



DIVISION OF JUVENILE JUSTICE SERVICES

# 2013 Annual Report



*CHANGING young lives*



# Executive Summary

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## DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2013

The Division of Juvenile Justice Services serves a variety of delinquent youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, case management, community services, observation & assessment, secure facilities, and transition. Also, 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.

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

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| <ul style="list-style-type: none"><li>• Division funding in FY 2013 was \$90,872,500; authorized funding in FY 2014 is \$94,060,700. Federal collections account for \$3,732,100 of the total FY 2013 revenue (pages 15-17).</li><li>• Reductions in monthly admissions to youth services and receiving center programs were, in large part, results of budget reductions that limited hours of operation (pages 25, 27).</li><li>• Most locked detention centers often operated under capacity. However, some overcrowding could be occurring for boys (page 41).</li><li>• The average daily number of custody youth assigned to Division case managers was 962 during FY 2013 (page 49).</li><li>• Of all youths in custody on a typical day, about 51% were in community based programs and about 23% were in locked programs (page 50).</li><li>• Delinquency histories for youths admitted to observation and assessment, community programs, and secure care facilities have been stable or declining over the last 10 years (pages 55, 61, 67).</li><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 44, 56, 62, 68).</li></ul> | <ul style="list-style-type: none"><li>• The Youth Parole Authority held 670 hearings in FY 2013 (page 71).</li><li>• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across the last 10 years for Population, Budget, and Delinquency History (pages 55, 61, 67).</li><li>• During FY 2013, volunteers contributed a total of 55,913 hours of service. At a rate of \$14.00 per hour, this represents a donation of over \$782,000 to the Division. Also, a total of over \$427,000 non-monetary donations were collected (page 75).</li><li>• Overall, in FY 2013, the Division supported 1,210 training sessions on mandatory topics and 241 in-service training events for a total of over 54,200 hours of individual training (page 73).</li><li>• Youths in custody earned over \$176,000 paid directly to victims as restitution (page 82).</li><li>• While the percent of female staff decreased slightly since FY 2008, so has the percent of female youths receiving Division services. The percent of nonwhite youths receiving Division services has increased marginally since FY 2009, while the percent of nonwhite staff has recently increased in FY 2013 (page 83).</li></ul> |
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# JJS

## Annual Report

### 2013

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

Design by Modern 8, Salt Lake City

Cover Picture: Residents and staff of Slate Canyon Youth Center  
participating in a cancer awareness event.

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State of Utah

GARY R. HERBERT  
*Governor*

STEVEN 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 2014

Dear Friends,

It's no secret that kids are different than adults. The differences go beyond physical into variances developmentally and emotionally. Research on adolescent development suggests that adolescents are more likely to take risks, are more sensitive to peer pressure, and have less ability than adults to consider the long-term consequence of their actions. Those differences are biological, and brain scans confirm that the adolescent brain is still undergoing a maturation process.

Having a strong juvenile justice system that not only understands the differences, but utilizes each person's strengths and needs is critical to meeting the dual objectives of the system – the pro-social development of youths and the safety of our communities.

This year's annual report summarizes how the Division is changing young lives through victim accountability and competency development. Program performance measures keep us accountable to our constituents, and demonstrate our commitment to transparency. Further, they assist as we evaluate our progress in meeting our three overall Division goals: improving outcomes for youths, engaging families in the rehabilitation process, and ensuring the safety and security of all who interact with the Division.

I want to thank our community partners as well as the members of our Board of Juvenile Justice Services. I also appreciate and respect the work that our employees perform with diligence and dedication. Finally, I want to recognize our youths, who work hard to transform and change their path in life. Our best work is accomplished when we join together to forge real solutions to the complex problems associated with delinquency.

Sincerely,

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

Susan Burke  
Director





State of Utah

GARY R. HERBERT  
*Governor*

STEVEN 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 7, 2014

Dear Citizens,

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 with 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,

Russell K. Van Vleet  
Chair  
Board of Juvenile Justice Services

# The Board of Juvenile Justice Services

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**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*

**KAREN CROMPTON**

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

**DALE E. MILER**

*Retired  
Salt Lake City*

**MARCY KORGENSKI**

*Retired  
Ogden*

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### **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.*

### **KAREN CROMPTON**

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

### **DR. DAVID HARPER**

*Dave 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 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

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## WHO WE ARE

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

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

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

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

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

## WHAT WE DO

*GUIDING PRINCIPLES.*

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

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

## WHERE WE'RE GOING

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

*DIVISION GOALS.*

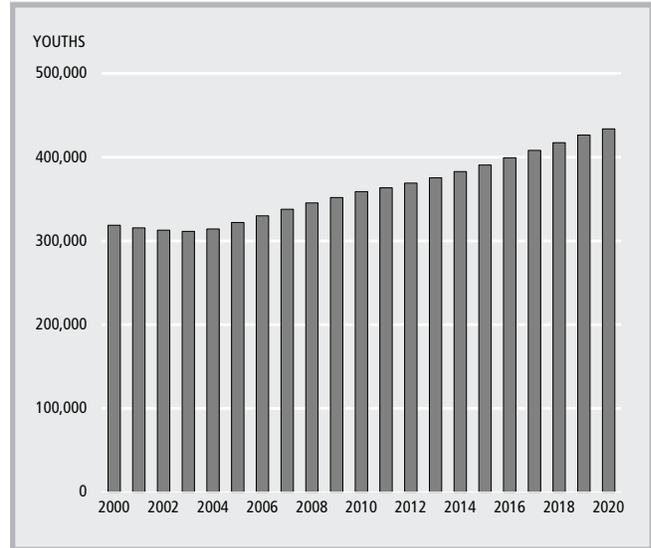
- Improve short-term and long-term outcomes for youths.
- Engage families in the rehabilitation process.
- Improve the safety, security, and morale of Division youths and employees.

# Population Served

During 2013, Utah's population of 10 to 17 year old youths numbered 375,358, a 1.7% increase over 2012 (369,010). 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 2013, the majority of these youths (75%) lived in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 10% 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 2012 calendar year, nearly 29% of Utah's youths will have some contact with the juvenile justice system by age 18. About 3.0% will be found by the Juvenile Court to be victims of dependency, neglect, or abuse and over 22% will be charged with at least one felony- or misdemeanor-type offense and referred to the Juvenile Court. In a substantial number of cases, Court involvement will lead to supervision by Juvenile Court Probation or transfer of custody from parents to the Division

## UTAH'S 10 to 17 YEAR OLD YOUTHS



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

## BY AGE 18

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

1 IN 5.0 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 23 - OFFENSE AGAINST A PERSON (1 IN 108 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 8 - OFFENSE AGAINST PROPERTY.
- 1 IN 9 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (6.3%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (68%).

### CUSTODY AND SUPERVISION

1 IN 16 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 30 YOUTHS WILL BE PLACED UNDER SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 29 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 61 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

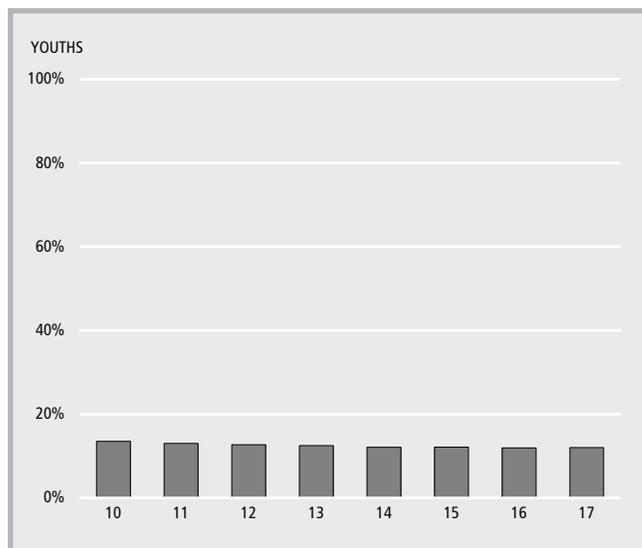
- 1 IN 99 - COMMUNITY PLACEMENT.
- 1 IN 82 - OBSERVATION AND ASSESSMENT.
- 1 IN 348 - SECURE FACILITY.

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

## AGES

During 2013, 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).

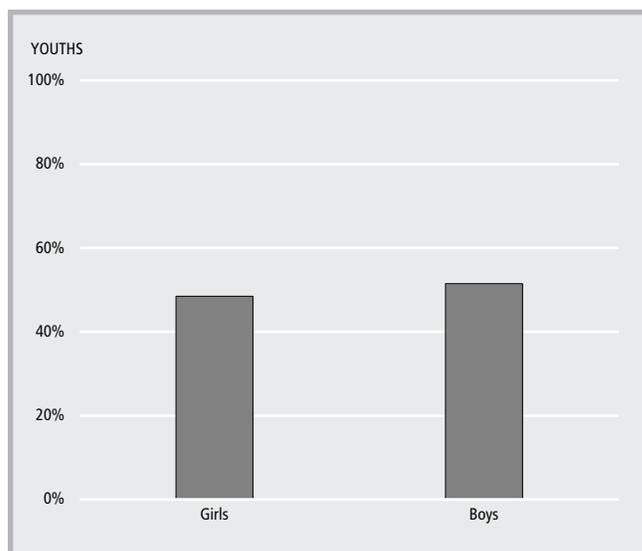
The majority of youths in Division programs are between ages of 15 and 17.



## GENDER

During 2013, 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).

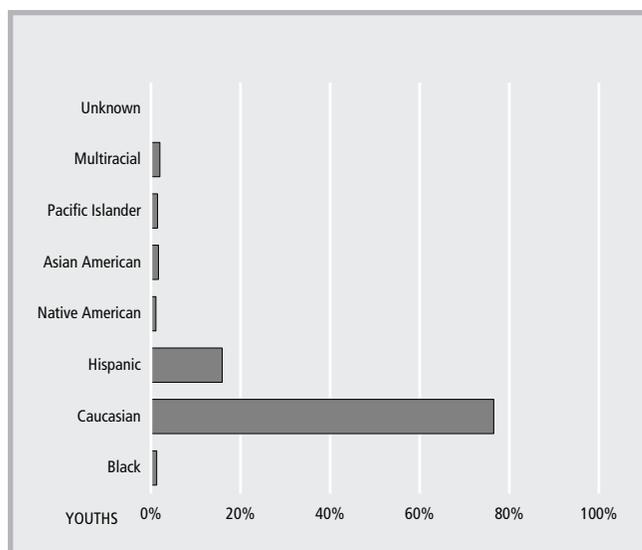
Boys are overrepresented at all levels of the Division's programming.



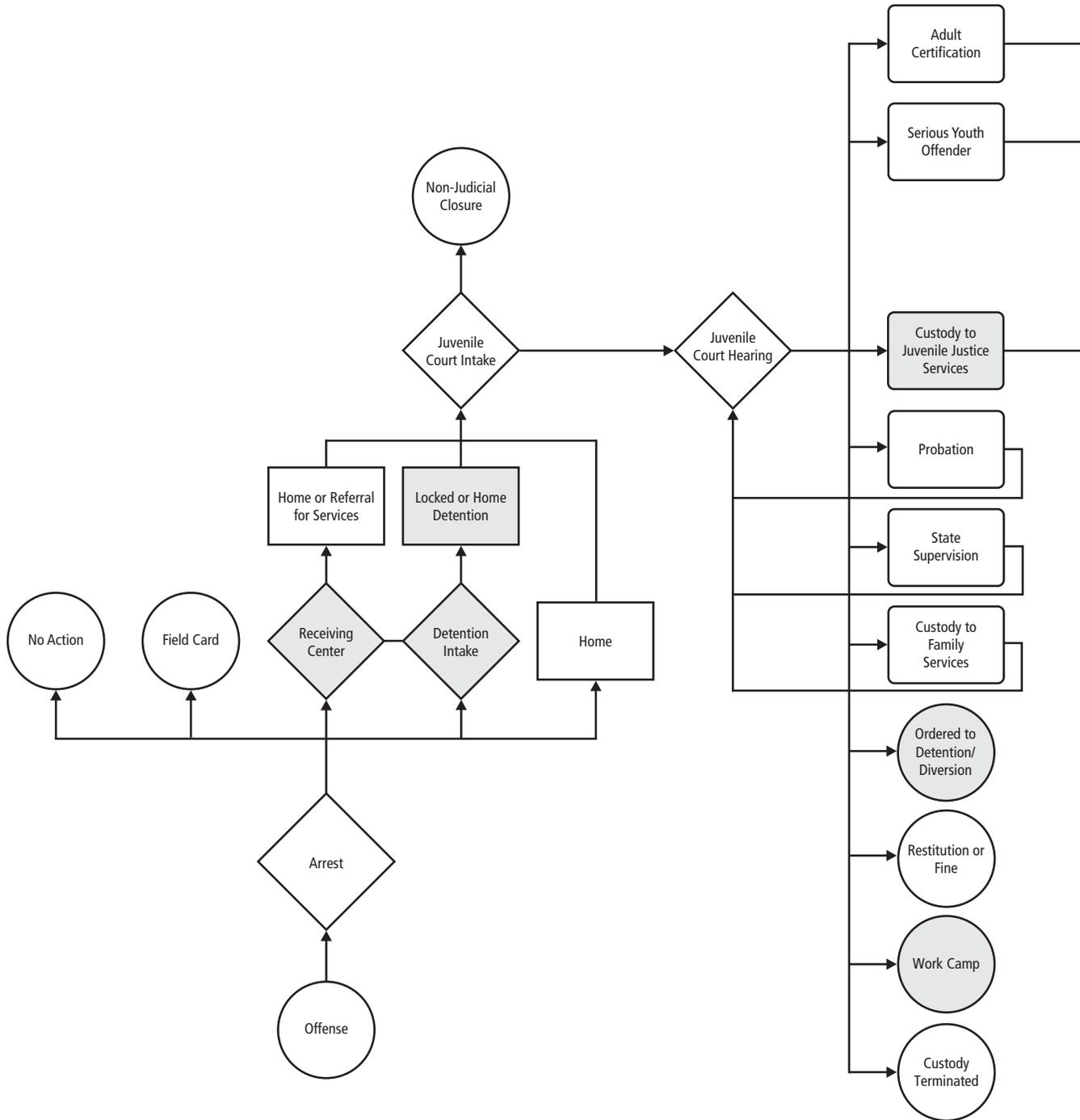
## RACE & ETHNICITY

During 2013, the majority of Utah's youths were Caucasian (76.5%). Hispanics represented about 15.9% 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 2013 - 2014 school year).

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



# Client Flowchart

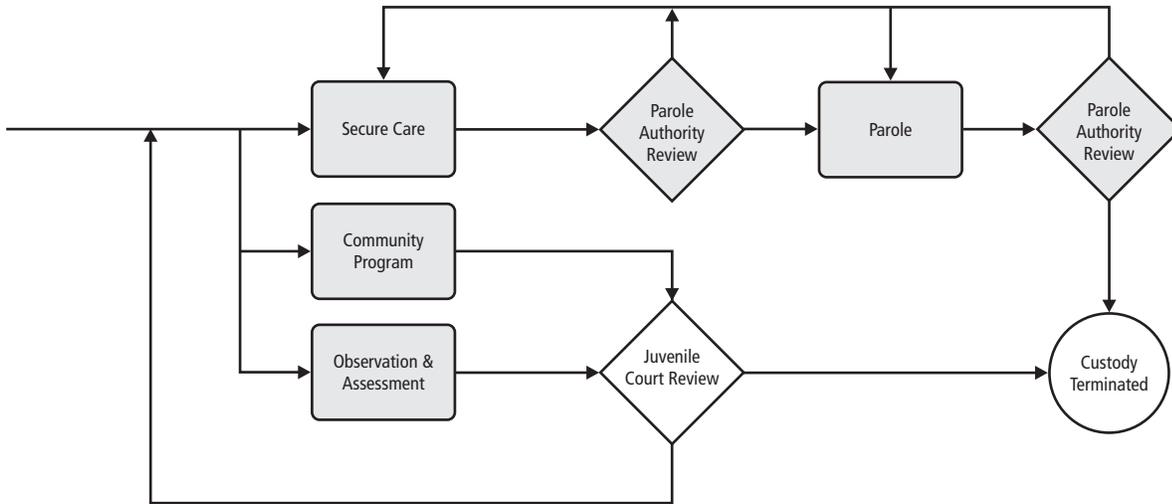
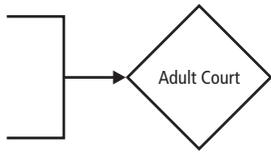


Though the Division operates youth services programs which may serve non-delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

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 case loads to between 10 and 15 youths.

Second, a new level of programming known as state supervision was described. This intervention was intended to fill a gap in the continuum of care thought to exist between probation, administered by the Juvenile Court, and community placement managed by the Division of Juvenile Justice Services. The new sanction was designed to be operated through Juvenile Court probation. Case management functions would be provided by probation officers. Most youths receiving the disposition would remain in their own homes but would be closely supervised by probation officers and would

be involved in structured, day-treatment programs. If needed, arrangements could be made for out-of-home placements through the Division of Juvenile Justice Services or the Division of Child and Family Services.

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

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

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

## Serious Youth Offender

Utah's Serious Youth Offender law (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 having little impact.

To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense 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 binds the juvenile over to the adult court system. In determining whether to transfer the juvenile to adult courts, 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 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). 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

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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.

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

The 2011 Legislative Session required Division detention centers to collect fingerprints and photographs of all 14 year-old or older youths admitted to locked detention for a felony-type offense. In addition, the Juvenile Court was directed to order 14 year-old or older youths to have their fingerprints taken at a Division detention center if they were adjudicated for a felony-type offense or a class A misdemeanor-type offense and their prints had not previously been obtained. The legislation further directs that fingerprints be sent to the Utah Bureau of Criminal Identification (BCI) for possible inclusion in its fingerprint archives (UCA 78A-6-1104).

The Adam Walsh Child Protection and Safety Act 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.

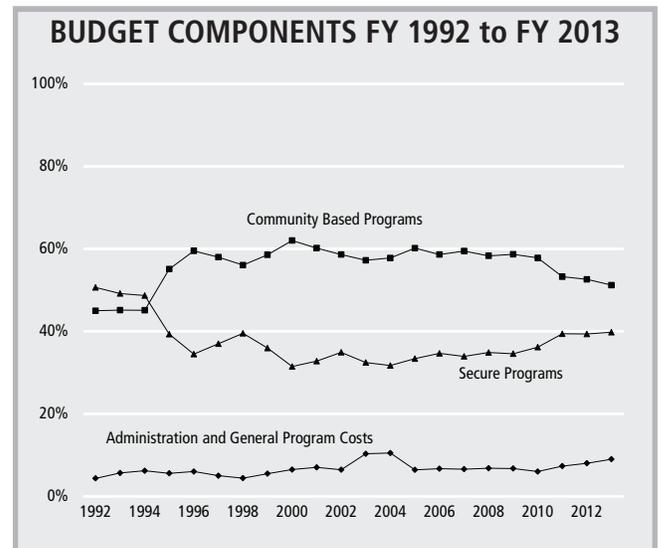
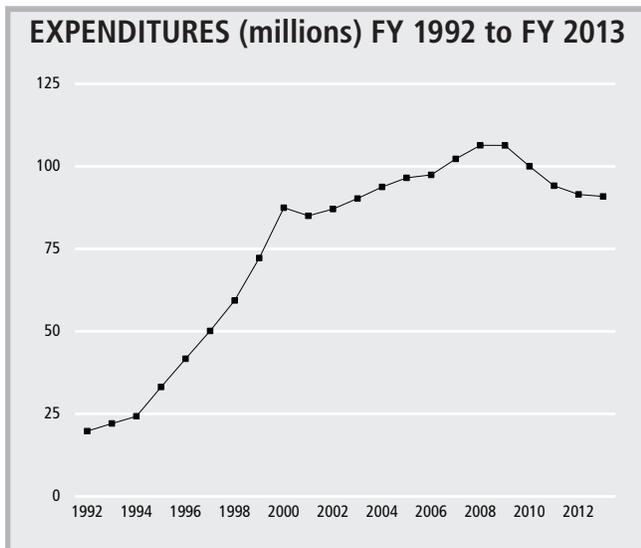
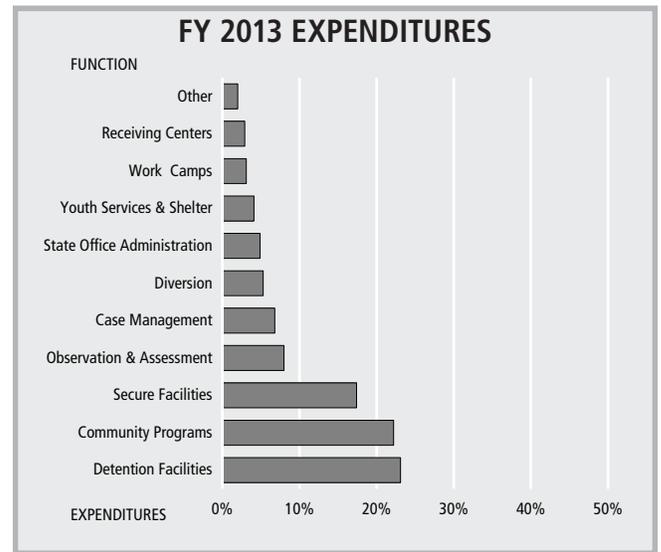
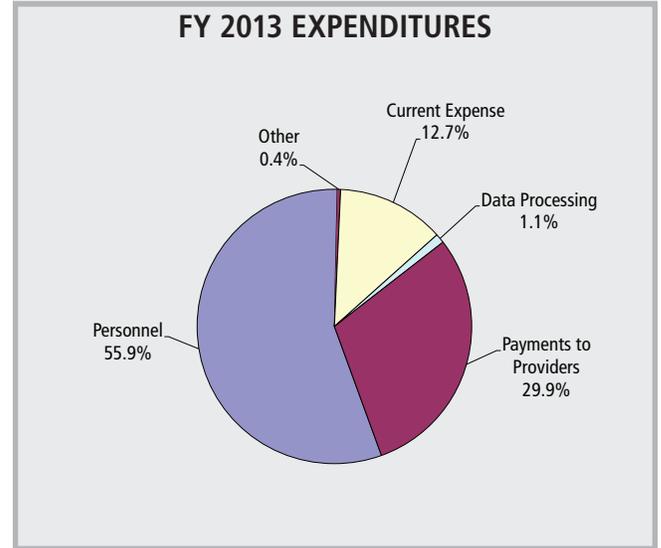
The 2013 Utah State Legislature issued intent language requiring that no later than September 1, 2013 the Division is to submit a detailed written report of all youth service and receiving centers operated in the State of Utah. The report is not only to address items such as cost of operation, locations, services, performance and workload measures; but, also an analysis for obtaining local government and private funding. Specifically, the Division is to examine the funding model employed by the Children's Justice Centers Program in the Attorney General's Office to assess if it might be applicable to Division youth service and receiving centers. The outcome of this report and subsequent action by the Legislature may be to redefine youth service and receiving center operations in Utah as well as funding sources for those operations.

# Budget

**Expenditures.** The Division's major categories of expenditure in FY 2013 are identified in the chart at the top right. The greatest expenditures were for Personnel costs (55.9%) and Payments to Providers (29.9%). 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 are able to bill Medicaid through the Department of Health for Division authorized mental health services. The Division is billed a match (approximately 30%) for Medicaid eligible expenses. That match is accounted for in Division Medicaid revenues. Current Expenses include client medical, food, and other support costs, as well as office and facility operational and maintenance costs. Other includes Travel and Capital Outlay.

Total Division expenditures over each of the last 22 years are presented in the chart at bottom left. Overall, expenditures grew from \$19.8 million in FY 1992 to a high of \$106.4 million in FY 2008. Budgets increases can be attributed to increases in the numbers of youths served, the range of services provided, numbers of staff employed, and inflation. In the following years, budgets were reduced in response to decreased state revenues associated with the national recession. Expenditures in FY 2013 were \$90.9 million.

The chart at center right summarizes FY 2013 expenditures by the Division's various administrative and program functions. The largest expenditures were for Detention Facilities (23.1%), Community Programs (22.2%), and Secure Facilities (17.4%). Collectively, they accounted for nearly 62.7% (\$57 million) of the Division's



**OPERATING BUDGETS.**

<b>OFFICE / FUNCTION</b>	<b>ACTUAL FY 2013 <sup>1</sup></b>	<b>AUTHORIZED FY 2014 <sup>2</sup></b>	<b>BASE BUDGET FY 2015</b>
<b>STATE OFFICE ADMINISTRATION</b>	4,464,900	5,705,000	4,556,800
<b>OFFICE OF COMMUNITY PROGRAMS</b>			
General Program Costs	2,096,400	2,187,000	2,163,800
CASE MANAGEMENT	4,512,100	4,707,100	4,657,200
COMMUNITY PROGRAMS	14,162,200	14,774,100	14,617,600
TRANSITION	1,325,600	1,382,900	1,368,200
<b>SUB TOTAL</b>	<b>22,096,300</b>	<b>23,051,100</b>	<b>22,806,800</b>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>			
GENERAL PROGRAM COSTS	454,600	457,700	436,400
DETENTION FACILITIES	11,079,300	11,155,000	9,909,500
OBSERVATION & ASSESSMENT	889,300	895,400	895,400
SECURE FACILITIES	14,636,900	14,737,000	14,737,000
<b>SUB TOTAL</b>	<b>27,060,100</b>	<b>27,245,100</b>	<b>25,978,300</b>
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>			
GENERAL PROGRAM COSTS	281,600	280,700	280,600
ALTERNATIVES TO DETENTION	4,435,700	4,421,600	4,420,300
OBSERVATION & ASSESSMENT <sup>3</sup>	4,752,800	4,737,700	4,736,300
RECEIVING CENTERS	827,900	825,300	825,000
WORK CAMPS	2,777,900	2,769,100	2,768,300
YOUTH SERVICES	1,624,500	1,619,200	1,618,900
<b>SUB TOTAL</b>	<b>14,700,400</b>	<b>14,653,600</b>	<b>14,649,400</b>
<b>OFFICE OF RURAL PROGRAMS</b>			
GENERAL PROGRAM COSTS	524,000	544,000	544,000
ALTERNATIVES TO DETENTION	315,200	327,300	327,300
CASE MANAGEMENT	1,196,200	1,242,000	1,242,000
COMMUNITY PROGRAMS	4,415,600	4,584,500	4,584,500
DETENTION FACILITIES	9,516,800	9,880,900	9,880,900
OBSERVATION & ASSESSMENT	1,506,200	1,563,800	1,563,800
RECEIVING CENTERS	1,763,800	1,831,300	1,503,400
SECURE FACILITIES	920,300	955,500	955,500
SHELTER & YOUTH SERVICES	2,028,400	2,106,000	1,778,100
<b>SUB TOTAL</b>	<b>22,186,500</b>	<b>23,035,300</b>	<b>22,379,500</b>
<b>YOUTH PAROLE AUTHORITY</b>	<b>364,300</b>	<b>370,600</b>	<b>370,700</b>
<b>TOTAL</b>	<b>90,872,500</b>	<b>94,060,700</b>	<b>90,741,500</b>

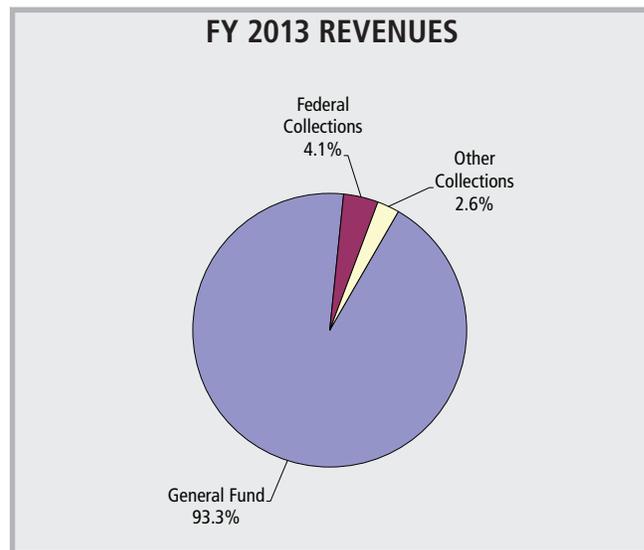
<sup>1</sup> Fiscal Year 2013 includes \$1,398,800 non-lapsing dollars from the previous year. Fiscal Year

<sup>2</sup> Fiscal Year 2014 includes \$1,198,000 non-lapsing dollars from the previous year. Fiscal Year

sion's overall expenditures. Relatively small proportions of Division expenditures were for Receiving Centers (2.9%), Work Camps (3.1%), and Alternatives to Detention (5.3%). The Function "Other" includes transition programs and the Youth Parole Authority.

