Agencies' Record Exchange

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

Components of the CARE system currently in place include the (1) demographics module which manages personal characteristics of youths and their families; (2) services module which tracks residential and 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 features of particular note. The assessment module, brought on line during FY 2002, was the first component to be completed. This function is designed to collect, score, manage, and report on the results of user defined questionnaires and assessments. The module has been used successfully to collect a wide variety of information about individual youths including behavioral ratings, progress notes, work hours, and school performance. It also has proved to be an invaluable resource for the Protective and Risk Assessment project (see above) and other data-collection processes.

A second notable component of CARE is the Minutes Module. In production since FY 2003, this module has the capacity to collect information in real time during Juvenile Court and Youth Parole Authority

hearings. Court minutes, dispositions, orders, and other court documents immediately become a part of a youth's electronic case file. The Juvenile Court and the Youth Parole Authority began using the module on a regular basis during FY 2004.

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

Graduated Sanctions Model

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

A youth entering custody is categorized on (1) need for supervision based on risk to reoffend and (2) specific programming requirements related to individual criminogenic need. Both determinations rely on use of the Protective and Risk Assessment and other available assessment data. Reassessments are given at regular intervals to mark progress and identify continuing issues.

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

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

Application of the Graduated Sanctions model is intended to have a number of major benefits. Importantly, the model is expected to reduce the chances of

mixing youths with different levels of risk and criminal sophistication. This sort of population mixing has been a common problem for juvenile justice systems across the country and, when it occurs, invariably increases the risk of re-offending for relatively inexperienced, low risk youths. In addition, better outcomes also are expected because the needs of individual youths are better matched to the specialties of particular programs.

Victim Services

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

Substantial restitution payments have been made by youths in Division care to victims of juvenile crime. During FY 2014, the payments exceeded \$138,000. For the 10-year period ending in FY 2014, total payments exceeded \$2,400,000. Funds for this effort come from support payments that parents of youths in custody make to the state through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juvenile Court.

Youth in Custody Educational Programs

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

The Utah Coordinating Council for Youth In Custody, with representation from Juvenile Justice Services and the Division of Child and Family Services, recommends policy, guidelines, and operating procedure to

the Board of Education. General program guidelines for Youth In Custody programs require a one teacher to eight student instructional ratio, a minimum of 5.5 hours of instruction each school day (except at the Genesis Youth Center where students must work half of each day), academic testing and reporting, instruction

in the Utah Core Curriculum, life skills, and vocational education. Youth In Custody programs operate in each of the Division's residential facilities, including 5 secure facilities, 4 freestanding observation and assessment programs, 11 detention centers, and the Genesis Youth Center.

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).

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

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

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

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

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

2003 The Utah Legislature changes the Division's name to the Division of Juvenile Justice Services.

2006 The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) is signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. The law does apply to some convicted juvenile sex offenders (UCA 77-41-102).

2008 As a cost-cutting measure, the Division no longer produces hardcopy *Division of Juvenile Justice Services Annual Reports* and moves to online versions instead.

2009 Along with other Divisions in the Department of Human Services and the Department of Environmental Quality, the Division's administrative office moves into the new Multi-Agency State Office Building located in Salt Lake City.

2013 The Division receives a one-year grant to develop a comprehensive, statewide plan for improving and expanding services for children and their families called a System of Care.

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 from secure care back to the community.

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

Correctional Facilities: Locked Detention, Secure Care

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

2012 Capacity of the Genesis Work Program is reduced from 50 beds to 40 as a cost cutting measure

Administration of observation and assessment centers in Ogden, Salt Lake, and Springville is moved from the Office of Community Programs to the Office of Early Intervention Services.

Rural Programs: Full Range of Programming

1981 Utah's rural detention centers receive financial support from the state, but are operated by county governments.

1983 Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.

1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.

The Division takes over operation of 9 of the state's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.

1993 The Division assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.

1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George with 10 beds for detention and 8 beds for shelter care.

2000 Construction is completed on multiuse facilities in Logan, Vernal, and Price. Each has 16 beds for locked detention and additional beds for shelter care and observation and assessment.

2001 Construction is completed on a multiuse facility in Richfield. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment.

2003 Construction is completed on a multiuse facility in Blanding. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment. The new center opens under the name Canyonlands Youth Center.

