

# Executive Summary

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## DYC ANNUAL REPORT FY 2001

The Division of Youth Corrections serves a variety of delinquent youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, reporting centers, case management, community services, observation & assessment, secure facilities, and transition. Also, work components and service projects have been incorporated into many Division programs. Collectively, these programs provide a continuum of service, so that more severely offending youths are treated in more restrictive settings (pages 20-22). Relevant facts about the Division from the DYC Annual Report 2001 are summarized below.

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| <ul style="list-style-type: none"><li>• From the opening of the Territorial Reform School in 1889 to present, Utah's juvenile justice system has attempted to protect the public, hold delinquents accountable, and rehabilitate them (pages 5-8).</li><li>• To increase efficiency and provide better services to delinquent youths and the community, the Division was reorganized during FY 2001 (pages 10-13).</li><li>• Work camps and community service projects provide youths with opportunities to repay victims, engage in work projects that benefit the public, and to gain a sense of accomplishment (pages 29-30).</li><li>• With few exceptions in FY 2001, Division run programs were full and often operated over capacity (pages 23, 24, 28, 46, 47).</li><li>• Of all youths in custody on a typical day, about 71% were in nonsecure community programs, home placement, or observation &amp; assessment programs, nearly 23% were in locked facilities or locked detention, and 2% were in jail, hospital, or out of state placements (page 33-34).</li><li>• Total felony and misdemeanor convictions decreased for youths admitted to community programs, observation and assessment, and secure facilities (pages 39, 45, 50).</li><li>• Staff received nearly 64,000 individual training hours in such areas as security, first aid, or suicide prevention (page 56).</li></ul> | <ul style="list-style-type: none"><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths (pages 17, 26, 38, 44, 49). Boys also are overrepresented across all Division programs (page 17).</li><li>• The Youth Parole Authority held 987 hearings in FY 2001 (page 51).</li><li>• Youths in custody earned over \$329,000 paid directly to victims as restitution (page 59).</li><li>• The Division monitors agencies providing residential and nonresidential services (pages 55-56).</li><li>• Division funding in FY 2001 was \$85,004,337; authorized funding in FY 2002 is \$94,771,000. Federal collections account for \$12,479,380 of the total FY 2001 revenue (pages 14-15).</li><li>• The Community Based, Observation and Assessment, and Secure Facility sections of the Report have data trends across ten years presented for Population, Budget, and Delinquency History (pages 39, 45, 50).</li><li>• The average daily population of youths in custody was 1,271 during FY 2001 (page 33).</li></ul> |
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# DYC

## Annual Report

# 2001

Prepared by the  
Office of Research, Evaluation, & Planning  
John R. DeWitt, Ph.D., Director  
Jeffery P. Wells, Ph.D.  
Kent Karren, B.S.

Blake D. Chard, Director  
Division of Youth Corrections  
Department of Human Services  
120 North 200 West, Room 419  
Salt Lake City, Utah 84103

Design by Modern 8, Salt Lake City

IN MEMORIAM



CLAUD HARMON PRATT

1909 - 2001

Superintendent of the Utah State Industrial School

1951 - 1976



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MICHAEL O. LEAVITT  
GOVERNOR

STATE OF UTAH  
OFFICE OF THE GOVERNOR  
SALT LAKE CITY  
84114-0601

OLENE S. WALKER  
LIEUTENANT GOVERNOR

December 30, 2001

Dear Citizens of Utah:

This year, the Division of Youth Corrections marks twenty years of service to troubled youth, their families and to communities throughout the state. During that time, the Division has grown from a task force recommendation into a well-respected organization and pivotal influence in Utah's criminal and juvenile justice system.

Through the direction of great leadership and vision over the years, the Division has met the challenge of managing youthful offenders through its intervention, supervision and rehabilitative programs. Dedicated staff have worked to meet the needs of a young population while focusing on offender accountability, stressing the importance of family relationships and keeping public safety a top priority.

I extend my appreciation to the Division employees for their quality work and their commitment to improving the lives of Utah's youth. This annual report represents the professionalism and service we have come to expect from this organization. On behalf of the citizens of Utah, I send my best wishes for continued success in the coming years.

Sincerely,

Michael O. Leavitt  
Governor



THE STATE OF UTAH  
**BOARD OF YOUTH CORRECTIONS**

120 North 200 West, 4th Floor  
P.O. Box 45500  
Salt Lake City, Utah 84145-0500

December 29, 2001

To the Citizens of Utah:

On behalf of the Board of Youth Corrections I congratulate the Division on their twenty-year anniversary. I am proud to be part of an organization that places emphasis on the integrity of its employees and the services rendered to its clients. Having had the opportunity to visit with administrators and staff across the state, I can say with confidence that the Division is in good condition.

The Division Administration has successfully implemented the goals they identified at the onset of Mr. Chard's appointment. The Division has earned the respect of co-workers, the Legislature, the Courts, the Youth Parole Authority and the Board of Youth Corrections. Together we are moving the Division to even greater levels of success with the youth involved in the juvenile justice system.

The DYC Annual Report 2001 is one in which the Division can take great pride. It documents the enormous efforts made on behalf of Utah's youth. It outlines the new functional approach to organization in each of the Programs. It offers a review of the budgetary changes that have taken place over the past year, along with a historical review of the last twenty years. The Board is committed to supporting the Division in their plans to become fiscally strong, and applauds the planned changes.

This report outlines a strong foundation for the beginning of another twenty years. We wish the Division well in their continued efforts toward the Balanced and Restorative Justice Model, and pledge our support in that area.

As always, the Board of Youth Corrections is open to suggestions and input from the citizens of Utah. We encourage you to contact any one of us with your comments. I hope that you find this report worthwhile and helpful.

Respectfully,

Eldon A. Money, Chair  
Board of Youth Corrections

# The Board of Youth Corrections

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**ELDON A. MONEY, CHAIR**  
*Farmer and cattleman; Spanish Fork.*



**MYRON T. BENSON,  
VICE CHAIR**  
*Retired High School Principal; Newton.*



**G. A. PETRY**  
*Judge, Uintah County Justice Court; Vernal.*



**Yvette D. Diaz**  
*Associate, Manning, Curtis, Bradshaw, and  
Bednar, LLC; Sandy.*



**JAMES L. EARL**  
*Chief Professional Officer/Executive Director,  
Lincoln Center Boys & Girls Club; Bountiful.*



**JODY VALENTINE**  
*Dental Assistant; Santa Clara.*



**LOIS E. MCARTHUR**  
*Retired City Commissioner; Tooele.*



# State of Utah

## DEPARTMENT OF HUMAN SERVICES DIVISION OF YOUTH CORRECTIONS

**Michael O. Leavitt**  
Governor

**Robin Arnold-Williams**  
Executive Director

**Mark E. Ward**  
Deputy Director

**Marie Christman**  
Deputy Director

**Blake D. Chard**  
Director

120 North 200 West, Ste. 419  
P.O. Box 45500  
Salt Lake City, Utah 84145-0550

(801) 538-4330  
(801) 538-4334 (Fax)

an equal opportunity employer

December 30, 2001



To: Governor Leavitt, President Mansell, Speaker Stephens, Board of Youth Corrections, and Citizens of Utah

It has been my pleasure to serve as Director of the Division of Youth Corrections for a little over a year. This has been a time of growth for the Division, along with growth for me personally. We've made some changes in the organization that have helped us to focus on common goals for the future. This report is a reflection of what has happened over the past year.

The year 2001 marks the 20-year anniversary of the Division of Youth Corrections, which was created in 1981 by the Juvenile Justice Task Force. The history since that time is rich in development of meaningful programs to serve the youthful offenders in the State of Utah. Change is a constant in bettering the system. In the report that follows you will find a review of how we are currently meeting those needs. The information is presented in the form of leadership, organization, history, budget, programs and population characteristics.

I am grateful for the efforts of our Research, Evaluation, and Planning Unit that have headed the DYC Annual Report project. They have spent countless hours in putting together a quality piece of work to outline the Division's efforts.

I would like to thank the Board of Youth Corrections and the Youth Parole Authority for their commitment and dedication. The results of their hard work are worthy of note and we are lucky to have such able groups of people to help move the Division forward. Additionally, I have been impressed with the DYC staff who work tirelessly on behalf of the at-risk and troubled youth we serve.

This DYC Annual Report is also available on the Internet at our website address: [www.hsdyc.ut.us](http://www.hsdyc.ut.us). I hope you find the information useful. If you have questions, we invite you to call our office. We will continue to strive toward the Balanced and Restorative Justice model of service, which encourages accountability, community safety and competency.

Sincerely,

Blake D. Chard



# History

In 1981, Youth Corrections 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 nonoffenders 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: Youth should be placed in the "least restrictive setting" that is consistent with public safety.
- 1978 Governor Matheson meets with leaders of the juvenile justice community concerning the ability of the State Industrial School to securely hold serious offenders and protect the safety of less serious offenders. A consultant is hired by Governor Matheson to make recommendations for settlement of *Manning v. Matheson*.  
  
The Utah State Industrial School becomes the Utah State Youth Development Center (YDC).
- 1980 The Governor's Juvenile Justice Task Force, with representation from concerned agencies and the community,

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is created to examine Utah's juvenile corrections system. The Juvenile Justice Task Force creates a Master Plan, inspired by the correctional model employed by Massachusetts, 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) based on the Master Plan developed by the Juvenile Justice Task Force. 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.
- 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.

A task force is appointed by the Division Director to review and update the 1980 Master Plan.

- 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 Approach, and to reorganize the Division's structure of service delivery.

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

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

## Observation and Assessment Program Highlights

- 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

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observation and assessment services, short-term detention, and long-term secure care in three separate wings.

- 1997 A 6-bed, observation and assessment program, specialized for females, is opened in Salt Lake City.
- The privately operated Copper Hills Youth Center opens in Salt Lake City, providing the Division with an additional 24 beds for observation and assessment.
- 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 Juvenile Court on request from the Division (UCA 78-3a-118(e)).
- 2000 The privately run North Bay Youth Center in Brigham City discontinues operation of its observation and assessment program for Division youths.
- 2001 The privately run Copper Hills Youth Center in Salt Lake City discontinues operation of its observation and assessment program for Division youths.

## Secure Care Program Highlights

- 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.
- 1986 The Youth Parole Authority is created by statute (UCA 62A-7-109) to take responsibility for review of all parole requests and for oversight of youth on parole from secure care.
- 1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- 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.
- Appointment of Youth Parole Authority Members becomes an executive appointment by the Governor rather than by the Board of Youth Corrections.
- 1997 Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility has 38 detention and 32 for secure-care beds and replaces outdated and unsafe Provo Youth 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 youth. 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 complete. Facility capacity is now 102 beds.

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## Community Program Highlights

- 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.
- 1994 Day/Night reporting and receiving centers are opened across the state to facilitate monitoring of youths.
- 1996 A partnership between the Division and the US Forest Service establishes the Strawberry Work Camp
- 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.
- 1999 Paramount Reflections Program, a community residential program, opens in Layton to meet the needs of girls.

## Detention Program Highlights

- 1981 Utah's seven 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.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youths into detention for up to 30 days (UCA 78-3a-52) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 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.
- 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 beds and 32 secure-care beds and replaces the outdated and unsafe Provo Youth Detention Center.
- The aging 56-bed Salt Lake Detention Center is replaced by a 160-bed Salt Lake Valley Detention Center.
- 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, which has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment and replaces a smaller existing center.



# Mission

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The primary purpose of Youth Corrections is 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. Youth Corrections will be operated within the framework of the following twelve guiding principles to accomplish this mission:

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 youth 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 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.

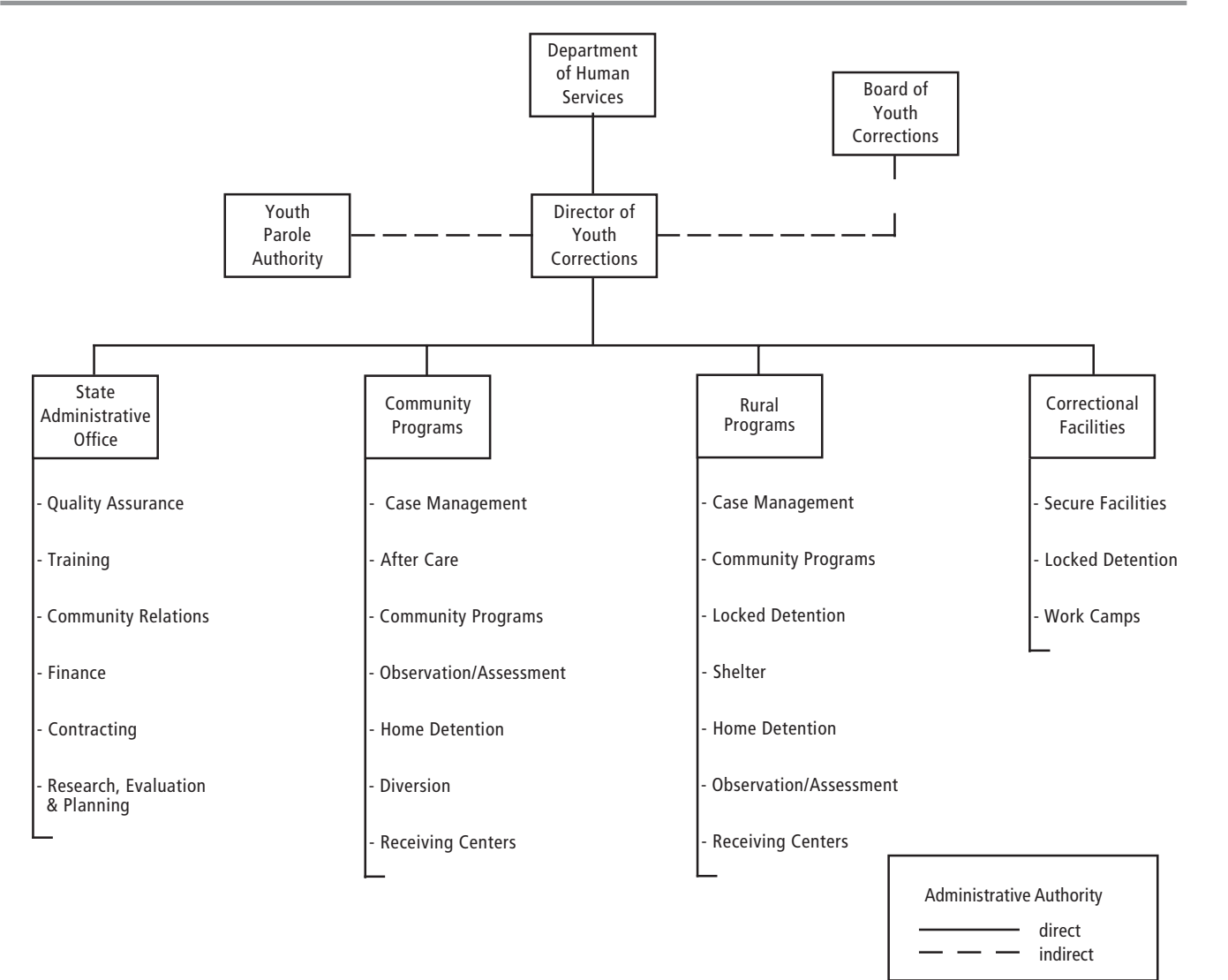
Provide assistance to the Juvenile Court in developing and implementing appropriate offender dispositions.

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 Youth Corrections.

# Organizational Structure



Youth Corrections is one division of the Department of Human Services. Other divisions and offices include the Executive Director's Office, Mental Health, Aging and Adult Services, Substance Abuse, Services for Persons with Disabilities, Office of Recovery Services, and Child and Family Services. The Board of Youth Corrections provides the Division with guidance and has the responsibility for approving policy. The Division Director has indirect authority over the Youth Parole Authority and directly administers the Division's State Office and its service delivery offices.

To increase efficiency and provide better services to delinquent youths and the community, the Division was reorganized during FY 2001. This is the agency's first major organizational change since its creation in 1981.

The organizational change has redefined the way in

which services are administered. In the past, a full range of residential and nonresidential correctional services were delivered through three regional offices: Region I - Northern, main office in Ogden; Region II - Central, main office in Salt Lake City; and Region III - Southern, main office in Springville. While this organization worked well in many ways, the regional organization sometimes led to differences in program-ming philosophy. In addition, the original arrangement made it difficult to move resources quickly when needs arose.

As identified in the chart above, services have been realigned into the Office of Community Programs, the Office of Correctional Facilities, and the Office of Rural Programs. The reorganization is designed to improve the consistency and effectiveness of program-

ming by (1) standardizing the development of treatment and correctional plans for individual youths, (2) standardizing programming strategies, (3) improving communications between related programs, and (4) facilitating the transfer of resources and youths between similar programs.

The reorganization, however, has not changed the Division's traditional objectives. Programming and correctional interventions continue to be organized around the Division's Mission Statement and the three principles of the Balanced And Restorative Justice Model (BARJ); namely, community protection, accountability, and competency development.

Though the three new Offices have different specialties, they must work closely with one another. Coordination is important 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 and communication is particularly important for custody youths who concurrently receive services from two different Offices. This most often happens for secure care youths. They are placed in a secure facility operated through the Office of Correctional Facilities or the Office of Rural Programs and also have a case manager provided by the Office of Community Programs or the Office of Rural Programs.

Further, each office has important interests in a number of Division-wide projects. Some current examples include (1) implementation of a needs and risk assessment process (see "Risk and Needs Assessment", page 60), (2) development of the new CARE information system (see "Court & Agencies' Record Exchange", page 61), and (3) demonstration projects for a comprehensive evaluation process that eventually will be used by all Division programs (see "Program Enhancement Process", page 58).

## State Administrative Office

The administrative office in Salt Lake City continues its historic functions. It provides leadership for Division-wide projects and initiatives, centralized finance, community relations, policy development, program planning, contracting, training, research, and monitoring of programs (see also Special Services, pages 54-57). The administrative office also coordinates interactions with the Utah Legislature and Governor and agencies at Federal, state, and local levels.

## Office of Community Programs

The Office of Community Programs is responsible for community programs along the Wasatch front. The service delivery area includes Weber, Morgan, Davis, Salt Lake, Summit, Tooele, and Utah Counties and corresponds to regions covered by the 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> Districts of the Juvenile Court.

The Office administers a variety of residential and nonresidential services and programs including:

- Youth Services (provided by the Division through a contract with the Division of Child and Family Services in Weber and Davis counties)
- Receiving Centers
- Home Detention services
- Nonresidential Diversion Programming
- State Supervision Services
- Case Management and After Care Services
- Observation and Assessment Centers
- Nonresidential services such as Electronic Monitoring, Tracking, Counseling, and Reporting Centers
- Proctor Homes, Group Homes, and Psychiatric Residential Programs (through contract with private providers)

The Office of Community Programs has initiated a thorough examination of the Division's continuum of community services. The Community Programs Committee has been established to review issues. Surveys and interviews have been completed with all of the Division's service providers to determine gaps in the system. The most important concern identified to date is the availability of services to support youths returning home after out-of-home placements in a secure facility, group home, or other residential program. These youths often successfully complete programs but fail when they are sent home and must face the same conditions that lead to their original delinquent behavior.

The Community Programs Committee is developing a new service delivery model that will provide more support to youths in transition and better coordinate between correctional services and programs. The model is based on strategies developed by the Office of Juvenile Justice and Delinquency Prevention (OJJDP, "Comprehensive System of Graduated Sanctions"). According to the model, youths would be committed to the Division by the Juvenile Court for one of five

categories of community-based programming. In addition, a sixth category of programming would be available for youths released to parole from secure care by the Youth Parole Authority. The six service categories include:

- Diversion
- State Supervision
- Intermediate Out-of-Home
- Long-term Out-of-Home
- Intensive Residential
- After Care

Each category would contain a set of four different levels of service that range from high supervision and structure to low supervision and structure. Youths committed to a category would be placed at a level of care according to their needs for services and their risk to the community. The initial level would be determined by considering results of risk and needs assessments, observations from case managers, and findings of other juvenile justice professionals. Guidelines would be developed to determine expected lengths of stay within a given level, but movement would be dependent on the youth successfully meeting the conditions of placement and supervision. It is believed that this process will provide youths with the tools they need to return to their homes and communities with the skills to become responsible, productive citizens.

## The Office of Correctional Facilities

The Office of Correctional Facilities was developed to oversee detention centers, secure facilities, and the Genesis Youth Center along the Wasatch Front.

The detention centers are:

- Weber Valley Detention Center (Ogden)
- Farmington Bay Youth Center (Farmington)
- Salt Lake Valley Detention Center (Salt Lake)
- Slate Canyon Youth Center (Provo)

The secure facilities are:

- Mill Creek Youth Center (Ogden)
- Farmington Bay Youth Center (Farmington)
- Decker Lake Youth Center (Salt Lake City)
- Wasatch Youth Center (Salt Lake City)
- Slate Canyon Youth Center (Provo)

Private correctional companies, under contract with the Division, operate Farmington Bay Youth Center and Salt Lake Valley Detention Center. The Farmington Bay facility also operates an observation and assessment program.

The Genesis Youth Center is a 68-bed, coeducational residential work program (see "Work Camps and Programs", page 29). The program provides work opportunities for youths who have court-ordered obligations to pay victim restitution. Genesis serves youths from across the state and all levels of the juvenile justice system. The program's clients include youths under the supervision of Juvenile Court probation, youths on state supervision, youths under Division custody for community placement and youths on parole from secure care.

The Office of Correctional Facilities has adopted several objectives for the coming year. The first is to make the best use of the Division's strongest resource, namely, the knowledge and experience of staff. Though they come from different facilities all staff face similar problems and issues. To help solve common problems, administrators, line staff, food service workers, office staff, and maintenance staff now meet on a regular basis to discuss shared concerns.

The Office of Correctional Facilities is also developing working relationships with sister agencies including Vocational Rehabilitation, the Division of Child and Family Services, the Division of Mental Health, and the Division of Substance Abuse. These allied agencies have already developed many of the resources needed to enhance traditional correctional interventions. The utilization of existing resources strengthens programming in facilities while maximizing the use of the available financial resources.

## Office of Rural Programs

The Office of Rural Programs has the responsibility for delivering a full range of correctional services in Utah's rural areas. The Office currently operates programs in ten rural communities across Utah. The majority of services are delivered through six multiuse centers:

- Cache Valley Youth Center (Logan)
- Split Mountain Youth Center (Vernal)
- Castle Country Youth Center (Price)
- Canyonlands Youth Home (Blanding)
- Central Utah Youth Center (Richfield)
- Washington County Youth Crisis Center (St. George)

Each multiuse center provides a variety of residential and nonresidential services (see "Multiuse Facilities", page 28) including locked detention, diversion, shelter care, and observation and assessment. Programming

space is available for education services, detention alternative programming, and receiving center functions. Several centers also use some of their nonsecure beds for community-based placements of youths in Division custody. A seventh center, the Southwest Utah Youth Center has beds for both locked detention and secure care.

In addition, the Office of Rural Programs operates offices in Brigham City, Moab, and Roosevelt to provide case management and receiving center functions.

Providing a complete range of services in a rural setting poses a number of major challenges. The relatively small numbers of youths in rural communities make it extremely difficult for rural programs to specialize to the same extent as programs along the Wasatch Front. For the same reason, programs often cannot take advantage of economies of scale. In addition, rural programs may have difficulty attracting qualified service and support staff; training is more expensive; medical services often are not available locally; fewer community resources are available to support correctional programs; and administrative costs are higher because of the distances.

Despite the difficulties, there are many good reasons to provide services at local levels. As recognized in the Division's Mission Statement, it is important to involve parents and community members in a youth's correctional plan. Youths need the chance to mend broken relationships and establish local support networks if they are to be successful when they eventually return to their home communities. In addition, locally administered programs can be more responsive to local community standards and better help communities combat community-level problems associated with delinquency. This all becomes difficult or impossible when youth must be transported long distances to programs far from the youth's home community.

Staff of the Office of Rural Programs are striving to overcome the difficulties of providing services in rural areas. Efforts have been made to standardize services and develop consistent models for service delivery in the different centers and offices. In addition, the Office is participating with the Division's other offices in efforts to develop risk assessment tools and a comprehensive program evaluation process. Both efforts should increase the quality of programming and the accuracy of decisions made about youths in Division care.

# Budget

## Operating Budgets.

Office	Actual FY 2001	Authorized FY 2002	Requested FY 2003
<b>State Office</b>			
Administration	4,123,634	4,462,000	4,462,300
<b>Community Programs</b>			
Administration	665,050	1,142,000	1,176,800
Alternatives to Detention	2,682,314	2,885,000	2,972,900
Case Management	3,021,721	3,909,000	4,028,100
Community Programs	26,348,243	25,447,000	26,222,100
Observation & Assessment	3,152,269	3,166,000	3,262,400
Out of State Placements	1,622,687	1,303,000	1,342,700
Receiving Centers	2,284,974	2,505,000	2,581,300
Transition	1,044,933	1,751,000	1,804,300
Work Camp	55,535	101,080	104,200
Sub Total	40,877,726	42,209,080	43,494,800
<b>Correctional Facilities</b>			
Administration	490,410	381,000	358,300
Detention Facilities	8,821,600	8,700,000	8,180,900
Observation & Assessment	778,175	819,000	770,100
Secure Facilities	13,281,500	16,180,000	15,214,500
Work Camp	2,580,266	3,173,920	2,984,500
Sub Total	25,951,951	29,253,920	27,508,300
<b>Rural Programs</b>			
Administration	449,191	413,000	354,400
Alternatives to Detention	507,104	573,000	491,700
Case Management	840,614	857,000	735,500
Community Programs	5,236,622	5,289,000	4,538,900
Detention Facilities	4,336,026	7,520,000	6,453,500
Observation & Assessment	728,411	1,121,000	962,000
Receiving Centers	280,120	1,039,000	891,600
Out of State Placements		197,000	169,100
Secure Facilities	1,421,917	1,527,000	1,310,400
Sub Total	13,800,005	18,536,000	15,907,100
<b>Youth Parole Authority</b>			
Administration	251,021	310,000	409,000
<b>Total</b>	<b>85,004,337</b>	<b>94,771,000</b>	<b>91,781,500</b>

## Sources of Funding.

Source	Actual FY 2001	Authorized FY 2001 <sup>1</sup>	Requested FY 2003
General Fund	68,595,542	75,858,700	73,687,600
Federal Collections <sup>2</sup>	12,479,380	14,531,300	12,557,500
Other Collections <sup>3</sup>	3,429,415	3,881,000	5,036,400
General Fund Restricted <sup>4</sup>	500,000	500,000	500,000
<b>Total</b>	<b>85,004,337</b>	<b>94,771,000</b>	<b>91,781,500</b>

<sup>1</sup> Includes \$2,361,120 nonlapsing funds carried over from FY 2001.