The chart at the bottom right of the previous page compares proportions of overall budgets for Secure Programs (locked detention and secure facilities), Community Based Programs, and Administration and General Program Costs. Administrative and General Program Costs were a relatively small portion of the Division's overall expenses throughout the 22-year period. Over the last 8 years, total Administrative and General Program Costs have been between 7% and 9% of all expenditures. During FY 2013, administrative costs of the Division's State Office were approximately 4.9% of all expenditures. Percentages for secure programs reached a high of 51% in FY 1992 and were 39.8% in FY 2013. Percentages for community based programs were 45% in FY 1992 then increased to approximately 60% for all but the last four years. Budget reductions and changes in Medicaid billing requirements over the past 5 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 not changed much.

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 2013 (Actual FY 2013), expenditures authorized for FY 2014 (Authorized FY 2014), and expenditures base for 2015 (Base Budget 2015).



*Revenues.* The Division's revenues for FY 2013 are identified in the chart at top right. The great majority of revenues came from Utah's General Fund (93.3%). Other Collections (2.6%) include funds received through the Office of Recovery Services (ORS) from parents who pay a portion of their children's cost of care, Child Nutrition Programs (School Lunch), and other smaller revenue sources. The Division's sources of funding are provided below. The table and notes reflect the changes in funding for fiscal years 2013, 2014, and base 2015. The base for FY 2015 is reduced as it does not reflect continued one time funding from the authorized FY 2014 budget or any non-lapsing revenues from FY 2014.

**REVENUES.**

SOURCE	ACTUAL FY 2013 <sup>1</sup>	AUTHORIZED FY 2014 <sup>2</sup>	BASE BUDGET FY 2015
GENERAL FUND <sup>3</sup>	84,770,600	87,835,200	85,904,100
FEDERAL COLLECTIONS <sup>4</sup>	3,732,100	3,698,100	3,534,800
OTHER COLLECTIONS <sup>5</sup>	2,369,800	2,527,400	1,302,600
<b>Total</b>	<b>90,872,500</b>	<b>94,060,700</b>	<b>90,741,500</b>

<sup>1</sup> Fiscal Year 2013 includes \$1,398,800 non-lapsing dollars from the previous year and \$2,771,500 in one time funds.

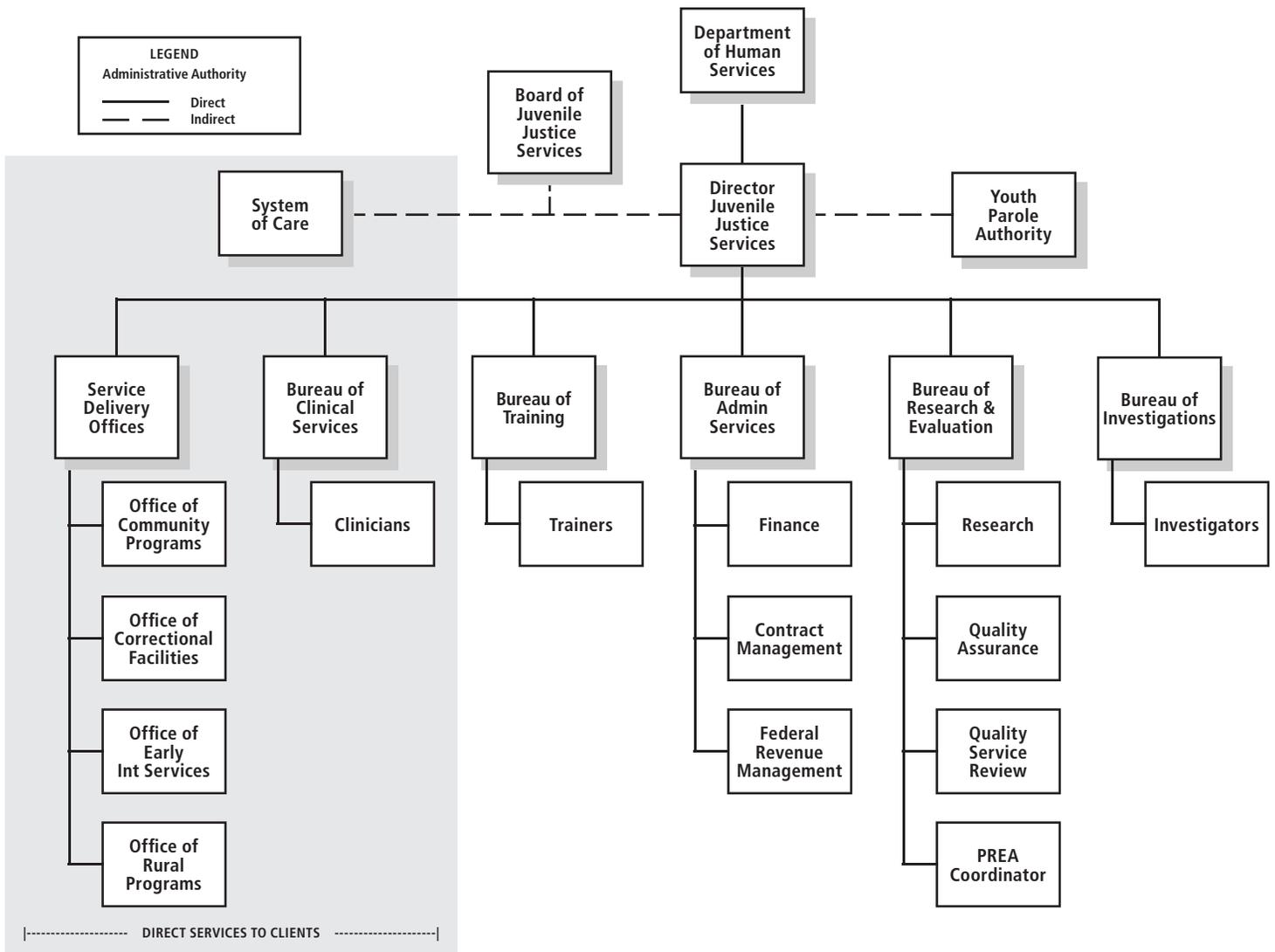
<sup>2</sup> Fiscal Year 2014 includes \$1,198,000 non-lapsing dollars from the previous year and \$1,931,100 in one time funds.

<sup>3</sup> Fiscal Year 2015 reduction is less due to FY 2014 one time funds not in base and assumes no non-lapse from FY 2014.

<sup>4</sup> Federal Revenues include Title IV-E, Title XX, and other Federal grants and programs.

<sup>5</sup> The majority of Other Collections are from the Office of Recovery Services (ORS) and non-lapsing funds from prior years. ORS collections are from parents who pay a portion of the cost of care. The state's funding portion of Medicaid (Title XIX) eligible clients is also netted within Other Collections.

# Organizational Structure



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

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

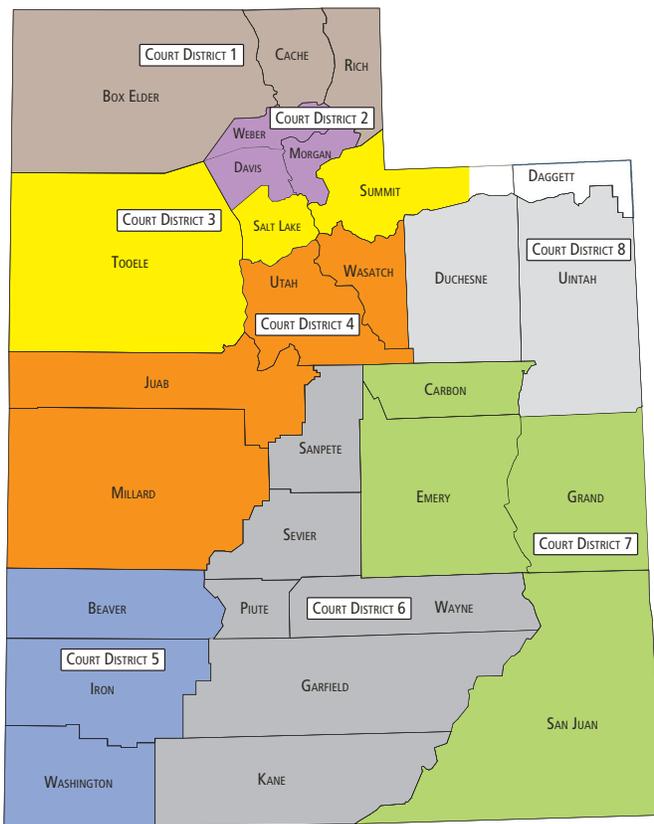
The Division’s Director provides statewide policy leadership and administrative oversight. This includes direct authority over four service delivery offices and five bureaus. The Director also has indirect authority

over the Youth Parole Authority.

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

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

## 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 (see "Who We Are, ..." page 6).

### State Administrative Office

The Division's State Administrative Office is located in Salt Lake City and houses the Youth Parole Authority (see "Youth Parole Authority," page 71) and the Division's five bureaus. Bureaus provide a variety of admin-

istrative services through different work groups that include internal investigations, research, training, revenue management, budgeting, and contract management. In addition, the Bureau of Clinical Services provides direct clinical services to Division clients (also see "Division Bureaus," page 73). The State Office also coordinates with Federal, state, and local agencies such as the Office of Juvenile Justice and Delinquency Prevention, the Utah Commission on Criminal and Juvenile Justice, the Utah Legislature, the Governor's Office, and local city and county governments.

### QUICK FACTS

#### STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF..... 39

#### WORK GROUPS

ADMINISTRATION.....	2
CLINICAL SERVICES .....	8
COMMUNITY RELATIONS.....	2
CONTRACTING .....	2
FEDERAL REVENUE MANAGEMENT .....	2
FINANCE.....	7
INTERNAL INVESTIGATIONS .....	3
QUALITY ASSURANCE .....	6
RESEARCH.....	2
SUPPORT STAFF .....	2
TRAINING.....	3

FY 2013 BUDGET ..... \$4,464,900

### 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 27) are collocated 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 or disrupted their current placement or are waiting for a new placement.

## QUICK FACTS

### EARLY INTERVENTION SERVICES

FULL-TIME STAFF..... 171

PRIMARY SERVICE AREA ..... WASATCH FRONT

#### PROGRAMS

RECEIVING CENTER.....4

DIVERSION .....3

YOUTH SERVICES.....4

HOME DETENTION.....3

OBSERVATION & ASSESSMENT .....3

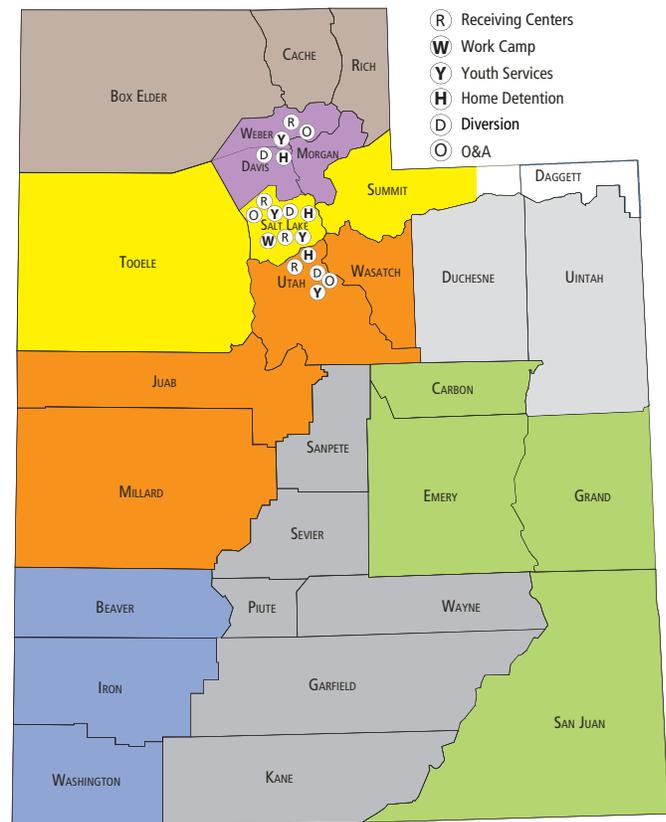
WORK CAMP.....1

FY 2013 BUDGET..... \$14,700,400

*Home Detention.* Home Detention provides an alternative to secure detention for youths awaiting adjudication (see “Detention,” page 41). 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 31). Programming includes intensive supervision and competency development through a variety of educational groups and activities. Youths often are involved in community service projects

## Office of Early Intervention Services



that help make amends to victims and the community.

*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 35). The majority of these youths are not sufficiently delinquent to require placement in longer-term custody with the Division.

*Observation and Assessment (O&A):* Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify their needs for supervision and services (see “Observation & Assessment,” page 53). 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 its decisions about the case.

Historically, O&A programs in Ogden, Salt Lake City, and Springville were managed by the Office of

Community Programs. Starting July 1, 2012, these programs were transferred to the Office of Early Intervention Services. The original arrangement made sense when the majority of youths leaving the program were next ordered to Division custody. However, in recent years the majority of O&A graduates have been returned home, often with probation services, or sent to the custody of the Division of Child and Family Services.

## Office of Community Programs

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.

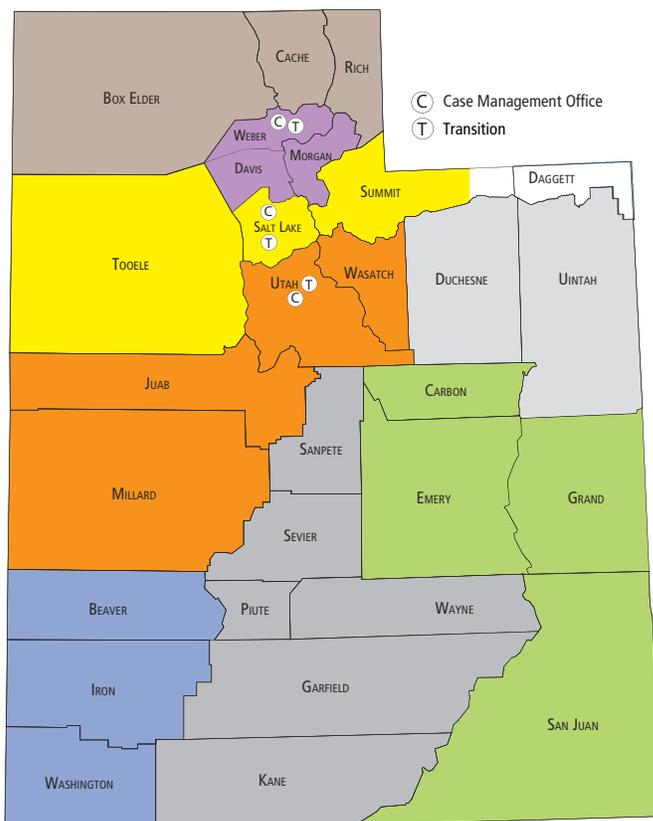
### QUICK FACTS COMMUNITY PROGRAMS

FULL-TIME STAFF .....	89
PRIMARY SERVICE AREA .....	WASATCH FRONT
PROGRAMS	
CASE MANAGEMENT.....	3
TRANSITION .....	3
FY 2013 BUDGET.....	\$22,096,300

*Case Management.* Each youth committed to Division custody is assigned a case manager (see "Case Management," page 49). 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 59). 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 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 monitor youths once they leave secure care to ensure their success on return to the community.

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

FULL-TIME STAFF.....	261
PRIMARY SERVICE AREA .....	WASATCH FRONT
PROGRAMS	
LOCKED DETENTION .....	4
OBSERVATION & ASSESSMENT .....	1
SECURE CARE .....	4
FY 2013 BUDGET.....	\$27,060,100

**Office of Correctional Facilities**

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

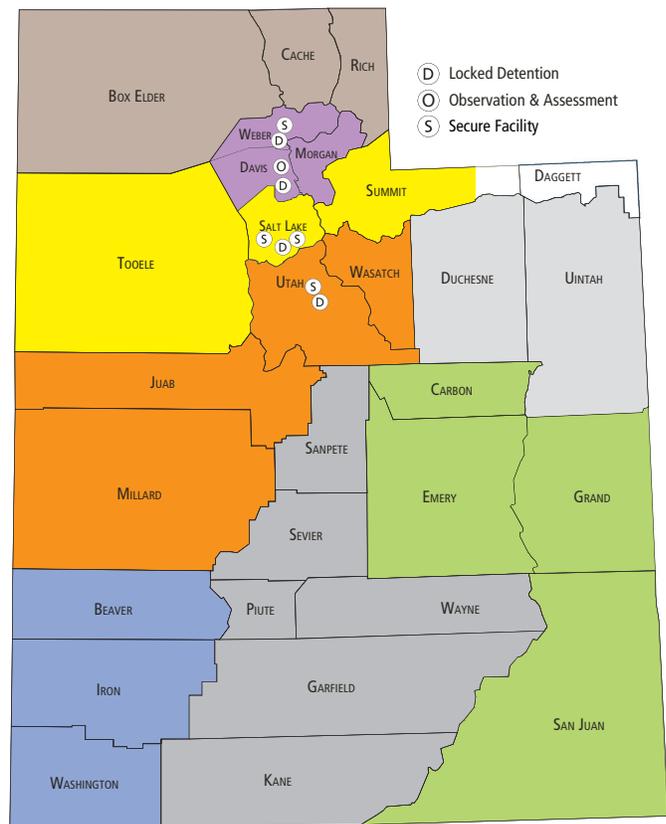
*Locked detention:* The detention programs are (1) Weber Valley Youth Center in Roy, (2) Farmington Bay Youth Center in Farmington, (3) Salt Lake Valley Detention Center in Salt Lake City, and (4) Slate Canyon Youth Center in Provo. The Salt Lake Valley and Farmington Bay facilities are managed by a private contractor.

Youths typically enter a locked detention program (1) pending Juvenile Court adjudication, (2) waiting transfer to another jurisdiction or agency, or (3) on a short-term commitment to detention ordered by the Juvenile Court. While in detention, youths have access to medical and dental services. Families are encouraged to visit their sons and daughters and give them positive support. Religious services are available to youths who wish to participate. Educational services are offered 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.* The secure facilities are (1) Mill Creek Youth Center in Ogden, (2) Decker Lake Youth Center in West Valley City, (3) Wasatch Youth Center in Salt Lake City, and (4) Slate Canyon Youth Center in Provo.

Secure facilities provide extended secure confinement for the most seriously delinquent youths (see "Secure Facilities," page 65). Youths committed to secure care typically have extensive delinquency histories and often

**Office of Correctional Facilities**



have continued to commit offenses despite receiving services from other agencies and other less restrictive programs. Secure facility staff provide intensive supervision and offer quality treatment based on the youth's correctional needs. Youths are treated with respect and given opportunities to make positive choices that will help them improve their lives and reestablish 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 47) 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

**QUICK FACTS  
RURAL PROGRAMS**

FULL-TIME STAFF.....259

PRIMARY SERVICE AREA ..... RURAL COUNTIES

PROGRAMS

RECEIVING CENTERS.....	5
YOUTH SERVICES.....	5
SHELTER .....	6
HOME DETENTION.....	5
LOCKED DETENTION.....	7
OBSERVATION & ASSESSMENT .....	4
SECURE CARE .....	1
CASE MANAGEMENT	

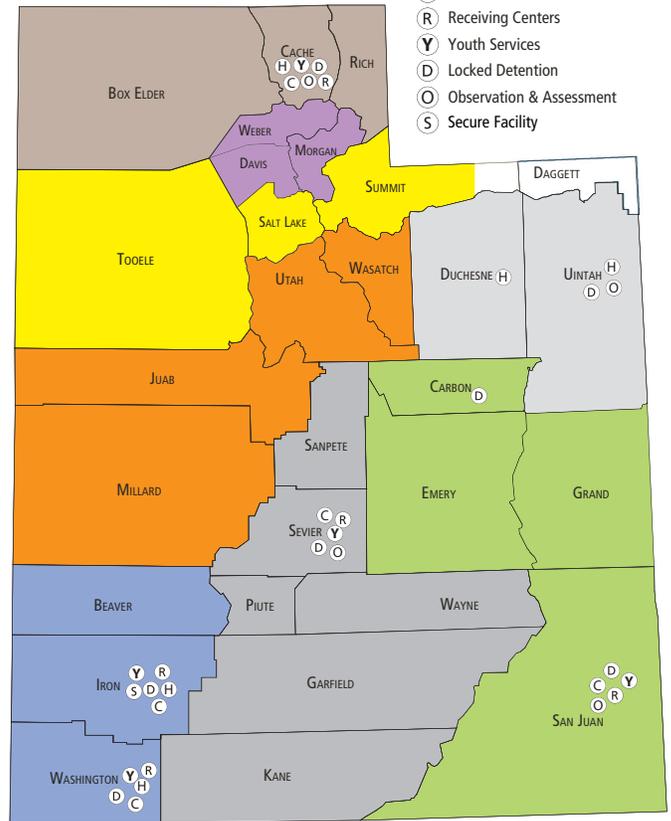
FY 2013 BUDGET..... \$22,186,500

nonsecure beds and all include multiple-purpose programming areas. Nonsecure beds can be used for functions such as observation and assessment and shelter.

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.

**Office of Rural Programs**

- Ⓢ Shelter
- Ⓜ Home Detention
- Ⓝ Receiving Centers
- Ⓜ Youth Services
- Ⓜ Locked Detention
- Ⓜ Observation & Assessment
- Ⓜ Secure Facility



George, provides receiving center, home detention, and youth services.



# Youth Services

The 2002 Utah Legislature transferred oversight of youth services from the Division of Child and Family Services (DCFS) to Juvenile Justice Services. The Office of Early Intervention Services administers four youth services centers along the Wasatch Front. The Office directly operates Archway Youth Service Center in Ogden and contracts with Salt Lake County Youth Services for two programs in Salt Lake City and Vantage Point Youth Services for one program in Provo. In other parts of the state, the Office of Rural Programs has established youth services programs at three multiuse facilities (see “Multiuse Facilities,” page 47) and stand alone programs in Cedar City and St. George.

## QUICK FACTS Youth Services

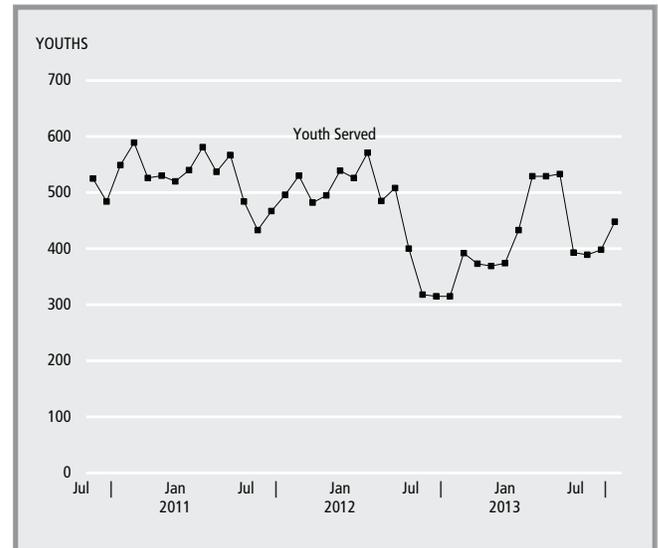
PROGRAMS .....	9
ADMISSIONS .....	4,593
CRISIS INTERVENTION.....	1,168
CRISIS RESIDENTIAL .....	2,842
60-DAY COUNSELING .....	583
DIFFERENT YOUTHS SERVED.....	2,695

Youth services centers provide crisis counseling services to runaway, homeless, and ungovernable youths and their families. The primary goal is to keep families intact and to divert youths from intervention by the juvenile justice system. Youths typically are brought to the centers by law enforcement, family members, or other concerned individuals. Centers also accept self referrals and referrals from receiving centers.

*Crisis Intervention.* Crisis intervention programs provide a crucial “safety valve” for youths and families in crisis. Youth services staff help runaway, homeless, ungovernable and dependent youths and their families through immediate crisis counseling and assessment in a safe environment. The primary goals are to keep families intact and to divert youths from penetrating further into the juvenile justice system.

*60-Day Counseling.* Extended counseling is offered to youth and families that need additional support to

## MONTHLY ADMISSIONS

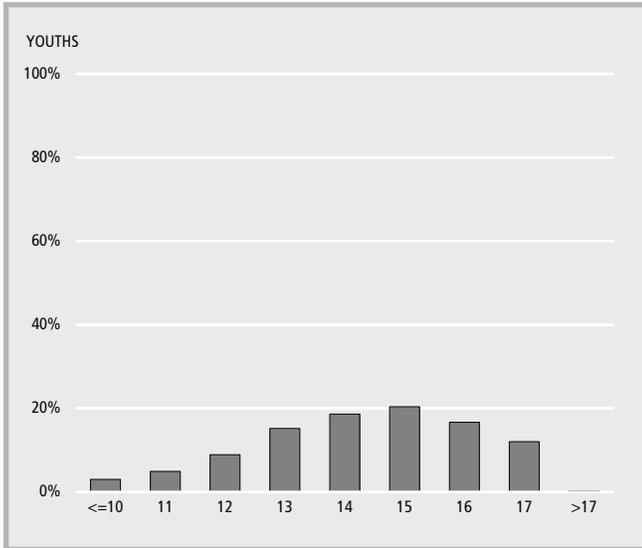


manage the current crisis and keep their families intact. This service is provided on an outpatient basis and can continue up to 60 days. Typically, counseling occurs for one hour each week over the course of a number of weeks. However, the frequency and duration are dependent on the nature of the problem and the family's level of functioning. Youths and families that need long-term counseling are referred to local mental health authorities or nonprofit organizations in local communities.

*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 served by youth services programs for each month from July 2010 (FY 2011) through September 2013 (FY 2014). Total numbers of different youths served declined from 3,276 in FY 2011, to 3,061 in FY 2012, and 2,776 in FY 2013. Drops in numbers of youths served are, in large part, results of budget cut-backs that forced reductions in the hours service centers were open.

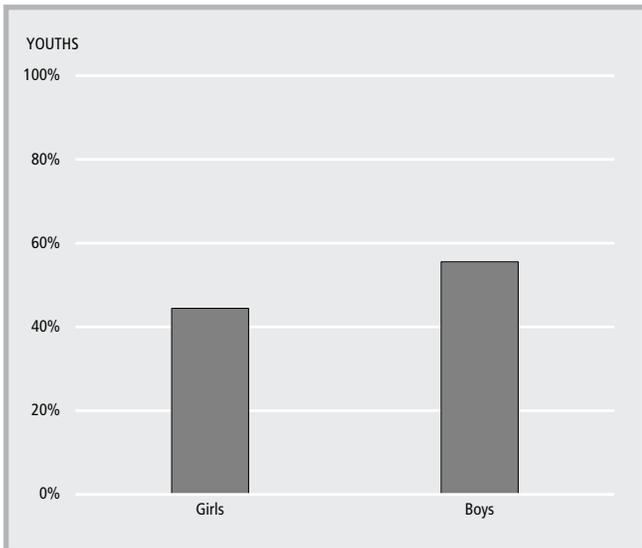
## AGES




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Youths admitted to youth services programs during FY 2013 ranged in age from under 10 to over 17 years old. Average age was 14.8; 49% were between 15 and 17 years old.

