



A 4x3 grid of 12 photographs showing various school activities. Row 1: Rock climbing, students working on a project, a teacher and student working on a garden, a student painting a mural. Row 2: Students playing basketball, students in a hallway, students working with cardboard boxes, a student in a costume. Row 3: Students on a snowy field, students in a play, students playing volleyball, students working on a garden. Row 4: Students in a classroom, students in graduation gowns, students working on a garden, students dancing.

*CHANGING young lives*

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

Row 1.    

- Picture 1.* A staff member assisting a youth scale the climbing wall at Central Utah Youth Center.
- Picture 2.* Staff members and youth from Cache Valley Youth Center’s Observation & Assessment working on a project.
- Picture 3.* Girls from Genesis Youth Center on a work project at Red Butte Garden.
- Picture 4.* Youths from Cache Valley Youth Center’s Observation & Assessment participating in the Wellsville Founder’s Day Chalk Art Festival.

Row 2.    

- Picture 1.* A flag football game between youths from Southwest Youth Center and Wasatch Youth Center.
- Picture 2.* Youths and staff from Ogden Observation & Assessment visiting a 9-11 Memorial site.
- Picture 3.* Staff and youth helping prepare for the move to the new Genesis Youth Center location.
- Picture 4.* Youths at Slate Canyon Youth Center performing in a variety show.

Row 3.    

- Picture 1.* Youths and staff from Genesis Youth Center snowshoeing on a wilderness outing.
- Picture 2.* An acting group from the Shakespeare Festival performing for staff members and youths at Southwest Utah Youth Center.
- Picture 3.* Volleyball match between youths from Wasatch Youth Center and Mill Creek Youth Center.
- Picture 4.* Youths from Salt Lake Early Intervention completing a community service project at the Living Planet Aquarium.

Row 4.    

- Picture 1.* A volunteer educating youths and staff members on Native American culture at Split Mountain Youth Center.
- Picture 2.* High school graduation ceremony at Mill Creek Youth Center.
- Picture 3.* Youths from Slate Canyon Youth Center maintain a garden at the facility.
- Picture 4.* Girls from Genesis Gemstone program taking part in a wellness activity.

# Executive Summary

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## DIVISION OF JUVENILE JUSTICE SERVICES ANNUAL REPORT 2015

The Division of Juvenile Justice Services serves youths with a comprehensive array of programs, including home detention, locked detention, receiving centers, case management, community services, observation & assessment, secure facilities, and transition. Work components and service projects are incorporated into many Division programs. Collectively these programs provide a continuum that serves the diverse needs of Utah's youths. Relevant facts about the Division are summarized below.

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- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Division funding in FY 2015 was \$94,320,000; authorized funding in FY 2016 is \$100,646,500. Federal collections account for \$3,695,300 of the total FY 2015 revenue (pages 13-15).</li><li>• Admissions to locked detention fell over the last 3 years. Overcrowding rarely was a problem at any of the Division's 11 detention centers during FY 2015 (page 41).</li><li>• Of all youths in custody on a typical day, about 48% were in community based programs and about 22% were in locked programs (page 50).</li><li>• Delinquency histories for youths admitted to observation and assessment, community programs, and secure care facilities have been stable or declining over the last 10 years (pages 57, 63, 69).</li><li>• Across many years, the census of all programs reflects a disproportionate number of minority youths and boys (pages 27, 32, 35, 40, 46, 58, 64, 70).</li><li>• The Office of Early Intervention Services now provides In-Home Observation and Assessment services in the 2nd, 3rd, and 4th District Juvenile Courts. Expansion of this program is planned for other areas of the state. (page 53).</li><li>• The Youth Parole Authority held 567 hearings in FY 2015 (page 71).</li></ul> | <ul style="list-style-type: none"><li>• The average daily number of custody youth assigned to Division case managers was 860 during FY 2015 (page 49).</li><li>• The Observation and Assessment, Community Programs, and Secure Facility sections show trends across the last 10 years for Population, Budget, and Delinquency History (pages 57, 63, 69).</li><li>• During FY 2015, volunteers contributed a total of 48,300 hours of service. At a rate of \$14.00 per hour, this represents a donation of over \$676,500 to the Division. Also, a total of over \$283,900 work and in-kind donations were collected (page 76).</li><li>• Overall, in FY 2015, the Division supported 820 training sessions on mandatory topics and 295 in-service training events for a total of over 65,000 hours of individual training (page 75).</li><li>• Performance measures are included for diversion, work program, case management, observation and assessment, and secure facilities (34, 40, 51, 58, 70).</li><li>• During FY 2015, the Division and other agencies within the Department of Human Services participated in the development of the Utah Model of Care (page 79).</li></ul> |
|--|--|



# JJS

## Annual Report

### 2015

Prepared by  
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State of Utah

GARY R. HERBERT  
*Governor*

SPENCER J. COX  
*Lieutenant Governor*

## DEPARTMENT OF HUMAN SERVICES

ANN SILVERBERG WILLIAMSON  
*Executive Director*

DIVISION OF JUVENILE JUSTICE SERVICES

SUSAN V. BURKE  
*Director*

DEBBIE WHITLOCK  
*Deputy Director*

January 2016

Dear Friends,

It is with pleasure that I present to you this 2015 Annual Report for the Division of Juvenile Justice Services. This report has been produced each year since 1981. We continue this effort as it represents our commitment to remain transparent in the work we do daily to change young lives, support families and keep communities safe.

This has been a year of significant change and new beginnings for the Division. The changes are part of the Department of Human Services' Model of Care, a strategic framework to guide our department-wide purpose, which is to strengthen lives by providing children, youth, families and adults individualized services to thrive in their homes, schools and communities. This framework has fundamentally shifted our approach by placing greater emphasis on preventative and early intervention services.

As an example, our Youth Services and Receiving Centers are now open seven days a week, 24-hours a day. We re-opened our receiving site in Duchesne County, and added a new location in Price. Organizationally, detention became part of our early intervention services, allowing us to better link front end services to this population. Additionally, we assumed direct operation of the Salt Lake Valley Detention and Farmington Bay Youth Centers, allowing us to maximize the use of each facility.

We are changing our approach to residential care, focusing on shorter out-of-home stays followed by in-home supportive services. Further, Case Managers are now required to be certified in the case planning process and on evidence-based strategies to reduce recidivism. We have expanded our educational and vocational offerings in facilities to include classes in construction, screen printing, robotics, and graphic art. By so doing, youth can earn workplace certificates and college credit prior to returning to the community.

All success earned this past year is a result of dedicated employees who took on the challenge to become the best juvenile justice system in the country. Every day we move closer to that goal. I extend gratitude to our allied partners, the public and the youths and families we serve. It's a pleasure to work together toward our common goals.

Sincerely,

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

Susan Burke  
Director



# The Board of Juvenile Justice Services

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## **RUSSELL VAN VLEET - CHAIR**

*Mr. Van Vleet is currently serving a second term as Chair of the Board of Juvenile Justice Services. During his career he was an Auxiliary Professor at the University of Utah College of Social Work; Court Administrator of the 3rd District Juvenile Court; Founder and Director of the Utah Criminal Justice Center, and the Adolescent Residential Treatment and Education Center (ARTEC); former Director of the Division of Youth Corrections (now Juvenile Justice Services); Codirector of the Center For the Study of Youth Policy, University of Michigan and University of Pennsylvania; and juvenile justice expert with the U. S. Department of Justice, Civil Rights Division.*

## **MARCY KORGENSKI - VICE CHAIR**

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

## **DR. DAVID HARPER**

*Dr. Harper was recently reappointed to a second term on the Board of Juvenile Justice Services. He taught Special Education in the Boulder Valley Schools, was a Probation Supervisor in the Colorado juvenile justice system, and taught Secondary Education/Special Education in Massachusetts. Today, he is a teacher in Salt Lake City schools, working with High Risk, Honors and ESL youths at West High School.*

## **SHARON MCCULLY**

*Sharon McCully was appointed to the Third District Juvenile Court in 1983 by Governor Scott Matheson, where she served for over 27 years. She has served in national, state and local leadership positions. She has twice been the recipient of the Utah State Bar Association's Judge of the Year Award. Since retiring from the bench in September 2010, Judge McCully has been an adjunct professor at the University of Utah, teaching at both the Graduate School of Social Work and at the S.J. Quinney School of Law.*

## **DALE E. MILLER**

*Mr. Miller is a former CEO and Chairman of the Board to Neurex Corporation, a neuroscience biotech company in Silicon Valley, California. He is a past President of Waterman-Miller business advisory firm. He was appointed to the Governor's "Stop Crime" committee for the State of California, and Advisor to the California Youth Authority. He also served as an Advisor and Board member to several western states universities - California State Colleges, BYU-Provo, and Westminster College in Utah.*





**State of Utah**

GARY R. HERBERT  
*Governor*

SPENCER J. COX  
*Lieutenant Governor*

## **Department of Human Services**

ANN SILVERBERG WILLIAMSON  
*Executive Director*

Division of Juvenile Justice Services

SUSAN V. BURKE  
*Director*

Board of Juvenile Justice Services

RUSSELL K. VAN VLEET  
*Chair*

January 11, 2016

Dear Citizens:

The Board of Juvenile Justice Services has completed another very productive year working with the administration of the Division and, as often as possible, with staff members in the various services the Division operates. The Board has made it a practice to hold its meetings in locations state-wide so as to expose the Board to the programming and staff as well as the youth receiving Division services.

During the last decade it has become a practice to discontinue Citizen Boards, both advisory and policy. These are boards that have for many years provided citizen oversight and input, mostly through the development and ratification of policy that guide state agencies in fulfilling their missions. The reason for this trend is unknown to me; but I can express my personal regret at such a trend, and only assure Utah's citizens that the JJS Board is a vital component of the Division's operations and prides itself on both its careful scrutiny of all policy that guides practice, but also meets with the recipients of those services. The Board members are encouraged to arrive at least 30 minutes prior to the beginning of each meeting in order to meet with youth and discuss the services they receive, and then pass that information to other Board members as well as administration and staff. It is through these meetings that Board members receive direct communication with youth being served, and can share any personal thoughts they might have that will either express a concern or praise the Division for its services. The vast majority of the time it is the latter.

Unfortunately, there is a history of abuse in corrections facilities across our nation and in our own state. This Division was the result of an action taken by the federal government in response to abuse at the former Youth Development Center (since closed). These early morning meetings that Board members have with youth, and later in direct discussion with staff, provide just one more assurance that youth are not subject to harm while in the Division's custody.

Finally, Robert Flores, a long time Board member, was not eligible for re-appointment and he will be missed by everyone. He provided the trained eye of a law professor to all proposed policies and rendered that process manageable for other members. Additionally, retired Third District Juvenile Court Judge Sharon McCully was appointed to the Board and her experience and expertise are most welcome.

Sincerely,

A handwritten signature in blue ink, appearing to read "Russell K. Van Vleet".

Russ Van Vleet  
Chair  
Board of Juvenile Justice Services



# Mission and Goals

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## MISSION STATEMENT

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

## BALANCED AND RESTORATIVE JUSTICE MODEL

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

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

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

## DIVISION GOALS

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

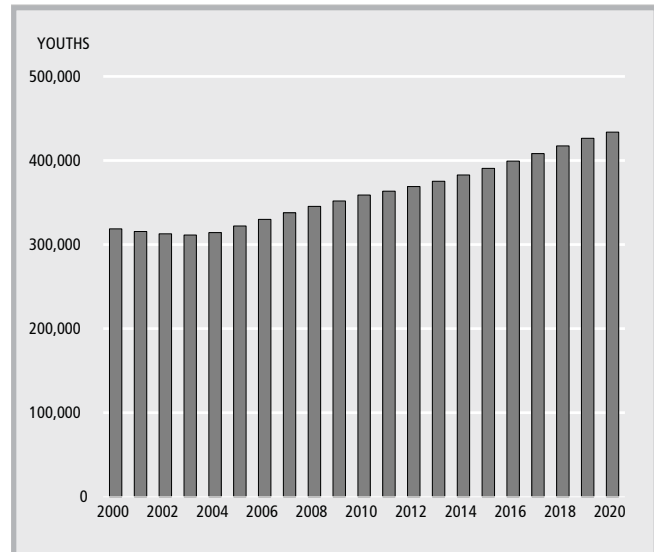
- Improve short-term and long-term outcomes for our youths.
- Support families in the rehabilitation process.
- Improve the safety, security and morale of JJS youths and employees.