<sup>2</sup> Title IV-E, Foster care, Title XIX Targeted Case Management, Medicaid, US Immigration & Naturalization Service, and Federal grants.

<sup>3</sup> Transfer from Office of Recovery Services and other state agencies.

<sup>4</sup> Dedicated fund for restitution to victims.

The chart at bottom left represents the Division's budgets during its 20-year history. Yearly expenditures rose from \$9.6 million in FY 1982 to over \$85 million in FY 2001, an increase of nearly 800%. Budget increases paralleled increases in numbers of youths in custody; growing from an estimated 436 each day during FY 1982 to an average of 1,271 during FY 2001. Beyond this, budgets have grown as the Division has broadened its range of services. Changes include:

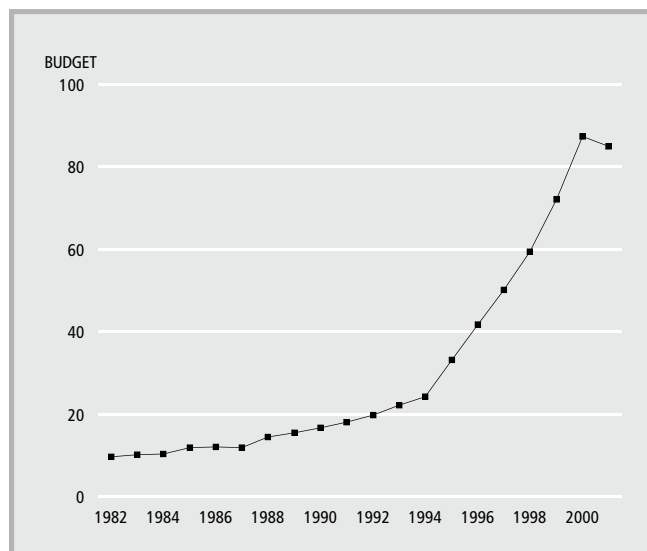
- The Division assumed responsibility for operation of locked detention facilities in FY 1987. Prior to this, centers were partially funded by the state, but managed and operated by counties.
- The Division developed residential work camps (Genesis Youth Center, 1994, Strawberry Work

Camp, 1996) and incorporated work projects at all levels of Division programming.

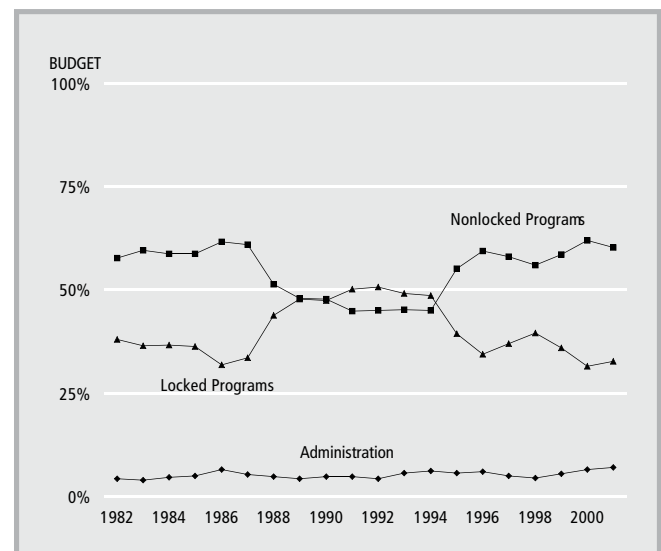
- Receiving centers were developed for youths not meeting requirements for locked detention.
- The Division worked with the Juvenile Court to develop residential and nonresidential services for youths on state supervision.

The chart at bottom right shows fluctuations in the percentages of budgets devoted to secure programs (detention and secure facilities) relative to community programs. The part of the budget for secure programs reached a high of 50% in FY 1991. In FY 2001, the percentage was about 33%, one of the lowest values in 20 years. Budgets for administration have been relatively low throughout the Division's history.

### DIVISION BUDGETS FY 1982 to FY 2001



### BUDGET COMPONENTS FY 1982 to FY 2001



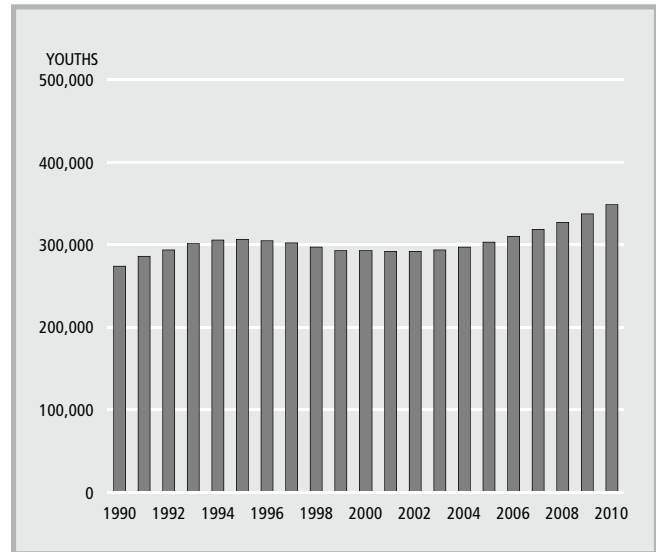
# Population Served

All juveniles 10 to 17 years old living in Utah are the population "at risk" for delinquency and involvement in the juvenile justice system. During FY 2001, the population at risk numbered 291,680 youths, a slight decrease from FY 2000 (292,465). As represented in the chart at top right, this continued a decline of several years. Beginning in 2002, the population of 10 to 17 year olds is expected to grow steadily and reach 348,000 by 2010 (source: Utah State Governor's Office of Planning and Budget).

The majority of these youths (76%) live in four counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 9% live in three of the state's fastest growing counties (Cache, Washington, and Iron).

Based on an analysis of individuals who turned 18 in 2000, over 43% of Utah's youths will have some contact with the juvenile justice system by the time of their 18th birthday. Over 2.5% of the youths at risk will be found by the Juvenile Court to be victims of dependency, neglect, or abuse. Nearly 35% of the youths at risk will be charged with at least one offense and referred to the Juvenile Court. In a substantial number of cases, involvement with the court will lead to in-home supervision by Juvenile Court probation or transfer of custody from parents to the

Utah's 10 to 17 Year Old Youths



Division of Youth Corrections or the Division of Child and Family Services. Additional predictions about contacts with Utah's juvenile justice system are presented below.

## WHAT TO EXPECT BY AGE 18

### *Offending<sup>1</sup>*

1 in 3.2 youths will be found to have committed at least one felony- or misdemeanor-type offense:

- 1 in 14 - offense against a person (1 in 62 a felony-type offense against person)
- 1 in 4.8 - offense against property
- 1 in 5.4 - offense against the public order

A small proportion of youths (8.5%) will be responsible for the majority of identified youth crime (68%).

### *Custody and supervision*

1 in 11 youths will spend time in locked detention

1 in 18 youths will be placed under supervision with Juvenile Court probation

1 in 31 youths will be committed to the Division of Child and Family Services for custody or supervision

1 in 43 youths will be committed to Youth Corrections custody:

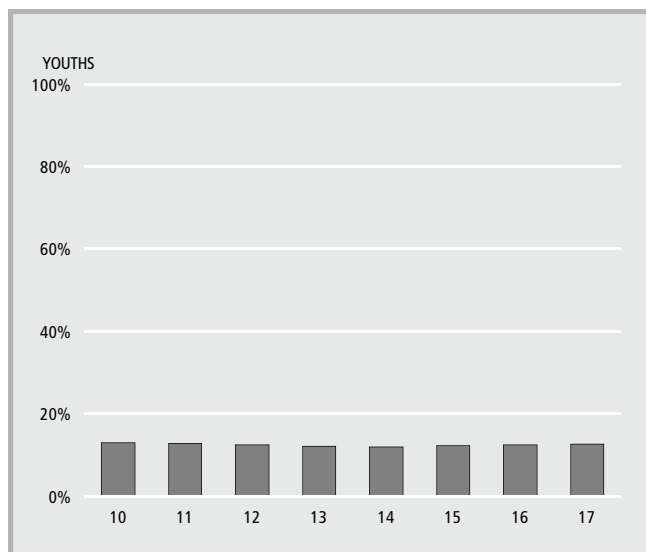
- 1 in 68 - community placement
- 1 in 76 - observation and assessment
- 1 in 224 - secure facility

<sup>1</sup> Felony-type offenses are the most serious followed by misdemeanor-type offenses and infractions. Juvenile status offenses, are offenses that would not be crimes if committed by an adult. Felony- and misdemeanor-type offenses are distinguished further by their object: person offenses (e.g., assault); property offenses (e.g., car theft); public order offenses (e.g., gambling).



## AGES

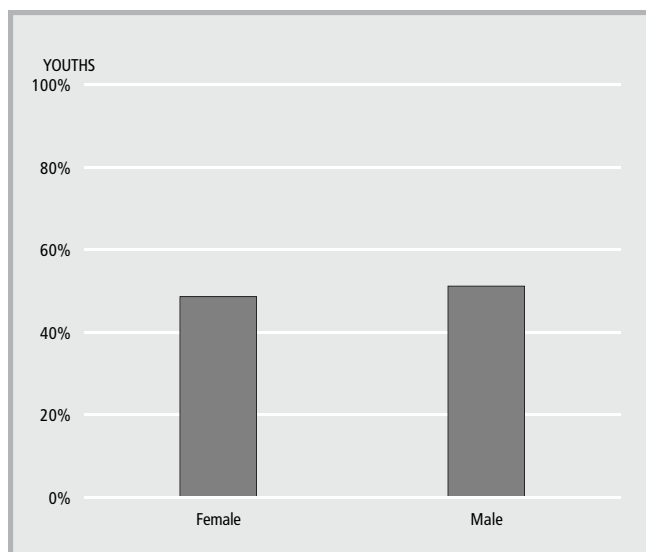
The population of youths at risk in FY 2001 included nearly equal numbers of youths at each age between 10 and 17 years. The majority of youths served by the Division are between 15 and 17 years old. Consequently, there should be little change in the numbers of candidates for Division programs in the next several years (source: Utah State Governor's Office of Planning and Budget).



## GENDER

Boys held a slight majority (51%) of the population of youths at risk (source: Utah State Governor's Office of Planning and Budget).

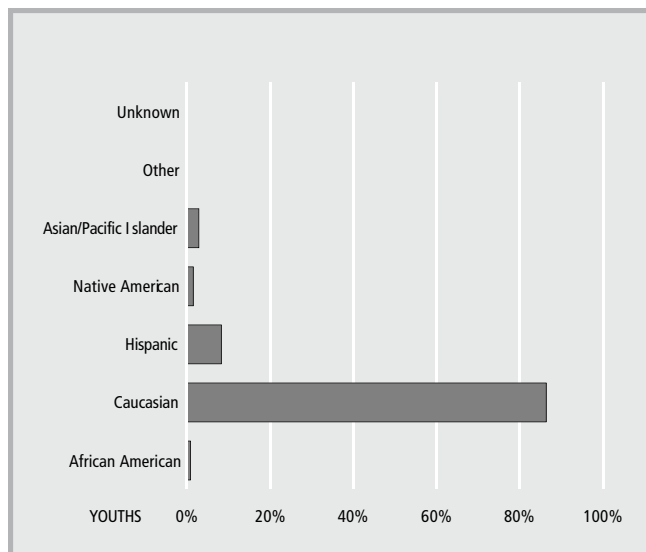
Boys are overrepresented in all levels of Youth Corrections' programming.



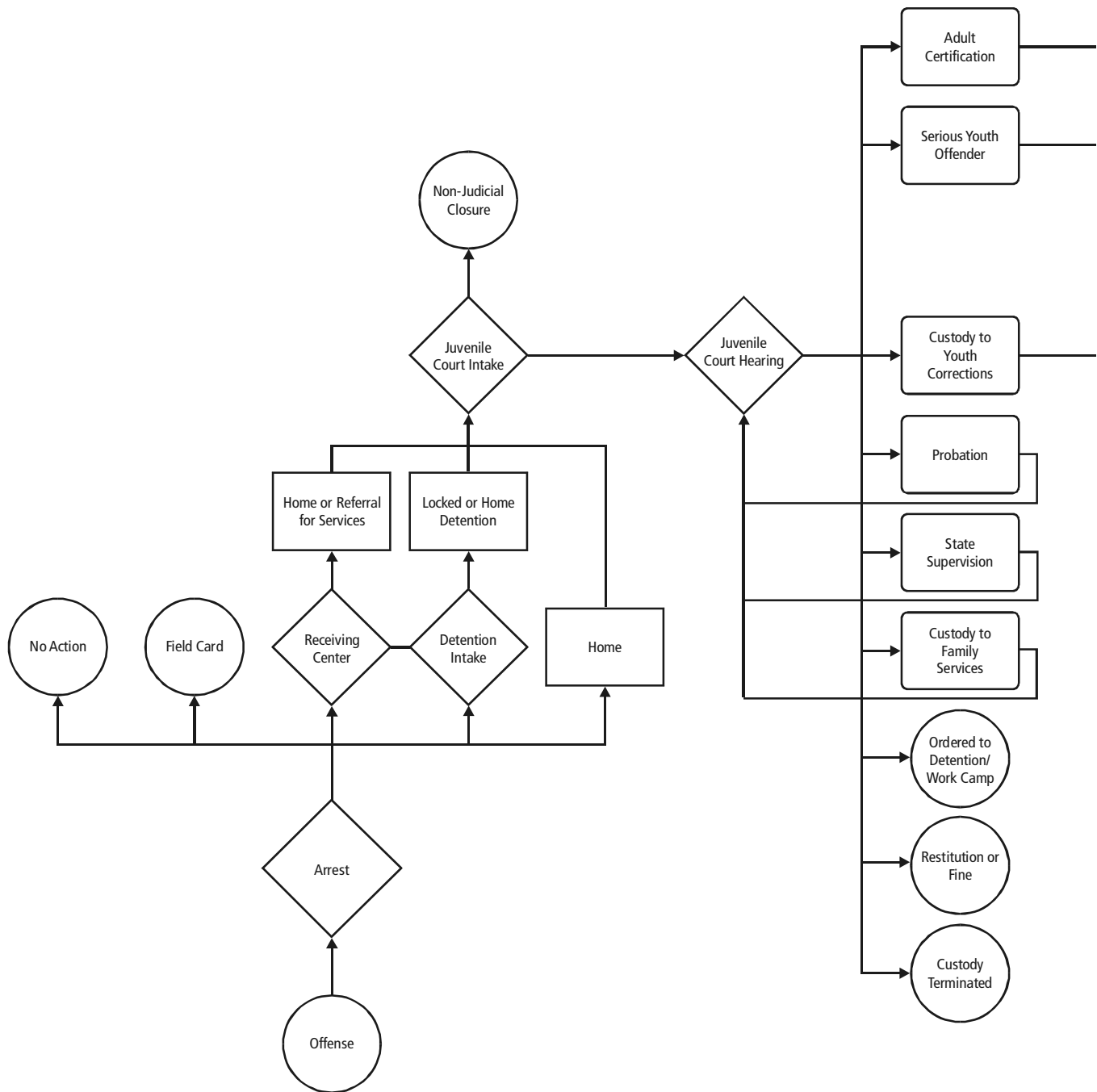
## ETHNICITY

The great majority of youths at risk (86.4%) were Caucasian. Hispanics represented about 8.3% of the group; African Americans .9%; Native Americans 1.6%; Pacific Islanders (PCI) and Asians collectively represented 2.8% (source: Utah State Office of Education).

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



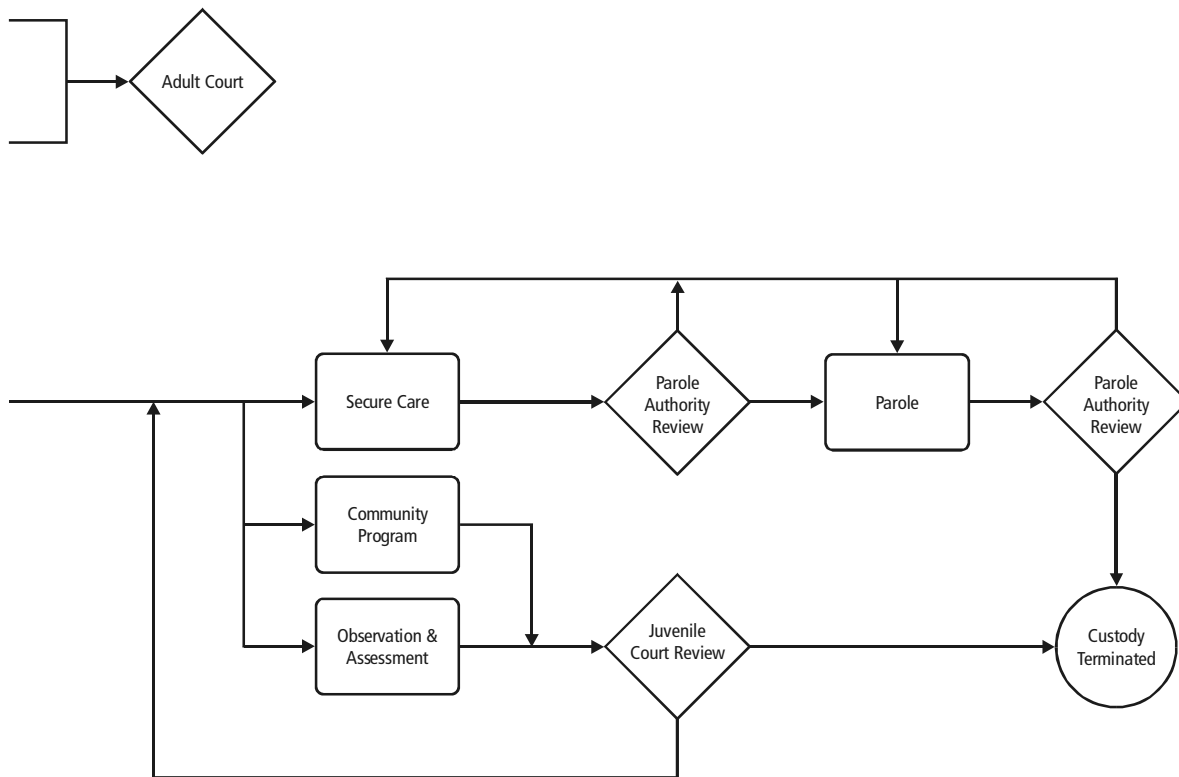
# Client Flowchart



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 the likelihood of danger to the community, the child may be held in a detention or multiuse center operated by the Division. Receiving Centers have been developed to help make the decision about the immediate services needed

prior to court processing.

There is a range of sanctions for charges found true. 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 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 treatment options are represented in the chart. Community programs are the least restrictive of these; secure facilities the most restrictive. Programs at all levels follow the principles of the Balanced and Restorative Justice Model (BARJ): namely, competency

development, accountability, and community protection.

When a youth cannot be properly cared for by juvenile justice agencies, procedures are available for transferring serious juvenile offenders 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

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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 Youth Corrections. 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 Family Services. The Division of Youth Corrections provides care for the majority of delinquent youths who require removal from home. The Division's programs range from community based programs to secure care. In addition, Youth Corrections administers Utah's locked detention programs and a variety of community based programs and services. Collectively, the programs of the three agencies may be thought to form a continuum of care that allows the Juvenile Court to give graduated responses to delinquent youths in proportion to the severity of their behavior and according to their needs for treatment.

The continuum has evolved and certainly will continue to change in response to a variety of factors including resource availability, innovations in correctional treatment and programming, community values, and changing youth 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 78-3a-118 (2f)) 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 detention alternative program. This modifies an earlier requirement that such detention or sentencing orders be made "to the Division of Youth Corrections". On receiving an order to Youth Corrections, Division staff previously had the prerogative of deciding where to place the sentenced youths. With the

change, the Juvenile Court Judge assumes responsibility for placement of these youths.

A second bill passed by the 1997 Legislature (UCA 78-3a-901, 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.

## Serious Youth Offender

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

To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense and meet one of three offense criteria: (1) the youth is charged with murder or aggravated murder, (2) the youth is charged with a felony-type offense after having been committed to a secure facility, or (3) the youth is charged with one or more of 10 serious felony offenses (aggravated arson, aggravated assault, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, discharge of a firearm from a vehicle, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon).

Youths who are at least 16 and meet either of the first two offense criteria are charged directly in the adult court system. Juveniles who are charged with one of the 10 serious felony offenses are initially given a hearing in Juvenile Court. If the state meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court binds the juvenile over to the adult court system. Transfer can be avoided if the juvenile meets all three of the following criteria: (1) the minor has not previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) the offense was committed with one or more other persons and the youth appears to have a

lesser degree of culpability than the confederates; and (3) the minor's offense was not committed in a violent, aggressive, or premeditated manner.

## Juvenile Sentencing Guidelines

Widespread concerns over rates of juvenile crime prompted the Utah Sentencing Commission to open a dialogue between agencies involved in the care of Utah's delinquent youths. The parties included the Juvenile Court, the Division of Youth Corrections, 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 provide for community protection, more equitable application of sanctions, and greater predictability of resource needs for agencies that care for delinquent youths. Most importantly, it was believed that earlier, more intensive intervention would 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 the 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 Youth Corrections. 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 Youth Corrections 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 a delinquent youth over the age of 12.

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 78-3a-505 (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. Juvenile Court Judges receiving a recommendation are not bound by the guidelines. Nevertheless, it was hoped that the standardized recommendations would promote consistency in judicial decision making. 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". The first comprehensive study of the guidelines and their impact has been completed. Funded by the National Institute of Justice, the study was conducted by researchers from the Social Research Institute, located in the Graduate School of Social Work at the University of Utah. The objectives of this evaluation were to assess:

- The ability of a state to implement juvenile sentencing guidelines and an intermediate sanction that are designed to intervene earlier in the lives of juvenile offenders
- The effectiveness of this earlier intervention program on reducing criminal activity and rates of commitment to the Division of Youth Corrections
- Identify promising state supervision approaches

The study found that the guidelines appear to have been incorporated into daily practice of juvenile justice practitioners statewide. Using information from 1999, the following percentage of sentences were found to be consistent with that recommended by the guidelines

statewide:

- |                       |     |
|-----------------------|-----|
| • Other Sanctions     | 91% |
| • Probation           | 59% |
| • State Supervision   | 59% |
| • Community Placement | 75% |
| • Secure Care         | 47% |

When a sentence deviated from the guidelines, 88% were mitigated. That is, the actual sanction given by the Juvenile Court Judge was less severe than the sanction recommended by the sentencing guidelines. The study also found that, as policy makers had intended, juveniles sentenced after implementation of the guidelines were put on probation earlier than in the past.

The study found that while state supervision programs statewide are more intensive than those offered for probation, this difference varied widely. For example, state supervision offenders reported receiving services from the Juvenile Court ranging from 0 to 12 hours a day. On average, state supervision offenders reported receiving more programming during the after school hours, increased substance abuse testing and treatment, more alternative school programming, slightly higher participation in work crews, and increased family participation in supervision and counseling. State supervision offenders also reported more contacts with their probation officers than did youths receiving Probation supervision alone. However, differences between programs varied widely.

The Division of Youth Corrections appears to have created short-term, out-of-home placements across the state, using wilderness and work camp programming. Funding for the Division of Child and Family Services could not be tracked as it was mixed with general budget. Further, no specific state supervision programs appear to have been developed by that agency.

The intent of the guidelines and state supervision was to help the juvenile justice system intervene earlier, thereby effectively reducing the number of youths who are sentenced to the custody of the Division of Youth Corrections. The study found that while offenders sentenced under the early intervention program had a small decrease in the number of new charges during a 2-year, follow-up period than probationers sentenced before the program, the rate of commitment to the Division of Youth Corrections was not significantly reduced. Results also showed that programs for individual Juvenile Court Districts varied widely in type but that there were only slight differences in reoffense rates and commitment rates. The study did find that the only District reporting no state

supervision programming was also the only one to show an increase in reoffending after program implementation.

In summary, the study concludes that it is possible to implement effective, offense-based juvenile sentencing guidelines. The analysis presents a mixed picture of the ability of a state to implement an intermediate sanction that is largely run by the Juvenile Court. The effects of the new program on reoffense rates appear equivocal and likely stem from sentencing lighter weight offenders to probation. Rates of commitment to the Division of Youth Corrections did not show statistically significant decreases. It also appears likely that the low percentage of sentences consistent with the guidelines for secure care and the uneven implementation of the state supervision sanction have reduced the effectiveness of the early intervention program.

The full report, "Impact of An Early Intervention Mandate: The Juvenile Sentencing Guidelines and Intermediate Sanctions in Utah, Final Report," can be accessed on-line at [www.sentencing.utah.gov](http://www.sentencing.utah.gov).

## Other Changes and Directions

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 Juvenile Court at the request of the Division director (UCA 78-3a-118(e)). The adjustment was expected to increase efficiency of the assessment process by allowing more youths to be evaluated without increasing numbers of observation and assessment staff and other resources and without affecting the quality of observation and assessment services.

### *Legislative intent language 2000/2001:*

- The Division was directed to continue using community based programs and services whenever possible for youths in Division custody. The Legislature also called for recruitment of additional programs and the strengthening of those already in place. Closely related to this, the Division was encouraged to increase rates paid to providers whenever possible.
- The Legislature instructed the Division and the Juvenile Courts to conduct a cost-benefit analysis on the public and private services used in state supervision programs. The aim was to ensure that maximum value is realized from the investment in this programming.

# Detention

Detention programs are designed to provide short-term control of youths who pose an immediate danger to themselves or others. Detention often is a youth's first point of contact with Utah's juvenile justice system. Youths typically enter locked detention (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. Locked detention programs function within a rehabilitative framework to provide secure custody, emotional support, and activities aimed at helping youths learn socially acceptable ways of gaining satisfaction and self-esteem. Youth in Custody teachers hold school daily in classrooms at each facility. Medical and dental services also are provided when needed. Family visitation is encouraged and nondenominational church services are held at all centers.