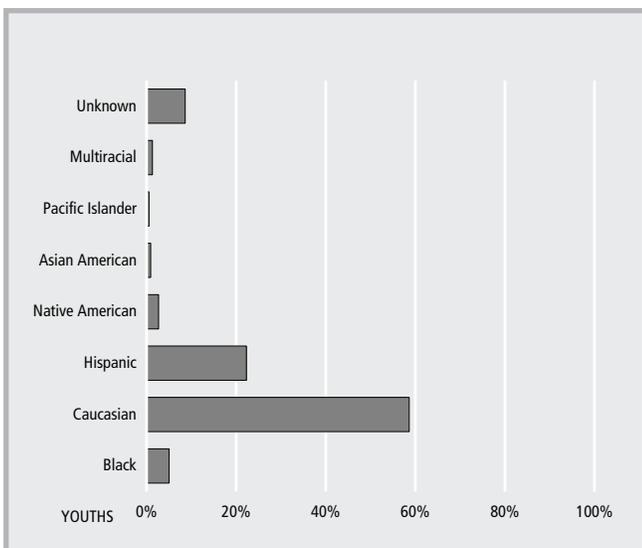
## GENDER




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Girls represented about 44% of all youths admitted to youth services programs during FY 2013.

## RACE & ETHNICITY




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Minorities were overrepresented in youth services programs. Collectively, they accounted for nearly 36% of all admissions, though they represent about 23.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were represented nearly 4 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 1.4 times more frequently.

# Receiving Centers

Youths typically enter Utah’s juvenile justice system when arrested and charged with an offense (see “Client Flowchart,” page 10). The arrest usually is made by a local police officer, county deputy sheriff, or a member of the Highway Patrol. If accused of a serious offense that falls within the Guidelines for Admission to locked detention, a youth may be taken to a locked detention center. However, when guidelines are not met, officers often struggle to find a responsible adult to take custody of the youth or to find a suitable placement. Officers may not have the means or the time to contact the youth’s parents and may have difficulty finding appropriate services for a youth requiring immediate care.

## QUICK FACTS RECEIVING CENTERS

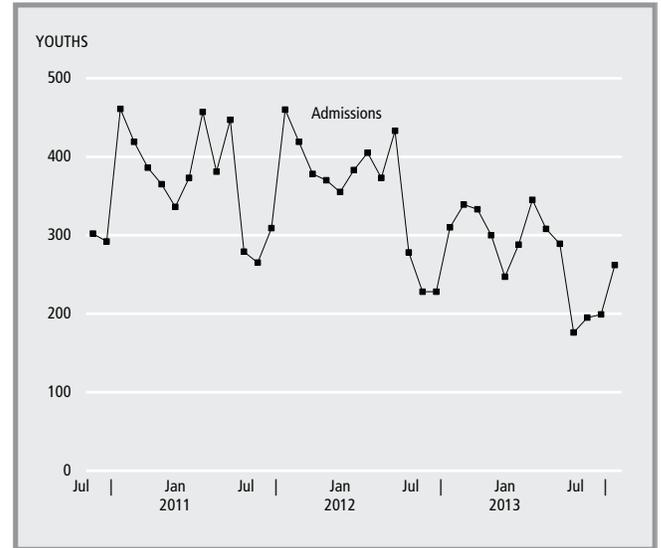
NUMBER OF PROGRAMS.....	9
ADMISSIONS .....	3,390
DIFFERENT YOUTHS SERVED.....	2,561
MEDIAN LENGTH OF STAY .....	2.2 HOURS

To minimize such difficulties, receiving centers have been opened across the state. These centers are built on a partnership between Juvenile Justice Services, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. On receiving a youth, center workers immediately attempt to contact the youth’s parents or guardians. They evaluate the youth’s immediate needs for security and care and make referrals for services when appropriate. Additional information about programming provided by receiving centers is described below.

During FY 2013, the Division operated or contracted for nine receiving centers across the state. The Office of Early Intervention Services administered centers in Ogden, Salt Lake City (2 programs) and Provo. The Office of Rural Programs operated Receiving Centers in five locations: Logan, Richfield, Cedar City, St. George, and Blanding.

Statewide, during FY 2013, there were over 3,390 admissions to receiving centers. About 59% of admitted youths were boys. The majority of admissions (78%) were to centers in urban areas. Reasons for referral

## MONTHLY ADMISSIONS



ranged from truancy to delinquent offenses. Length of stay varied, but typically was about 2 hours. The median length of stay was 2.2 hours. In most cases, youths were released to their parents or guardians. Substantial numbers also were released to shelter, youth services programs, and locked detention. Based on findings of need, referrals were made to other agencies including the Division of Child and Family Services, substance abuse agencies, and mental health agencies.

The chart at top right represents statewide numbers of admissions to receiving centers for each month from July 2010 (FY 2011) through September 2013 (FY 2014). Total admissions declined from 4,498 in FY 2011, to 4,428 in FY 2012, and 3,391 in FY 2013. During the same period, the numbers of different youths served were 3,307 in FY 2011, 3,251 in FY 2012, and 2,561 in FY 2013. Drops in admissions and numbers of youths served are, in large part, results of budget cutbacks that forced reductions in the hours service centers were open. Prior to FY 2013, most centers provided the service 24-hour a day all days of the week.

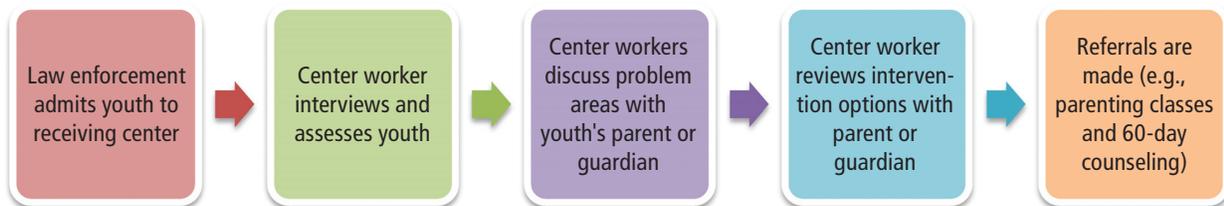
During FY 2013, receiving centers operated directly by the Division developed the following model to standardize and improve services:

1. The admission process was simplified for officers bringing youth into the receiving center to help them return to duty more quickly.
2. On admission, youth are interviewed by staff regarding the behavior that brought them to the attention of law enforcement.

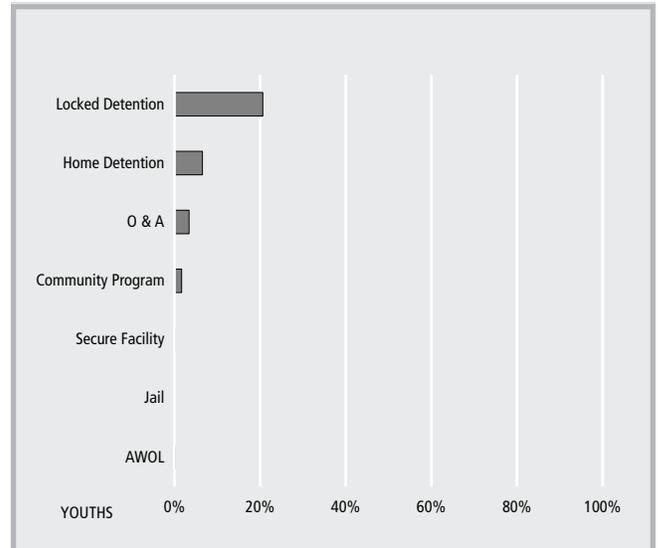
3. Receiving center workers use evidence based Motivational Interviewing techniques with the youth.
4. The Massachusetts Youth Screening Instrument (MAYSI-2) youth assessment is administered. The test provides a rapid assessment of a number of acute behavioral issues including: alcohol/drug use, anger-irritable, depressed-anxious, somatic complaints, suicide ideation, thought disturbance,

- and traumatic experiences.
5. Center workers meet with parents or guardians to process issues impacting the youth and family. The objective is to resolve the problem, refer to another agency to address treatment issues, or educate the family in navigating through the juvenile justice system.

## Receiving Center Service Model



## PLACEMENT HISTORY



The great majority of youths admitted to receiving centers during FY 2013 had little or no prior experience with other Division programs. Only about 21%, just over one in five youths, had previously been admitted to a locked detention and fewer than 7% had been admitted to a home detention program.

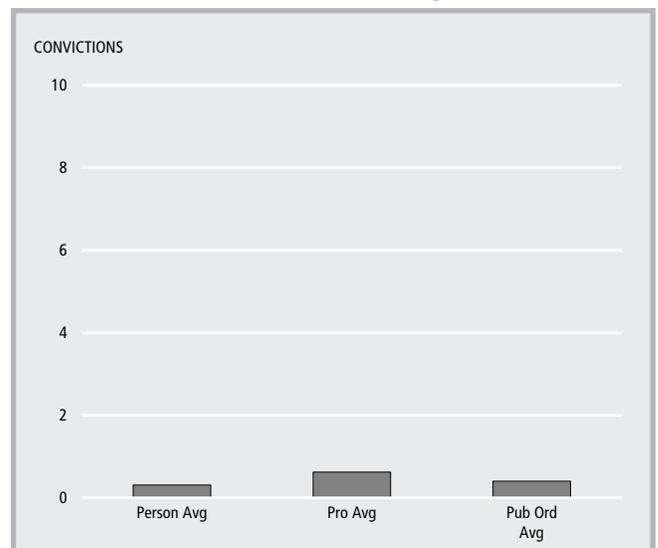
Though not shown on the chart, a number of these youths had received services from other juvenile justice agencies: 8.8% had been on probation, 11.4% had been in the custody or under supervision of the Division of Child and Family Services, and over 17.6% previously had one or both of these types of care.



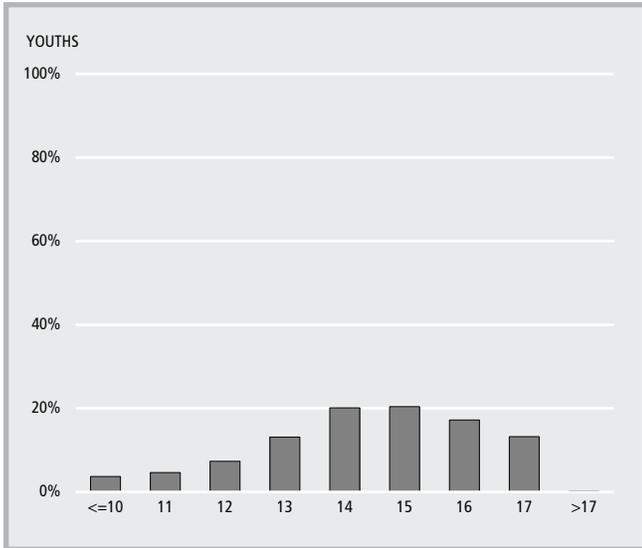
Iron County Youth Center (ICYC) in Cedar City.

During FY 2013, only about half of youths (49.6%) had previously received a conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 1.4 prior convictions. The great majority of these offenses (76.3%) were offenses against property and public order. Offenses against persons represented only about 23.7% of the total.

## DELINQUENCY HISTORY



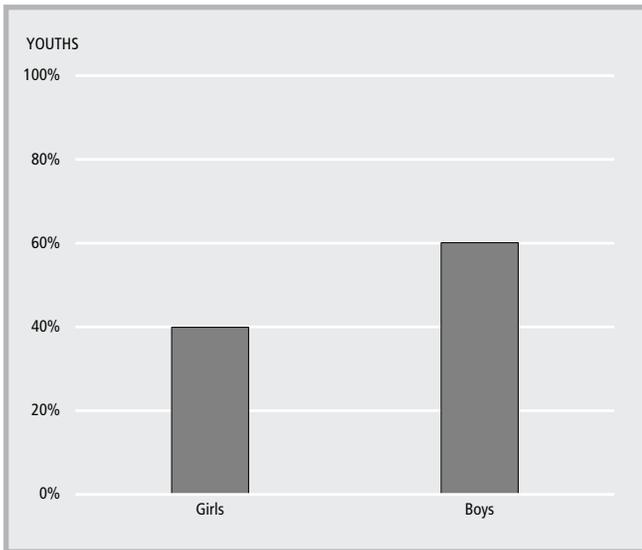
## AGES




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Youths admitted to receiving centers during FY 2013 ranged in age from under 10 to over 17 years old. Average age was 14.9. Of all youths admitted, 51% were between 15 and 17 years old.

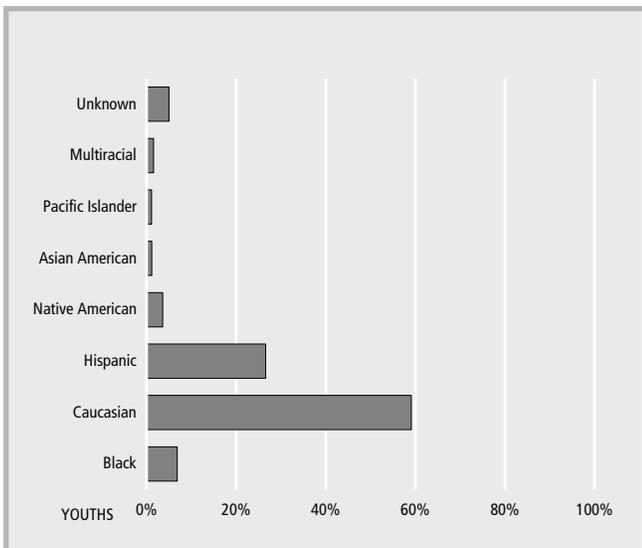
## GENDER




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Girls represented about 40% of all youths admitted to receiving centers during FY 2013.

## RACE & ETHNICITY




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Minorities were overrepresented in receiving centers. Collectively, they accounted for over 41% of all admissions, though they represent about 23.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were represented over 5.0 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 1.5 times more frequently.

# Diversion

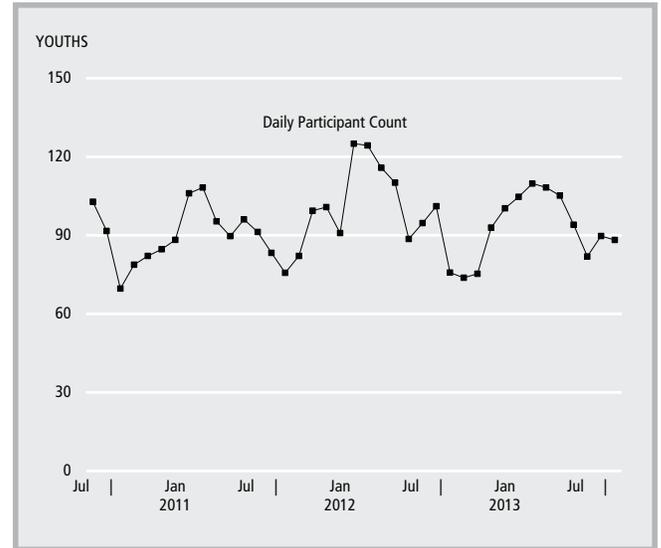
Diversion programs generally serve youths who have been adjudicated for a delinquent offense and have been ordered to participate in the program for up to 30 days rather than serve an equivalent time in locked detention. Overall, these programs provide cost effective and safe interventions to help relieve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

## QUICK FACTS DIVERSION PROGRAMS

PROGRAMS .....	3
ADMISSIONS .....	1,193
DIFFERENT YOUTHS SERVED.....	1,044
AVERAGE DAILY PARTICIPANTS .....	94.6
AVERAGE LENGTH OF STAY .....	29.0 DAYS
DAILY COST PER PARTICIPANT .....	\$140.26

While enrolled in diversion, youths receive daily supervision and are tracked through face-to-face contacts, collateral contacts, including school and parents, and by telephone. When school is in session, diversion youths are required to be participate in structured activities during after school hours on weekdays. When school is not in session, youths are required to be involved in structured hours during daytime hours as well. In addition, at all times of the year, youths are required to phone in to contact diversion workers on weekends. They also have opportunities to attend educational groups covering a variety of subjects and may take part in skill building and community service activities. In

## AVERAGE DAILY PARTICIPANTS

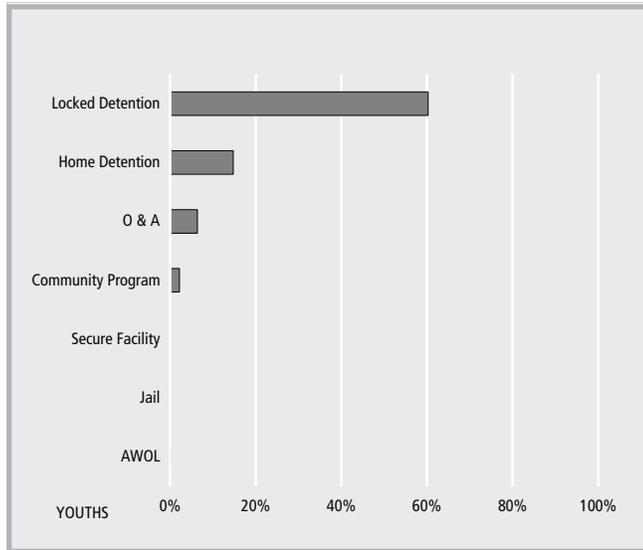


some areas, in-home support also is provided and referrals can be made to other agencies for additional services when needed.

During FY 2013, the Division's Office of Early Intervention services operated diversion programs at the three locations: (1) Davis Area Youth Center in Sunset, which serves Morgan, Weber, and Davis Counties; (2) Salt Lake Early Intervention, which serves Salt Lake, Tooele, and Summit Counties; and (3) Lightning Peak Youth Center (Provo) which serves Wasatch, Juab, Millard, and Utah Counties.

The chart at top right represents statewide average daily numbers of participants for each month from July 2010 (FY 2011) through September 2013 (FY 2014). Average daily participation grew from a yearly average of 91 in FY 2011 to 99 in FY 2012 then fell slightly to 95 in FY 2013. During the same period, the number of different youths served was 1,138 in FY 2011, 1,146 in FY 2012, and 1,044 in FY 2013. Average length of time in the program per admission was 26.7 days in FY 2011, 27.7 days in FY 2012, and 29.0 in FY 2013.

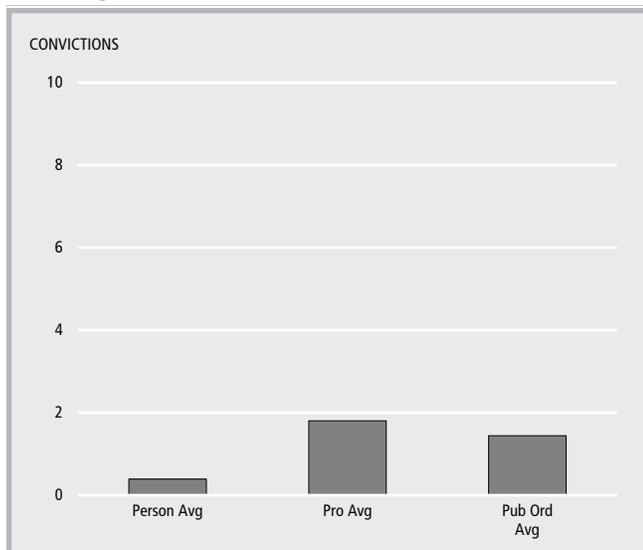
## PLACEMENT HISTORY



The majority of youths admitted to diversion programs during FY 2013 had previously been admitted to locked detention (60.3%); 14.8% had previously been placed in home detention; and 6.4% had been in O&A.

Though not shown on the chart, a substantial portion of these youths also had received services from other juvenile justice agencies: 28.9% had been on probation, 9.3% had been in the custody or under supervision of the Division of Child and Family Services, and over 34.2% previously had one or both of these types of care.

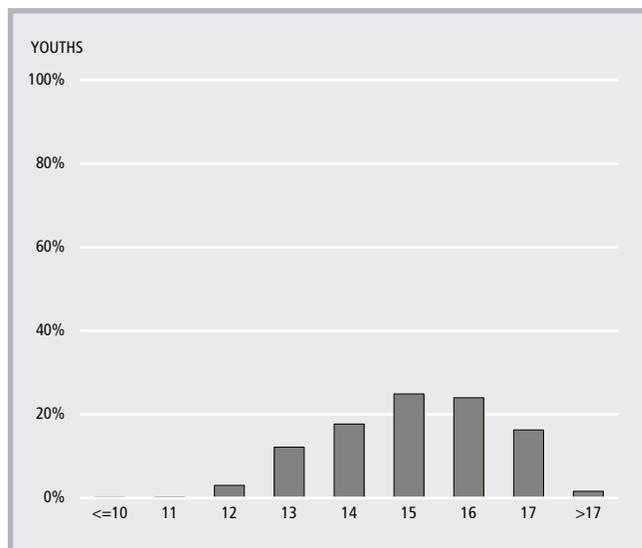
## DELINQUENCY HISTORY



During FY 2013, the large majority of youths admitted to diversion programs (99.3%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 3.6 prior convictions. The great majority of these offenses (89.1%) were offenses against property and public order. Offenses against persons represented only about 10.9% of the total.

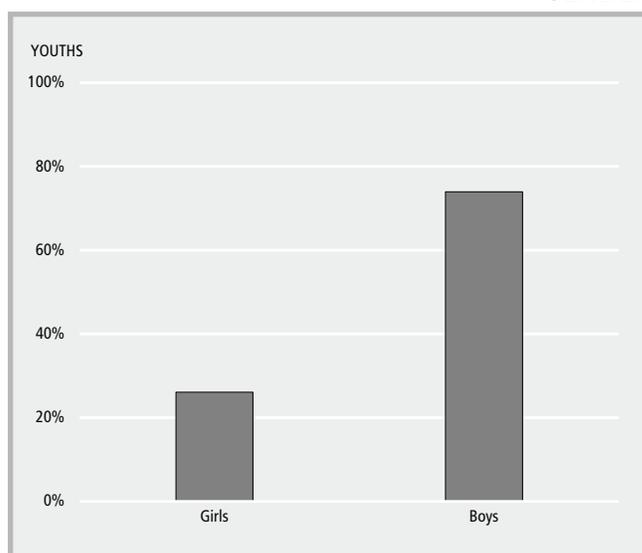
## AGES

Youths admitted to diversion programs during FY 2013 ranged in age from 10 to over 17 years old. Average age was 15.6, about the same as the average ages in FY 2012 and FY 2011. Of all youths admitted, about 65% were between 15 and 17 years old.



## GENDER

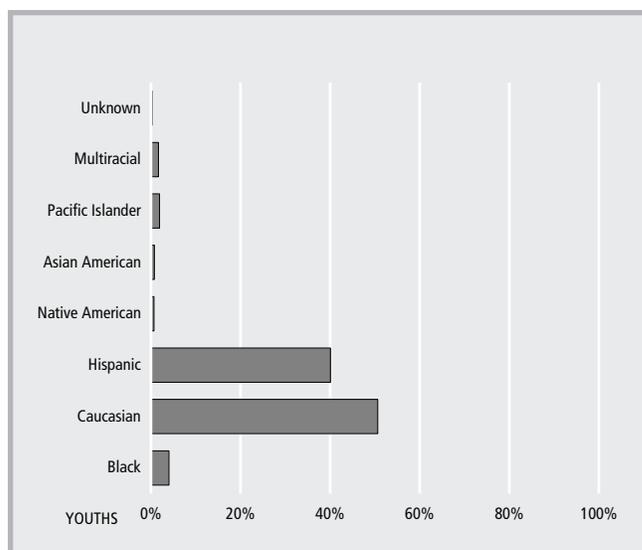
Girls represented over 26% of all youths admitted to diversion programs during FY 2013, or just over one in every four admissions.



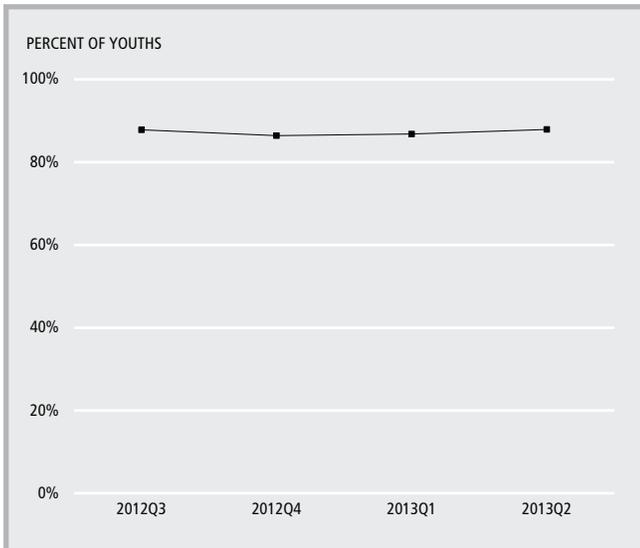
## RACE & ETHNICITY

Minorities were overrepresented in diversion programs. Collectively, they accounted for over 49% of all admissions, though they represent about 23.5% of Utah's youth population.

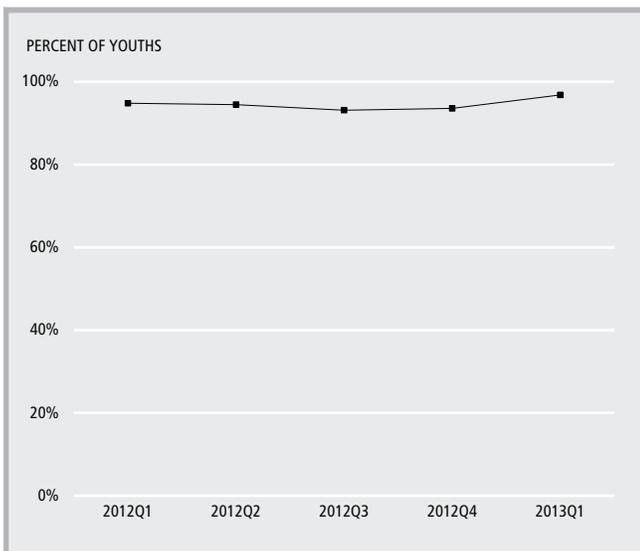
Overrepresentation was most extreme for Black youths, who were represented over 3 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 2.5 times more frequently.



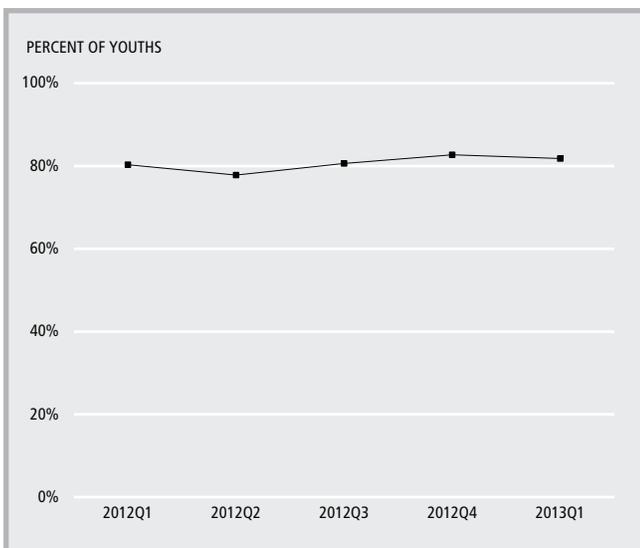
## YOUTHS RECEIVING ALL PROGRAM ELEMENTS



## 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 each quarter of FY 2013 who had received all elements of the program. Overall, this objective was met with 87.2% of youths who left during the four-quarter reporting period. The highest percentage was 87.9% during the second quarter of 2013 (2013Q2). The lowest percentage was 86.4% for the last quarter of 2012 (2012Q4).

Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. 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, 94.6% of youths remained free of a new charges. Percentages for individual quarters ranged from a low of 93.1% in the third quarter of 2012 (2012Q3) to a high of 96.8% in the first quarter of 2013 (2013Q1). Though not shown, percentages of youths free of any felony-type charges while enrolled in the program were much higher. Overall, 99.4% 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 during a five-quarter reporting period. Overall, 80.4% of youths remained charge free. Percentages rose from a low of 77.8% for the second quarter of the period (2012Q2) to a high of 82.7% for the fourth quarter (2012Q4). Though not shown, the overall percentage of youths free of a new felony-type charge was 97.1%.

# Work Program

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. During FY 2013, the programs capacity was reduced from 50 to 40 beds (10 for girls and 30 for boys) as a result of budget reductions.

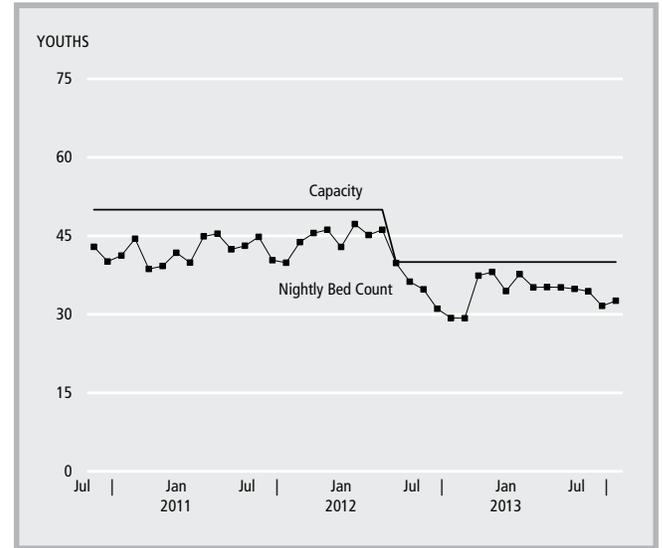
The main purpose of the Genesis program is to hold youths accountable for their delinquent behavior. Youths are given opportunities to work off court ordered restitution owed to their victims and service hours owed to the community. Residents typically work 6 days a week in projects at the center and at a variety of different work sites in the community. During FY 2013, residents worked 59,797 hours. At minimum wage (\$7.25/hr), this represents a return to the community of over \$433,000.

## QUICK FACTS GENESIS YOUTH CENTER

BEDS (10 FEMALE, 30 MALE) .....	40
ADMISSIONS .....	232
GIRLS .....	61
BOYS.....	152
DIFFERENT YOUTHS SERVED.....	238
AVERAGE NIGHTLY BED COUNT .....	34.3
WORK HOURS COMPLETED .....	59,797
AVERAGE LENGTH OF STAY .....	58.8 DAYS
DAILY COST PER BED .....	\$193.45

In March of 2012, the ten-bed work unit for girls, was transformed into the Gemstone program for female offenders. The Gemstone program was developed in response to the need for additional short-term community programs for females. Girls in the program are provided with opportunities to complete court ordered restitution and community service hours. In addition, they receive 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.

## AVERAGE NIGHTLY BED COUNT



The chart at top right represents the average nightly number of youths in residence at Genesis Youth Center each month between July of 2010 (FY 2011) through September of 2013 (FY 2014). As may be seen from the capacity line, the number of available beds was reduced from 50 to 40 in May of 2012. The Genesis population averaged 42 in FY 2011, 43 in FY 2012 and 34 in FY 2013. During the same period, the number of different youths served dropped from 276 in FY 2011 to 268 in FY 2012 and 238 in FY 2013. Average length of time in the program per admission was 62.1 days in FY 2011, 67.9



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



Workshop at Genesis Youth Center.



Sheds being built by residents of Genesis Youth Center.

days in FY 2012 and 59 days in FY 2013.

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

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

In addition to required work projects, residents are expected to make educational progress. They attend school on site, and may receive assistance in preparing for the GED exam. Classrooms at the facility are operated by the Canyons School District Youth In Custody program (see "Youth in Custody Educational Programs," page 82). 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.

Youths at Genesis often start the program with serious academic deficiencies. Although the average stay is relatively short (58.8 days), many residents make considerable progress while enrolled in the program. During the 2012-2013 school year, Genesis residents earned an average of over 2.13 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.

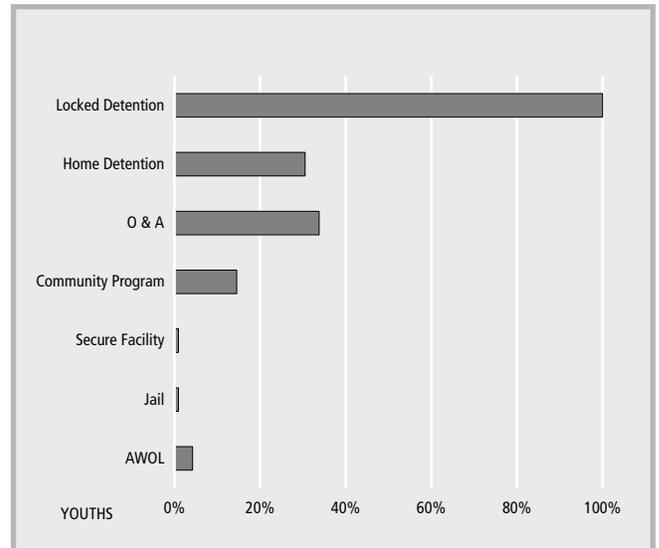
When not working or in school, residents may participate in a number of other programs and activities. Among the options is the Going for the Goal program, a research based curriculum that teaches life skills. GED tutoring and testing also are available to further the residents' educational status. During the 2012-2013 school year, 3 residents received High-School diplomas and 17 residents qualified for their GED. Many others made progress in obtaining the alternative degree.

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

## PLACEMENT HISTORY

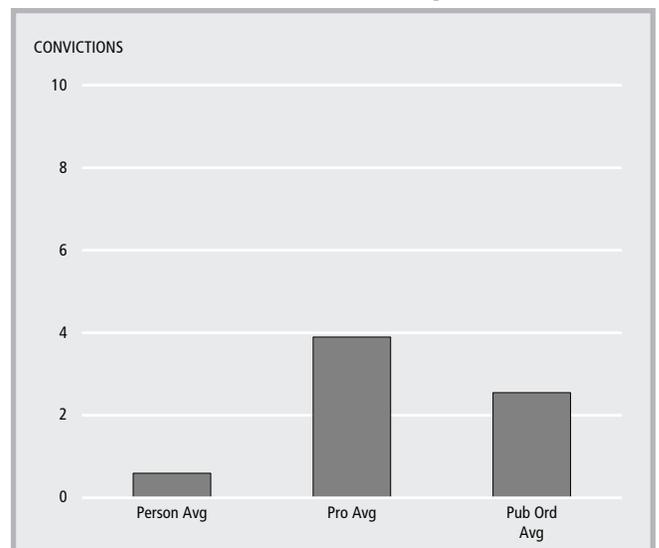
All youths admitted to Genesis during FY 2013 had previously been admitted to locked detention (100.0%); 33.8% had previously been placed in O&A; and 30.5% had been in a home detention placement.

Though not shown on the chart, a large majority of these youths also had received services from other juvenile justice agencies: 76.5% had been on probation, 18.3% had been in the custody or under supervision of the Division of Child and Family Services, and over 82.2% previously had one or both of these types of care.

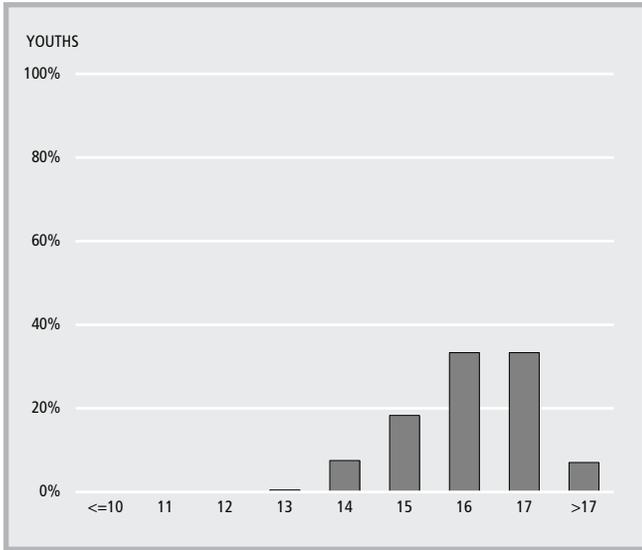


## DELINQUENCY HISTORY

During FY 2013, all youths admitted to Genesis (100.0%) 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 (90.8%) were offenses against property and public order. Offenses against persons represented only about 9.2% of the total.



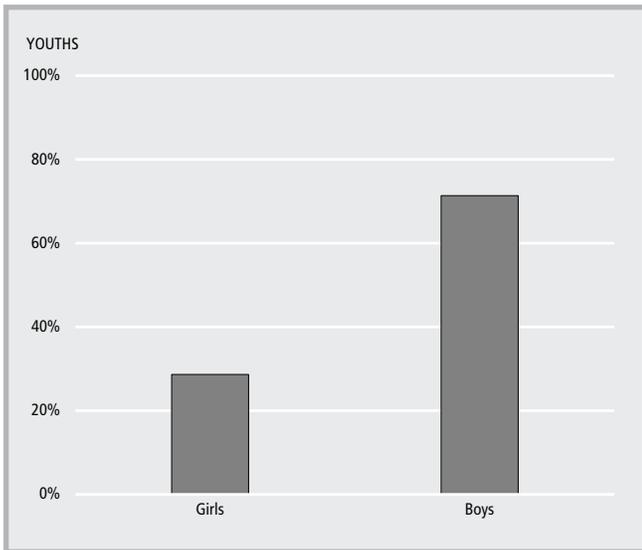
## AGES




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Youths admitted to Genesis during FY 2013 ranged in age from 13 to over 17 years old. Average age was 16.6, about the same as the average ages in FY 2012 and FY 2011. Of all youths admitted, 85% were between 15 and 17 years old.

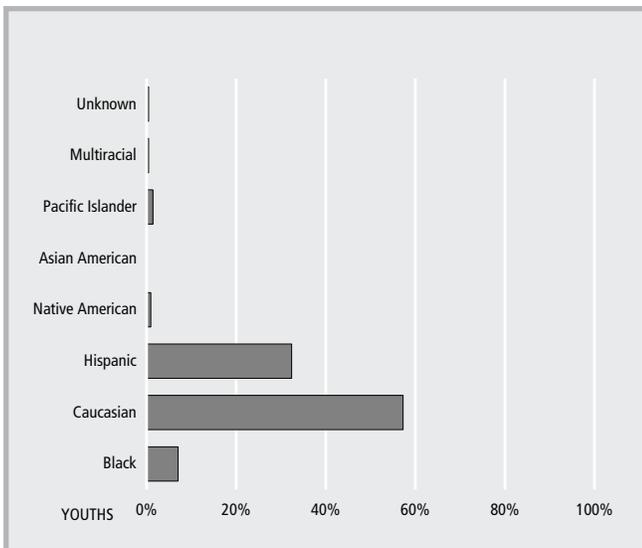
## GENDER




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Girls represented over 28% of all youths admitted to Genesis during FY 2013.

## RACE & ETHNICITY




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Minorities were overrepresented in Genesis. Collectively, they accounted for over 42% of all admissions, though they represent about 23.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were represented over 5.4 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 2 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.*

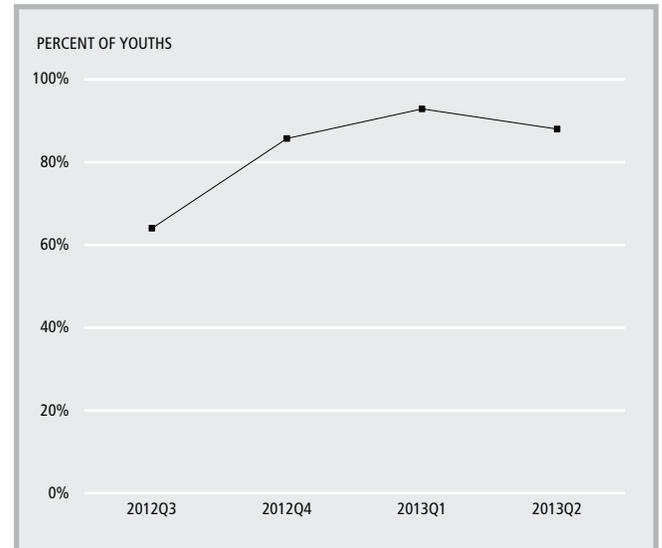
Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter.

Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. 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 82.6% of youths completed 85% of their obligations during programming. Values ranged from a low of 64.0% in the third quarter of 2012 (2012Q3) to high of 92.9% for youths completing the program in the first quarter of 2013 (2013Q1).

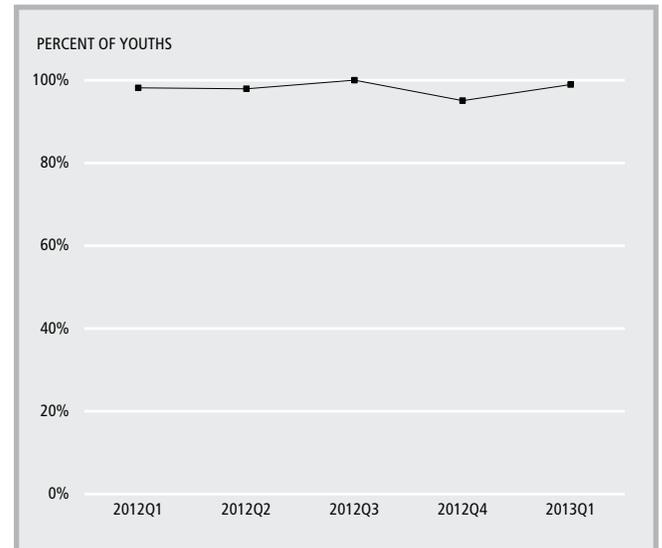
The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, an average of over 98% of youths avoided new charges while in the program. Values ranged from a low of 95.1% in the fourth quarter of 2012 (2012Q4) to a high of 100% in the third quarters of 2012 (2012Q3).

The chart at bottom right shows the percentages of youths who were free a new felony- or misdemeanor-type charge in the 90 days following release from Genesis. Overall, an average of over 79% of youths avoided a new charge after release. Values ranged from a low of 73.2% in the third quarter of 2013 (2012Q3) to a high of 88.1% in the first quarter of 2013 (2013Q1). Though not shown, the overall percentage of youths free of a new felony-type charge alone was over 93%.

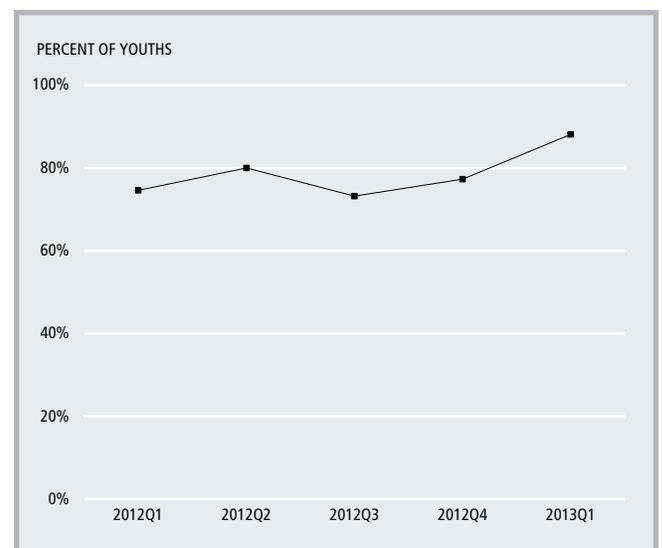
## YOUTHS MEETING COURT OBLIGATION



## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM





# Detention

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

## QUICK FACTS LOCKED DETENTION

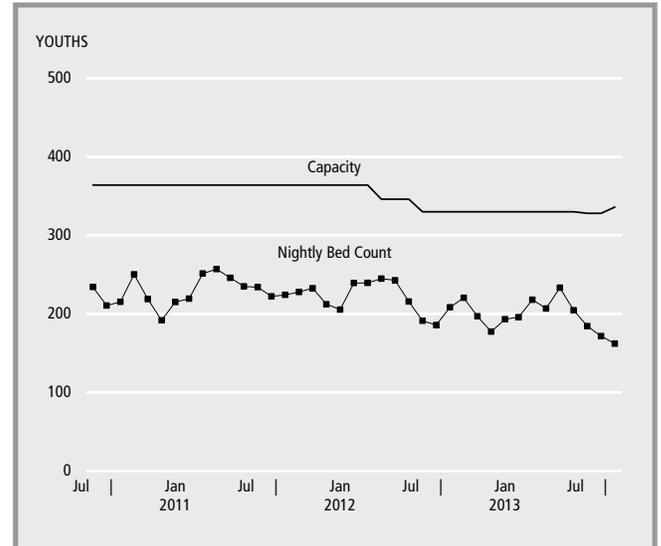
NUMBER OF PROGRAMS.....	11
BEDS.....	330
ADMISSIONS.....	8,484
DIFFERENT YOUTHS SERVED.....	4,275
AVERAGE NIGHTLY BED COUNT .....	202.6
LENGTH OF STAY PER ADMISSION.....	8.7 DAYS
DAILY COST PER BED .....	\$165.94

Locked detention programs function within the framework of the BARJ Model (see “Who We Are, ...,” page 6) to provide secure custody and activities aimed at helping youths take responsibility for their offenses and learn socially acceptable skills. Programs also attempt to help youths keep contact with families and the community. Family visitation is encouraged and non-denominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see “Youth In Custody Educational Programs,” page 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 2010 (FY 2011) through September 2013 (FY 2014). Over the period, average nightly bed count fell from about 228 in FY 2011 and FY 2012 to 203 in FY 2013. The average nightly bed count for the first 3 months of FY 2014 was 173. During the same period, the numbers of different youths served dropped from 4,742 in FY 2011 to 4,619 in FY 2012 to 4,275 in FY 2013. Average length of stay per admission rose over the period from 8.3 days in FY 2011 to 8.5 days in FY 2012 to 8.7 days in FY 2013.

As may be seen in the table on the following page, several detention centers were over capacity on some nights during FY 2013. The most extreme cases were the Slate Canyon Youth Center (38.1%) in Provo, the Cache Valley Youth Center (21.0%) in Logan, and the Southwest Utah Youth Center (11.5%) in Cedar City. 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.



Southwest Utah Youth Center.



Control center at Canyonlands Youth Center.

## Use of Locked Detention Centers During FY 2013.

Facility	Capacity	Youths Served <sup>1</sup>	Admits <sup>2</sup>	Nightly Bed Count	Nights Over Capacity <sup>3</sup>	Length of Stay <sup>4</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER	42	634	1,270	25.7	0.0%	7.4
WEBER VALLEY DETENTION CENTER <sup>5</sup>	16	356	765	13.9	0.0%	6.6
SALT LAKE VALLEY DETENTION	112	1,652	2,687	68.2	0.0%	9.3
SLATE CANYON YOUTH CENTER	38	788	1,176	37.3	38.1%	11.6
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	16	359	639	10.7	7.7%	6.1
CANYONLANDS YOUTH CENTER	16	87	156	3.0	0.0%	7.1
SOUTHWEST UTAH YOUTH CENTER	10	147	315	6.3	11.5%	7.3
DIXIE AREA DETENTION CENTER	32	250	492	15.3	0.0%	11.4
CASTLE COUNTRY YOUTH CENTER	16	150	380	7.2	2.2%	6.9
CENTRAL UTAH YOUTH CENTER	16	140	249	4.3	0.0%	6.2
SPLIT MOUNTAIN YOUTH CENTER	16	233	355	10.8	7.4%	11.1
<b>TOTAL</b>	<b>330</b>	<b>4,275</b>	<b>8,484</b>	<b>202.6</b>	<b>-</b>	<b>8.7</b>

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

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

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

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

5 Capacity reduced to 16 on April 1, 2012.

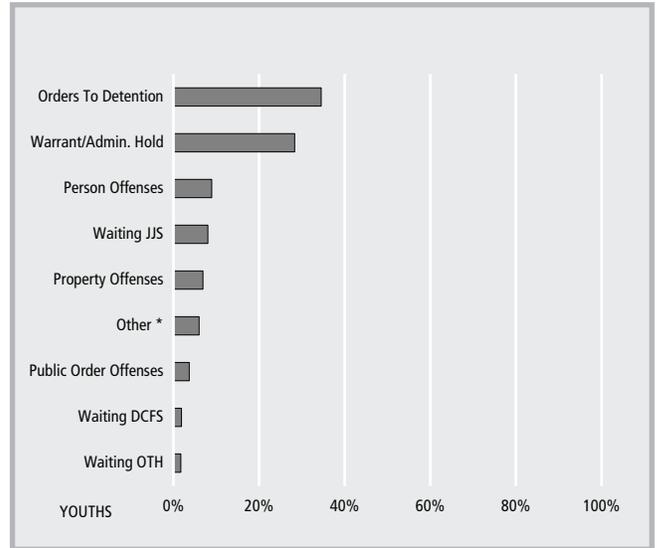
During FY 2013, a majority of admissions to locked detention, 62.8%, were for orders to detention (Orders to DT), and warrants or administrative holds (Warrant/Admin).

19.5% of admissions were for delinquent offenses: against other people (Person), involving property (Property), and violations of public order (Public Order).

11.7% of admissions were for youths waiting for a Juvenile Justice Services' placement (Waiting JJS), a Division of Child and Family Services' placement (Waiting DCFS), or another agency's placement (Waiting OTH).

\* Other (6.0%) included status offenses, infractions, motor vehicle offenses, and admissions not identified with an admitting offense.

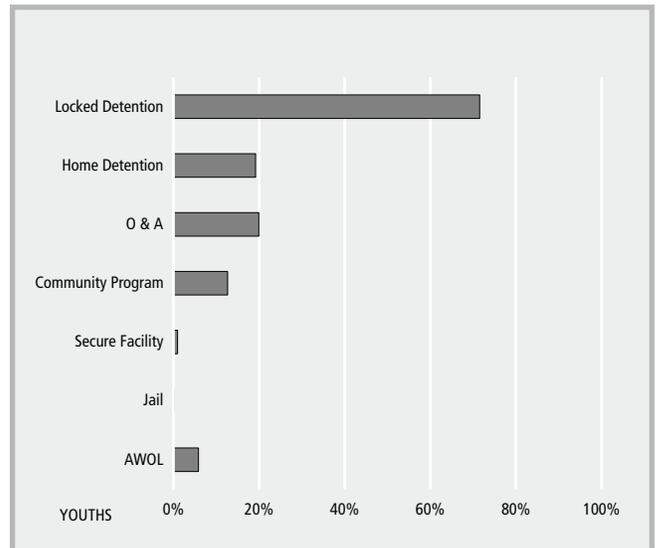
## ADMITTING OFFENSES TO LOCKED DETENTION



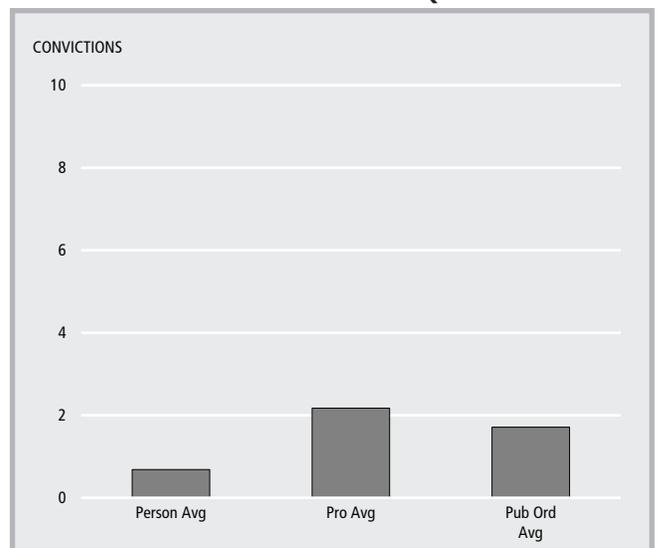
The majority of youths admitted to locked detention during FY 2013 had previously been admitted to locked detention (71.5%); 12.6% had previously been placed in an out-of-home, community residential program (Community Program); and 19.2% had been in a home detention placement.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: 49.9% had been on probation, 19.0% had been in the custody or under supervision of the Division of Child and Family Services, and over 58.2% previously had one or both of these types of care.

## PLACEMENT HISTORY

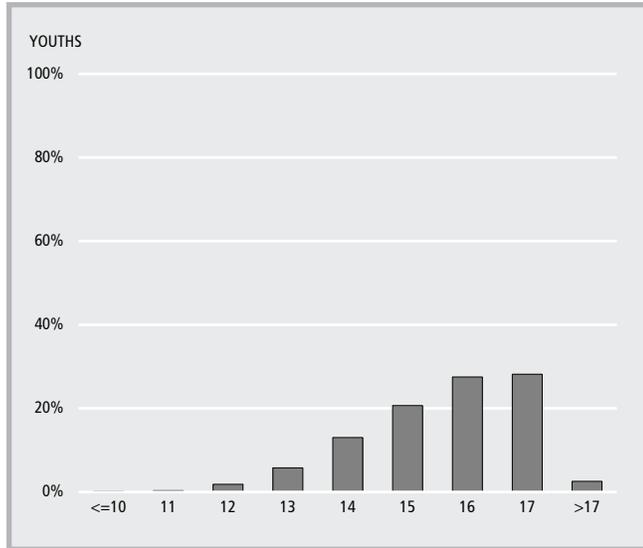


## DELINQUENCY HISTORY



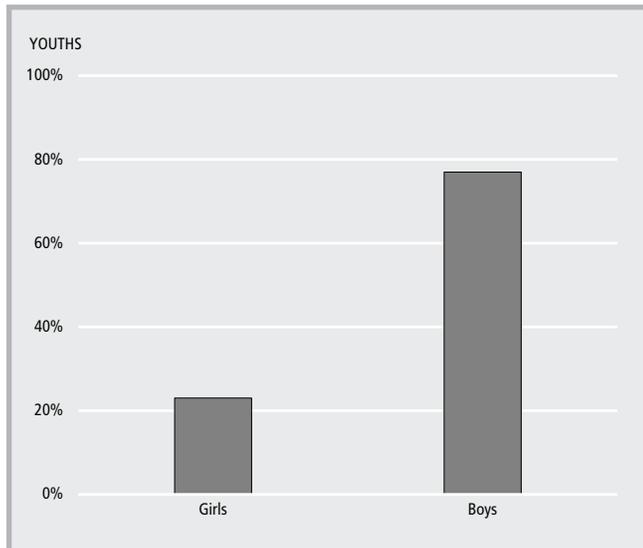
During FY 2013, the large majority of youths admitted to locked detention (90.5%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average for all admissions was 4.6 prior convictions. The great majority of these offenses (84.7%) were offenses against property and public order. Offenses against persons represented only about 15.3% of the total.