# Population Served

During 2015, Utah's population of 10 to 17 year old youths numbered 390,607, a 2.0% increase over 2014. Continuing a trend that began in 2003, the group is expected to grow substantially over the next several years and exceed 433,000 by 2020 (see chart at top right; source: Utah State Governor's Office of Management and Budget, 2012). During FY 2015, the majority of Utah's youths (74.8%) lived in four urban counties along the Wasatch Front (Weber, Davis, Salt Lake, and Utah). Another 10.7% lived in three of the state's fastest growing counties (Cache, Washington, and Iron).

Based on an analysis of individuals who turned 18 during the 2014 calendar year, 25.2% of Utah's youths will have contact with Utah's juvenile justice system by age 18; 3.0% of Utah's youths will be found by to be victims of dependency, neglect, or abuse; and 19.1% will be charged with a felony- or misdemeanor-type offense. For some youths, these events will lead to supervision by Juvenile Court Probation or custody to the Division of Juvenile Justice Services or the Division of Child and Family Services. Other predictions are presented below.

## UTAH'S 10 to 17 YEAR OLD YOUTHS



## BY AGE 18

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

1 IN 5.8 YOUTHS WILL BE FOUND TO HAVE COMMITTED AT LEAST ONE FELONY- OR MISDEMEANOR-TYPE OFFENSE:

- 1 IN 27.3 - OFFENSE AGAINST A PERSON (1 IN 133.0 A FELONY-TYPE OFFENSE AGAINST PERSON).
- 1 IN 9.1 - OFFENSE AGAINST PROPERTY.
- 1 IN 10.4 - OFFENSE AGAINST THE PUBLIC ORDER.

A RELATIVELY SMALL PROPORTION OF ALL YOUTHS (5.1%) WILL BE RESPONSIBLE FOR THE MAJORITY OF IDENTIFIED YOUTH CRIME (66.3%).

### CUSTODY AND SUPERVISION

1 IN 19.0 YOUTHS WILL SPEND TIME IN LOCKED DETENTION.

1 IN 35.2 YOUTHS WILL BE PLACED ON FORMAL SUPERVISION WITH JUVENILE COURT PROBATION.

1 IN 28.2 YOUTHS WILL BE COMMITTED TO DIVISION OF CHILD AND FAMILY SERVICES' CUSTODY OR SUPERVISION.

1 IN 66.2 YOUTHS WILL BE COMMITTED TO DIVISION OF JUVENILE JUSTICE SERVICES' CUSTODY:

- 1 IN 100.3 - COMMUNITY PLACEMENT.
- 1 IN 93.1 - OBSERVATION AND ASSESSMENT.
- 1 IN 401.2 - SECURE FACILITY.

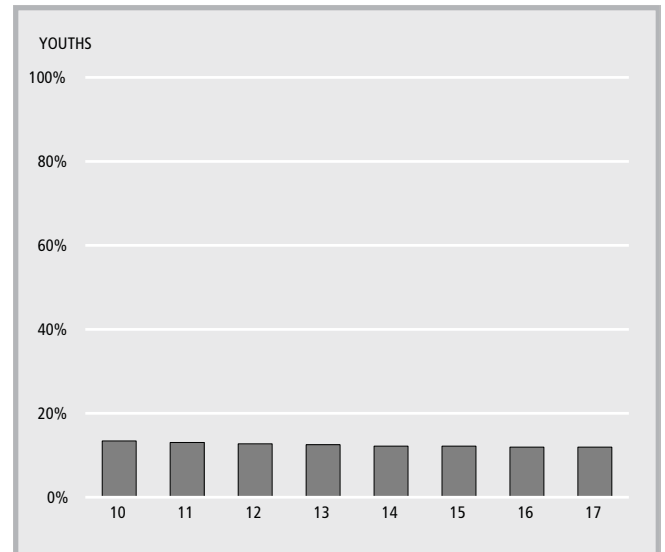
<sup>1</sup> Felony-type offenses are the most serious followed by misdemeanor-type offenses. Felony- and misdemeanor-type offenses are distinguished further by their object: person offenses (e.g., assault); property offenses (e.g., car theft); and public order offenses (e.g., gambling).



## AGES

During 2015, 10-year olds represented 13.4% of Utah's population of 10 to 17 year olds; 17 year olds represented 12.0% (source: Utah State Governor's Office of Management and Budget; 2012).

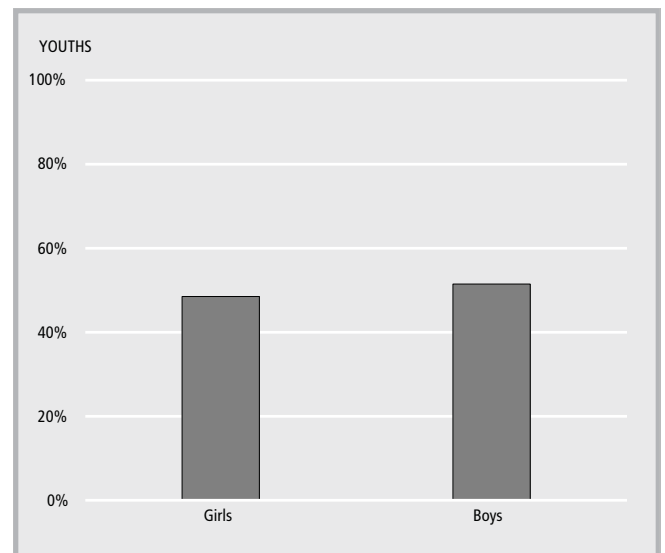
The majority of youths in Division programs are between ages of 15 and 17.



## GENDER

During 2015, boys held a slight majority (51.5%) of Utah's population of 10 to 17 year olds (source: Utah State Governor's Office of Management and Budget, 2012).

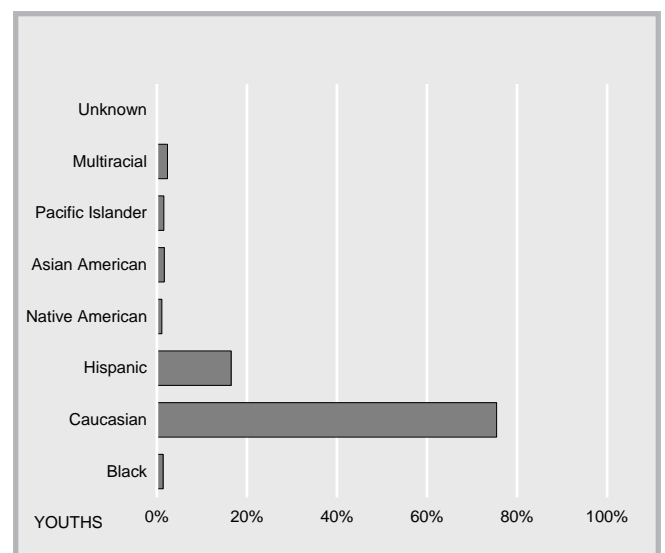
Boys are overrepresented at all levels of the Division's programming.



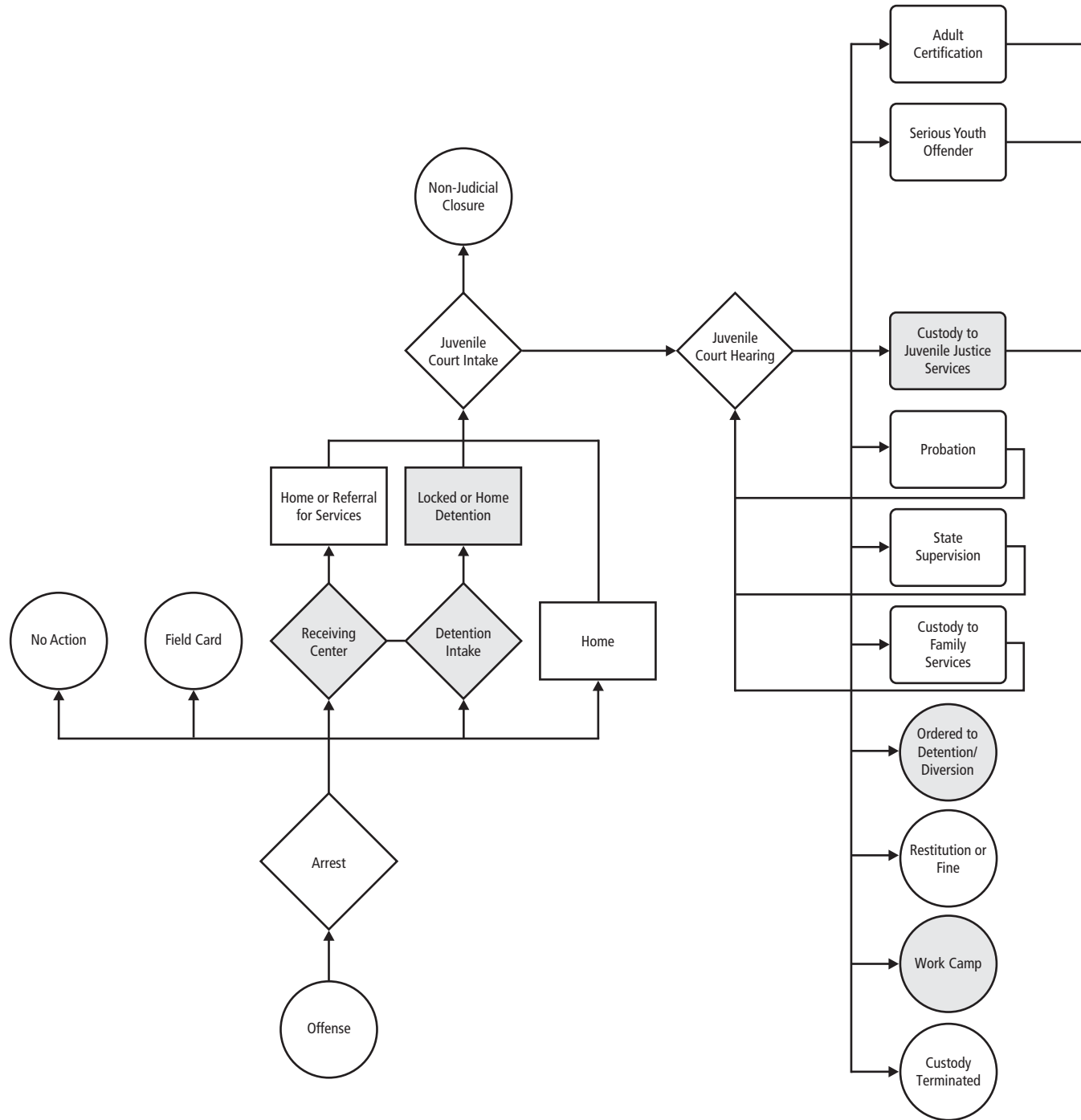
## RACE & ETHNICITY

During 2015, the majority of Utah's youths were Caucasian (75.5%). Hispanics represented about 16.5% of the group; Blacks 1.4%; Native Americans 1.1%; Pacific Islanders 1.6%; and Asian Americans 1.7% (source: Utah State Office of Education, fall enrollment for the 2015 - 2016 school year).

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



# Client Flowchart

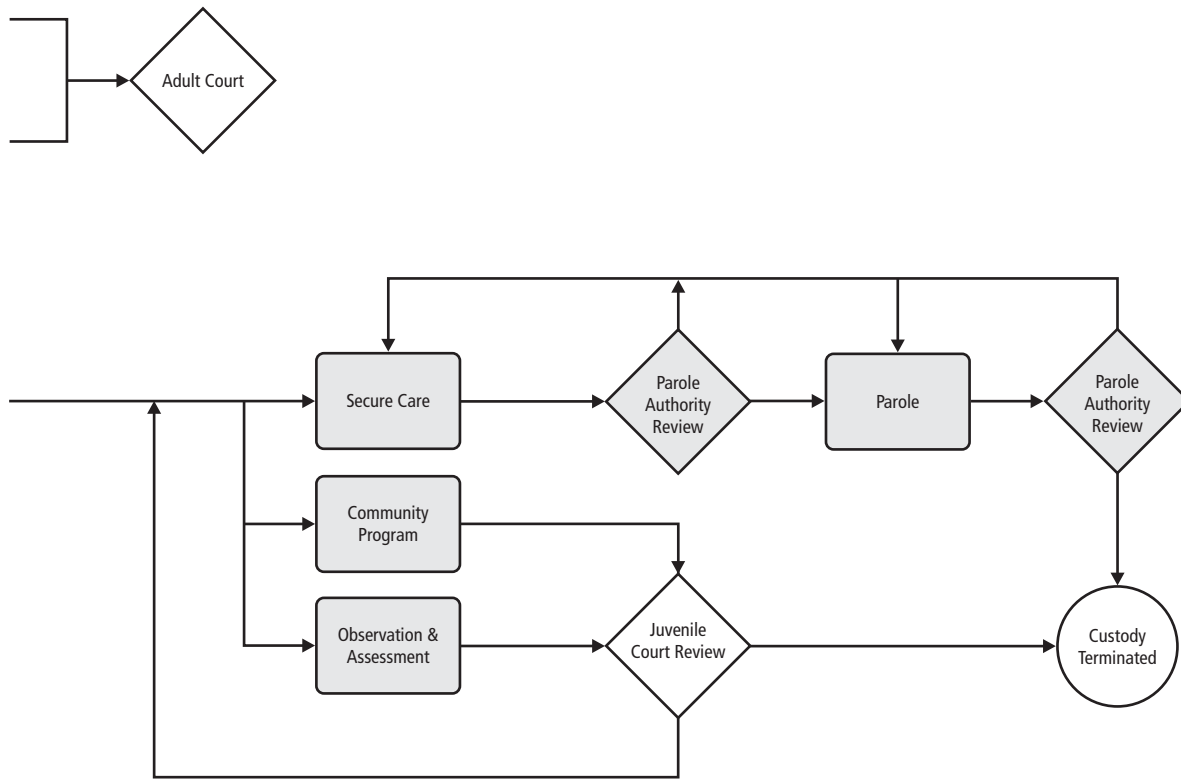


Though the Division operates youth services programs which may serve non-delinquent youths, the great majority of Division clients are delinquent youths who have the following experience:

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

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

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



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

youth in the custody of the Division.