Incarcerated youths receive a hearing before a Juvenile Court Judge within 48 hours of their admission to ensure that there is adequate reason to continue the stay in detention.

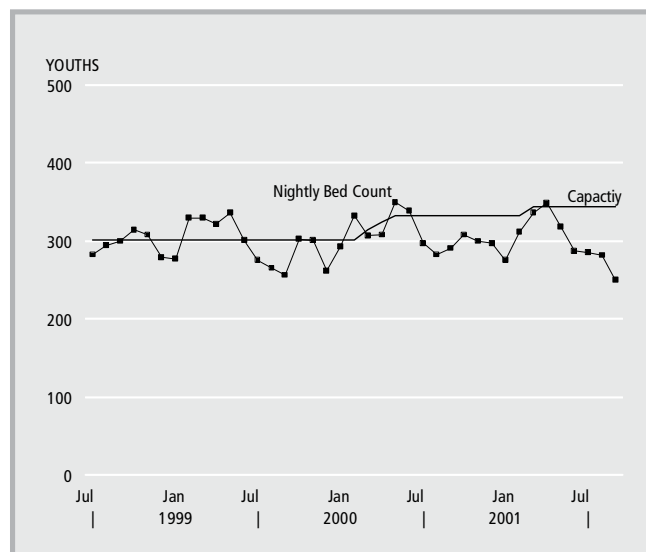
As an alternative to locked detention, appropriate youths may be placed on home detention. This service provides youths with close supervision and structured activities in community settings. Youths are placed on home detention for the same reasons as those admitted to locked detention, but pose less risk to themselves and others.

The Division's reorganization (see "Organizational Structure", page 10) placed the four detention centers along the Wasatch Front under the Office of Correctional Facilities. Home detention programs, previously operated through these facilities, were placed under the Office of Community Programs.

The seven detention centers in rural areas are administered by the Office of Rural Programs. Six of these are multiuse centers that also can provide shelter, observation and assessment, receiving center, and detention alternative services in addition to locked detention. The seventh, Southwest Utah Youth Center, provides both detention and secure care services.

After 9 years of steady growth, the use of locked detention appears to have reached a plateau over the last 3 years. Average nightly bed count was 306, in FY 1999, 300 in FY 2000, and 304 in FY 2001 (see chart at top right). Admissions actually grew slightly over the 3-year period, increasing from 13,568 in FY 1999, to 14,234 in FY 2000, to 14,411 in FY 2001. However, average length of stay per admission dropped slightly from 8.4 days in FY

## AVERAGE NIGHTLY BED COUNT



## Quick Facts -- Locked Detention

Number of Programs .....	11
Beds .....	344
Admissions .....	14,411
Different Youths Served .....	6,737
Average Nightly Bed Count .....	304.1
Length of Stay per Admission ...	7.8 days
Daily Cost per Youth .....	\$118.54

1999 to 8.0 days in FY 2000 and FY 7.8 in FY 2001.

During FY 2001, there was serious overcrowding in several of the Division's detention centers. As may be seen in the table on the following page, all centers exceeded capacity on some nights during the year. Washington County Youth Crisis Center, Canyonlands Youth Home, and Central Utah Youth Center were overcrowded on the majority of nights. All three are small, rural facilities.

Overcrowding at the Central Utah Center was greatly reduced when the program moved from its original facility with 4 locked detention beds to a new center with 16, locked detention beds in March, 2001. Plans are currently being developed to replace the Washington County and Canyonlands facilities.





Teacher and youth in a classroom at Salt Lake Valley Detention Center.



Juvenile Court Hearing room at the Salt Lake Valley Detention Center.

## Use of Locked Detention Centers During FY 2001.

Facility	Capacity	Youths Served	Admissions <sup>1</sup>	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	24	781	1,321	20.2	21%	5.8
Salt Lake Valley Detention	160	2,912	6,001	137.6	13%	8.3
Slate Canyon Youth Center	38	800	1,528	34.6	35%	8.1
Weber Valley Detention Center	34	787	1,738	34.6	25%	6.5
<b>Office of Rural Programs</b>						
Cache Valley Youth Center	16	399	687	13.4	16%	7.3
Canyonlands Youth Home	4	194	422	7.0	81%	6.3
Castle Country Youth Center	16	293	682	13.6	24%	7.3
Central Utah Youth Center <sup>4</sup>	16	251	539	7.8	62%	5.2
Southwest Utah Youth Center	10	191	378	9.9	43%	9.6
Split Mountain Youth Center	16	243	390	10.3	2%	9.8
Washington Co. Youth Crisis Center	10	330	671	19.1	100%	10.5
<b>Total</b>	<b>344</b>	<b>6,737</b>	<b>14,411</b>	<b>304.1</b>		<b>7.8</b>

1 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.

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

3 "Length of Stay" is the average number of days served per admission.

4 Capacity of Central Utah Youth Center increased from 4 to 16 beds on March 21, 2001.

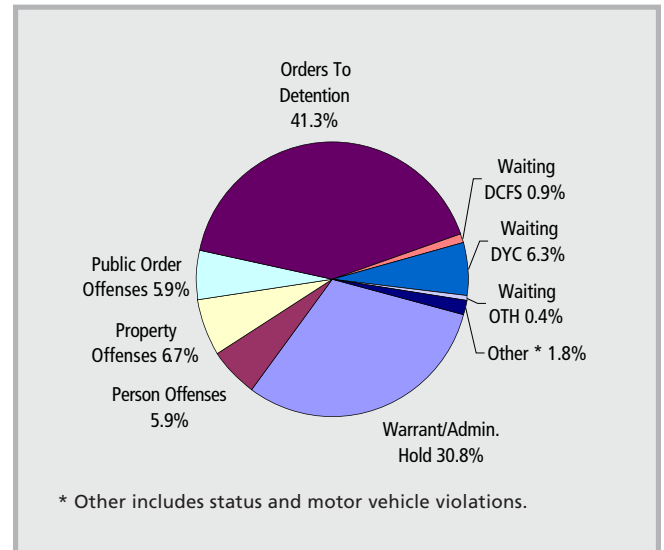


18.5% of youths admitted to locked detention were admitted for delinquent offenses; including: (1) offenses against other people, (2) theft or damage to property, and (3) violations of public order.

A substantial proportion of admissions to locked detention, about 72%, were for orders to detention, warrants, or based on administrative holds.

7.6% of admissions to locked detention were for youths waiting for a Youth Corrections' placement (Waiting DYC), a Division of Child and Family Services' placement (Waiting DCFS), or some other agency's placement (Waiting OTH).

## ADMITTING OFFENSES TO LOCKED DETENTION

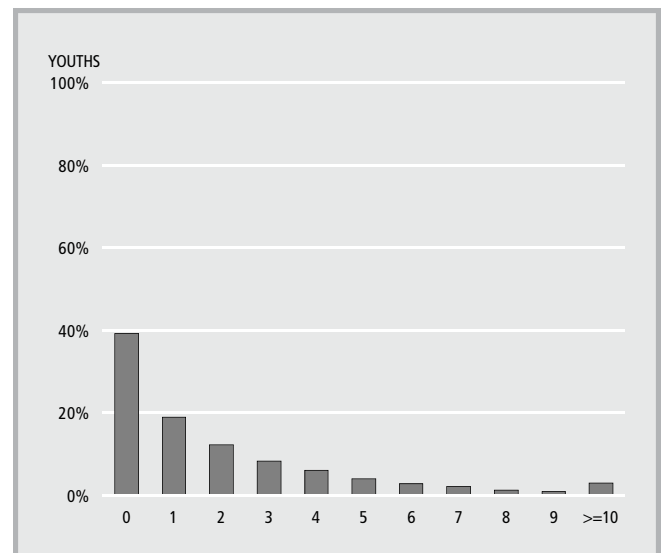


Youths admitted to locked detention during FY 2001 had an average of 2.1 prior admissions to locked detention.

About 58% of youths admitted had either one or no prior detention placements; that is, they were being admitted for the first or the second time.

3.1% of youths admitted during the year had 10 or more prior placements in locked detention.

## PRIOR DETENTION ADMISSIONS

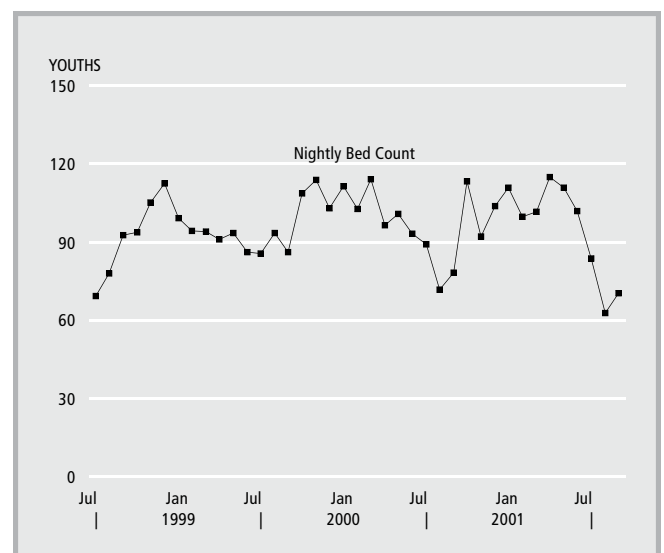


Home detention is an alternative to locked detention using short-term control and supervision of youths in their homes.

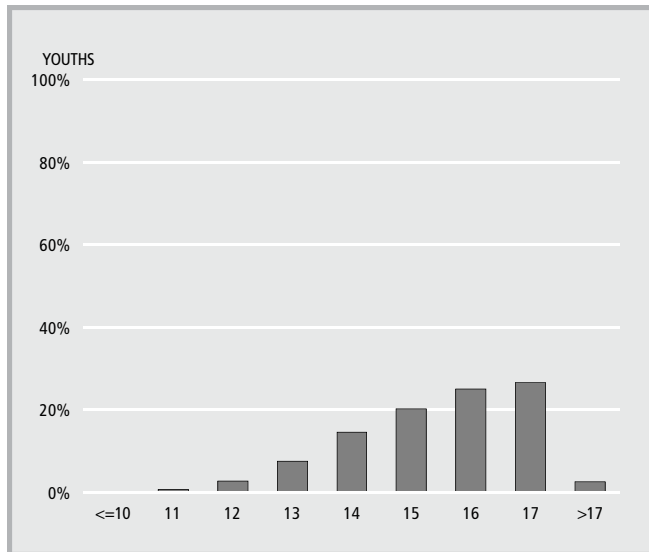
Overall, 9 different home detention programs had 1,808 admissions and provided over 36,128 days of care to 1,577 different youths.

Average nightly home detention population in FY 2001 was 99, about the same as the number in FY 2000.

## USE OF HOME DETENTION

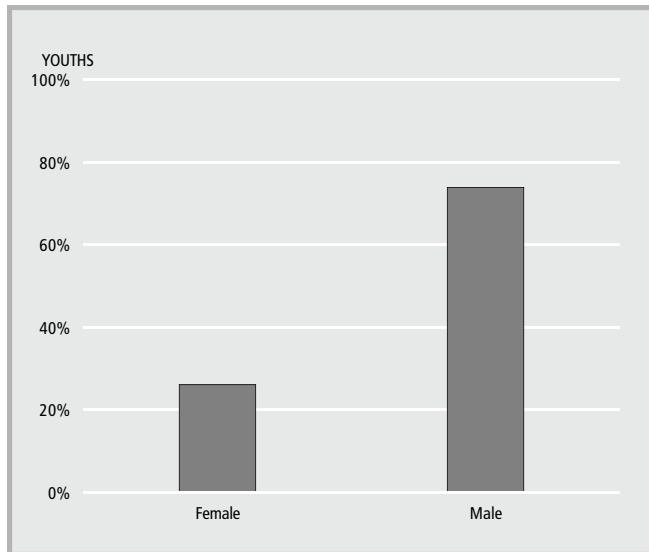


## AGES



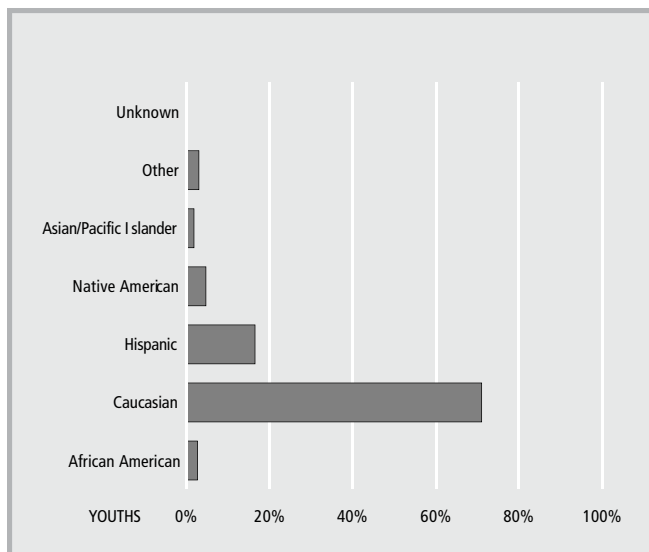
*Youths admitted to locked detention during FY 2001 ranged in age from less than 10 to over 18 years old and averaged 16 years. Of all youths admitted, 86% were between 14 and 17 years old. The distribution of ages is approximately the same as that seen in FY 2000.*

## GENDER



*Girls represented about 26% of all youths admitted to locked detention during FY 2001, or over one in every four admissions. This is the same proportion as during FY 2000.*

## ETHNICITY

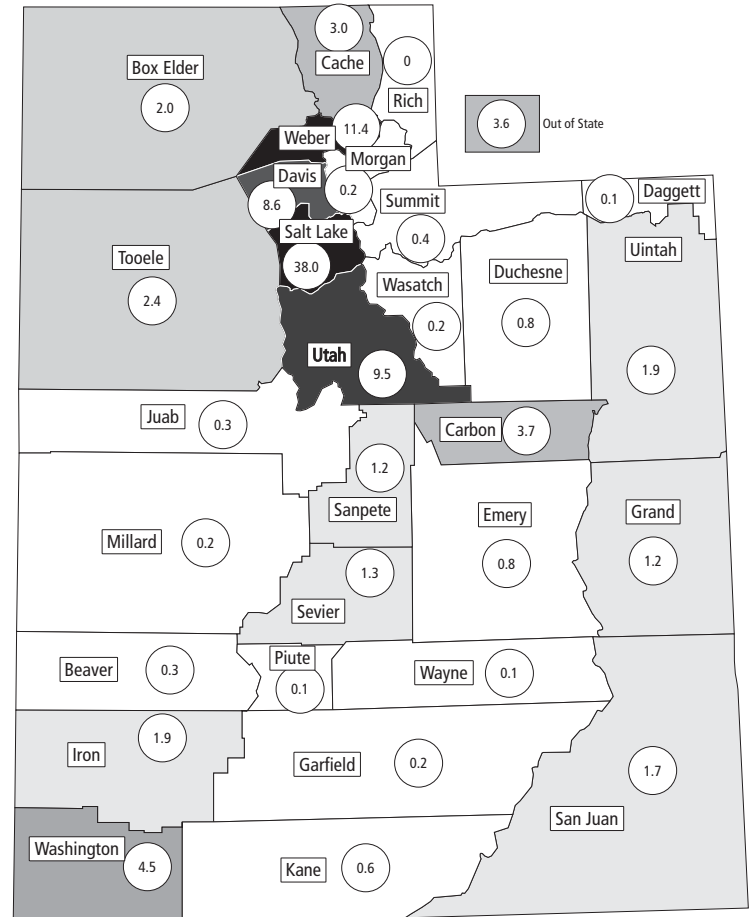


*Continuing a trend of many years, minorities were disproportionately overrepresented in locked detention, accounting for nearly 30% of all admissions. African American youths were represented nearly 3 times more frequently than would be expected from their proportion in the population at large; Hispanics were represented nearly 2 times more frequently.*

## Percentage of Admissions by County

Statewide, there were 14,411 admissions to Utah's locked detention centers during FY 2001. The numbers and shading in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 8.6% of all admissions involved youths from Davis County.

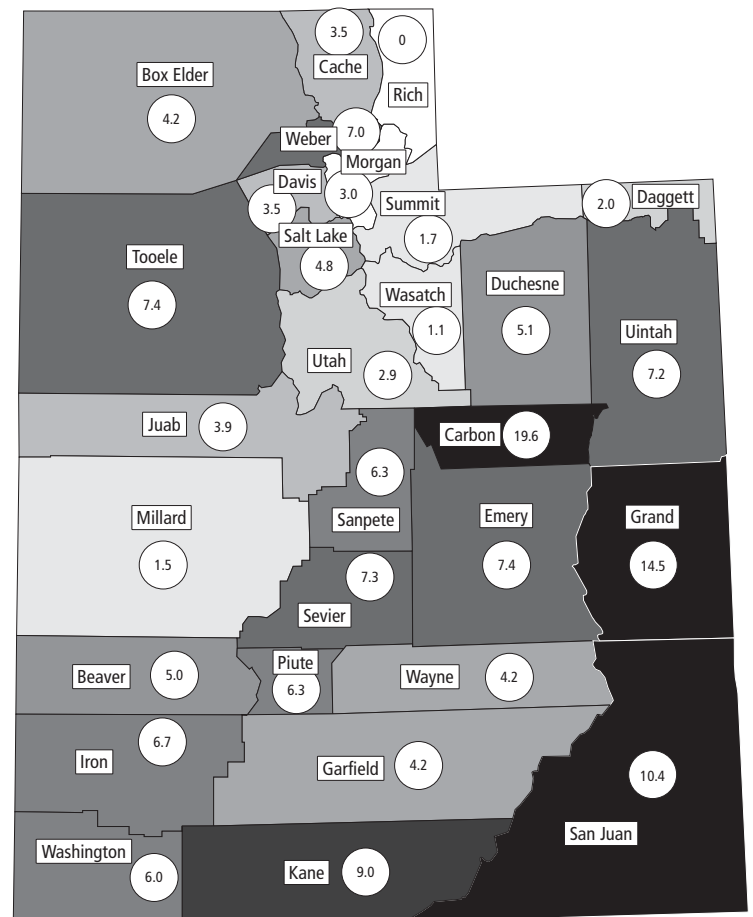
- At one extreme, Salt Lake County, the state's most populous county, had the biggest single total, accounting for about 38% all detention admissions.
- At the other extreme, no youths from Rich County were admitted to locked detention.
- Rural counties served by the Office of Rural Programs contributed about 26% of all admissions. These counties are home to over 21% of 10 to 17 year old youths.
- Collectively, Salt Lake, Davis, Weber, and Utah Counties accounted for over 67% of all detention admissions. These counties are home to over 75% of the state's 10 to 17 year old youths.
- 3.6% of admissions involved 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 indicate the numbers of admissions for each 100 youths age 10 to 17. For example, there were 7.4 admissions to detention for every 100 youths at risk in Tooele County.

- Statewide, there were 4.9 admissions to locked detention for each 100 youths at risk. This is an increase of about 5% over the rate in FY 2000.
- Rates of detention admission were highest in Carbon (19.6), Grand (14.5), and San Juan (10.4) Counties.
- Salt Lake County, the state's most populous county, had an admission rate of 4.8 per 100 youths at risk, just under the state average.
- Overall, rural counties had a rate of 6.1 admissions per 100 youths at risk; counties along the Wasatch Front had a rate of 4.4 admissions per 100 youths at risk.



# Multiuse Facilities

Historically, multiuse facilities combined locked detention services with nonsecure shelter services to meet the unique needs of Utah's rural areas. Over the last several years these centers have expanded their role to provide a variety of additional residential and nonresidential services. Multiuse facilities are the core programs of the Office of Rural Programs and have become integral parts of their communities and local juvenile justice efforts.

During FY 2001, multiuse facilities were operated in six rural communities: (1) Split Mountain Youth Center, in Vernal; (2) Central Utah Youth Home, in Richfield; (3) Canyonlands Youth Home, in Blanding; (4) Cache Valley Youth Center, in Logan; (5) Castle Country Youth Center, in Price; and the (6) Washington County Youth Crisis Center, in St. George.

Overall, the centers provide 78 beds of locked detention and 74 nonsecure beds. Nonsecure beds may be used for a variety of residential programs including observation and assessment, shelter, and community alternative programming. The centers also are equipped with programming space that may be used for educational activities, receiving center functions, and work programs.

Traditionally, locked detention has been the most heavily utilized multiuse service. As indicated in the graph at bottom left, overall bed capacity for the function was exceeded on a regular basis. As described in the table on page 24, all six programs experienced some overcrowding during FY 2001. The extremes were the Washington County Center, Canyonlands Youth Home, and Central Utah Youth Center. The Washington County

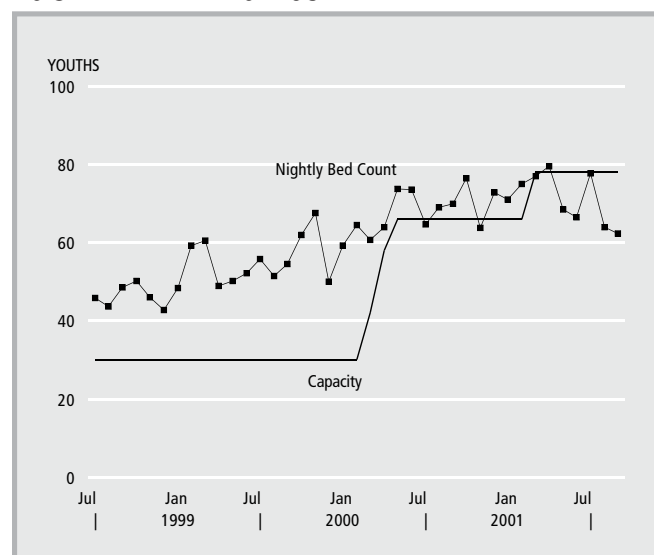


Calisthenics at the Canyonlands Youth Home.

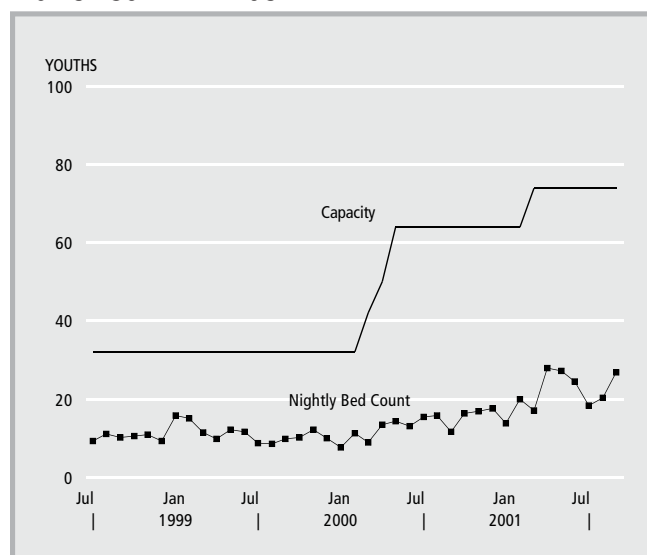
facility had an average nightly bed count of over 19 youths in a 10-bed facility and was over capacity on 100% of nights. Canyonlands was over capacity on 86% of nights and averaged 7 youths in a 4-bed facility. Overcrowding was greatly reduced at the Central Utah Youth Center by the opening of a new facility in March, 2001. Planning currently is underway to replace the Washington County and the Canyonlands centers.

Overall use of nonsecure, multiuse beds for shelter, observation and assessment, and community alternative placement is represented in the chart at bottom right.

## LOCKED DETENTION USE



## NONSECURE BED USE



# Work Camps and Programs

Work projects have become important parts of Division programs at all points along the continuum of care. The Genesis Youth Center and the Strawberry Work Camp are residential programs that are specifically designed to provide work experiences. Other Division programs such as secure care and observation and assessment integrate work projects with other correctional activities.

Well planned and coordinated work projects serve a number of important functions. Most importantly, perhaps, they provide opportunities for youths to be held accountable for their delinquent behavior. The wages or service hours that youths earn are used to repay victims of juvenile crime and help repair harm done. The community benefits through work on significant projects. Work experiences also help foster competence by giving youths the chance to learn constructive ways to gain personal satisfaction. Participants have opportunities to learn practical skills and feel the pride that comes with completing a job. Some of the projects also involve parents to strengthen family support networks.

## Genesis Youth Center

Genesis Youth Center was the Division's first community based, residential work program. The program was developed in 1994 under the direction of Governor Leavitt. It operates under the Division's Office of Correctional Facilities.

In September of 2000, the center opened a 10-bed residential wing for girls. The remodeling required to accommodate female offenders eliminated 4 beds, reducing the facility's total beds from the 72 to 68. Girls are required to participate in the same educational, vocational, and work projects as do the boys. However, they have their own work crews and attend separate school classrooms and religious services.

Though located in Salt Lake County, the program is available to all of Utah's youths. The population is diverse and includes probationers under supervision of the Juvenile Court, youths on state supervision, youths in Division custody for community placement, and parolees from secure care.

While work projects are the major focus of Genesis programming, residents are required to attend school. Youth In Custody teachers from Jordan School District hold classes at the center. In addition, youths may participate in a variety of regularly scheduled instruc-



Work project at Cache Valley Youth Center.

## Quick Facts - Genesis Youth Center

Beds .....	68
Admissions .....	345
(302 boys/43 girls)	
Different Youths Served .....	377
Average Nightly Bed Count .....	56.3
Average Length of Stay .....	62.8 days
Work Hours Completed .....	72,884
Daily Cost per Youth .....	\$125.56

tional and vocational programs. Residents can (1) obtain training in electrical, sheetrock, and plumbing work; (2) earn Food Handlers Permits; (3) obtain First Aid/CPR certificates; and (4) learn woodworking and mechanical repair skills. Opportunities such as these improve youths' competence and provide them with the means for repaying victims and the community for the damage they have done.

During FY 2001, Genesis admitted 345 different youths from across the state. The facility's work crews performed 72,884 hours of work. At minimum wage of \$5.15 per hour, this represents a return of over \$375,000 in services to the community.