## AGES



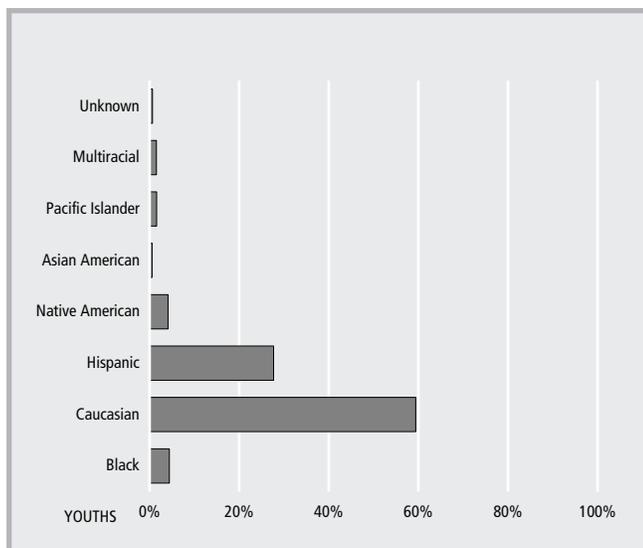
Youths admitted to locked detention during FY 2013 ranged in age from 10 to over 17 years old. Average age was 16.1, about the same as the average ages in FY 2011 and FY 2012. Of all youths admitted, 76% were between 15 and 17 years old, about the same as in FY 2011 and FY 2012.

## GENDER



Girls represented about 23% of all youths admitted to locked detention during FY 2013, or just over one in every five admissions. This is about the same as the number for FY 2011 and higher than the number of 21% for FY 2012.

## RACE & ETHNICITY



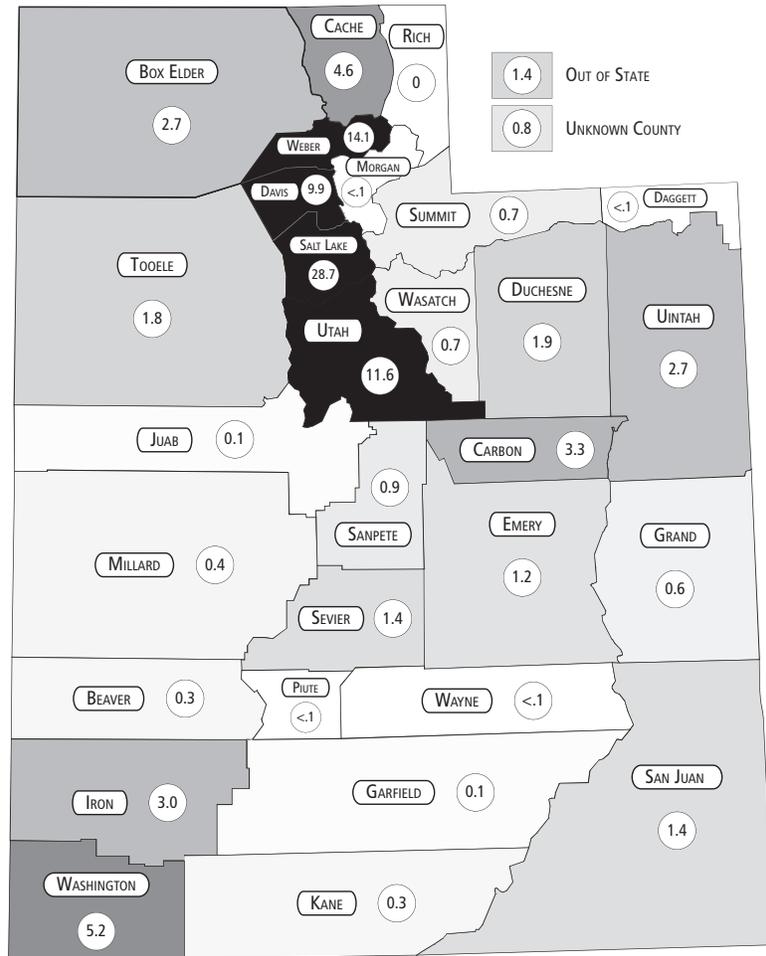
Continuing a trend of many years, minorities were overrepresented in locked detention. Collectively, they accounted for over 40% of all admissions, though they represent about 23.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths, who were represented over 3.0 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented over 1.7 times more frequently.

## Admissions by County

Statewide, there were 8,484 admissions to Utah's locked detention programs during FY 2013. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 1.8% of admissions involved youths from Tooele County.

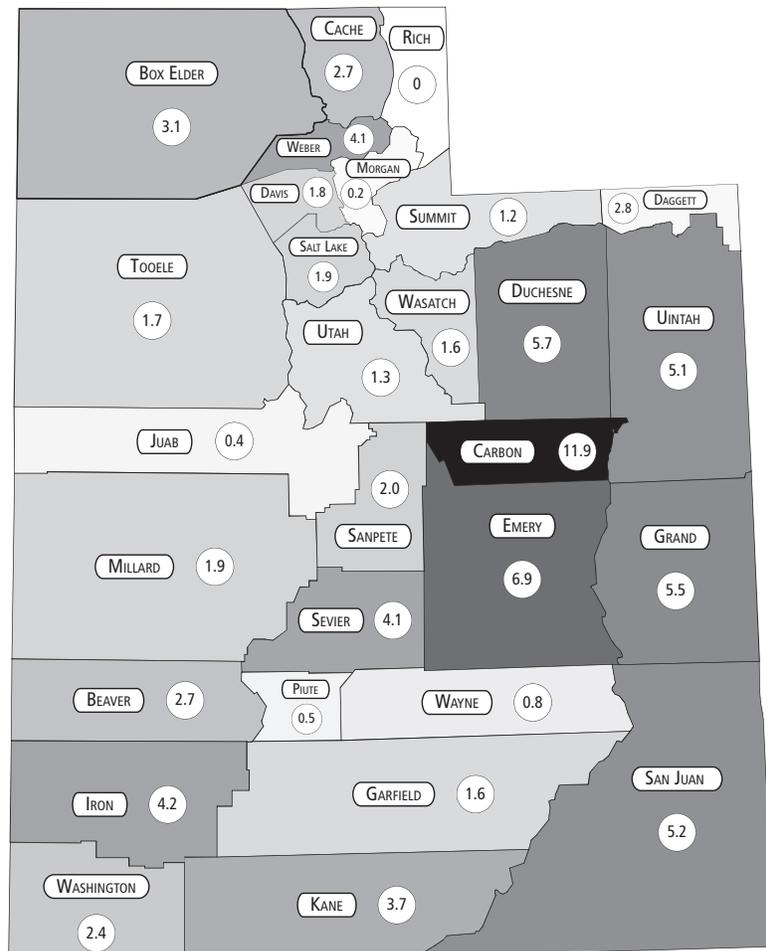
- Salt Lake County, the state's most populous county, had the largest value, accounting for 28.7% all admissions. At the other extreme, no youths were admitted to detention from Rich County.
- Rural counties served by the Office of Rural Programs contributed 31.1% of all admissions. These counties are home to about 21% of Utah's 10 to 17 year olds.
- Urban counties (Salt Lake, Davis, Weber, and Utah) accounted for over 66.7% of all detention admissions. These counties are home to 79.1% of the state's 10 to 17 year olds.
- 1.4% of admissions were out-of-state youths.



## Admission Rates by County

The map at bottom right represents the rates of admission to locked detention for each of Utah's 29 counties. Shading and numbers represent numbers of admissions for each 100 youths aged 10 to 17. For example, there were 3.1 admissions for every 100 youths aged 10 to 17 in Box Elder County.

- Overall, there were about 2.2 admissions for each 100 youths aged 10 to 17.
- Rates of detention admission were highest in Carbon (11.9) and Emery (6.9) Counties.
- Salt Lake County, the state's most populous county, had an admission rate of 1.9 per 100 youths at risk.
- Rural counties had a rate of 3.4 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 slightly lower for counties that have a detention center than for those that do not.





# Multiuse Facilities

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

During FY 2013, 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 locked detention function of the center was moved to a separate facility in the area, the Dixie Area Detention Center. The Washington County facility continues to provide shelter, receiving center, and other non-secure services.

Collectively, these facilities provide 122 beds of locked detention and 70 non-secure beds. 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.

Use of locked detention beds between July 2010 (FY 2011) through September 2013 (FY 2014) is presented in the chart at bottom left. During FY 2013, overall rural locked detention averaged a nightly bed count of 58 and served 1,290 different youths. As described previously (see "Detention," page 41), several programs experienced

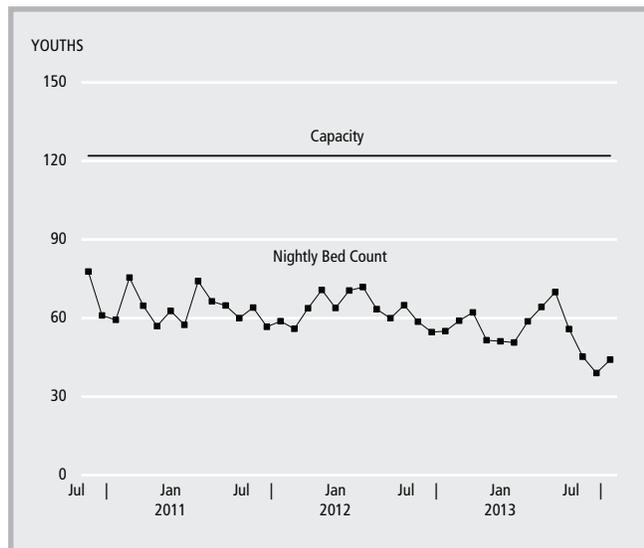


Students and staff in a classroom at Split Mountain Youth Center.

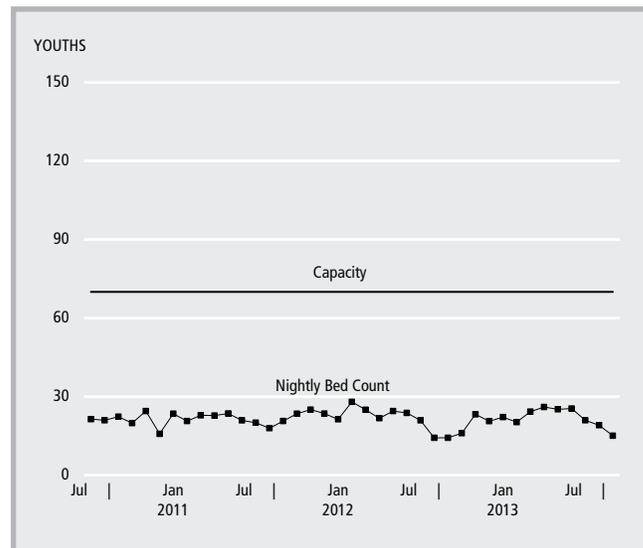
overcrowding on some nights. The extreme was Southwest Utah Youth Center, overcapacity 11.5% of nights.

Overall use of non-secure beds is presented in the chart at bottom right. During FY 2013, an average of 21.0 youths were in residence each night. This includes an average of 4.1 youths in shelter programs at five different facilities, and an average of 14.6 youths each night in O&A at four different centers. This total includes the new O&A program in Canyonlands Youth Center that opened in September of 2012.

## 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.....	561
COMMUNITY PLACEMENT .....	568
SECURE CARE .....	150
DIFFERENT YOUTHS SERVED .....	1,876
AVERAGE DAILY ASSIGNMENTS .....	962
DAILY COST PER YOUTH.....	\$17.68

Case managers evaluate the youth’s needs for services based on (1) the youth’s personal history, (2) information from other workers, (3) the risk assessment process and other assessments, and (4) directions and orders from the Juvenile Court. Findings are interpreted within the framework of the Division’s Mission Statement and the BARJ Model (see “Who We Are, ...,” page 6) to develop the Needs Assessment service Plan, an individualize 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 service-plan goals. Case managers also coordinate with staff in residential programs and facilities to support youths when they return home upon completion of the program. Periodically, case managers meet with the Juvenile Court and the Youth Parole Authority to review the progress individual



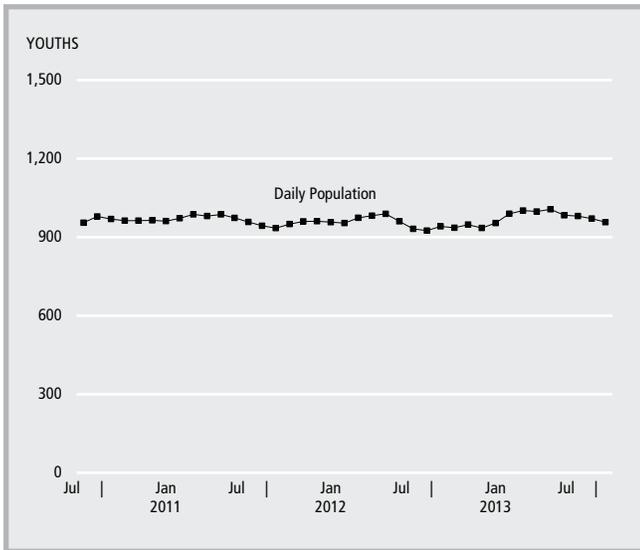
Case manager conferring on case.

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

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

A key resource for case managers is the Protective and Risk Assessment, Utah’s standardized risk assessment tool developed in collaboration with Juvenile Court Probation (see “Protective and Risk Assessment Project,” page 81). 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 81) 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

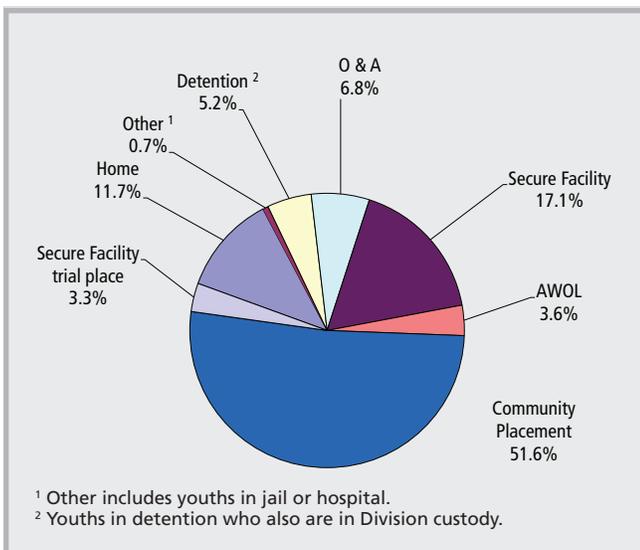


An average of 962 custody youths were under case management supervision each day during FY 2013. The average was 960 in FY 2012 and 966 in FY 2011.



Case manager with youth.

## TYPICAL PLACEMENTS



On a typical day, during FY 2013, the majority of youths assigned to Division case managers (74%) were in community placements, home placements, observation and assessment (O&A) programs, or on trial placement.

About 22% of the youths were in locked secure facilities or locked detention.

During FY 2013, the Division's 70 case managers coordinated and provided services to an average of about 14 youths each day.

## Performance Measures

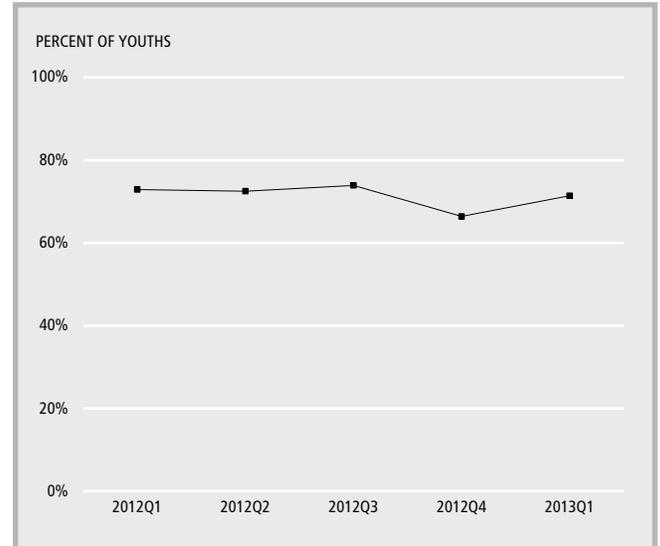
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures are developed from a basic goal statement. The goal for the Division's case management 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, 71% of youths received monthly visits. Percentages ranged from a low of 66.4% in the fourth quarter of 2012 (2012Q4) to a high of 72.9% in the first quarter of 2012 (2012Q1).

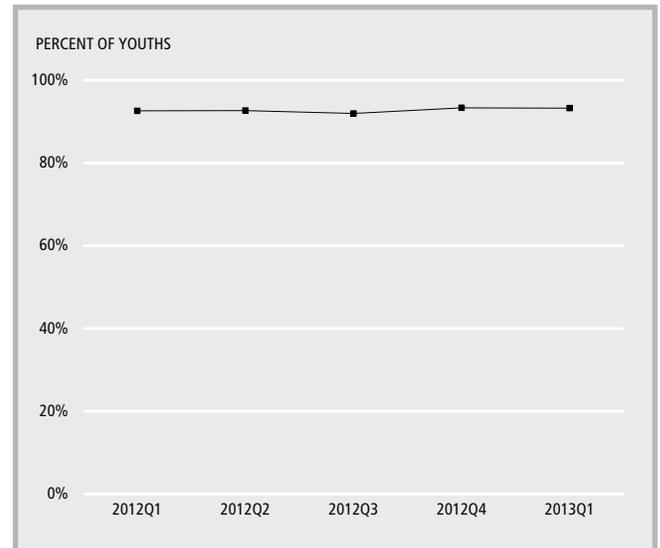
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while under case management supervision. Overall, an average of 92.8% of youths avoided new charges. Percentages were quite stable across the five quarter reporting period, ranging from a low of 92.0% in the third quarter of 2012 (2012Q3) to a high of 93.2% in the first quarter of 2013 (2013Q1). Though not shown, percentages of youths free of felony-type charges while under case management supervision were much higher. Overall, an average of 98.1% of youths avoided new charges.

The chart at bottom right shows the percentages of youths who avoided new felony- or misdemeanor-type charges in the 360 days following release from case management supervision. Overall, 47.6% of youths avoided receiving new felony- or misdemeanor-type charges in the year after leaving case management supervision. The lowest percentage was 44.3% in the fourth quarter of 2011 (2011Q4). The highest was 52.1% for the first quarter of 2011 (2011Q1). Though not shown, overall, 81% of youths avoided a new felony-type charge in the year after release from supervision.

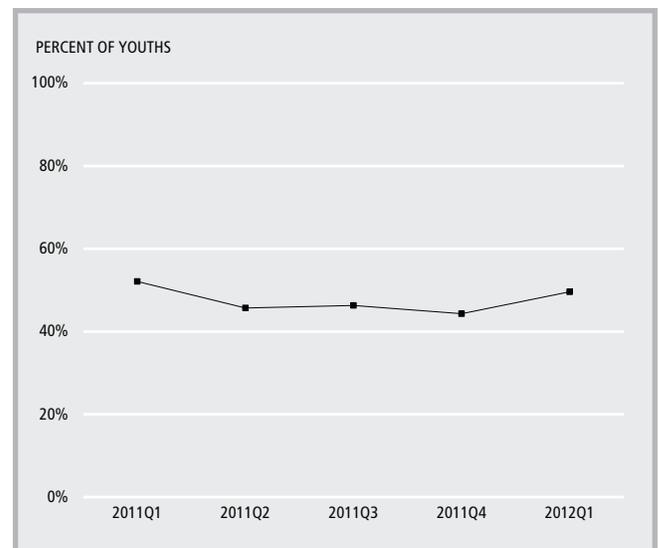
### MONTHLY FACE-TO-FACE VISITS



### FREE OF CHARGES DURING PROGRAM



### FREE OF CHARGES AFTER PROGRAM





# Observation and Assessment

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

## QUICK FACTS

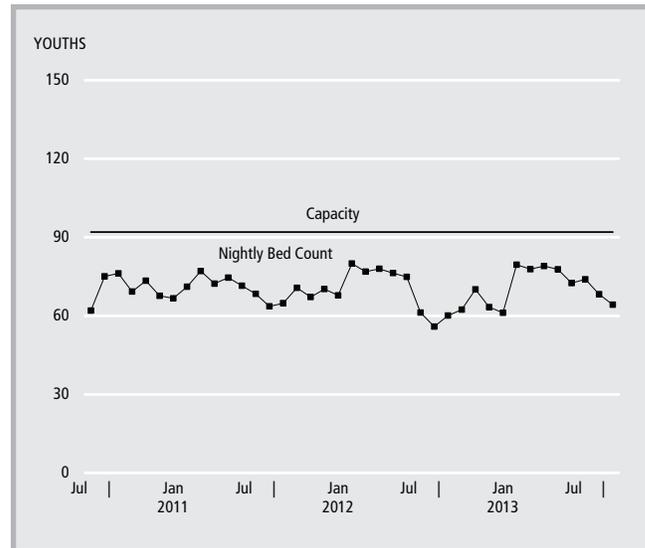
### OBSERVATION AND ASSESSMENT

NUMBER OF PROGRAMS	
O&A FACILITIES .....	5
MULTIUSE FACILITIES .....	4
<b>O&amp;A BEDS .....</b>	<b>98</b>
<b>ADMISSIONS .....</b>	<b>576</b>
<b>DIFFERENT YOUTHS SERVED.....</b>	<b>624</b>
<b>AVERAGE NIGHTLY BED COUNT .....</b>	<b>68.3</b>
<b>AVERAGE LENGTH OF STAY .....</b>	<b>43.3 DAYS</b>
<b>DAILY COST PER BED .....</b>	<b>\$203.32</b>

While in O&A, youths receive educational services through 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 youth to learn good work habits, find satisfaction in positive social activities, and acknowledge

## AVERAGE NIGHTLY BED COUNT



personal responsibility for the damage they have done.

During FY 2013, 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 collocated 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.

The chart at top right represents statewide average nightly bed count of observation and assessment for each month from July 2010 (FY 2011) through September 2013 (FY 2014). Average nightly bed count each year fell slightly from 71 in FY 2011 and FY 2012 to 68 in FY 2013. Average length of stay per admission was 44 days in FY 2011, 45 days in FY 2012, and 43 days in FY 2013.

There were two notable enhancements to the Division’s O&A programs during FY 2013. First, in September of 2102, the Castle Country Youth Center in Blanding began providing O&A services. Second, in May of 2013, remodeling of the aging Salt Lake facility was completed. The project combined previously separate boys and girls units into a single building. Enhancements include improved security, updated classrooms, group rooms for parenting classes, individual visiting and assessment rooms, updated nursing facilities, and a modernized kitchen.



Common area at new remodelled Salt Lake O&A.



Classroom at newly remodelled Salt Lake O&A.

## Use of Observation and Assessment Centers During FY 2013.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity <sup>2</sup>	Length of Stay <sup>3</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER - O&A	18	131	121	14.7	0.0%	44.3
<b>OFFICE OF COMMUNITY PROGRAMS</b>						
OGDEN O&A	16	81	75	8.8	0.0%	42.9
SALT LAKE O&A	16	121	106	12.6	3.6%	43.2
SALT LAKE GIRLS O&A	8	57	52	6.0	0.0%	41.8
SPRINGVILLE O&A	16	110	99	11.7	0.0%	43.0
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	6	40	34	3.8	14.2%	40.3
CANYONLANDS YOUTH CENTER <sup>4</sup>	6	12	12	1.4	0.0%	42.9
CENTRAL UTAH YOUTH CENTER	6	53	46	5.6	32.3%	44.8
SPLIT MOUNTAIN YOUTH CENTER	6	31	31	3.8	0.0%	44.9
<b>TOTAL</b>	<b>98</b>	<b>624</b>	<b>576</b>	<b>68.3</b>	<b>-</b>	<b>43.3</b>

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

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

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

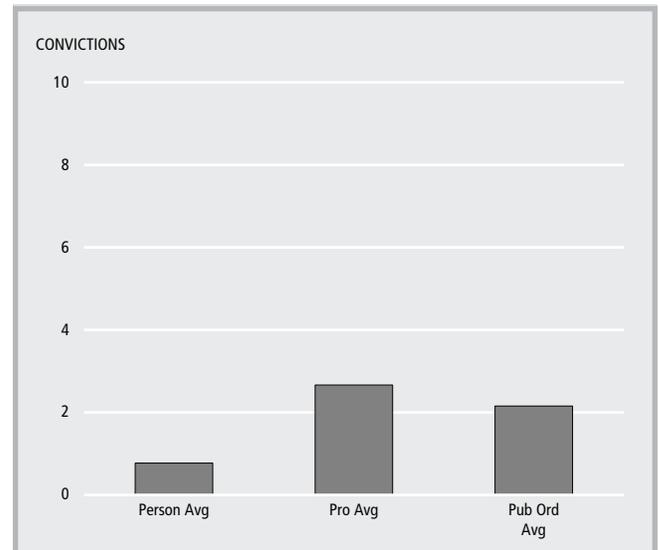
<sup>4</sup> Canyonlands Youth Center began providing Observation and Assessment services on 9/24/2012. "Nightly Bed Count" is calculated based on 280 days of operation during FY 2013.

## DELINQUENCY HISTORY

Overall, youths admitted to O&A during FY 2013 had an average of 5.6 felony- and misdemeanor-type convictions. The numbers were 5.9 in FY 2011 and 5.6 in FY 2012.

The great majority of offenses (86%) were offenses against property or public order. Only about 14% 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 13.7; 76% of them were between 10 and 14 years old at their first delinquency.

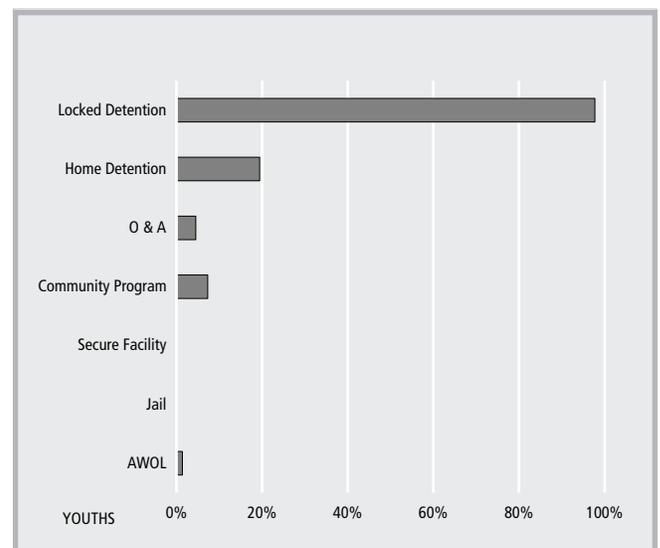


Staff member and youth at Springville O&A.

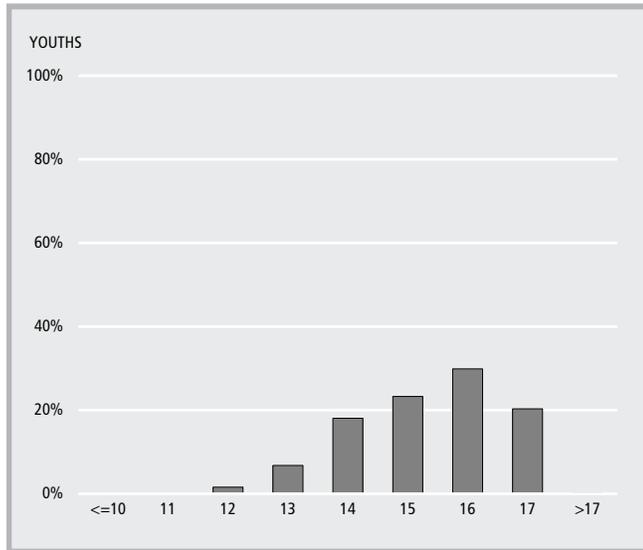
Nearly all youths admitted to O&A (98%), had previously been admitted to locked detention; over 7% had previously been placed in an out-of-home, community residential program (Community Program); and over 19.4% had been under home detention.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: nearly 55% had been on probation, nearly 17% had been in the custody or under supervision of the Division of Child and Family Services, and over 61% previously had one or both of these types of care.