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

and Restorative Justice Model (BARJ): competency development, accountability, and community protection.

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



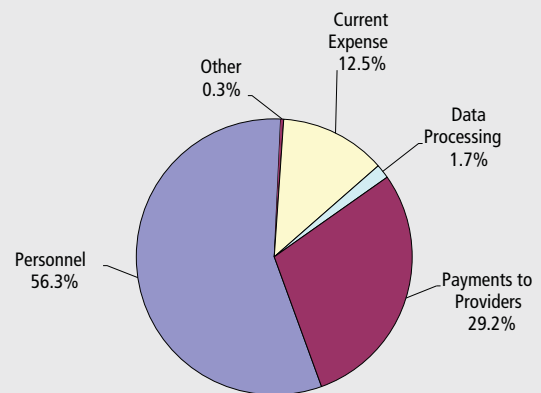
# Budget

**Expenditures.** The Division's total expenditure in FY 2015 was \$94.3 million. Major categories of expense are identified in the chart at the top right. The greatest proportion was for Personnel (56.3%) and Payments to Providers (29.2%). Payments to Providers includes operation of the Salt Lake Valley Detention Center and the Farmington Bay Youth Center by a private company and privatized operation of community-based residential proctor homes and group homes. Community providers bill Medicaid through the Department of Health for mental health services authorized by the Division. The Division is billed a match (approximately 30%) for Medicaid eligible expenses. That match is accounted for in the Division's Medicaid revenues. Current Expense includes the costs of medical, food, and other support for youths in care as well as the costs of operating and maintaining Division facilities and offices. Other includes Travel and Capital Outlay.

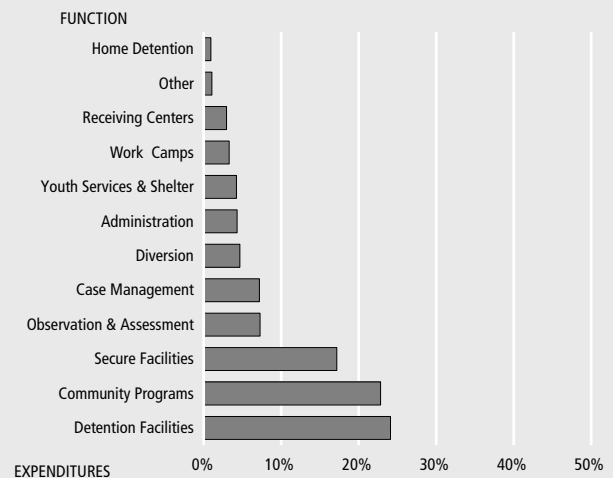
Total Division expenditures from FY 1992 through FY 2015 are presented in the chart at bottom left. Across the period, expenditures grew from \$19.8 million in FY 1992, to a high of \$106.4 million in FY 2008. Budget increases resulted from increases in the numbers of youths served, the range of services provided, numbers of staff employed, and inflation. In the years after FY 2008, expenditures were reduced in response to decreased revenues.

The chart at center right represents FY 2015 expenses for the Division's various administrative and program functions. The largest expenditures were for Detention Facilities (24.1%), Community Programs (22.8%), and Secure Facilities (17.2%). Collectively, these functions accounted for 64.1% (\$60.5 million) of the Division's

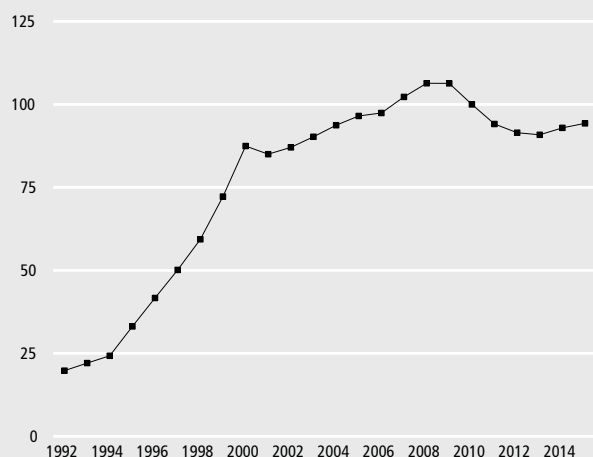
**FY 2015 EXPENDITURES**



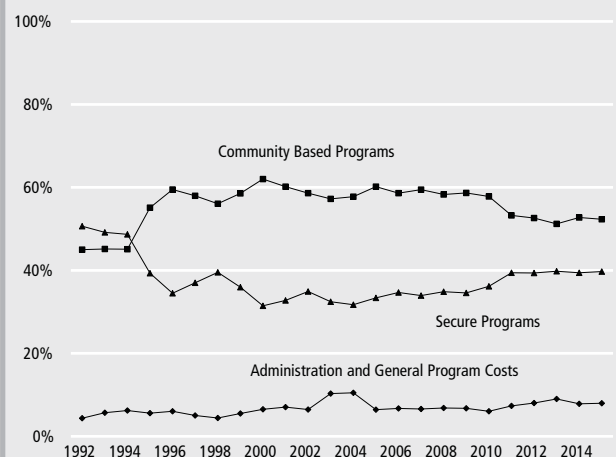
**FY 2015 EXPENDITURES**



**EXPENDITURES (millions) FY 1992 to FY 2015**



**BUDGET COMPONENTS FY 1992 to FY 2015**



## OPERATING BUDGETS.

OFFICE / FUNCTION	ACTUAL FY 2015 <sup>1</sup>	AUTHORIZED FY 2016 <sup>2</sup>	BASE BUDGET FY 2017
STATE OFFICE ADMINISTRATION	4,072,200	6,541,000	4,389,200
<b>OFFICE OF COMMUNITY PROGRAMS</b>			
GENERAL PROGRAM COSTS	1,260,900	1,298,500	1,269,600
CASE MANAGEMENT	5,080,600	5,175,400	5,174,500
COMMUNITY PROGRAMS	15,543,400	16,502,900	15,390,800
TRANSITION	614,600	628,100	627,900
WORK CAMP		2,024,800	2,026,700
<b>SUB TOTAL</b>	<b>22,499,500</b>	<b>25,629,700</b>	<b>24,489,500</b>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>			
GENERAL PROGRAM COSTS	1,288,300	1,325,600	1,321,500
DETENTION FACILITIES	11,628,200		
OBSERVATION & ASSESSMENT	882,200	147,100	
SECURE FACILITIES	14,463,400	16,294,300	16,339,300
<b>SUB TOTAL</b>	<b>28,262,100</b>	<b>17,767,000</b>	<b>17,660,800</b>
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>			
GENERAL PROGRAM COSTS	375,800	380,200	374,500
DETENTION FACILITIES		12,821,600	13,091,400
DIVERSION	4,016,300	4,025,400	4,032,200
HOME DETENTION	624,000	625,700	629,000
OBSERVATION & ASSESSMENT	4,547,300	4,720,300	4,780,900
RECEIVING CENTERS	833,400	835,400	837,600
WORK CAMPS	3,029,600		
YOUTH SERVICES	1,635,200	1,640,500	1,657,300
<b>SUB TOTAL</b>	<b>15,061,600</b>	<b>25,049,100</b>	<b>25,402,900</b>
<b>OFFICE OF RURAL PROGRAMS</b>			
GENERAL PROGRAM COSTS	517,200	543,400	529,900
CASE MANAGEMENT	1,366,200	1,435,400	1,399,600
COMMUNITY PROGRAMS	4,949,200	5,199,800	5,070,300
DETENTION FACILITIES	10,329,600	10,852,700	10,582,300
DIVERSION	275,800	289,800	282,500
HOME DETENTION	224,700	236,100	230,200
OBSERVATION & ASSESSMENT	1,247,400	1,310,600	1,277,900
RECEIVING CENTERS	1,881,000	1,976,300	1,927,000
SECURE FACILITIES	1,028,900	1,081,000	1,054,100
SHELTER & YOUTH SERVICES	2,263,800	2,378,400	2,319,200
<b>SUB TOTAL</b>	<b>24,083,800</b>	<b>25,303,500</b>	<b>24,673,000</b>
<b>YOUTH PAROLE AUTHORITY</b>	<b>340,800</b>	<b>356,200</b>	<b>353,500</b>
<b>TOTAL</b>	<b>94,320,000</b>	<b>100,646,500</b>	<b>96,968,900</b>

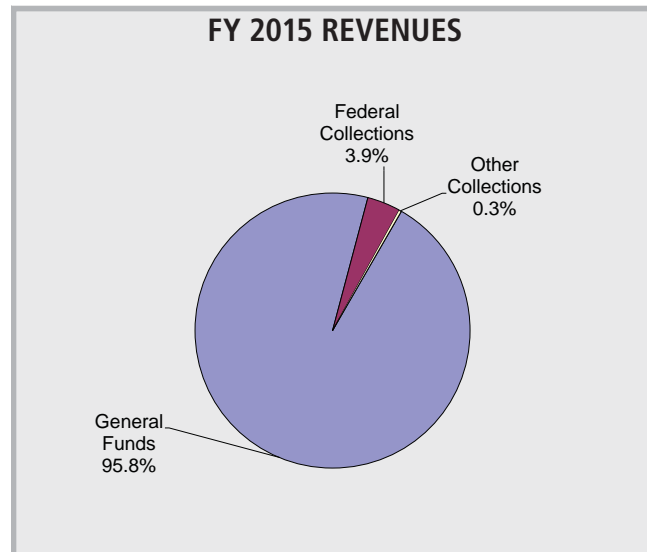
<sup>1</sup> Fiscal Year 2015 includes \$1,144,500 non-lapsing dollars from the previous year.

<sup>2</sup> Fiscal Year 2016 includes \$2,408,000 non-lapsing dollars from the previous year.

overall expenditure. Relatively small expenditures were made for Receiving Centers (2.9%), Work Camps (3.3%), and Diversion (4.7%). Other includes transition programs and the Youth Parole Authority.

The chart at the bottom right of the first page of this Chapter compares relative expenditures for (1) Secure Programs (locked detention and secure facilities), (2) Community Based Programs, and (3) Administration and General Program Costs. Administrative and General Program Costs was a relatively small portion of the overall expense for each of the years of the 24-year period. In each of the last 9 years, total Administrative and General Program Costs has been between 6% and 9% of all expenditures. During FY 2015, administrative costs of the Division's State Office was approximately 4.3% of all expenditures. Percentages for secure programs was (50.6%) in FY 1992, the highest value of the period, and was 39.7% in FY 2015. Expenditures for community based programs was 45.0% in FY 1992 before increasing to as high as 60.0% in FY 2000. The percentage for FY 2015 was 52.3%. Budget reductions and changes in Medicaid billing requirements over the past 7 years have disproportionately reduced funds available of this category of expense. As a result, relative expenditures for Administration and Secure Programs have increased even though funding has changed very little.

A detailed listing of the Division's expenditures by office and function is provided in the table on the prior page. The table identifies actual expenditures during FY 2015 (Actual FY 2015), expenditures authorized for FY 2016 (Authorized FY 2016), and the expenditures base for 2017 (Base Budget 2017).