The program's regular work projects and hours worked during FY 2001 include:

• This Is The Place Heritage Park	5,063 hrs
• Equestrian Park	1,736 hrs
• Life Care/Senior Citizens	4,992 hrs
• Utah Valley State College	3,822 hrs
• Camp Williams	5,257 hrs
• Dimple Dell Park/Trails	1,296 hrs
• Tracy Aviary	1,014 hrs
• Red Butte Gardens	1,157 hrs
• Deseret Industries	3,886 hrs
• Veterans Memorial	1,898 hrs
• Genesis culinary	19,799 hrs
• Genesis vocational shop	826 hrs
• Center-based work projects	10,102 hrs

A recent project that deserves special notice took place at the Coral Pink Sand Dunes Park outside of Kanab. The effort was a joint venture with Salt Lake Observation and Assessment, the Bureau of Land Management, and Utah State Parks. Youths built 3 miles of buck-n-rail fences over the Park's sand dunes to keep ATVs on approved trails. Endangered insects and plants in the area were being placed at risk by unauthorized, off-road travel. The project took 3 weeks to complete and provided participants with a great opportunity for learning about environmental issues as

well as allowing them to make restitution to the community.

Additional hours of work were earned on special projects such as the Arts Festival, Hispanic Festival, Greek Festival, Safe Kids Fair, Best Friends Animal Sanctuary, Annual Fall Leaf Pickup, Jordan School District, Cancer Run and University of Utah dome project.

## Strawberry Work Camp

A partnership was formed between the Division and the US Forest Service in 1996 to establish the Strawberry Work Camp summer program. In FY 2001, 8 girls participated. A primary reason for sending them to the remote camp was to remove the girls from negative influences in their home communities and provide them with new experiences.

A second objective of the camp was to help the residents pay off court-ordered community service and restitution. Work projects included fence building, trail construction, ditch digging, and campsite cleanup. Overall, the eight girls completed 1,610 hours of work. At minimum wage, this represents a return of \$8,292 in services to the community.



# Receiving and Reporting Centers

## Receiving Centers

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

To minimize such difficulties, receiving centers have been opened across the state. The centers are built on a partnership between the Division of Youth Corrections, the Division of Child and Family Services, law enforcement, the Juvenile Court, and local community resources. A youth can be taken to the centers any time of the day or night. Center staff 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. Referrals can be made for crisis intervention,

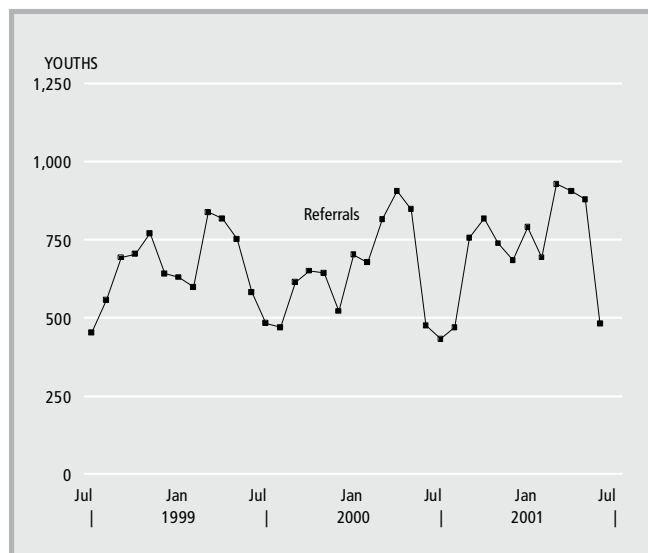


Receiving center in Iron County.

Youth Services centers, detention programs, Protective Services, mental health agencies, law enforcement agencies, and school counselors.

During FY 2001, 11 receiving centers were open for service. Monthly receiving center referrals are represented in the chart at bottom left. Overall, during FY 2001, 8,571 youths were served. About 60% were boys and 40% were girls. Reasons for referral ranged from truancy to serious delinquent offenses. Length of stay varied, but typically was under 2 hours. In most cases, youths were released to their parents or guardians. Substantial numbers also were released to shelter, Youth Services Centers, and locked detention. Based on findings of need, referrals were made to other agencies including the Juvenile Court, Division of Child and Family Services, and mental health agencies.

## RECEIVING CENTER REFERRALS



## Reporting Centers

The Day/Night Reporting Center in Sunset and the Detention Alternatives for Responsible Teens (DART) program in Salt Lake City are day-treatment programs developed to help relieve crowded detention centers, hold offenders accountable, and enhance public safety.

Youths participating at the Sunset Center are assessed to determine their risk to the community prior to release from a locked detention facility. Appropriate youths are released back home with a variety of services. Programming strategies focus on (1) intensive daily supervision to protect the community, (2) skill building and interven-

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tions to create conditions for change, and (3) task assignments and work projects to enforce accountability by increasing awareness and repay victims and the community.

Overall, during FY 2001, staff at the center admitted 529 youths and supervised 585 different youths. These individuals would otherwise have spent up to 30 days each in locked detention. Youths admitted during the year had 27,684 face-to-face contacts in the community and 103,970 phone contacts with center staff. Collectively, they received 19,338 days of programming.

In addition, youths received nearly 2,800 counseling sessions. Each participant received a minimum of one group and one individual counseling session per week.

Further, each youth and his or her family received at least one joint counseling session per week. Overall, youths admitted to the program during FY 2001 worked 10,592 hours in the program's work projects. At minimum wage this represents a return of over \$54,000 that was applied against the youths' court ordered community service obligations and victim restitution.

The combination of extensive work, supervision and counseling has proven to be highly successful in keeping youths out of further trouble. Based on a 1998 study, only about 10% of participants commit new offenses while in the program. Supporting this, during FY 2001 the 529 youths admitted to the program collectively had only 105 AWOL days.



# Case Management

The Juvenile Court typically assigns the most serious and chronic offenders to the custody of the Division of Youth Corrections for extended placement. These youths often have continued to offend while in less structured programs, such as probation, or pose a serious risk to themselves and the community. At the direction of the Juvenile Court, the Division develops correctional plans and arranges for appropriate residential and nonresidential services.

Youths committed to the Division for community placement, observation and assessment, and secure care are assigned to individual case managers. State Supervision youths committed to the Division for temporary out-of-home placements are assigned to specialized workers who have case manager responsibilities. In either case, these staff take the lead in planning and implementing a youth's correctional plan.

Planning typically considers a number of factors including (1) directions from the Juvenile Court, (2) the youth's meeting the three core objectives of the Balanced And Restorative Justice Model (BARJ); namely, competency development, community protection, and accountability, (3) the availability of programming resources, and (4) requirements that must be met for the Division to recover a portion of programming costs from Federal entitlement programs.

During implementation of the correctional plan, case workers take responsibility for arranging residential and nonresidential services and monitoring the youth's progress in meeting objectives of the correctional plan. This may involve the case manager's direct involvement with an individual youth and his or her family and regular supervision of the youth's activities. Workers also monitor a youth's payment of restitution to victims. Summaries of progress along with recommendations for future interventions are reported back to the Juvenile Court or the Youth Parole Authority every 90 or 180 days.

Two processes currently in development are expected to greatly facilitate case managers' efforts to develop and monitor correctional plans. Together with Juvenile Court probation, the Division is adopting a protective and risk assessment for use with all youth in Division custody. The assessment identifies a youth's strengths and weakness in ten different life areas or domains (see "Risk and Needs Assessment", page 60). A youth will receive a first evaluation at the start of Division custody or Juvenile Court probation. Thereafter, reassessments will be given on a regular basis to document progress. The approach



Case manager and youth.

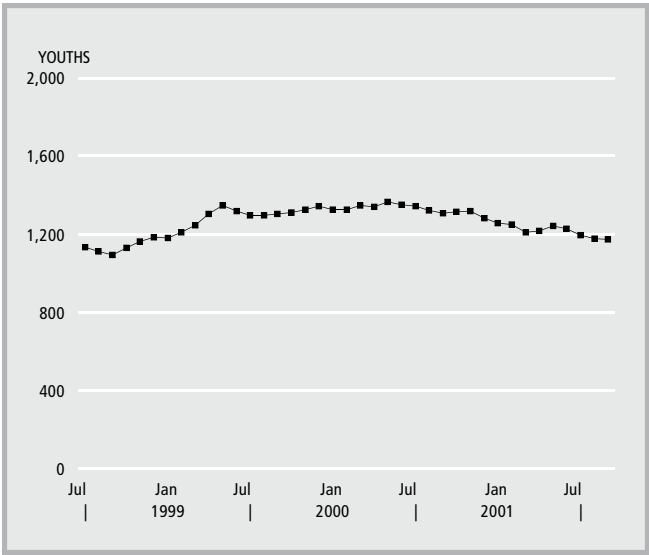
## Quick Facts - Case Management

Number of Workers .....	70
New Commitments	
State Supervision .....	345
Observation & Assessment .....	606
Community Placement .....	657
Secure Care .....	227
Different Youths Served .....	2,519
Average Daily Population .....	1,271
Daily Cost per Youth .....	\$10.73

promises to be a more consistent and objective way of identifying problems, marking progress, and improving communication both within and across agencies.

Information collected from protective and risk assessments will be managed with the assessment module of the CARE information system currently being developed jointly by the Division and the Juvenile Court (see "Court & Agencies' Record Exchange", page 61). Results from protective and risk assessment, information from other evaluations, progress notes, documentation of service delivery, and other information will be electronically available for all youths under supervision.

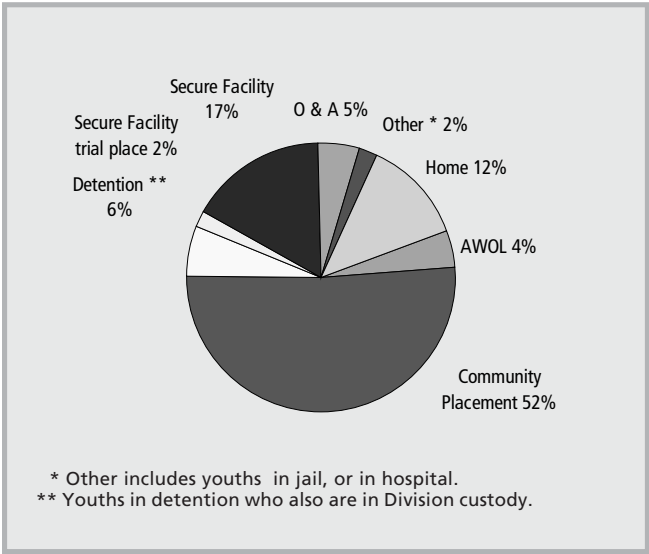
AVERAGE DAILY POPULATION



An average of 1,271 custody youths were in placements each day during FY 2001. This was more than 4% less than the average in FY 2000 and the first reduction in nine years.

Average daily population dropped gradually through most of FY 2001. The decline continued after the end of the year and averaged 1,183 youths for the first 3 months of FY 2002.

TYPICAL PLACEMENTS



During FY 2001, the majority of these youths (71%) were cared for in community programs, home placements, observation and assessment (O&A) programs, or trial placements.

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

During FY 2001, the Division's 70 case managers and state supervision workers coordinated and provided services to an average of about 18 youths each day.

# Community Programs

Community programs are a critical part of the Division's continuum of care for youths who otherwise would be incarcerated. The programs also serve as important intermediate steps for youths transitioning from secure facilities back to the community. For appropriate youths, these services provide opportunities for cost-effective care in a community setting.

Community based services are primarily provided to three different groups of youths: (1) youths committed to the Division for community placement and under the continuing review of the Court, (2) youths paroled from secure facilities and under the continuing oversight of the Youth Parole Authority, and (3) youths on state supervision or on Juvenile Court probation who require temporary out-of-home placement.

Consistent with other levels of Division programming, correctional plans developed for youths receiving community services are designed to help them meet the three core objectives of the Balanced And Restorative Justice Model (BARJ): namely, competency development, community protection, and accountability. Correctional plans are customized by selecting services appropriate to individual strengths and weakness in these three areas. Progress on these plans is documented and reviewed with the Juvenile Court or the Youth Parole Authority on a regular basis.

A large majority of residential services are delivered by Utah private providers. However, some youths have been sent to private, residential programs outside Utah (Boarding Schools) which specialize in seriously delinquent youths. In addition, the Division operates three community residential programs for youths in Division custody: Project Paramount, in Ogden, Wasatch Youth Center Summit Wing, in Salt Lake City, and Genesis Youth Center, in Draper. Both Project Paramount and the Summit Wing of Wasatch Youth Center provide transitional services and supervision for youths leaving secure care. The Division operates the Genesis Youth Center as a short-term, community-based, residential work camp.

The diverse collection of publicly and privately operated programs available to the Division forms a continuum of placements with graduated levels of supervision, treatment, and educational programming. The continuum provides increasingly structured supervision and other services in proportion to individual strengths and weaknesses. Residential placements at any point along the continuum can be augmented with additional services, which include individual and family



The business office of the Y-Teen program in Salt Lake City.

## Quick Facts

Number of Providers ..... 79

Total Capacity ..... open ended

### Range of Costs

Nonresidential Services ..... \$13-\$120

Residential Services ..... \$57-\$232/day

### New Commitments

Community Placement ..... 657

State Supervision ..... 345

Parole ..... 167

Different Youths Served ..... 2,066

Average Daily Population ..... 849

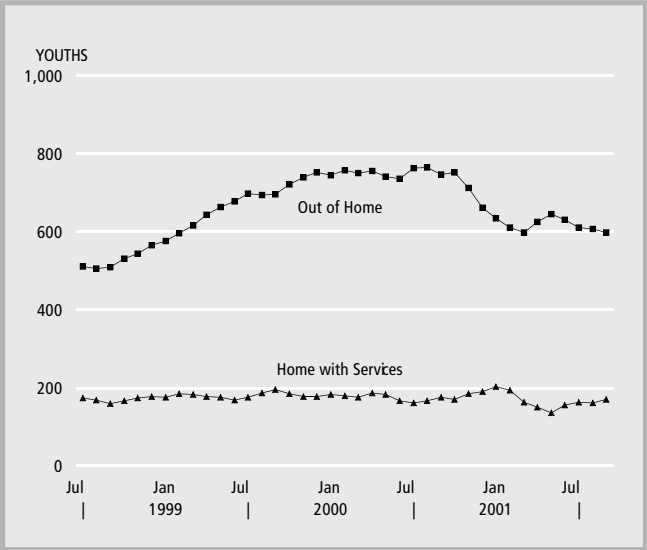
counseling, tracking, and vocational training (see also "Private Provider Contracts", page 40).

The placement types identified in the chart at the bottom of the next page depict five of the more frequently used residential programs. Placements are described according to the type of service they provide and the youths they serve. Programs at all levels focus on the three core elements of the Balanced And Restorative Justice Model. All have the operational goal of moving youth to progressively less structured placements, as warranted by the youth's behavior, until safe

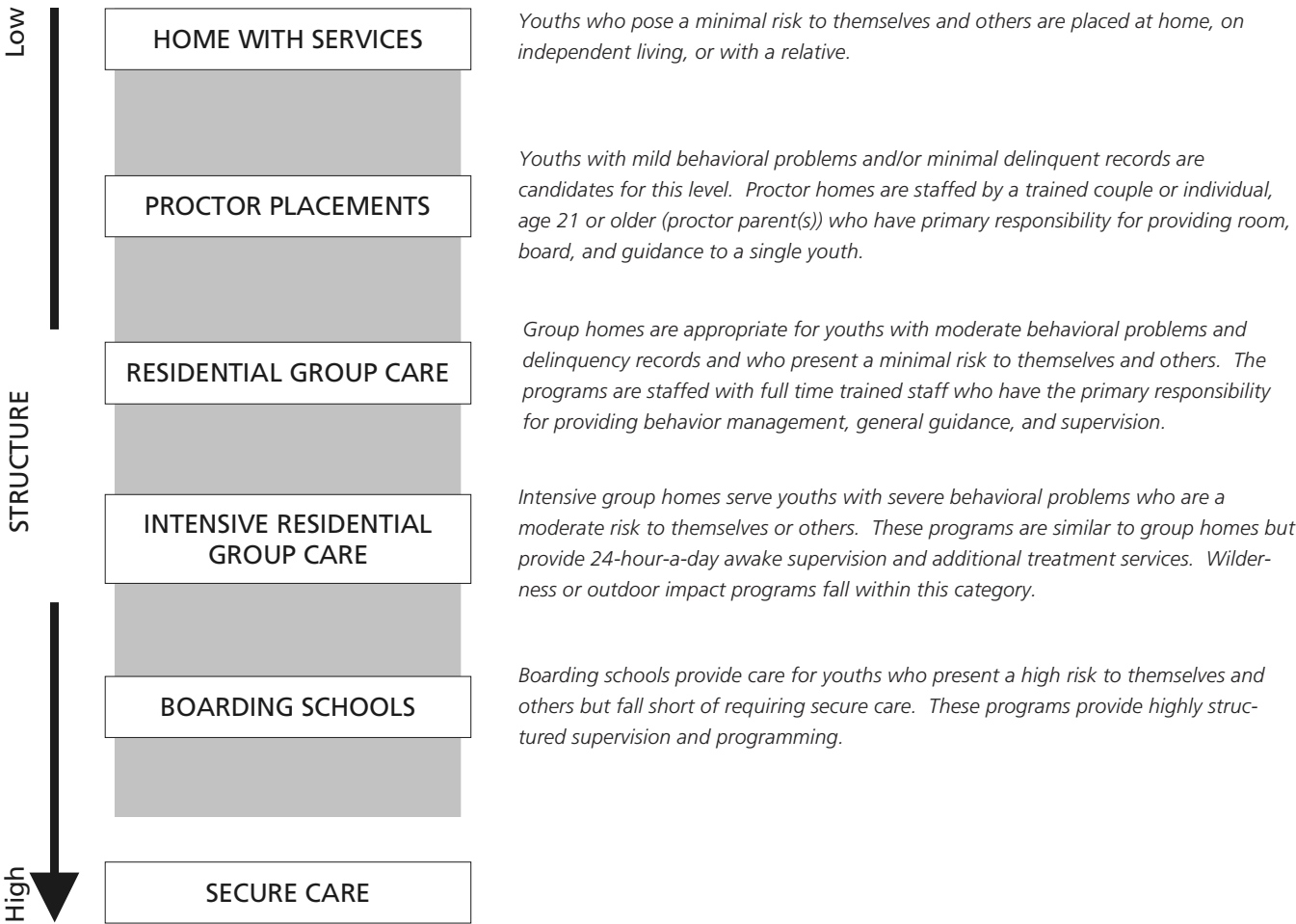
return to the community can be guaranteed.

The chart at top right depicts average numbers of youths in "out-of-home" community placements and "home with services" each day between July 1999 and September 2001. After reaching historic high levels during FY 2000, out-of-home placements and home placements dropped in number. An average of 678 youths were placed in residential programs each day during FY 2001 compared to 732 in FY 2000. The decline continued into the first 3 months of FY 2002, averaging 605. Reduction in the number of youths at home with services was more modest. This group averaged 171 during FY 2001 compared to 181 during FY 2000. In the first 3 months of FY 2002, youths at home with services declined further to an average of 165.

AVERAGE DAILY POPULATION



### CONTINUUM OF RESIDENTIAL CARE

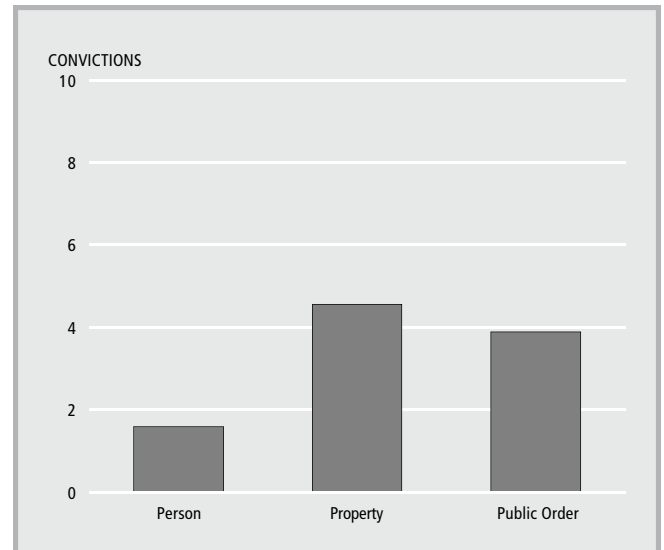


## DELINQUENCY HISTORY

Overall, youths admitted to community programs in FY 2001 had an average of 10.1 felony- and misdemeanor-type convictions, a decrease of .8 convictions from FY 2000 (see page 31 for delinquency trends).

The great majority of offenses (84%) were misdemeanor- and felony-type offenses against property or public order. In contrast, misdemeanor- and felony-type offenses against people represented only about 16% of the offenses in the youths' histories.

Though not shown on the chart, about 28% of the youths had one or more convictions for life endangering felonies (serious offenses against people). These youths were first found to be delinquent at an average age of 12.7; about 75% were between 10 and 14.



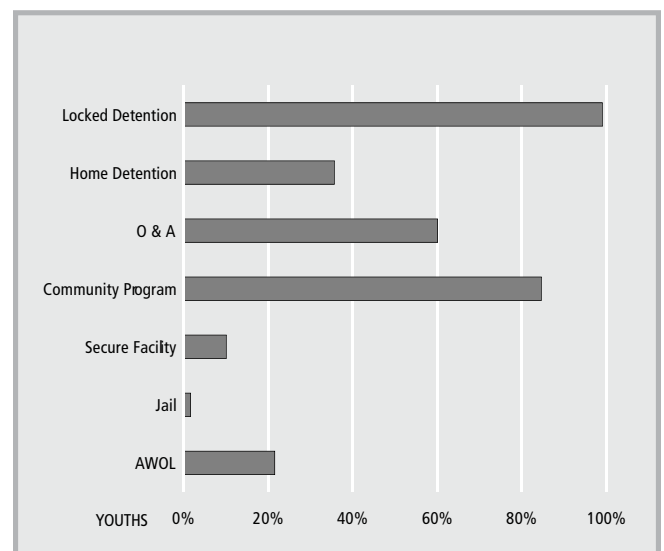
Average Delinquency History: FY 1982 - 10.1 offenses / FY 2001 - 10.1 offenses

**20<sup>th</sup>**  
ANNIVERSARY

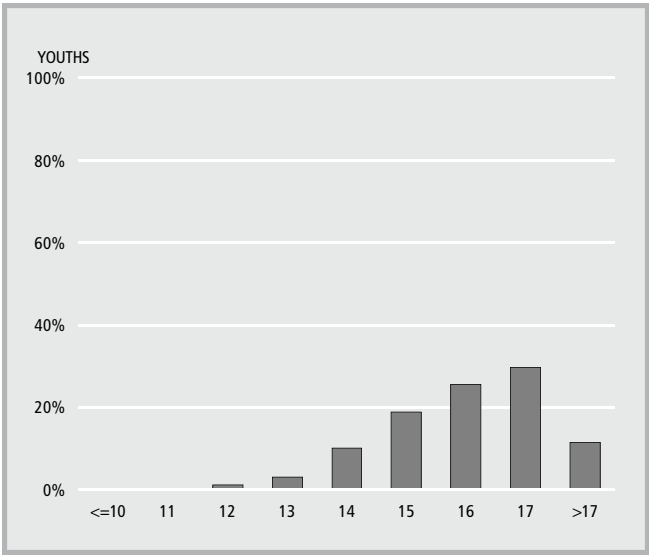
Youths placed in community programs in FY 2001 had previously received a wide range of services: nearly all had a history of placement in locked detention; 60% had been placed in observation and assessment (O&A); and 10% had been in a secure facility.

Though not shown on the chart, most youths also had received services from other juvenile justice agencies: about 76% had been on probation, 25% had been in the custody or supervision of the Division of Child and Family Services, and 85% previously had one or both of these types of care.

## PLACEMENT HISTORY

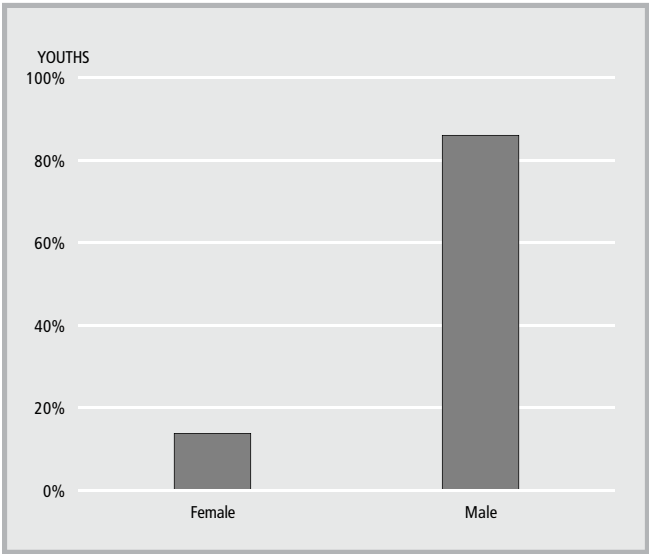


AGES



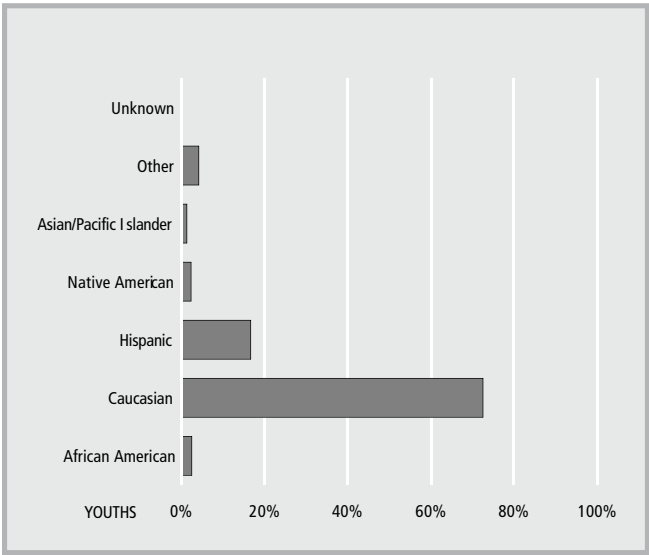
Youths admitted to community programs ranged from 12 to over 18 years old and averaged 16.5 years; about 74% were between 15 and 17 years old. These numbers are similar to those in FY 2000.

GENDER



Over 14% of youths placed in community programs were girls, a slight drop from the percentage of 15% in FY 2000.

ETHNICITY



Minorities were overrepresented in community programs. African Americans were placed nearly 3 times as often as would be expected from their proportion in the population at large; Hispanics were represented 2 times as often as would be expected.