## PLACEMENT HISTORY

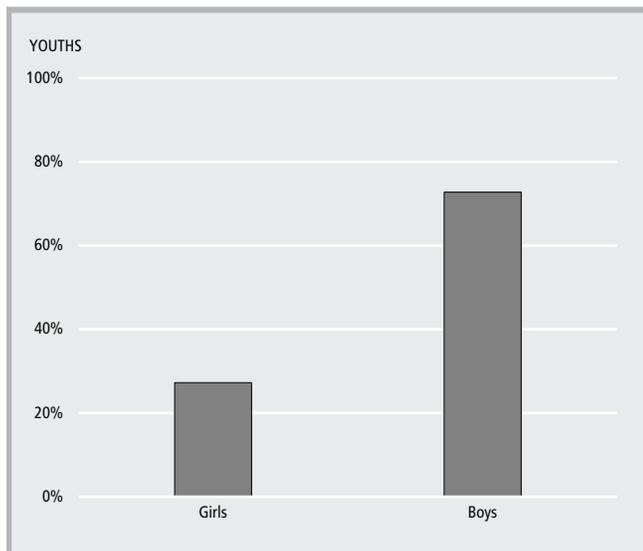


## AGES



During FY 2013, youths admitted to O&A ranged in age from 12 to over 17 years old and averaged 15.9, about the same as in FY 2011 and FY 2012. Over 73% were between the ages of 15 and 17.

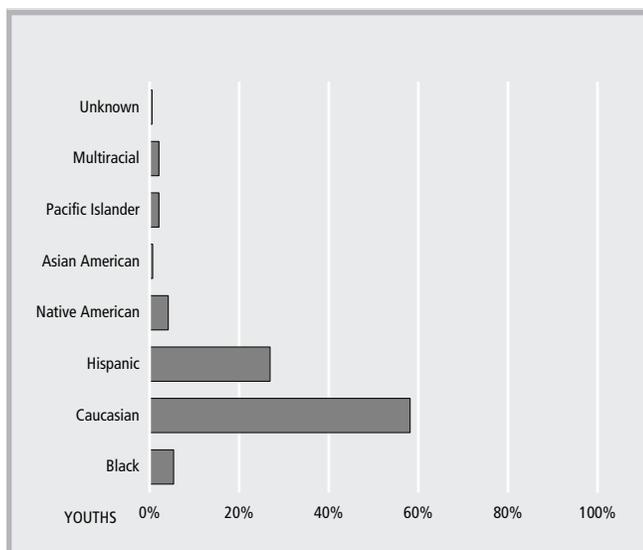
## GENDER



The percentage of girls admitted to O&A was over 27% during FY 2013. This compares to 24% in FY 2011 and 23% in FY 2012.

All O&A programs admitted girls during FY 2013. Girls in Salt Lake City were served in the eight bed Salt Lake Girls O&A program. Collectively, this program served about 33% of the statewide number of girls admitted to O&A during FY 2013. Other programs provided variable numbers of beds on an "as needed basis."

## RACE & ETHNICITY



Minorities were overrepresented in O&A. Collectively, they accounted for over 42% of all admissions, though they only represent about 23.5% of Utah's youths. Minority youths accounted for about 47% of all admissions in FY 2011 and 43% of all admissions in FY 2012.

Black youths were placed over 4.1 times as often as would be expected based on their proportion in the population at large; Native Americans were placed 3.7 times as often; Hispanics were placed 1.7 times as often.

## 10-Year Trends

### Demographics

- **Nightly Bed Count.** Average nightly bed count in O&A (see chart at top right) fell slightly across the of the 10-year period from FY 2004 and FY 2014. The lowest count of the period was 62 in FY 2010 and the highest was 78 in FY 2004. The number for FY 2013 was 68 amounting to an overall decrease of about 12%. Over the period, Utah's 10 to 17 year old population increased by 19.5%.
- **Age.** The average age of youths admitted to O&A programs was between 15.8 and 16.0 during each year of the 10-year period.
- **Gender.** The percentage of girls admitted to O&A rose during the first 3 years of the period to a high of over 32% in FY 2006. Percentages of girls then fell steadily to a 10-year low of 21% in FY 2010. In the last three years of the period percentages increased and girls accounted for 27% of admissions in FY 2013.
- **Race & Ethnicity.** Minority youths represented an increasingly large proportion of admissions to O&A through the first 8 years of the period, growing from 33% in FY 2004 to a high of 47% in FY 2011. The percentage of minority youths admitted was 43% in FY 2012 and 42% in FY 2013.

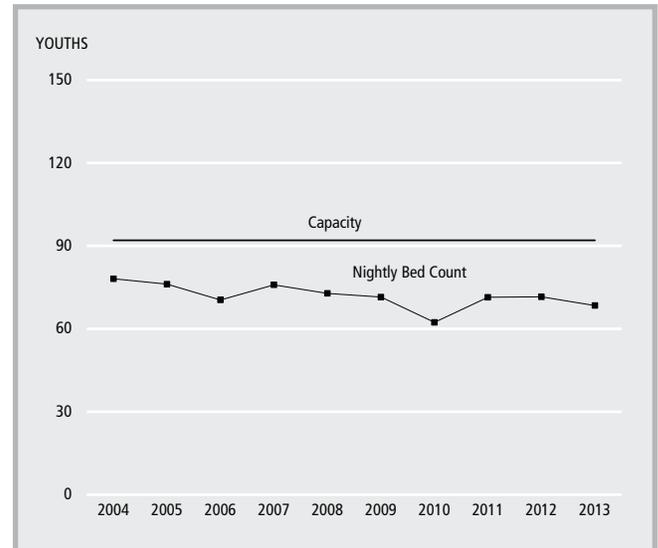
### Budget

- **Expenditures.** The budget for O&A represented about 8% of the Division's overall expenditures in FY 2013 (see chart at center right). Over the 10-year period, the O&A budget increased steadily from \$5,835,738 in FY 2004 to \$7,148,300 in FY 2013. Over the same period, the Division's overall budget decreased by 3.1%.

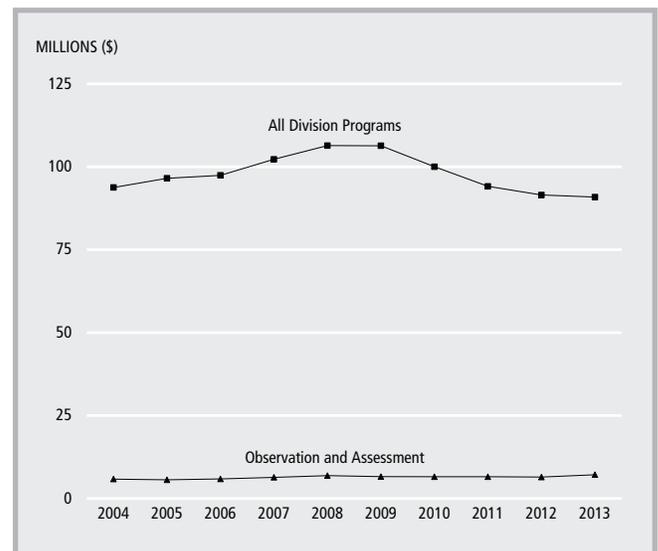
### Delinquency

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions were similar across the 10-year period (see chart at bottom right). The total between 5.6 and 6.0 each year between FY 2004 and FY 2013.
- **Violent offenses.** The percentage of youths admitted with one or more convictions for a life-endangering felony declined by about 44%, from 16% in FY 2004 to 9% in FY 2013.

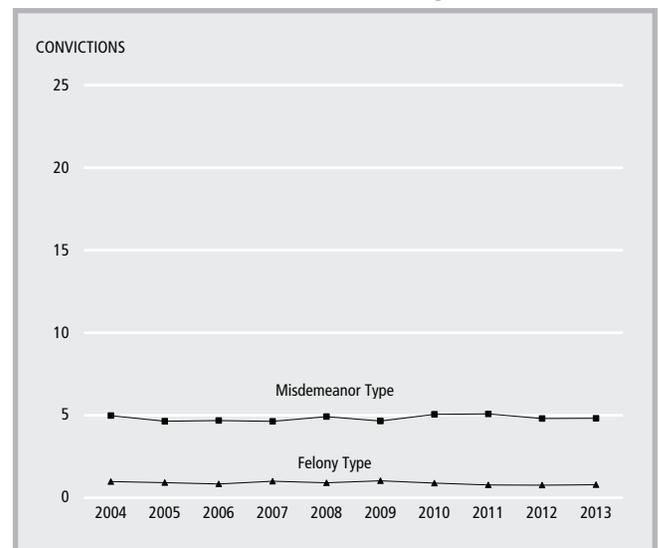
## AVERAGE NIGHTLY BED COUNT



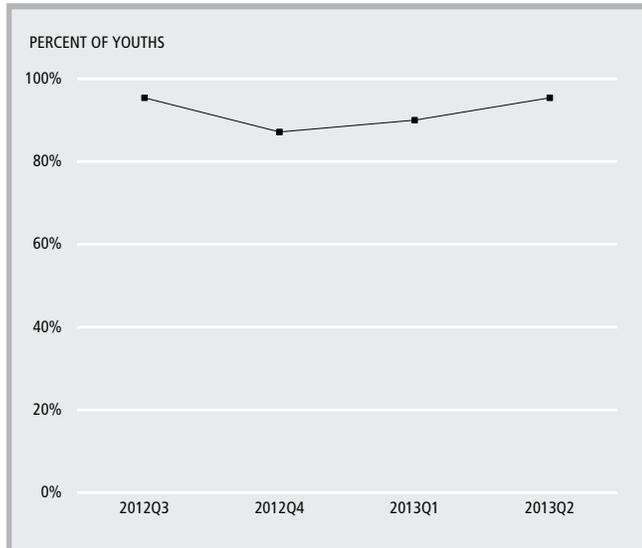
## BUDGET



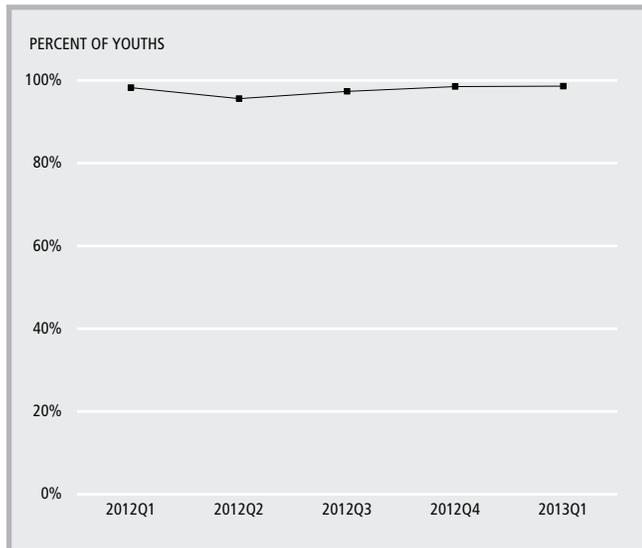
## DELINQUENCY HISTORY



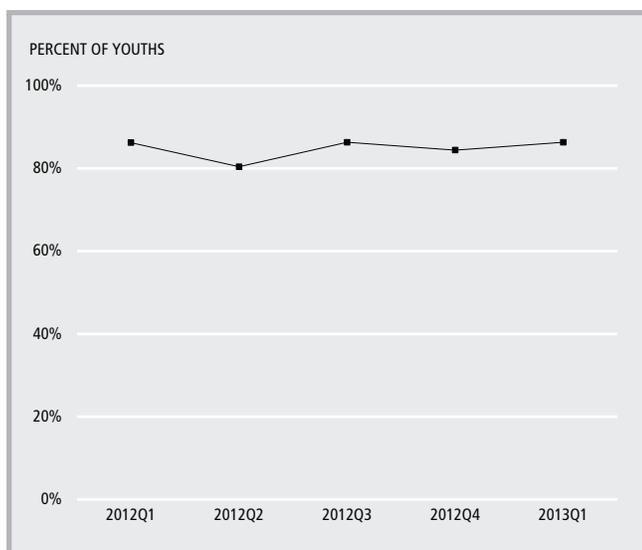
## O&A RECOMMENDATIONS



## 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 having its desired impacts. The chart at top left represents the percentages of youths whose O&A recommendation was followed by the Juvenile Court. Overall, across the four quarters of FY 2013, 92% of O&A recommendations matched the Court decision. Percentages ranged across the period from a low of 87.1% in the fourth quarter of 2012 (2012Q4) 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, 98.5% of youths remained free of charges. Values ranged from a low of 95.6% in the second quarter of 2012 (2012Q2) to a high of 98.6% in the first quarter of 2013 (2013Q1). Though not shown, percentages of youths who remained free of felony charges while enrolled in the program were much higher. Overall, 99.4% of youths avoided receiving a new 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 O&A. The overall rate for the five-quarter reporting period was 84%. Rates ranged from a low of 80.4% in the second quarter of 2012 (2012Q2) to a high of 86.2% in both the third quarter of 2012 (2012Q3) and the first quarter of 2013 (2013Q1). Though not shown, a much higher percentage of youths avoided a new felony-type charge. Overall, 96.8% of youths avoided a new felony charge.

# Community Programs

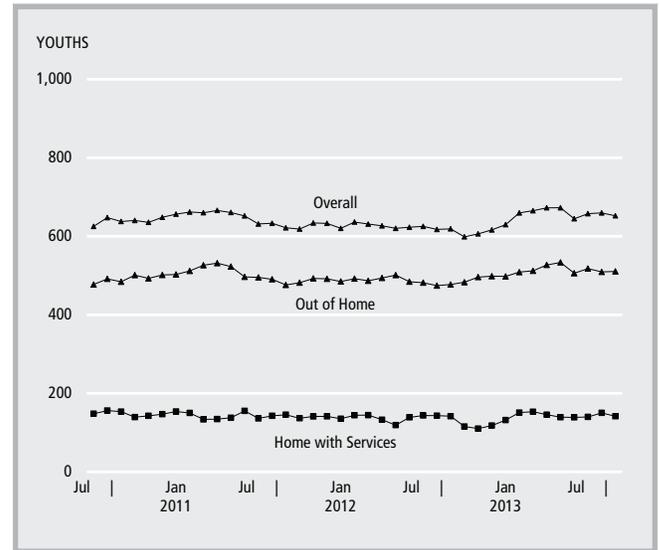
Community programs are residential and non-residential services provided in a community-based environment. They typically are provided to two different groups of youths: (1) youths committed to the Division's custody for community placement and (2) youths who have been paroled from secure facilities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

## QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA .....	STATEWIDE
NUMBER OF PROVIDERS	
NONRESIDENTIAL SERVICES .....	56
RESIDENTIAL SERVICES .....	59
TOTAL CAPACITY .....	OPEN ENDED
RANGE OF COSTS	
NON-RESIDENTIAL SERVICES .....	\$5-\$150/HR
RESIDENTIAL SERVICES .....	\$35-\$230/DAY
NEW COMMITMENTS	
COMMUNITY PLACEMENT .....	568
PAROLE .....	103
DIFFERENT YOUTHS SERVED .....	1,383
AVERAGE NIGHTLY COUNT .....	635

A majority of community programs are delivered by Utah private providers. However, some youths are sent to private, residential programs outside Utah which specialize in seriously delinquent youths. Transition programs provide supervision and support for youths leaving the highly structured environment of secure

## AVERAGE NIGHTLY COUNT



facilities.

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

Non-residential services, such as psychiatric evaluation, family counseling, tracking, and vocational training, are used to augment residential services and provide transitional support for youths who have returned home.

The chart at top right represents the numbers of youths in Division community placements. The chart shows both average nightly counts of youths in "out-of-home" community placements and youths at "home with services" for each month from July of 2010 (FY 2011) through September of 2013 (FY 2014). Average nightly count of youths in out-of-home placements dropped from 503 in FY 2011 to 489 in FY 2012 then rose to 500 in FY 2013. The number of youths at home receiving non-residential services each night fell slightly across the period from an average of 146 in FY 2011 to 138 in FY 2012 and 136 in FY 2013. Overall, across the period, the number of different youths served was 1,395 in FY 2011,

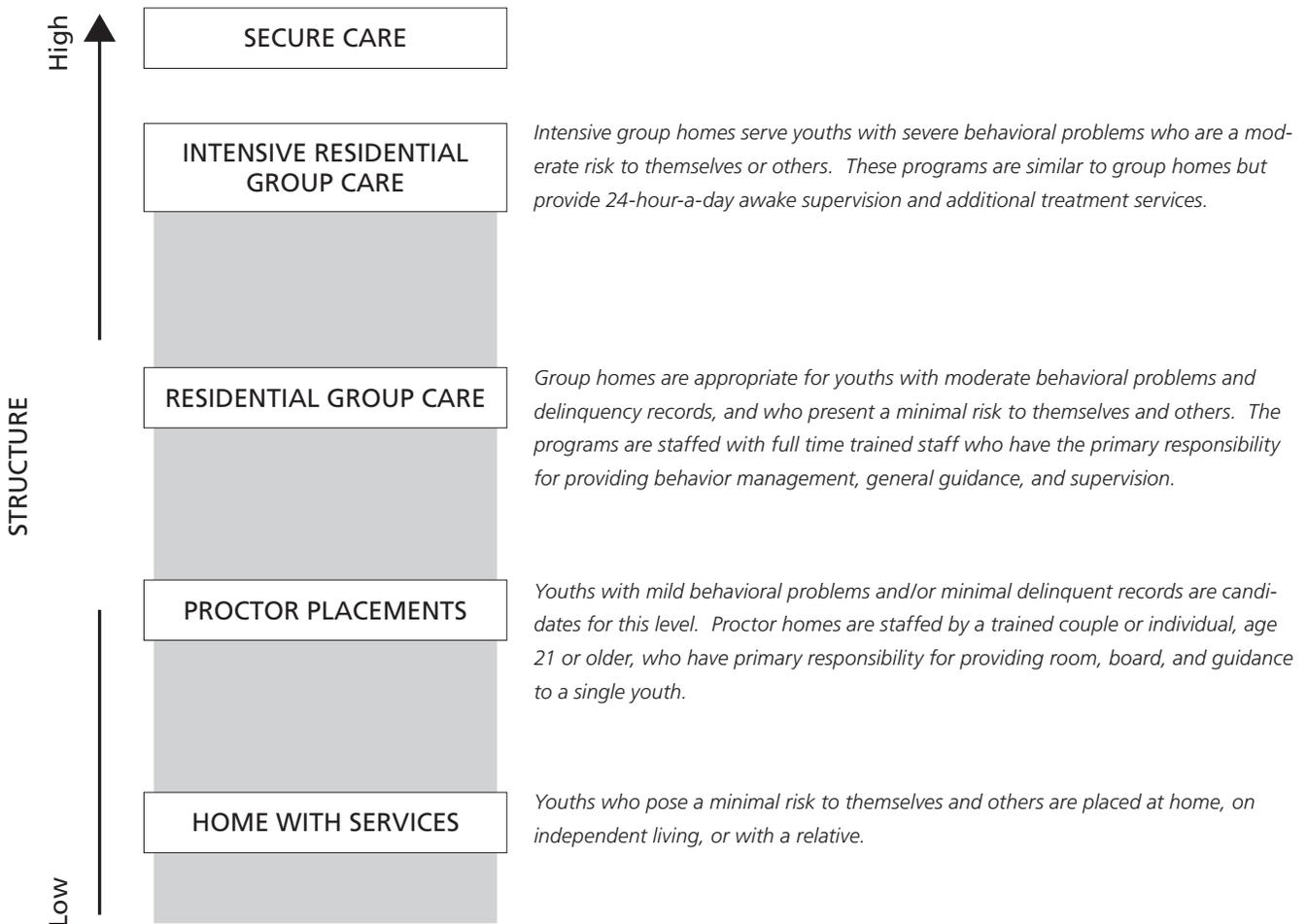


Transition to Adult Living Home.



Proctor Family Home.

## CONTINUUM OF RESIDENTIAL CARE

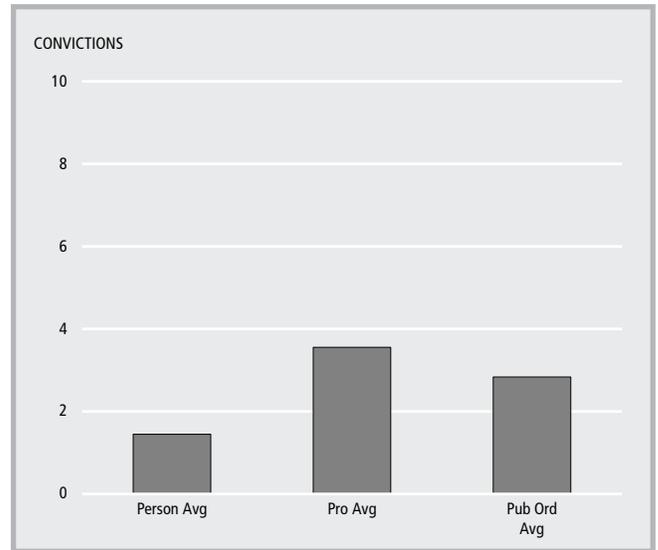


## DELINQUENCY HISTORY

Overall, youths admitted to community programs during FY 2013 had an average of 7.9 felony- and misdemeanor-type convictions. Averages were similar in FY 2011 and FY 2012.

The great majority of offenses (81%) were offenses against property or public order. Offenses against people represented only about 19% of the offenses in the youths' histories.

Though not shown on the chart, these youths were first found to be delinquent at an average age of 13.2; and, about 80% were between 10 and 14. In addition, about 25% of the youths had one or more convictions for life endangering felonies (serious offenses against people).

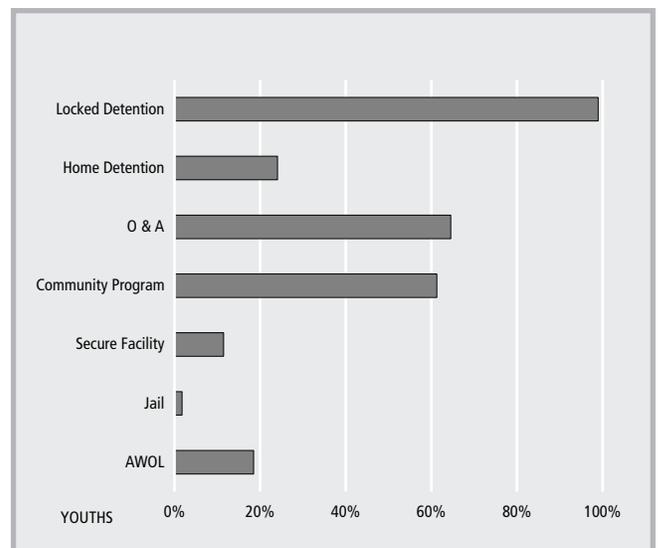


Classroom at Group Home.

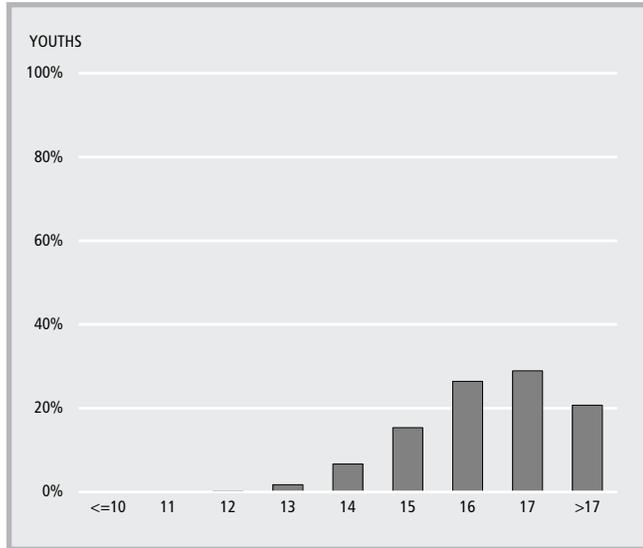
During FY 2013, youths placed in community programs had previously received a wide range of services: nearly all (99%) had a history of placement in locked detention; 61% had previously been placed in an out-of-home community program (Community Program); 65% had been placed in observation and assessment (O&A); and 12% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: nearly 73% had been on probation, over 19% had been in the custody or supervision of the Division of Child and Family Services, and over 79% previously had one or both of these types of care.

## PLACEMENT HISTORY

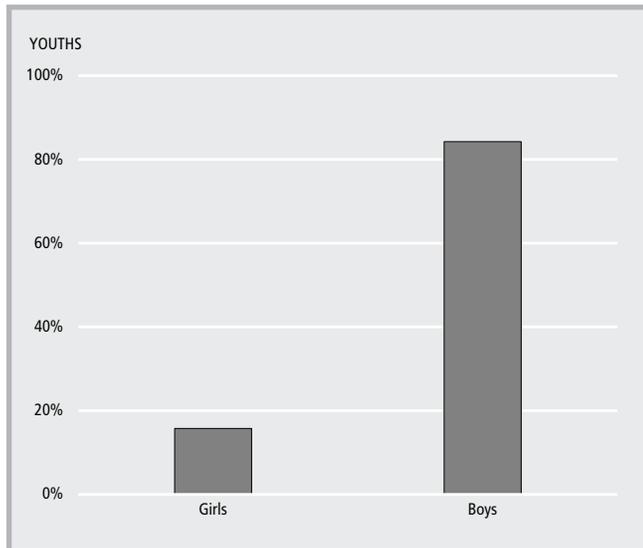


## AGES



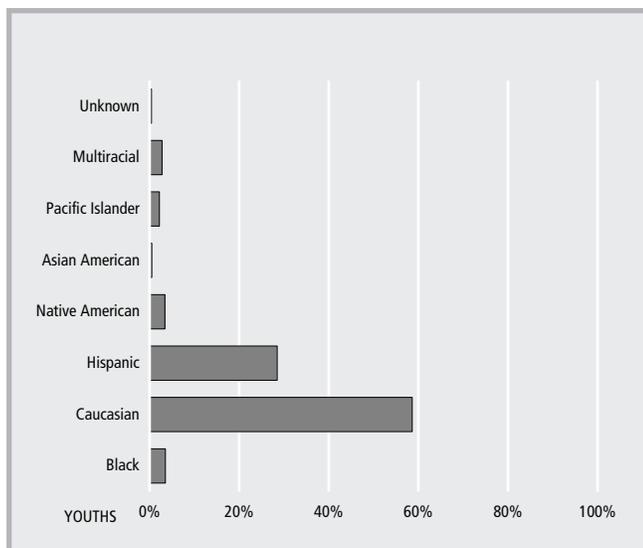
During FY 2013, youths admitted to community programs ranged in age from 12 to over 17 years old and averaged 16.9 years; similar to numbers in FY 2011 and FY 2012. About 71% were between 15 and 17 years old.

## GENDER



Nearly 16% of youths admitted to community programs were girls. This compares to numbers of 12.9% in FY 2011 and 15.3% in FY 2012.

## RACE & ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for over 41% of all admissions, though they only represent about 23.5% of Utah's youths. Minority youths represented over 43% in FY 2011 and over 41% in FY 2012.

Blacks were placed over 2.7 times as often as would be expected from their proportion in the population at large; Hispanics were represented more than 1.8 times as often as would be expected.

## 10-Year Trends

### Demographics

- **Nightly Bed Count.** The average numbers of youths receiving community services each night dropped over the 10-year period (see chart at top right). Overall, there was nearly an 18% reduction in the number for FY 2004 (771) and FY 2013 (636). Over the same 10-year period, Utah's 10 to 17 year old population increased by 19.5%.
- **Age.** Average age of youths admitted to community programs grew slightly from 16.7 in FY 2003 to 16.9 in FY 2012.
- **Gender.** Generally, the percentage of girls admitted to community programs dropped across the period. The highest number for the 10-year period was 19% in FY 2005. The number was 13% in FY 2012, the lowest value in the 10-year period. The number for FY 2013 was 16%.
- **Race & Ethnicity.** Overall, minority youths accounted for a growing percentage of admissions to community programs, starting at about 33% in FY 2004 and increasing to a 10-year high of 42.5% in FY 2011. The number in FY 2013 was 41%. This represents an increase of 24% across the period.