2004 Construction is completed on the Dixie Area Detention Center in St. George. The center's 48 detention beds replace 10 detention beds at the Washington County Youth Crisis Center. Existing beds at the

Washington County facility are retained for shelter, and other non secure programs. As a part of the completion of the Center a time capsule is placed in the Center's monument.

- 2009 The Division suspends its state supervision programing as a cost-cutting measure.
- 2012 An observation and assessment program was opened at the Canyonlands Youth Center in Blanding.

Youth Parole Authority

- 1981 By law (UCA 62A-7-502(1)) the Division of Youth Corrections becomes the sole authority in matters of parole, revocation, and discharge involving youthful offenders committed to secure confinement. Prior to this, the juvenile parole release process was informal and generally conducted by the superintendent of the secure facility.
- 1982 The Division of Youth Corrections appoints a Parole Review Committee to study constitutional rights of incarcerated juveniles, community safety, and quality of care. The committee recommends that youths should have increased accountability, that staff should have representation, and that hearings should be cost efficient.
- 1983 Following the recommendations of a citizen review committee, the Youth Parole Authority is established. The Authority begins operations in October, 1983.
- 1985 A committee is appointed to develop a better method for determining lengths of stay for youths in secure confinement. The Board of Youth Corrections adopts the new guideline methods and the Authority implements them.
- 1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-501).
- 1991 In an attempt to deal with the increased work load of the Authority, legislation is passed to increase the number of members from five to seven citizen members (UCA 62A-7-501(2)(a)).
- 1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-501(2)(a)). The number of members is increased to 10.

Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.
- 1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.
- 1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-501(2)(a)).
- 2003 The Authority begins the process of conversion to the new CARE record keeping system.
- 2005 CARE is fully implemented for YPA record keeping operations.

Information

Juvenile Justice Documents

- What Parents Should Know About the Division of Juvenile Justice Services. This document explains (1) the Division's Mission Statement; (2) How Your Child Entered Custody; (3) Care, Custody, and Guardianship; (4) Division Programs; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services. Copies may be obtained from Pat Moore; email: pmoore@utah.gov.
- What Youth Should Know About the Division of Juvenile Justice Services. This document explains (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the Serious Youth Offender Law, (6) Division Programs, and (7) Case Management Services. Copies may be obtained from Pat Moore; email: pmoore@utah.gov.
- Program Brochures. These are brief pamphlets that describe individual Division programs, the services they provide, and contact information. Copies for individual programs may be obtained from Pat Moore; email: pmoore@utah.gov.
- The Victims Handbook. The Youth Parole Authority prepared this document to explain (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. Copies may be obtained from Lori Weisbender; email: lweisbender@utah.gov.
- Juvenile Sentencing Guidelines. This document includes a description of the juvenile sentencing guidelines. Copies may be printed or downloaded from the web site of the Utah Sentencing Commission: www.sentencing.utah.gov.

Speakers Bureau

Juvenile Justice Services' employees 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. For additional information about the Speakers Bureau, please contact Pat Moore; pmoore@utah.gov.

Other Resources

Other information about the Division may be found on the Division's web site: www.jjs.utah.gov.

Division Programs and Offices.

STATE ADMINISTRATION

DIRECTOR SUSAN BURKE (801) 538-8224
 195 N 1950 W fax (801) 538-4334
 Salt Lake City, UT 84116

DEPUTY DIRECTOR DEBBIE WHITLOCK (801) 538-4330
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 Salt Lake City, UT 84116

DIRECTOR ADMIN SERVICES CECIL ROBINSON (801) 538-9843
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 145 N Monroe Blvd fax (801) 393-7813
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 Ogden, UT 84401

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

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

(A list of contractors providing community services may be obtained from the State Administration (Attention: Contract Administrator)

OFFICE of CORRECTIONAL FACILITIES

PROGRAM DIRECTOR DORIE FARAH (801) 538-4312
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DETENTION FACILITIES

FARMINGTON BAY YTH CTR Bryan PoVey (801) 451-8620
 907 W Clark Ln fax (801) 451-7395
 Farmington, UT 84025

SALT LAKE VALLEY DT CTR Vanessa Jarrell (801) 269-5100
 3450 S 900 W fax (801) 266-1034
 Salt Lake City, UT 84119

SLATE CANYON YTH CTR Larry Mendez (801) 342-7840
 1991 S State St fax (801) 342-7873
 Provo, UT 84606