Caucasians accounted for about 73% of admissions, about the same as in FY 2000.



## 10-Year Trends

The 10-year period from FY 1992 to FY 2001 saw a variety of changes in community programming.

**Demographics:** As represented in the chart at top right, the numbers of youths receiving community services increased from an average of 238 youths a day during FY 1992 to 849 a day during FY 2001. This is an increase of over 250% over a period in which Utah's population of 10-17 year olds fell by nearly 1% (see "Population Served", page 16).

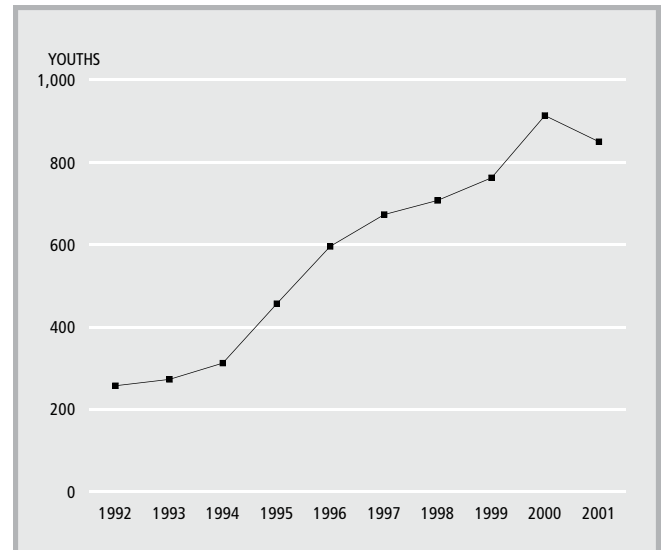
The average age of youths admitted to community programs was stable and averaged about 16.4 years across the 10-year period. Girls represented an increasingly large percentage of youths admissions over the last 7 years of the period. Their percentage nearly tripled, growing from 5% of total admissions in FY 1994 to about 14% in FY 2000 and FY 2001. The proportion of ethnic youth showed little net change over the period. Ethnic youth represented 30% of admissions in FY 1991 and 27% in FY 2000. Between these years the percentage grew to a high of 36% in FY 1996 and then gradually declined to about 27% in FY 2000 and FY 2001.

**Budget:** Expenditures for community programs and the variety of services available grew steadily during the period. As represented in the chart at center right, the budget increased by nearly 575% between FY 1992 (\$5,459,371) and FY 2001 (\$36,888,286); surpassing the 330% increase in the overall Division budget over the same period. Thus, the community program budget has become an increasingly large part of the overall budget.

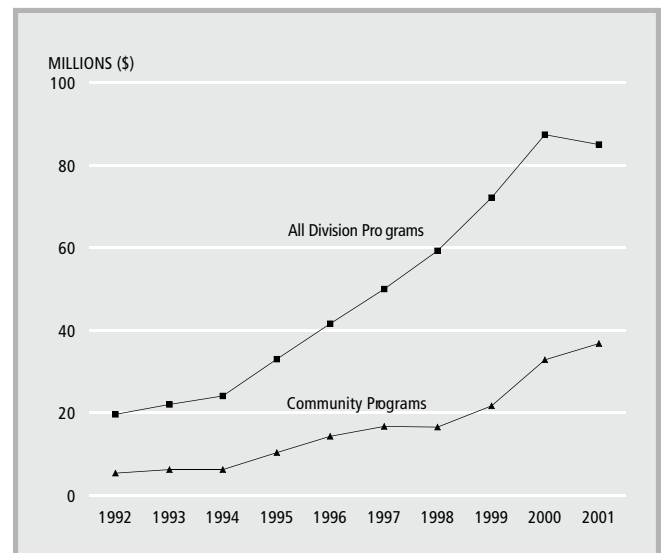
Budget increases supported the large growth of youth in Division custody as well as enabling an enrichment of available community services. The 10-year period saw the development of specialized programming for girls, sex offenders, and youth with mental health needs. In addition, a residential work camp, Genesis, was started and contracts were established with out-of-state private providers for youth that otherwise might have been placed in secure care.

**Delinquency:** The average numbers of felony- and misdemeanor-type offenses at admission declined by nearly 50% across the period. As identified in the chart at bottom right, delinquency histories were stable for the first 3 years of the period before declining steadily through FY 2001. In a related trend, the percentage of youths admitted with one or more life-endangering felonies declined from a high of 44% in FY 1995 to a 10-year low of 27% in FY 2000. The percentage rose slightly to about 28% in FY 2001.

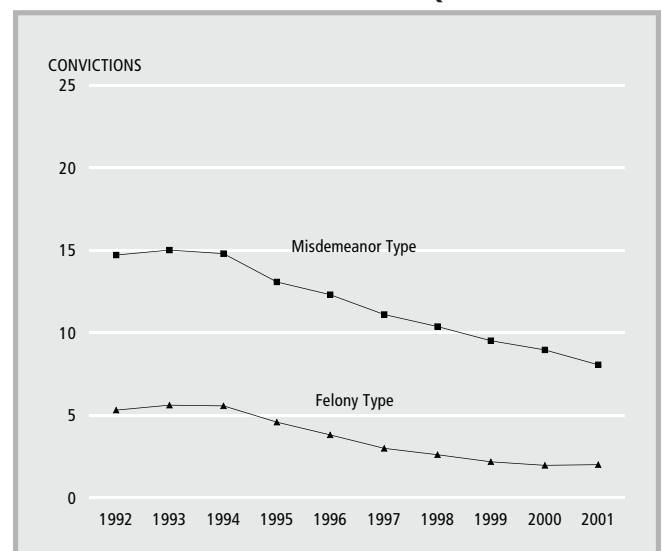
## AVERAGE DAILY POPULATION



## BUDGET



## DELINQUENCY HISTORY



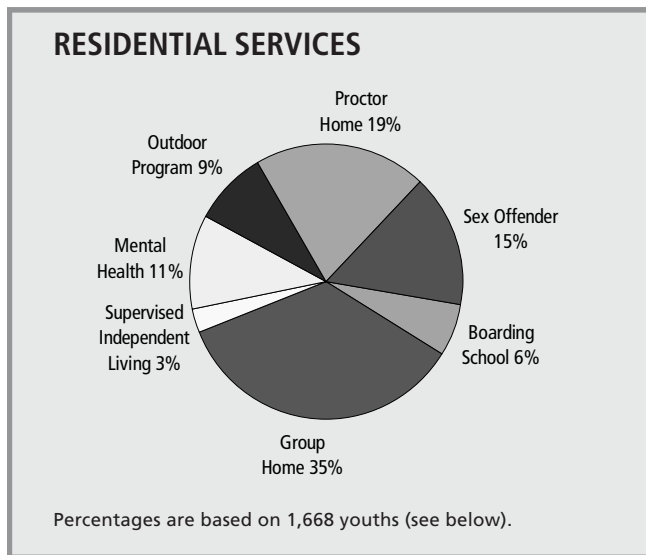
# Private Provider Contracts

To develop the most cost-effective programs, the Division contracts with private agencies for many residential and nonresidential services. During FY 2001, over 45% (\$38,307,437) of the Division's budget was spent on programs operated by private agencies. This included \$28,859,636 for residential and nonresidential services provided in community settings (see figures below). Another \$9,447,801 was spent on privatized facilities providing secure care, observation and assessment, and locked detention services.

Starting in 1986, the Division has contracted with private programs for community services awarded through an "open-ended" contract system. Contracts are open ended in that there are no guarantees for a set number of clients or set reimbursement. Maximum rates for a variety of services are identified through a survey of local market rates and a review of existing Departmental contracts. Using these new rates, the Division develops Requests For Proposals (RFP) for multiple bidders that are open for 3 years after issuance. Originally, proposals were accepted and evaluated at regular intervals through-

out the life of the RFP. This arrangement worked so well that the number of applicants meeting minimum requirements actually exceeded the Division's needs for services. In 1999, to limit applicants to a reasonable number, the Division began writing contracts with all qualified bidders who meet the conditions of the RFP and licensing requirements, but solicits new proposals only for a short time every 3 years. The flexibility of the current contracting strategy has greatly enhanced the Division's ability to respond to individual client needs in a cost-effective manner. As suggested in the charts below, the private sector has helped to develop a rich array of residential and nonresidential services.

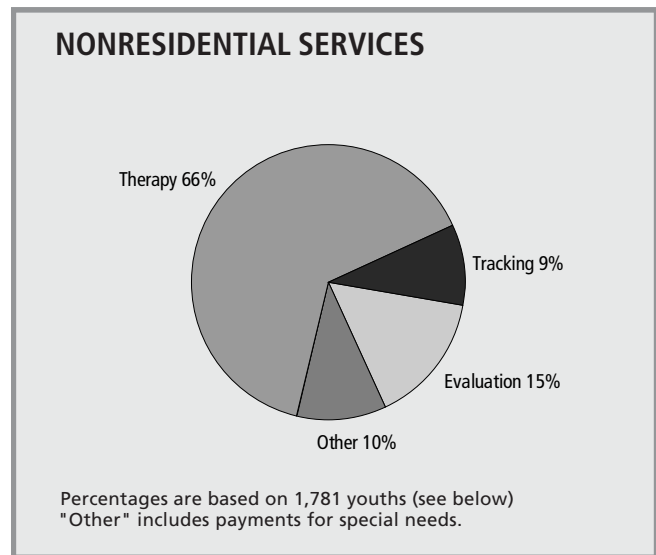
To further conserve state funds, the Division has begun a regular peer review of services delivered to all youths. In the review, case managers and their supervisors balance cost and effectiveness of service delivery from private providers. As a result, the Division is making better use of limited funds and offering better services to clients.



Total expenditure for contracted community residential services was \$25,876,424 during FY 2001.

1,668 youths received contracted residential services and an average of 647 were in these programs each day of FY 2001.

Based on a daily average of 647 youths in placements, the yearly expenditure for each youth was \$39,992 or \$109.27 per day.



Total expenditure for contracted nonresidential services was \$2,983,212 during FY 2001.

1,781 youths in Division custody received nonresidential services during FY 2001.

Based on a daily population of 1,271 youths in placement, the average expenditure for each youth was \$2,347 or \$6.41 per day.



# Observation and Assessment

Observation and assessment (O&A) centers provide a 45-day residential program that includes comprehensive evaluation and treatment planning. Youths receive extensive psychological, behavioral, social, educational, and physical assessments to identify their needs for meeting the three objectives of the Balanced And Restorative Justice Model (BARJ); namely, competency development, community protection, and accountability. Information collected from the process forms the basis for recommendations made to the Juvenile Court. The analysis also helps case managers develop appropriate correctional plans.

O&A centers also provide standardized programs to begin or continue the process of rehabilitation. Where appropriate, attempts are made to involve family members and other community members to set new patterns of behavior and mend broken relationships. Program staff offer parenting classes and other resources to help parents learn better ways to support their children.

Educational services are provided on site with funding from State Office of Education Youth in Custody programs. Youth in Custody teachers, employed by local school districts, hold daily classes for all O&A youth. Instructors identify each youth's academic strengths and weakness and provide remedial help where needed. Work finished in the O&A classrooms is credited to a youth's regular academic record so that the time spent in the program will allow progress toward graduation and self sufficiency.

An increasingly important function of O&A programming is holding youths accountable for their delinquent behavior. O&A centers have actively developed opportunities for youths to meet their court-ordered obligations to perform community service and make restitution to victims. Recent work projects have included painting houses and shovelling snow for the elderly, cleaning roads, helping with mailings for various community agencies, and making toys for underprivileged children. Projects such as these represent opportunities for the youths to learn good work habits, find satisfaction in positive social activities, and acknowledge their responsibility for the damage they have done to victims and the community.

During FY 2001, six freestanding programs provided O&A services. The Division directly operated four of these. Two other O&A programs were operated under contracts with private providers: the Farmington Bay Youth Center O&A in Farmington, and the Copper Hills Youth Center O&A in Salt Lake. Administratively,



Case manager and O&A youth.

## Quick Facts - O&A

Number of Programs	
Freestanding .....	5
Multiuse programs .....	5
Beds .....	
(plus variable number of multiuse beds)	74
Different Youths Admitted .....	631
Different Youths Served .....	713
Average Daily Population .....	77.9
Average Length of Stay .....	42.6 days
Daily Cost per Youth .....	\$163.85

the Farmington facility operates under the Office of Correctional Facilities because it is collocated with the Farmington Bay secure care and locked detention programs. Remaining programs are operated through the Division's Office of Community Programs.

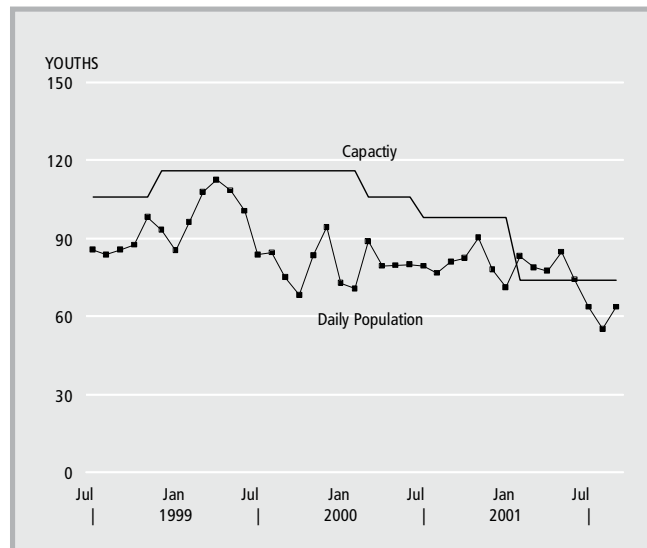
O&A services also were provided by the Office of Rural Programs through its multiuse facilities in Logan, Vernal, Price, Richfield, and St. George. This arrangement has helped the Division provide additional O&A services while keeping youths close to their families, schools, and other community members who must play critical roles in the youths' rehabilitation and future progress.

The figure at top right represents the statewide average nightly bed counts in O&A each month since July FY 1999. The solid line identifies changes in the number of freestanding O&A beds in the system during the same period. Through most of FY 2001, the capacity total was 98. Capacity fell to 74 beds when the Copper Hills O&A discontinued services to youths in Division custody late in FY 2001. The number of beds available for delivery of O&A services in multiuse centers vary and are not included in the capacity line.

After reaching historic high levels in the first half of FY 1999, O&A population began a steady decline that carried through the first 3 months of FY 2000. Population turned up in the next 6 months but ended the fiscal year in another decline that continued into FY 2001. In part, this decline can be explained as a result of shorter average lengths of O&A placements. Historically, youths were placed in O&A for a period of up to 90 days. The 1999 Utah Legislature limited the service to 45 days. This may be extended with the permission of the Juvenile Court on a case by case basis.

As described in the [DYC Annual Report 2000](#), reductions in length of the O&A process have not resulted in any identifiable negative consequences or degraded the quality of the O&A services. The excess capacity that resulted has allowed Division staff to develop early intervention and transition placements for

## AVERAGE DAILY POPULATION



youths completing the O&A process.

As indicated in the table below, 713 different youths received O&A services during FY 2001. This was an all-time high number and nearly 12% more than the number served in FY 1999. Despite this, average nightly bed count was the lowest since FY 1996.

As also noted in the table, overcrowding in O&A facilities was not a problem during the year.

## Use of Observation and Assessment Centers During FY 2001.

Facility	Capacity	Youths Served	Youths Admitted	Nightly Bed Count	Nights Over Capacity	Length Of Stay <sup>1</sup>
<b>Office of Correctional Facilities</b>						
Farmington Bay Youth Center	18	148	135	16.0	0%	43.1
<b>Office of Community Programs</b>						
Copper Hills O&A <sup>2</sup>	24	70	55	10.9	0%	53.4
Ogden O&A	16	131	115	13.0	0%	43.3
Salt Lake O&A	16	105	91	11.3	0%	45.8
Salt Lake Girls O&A	8	47	41	5.4	0%	47.6
Springville O&A	16	111	101	11.8	0%	42.5
<b>Office of Rural Programs</b>						
Multiuse O&A	var	106	98	11.3	0%	42.4
<b>Total</b>	<b>98</b>	<b>713</b>	<b>631</b>	<b>77.9</b>		<b>44.7</b>

<sup>1</sup> Averages were based on records of youths completing O&A programming by the end of FY 2001 and include time on trial placement.

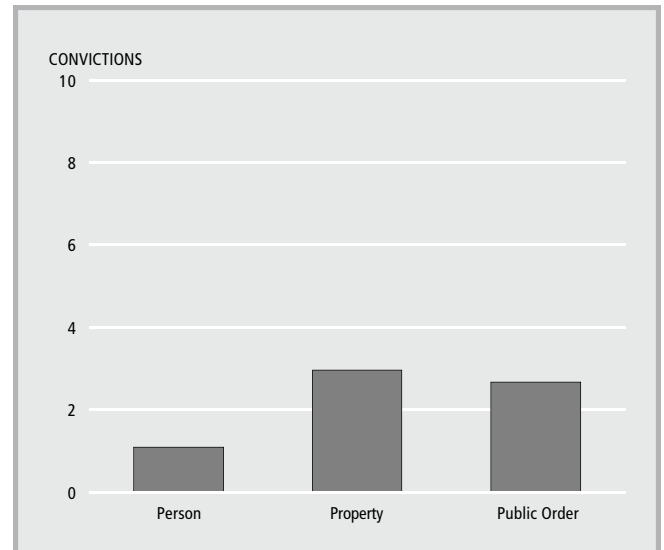
<sup>2</sup> Copper Hills discontinued O&A programming for Division youths during the third quarter of FY 2001. The last youth receiving services was released on May 1, 2001. "Bed Counts" and "Nights Over Capacity" are based on 304 days of operation during FY 2001.

## DELINQUENCY HISTORY

Overall, youths admitted to observation and assessment in FY 2001 had an average of 6.7 felony- and misdemeanor-type convictions, a decrease of .8 convictions from FY 2000.

The great majority of offenses (84%) were misdemeanor- and felony-type offenses against property or public order. Conversely, misdemeanor- and felony-type offenses against people represented only about 16% of the offenses in the youths' histories.

Though not shown on the chart, about 21% of the youths had one or more convictions for life endangering felonies (serious offenses against people). Further, youths admitted to O&A in FY 2001 were first found delinquent at an average age of 13.3; 72% of them were between 10 and 14 years old at their first delinquency.



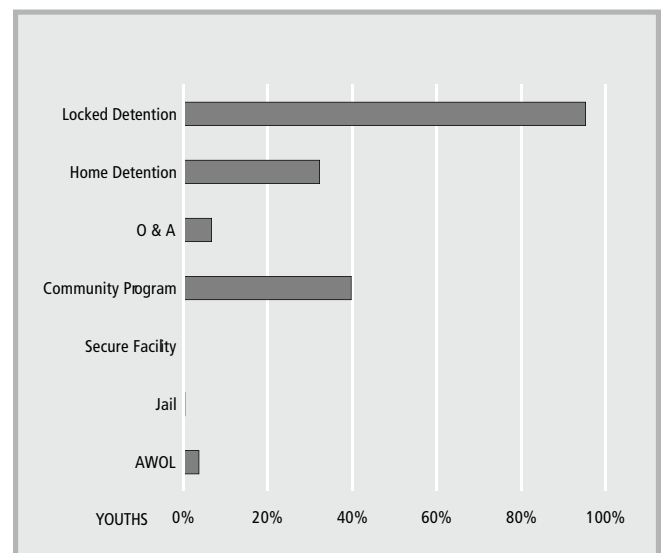
O&A Average Delinquency History: FY 1982 - 10.8 offenses / FY 2001 - 6.7 offenses

**20<sup>th</sup>**  
ANNIVERSARY

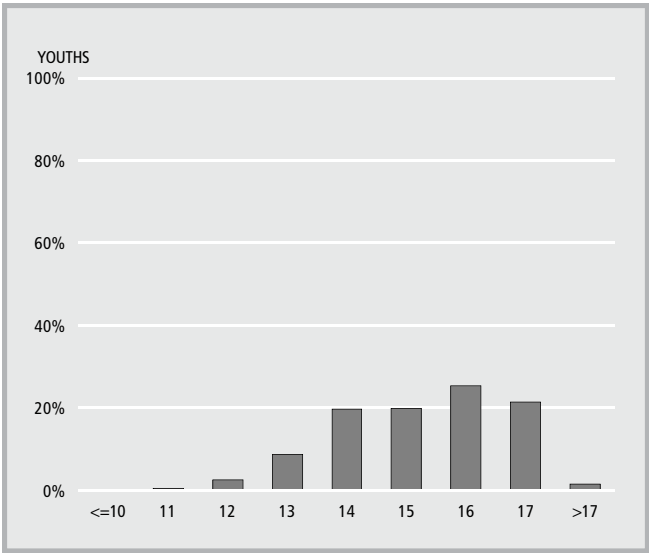
Nearly all youths admitted to O&A during FY 2001 had previously been admitted to locked detention; 40% had previously been placed in a community program; and about 32% had been in a home detention placement.

Though not shown on the chart, most of these youths also had received services from other juvenile justice agencies: nearly 60% had been on probation, over 20% had been in the custody or under supervision of the Division of Child and Family Services, and over 66% previously had one or both of these types of care.

## PLACEMENT HISTORY

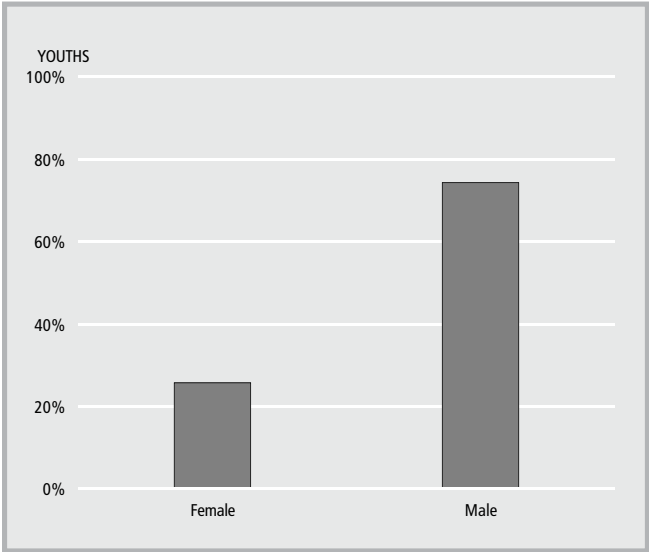


AGES



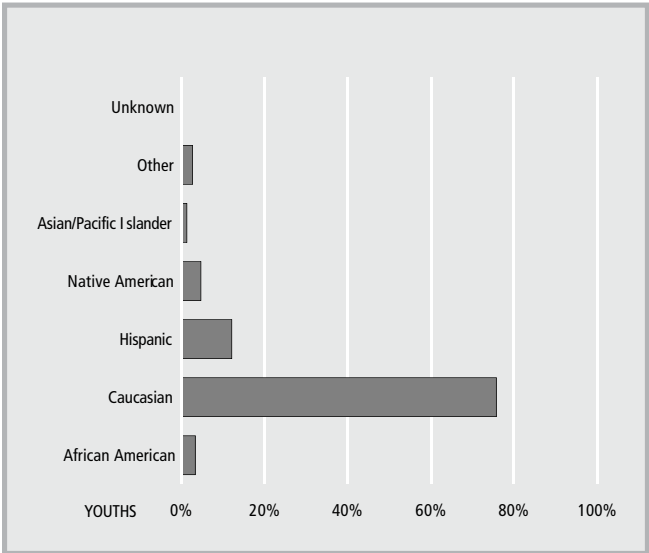
Youths admitted to O&A in FY 2001 ranged from 11 to 18 years old and averaged 15.8, about the same as in FY 2000. 67% were between the ages of 15 and 17.

GENDER



The percentage of girls admitted to O&A was 26%. This number compares to 19% in FY 1999 and 21% in FY 2000 and is nearly double the number in FY 1996.

ETHNICITY



As was true for community programs and locked detention, minorities were disproportionately overrepresented in O&A. African Americans were placed nearly 4 times as often as would be expected based on their proportion in the population at large; Hispanics were placed nearly 1.5 times as often.

In contrast, Caucasian youths were substantially under-represented in their admissions. Only about 76% of youths admitted to O&A during FY 2001 were white; while, they represent about 86% of the population at large.

## 10-Year Trends

Observation and assessment (O&A) programming underwent a number of changes in the 10-year period from FY 1992 to FY 2001. Among the changes were (1) O&A services were purchased from private providers for the first time, (2) a program was developed to meet the unique needs of girls, and (3) the length of stay was reduced from 90 days to 45 days.

**Demographics:** As represented in the chart at top right, the numbers of youths receiving O&A each day increased from an average of 44 during FY 1992 to about 78 during FY 2001. The rapid growth during the first 8 years of the period subsided with the adjustment in length of stay from 90- to 45-days. At the same time, the numbers of youths served by O&A programs reached all-time high numbers during FY 2000 and FY 2001. Thus, the change allowed evaluation of more youths without increasing the numbers of beds in free standing facilities. Overall, during the 10-year period, the numbers of youth served by O&A increased over 160% times, growing from 273 in FY 1992 to 714 in FY 2001.

The average age of youths admitted to O&A programs was stable and averaged about 15.8 years across the 10-year period.

Girls represented an increasingly large percentage of youths admitted to O&A programs over the last 5 years of the period. Their percentage nearly doubled, growing from 11% of total admissions between FY 1992 and FY 1996 to about 21% in FY 2001.

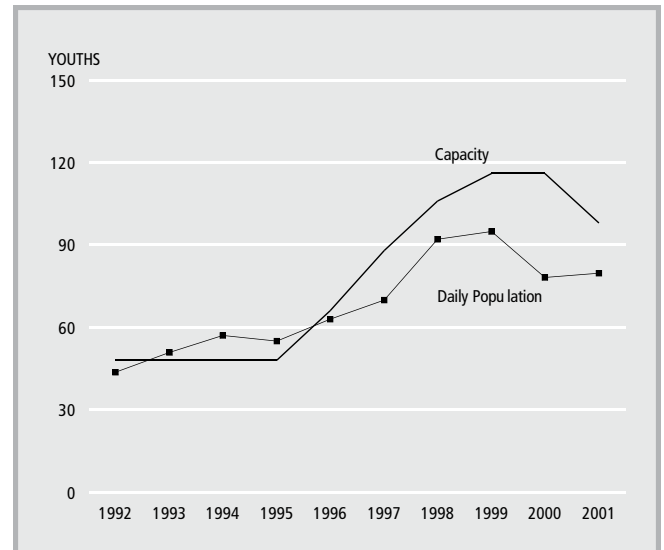
The proportion of ethnic youth admitted to O&A dropped from nearly 30% in FY 2000 to 24% in FY 2001, the lowest level in 10 years.