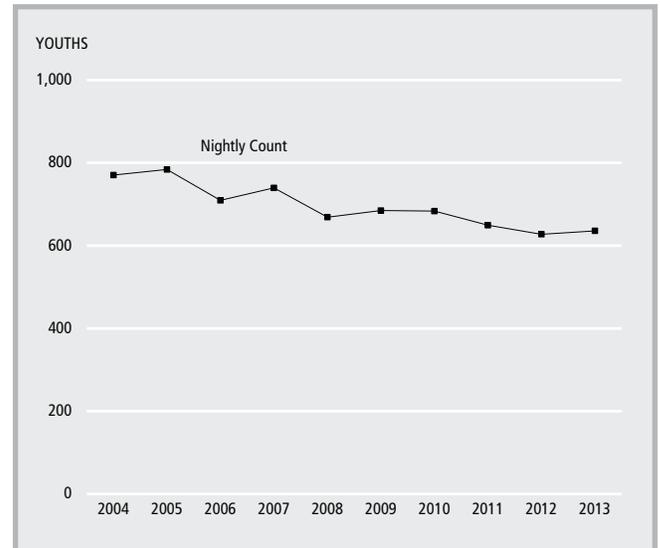
### Budget

- **Expenditures.** During FY 2013, the cost of community programs represented about 22% of the Division's overall budget. Expenditures for community programs (see chart at center right) in FY 2013 (\$19,03,400) were 33% lower than in FY 2004 (\$29,759,990). Overall, the Division's overall budget was 3.1% lower in FY 2013 than in FY 2004.

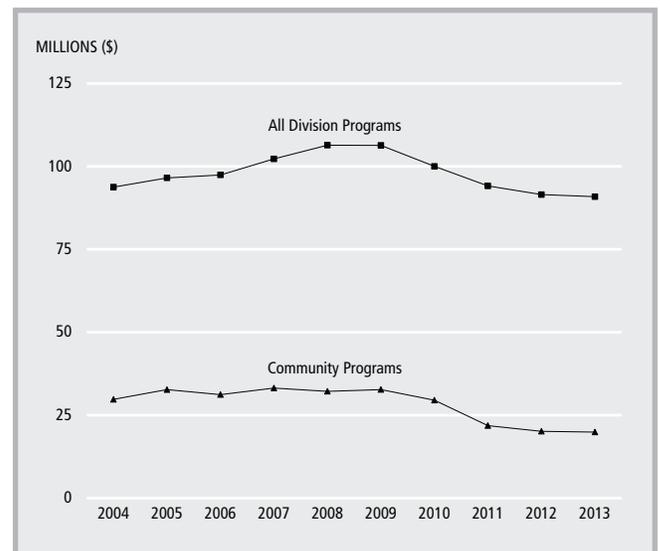
### Delinquency History

- **Overall offenses.** Average numbers of felony- and misdemeanor-type convictions at admission (see chart at bottom right) declined 12% from 8.9 in FY 2004 to 7.9 in FY 2013.
- **Violent offenses.** The percentage of youths admitted with one or more life-endangering felonies dropped slightly from an average of 32% in the first 3 years of the period to an average of 26% in the last 3 years of the period. The number for FY 2013 was about 25%.

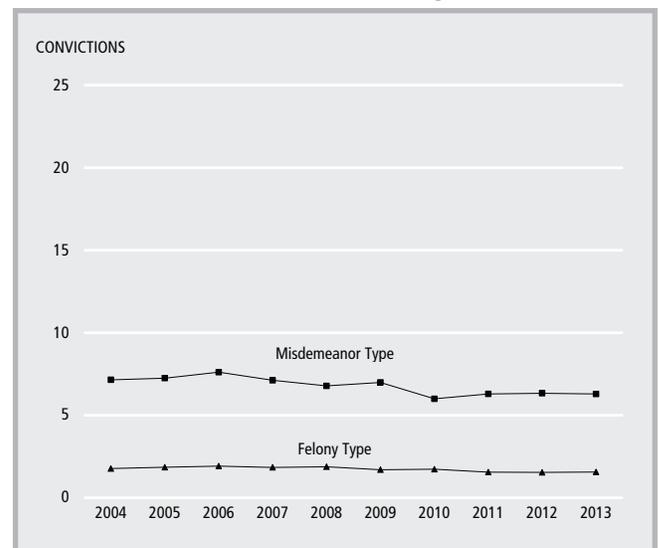
## AVERAGE NIGHTLY BED COUNT



## BUDGET



## DELINQUENCY HISTORY





# Secure Facilities

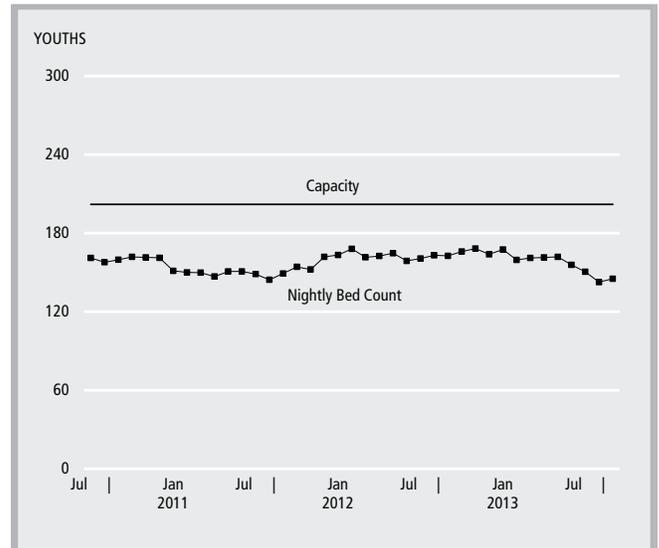
Secure care facilities provide long-term confinement for the most serious youth offenders. Youths are committed to secure care for an indeterminate period by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see “Youth Parole Authority,” page 71). The Authority (1) sets conditions of placement; (2) determines requirements for release, including guidelines for length of stay; (3) conducts regular progress reviews; and (4) has authority to terminate youths from Division custody on completion of programming.

## QUICK FACTS SECURE FACILITIES

NUMBER OF PROGRAMS.....	5
BEDS (10 FEMALE, 192 MALE).....	202
NEW COMMITMENTS.....	150
DIFFERENT YOUTHS SERVED.....	321
AVERAGE NIGHTLY BED COUNT .....	162.7
AVERAGE STAY (PER ADMISSION).....	9.7 MO
DAILY COST PER BED .....	\$214.12

The overall goal of secure care is to successfully reintegrate the youth into the community. Workers provide quality treatment grounded in evidence-based principles. Youths are given the opportunity to realize their potential and improve their overall competency by addressing social, educational, and other criminogenic factors identified by case managers in the youth's service plan as contributing to delinquency. Programming is organized within the framework of the Division's Mission Statement and the principles of the BARJ Model (see “Who We Are, ..,” page 6). Youths are held accountable for their delinquency by confronting criminal thinking and antisocial behavior and by paying restitution to their victims. Competency development is supported through counseling groups that focus on drug and alcohol problems, social skills development, and transition back to the community. Competency development also is addressed through educational and

## AVERAGE NIGHTLY BED COUNT



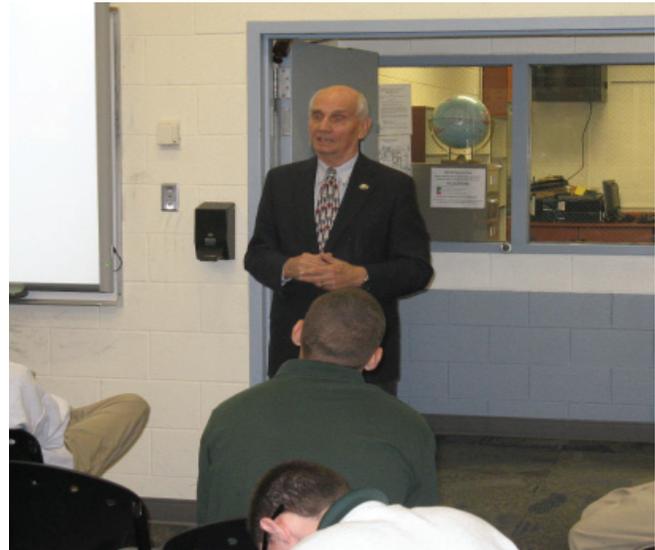
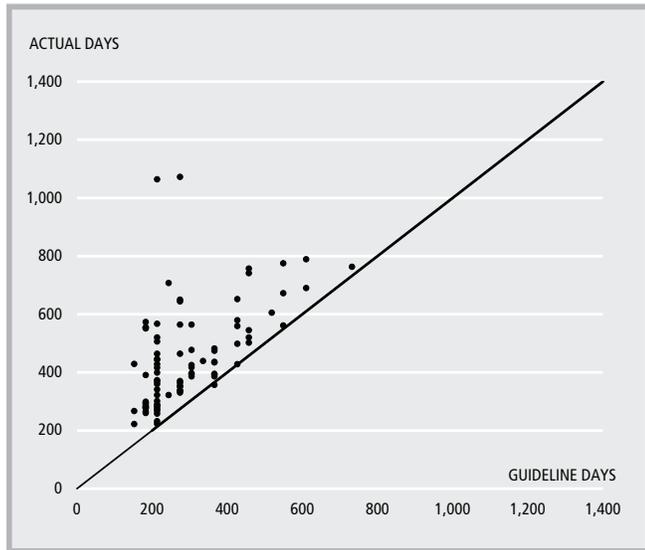
training opportunities. All youths in secure facilities are required to attend school or participate in a vocational program. Educational services are provided through Youth in Custody programs (YIC; see “Youth In Custody Educational Programs,” page 84). YIC teachers are provided by local school districts and hold classes on weekdays at each secure facility.

The chart at top right represents the statewide nightly bed count in secure facilities between July of 2010 (FY 2011) through September of 2013 (FY 2014). The capacity line identifies the number of available secure beds during the same period. FY 2013 ended with 202 available beds. Average nightly bed counts increased slightly across the period, rising from an average of 155 in FY 2011 to 158 in FY 2012 and 163 in FY 2013.

It should be noted that secure facilities attempt to keep 10% of beds open in the interest of safety. Open beds allow rapid placement back in the facility when a youth unexpectedly returns from trial placement. This protects both the retuning youth and the community. The strategy also allows 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 maximize the safety of staff and vulnerable youths.

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 the offenses that led to commitment and typically range

## GUIDELINE VERSUS SECURE STAY



Senator Jake Garn addressing Decker Lake residents and staff.

between 6 and 24 months. The chart at top left compares actual length of stay in secure confinement with the length of stay guidelines for 92 youths paroled from secure care during FY 2010. “Actual Days” includes time in a secure placement (secure facility and/or locked detention), but excludes time in the community on trial placement or other non-secure assignment. “Guideline

Days” represents the guideline established by the Youth Parole Authority. The diagonal line identifies Guidelines that equal Actual Days of Care. Markers above the diagonal line were longer the guideline; those below were shorter. Nearly all stays were as long or longer than guidelines. Average guideline was 9.5 months; average time in secure confinement was 13.4 months.

## Use of Secure Care Facilities During FY 2013.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity	Mean Length of Stay <sup>2</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
MILL CREEK YOUTH CENTER	84	136	88	67.9	0.0%	281.7
WASATCH YOUTH CENTER	46	68	35	35.5	0.0%	370.6
DECKER LAKE YOUTH CENTER	30	64	47	28.9	22.0%	224.4
SLATE CANYON YOUTH CENTER	32	41	19	20.9	0.0%	402.4
<b>OFFICE OF RURAL PROGRAMS</b>						
SOUTHWEST UTAH YOUTH CENTER	10	23	12	9.4	6.0%	284.6
<b>TOTAL</b>	<b>202</b>	<b>321</b>	<b>201</b>	<b>162.7</b>	<b>-</b>	<b>295.4</b>

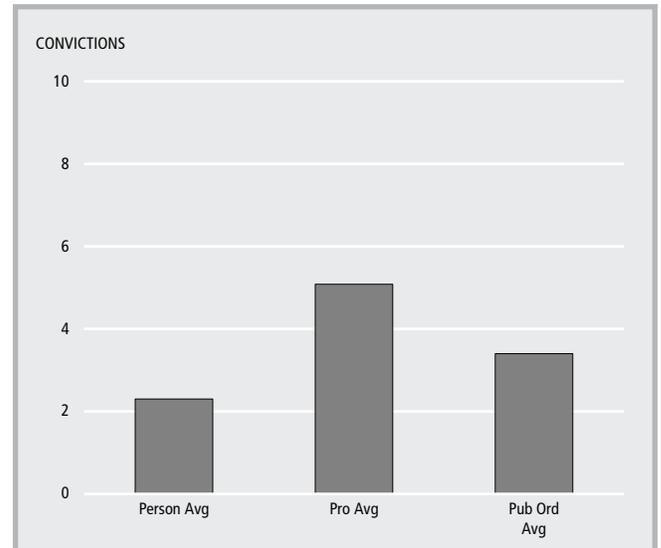
<sup>1</sup> “Youths Served” is an unduplicated count per facility. “TOTAL” of “Youths Served” is an unduplicated count for the entire system.

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

Youths admitted to secure care had an average of 10.8 felony- and misdemeanor-type convictions. This compares to 10.7 in FY 2011 and 10.0 in FY 2012. The great majority of these (79%) were offenses against property or public order. Only about 21% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.9; nearly 79% of them were between 10 and 14. Further, about 36% of the youths had one or more convictions for life endangering felonies (serious offenses against people).

## DELINQUENCY HISTORY

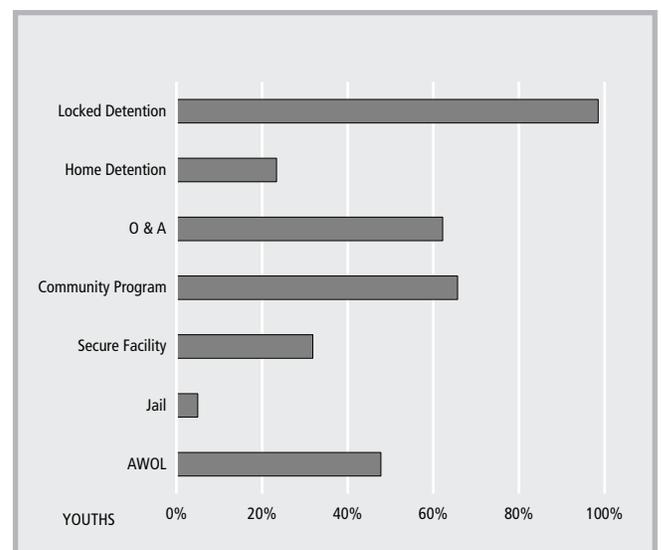


Volunteers and youths assembling hygiene bags for youths in the Dominican Republic.

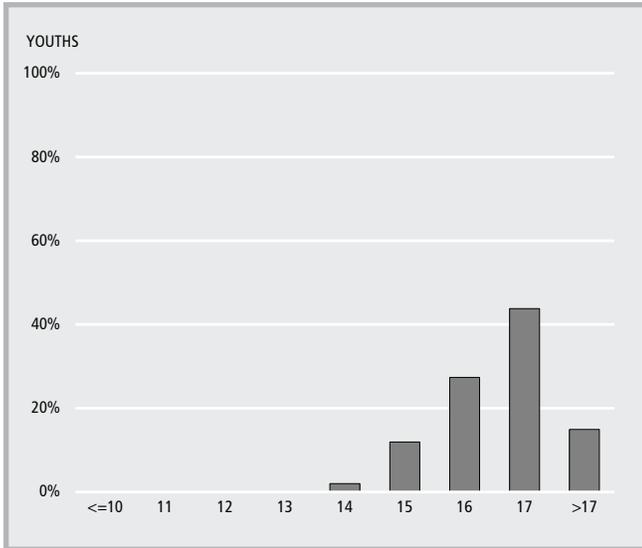
Youths placed in secure care had extensive histories of interventions and placements in Division programs. Nearly all (99%) had been placed in locked detention; 62% had been placed in observation and assessment (O&A); and nearly 66% had been placed in a community residential program (Community Program). Further, nearly 48% had been AWOL from a Division placement.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: over 67% had been on probation supervision, nearly 26% had been in the custody or under supervision of the Division of Child and Family Services, and nearly 75% previously had one or both of these types of care.

## PLACEMENT HISTORY

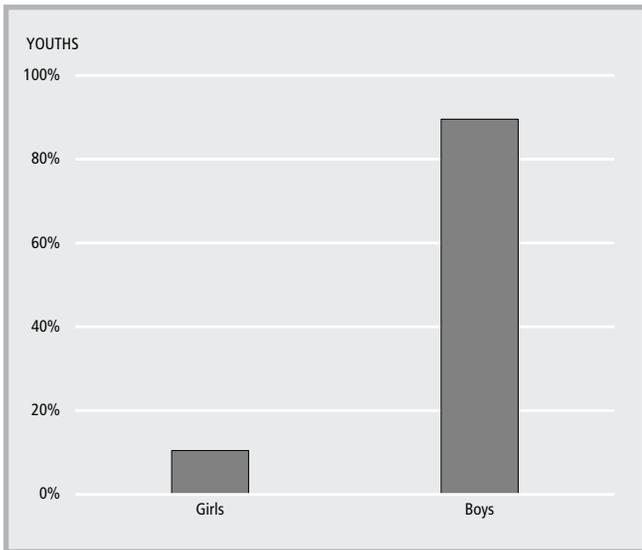


## AGES



Youths admitted to secure facilities ranged in age from 14 to over 17 years old and averaged 17.1 years. The average age compares to 17.3 years in 2011 and 17.4 years in FY 2012. Over 85% were between the ages of 15 and 17.

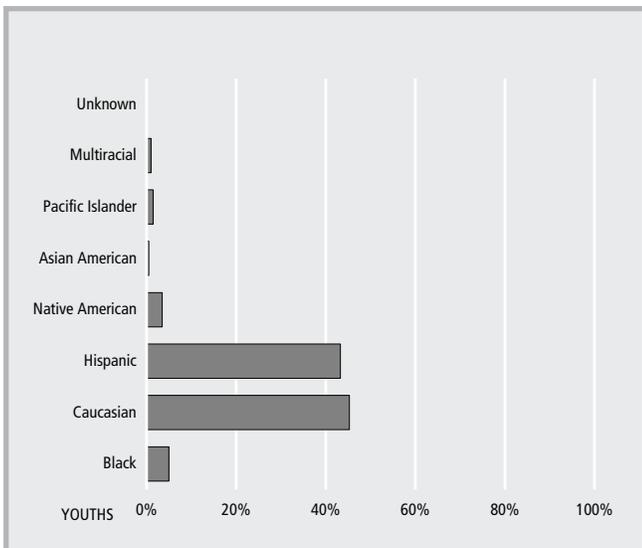
## GENDER



10% of all youths admitted to secure facilities were girls. This compares to 9% in FY 2011 and 8% in FY 2012.

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

## RACE & ETHNICITY



Following a trend of many years, minorities were overrepresented in secure care placements. Collectively, they accounted for nearly 55% of all admissions to secure care, though they represent about 23.5% of Utah's youths. Percentages of minority placements were about the same in FY 2011 and FY 2012.

Blacks were placed in secure care over 3.8 times more often than would be expected from their proportions in the population at large; Hispanics were placed 2.7 times more often.

## 10-Year Trends

### Demographics

- **Nightly Bed Count.** Average nightly bed count in secure care (see chart at top right) generally fell across the 10-year period from a high of 202 in FY 2004 to 163 in FY 2013. This represents a drop of nearly 20% across the period. During the same time, Utah's 10 to 17 year old population increased by 19.5%.
- **Gender.** Admissions of girls to secure care dropped slightly over the 10-year period from a 10-year high of nearly 14% of admissions in FY 2004 to 8% in FY 2012 and 10% in FY 2013.
- **Race & Ethnicity.** The proportion of minority youths admitted to secure care grew over most of the 10-year period. Percentages increased from 36% in FY 2004 to a 10-year high of over 59% in FY 2010. The number for FY 2013 was 55%.
- **Age.** Average age of youths admitted to secure care was between 17.1 and 17.4 each year during the 10-year period.

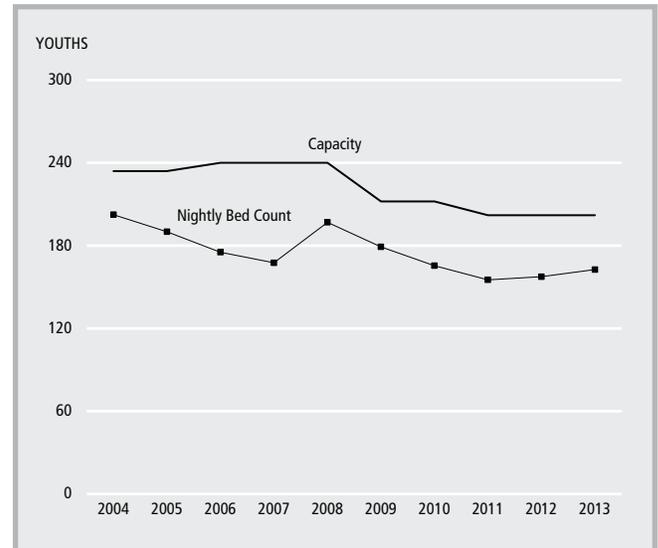
### Budget

- **Expenditures.** Expenditures for secure care represented about 17% of the Division's overall budget in FY 2013. Budgets for secure care (see chart at center right) grew over the first 5 years of the period then trended lower over the last 5 years. Overall, expenditures were 11% higher in FY 2013 than in FY 2004. The Division's overall budget fell by 3.1% across the same period.

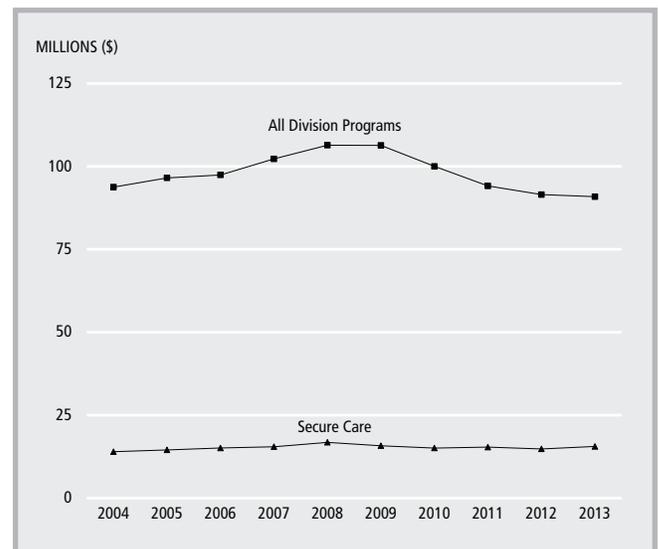
### Delinquency

- **Overall offenses.** The average number of felony- and misdemeanor-type offenses youths had at admission to secure facilities (see chart at bottom right) declined by 22% across the period.
- **Violent offenses.** The percentages of youths admitted with one or more life-endangering felonies varied from a low of 33% in FY 2004 to a high of 44% in FY 2008. The number was 42% in FY 2012 then fell to 36% in FY 2013.

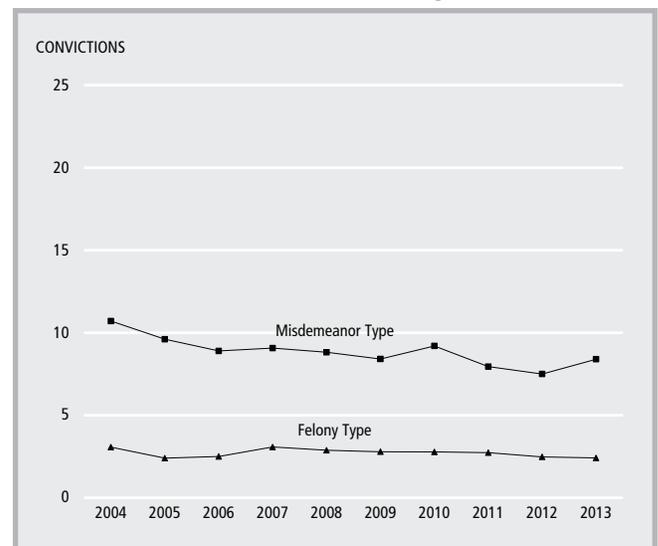
## AVERAGE NIGHTLY BED COUNT



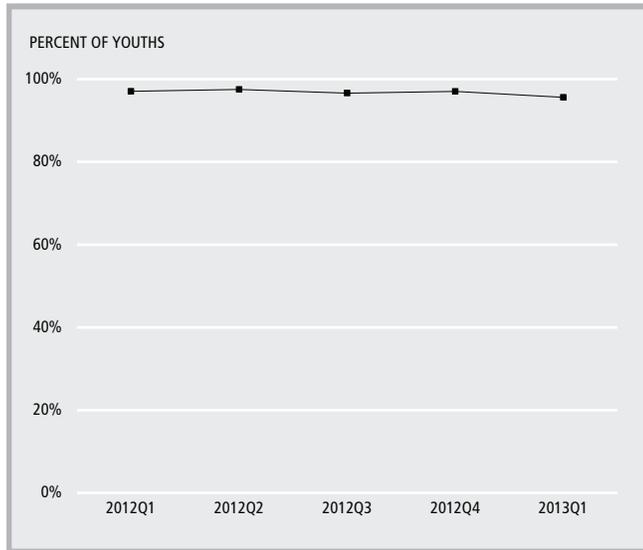
## BUDGET



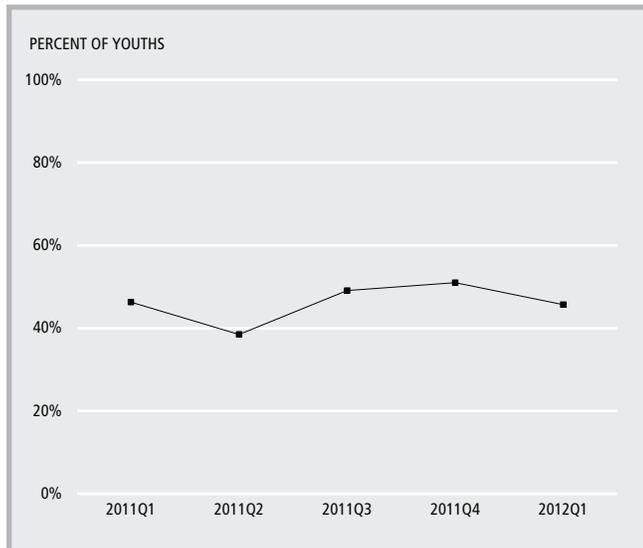
## DELINQUENCY HISTORY



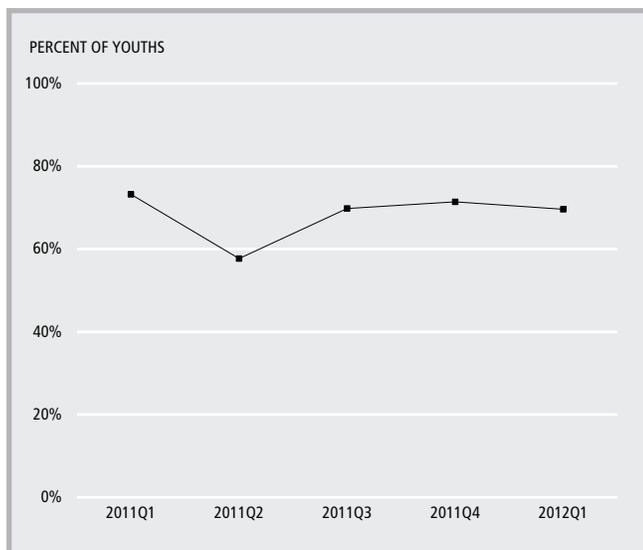
## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



## FREE OF FELONIES AFTER PROGRAM



## Performance Measures

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

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

Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at top left represents the percentages of youths who were free from a new felony- or misdemeanor-type charge while enrolled in a secure facility. Overall, 96.8% of youths avoided a new charge. Percentages ranged from a low of 95.6% during the first quarter of 2013 (2013Q1) to a high of 97.5% in the second quarter of 2012 (2012Q2). Though not shown, the percentages of youths who avoided a new felony-type charge were higher. Overall, 97.8% of youths enrolled in a secure facility avoided receiving a new felony-type charge.