*Revenues.* The Division's revenues for FY 2015 are identified in the chart at top right. The great majority of revenues came from Utah's General Fund (95.8%). Other Collections (0.3%) includes funds received through the Office of Recovery Services (ORS) from parents who pay a portion of their children's cost of care, the Child Nutrition Programs (School Lunch), and other smaller revenue sources. Additional details about the Division's sources of funding for fiscal years 2015, 2016, and base 2017 are provided in the table and notes below. The base for FY 2017 is reduced as it does not reflect continued one-time funding from the authorized FY 2016 budget or any non-lapsing revenues from FY 2016.

## REVENUES.

SOURCE	ACTUAL FY 2015 <sup>1</sup>	AUTHORIZED FY 2016 <sup>2</sup>	BASE BUDGET FY 2017
GENERAL FUND <sup>3</sup>	90,362,800	94,322,100	90,427,400
FEDERAL COLLECTIONS <sup>4</sup>	3,695,300	3,937,000	4,170,000
OTHER COLLECTIONS <sup>5</sup>	261,900	2,387,400	2,371,500
<b>Total</b>	<b>94,320,000</b>	<b>100,646,500</b>	<b>96,968,900</b>

<sup>1</sup> Fiscal Year 2015 includes \$1,144,500 non-lapsing dollars from the previous year and \$1,760,900 in one time, General Funds.

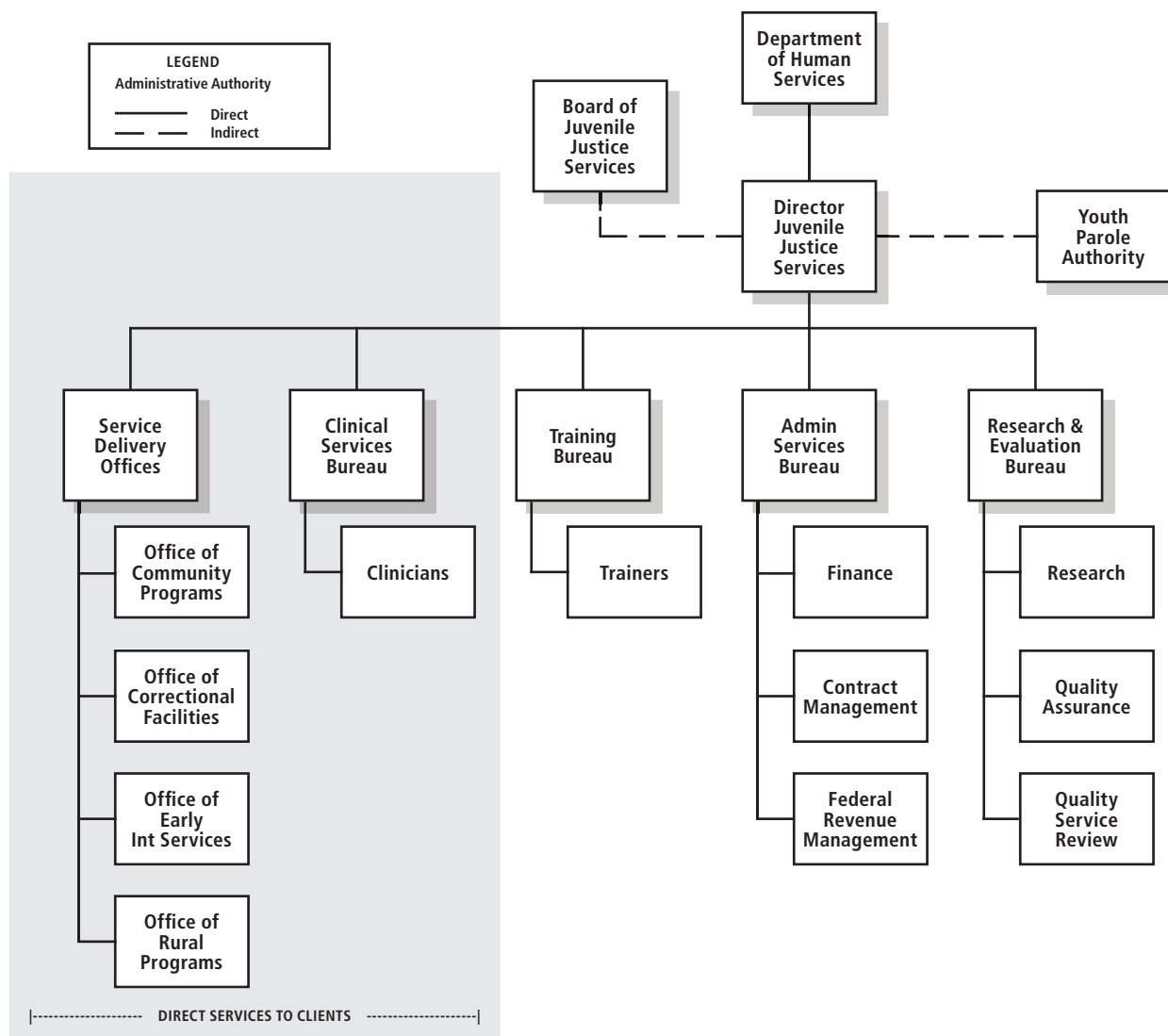
<sup>2</sup> Fiscal Year 2016 Authorized includes \$2,408,000 non-lapsing dollars from the previous year and \$1,486,700 in one-time General Funds.

<sup>3</sup> Fiscal Year 2017 Requested is less than FY 2016 Authorized due to one time funds not in base and assumes no non-lapse from FY 2016.

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

<sup>5</sup> Other Collections includes Dedicated Credits (e.g. parental support collected by the Office of Recovery Services), Transfers (e.g. Child Nutrition Program revenues and other grants) and is offset by Medicaid match payments and Closing Non-Lapsing and Lapsing Balances.

# The Division of Juvenile Justice Services



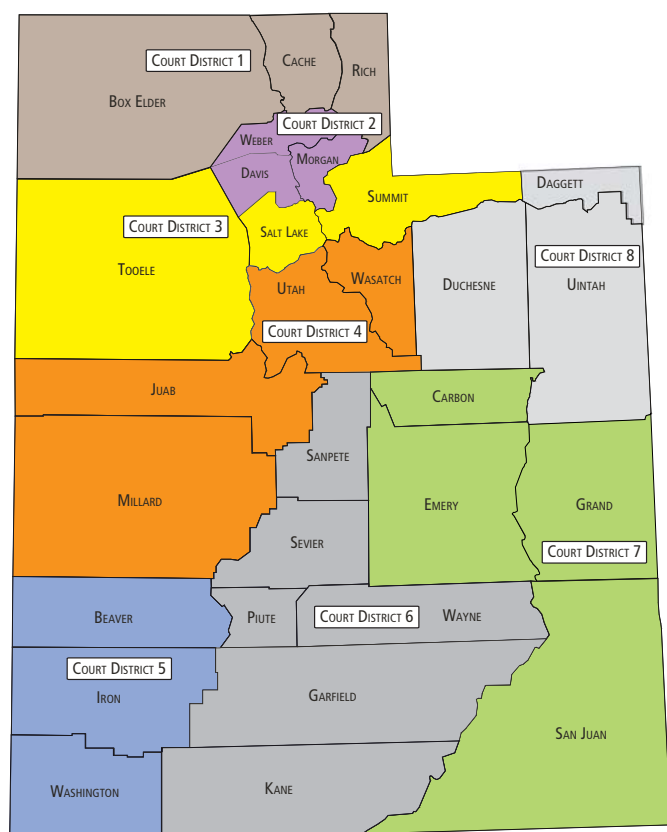
The Division of Juvenile Justice Services (Division) is a major provider of services for Utah's juvenile justice system. Other agencies that contribute to the system are Juvenile Court Probation and the Division of Child and Family Services. Services provided by these three agencies form a continuum of care that allows the Juvenile Court to make graduated responses to youths in proportion to the severity of their behavior and their needs for treatment. More specifically, the Division of Child and Family Services provides services for dependent and neglected children and has responsibility for youths under the age of 12 found to be delinquent. Probation provides supervision and other services to youthful offenders who remain in the homes of their parents or are in the custody of the Division of Child and Family Services. The Division of Juvenile Justice Services

provides residential care and rehabilitative services for the most serious delinquent youths who require removal from home for extended periods. In addition, the Division provides receiving centers, youth service programs, locked detention, diversion programs, observation and assessment programs, and residential work programs.

Juvenile Justice Services is a division of the Department of Human Services. Other divisions and offices include the Executive Director's Office, the Division of Substance Abuse and Mental Health, the Division of Aging and Adult Services, the Division of Services for People with Disabilities, the Office of Recovery Services, and the Division of Child and Family Services. The Division receives guidance and policy approval from the Board of Juvenile Justice Services, a group of citizen volunteers appointed by the state's Governor.



## Utah Counties and Juvenile Court Districts.



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

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

Though the service delivery offices specialize in different ways, they must work closely with one another. This is particularly important to ensure continuity of care when an individual youth moves from a program operated by one service delivery office to a program

operated by another. Close cooperation also is critical for youths who concurrently receive services from two different offices. For example, a youth in a secure facility operated by the Office of Correctional Facilities will have a case manager provided by either the Office of Community Programs or the Office of Rural Programs. Coordination is greatly facilitated by a Division-wide support of the Division's Mission Statement, the Balanced And Restorative Justice (BARJ) Model, and utilization of a common case planning model.

### QUICK FACTS

#### STATE ADMINISTRATIVE OFFICE

FULL-TIME STAFF..... 35

#### WORK GROUPS

ADMINISTRATION.....	4
CLINICAL SERVICES .....	2
CONTRACTING .....	2
FEDERAL REVENUE MANAGEMENT .....	2
FINANCE.....	6
QUALITY ASSURANCE .....	8
RESEARCH.....	2
SUPPORT STAFF .....	2
TRAINING.....	7

FY 2016 BUDGET ..... \$6,541,000

### State Administrative Office

The Division's State Administrative Office is located in Salt Lake City and houses the Youth Parole Authority (see "Youth Parole Authority," page 71) and the Division's four bureaus. Bureaus provide a variety of administrative services through different work groups that include investigations, research, training, budgeting, and contract management. In addition, the Bureau of Clinical Services provides direct clinical services to Division clients (see "Division Bureaus," page 75). The State Office also coordinates with federal, state, and local agencies such as the Office of Juvenile Justice and Delinquency Prevention, the Governor's Office, the Utah Legislature, the Utah Commission on Criminal and Juvenile Justice, and Utah's city and county governments.

## QUICK FACTS COMMUNITY PROGRAMS

FULL-TIME STAFF..... 107

PRIMARY SERVICE AREA ..... WASATCH FRONT

### PROGRAMS

CASE MANAGEMENT.....3

TRANSITION.....3

WORK CAMP.....1

FY 2016 BUDGET..... \$25,629,700

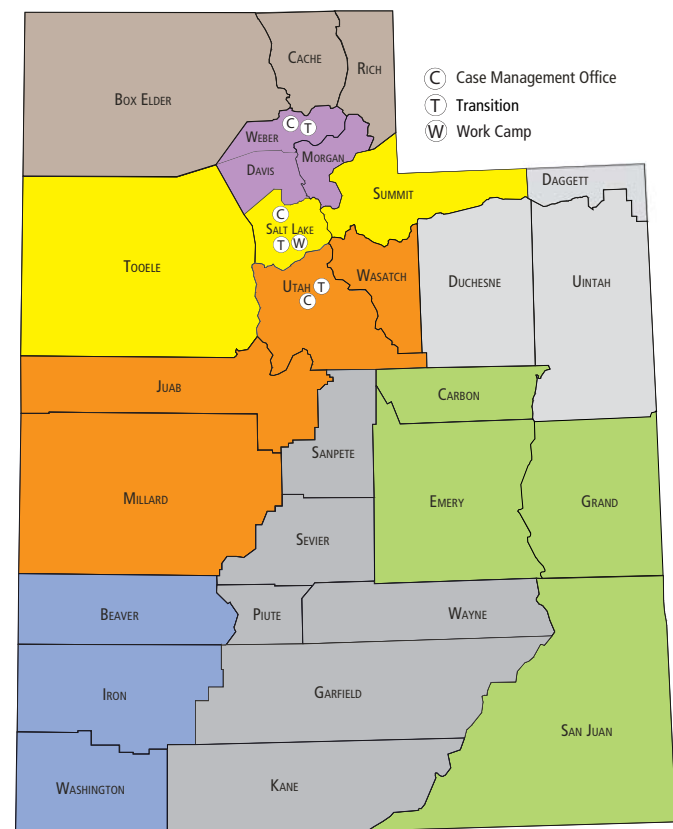
## Office of Community Programs

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

*Case Management.* Each youth committed to Division custody is assigned a case manager (see "Case Management," page 49). This includes youths in custody for community placement and secure care. On a daily basis, a case manager makes placement decisions, monitors progress, helps determine consequences for noncompliance with rules, shoulders responsibility for the documentation required for the Division to collect federal entitlement payments, coordinates with providers, communicates with the youth's family, and represents the Division in court.