**Budget:** As represented in the chart at center right, the budget for O&A increased by nearly 150% between FY 1992 (\$1,867,990) and FY 2001 (\$4,658,855). While this is a substantial increase, it is well under the 330% increase in the overall Division budget over the same period. Thus, the O&A budget has become an relatively smaller part of overall budget.

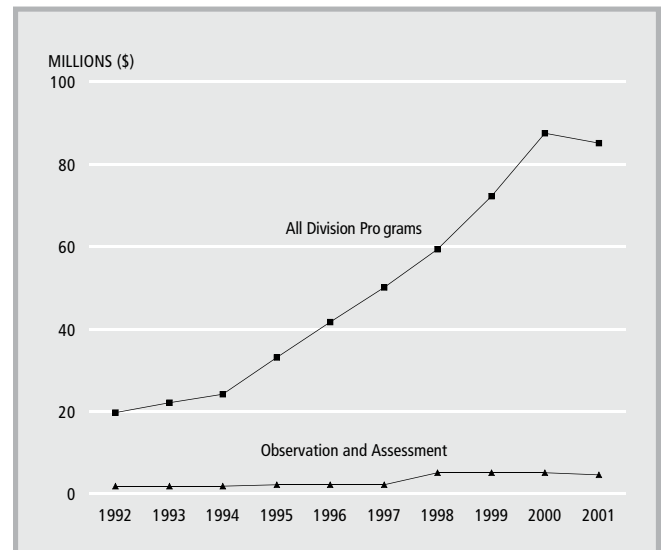
**Delinquency:** The average numbers of felony- and misdemeanor-type offenses at admission declined by nearly 60% across the period, from an average of 16.7 felony- and misdemeanor-type offenses in FY 1992 to 6.7 in FY 2001.

As identified in the chart at bottom right, delinquency histories dropped steadily through most of the period. In a related trend, the percentage of youths admitted with one or more life-endangering felonies declined from a high of 43% in FY 1994 to a 10-year low of 21% in FY 2000. The percentage rose slightly to about 22% in FY 2001.

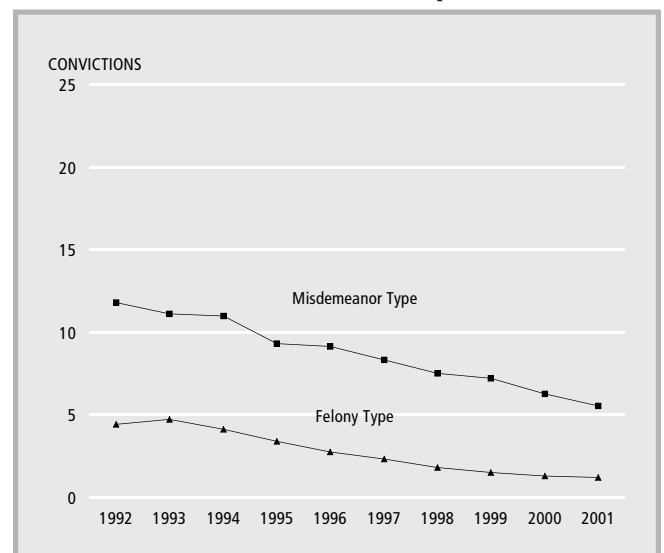
## AVERAGE DAILY POPULATION



## BUDGET



## DELINQUENCY HISTORY



# Secure Facilities

Secure facilities provide extended secure confinement for the most seriously delinquent youths. Youths are committed to the Division for an indeterminate period of time by order of the Juvenile Court. After commitment, oversight of these youths passes to the Youth Parole Authority (see "Youth Parole Authority", page 51). Briefly, the Authority sets conditions of placement, determines requirements for release, conducts regular progress reviews, and has authority to terminate the youth from Division custody.

Youths committed to secure care typically have extensive delinquency histories and have continued to reoffend despite receiving services from other agencies and levels of Division programming. Secure facility staff provide secure, humane, progressive, and quality treatment. They are treated with respect and given the opportunity to turn their lives around.

Correctional plans are developed for secure care youths to meet the core objectives of the Balanced And Restorative Justice Model (BARJ); namely, competency development, community protection, and accountability. Youths are held accountable for their delinquency by confronting criminal thinking and antisocial behavior and by paying restitution to their victims.

Competency development is addressed by counseling groups which focus on such areas drug and alcohol problems, social skills development, and transition back to the community. Competency is also addressed through educational and training opportunities. All youths in secure facilities are required either to attend school or to participate in a vocational-training program. Educational services are provided on site with funding from Youth in Custody programs. Teachers, employed by local school districts, hold daily classes for all youths. Instructors identify a youth's academic strengths and weakness and provide remedial help where needed. Work finished in secure facility classrooms is credited to a youth's regular academic record so that the time spent in the program will allow them to progress toward graduation and self sufficiency.

The Division directly operates five secure facilities including: (1) Decker Lake Youth Center in Salt Lake, (2) Wasatch Youth Center in Salt Lake, (3) Mill Creek Youth Center in Ogden, (4) Southwest Utah Youth Center in Cedar City, and (5) the Slate Canyon Youth Center in Provo. The Division also contracts with a private provider for secure care at the Farmington Bay Youth Center in Farmington. All but one of the facilities are operated through the Division's Office of Correctional Facilities. The exception, the Southwest Utah Youth Center, is run



Counseling group on the Girl's unit at Wasatch Youth Center.

## Quick Facts - Secure Care

Number of Programs .....	6
Beds .....	258
New Commitments .....	227
Different Youths Served .....	457
Average Daily Population .....	210.5
Average Length of Stay <sup>1</sup> .....	12.9 mo
Daily Cost per Youth .....	\$191.37

<sup>1</sup> Average time in a secure facility on a new commitment (excluding revocations).

through the Office of Rural Programs.

The chart at center left on the following page represents the statewide nightly bed count in secure facilities between July of FY 1999 through September of FY 2002. The capacity line identifies the number of available secure beds during the same period. Statewide, there currently are 258 beds available for secure care. Increases in capacity during FY 2001 represent increases in available beds as remodelling of Mill Creek Youth Center was completed and as Decker Lake eliminated double bunking and returned to its original design capacity.

After a period of relatively stable numbers during FY



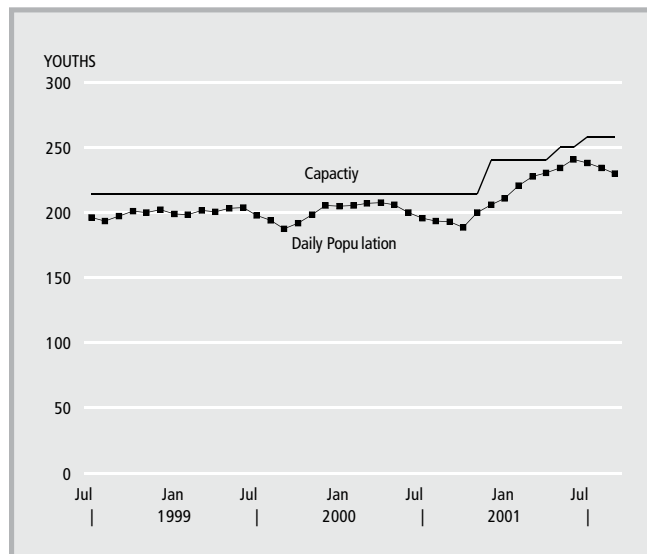
1999 and FY 2000, the secure population grew steadily during the second half of FY 2001. The count reached a monthly high of over 240 youths in June, 2001. The increase closely paralleled increasing capacity.

As shown in the table below, an average of 210.5 youths were in secure care placement each day during FY 2001. This is more than 5 % above the number in FY 2000.

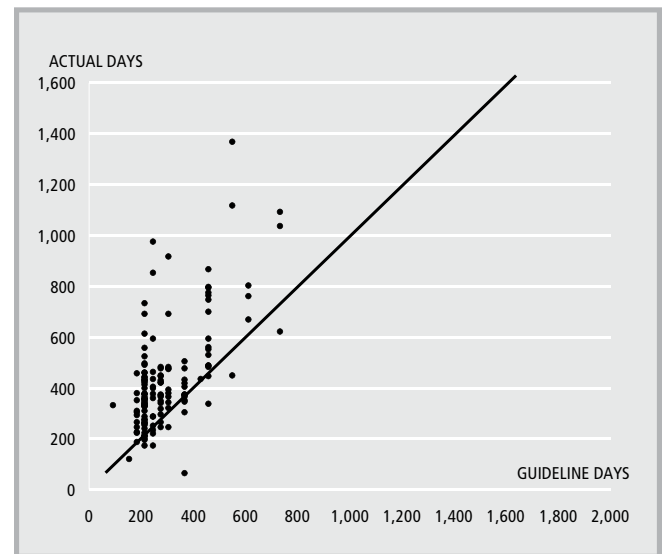
The chart at center right compares actual length of stay in secure confinement with the length of stay guideline for 142 youths paroled from secure care during FY 2001. "Actual Days" includes time in a secure placement

(secure facility and/or locked detention), but excludes time in the community on trial placement. "Guideline Days" represents the guideline established by the Youth Parole Authority shortly after the youths were committed to secure care. Guidelines are based on a youth's delinquency history and the offenses that directly led to the commitment. It represents the time a youth is expected to stay in secure care. Markers above the diagonal line identify actual lengths of stay that were longer the guideline. For the group, actual time in secure care averaged more than 4.5 months longer than guideline and 85 % of youths stayed longer than their guidelines.

### AVERAGE DAILY POPULATION



### GUIDELINE VERSUS SECURE STAY



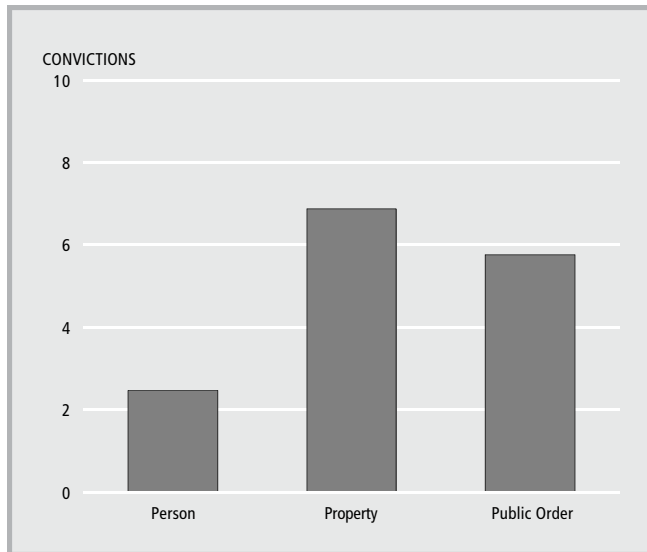
### Use of Secure Facilities During FY 2001.

Facility	Capacity <sup>1</sup>	Youths Served	Admissions	Nightly Bed Count	Nights Over Capacity	Length of Stay (months) <sup>2</sup>
<b>Office of Correctional Facilities</b>						
Farmington Bay Youth Center	18	32	14	18.1	17.8%	17.7
Mill Creek Youth Center	102	151	123	58.7	0%	9.6
Wasatch Youth Center	56	127	102	49.6	0%	17.1
Decker Lake Center	40	103	62	42.1	0%	13.9
Slate Canyon Youth Center	32	77	60	32.0	35.6%	10.5
<b>Office of Rural Programs</b>						
Southwest Utah Youth Center	10	20	9	10.0	5.2%	18.9
<b>Total</b>	<b>258</b>	<b>457</b>	<b>370</b>	<b>210.5</b>		<b>12.9</b>

1 Values are capacities at the end of FY 2001. Decker Lake Youth Center started the year with 56 beds so it averaged more than current capacity.

2 "Length of Stay" is the average time spent in a secure facility by youths paroled during FY 2001.

## DELINQUENCY HISTORY



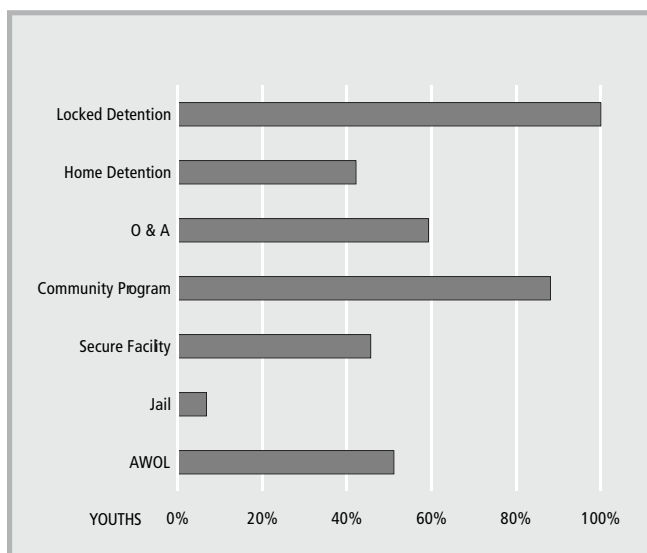
Youths admitted to secure care in FY 2001 had an average of 15.1 felony- and misdemeanor-type convictions, a decrease of 2.2 convictions from FY 2000. The great majority of offenses (84%) were misdemeanor- and felony-type offenses against property or public order. In contrast, only about 16% of offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, about 47% of the youths had one or more convictions for life endangering felonies (serious offenses against people). These youths were first found delinquent at an average age of 12.3; 70% of them were between 10 and 14.

**20<sup>th</sup>**  
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Secure Facility Average Delinquency History: FY 1982 - 16.9 offenses / FY 2001 - 15.1 offenses

## PLACEMENT HISTORY



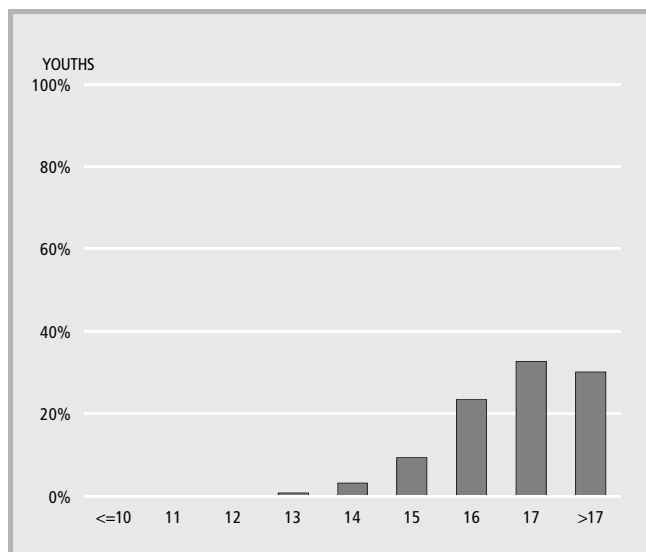
Youths placed in secure care during FY 2001 had extensive histories of interventions and placements in Division programs. All had been placed in locked detention; 59% had been placed in observation and assessment (O&A); and 88% had been placed in a community program. Further, 51% had been AWOL from a Youth Corrections' placement.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: 67% had been on probation supervision, 32% had been in the custody or under supervision of the Division of Child and Family Services, and 81% previously had one or both of these types of care.



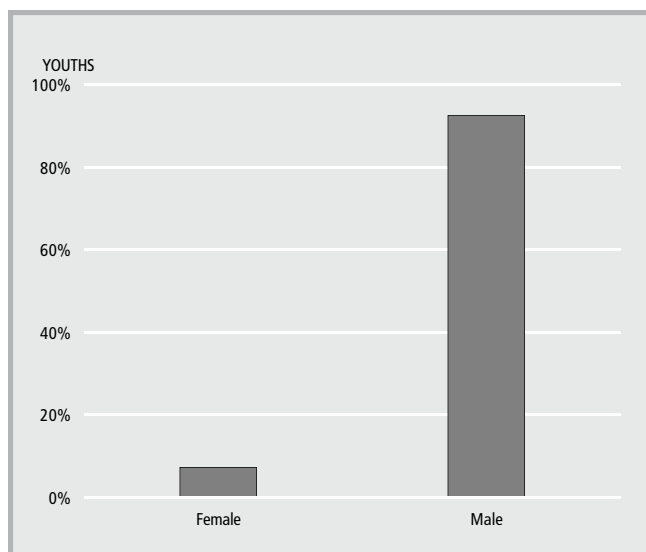
## AGES

Youths placed in secure facilities during FY 2001 ranged from 13 to over 18 years old and averaged 17.4 years. 56% were 16 or 17 years old.



## GENDER

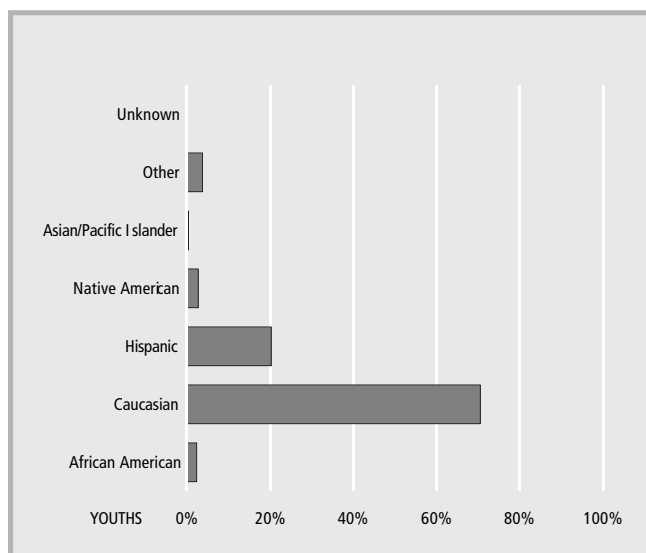
7% of all youths placed in secure facilities were girls, an increase from 5% in FY 2000.



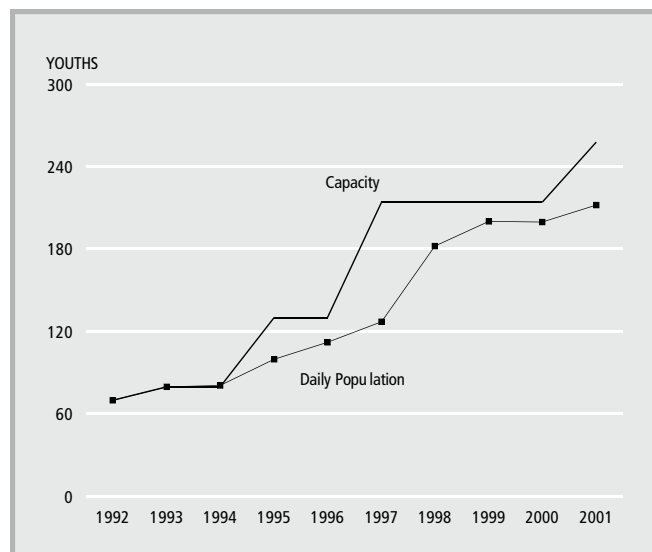
## ETHNICITY

Following a trend of many years, minorities were overrepresented in secure care placements. Hispanics were placed over 2 times more often than would be expected from their proportion in the population at large; African Americans 2.7 times more often than expected.

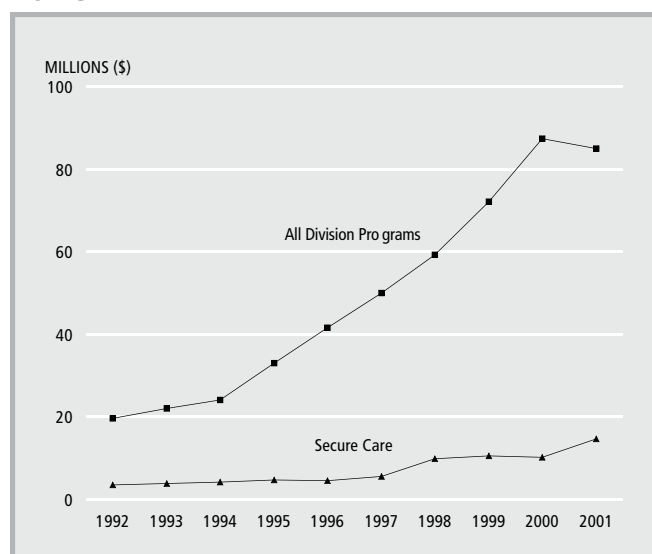
About 71% of youths admitted to secure care were Caucasian. This is an increase from 66% in FY 2000 and a substantial change from the historic low of 47% in FY 1996.



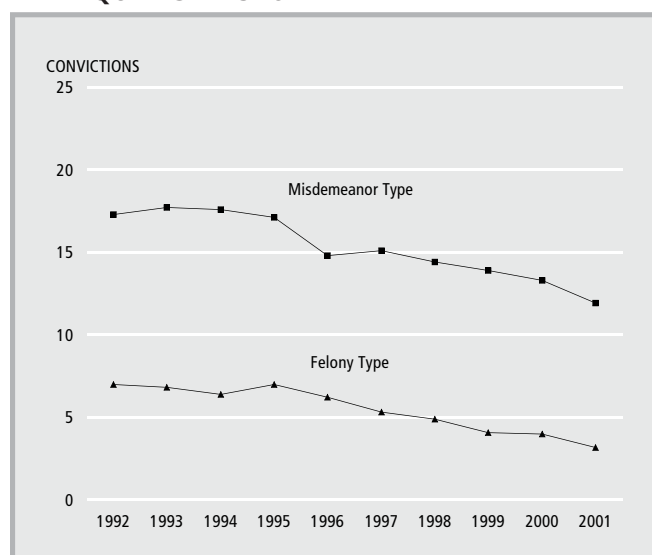
## AVERAGE DAILY POPULATION



## BUDGET



## DELINQUENCY HISTORY



## 10-Year Trends

As previously noted, secure care generally is reserved for the most seriously delinquent youths. Secure care is a last chance to get their lives in order before they are subject to adult courts and sanctions.

**Demographics.** The chart at top left represents the average secure care population between FY 1992 and FY 2001. Numbers tripled over the 10-year period, increasing from an average of about 70 youths a day in FY 1992 to over 210 in FY 2001. Over the same time, Utah's population of 10 to 17 year olds fell by nearly 1% (see "Population Served", page 16). The capacity line identifies available secure care beds. Beds increased from 70 in FY 1992 to 258 in FY 2001.

The average age of youths admitted to secure care gradually rose during the period, increasing from 16.8 in FY 1992 to 17.4 in FY 2001. The percentage of girls admitted to secure care varied considerably over the 10 years. They represented 3% or 4% each year between FY 1992 and FY 1996 before jumping to an all-time high of 11% in FY 1997. The percentage was 7% during FY 2001. The proportion of ethnic youths admitted to secure care grew during the first 5 years of the period then dropped steadily over the last 5 years. Admissions of ethnic youths reached historic high levels in FY 1996 when they represented over half of all admissions. In FY 2001 admissions of ethnic youths were about 29%, lowest for the 10-year period and a drop from 34% in FY 2000.

**Budget.** The chart at center left compares growth of budgets for secure care with those for all Division programs. Budgets for secure care increased by more than 300% between FY 1992 and FY 2001, slightly less than the growth of the Division's overall budget. Secure care represented about 18% of the Division's total budget in FY 1992 and just over 17% in FY 2001.

Growth in secure care budgets over the last 10 years supported growth in the secure care population but also allowed diversification and enhancement of programming. The Southwest, Wasatch, and Farmington Bay Youth Centers developed programs specializing in care of juvenile sex offenders. The Wasatch Center also dedicated wings to care of girls and youths in transition back to the community.

**Delinquency.** As identified in the chart at bottom left, average numbers of felony- and misdemeanor-type offenses at admission declined across the period; total offenses dropped from an average of 24.3 delinquency convictions in FY 1992 to 15.1 in FY 2001. In a related trend, the percentage of youths admitted with one or more life-endangering felonies declined from a high of 73% in FY 1995 to an 8-year low of about 45% in FY 2000. The number in FY 2001 was slightly higher at 47%.

# Youth Parole Authority

When youths are committed to the Division by the Juvenile Court for secure care they come under the jurisdiction of the Youth Parole Authority (UCA 62A-7-109). The Authority provides an objective hearing process for youthful offenders to ensure fairness to the juvenile and provide protection for the community.

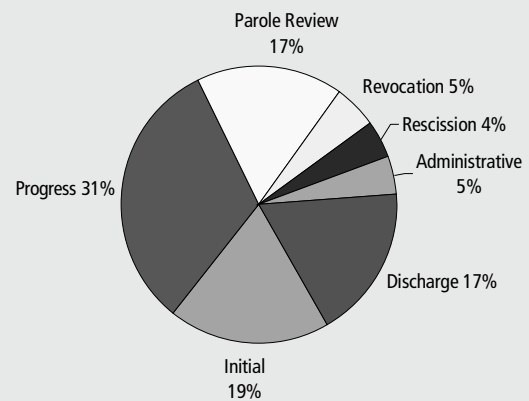
Authority members are citizens appointed by the Governor and confirmed by the Utah Senate. Members represent the diversity of Utah's population and speak on behalf of stakeholders across the state. Currently, three Authority members are assigned for each hearing and decisions are made by majority vote. 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 clerical staff. Authority staff provide Youth Parole Authority Members with information collected from Division staff, police, and the Juvenile Court prior to individual hearings.

The Youth Parole Authority provides a formal hearing procedure that defines a youth's obligations during secure care and parole. Hearings are held at each

## The Youth Parole Authority.

Members	Residence
Joel Millard, Chair	Sandy
Charles Semken, Vice Chair	Price
Gus Verrett, Vice Chair	Washington Terrace
Calvin Clegg	Salt Lake City
Deween Durrant	Sandy
Randy Ence	Cedar City
Ferris Groll	Kaysville
Sal Jansson	South Jordan
Doyle Talbot	Layton
Veronica Thomas	Syracuse
Members Pro Tempore	Residence
Consuelo Alires	Salt Lake City
Irene Bergstedt	Salt Lake City
Jeff Norton	St. George
Kathy Peterson	South Ogden
Jennifer Mei Jun Yim	Salt Lake City

## YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 987 hearings held during FY 2001.

of the Division's six secure care facilities. The chart at top right identifies the types of hearings held during FY 2001. Overall, the Authority held 987 hearings during the year, a slight drop from 1,017 hearings during FY 2000.