The chart at center left identifies the percentages of youths who remained free of a new felony- or misdemeanor-type charge during the 360 days following release from a secure facility. Overall, an average of 46.1% of youths were free of new charge during follow up period. Values ranged from a low of 38.5% in the second quarter of 2011 (s) to a high of 51.0% in the fourth quarter of 2011 (2011Q4).

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, 68.3% avoided a new felony charge.

# Youth Parole Authority

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

## YOUTH PAROLE AUTHORITY MEMBERS

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

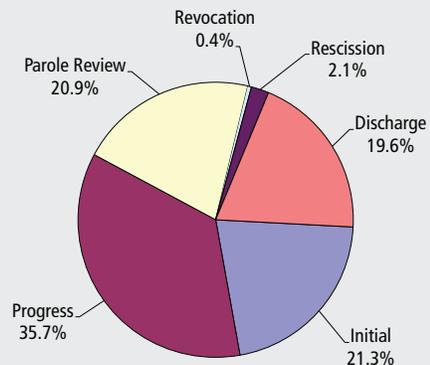
### MEMBERS PRO TEMPORE

SHARLENE CHRISTENSEN .....	OREM
ELDON MONEY .....	SPANISH FORK
SIMON NICOLIA.....	SANDY
JAMES SMITH.....	HOLLADAY
RICK WESTMORELAND .....	OGDEN

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

## YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 670 hearings held during FY 2013.

held for each during FY 2013. Overall, the Authority held 670 hearings during the year, an increase from the 650 held during FY 2012.

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

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

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

**QUICK FACTS  
YOUTH PAROLE AUTHORITY**

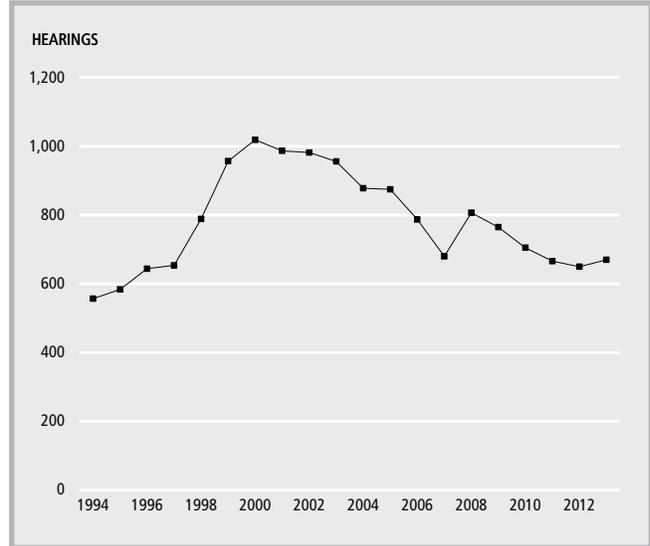
SERVICE AREA .....	STATEWIDE
MEMBERS	
FULL .....	10
PRO TEMPORE.....	5
ADMINISTRATIVE STAFF .....	4
NEW COMMITMENTS.....	150
BUDGET .....	\$364,300
NUMBER OF HEARINGS .....	670

As represented in the chart at top right, the Youth Parole Authority’s work load has grown over the last 20 years, increasing from 557 hearings in FY 1994 to 670 in FY 2013. However, between FY 2003 and FY 2013, the number of hearings has generally dropped. This drop parallels decreases in the numbers of youths in secure facilities over the same time period.

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

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

**AUTHORITY HEARINGS FY 1991 to FY 2013**



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's administrative workgroups were reorganized, during FY 2012, into five Bureaus directly under the supervision of the Division's Director. This arrangement has proved to increase opportunities for workgroups to work with one another and enhanced the delivery of direct and indirect services to youths.

## Bureau of Clinical Services

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

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

## Bureau of Training

Following its Mission and Vision, the Division is committed to "...provide the youths we serve the best opportunity to realize their potential and improve their overall competence, which will allow them to be law-abiding and productive citizens" (see "Who We Are, ...")



"Fresh Start Move In Kits" collected by volunteers to aid youths transition to independent living



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

page 6). In support of this, the Bureau of Training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, during FY 2013, the Division supported 1,210 training sessions on mandatory topics and 241 in-service training events, providing 54,265 individual training hours. Courses considered mandatory for Division staff, and the number of training sessions held in FY 2013 are described in the table on the following page.

*Mandatory Training.* New full-time employees are required to complete the Division's Basic Orientation Academy during their first year of employment. Two academies were held in FY 2013 and was attended by 62 employees. Following their first year, employees are required to complete 40 hours of in-service training each year. Support staff, technicians and part-time employees receive training commensurate with their duties. In-service training is provided by the Division, the Department of Human Services, state or national sponsors, local colleges and universities, and private vendors.

*Recent Highlights.* The Division reorganized the Bureau of Training in the spring of FY 2013. Programs and facilities are now tasked with the expectation that continuous training and increased skill level will take place on site as well as through participation in workshops and conferences.

Contracted providers with the Integrated Crisis Response (ICR) have continued to provide manda-

tory training to all Division staff, as well as the initial Training-of-Trainers, Recertification Trainings, and Refresher Trainings. Currently, plans are in place to expand and improve their services to include a quality assurance component, which will monitor and evaluate the crisis intervention program and its instructors for consistency, competency, and safety as well as an emphasis on the use of force and specialized programming.

*Volunteer Services.* The Bureau of Training actively recruits community members to volunteer to work with youths in the Division's care. These efforts directly support the Division's Mission and its commitment to the competency development element of the Balanced And Restorative Justice (BARJ) Model.

Volunteers are considered unpaid staff and are held to the same standards as regular Division employees. All must pass a criminal background check and receive training on the Division's Code of Ethics before working with the Division's clients.

Volunteers act as mentors and 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 2013, volunteers made 23,513 visits to Division facilities and programs and contributed a total of 55,913 hours of service. At a rate of \$14.00 per hour, this represents a contribution of over \$782,783.00 to the Division.

Another important objective of this service is the identification 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 offer the opportunity for youths to develop important skills and knowledge that will increase the likelihood of their becoming law-abiding and produc-

## MANDATORY TRAINING.

TRAINING EVENT	TYPICAL HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
Basic Academy	80	NONE	2	62	4,960
Blood Borne Pathogens	2	ANNUAL	86	887	1,903
Case Planning 1	12	AS NEEDED	2	29	380
Case Planning 2	12	AS NEEDED	2	29	242
Case Planning 3	12	AS NEEDED	2	24	288
Chapters / Legal Issues	2.5	AS NEEDED	6	7	16
Code of Ethics - Department	1	ANNUAL	198	1,003	975
Code of Ethics - Division	1	ANNUAL	199	1,044	1,008
CPR	2	2 YEARS	111	765	1,490
Crisis Intervention					
Initial - Direct Care Staff	40	NONE	19	143	5,592
Initial - Administrative Staff	16	NONE	7	21	336
Train the Trainer	80	NONE	1	8	640
Refresher	16	ANNUAL	63	626	10,384
Recertification	40	ANNUAL	1	20	800
Instructor Development	40	AS NEEDED	1	16	640
Cultural Competency	4	AS NEEDED	2	62	188
First Aid	2	2 YEARS	112	765	1,484
Incident Reports	1	2 YEARS	28	452	814
Legal Issues	4	AS NEEDED	3	63	126
Operational Manual	2	ANNUAL	120	858	1,694
Passenger Van Safety	4	2 YEARS	3	26	104
Policy & Procedure	8	ANNUAL	161	868	6,792
Suicide Prevention	2	3 YEARS	75	802	1,632

tive citizens. During FY 2013, youths participating in work projects completed 13,4276 hours of community service and restitution. Based on minimum wage (\$7.25/hr), this represents a return to the community of over \$973,000.

The Bureau also managed monetary donations to the Division. During FY 2013, community members made non-monetary donations valued at over \$427,095.00

The Bureau of Training also administers and supports a speakers bureau to discuss and help community members better understand juvenile justice programs and the issues of delinquent youths.

## Bureau of Research and Evaluation

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

*Research.* The Research workgroup includes a staff of two individuals. The function supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness." Research has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's centralized juvenile justice database (see "Court & Agencies' Record Exchange (CARE)," page 81).

During FY 2013, Research also helped the Division meet a variety of other service, research, and information needs. On a daily basis, the group supplied Division staff with reports, answers to queries, technical support, and research. Research also produced the Division's *Annual Report*. Members of the group served as staff to the Risk Assessment Committee, the Department of Human Services Institutional Review Board (IRB), the CARE User Group, and the Evidence Based Practice Committee. Further, the group assisted numerous researchers from local colleges and universities, other government agencies, and private individuals with information regarding Utah's juvenile justice system.

*Quality Assurance (QA).* The Division is dedicated to

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

A major part of the QA unit's work involves monitoring contracts to determine whether providers are meeting the requirements of Division contracts for services. Typical requirements include (1) specific program requirements; (2) client wellness; (3) client objectives and program outcomes; (4) fiscal accountability; and (5) standard terms and conditions, (6) Federal assurances, and (7) Medicaid requirements. QA staff members determine compliance through a collaborative process of (1) reviewing documentation; (2) analyzing information; (3) developing reports; (4) considering specific issues; (5) troubleshooting; (6) conducting interviews with staff, parents, and youths; and (7) visiting program sites. During FY 2013, 174 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 2013, 9 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 lock-ups (local law enforcement agencies/primarily municipal police departments that have secure holding rooms) are certified to confine youths charged with delinquent acts for up to 2 hours while arrangements are made to release them or transfer them to juvenile detention centers.

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

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

*Prison Rape Elimination Act Specialist.* The Prison Rape Elimination Act (PREA) was bipartisan federal legislation that was signed into law on September 4, 2003. It is the first federal civil statute focused specifically on addressing sexual violence in Juvenile Facilities, Jails, Prisons, Lockups & Other Facilities. PREA established a Zero Tolerance Standard for sexual assaults and rape and seeks to ensure that all correctional facilities protect youth from sexual assault and sexual harassment by other youths or staff. This is done through standards

and tools designed to help agencies prevent, detect, and respond to sexual misconduct.

PREA standards focus on policy changes to protect youth in our custody from sexual abuse incidents. These standards emphasize prevention planning, training and education of staff and youth, reporting requirements, investigations, medical care, and data collection. PREA goes hand in hand with the Division's commitment to youth safety, a commitment that includes emotional and physical abuse as well as sexual harassment and abuse. As a measure of the Division's commitment to the Act, a PREA Coordinator was hired in April of 2013 to oversee a local response to the Act.

To date, the Division's PREA efforts have included review of Division policies to determine what changes will be needed to become PREA compliant. In addition, the Division has put together staff training resources, to introduce and educate staff on PREA requirements. The Division has put together an educational component for youth and parents. The educational piece, for youths, includes posters in all facilities, youth intake safety guides, and brochures. A brochure has been prepared for parents to better understand PREA and the Division's commitment to youth safety. A web link to PREA resources has been developed which will include training and other resources.

The first set of Federal audits related to PREA standards is scheduled for August of 2014. Facilities and programs identified to be part of this first audit have assigned Facility Compliance Managers to assist in incorporating PREA standards. Implementation of PREA standards through all Division programs and facilities will be phased in over the next two years.

## Bureau of Administrative Services

The Bureau of Administrative Services manages the Division's financial and contractual obligations. Finance. The Finance workgroup collaborates with Division management in carrying out a number of functions including:

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

to each of the Division's four Program Offices. Business managers work with Finance in making recommendations for the annual budget and adjustments to current year spending priorities.

- Monitoring weekly and monthly indicators to assess whether revenues and expenditures are within budgetary limits.
- Assessing trends to determine whether the Division is operating within budget and working with Division managers to make needed adjustments.
- General accounting to assure that transactions are properly authorized and accurately recorded.

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

#### Pre-Legislative Session

- 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 Division's Federal

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

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

Overall, the Division receives a 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.

Each year the state Auditor's Office examines the Division's federal grant compliance. The audits address the propriety of funding received and include a review of internal controls. Notably, for FY 2013, the Division received no written findings from the state Auditor on grants that were audited; therefore, the Division has no grant compliance issues included in the annual Single Audit released by the Office of the Utah State Auditor.

Grant funding is acquired to help support some of the key initiatives undertaken by the Division. In FY 2013 activities that received grant funding included: (1) further integration of evidence based practices into Division activities, (2) exploring the potential of procedural justice on rehabilitating youth, (3) piloting home based observation and assessment, and (4) expanding the role of the family in the youth's system of care.

The Federal Revenue Unit has been preparing to assume the role of Representative Payee for youths receiving a benefit from the Social Security Administration. Historically, this function has been managed by the Office of Recovery Services. During FY 2014 the unit will fully assume this role.

*Contracting.* The Division's Contracting workgroup is responsible for assuring the effectiveness, efficiency, and integrity of the Division's contracting activities. During FY 2013 the contract unit oversaw 160 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 de-

velop 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.

## Bureau of Internal Investigations

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

The Bureau's work directly supports the Division's goal to improve the safety, security, and morale of Division's clients and staff in a variety of ways. During FY 2013, this included the Bureau's training efforts, its work revising Division policy to reflect changes in Utah Code, and its general work investigating and resolving incidents involving Division clients and staff. In addition, the Bureau expanded the focus of investigation and incident notification reviews to include a component of prevention through analyzing the findings, policy review, leadership, training and working with administration and other bureaus and outside entities. The

Bureau also continued the After Action Review (AAR) workgroup to develop a process to review, debrief, and initiate a plan following a serious incident.

During FY 2013, the Investigations Bureau received over 807 incident notifications. This is an average of over two notifications each day and 44% higher than the number (559) for FY 2011. Incident notifications were received from across the continuum of care: from all Division Offices, other Division functions, and Division contractors.

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

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

During FY 2013, in addition to their regular activities, the Bureau's investigators served on the Division's Policy and Procedure Committee; participated in workgroups that examined the impact the Federal Prison Rape Elimination Act (PREA) will have on Division operations; and designed the After Action Review (AAR) process for review of serious incidents.

During FY 2014, the Bureau will continue working with the Bureau of Research and Evaluation to create an automated incident reporting and data process. It is firmly believed that this effort will not only make the Bureau of Investigation's work more efficient but also will lead to a better understanding of how best to serve Division clients and staff and provide better support with other Division workgroups including QA and QSR. The Bureau also will continue to be proactive in training issues related to the safety and security of the Division's programs and facilities.

# Recent and Ongoing Projects

## System of Care

In 2012, the Utah Department of Human Services and the Division of Substance Abuse and Mental Health (DSAMH) received a one-year grant to develop a comprehensive, statewide plan for improving and expanding services for children and their families. The grant targets families with youths who have or are at risk of developing serious mental health problems.

A "System of Care" is a spectrum of services and supports organized into a coordinated network to meet the varied needs of youths and their families. Systems are family-driven and youth-guided, community-based, and culturally and linguistically competent.

Funds were provided to the Division of Juvenile Justice Services to enhance programming for youths and families involved with Division programs. During FY 2013, the Division identified an individual to work with youth and family advocates and began training workers on the best practices for engaging youths and families.

Specific goals for the project include (1) *Improving communication and access to information for families* by making it a top priority to engage families with youths in Division care and ensuring that programs and services are culturally and linguistically appropriate; (2) *remove visitation barriers* by providing adequate rooms in Division facilities for visiting families, ensuring that visiting times meet needs of families, and ensuring that visitation is not contingent on a youth's behavior; and (3) *supporting youths and families in the youths' transition to adult living* by involving families and youths at all stages of planning and keeping families and youths informed about the availability of resources and helping them access those resources.

## Quality Improvement

The Division's first goal is to "Improve short-term and long-term outcomes for our youth" (see "Who We Are, ..," page 6). 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 2013, 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's short and long-term outcomes. Several complementary audit processes are in place to provide this information: (1) Quality Assurance (QA), (2) Quality Service Review (QSR), (3) Performance-based Standards (PbS), and (4) Correctional Program Checklist (CPC).

*Quality Assurance (QA).* QA audits focus on a program's adherence to Division policies and practices and other relevant requirements. Regular audits are made of programs and facilities directly operated by the Division and those operated under contract. Program performance is judged against the Division's written standards, operations manuals, and policies. During reviews, audi-

tors consult personnel files, training records, documentation of service delivery, and control logs. Audit reports summarize findings and make recommendations for improving program operations.

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

*Quality Service Review (QSR).* QSR audits focus on the quality of service delivery for 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 162 facilities in 29 states and the District of Columbia.

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

Each year, the PbS Learning Institute, a non-profit, nationally recognized organization, selects facilities across the nation are honored by improvement program developed by the Council of Juvenile Correctional Administrators) for successful implementation of PbS. Winners are chosen annually for the facility that best exemplifies the PbS principle of providing safe environments conducive to learning and changing behavior.

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

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

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

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a longer and more comprehensive assessment that includes information from each of 10 different domains: (1) delinquency history, (2) school, (3) use of free time, (4) employment,

(5) relationships, (6) living environment, (7) alcohol and drug use, (8) mental health, (9) attitudes and behavior, and (10) skills. The PRA is being given to youths ordered by the Juvenile Court to probation supervision or into Division custody. Information from the PRA is used to construct specific goals for the youth's service plan. The PRA is updated, 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 fam-

ily), (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 2013, the payments exceeded \$175,000. For the 10-year period ending in FY 2013, total payments exceeded \$2,505,000. 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.

### Profile of Division Staff

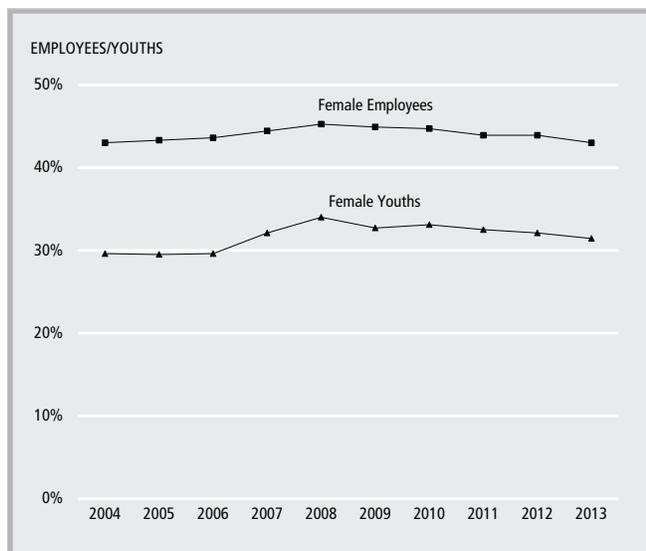
At the time of this publication, the Division had 823 full-time and part-time employees (excluding time-limited employees and Board members). The average

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

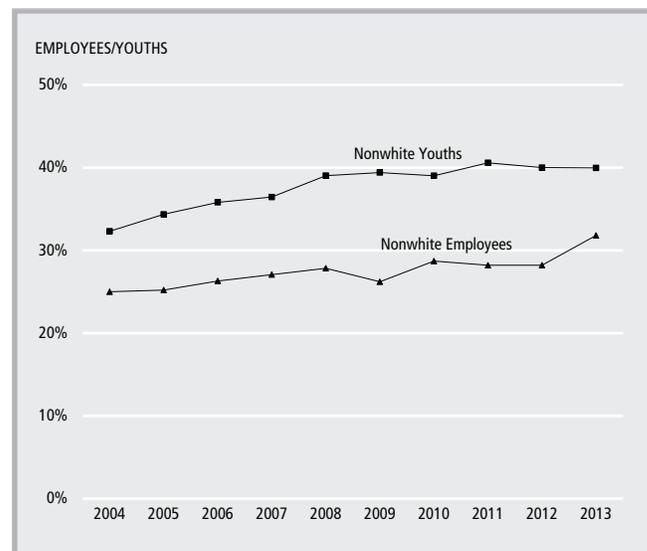
#### JOB TYPE

	ADMINISTRATIVE			SERVICE DELIVERY			SUPPORT			ALL JOB TYPES		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>WHITE</b>	59 45.0%	40 30.5%	99 75.6%	232 39.5%	169 28.7%	401 68.2%	19 18.3%	65 62.5%	84 80.8%	310 37.7%	274 33.3%	584 71.0%
<b>OTHER</b>	26 19.8%	6 4.6%	32 24.4%	127 21.6%	60 10.2%	187 31.8%	6 5.8%	14 13.5%	20 19.2%	159 19.3%	80 9.7%	239 29.0%
<b>TOTAL</b>	85 64.9%	46 35.1%	131 100.0%	359 61.1%	229 38.9%	588 100.0%	25 24.0%	79 76.0%	104 100.0%	469 57.0%	354 43.0%	823 100.0%

### FEMALE EMPLOYEES and YOUTHS



### NONWHITE EMPLOYEES and YOUTHS



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age of employees is 42.6 years (range 21 to 73 years old); 33.0% (274) are between 30 and 40 years old. Average length of service is 11.3 years. The longest length of state employment is over 40.5 years, 3.5% (29) have less than 6 months of service, 17.4% (143) have 3 years or less service, and 44.7% (368) have over 12 years of service. The Division also employs 203 time-limited staff to augment efforts of career service employees.

The table at the bottom of the previous page represents the proportion of career service employees of different ethnicity, gender, and job type. Many different minorities work for the Division, including Hispanic, Black, Asian American, and Pacific Islanders. Minorities are referred to collectively as "Other" in the table. As identified, they represent 29% of all Division staff; 31.8% of the employees working in service delivery jobs; and 24.4% within the administrative job type. Only 4.6% of all employees working in the administrative job type are minority females.

Overall, females represent 43.0% of employees across

all job types, but are underrepresented in the service delivery (38.9%) and the administrative (35.1%) job types, and overrepresented within the support job type (76.0%).

A comparison of youths in Division programs and service delivery employees reveals relatively fewer minority employees (31.8%) than minority youths served (43.2%), and relatively more female service delivery employees (38.9%) than female youths served (32.5%).

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

# History

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

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



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

## Organizational Highlights

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

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

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1980 The Governor's Juvenile Justice Task Force, with representation from concerned agencies and the community, is created to examine Utah's juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the Massachusetts juvenile correctional model, to provide direction for the development of Utah's juvenile justice system. Key tenets of the model are: (1) most juvenile offenders cannot be treated within a training school setting because treatment and rehabilitation are not consistent with the security issues; (2) young offenders must be provided opportunities for rehabilitation, but not at the expense of public safety; and (3) commitment guidelines should be developed and financial resources should be used to develop community services rather than for the construction and maintenance of secure beds.

1981 The Division of Youth Corrections is created by statute (UCA 62A-7-102) based on the Master Plan developed by the Juvenile Justice Task Force. The Division is placed within the Department of Social Services. The Division is organized into three geographical regions, each delivering secure care, community based services, detention, case management, and observation and assessment. Utah's detention centers receive financial support from the state, but are operated by county governments.

1986 The Youth Parole Authority is created by statute (UCA 62A-7-501(1)) to take responsibility for review of all parole requests and for oversight of youths on parole from secure care.

1987 The Division takes over operation of 9 of the state's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.

1995 Serious youth offender legislation is enacted to expedite transfer of violent and chronic juvenile offenders to the jurisdiction of the adult courts and correctional system.

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

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

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

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

1997 The Utah Sentencing Commission promulgates a new set of sentencing guidelines for juvenile offenders. The aim is to reduce delinquency through application of earlier and more intensive sanctions. In addition, a new dispositional option for the Juvenile Court known as "State Supervision" is created. The sanction combines a range of nonresidential interventions directed by Juvenile Court Probation. If needed, the Division of Youth Corrections and the Division of Child and Family Services will provide out-of-home residential placements.

2001 The Division's service delivery is reorganized. The traditional regional organization based on geography is replaced with the Offices of Community Programs, Correctional Facilities, and Rural Programs. Statewide administrative services also are realigned to match this change.

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

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

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

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

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

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

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

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

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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.

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## 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

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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

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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(3)(a)). The number of members is increased to 10.  
  
Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.
- 1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.
- 1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-501(2)(a)).
- 2003 The Authority begins the process of conversion to the new CARE record keeping system.
- 2005 CARE is fully implemented for YPA record keeping operations.



# Information

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## Juvenile Justice Documents

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

## Speakers Bureau

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

All of the above are available from Patricia Moore by calling (801) 265-7571 or e-mailing [PMoore@utah.gov](mailto:PMoore@utah.gov). Additional information can be found by visiting the Division's web site: [www.jjs.utah.gov](http://www.jjs.utah.gov).

## Division Programs and Offices.

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SALT LAKE CASE MNGMNT Bill Boyle (801) 265-7500  
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(A list of contractors providing community services may be obtained from the State Admin Office (Attention: Douglas Crockett)

### OFFICE of CORRECTIONAL FACILITIES

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### OFFICE of EARLY INTERVENTION SERVICES

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DIVERSION PROGRAMS

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 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 Alex Gonzalez (435) 566-5925  
 27 S Main  
 Tooele, UT 84074

VANTAGE POINT Scott Taylor (801) 373-2215  
 1185 E 300 N fax (801) 852-4520  
 Provo, UT 84604

OBSERVATION AND ASSESSMENT

OGDEN O&A Marty Mendenhall (801) 627-0326  
 145 N Monroe Blvd fax (801) 393-7813  
 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 SALVADOR MENDEZ (801) 538-3989  
 195 N 1950 W fax (801) 538-4334  
 Salt Lake City, UT 84116

CASE MANAGEMENT

BOX ELDER CASE MANAGEMENT John Zizumbo (435) 723-2031  
 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  
 Cedar City, UT 84720  
 SECURE FACILITIES  
 SW UTAH YTH CTR Jill McKinlay (435) 867-2500  
 270 E 1600 N fax (435) 867-2525  
 Cedar City, UT 84720

LIGHTNING PEAK Annette Garcia (801) 370-0503  
 MILL CREEK YTH CTR Mike Shaw (801) 334-0210  
 OFF of COMMUNITY PROGRAMS Debbie Whitlock (801) 538-4311  
 OFF of CORRECTIONAL FACILITIES Dorie Farah (801) 538-4312  
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 OFF of RURAL PROGRAMS Salvador Mendez (801) 538-3989  
 OGDEN CASE MANAGEMENT Rachel Edwards (801) 627-0322  
 OGDEN CASE MANAGEMENT 2 Franz Bryner (801) 626-3447  
 OGDEN O&A Marty Mendenhall (801) 627-0326  
 OREM CASE MANAGEMENT Mike Butkovich (801) 426-7430  
 SALT LAKE CASE MNGMNT Bill Boyle (801) 265-7500  
 SALT LAKE EARLY INTERVENTION Debbie Rocha (801) 685-5713  
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 SPRINGVILLE O&A Annette Garcia (801) 491-0133  
 STATE OFFICE Susan Burke (801) 538-8224  
 SW UTAH YTH CTR Jill McKinlay (435) 867-2500  
 TOOELE YOUTH SERVICES Alex Gonzalez (435) 566-5925  
 VANTAGE POINT Scott Taylor (801) 373-2215  
 WASATCH YTH CTR Stephanie Sinju (801) 265-5830  
 WASH CO YTH CRISIS CTR Tami Fullerton (435) 656-6100  
 WEBER VALLEY DT CNTR Tracy Hart (801) 825-2794  
 YOUTH PAROLE AUTHORITY Garrett Watkins (801) 538-4331

### Programs and Offices Alphabetically.

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UTAH DEPARTMENT OF HUMAN SERVICES