*Community Based Services.* The Division directly provides or contracts with private providers for residential and nonresidential services for youths committed to the Division for community placement (see "Community Programs," page 59). A wide range of services is available to meet the diverse needs of these youths, including (1) counseling, (2) group home placements, (3) family-based proctor placements, and (4) residential placements specialized to address the needs of sex offenders, youths

## Office of Community Programs.



with mental health issues, and substance abusers.

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

*Work Camp.* The Genesis Youth Center is a 32-bed, residential work camp for boys and girls. Youths placed at Genesis work on community service projects to reduce their court obligations (see "Work Program," page 35).

## QUICK FACTS CORRECTIONAL FACILITIES

FULL-TIME STAFF.....	222
PRIMARY SERVICE AREA .....	WASATCH FRONT
PROGRAMS	
SECURE CARE .....	5
FY 2016 BUDGET.....	\$17,767,000

### Office of Correctional Facilities

The Office of Correctional Facilities administers secure facilities along the Wasatch Front.

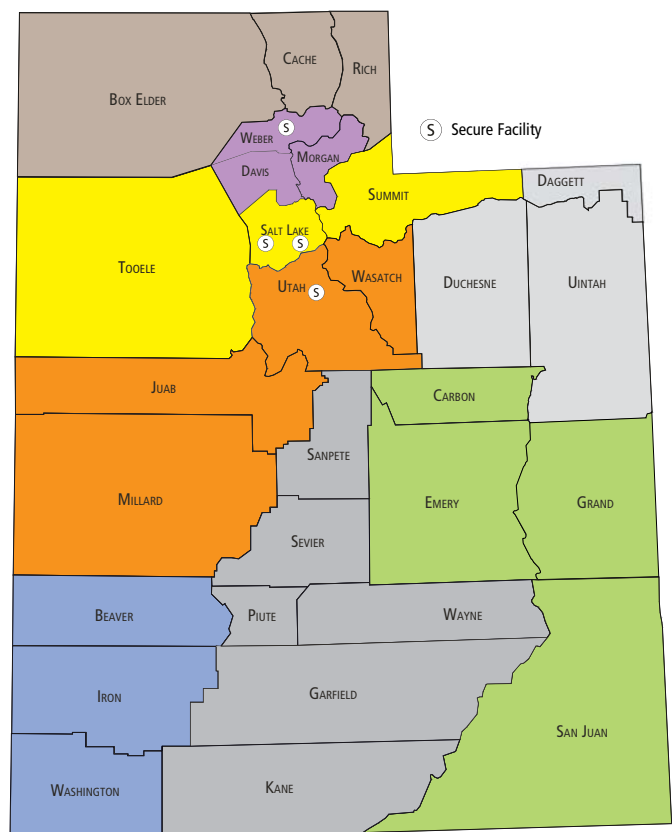
*Secure Facilities.* Secure facilities provide extended secure confinement for the most seriously delinquent youths (see "Secure Facilities," page 65). Youths committed to secure care typically have extensive delinquency histories and often have continued to commit offenses despite having received services from other agencies and other less restrictive programs. Secure facility staff provides intensive supervision and offers quality treatment based on the youth's protective and risk factors. Youths are treated with respect and given opportunities to make positive choices that will improve their lives and establish positive relations with family and community.

In July of 2015, youths receiving sex specific treatment at Mill Creek Youth Center were transferred to Wasatch Youth Center. Wasatch Youth Center now provides all sex specific treatment for youths committed to secure care for a sexual offense. In October of 2015, the female cottage at Mill Creek Youth Center was moved to Farmington Bay Youth Center. Farmington Bay Youth Center provides a more therapeutic environment for the female secure care population and a more centralized location for families.

### Office of Early Intervention Services

The Office of Early Intervention Services administers a variety of services and programs for youths at early stages of delinquency and problem development. Its primary objective is to prevent youths from penetrating

### Office of Correctional Facilities



further into the juvenile justice system and to keep them at home or return them home as soon as possible.

*Receiving Center and Youth Services Functions.* These programs (see "Youth Services," page 27 and "Receiving Centers," page 23) are collocated at several facilities to provide five essential services to local communities:

1. The Receiving Center function is provided to take responsibility for youths brought in by law enforcement after arrest for status offenses or delinquent acts that do not meet guidelines for admission to a locked detention facility.
2. Crisis Intervention provides immediate counseling and other support for runaway, homeless and ungovernable youths and their families.
3. 60-day Counseling is a series of counseling sessions provided to youths and families in crisis who need extended support.
4. Crisis Residential provides a bed and other support for youths who cannot immediately be returned home.

## QUICK FACTS

### EARLY INTERVENTION SERVICES

FULL TIME STAFF .....296

PRIMARY SERVICE AREA ..... WASATCH FRONT

#### PROGRAMS

DIVERSION .....	3
HOME DETENTION.....	3
LOCKED DETENTION.....	4
OBSERVATION AND ASSESSMENT.....	3
RECEIVING CENTER.....	4
YOUTH SERVICES.....	4

FY 2016 BUDGET..... \$25,049,100

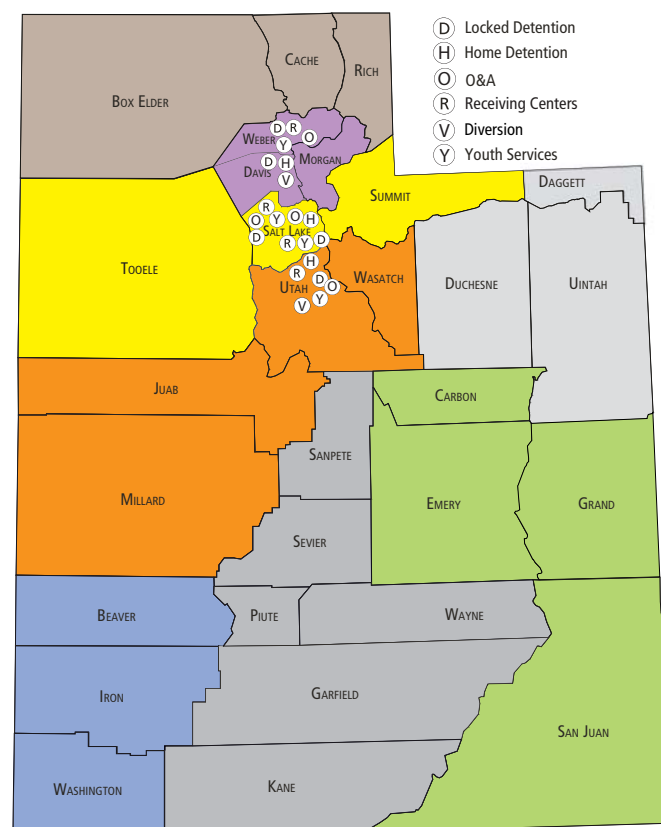
5. Division of Child and Family Services (DCFS)  
Shelter Beds are available for foster care youths who have run away from or disrupted their current placement or are waiting for a new placement.

*Home Detention.* Home Detention provides an alternative to secure detention for youths awaiting adjudication (see “Detention,” page 41). Youths remain at home but are given daily supervision by Division staff.

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

*Diversion Services.* Diversion programs provide daily programming for adjudicated youths under a short-term commitment order (usually 30 days) of the Juvenile Court (see “Diversion,” page 31). Programming includes intensive supervision and competency development through a variety of educational groups and activities.

## Office of Early Intervention Services



Youths often are involved in community service projects that help make amends to victims and the community.

*Observation and Assessment (O&A):* Youths are committed to O&A by Juvenile Court Judges for a 45-day evaluation designed to identify their needs for supervision and services (see “Observation & Assessment,” page 53). During this time, they receive extensive psychological, educational, physical, behavioral, risk, and social assessments. At the conclusion of each youth's O&A stay, a formal report of the program's findings and recommendations is presented to the Juvenile Court to aid the Court in making decisions about the case. Historically, O&A programs along the Wasatch Front were managed by the Office of Community Programs.

In FY 2013, these programs were transferred to the Office of Early Intervention Services. The original arrangement made sense when the majority of youths leaving the program were next ordered to Division custody. However, in recent years the majority of O&A graduates have been returned home, often with probation services.

### *In-Home Observation and Assessment (In-Home O&A):*

Youths are committed to In-Home O&A by Juvenile Court Judges for a 45-day evaluation and is an alternative to residential O&A for those youths that need a comprehensive evaluation and can remain in their home. This program began as a pilot project in the 3rd District Juvenile Court with two Juvenile Court judges and now has been implemented more broadly in the 2nd, 3rd, and 4th Districts. Currently, plans are being developed to make the service available in other parts of the state.

## QUICK FACTS RURAL PROGRAMS

FULL-TIME STAFF.....275

\*-PRIMARY SERVICE AREA ..... RURAL COUNTIES

### PROGRAMS

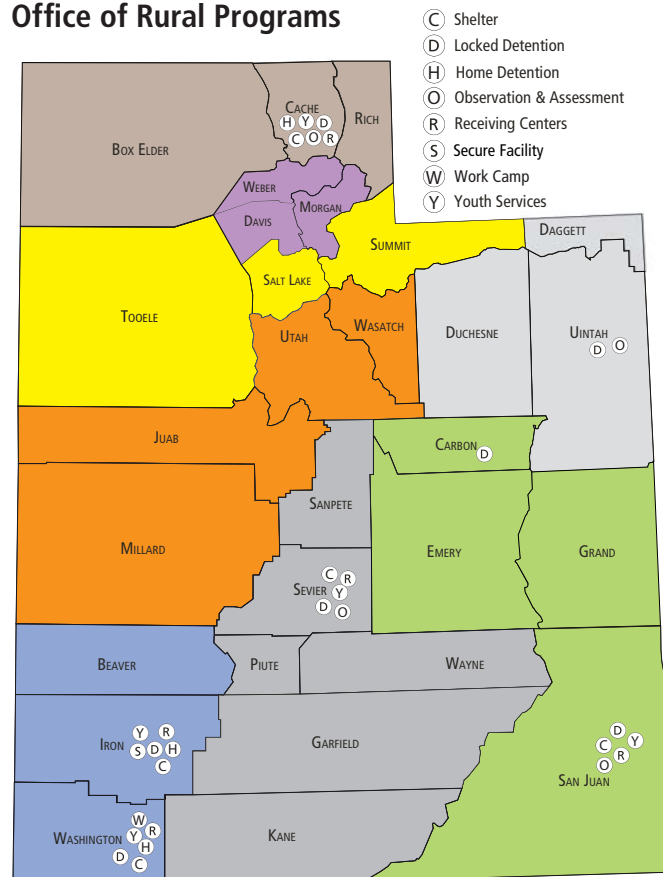
CASE MANAGEMENT	
HOME DETENTION.....	3
LOCKED DETENTION.....	7
OBSERVATION & ASSESSMENT .....	4
RECEIVING CENTERS.....	5
SECURE CARE .....	1
SHELTER .....	5
WORK CAMP.....	1
YOUTH SERVICES.....	1

FY 2016 BUDGET.....\$25,303,500

## Office of Rural Programs

The Office of Rural Programs provides Utah's rural areas with the same range of residential and nonresidential services available in urban areas. The majority of these services are offered through multiuse facilities (see "Multiuse Facilities," page 47) operated in five rural communities: (1) Split Mountain Youth Center in Vernal; (2) Central Utah Youth Center in Richfield; (3) Canyonlands Youth Center in Blanding; (4) Cache

## Office of Rural Programs



Valley Youth Center in Logan, and (5) Castle Country Youth Center in Price.