Within a few weeks of commitment, an "Initial Hearing" is held to establish a sentencing guideline for the youth and set requirements for confinement. Guidelines are set at a minimum of 6 months, but may be longer based on the youth's delinquency history and the type of offenses leading to the commitment. Every 6 months thereafter, and more often if appropriate, "Progress Hearings" are held to determine whether standards for confinement are being met. Youths meeting confinement standards are 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 90 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. Youths who successfully complete trial placement and sign a parole agreement are placed on parole.

During parole, the Youth Parole Authority has statutory responsibility to review allegations when a youth is suspected of violating conditions of parole. Youths who violate terms of parole may have their parole revoked and be returned to a secure facility. Youths who successfully complete the terms of parole are discharged from Division custody. At any point along the way, youths who are charged with new offenses come again

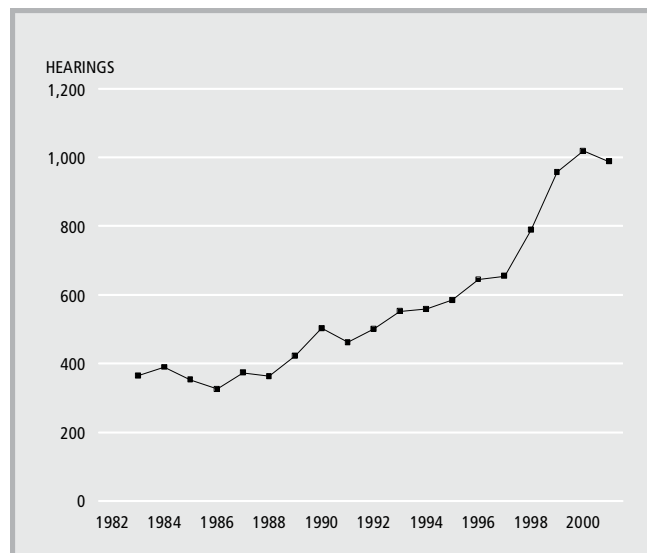
under the jurisdiction of the court system. Depending on circumstances, they may be recommitted to secure care, transferred to the adult system, or be allowed to continue under the supervision of the Authority.

As represented in the chart at top right, the Youth Parole Authority's hearing work load has increased dramatically since 1983, increasing from 365 hearings in FY 1983 to 987 in FY 2001. Despite this increase in work load, the average cost per hearing for an individual youth has risen very modestly. In FY 1983, the cost of holding a hearing was about \$178 per youth; in FY 2001, the cost was about \$254. It appears that using informed, citizen volunteers has been a very cost effective measure.

Consistent with the practices of the Division, the Authority subscribes to the Balanced and Restorative Justice Model (BARJ). The Authority supports BARJ principles of community protection, accountability, and competency development by:

- Providing uniformity in guideline formulation through YPA policy
- Encouraging youths to finish high school and obtain vocational training
- Using the Authority's judicial powers to issue warrants-of-retake, and to order parole, rescission, revocation, and termination for youths in custody
- Coordinating with the Juvenile Court to ensure that victim restitution is made at appropriate levels
- Appointing community members to the Youth Parole Authority who represent sentiments and needs of local communities

## AUTHORITY HEARINGS FY 1982 to FY 2001



The Authority also has continued to develop services for victims of juvenile crime. Victims of youths committed to secure care are invited to participate in the Authority process. Victims may (1) attend Authority hearings, (2) submit impact statements, (3) request progress updates, (4) request notification of release dates, (5) request victim-offender mediation, and (6) request no contact orders. Victim participation is entirely voluntary and they may choose not to participate in the process. The Authority also mandates that payment of restitution be made part of the conditions of parole.

## Youth Parole Authority History

- |      |   |
|------|---|
| 1981 | By law (UCA 55-11b) 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   |

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implements them.

- 1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers who are appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-109).
- 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 citizens (UCA 62A-7-109).
- 1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-108). 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 begins a new initiative by including 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-7-108).

# Special Services

## Office of Community Relations

*Prevention Programs.* During FY 2001, the Division was involved in a wide variety of prevention activities. Three major activities were "Burgers for Bikes", "Make A Difference Day", and the donation of Teddy Bears to the American Fork Police Department.

For the 5<sup>th</sup> consecutive year, Division staff helped deserving youths receive new or refurbished bicycles and helmets. In collaboration with Red Robin Restaurants and Aardvark Cycle, over 400 bicycles were provided to youths nominated through community programs. The public donated bicycles to Red Robin Restaurants in exchange for gourmet hamburgers. The bicycles were repaired and refurbished by youths in Division facilities. New bicycles also were purchased with money donated by sponsors and were assembled by youths in Division programs.

This year, bicycles, helmets, and a safety lesson were presented to 81 children in Murray and 89 children in Layton. Additional donations of 436 bicycles and helmets were made to Deseret Industries, Weber/Davis Housing, and Catholic Community Services.

In support of the "Make a Difference Day" project, the Division worked together with the Volunteer Centers, Weber Human Services, Sorenson Foundation, Utah Libraries, American Red Cross, and the Center for Shaken Baby Syndrome to make more than 150 gift packets for the "New Mothers! Teen Mothers! Adoptive Mothers!" and the Children's Aid Societies of Salt Lake and Ogden. The effort helped disadvantaged young mothers and adoptive parents. Packets contained blankets, bibs, soap, lotion, shampoo, bottles, pacifiers, books, and other items necessary for new parents. They also included information about services available to support new parents. Parents receiving the packets were as young as 15.

Youths in Division facilities helped assemble the gift packets. Volunteers taught them to crochet and sew to make items more appealing. Youths and volunteers found a sense of accomplishment in knowing that their acts of service touched the lives of new babies and their families. It was one more project that allowed youths to give back to the community. Many had never before experienced the joy that comes from doing service for others.

Construction of teddy bears for victims in American Fork was another service project performed by Division staff and youths. Residents at the observation and assessment center in Springville took part in the special project. They cut out teddy bear patterns so that community



volunteers could sew them together. The youths then helped with finishing work. The bears were given to the American Fork Police Department on October 5, 2001.

*Volunteer Programs.* The Division recognizes the great value a strong volunteer program provides to delinquent youths. Beginning in July of 2001, full time volunteer coordinators were assigned to each of three geographical areas of the state (North, Central, and South). Availability, quality, and placement of volunteers are expected to increase under this new arrangement.

Volunteers offer a variety of skills to enhance the treatment and knowledge of youth in Division programs. They often lead activities such as arts and crafts, recreation, homemaking, money management, and personal development. These activities assist Division efforts to provide youths opportunities for competency development. Volunteers have provided treats and birthday cakes for youths in custody, made quilts for facility beds, served as foster grandparents, helped youths find and keep jobs, and provided other intangible services. The Division has a variety of ongoing volunteer programs both in the community and in facilities. Volunteer coordinators in each facility train and place volunteers appropriately.

In a collaborative effort with Big Brothers Big Sisters, the Division has established mentor programs in the central and northern parts of the state. The Division collaborates with the Division of Child and Family Services for mentors in southern Utah. Mentors donate at least one hour a week to befriend a youth committed to Division custody. Mentors talk, play games and play a supportive role in a youth's life. Mentors also act as job coaches and tutors.



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## Office of Quality Assurance

The Division is dedicated to providing quality services to youth and to the community. In support of this, the Office of Quality Assurance is charged with the responsibilities of monitoring, inspecting, and reviewing the daily operations of programs that provide services to delinquent youth. Staff from the Office manage compliance with the Federal Juvenile Justice and Delinquency Prevention Act (JJDP), the Government Records Access and Management Act (GRAMA), and the Americans with Disabilities Act (ADA). Quality Assurance staff also conduct and document investigations of incidents, complaints, and concerns involving programs operated by public and private agencies.

***Contract Monitoring.*** The Division currently contracts for youth program services from 64 private agencies located throughout the State, and with 21 different licensed professionals. These individuals and programs provide over 30 different residential and nonresidential services at over 100 different locations throughout the state. Annual compliance reviews, and regular monitoring of these programs, facilities and services are conducted by Quality Assurance staff. The Office of Quality Assurance takes an active role in contract monitoring, program evaluation, and the licensure of these programs. Regional Management Auditors assigned to the Office monitor program operations within assigned geographical areas, and provide statewide assistance as needed. These efforts often require close coordination with the Department of Human Services Bureau of Contract Management, Division Case Management Supervisors, and Contract Specialists. Overall, this arrangement has allowed (1) more thorough reviews being conducted, (2) more professional handling of incident reports and complaints, and (3) better availability of technical assistance in meeting contract requirements.

***Program Review.*** Evaluation of programs and facilities operated directly by the Division is also a duty of the Office of Quality Assurance. Standards and policies developed and implemented over the past several years are used by Office staff to evaluate compliance of Division programs including: detention, secure care facilities, observation and assessment centers, and division work programs.

***Licensure.*** The Office of Quality Assurance is charged with the responsibility to see that all programs and persons serving youth offenders meet all appropriate

standards and are properly licensed or are certified. Utah statute requires that all facilities and programs serving juveniles meet specific standards and be licensed or certified by the Division. Publicly operated programs and services operated by counties or municipalities that securely hold juveniles for any length of time must be licensed by the Division. For private youth treatment programs, the Office of Quality Assurance coordinates with the Department of Human Services Office of Licensing to provide licensure based on standards approved by the Board of Youth Corrections. Private programs of this type include: residential treatment, day treatment, outpatient treatment, outdoor youth programs, and child placing programs.

***Medicaid Auditing.*** Funding provided through Federal Medicaid programs is an essential support for the Division in maintaining its service delivery. The Office of Quality Assurance is charged with the task of ensuring that programs comply with requirements tied to these funds. A Management Auditor, with expertise in the area of Federal Medicaid, is assigned to the Office to audit and review all Division case management staff as well as all private programs contracted to the Division for compliance to Medicaid standards. During FY 2001, each youth program and every case management team was reviewed at least once. Those who were found to be in need of technical assistance were visited several times to help them meet compliance.

***Investigations.*** Specially trained staff within the Office of Quality Assurance conduct internal investigations into complaints, concerns, and major incidents that involve programs operated by or for the Division. These investigations provide Division administration with the information necessary to identify problem areas and make appropriate changes to improve service delivery. When necessary, Division investigators work with local law enforcement or other outside agencies to ensure the proper handling of all concerns.

***Juveniles in Adult Facilities.*** The Office of Quality Assurance monitors all facilities statewide that might securely hold juveniles for any length of time, to ensure Utah's compliance with the Federal Juvenile Justice and Delinquency Prevention Act (JJDP). This act requires the separation of youthful and adult offenders. Intensive monitoring efforts have resulted in Utah's compliance with the JJDP Act and have enhanced protection of youth and the community. As a result, Utah is eligible for Federal grants that assist in the development and operation of many essential and effective treatment programs

for delinquent youths. To meet compliance requirements, the Division has continued to receive some of the grant funds to help prevent the placement of youths in adult facilities and to provide consultation, education, and assistance in appropriate detention practices. Following Utah statute, and standards that are in line with the JJDP Act, two jails in rural areas are approved by the Division to confine (for up to 6 hours) youth charged with delinquent acts, while efforts are being made to release or transfer these youth to juvenile detention centers. In addition, ten holding rooms located in local law enforcement agency facilities are certified to confine (for up to 2 hours) youth charged with delinquent acts while arrangements are being made for release or transfer to a youth facility.

## Office of Research/Evaluation/Planning

The Division's Office of Research, Evaluation, and Planning (REP) supports the Division's Mission to "Promote ongoing research, evaluation, and monitoring of Division programs to determine their effectiveness."

REP has the responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility is the maintenance and development of Utah's Juvenile Information System (JIS). The JIS is a centralized database shared by the Division and the Juvenile Court that tracks interactions with delinquent youths. Development of a replacement for the JIS began in FY 1999 when the Division and the Juvenile Court jointly began the design phase of the project. Although the project is expected to take several years, a phased release of new programming began in July, 2001 (see page 61, "Recent and Ongoing Projects").

REP helped the Division meet a variety of other service, research, and information needs. The Office supplied Division staff with reports, answers to queries, technical support, and engaged in research on a daily basis. Also, REP produced the Division's annual report. Members of the REP served as staff to the Utah Sentencing Commission, the Department of Human Services' Outcome Measures Committee, the Department's Strategic Planning Committee, and the Department of Human Services Institutional Review Board (IRB).

During the past year, REP assisted numerous students and faculty from local colleges and universities with information on Utah's juvenile justice system. In addition, REP responded to requests for information from media representatives, other government agencies, and private

individuals. REP also continued development and maintenance of the Division's web site. The site contains descriptions of the Division's program areas and provides a variety of resource materials; [www.hsdyc.state.ut.us](http://www.hsdyc.state.ut.us).

## Office of Training

In support of its Mission, the Division is committed to "Promote continuing staff professionalism through the provision of educational and training opportunities". Staff training is designed to emphasize professionalism and the proper care of youths in the Division's programs. Overall, in FY 2001, the Division supported 631 training sessions on mandatory topics and 691 in-service training events, providing nearly 64,000 individual training hours.

Courses considered mandatory for Division staff, and the number of training sessions held in FY 2001, are represented in the table on the following page.

*Mandatory training.* New, full-time staff are required to complete the Division's Basic Orientation Academy during their first 6 months of employment. Four Academies were held this year, with 152 staff completing the training. Following their first year, staff are required to complete a total of 40 hours of in-service training per year. During FY 2001, 98% of employees successfully completed their required in-service training. Support staff are required to complete 20 hours per year. Part-time staff receive training commensurate with their duties.

The Training Unit conducted a 2-week (80-hour) Supervisory Academy for new supervisors, with 13 staff completing the program. The Supervisory Academy is offered every year. The Division's HIV/AIDS and Bloodborne Pathogens training was expanded this year to include other communicable diseases. The Department's Sexual Harassment training also was expanded this year to include all types of unlawful harassment.

An additional mandatory training implemented during FY 2001 was "Violence in the Workplace". The curriculum was developed by the Department of Human Services. The program offers a response and intervention strategy for employees. The training prepared staff to protect themselves, clients, and the general public in violent situations. The Division conducted 37 training sessions, with 885 staff participating.

An additional training service provided through the Office of Training is the Educational Assistance Program. Full-time staff can apply for reimbursement to cover costs of course work that assists them in their current positions. In FY 2001, the Office distributed \$142,883 to staff in this



program.

*Specialty training.* During FY 2001, the Division conducted three conferences to address issues and topics specific job functions. Two Statewide Conferences involving staff in all program areas were held. A third conference was held for observation and assessment, case management, and parole staff. Collectively, 1,016 staff attended these events.

Other staff in-service training relevant to Division staff is provided by the Division, the Department of Human Services, State or national sponsors, local colleges and universities, and private vendors.

*Joint training efforts.* Several training opportunities were offered jointly by the Division, the Juvenile Court, and private providers. Courses offered included substance abuse, victim impact, customer service, cultural competency, restorative justice, prevention, methamphetamine labs, and risk assessment training. Overall, 18 training sessions were conducted and 665 people participated.

The Division received a grant from the Utah Board of Juvenile Justice to provide training on working with the juvenile female offender. A Statewide Conference entitled "Phenomenal Girl...Phenomenal Woman" was conducted

to assist staff in working with juvenile female offenders. The training was open to all staff who work for the Division, Juvenile Court, the Division of Child and Family Services, and private providers. Approximately 250 people attended the conference.

In January of 1999, the Legislative Auditor released an audit of the Juvenile Justice System. One of the suggestions contained in the audit to improve the system was to develop and implement an assessment instrument that would assist in identifying chronic and serious offenders early in their delinquency careers. The Juvenile Court and the Division joined to address this issue by reviewing many assessment tools. The assessment tool selected to use in Utah was the Washington State Risk Assessment Tool. Thirty staff from the Division and Juvenile Court were selected to participate in the pilot study. Combined training sessions with the Juvenile Court and Youth Corrections on the assessment tool will begin in the first quarter of 2002.

The training curriculum will include instruction in the use of the new CARE information system (see "Recent and Ongoing Projects", page 61). CARE's assessment module will be used to score, manage, and report on results of the risk assessment process.

In conjunction with the new assessment tool, the Juvenile Court and the Division will adopt a case management approach titled Functional Family Probation/Resource Services (FFP/RS). This approach utilizes Functional Family Therapy concepts to engage and motivate youth and families, link them to interventions, monitor and then provide for successful termination. The current plan is to train all Juvenile Court Probation officers, Division case managers, and observation and assessment workers in the process. Joint training sessions involving Juvenile Court and Division staff began in September, 2001.

## Mandatory Training.

Mandatory Training	Required Hours	Review	Sessions Offered	Staff Trained
Basic Academy	80	None	4	152
AIDS/Communicable Diseases	2	3 year	45	321
Code of Ethics	2	Annual	58	496
CPR	4	Annual	131	944
Crisis Intervention Initial	24	None	15	210
Crisis Intervention Certification	8	None	40	623
Crisis Intervention Review	8	Annual	34	253
Defensive Driving	1	3 year	74	469
First Aid	1.5	3 year	65	410
Incident Reporting	2	As needed	5	180
Legal Issues	8	As needed	5	170
Personal Protection	6	3 year	1	39
Suicide Prevention	2	3 year	33	307
Supervisory Academy	80	None	1	13
Unlawful Harassment Prevention	2	3 year	69	445
Violence in the Workplace	2	As needed	37	885

# Recent and Ongoing Projects

## Community After Care

One of the Division's biggest challenges is to prevent juveniles from reoffending after they are released from structured placements. Youths who appear to make good progress in locked programs often fail rather quickly when released to less structured surroundings. Rates of recidivism are high for juveniles with poor family dynamics, negative peer pressure, school failure, substance abuse, mental health problems, and learning disabilities. To address these issues, the Division is developing a community-based, residential after care program.

The Division's prototype after care program is the Intensive Community After Care Program (ICAP). For several years, the program has been operated out of the Wasatch Youth Center secure facility. The current plan is to redesign the program as a 24-hour a day, community-based residential program. The program will provide services and supervision for youths (1) on trial placement from secure care, (2) on parole status, (3) on community program placement, (4) in independent living, and (5) transitioning home from other Division programs.

ICAP is designed to accommodate the Balanced and Restorative Justice Model (BARJ). Individualized transition plans will be constructed to meet a youth's needs for competency development, accountability, and community protection. ICAP staff will work with existing community resources and will develop new partnerships to help juveniles reintegrate into their communities.

Program objectives will be to (1) increase youths' sense of responsibility for their behavior; (2) decrease numbers of youths with substance abuse problems; (3) increase numbers of youths who obtain and hold jobs; (4) increase numbers of youths who successfully reintegrate with their home communities, (5) increase numbers of youths successfully reuniting with their families; and (6) decrease numbers of youths who reoffend.

ICAP staff will begin working with the youths at least 90 days prior to their release from secure care. Staff will coordinate with secure care and parole/case management workers to construct, coordinate and implement a transition plan with the involvement of the youth and relevant family members. ICAP will meet with transitioning youths both on an individual and group basis. At these meetings youths will become familiar with and participate in their transition plans.

Following a successful Parole Review, the youth will receive a trial placement from the Youth Parole Board. The youth would be placed at ICAP until a parole

agreement is signed or until the parole/case manager and ICAP staff determine release is appropriate.

During the period of trial placement, transition plans will be continued. Home visits will be scheduled and carefully supervised. Staff will work closely with one another and the youth to ensure that objectives of the transition plan are met. Arrangements will be made by both the youth and ICAP staff for community placement, school attendance, job placement/retention, health care, transportation, community service/restitution, recreation, electronic monitoring, interpersonal contact, drug testing, searches, substance abuse, independent living skills, and individual, group and family counseling. These activities will prepare youth for progressively increased responsibility and freedom in the community.

## Program Enhancement Process (PEP)

During FY 2001, the Division launched a major initiative to develop an ongoing process of program evaluation and continuous quality improvement. Known as the Program Enhancement Process (PEP), the effort aims to increase the quality and effectiveness of care provided to youths in Division programs. The initiative is being led by the Program Enhancement Process Committee (PEPC) and has support and representation from the State Administrative Office and each of the Division's three service offices: Rural Programs, Correctional Facilities, and Community Programs. The Committee's Mission is "To promote and enhance outcome-based services within the framework of the Balanced And Restorative Justice Model."

The Committee selected an objectives-based evaluation model that will be used continuously to evaluate the adequacy of service delivery and program outcome. Regular feedback from the process will be given to programs to allow adjustment of services and strategies. Briefly, the evaluation model identifies (1) specific service and outcome objectives, (2) measurements that will be collected for each objective, and (3) strategies for collecting, managing, and using information on a regular basis.

Three facilities have been selected as demonstration sites for the process during the first 6-9 months of 2002. The sites represent early (Central Utah Youth Center), intermediate (Salt Lake Observation and Assessment), and late (Slate Canyon Youth Center, secure care) points on the Division's continuum of care. PEPC members will visit each site during January, 2002, to train local staff on the details and logic of the evaluation model. Local work groups that will be established to take responsibility for

implementing the process. PEPC staff will visit the facilities again early in March, 2002, to help identify details of the model appropriate to the local programs. Committee members will monitor progress at the demonstration sites on a regular basis to provide technical support and coordination. In the final quarter of 2002, PEPC will plan a roll out of the Program Enhancement Process to all Division programs.

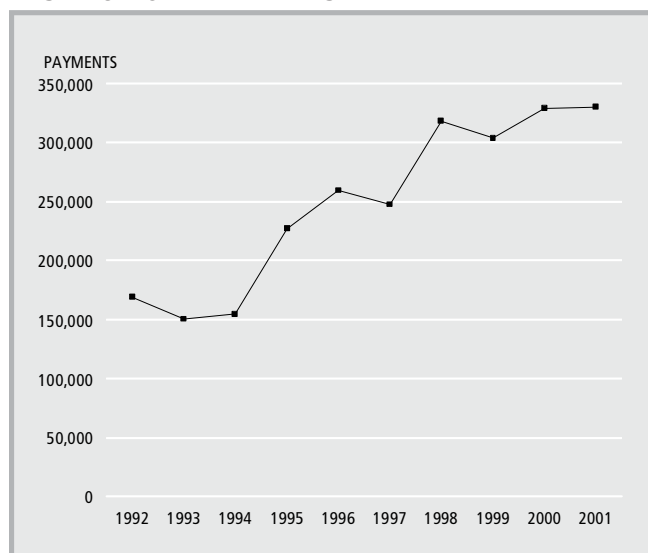
The PEP project represents an important commitment on the part of the Division to develop the most efficient and effective programs possible. Service delivery will be monitored more systematically than in the past and the results-based approach will bring much greater objectivity to decisions that are made about the level and type of services given to youths in Division custody.

## Victim Services

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

As represented in the chart below, substantial restitution payments were made by Division clients to victims of juvenile crime. Funds come primarily from support payments that parents of youths in custody make to the State through the Office of Recovery Services. The

### RESTITUTION PAYMENTS



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

## Detention Screening /Referral Project

In 1998, a national initiative to identify and describe mental health problems among delinquent youths prompted the Division to examine the rate and severity of emotional disorders among Utah's delinquent population. The project initially funded for 3 years received funds for a 4<sup>th</sup> and final year. It has been successful in screening for mental health problems of youths coming to detention.

To minimize costs, the project was designed to utilize existing detention staff and volunteers. They were trained through a series of in-service programs held at each of the participating detention centers. The project will eventually be expanded to all detention and holding centers.

Currently, the project operates in the three detention centers serving the Wasatch Front (Weber Valley Detention Center, Salt Lake Valley Detention Center, and Slate Canyon Youth Center). Together, these centers serve over 75 percent of youths placed in detention centers throughout Utah. Youths admitted to detention for the first time are administered standard screening tests to identify mental health related problems, including behavioral, substance abuse, and academic problems. Screening for suicide probability is completed as well.

After the tests are administered and scored by detention staff, the results are entered into a statewide database which captures statistical information and categorizes each youth's scores on a simple pass/fail basis. Summaries of each youth's results are then forwarded to detention, juvenile court, and other workers assigned to the youth, to help them quickly identify problems and effective interventions. Youths failing the screening are referred to a second level of review and may be interviewed by a trained mental health counselor or referred to the mental health system, if needed.

To date, approximately 7,000 youth have completed the screening process. Preliminary results (presented in the table below) suggest that among youth placed in detention for the first time, many are experiencing factors often associated with mental health problems.

Screening results do not provide diagnoses or pre-

scribe specific treatment needs. However, they may provide the Division and other agencies with important information about how to best serve youths entering the juvenile justice system. On an individual level, the results may provide care-givers with important leads about previously unknown problems impacting delinquency.

## Detention Screening Results.

Indicator	Number Identified	%
Experiences suicidal ideation	805	11.5%
Has thought problems	343	4.9%
Evaluates self negatively	1,029	14.7%
Depends on alcohol/drugs	1,050	15.0%
Reads below 2nd grade level	413	5.9%

## Slate Canyon Vocational Initiative

In 2001, Slate Canyon Youth Center implemented a new initiative to provide improved employment training and work opportunities for youths committed to secure care. The program is known as Employment Manifesto for Providing Labor Opportunities to Youth Offenders (EMPLOY).

It is imperative to provide training to youthful offenders in technical occupations which provide higher income possibilities. Thus, a smoother and more successful transition from secure care back into the community and work force would be provided. The primary goals addressed by EMPLOY include:

- Implementation of school-to-work philosophy
- Improved occupational assessment and testing
- Increased occupational options for youth offenders
- Individualized supervision and programming
- 100% completion of Microsoft Certification by program participants
- 100% job placement of participating youth offenders
- Decrease in recidivism among program participants
- Dovetailing Division services with those of other government agencies, private sector providers, and community employers

The Microcert Certification Program is the first phase of this focused employment program. It provides an intense and nationally recognized Microsoft Computer

Training and Certification. Youths completing the course receive certification from Microsoft in five Microsoft applications: Word 2000, Access, Outlook, Excel, and Power Point. Participants also receive individualized support from employment counselors who help the youths seek and secure employment after their release from secure care.