WEBER VALLEY DT CNTR Tracy Hart (801) 825-2794
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 Roy, UT 84067

OBSERVATION & ASSESSMENT

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 907 W Clark Ln fax (801) 451-2465
 Farmington, UT 84025

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 2310 W 2770 S fax (801) 954-9255
 West Valley City, UT 84119

MILL CREEK YTH CTR Mike Shaw (801) 334-0210
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 Ogden, UT 84404

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 1991 S State St fax (801) 342-7873
 Provo, UT 84606

WASATCH YTH CTR Stephanie Sinju (801) 265-5830
 3534 S 700 W fax (801) 265-5846
 Salt Lake City, UT 84119

OFFICE of EARLY INTERVENTION SERVICES

PROGRAM DIRECTOR DONOVAN BERGSTROM (801) 538-3988
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DAVIS AREA YTH CTR Jackie Southwick (801) 774-8767
 2465 N Main, Suite 13- A & B fax (801) 776-2954
 Sunset, UT 84015

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

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

RECEIVING CENTERS

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

SALT LAKE YTH SRVCS NORTH Pat Berckman (385) 468-4500
 177 W Price Ave fax (385) 468-4498
 Salt Lake City, UT 84115

SALT LAKE YTH SRVCS SOUTH Pat Berckman (385) 468-4610
 1292 W 12700 S fax (385) 468-4611
 Riverton, UT 84065

TOOELE YOUTH SERVICES Lyn Wilson (435) 843-3266
 27 S Main
 Tooele, UT 84074

VANTAGE POINT Scott Taylor (801) 373-2215
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 Provo, UT 84604

OBSERVATION AND ASSESSMENT

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 Ogden, UT 84404

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

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

WORK CAMP

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

OFFICE of RURAL PROGRAMS

PROGRAM DIRECTOR REG GARFF (801) 538-3989
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 Salt Lake City, UT 84116

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 1050 Medical Dr #B fax (435) 734-0811
 Brigham City, UT 84302

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

DETENTION FACILITIES

DIXIE AREA DETENTION CTR Sterling Cabana (435) 627-2800
 330 S 5300 W fax (435) 627-2801
 Hurricane, UT 84737

SW UTAH YTH CTR Jill McKinlay (435) 867-2500
 270 E 1600 N fax (435) 867-2525
 Cedar City, UT 84720

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 John Zizumbo (435) 713-6260
 2051 N 600 W fax (435) 713-6276
 Logan, UT 84321

CANYONLANDS YTH CTR Peter Smith (435) 678-3140
 244 W Old Ruin Rd fax (435) 678-3079

Blanding, UT 84511
 CASTLE COUNTRY YTH CTR Angela McCourt (435) 636-4720
 1395 S Carbon Ave fax (435) 636-4737
 Price, UT 84501
 CENTRAL UTAH YTH CTR Glen Ames (435) 893-2340
 449 N SR 118 fax (435) 896-8177
 Richfield, UT 84701
 SPLIT MOUNTAIN YTH CTR Lynn Whitman (435) 789-2045
 830 E Main St fax (435) 789-2245
 Vernal, UT 84078
 WASH CO YTH CRISIS CTR Tami Fullerton (435) 656-6100
 251 E 200 N fax (435) 656-6139
 St. George, UT 84770
 OTHER
 DUCHESNE CO RCVG CTR Lynn Whitman (435) 722-3226
 28 W Lagoon fax (435) 781-0840
 Roosevelt, UT 84066
 Iron County Youth Center (ICYC) Robert Jones (435) 586-1704
 1692 W Harding Ave fax (435) 586-6696
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 CASTLE COUNTRY YTH CTR Angela McCourt (435) 636-4720
 CENTRAL UTAH YTH CTR Glen Ames (435) 893-2340
 DAVIS AREA YTH CTR Jackie Southwick (801) 774-8767
 DECKER LAKE YTH CTR Trent Clements (801) 954-9200
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 FARMINGTON BAY YTH CTR Bryan PoVey (801) 451-8620
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 OREM CASE MANAGEMENT Mike Butkovich (801) 426-7430
 SALT LAKE CASE MNGMNT Bill Boyle (801) 265-7500
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UTAH DEPARTMENT OF HUMAN SERVICES