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

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



# Receiving Centers

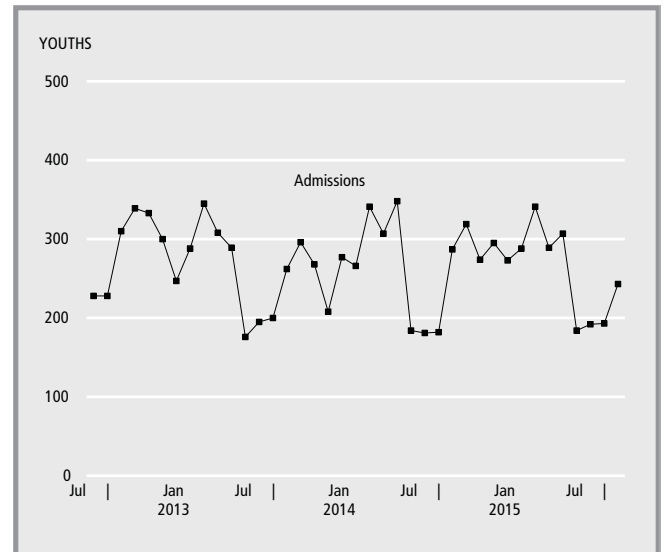
Youths typically enter Utah's juvenile justice system when arrested and charged with an offense by a law enforcement officer, county deputy sheriff, or a member of the Highway Patrol (see "Client Flowchart," page 10). When a youth is accused of a serious offense that falls within the admitting guidelines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

## QUICK FACTS RECEIVING CENTERS

NUMBER OF PROGRAMS.....	9
ADMISSIONS .....	3,220
DIFFERENT YOUTHS SERVED.....	2,460
MEDIAN LENGTH OF STAY .....	2.2 HOURS

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

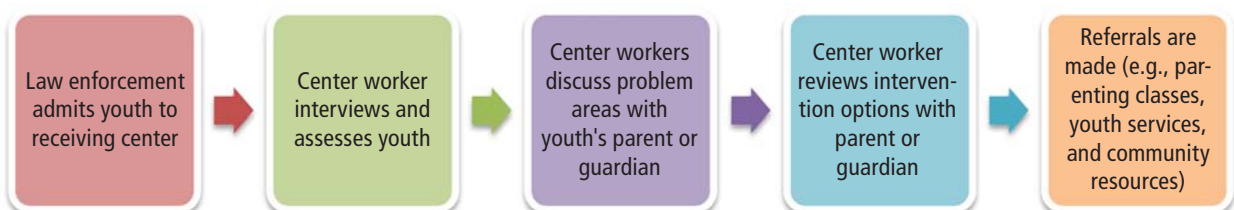
## MONTHLY ADMISSIONS



The Office of Early Intervention Services administers four receiving centers along the Wasatch Front. The Office directly operates the center at the Archway Youth Service Center in Ogden, contracts with Salt Lake County Youth Services for two centers in Salt Lake City, and contracts with Wasatch Mental Health Services for one center in Provo. In rural areas, the Office of Rural Programs provides receiving centers at three multiuse facilities (see "Multiuse Facilities," page 47) and the programs in Cedar City and St. George.

Statewide, during FY 2015, there were 3,220 admissions to receiving centers; 59.6% of admitted youths were boys, and the majority of admissions (72.7%) were to centers in urban areas. Reasons for referral ranged from truancy to delinquent offenses. Median length of stay was 2.2 hours. In many cases, youths were released to their parents or guardians. However, substantial

## Receiving Center Service Model





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

The chart at top right on the previous page represents average numbers of admissions to receiving centers for each month from July 2012 (FY 2013) through September 2015 (FY 2016). Total admissions declined from 3,391 in FY 2013 to 3,152 in FY 2014 and 3,220 in FY

2015. Across the same period, the numbers of different youths served each year dropped from 2,561 in FY 2013 to 2,425 in FY 2014 and 2,460 in FY 2015. Drops in admissions and numbers of youths served are largely the results of budget cutbacks that forced reductions in the hours centers were open.

Numbers of admissions and numbers of youths served by different receiving centers during FY 2015 are detailed in the table at the bottom of this page.

## Use of Receiving Centers During FY 2015.

Program	Youths Served <sup>1</sup>	Admits	Median Stay (hours)
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>			
ARCHWAY YOUTH CENTER	333	417	0.8
SALT LAKE YOUTH SERVICES MAIN	1,128	1,460	1.8
SALT LAKE YOUTH SERVICES SOUTH	155	204	3.2
VANTAGE POINT YOUTH SERVICES	218	261	7.2
<b>OFFICE OF RURAL PROGRAMS</b>			
CACHE VALLEY YOUTH CENTER	133	166	0.7
CANYONLANDS YOUTH CENTER	26	29	4.1
IRON COUNTY YOUTH CENTER	148	195	2.7
WASHINGTON COUNTY YOUTH CRISIS CENTER	135	169	10.7
CASTLE COUNTRY YOUTH CENTER <sup>2</sup>	21	22	4.3
CENTRAL UTAH YOUTH CENTER	104	149	3.1
SPLIT MOUNTAIN YOUTH CENTER <sup>2</sup>	116	148	8.0
<b>TOTAL</b>	<b>2,460</b>	<b>3,220</b>	<b>2.2</b>

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

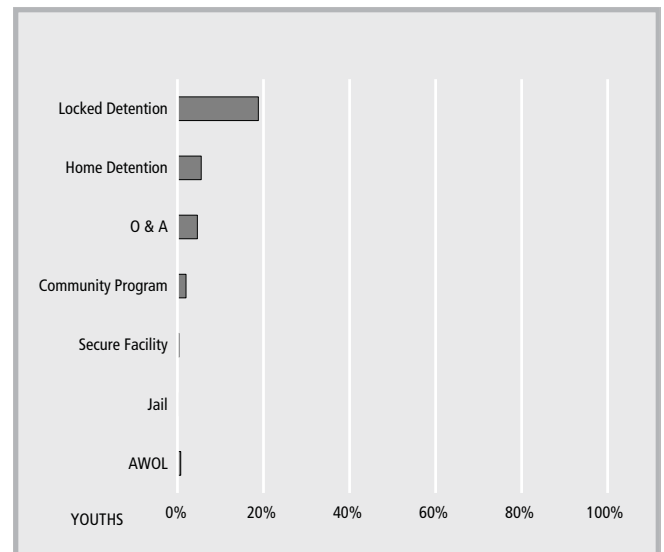
<sup>2</sup> Budgets for the Castle Country and Split Mountain multiuse centers do not include funds dedicated for the receiving center function. When the need arises, attempts are made to provide the service when resources from funded functions are available.



The great majority of youths admitted to receiving centers during FY 2015 had little or no prior experience with other Division programs. Only 18.8%, fewer than one in every five youths, had previously been admitted to a locked detention and only 5.5% had been admitted to a home detention program.

Though not shown on the chart, a number of these youths had received services from other juvenile justice agencies: 8.0% had been on probation, 9.0% had been in the custody or under supervision of the Division of Child and Family Services, and 15.3% previously had one or both of these types of care.

## PLACEMENT HISTORY

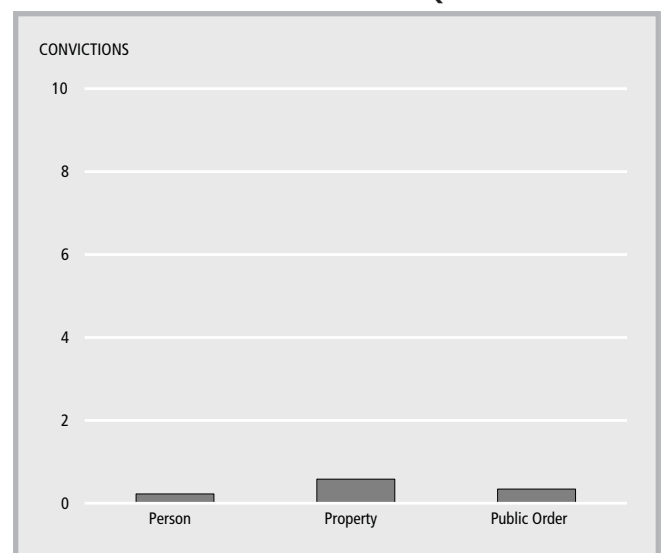


Iron County Youth Center (ICYC) in Cedar City.

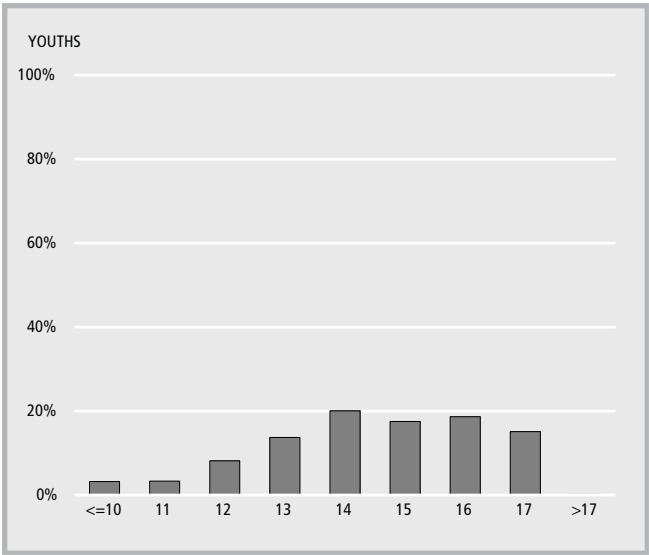
During FY 2015, fewer than half of youths admitted to a receiving center (48.1%) had previously received a conviction for a felony- or misdemeanor-type offense. Overall, admitted youths had an average of 1.2 prior convictions. Most of these convictions (80.1%) were for offenses against property and public order. Offenses against persons represented only 19.5% of the total.

Though not shown on the chart, those youths with prior convictions were first found delinquent at an average age of 13.4; 75.7% of them were between 10 and 14 at the time of their first delinquency.

## DELINQUENCY HISTORY

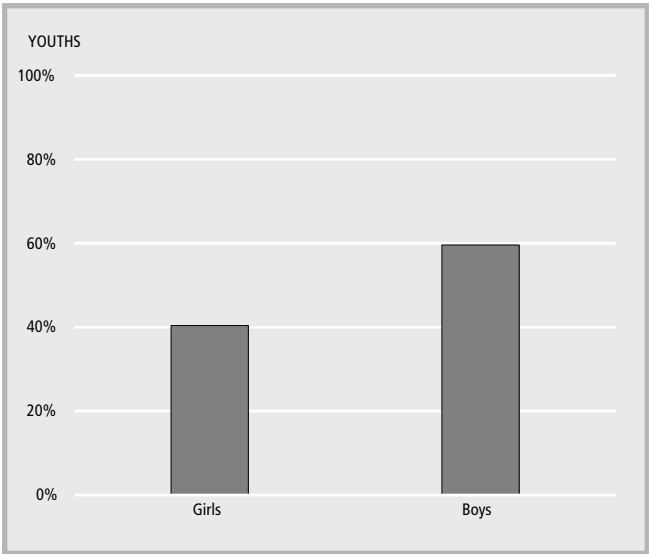


AGES



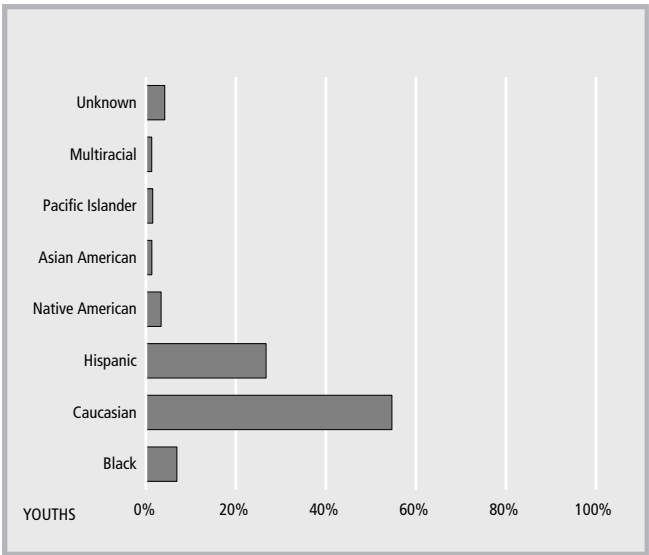
Youths admitted to receiving centers during FY 2015 ranged in age from under 10 to over 17 years old. Average age was 15.0; 51.3% were between 15 and 17 years old.

GENDER



Girls accounted for 40.4% of all admissions to receiving centers during FY 2015.

RACE & ETHNICITY



Minorities were overrepresented in receiving centers. Collectively, they accounted for 42.9% of all admissions, though they represent 24.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths who were admitted 5.0 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 3.1 times more frequently; and Hispanics were admitted 1.6 times more frequently.