The third class of offenders is currently being trained. Each class has had between 8 and 10 youth. Participants have exceeded early expectations by consistently scoring higher than the national average on each of the program competency exams. Their success has been recognized by local community leaders, governmental agencies, private service providers, and national representatives of the Microsoft Corporation. It is too early to know fully how the training will impact the participants as they enter the work force. Thus far, however, there has been extremely positive support from all those familiar with the program.

By working on the EMPLOY project, Slate Canyon Youth Center has found opportunities to work with other agencies and providers. Many organizations have played an important role in providing financial support and or individualized services for each youth involved. Microsoft, Microcert, Walmart, Workforce Services, Vocational Rehabilitation, and the Mountainland Regional Youth Council are a few of the partners in the effort.

EMPLOY exists to narrow the gap between school and work. Broader opportunities are made accessible to aid youth offenders as they strive to live independently, and provide for their own needs. By doing so, a safer environment for them and the community is fostered.

## Risk and Needs Assessment

A Legislative audit of Utah's juvenile justice system called for the agencies involved to adopt a systematic process for identifying needs and risks of delinquent youths. The Division joined with the Juvenile Court to respond to the request. After reviewing a number of possibilities, the decision was made to use two assessment tools developed in Washington State.

The Prescreen Risk Assessment (PSRA) is a relatively short test that was validated to predict reoffending of probation-level youths in Washington State. The assessment predicts reoffense likelihood based on delinquency, drug and alcohol problems, home environment, and the youth's peer group. Test results are to be used to set a youth's level of supervision. Currently, it is anticipated

that the PSRA will be given to all youths who are scheduled to have a hearing before a Juvenile Court judge for a misdemeanor- or felony-type offense.

The second assessment tool is the Protective and Risk Assessment (PRA). This evaluation is a more comprehensive test that includes information in each of 10 different life domains including: (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 behaviors, and (10) skills. It is planned to give this assessment to all youths who are placed on Probation supervision with the Juvenile Court or in the Division custody for community placement or secure care. The 10 domains reveal information that is critical to understanding a youth's strengths and weaknesses and will be used to construct goals and objectives for the youth's correctional plans. The PRA will be given periodically during supervision or custody to mark a youth's progress and determine program effectiveness.

To help standardize the use of the PSRA and the PRA the Juvenile Court and the Division also have adopted a case management training package, Functional Family Probation/Resource Services (FFP/RS). Though not a therapy process, the training is based on principles of the nationally recognized program, Functional Family Therapy (FFT). The approach is designed to engage and motivate youths and families, link them to services, monitor progress, and provide for successful termination.

Used together, FFP/RS and the Protective and Risk Assessment instruments promise to provide better communication across agencies and establish more objective criteria for determining needed services and program effectiveness.



## Court & Agencies' Record Exchange

The Juvenile Information System (JIS), the database currently used by the Division of Youth Corrections and the Juvenile Court is over 20 years old and has undergone numerous revisions. When, after a careful assessment, it was determined that the existing system could not be enhanced further, the Division joined with the Juvenile Court in a partnership to develop a new system, the Court Agencies Record Exchange (CARE).

The overall goal of the effort is to build a comprehensive system for juvenile justice and child welfare information. Working objectives are to (1) design and create a

useful case management system, and (2) enhance communication and cooperation between agencies responsible for juvenile justice and child welfare in Utah.

System development is proceeding in four phases: (1) analysis of current processes, (2) system design, (3) testing, and (4) implementation. Analysis of current processes began in January 1999 and included extensive interviews with all levels of users. The focus of the interviews was to discover exactly what tasks juvenile justice workers perform and how a system might best aid their efforts.

System design started in early 2000. This phase of the project involved meetings between users and programmers on the components or modules of the project. The process is referred to as "joint application design" and will continue through 2002. Testing and implementation phases will follow as each module is developed.

The new system is being completed and brought into production in phases. The assessment engine was the first component to be brought on line. The module scores, manages, and reports on the results of user-defined questionnaires and assessments. It is a key resource for the risk assessment project being jointly developed by the Juvenile Court and the Division. Software developers currently are completing subsystems that will manage (1) minutes from Juvenile Court and Youth Parole Authority hearings, (2) demographic information about youths and their families, and (3) residential and nonresidential services delivered to youths in Division care and under Probation supervision. All three functions are expected to be ready for testing by users early in 2002. The current schedule is to have the majority of current JIS functions transferred to CARE by the end of July, 2002.

## Sponsored Research

In the current climate of funding for new programs, it is likely that requests for new programs will increasingly need an empirical foundation of competence as well as a plan for conducting ongoing research and evaluation. In order to assist the Division's Office of Research, Evaluation, and Planning with these aspects of program planning, two part-time research interns were hired for the FY 2002. Both are graduate students in clinical psychology at the University of Utah, with backgrounds in developmental psychopathology and particular interests in adolescent development.

The major project for the effort is a long-term follow-up of all youths placed into the Salt Lake Observation and Assessment Center during 1996. The students began by



screening client case files for risk indicators identified in the literature. These files contain a wealth of information regarding the youths' home environments, school performance, peer relationships, progress during the observation and assessment program, and other factors that are not available from the standardized information systems.

The project also began to examine the services experienced by these youth during their Division custody. This work includes summarizing placement histories from the Juvenile Information System (JIS) database in terms of the types of community placement, secure care, and other treatments were received and how long the youths were involved in these programs. During the year the project staff will also interview staff at the various types of placements to gain their perspective on the specific services and goals of each program.

The final project objective is a follow-up of these youths to the present, measuring outcomes in terms of continuing delinquency or adult criminal activity. The choice of an older (1996) cohort means that the great majority of youths will have been terminated from Division custody and are now young adults. The JIS database allows collection of a complete delinquency history for each youth throughout the youth's contact with the juvenile justice system. To supplement this data, thorough searches are being made of adult court and police records to establish any charges in the adult court system that these youths had received.

The end goal of the project is to identify relationships between client conditions, program services, and client outcomes that will be useful for informing treatment decisions about individual clients. Such information may be used both by case managers and policy makers. Another important aspect of the project is to develop standardized procedures by which this sort of program evaluation could be implemented on an ongoing basis by regular Division staff. A final report from this project will be released during the final quarter of 2002.

## Youth in Custody Educational Programs

"Youth In Custody" is the phrase used to define students under age 21, who are not high school graduates, and who are in custody out of their homes. Youths may be in a detention center, in custody of the Division of Youth Corrections, the Division of Child and Family Services, or an equivalent program of a Utah Tribe recognized by the Bureau of Indian Affairs. State statute placed the responsibility for the education of these youths with the State

Board of Education. The Utah Coordinating Council for Youth In Custody, with representation from the Division of Youth Corrections, recommends policy, guidelines, rates, and operating procedure to the Board of Education.

General program guidelines for Youth In Custody Programs require a one teacher to seven 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), pre/post academic testing and reporting, instruction in the Utah Core Curriculum, life skills, and vocational education.

Youth In Custody programs operate in each of the residential facilities operated by or for the Division of Youth Corrections, including its 6 secure facilities, 5 freestanding observation and assessment programs, 11 locked detention centers, and Genesis Youth Center.

## Juvenile Sex Offender Initiative

Intervention with sexual offenders continues to be a high priority of the Division and the Network On Juveniles Offending Sexually (NOJOS).

Sexual offenses have the high likelihood of horrendous trauma for the victim, perhaps more so than other types of delinquent offenses. Accordingly, NOJOS makes effective and immediate intervention its highest priority. From a simple start, NOJOS devised a "Master Plan" to address this complex and critically significant population.

Over the last several years, Utah has developed a comprehensive treatment organization for intervention with sexual offenders. The system of supervision and graduated sanctions has been recognized nationally by the Center for Sex Offender Management and been espoused as a model for other counties and states. With this comprehensive approach, decisions about best practice, and the evolution of improved clinical/treatment methods has maximized resources and results. Most importantly, it is effective in reducing sexual victimization.

Presently, efforts of the NOJOS organization are invested in five primary areas. The areas and goals are: *Policy and Procedure Development:*

- Revise and print the [Utah State Juvenile Sex Offenders Protocol and Standards Manual](#)
- Formalize a position statement on the registration and notification of juveniles
- Develop guidelines for clarification, reconciliation, and reunification of families and juveniles
- Collaborate with the Department of Corrections on medication management of sexual offenders

#### *Training:*

- Multi-level, multi-agency training offered annually
- Focused education about developmentally disabled, mentally retarded, deaf, and blind sex offenders
- Presentations to the Judiciary

#### *Research:*

- Residential, pre / post outcome measure study
- Longitudinal / qualitative treatment impact study
- Characteristics and recidivism of female offenders

#### *Legislative Directions:*

- Develop and propose legislation for children with sexual behavioral problems to be identified and tracked through a system of accountability

#### *Program Development:*

- Work to develop a statewide juvenile sex offender specific community and residential observation and assessment center

Goals are established each year in each of the five primary areas with the encouragement and opportunity for any participant to use the expertise of the total group to further an agency, program or individual goal as it relates to sexual abuse and sexual perpetration.

### Profile of Division Staff

The Division has 907 full- and part-time career service staff (excluding time-limited employees and Board members). The average age of these staff is 37.8 years

(range 20 to 76 years old); about 32 % (291) are between 21 and 30 years old. Average length of service is 5.9 years. The longest employment length is over 31 years; 11.6% (105) have 6 months or less service and 16.6% (151) have over 12 years of service.

The table below represents the proportion of career service staff of different ethnicity, gender, and job type. Minorities represent 19% of staff across all job types and 16.3 % within the administrative job type; most work in service delivery jobs (21.2%). Only 2.3 % of minority females are working within the administrative job type. Overall, females represent over 40% of staff across all job types, but only 28.7% work within the administrative job type. Additionally, females are overrepresented within the support job type (81.2%).

The Division also employs 316 time-limited staff to augment the efforts of career service employees. Time limited staff may work up to a total of 1,560 hours each year. In the 2001 calendar year they contributed about 7.5 % of all hours worked in Division facilities and programs. Hours worked by time-limited staff was over 12% of all hours worked in Division facilities during calendar year 2000.

A comparison of youths in Division programs and service delivery staff reveals that there are relatively fewer minority staff (21.2 %) than minority youths served (28.4%), and that there are relatively more female service delivery staff (38.0%) than female youths served (26.6%).

### Ethnicity, Gender, and Job Type of Division Staff.

Ethnicity	Job Type											
	Administrative			Service Delivery			Support			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Caucasian	74	34	108	300	212	512	20	95	115	394	341	735
	57.3%	26.4%	83.7%	46.2%	32.6%	78.8%	15.6%	74.2%	89.8%	43.4%	37.6%	81.0%
Other	18	3	21	103	35	138	4	9	13	125	47	172
	14.0%	2.3%	16.3%	15.8%	5.4%	21.2%	3.2%	7.0%	10.2%	13.8%	5.2%	19.0%
Total	92	37	129	403	247	650	24	104	128	519	388	907
	71.3%	28.7%	100.0%	62.0%	38.0%	100.0%	18.8%	81.2%	100.0%	57.2%	42.8%	100.0%

# Information and Resources

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## Juvenile Justice Documents

- [What Parents Should Know About the Division of Youth Corrections](#) contains: (1) the DYC Mission Statement; (2) How Your Child Entered Youth Corrections Custody; (3) Care, Custody, Guardianship- What Does It Mean?; (4) Programs in DYC; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services.
- [What Youth Should Know About the Division of Youth Corrections](#) 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 DYC, 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 Programs Brochure](#) describes: (1) custody, (2) parental rights, (3) the Youth Corrections' Mission Statement, (4) youth programs, and (5) important addresses and contact names (many programs and facilities have specific brochures available).
- [Utah Sentencing Commission: Juvenile Sentencing Guidelines Manual 1997](#), a description and application guide for the Juvenile Sentencing Guidelines.

## Posters

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

## Video

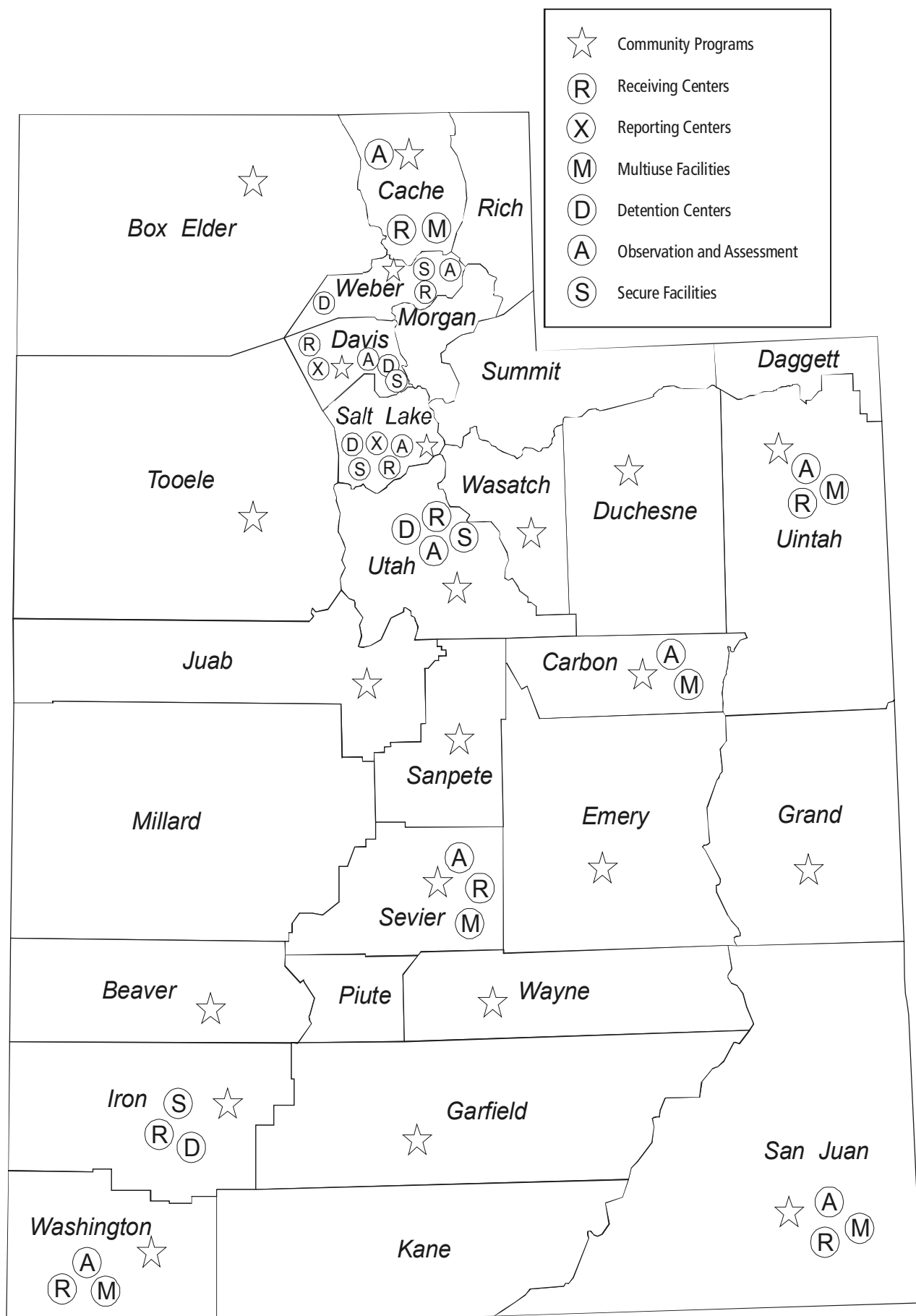
- [Seeking Justice: A Look Inside the Division of Youth Corrections](#) is a 35 minute video that answers the question, "What really happens to youth who commit crime?" Division staff show this film and are onhand to answer any additional questions.

## Speakers Bureau

Youth Corrections' staff are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youth, youth sex offenders, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include the video mentioned above, plus question and answer periods. Speakers are available throughout the state upon request.

Any of the above resources are available from Jeanne Lund by calling (801) 538-4330 or e-mailing [jlund@email.state.ut.us](mailto:jlund@email.state.ut.us). Additional information can be found by visiting the Division's web site; [www.hsdyc.state.ut.us](http://www.hsdyc.state.ut.us).





## STATE ADMINISTRATION

DIRECTOR BLAKE CHARD (801) 538-4330  
120 N 200 W, Rm 419 fax (801) 538-4334  
Salt Lake City, UT 84103

## YOUTH PAROLE AUTHORITY

ADMINISTRATOR STEPHANIE CARTER (801) 538-4331  
120 N 200 W, Rm 430 fax (801) 538-4492  
Salt Lake City, UT 84103

## COMMUNITY PROGRAMS

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

OGDEN CASE MANAGEMENT CASE MANAGEMENT Randy Gangwer (801) 627-0322  
145 N Monroe Blvd fax (801) 393-7813  
Ogden, UT 84404

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

SALT LAKE CASE MANAGEMENT Gaby Anderson (801) 284-0208  
61 W 3900 S fax (801) 263-9058  
Salt Lake City, UT 84107

SALT LAKE CASE MANAGEMENT 2 Kyle Goudie (801) 265-7500  
3522 S 700 W fax (801) 265-7599  
Salt Lake City, UT 84119

SPRINGVILLE CASE MANAGEMENT Ron Mervis (801) 491-0134  
205 W 900 N fax (801) 489-9004  
Springville, UT 84663

### COMMUNITY ALTERNATIVES

(Contact State Admin Office for contractors providing community services)

ALTERNATIVES TO DT Curtis Preece (801) 685-5710  
3570 S West Temple fax (801) 685-5707  
Salt Lake City, UT 84115

DAVIS AREA YTH CTR Marty Mendenhall (801) 774-8767  
2465 N Main, Suite 13-A fax (801) 776-2954  
Sunset, UT 84015

DART Robert Butters (801) 265-5828  
3520 S 700 W fax (801) 265-5847  
Salt Lake City, UT 84119

ICAP Ronald Harrell (801) 265-5830  
3534 S 700 W fax (801) 265-5846  
Salt Lake City, UT 84119

LIGHTNING PEAK Noela Karza (801) 370-0503  
1955 Buckley Ln fax (801) 356-2380  
Provo, UT 84606

PARAMOUNT REFLECTIONS Bob Heffernan (801) 779-6521  
523 Heritage Blvd, Suite #2 fax (801) 779-6530  
Layton, UT 84041

PROJECT PARAMOUNT Bob Heffernan (801) 621-3684  
2421 Kiesel Ave fax (801) 393-2869  
Ogden, UT 84404

TASC Paul Morrison (801) 685-5712  
3570 S West Temple fax (801) 685-5707  
Salt Lake City, UT 84115

### OBSERVATION AND ASSESSMENT

OGDEN O&A Bryan PoVey (801) 627-0326  
145 N Monroe Blvd fax (801) 292-9967  
Ogden, UT 84404

SALT LAKE O&A Vanessa Jarrell (801) 284-0230  
61 W 3900 S fax (801) 263-9058  
Salt Lake City, UT 84107

SPRINGVILLE O&A Ron Mervis (801) 491-0134  
205 W 900 N fax (801) 489-9004  
Springville, UT 84663

### RECEIVING CENTERS

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

DAVIS OUTREACH SERVICES Robert Atisme (801) 447-0958  
1353 N Hwy 89 Suite 101 fax (801) 447-8298

Farmington, UT 84025  
SALT LAKE NORTH Steve Titensor (801) 269-7543  
177 W Price Ave fax (801) 269-7556  
Salt Lake City, UT 84115

SALT LAKE SOUTH Ayelet Engelman (801) 352-8708  
10195 S Centennial Parkway fax (801) 655-6261  
Sandy, UT 84070

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

## CORRECTIONAL FACILITIES

PROGRAM DIRECTOR DAVE LODEN (801) 284-0200  
61 W 3900 S fax (801) 284-0245  
Salt Lake City, UT 84107

### DETENTION FACILITIES

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620  
907 W Clark Ln fax (801) 451-2465  
Farmington, UT 84025

SALT LAKE VALLEY DT CTR Keith Smith (801) 261-2060  
3450 S 900 W fax (801) 261-2732  
Salt Lake City, UT 84119

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

WEBER VALLEY DT CNTR Mike Rigby (801) 825-2794  
5470 S 2700 W fax (801) 776-8976  
Roy, UT 84067

### OBSERVATION & ASSESSMENT

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620  
907 W Clark Ln fax (801) 451-2465  
Farmington, UT 84025

### SECURE FACILITIES

DECKER LAKE YTH CTR Sal Mendez (801) 954-9200  
2310 W 2770 S fax (801) 954-9255  
West Valley City, UT 84119

FARMINGTON BAY YTH CTR Tony Hassell (801) 451-8620  
907 W Clark Ln fax (801) 451-2465  
Farmington, UT 84025

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

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

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

### WORK CAMP

GENESIS Julia Shaheen (801) 576-6700  
14178 S Pony Express Rd fax (801) 576-4064  
Draper, UT 84020

## RURAL PROGRAMS

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

### CASE MANAGEMENT

BOX ELDER DIVERSION Jennifer Cobia (435) 723-2801  
271 N 100 W fax (435) 734-0811  
Brigham City, UT 84302

MOAB CASE MANAGEMENT Robyn Parker (435) 259-3775  
1165 S Hwy 191 fax (435) 259-3769  
Moab, UT 84532

### MULTIUSE FACILITIES

(Multiuse facilities provide locked detention, shelter, observation and assessment, case management, detention diversion, and receiving center services)

CACHE VALLEY YTH CTR Jeff McBride (435) 713-6260  
2051 N 600 W fax (435) 713-6276  
Logan, UT 84321

CANYONLANDS YTH HOME Mel Laws (435) 678-1499  
167 E 500 N fax (435) 678-2911  
Blanding, UT 84511

CASTLE COUNTRY YTH CTR 1395 S Carbon Ave Price, UT 84501	Bryon Matsuda	(435) 636-4721 fax (435) 636-4737	DUCHESNE CO RCVNG CTR 28 W Lagoon St Roosevelt, UT 84066	RECEIVING CENTERS Wayne Potter	(435) 722-3226 fax (435) 781-0840
CENTRAL UTAH YTH CTR 58 E 300 N Richfield, UT 84701	Glen Ames	(435) 893-2340 fax (435) 896-8177	IRON CO RCVNG CTR 1629 W Harding Ave Cedar City, UT 84720	Roy Gerber	(435) 586-1704 fax (435) 586-6696
SW UTAH YTH CTR 270 E 1600 N Cedar City, UT 84720	Jay Maughan	(435) 867-2500 fax (435) 867-2525	SW UTAH YTH CTR 270 E 1600 N Cedar City, UT 84720	SECURE FACILITIES Jay Maughan	(435) 867-2500 fax (435) 867-2525
SPLIT MOUNTAIN YTH CTR 980 W Market Dr Vernal, UT 84078	Jeanne Gross	(435) 789-2045 fax (435) 789-2245			
WASH CO YTH CRISIS CTR 251 E 200 N St. George, UT 84770	Sherri Mowery	(435) 656-6100 fax (435) 656-6139			

## Locations Alphabetically

ALTERNATIVES TO DT	Curtis Preece	(801) 685-5710	OGDEN O&A	Bryan PoVey	(801) 627-0326
ARCHWAY YTH SRVC CTR	Jackie Southwick	(801) 778-6500	OREM CASE MANAGEMENT	Ron Mervis	(801) 426-7430
BOX ELDER DIVERSION	Jennifer Cobia	(435) 723-2801	PARAMOUNT REFLECTIONS	Bob Heffernan	(801) 779-6521
CACHE VALLEY YTH CTR	Jeff McBride	(435) 713-6260	PROJECT PARAMOUNT	Bob Heffernan	(801) 621-3684
CANYONLANDS YTH HOME	Mel Laws	(435) 678-1499	SALT LAKE CASE MANAGEMENT	Gaby Anderson	(801) 284-0200
CASTLE COUNTRY YTH CTR	Bryon Matsuda	(435) 636-4721	SALT LAKE CASE MANAGEMENT 2	Kyle Goudie	(801) 265-7500
CENTRAL UTAH YTH CTR	Glen Ames	(435) 893-2340	SALT LAKE NORTH RCVNG CTR	Steve Titensor	(801) 269-7543
DART	Rhett Puder	(801) 265-5828	SALT LAKE O&A	Vanessa Jarrell	(801) 284-0230
DAVIS AREA YTH CTR	Marty Mendenhall	(801) 774-8767	SALT LAKE SOUTH RCVNG CTR	Ayelet Engelman	(801) 352-8708
DAVIS OUTREACH SERVICES	Robert Atisme	(801) 447-0958	SALT LAKE VALLEY DT CTR	Keith Smith	(801) 261-2060
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DUCHESNE CO RCVNG CTR	Wayne Potter	(435) 722-3226	SPLIT MOUNTAIN YTH CTR	Jeanne Gross	(435) 789-2045
FARMINGTON BAY YTH CTR	Tony Hassell	(801) 451-8620	SPRINGVILLE CASE MANAGEMENT	Ron Mervis	(801) 491-0134
GENESIS	Julia Shaheen	(801) 576-6700	SPRINGVILLE O&A	Ron Mervis	(801) 491-0134
ICAP	Ronald Harrell	(801) 265-5830	STATE OFFICE	BLAKE CHARD	(801) 538-4330
IRON CO RCVNG CTR	Roy Gerber	(435) 586-1704	SW UTAH YTH CTR	Jay Maughan	(435) 867-2500
LIGHTNING PEAK	Noela Karza	(801) 370-0503	TASC	Paul Morrison	(801) 685-5712
MILL CREEK YTH CTR	Seranor DeJesus	(801) 334-0210	VANTAGE POINT RCVNG CTR	Scott Taylor	(801) 373-2215
MOAB CASE MANAGEMENT	Robyn Parker	(435) 259-3775	WASATCH YTH CTR	Anne Nelsen	(801) 265-5830
OFF of COMMUNITY PROGRAMS	CECIL ROBINSON	(801) 627-0322	WASH CO YTH CRISIS CTR	Sherri Mowery	(435) 656-6100
OFF of CORRECTIONAL FACILITIES	DAVE LODEN	(801) 284-0200	WEBER VALLEY DT CNTR	Mike Rigby	(801) 825-2794
OFF of RURAL PROGRAMS	MALCOLM EVANS	(801) 491-0100	YOUTH PAROLE AUTHORITY	STEPHANIE CARTER	(801) 538-4331
OGDEN CASE MANAGEMENT	Randy Gangwer	(801) 627-0322			