# Youth Services

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

## QUICK FACTS Youth Services

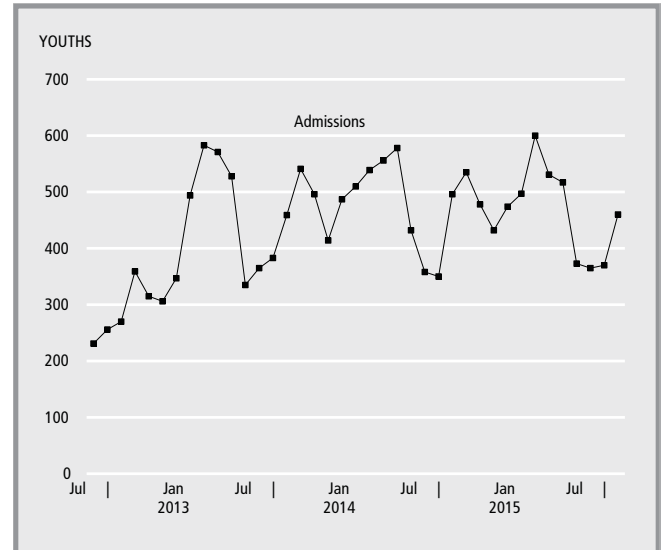
PROGRAMS .....	9
ADMISSIONS .....	5,641
CRISIS INTERVENTION.....	1,862
CRISIS RESIDENTIAL .....	3,251
60-DAY COUNSELING .....	528
DIFFERENT YOUTHS SERVED.....	3,039

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

The Office of Early Intervention Services administers four youth services centers along the Wasatch Front. The Office directly operates Archway Youth Service Center in Ogden, contracts with Salt Lake County Youth Services for two programs in Salt Lake City, and contracts with Wasatch Mental Health Services for one program in Provo. In rural areas, the Office of Rural Programs provides youth services programs at three multiuse facilities (see “Multiuse Facilities,” page 47) and at stand alone programs in Cedar City and St. George.

**Crisis Intervention.** Crisis intervention programs provide a crucial “safety valve” for youths and families in crisis. Youth services workers help runaway, homeless, ungovernable and dependent youths and their families by providing immediate assessment and crisis counseling.

## MONTHLY ADMISSIONS

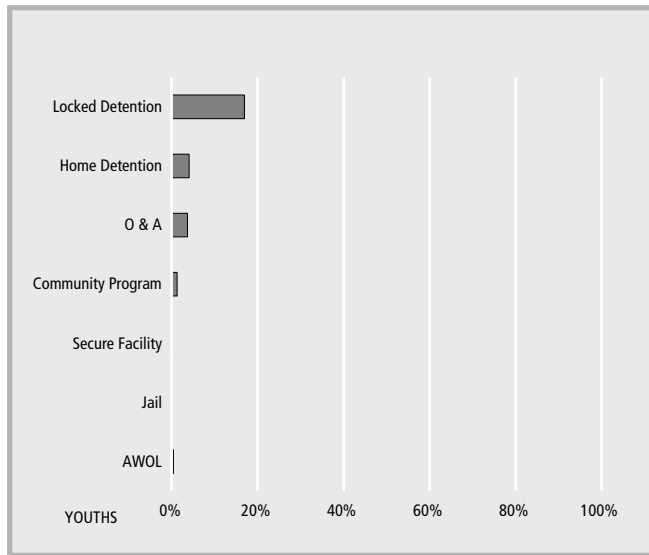


**60-day Counseling.** Extended counseling is offered to youths and families that need additional support to manage acute crises. This service is provided on an outpatient basis and can continue up to 60 days. Typically, counseling occurs for one hour each week over the course of a number of weeks. Frequency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

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

The chart at top right represents statewide numbers of different youths admitted to youth services programs for each month from July 2012 (FY 2013) through September 2015 (FY 2016). Overall yearly admissions increased from 4,595 in FY 2013 to 5,760 in FY 2014 and 5,641 in FY 2015. During the same period, the numbers of different youths served were 2,774 in FY 2013, 3,084 in FY 2014, and 3,039 in FY 2015.

## PLACEMENT HISTORY



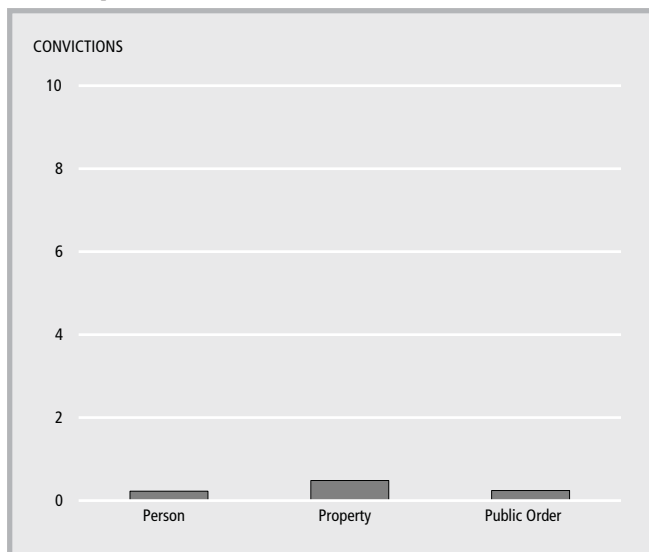
A minority of youths (16.9%) admitted to a youth services program during FY 2015 had previously been admitted to a locked detention program; 4.1% had been in a home detention placement; and 3.7% previously had been placed in observation and assessment (O&A).

Though not shown on the chart, some of these youths also had received services from other juvenile justice agencies: 6.1% had been on probation, 9.3% had been in the custody or under supervision of the Division of Child and Family Services, and 13.8% previously had one or both of these types of care.



Youth tending the garden at Iron County Youth Center.

## DELINQUENCY HISTORY

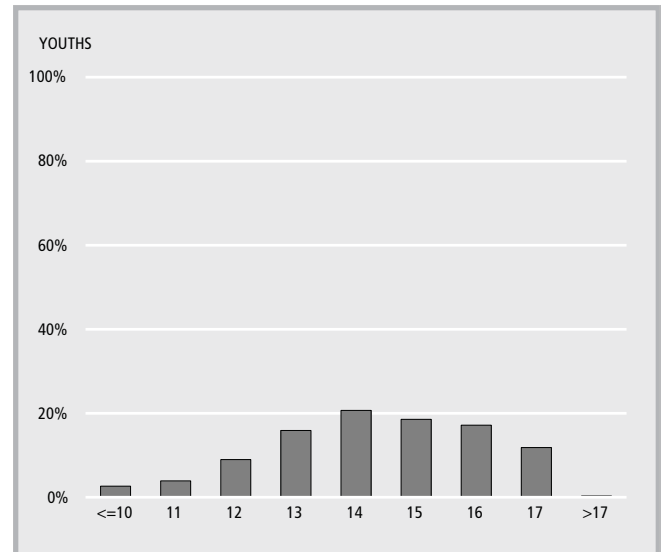


A minority (39.5%) of youths admitted to a youth services program during FY 2015 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average for all admissions was 1.0 prior convictions. The great majority of these offenses (76.2%) were offenses against property and public order. Offenses against persons represented only 23.8% of the total.

Though not shown on the chart, those youths with prior convictions were first found delinquent at an average age of 13.4; 75.4% of them were between 10 and 14 at the time of their first delinquency.

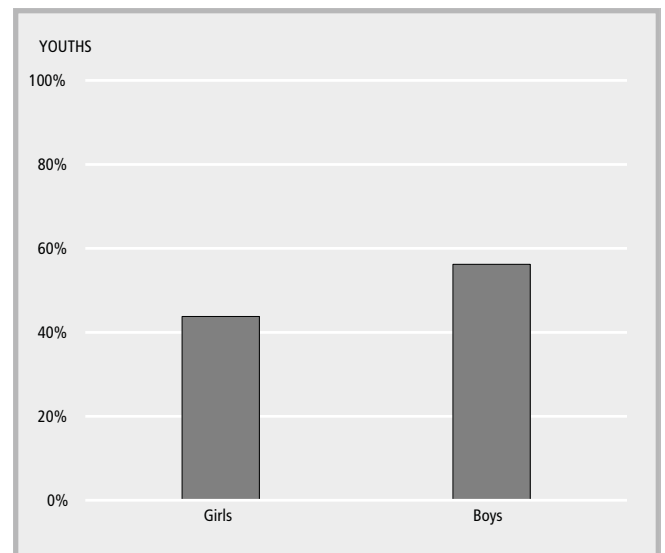
## AGES

Youths admitted to youth services programs during FY 2015 ranged in age from under 10 to over 17 years old. Average age was 14.8; 47.6% were between 15 and 17 years old.



## GENDER

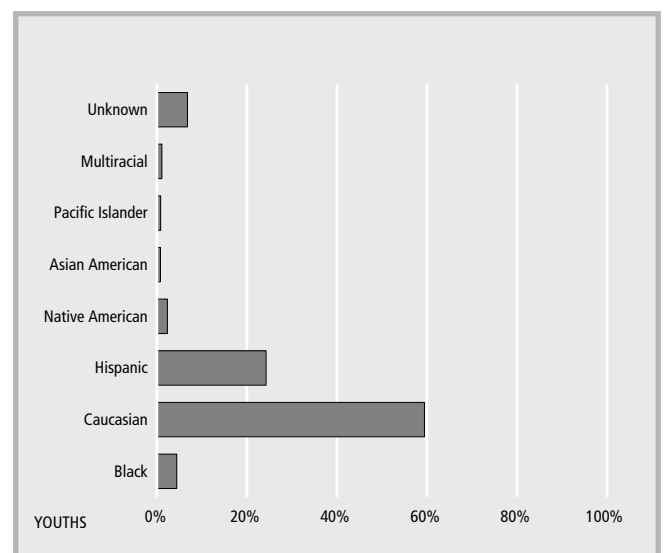
Girls accounted for 43.8% of admissions to youth services programs during FY 2015.



## RACE & ETHNICITY

Minorities were overrepresented in youth services programs. Collectively, they accounted for 36.2% of all admissions, though they represent 24.5% of Utah's youth population.

Overrepresentation was most extreme for Black youths who were admitted 3.2 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 2.1 times more frequently; and Hispanics were admitted 1.5 times more frequently.





# Diversion

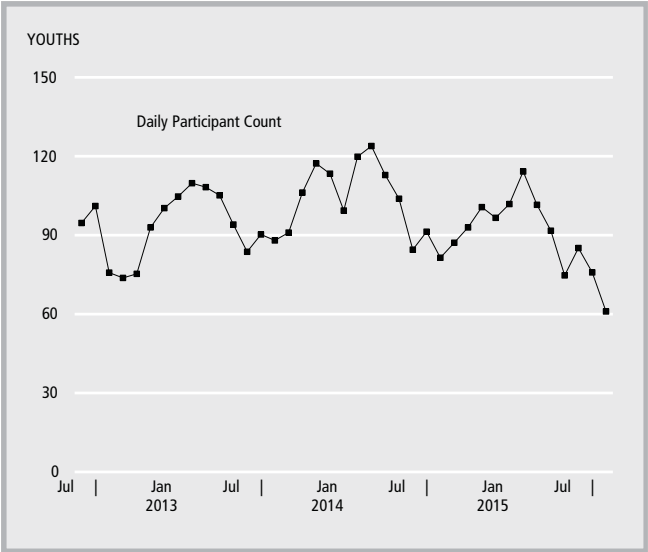
Diversion programs serve youths who have been adjudicated for a delinquent offense and ordered to participate in the program for up to 30 days as an alternative to serving an equivalent amount of time in locked detention. Diversion programs have the general objective of holding youths accountable for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

## QUICK FACTS DIVERSION PROGRAMS

PROGRAMS .....	3
ADMISSIONS .....	960
DIFFERENT YOUTHS SERVED .....	934
AVERAGE DAILY PARTICIPANTS.....	93.2
AVERAGE LENGTH OF STAY .....	35.4 DAYS
DAILY COST PER PARTICIPANT.....	\$126.15

During FY 2015, the Division's Office of Early Intervention operated diversion programs in Salt Lake City, Roy, and Provo. The programs primarily serve youths

## AVERAGE DAILY PARTICIPANTS



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

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

## Use of Diversion Programs During FY 2015.

Program	Youths Served <sup>1</sup>	Admits	Nightly Count	Mean Length of Stay <sup>2</sup>
<b>OFFICE OF EARLY INTERVENTION SERVICES</b>				
DAVIS AREA YOUTH CENTER	402	427	54.7	46.8
SALT LAKE INTERVENTION SERVICES	396	388	27.8	26.1
LIGHTNING PEAK YOUTH CENTER	137	145	10.7	27.0
<b>TOTAL</b>	<b>934</b>	<b>960</b>	<b>93.2</b>	<b>35.4</b>

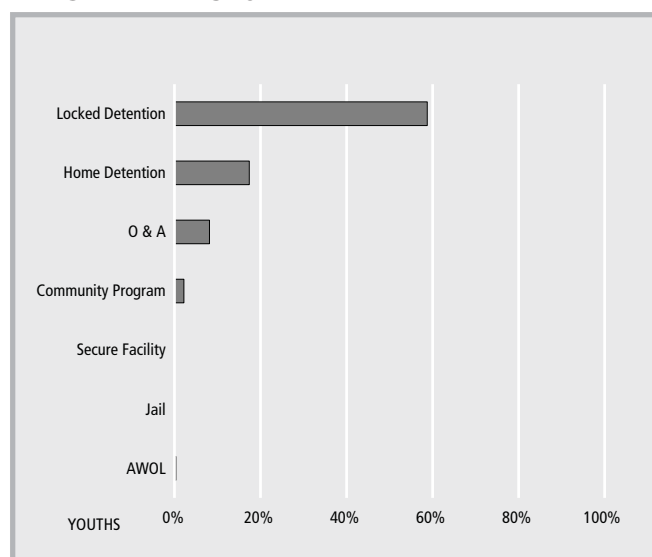
<sup>1</sup> "Youths Served" is an unduplicated count per facility. "TOTAL" of "Youths Served" is an unduplicated count for the entire system.  
<sup>2</sup> "Length of Stay" estimated using Stock / Flow Ratio:  $\frac{([Nightly\ Bed\ Count] / [Admits]) * ([Days\ per\ Fiscal\ Year])}{[Admits]}$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington, DC: Office of Juvenile Justice and Delinquency Prevention, US Department of Justice.

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

The chart at top right of the previous page represents statewide average daily numbers of participants for each month from July 2012 (FY 2013) through Septem-

ber 2015 (FY 2016). Yearly average daily participation ranged from 94.6 in FY 2013 to 104.1 in FY 2014 and 93.2 in FY 2015. During the same period, the number of different youths served was 1,044 in FY 2013, 1,065 in FY 2014, and 934 in FY 2015. Average time in the program per admission was 29.0 days in FY 2013, 33.6 days in FY 2014, and 35.4 days in FY 2015.

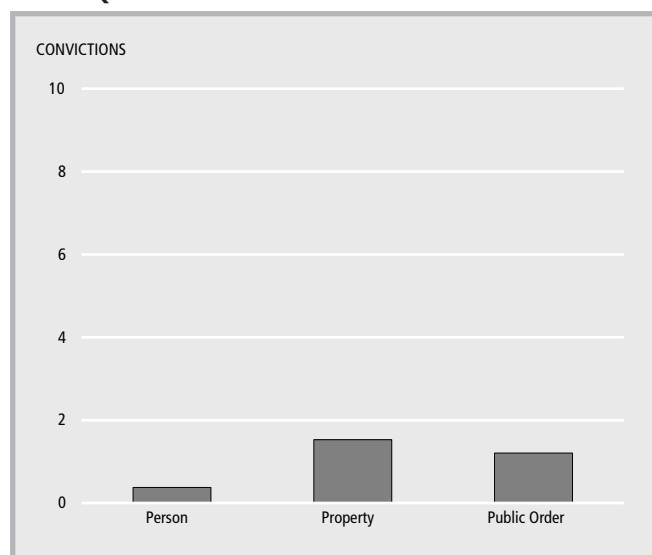
## PLACEMENT HISTORY



The majority of youths (58.8%) admitted to diversion programs during FY 2015 previously had been admitted to locked detention; 17.4% had previously been placed in home detention; and 8.1% had been admitted to O&A.

Though not shown on the chart, many of these youths also had received services from other juvenile justice agencies: 30.1% had been on probation, 9.2% had been in the custody or under supervision of the Division of Child and Family Services, and 34.9% previously had one or both of these types of care.

## DELINQUENCY HISTORY



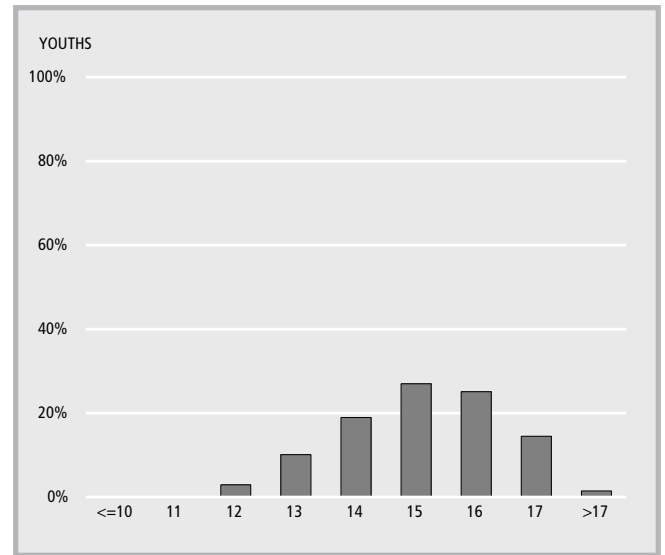
During FY 2015, the large majority of youths admitted to diversion programs (99.7%) had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 3.1 prior convictions. The great majority of these offenses (87.6%) were offenses against property and public order. Offenses against persons represented only about 12.4% of the total.

Though not shown on the chart, those youths with prior convictions were first found delinquent at an average age of 13.9; 69.9% of them were between 10 and 14 at the time of their first delinquency.



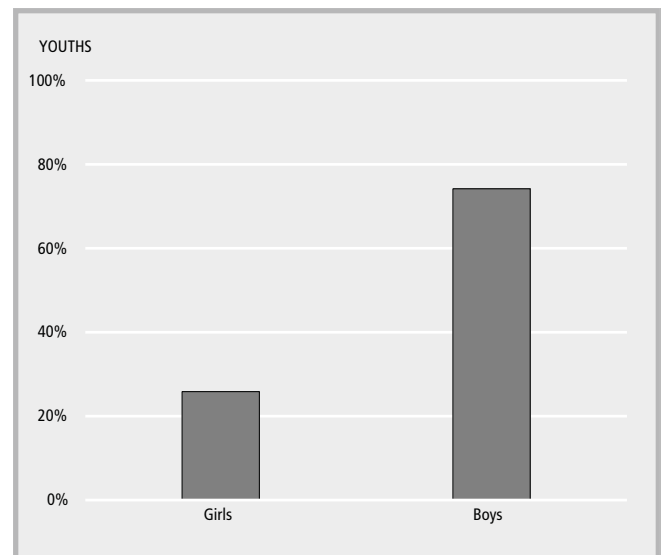
## AGES

Youths admitted to diversion programs during FY 2015 ranged in age from 12 to over 17 years old. Average age was 15.6; 66.6% were between 15 and 17 years old.



## GENDER

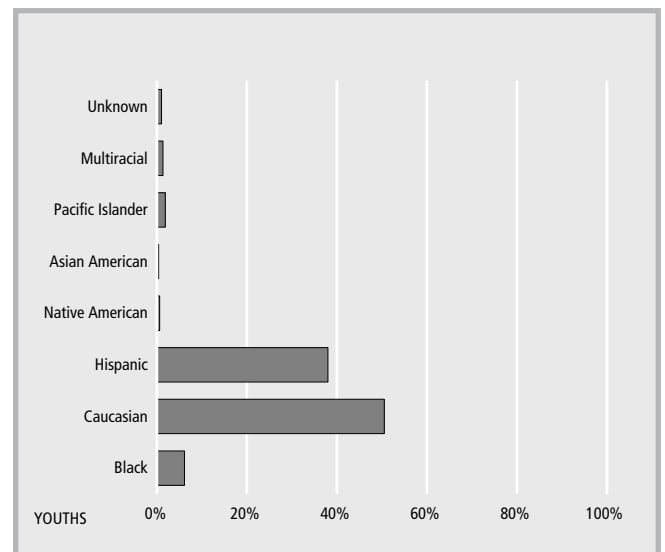
Girls accounted for 25.8% of all admissions to diversion programs during FY 2015.



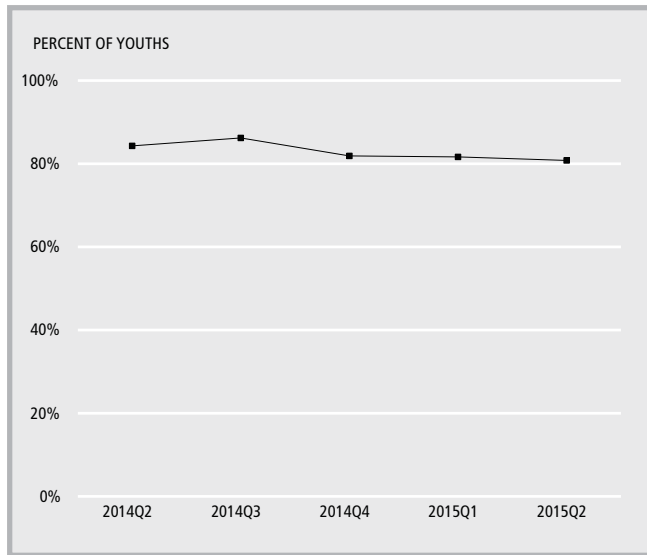
## RACE & ETHNICITY

Minorities were overrepresented in diversion programs. Collectively, they accounted for 48.9% of all admissions, though they represent 24.5% of Utah's youth population.

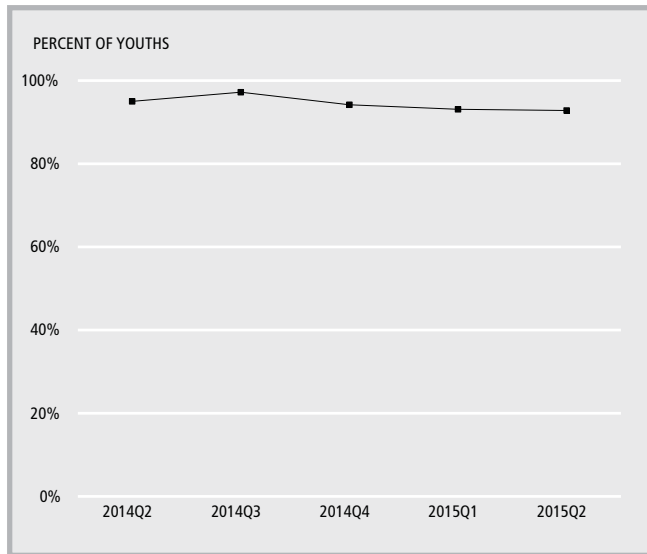
Overrepresentation was most extreme for Black youths who were admitted 4.5 times more frequently; Hispanics youths who were admitted 2.3 times more frequently than would be expected from their proportion in the population at large; and Pacific Islanders were admitted 1.2 times more frequently.



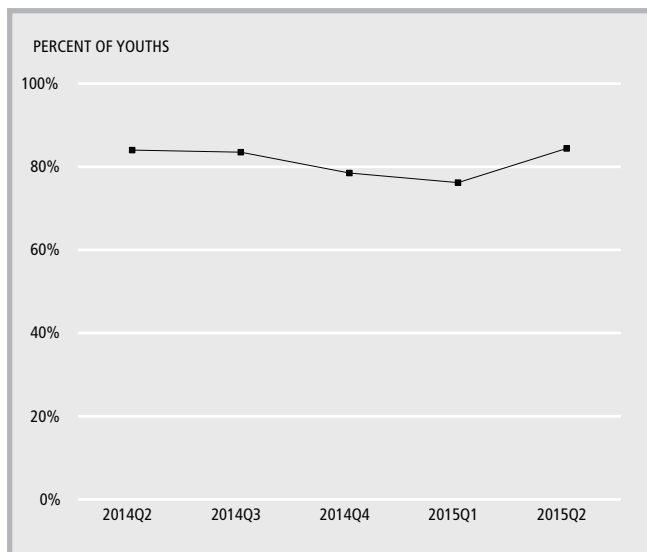
## YOUTHS SUCCESSFULLY COMPLETING PROGRAM



## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



## Performance Measures

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

Output measures document a program's service delivery efforts. This includes workload measures for numbers of youths served and average length of stay listed on previous pages. In addition, the chart at top left identifies the percentages of youths leaving the program who successfully completed the program during each of the five quarters between April of 2014 and June of 2015. Overall, 83.0% successfully completed during the reporting period. The highest percentage for an individual quarter was 86.2% for the third quarter of 2014 (2014Q3). The lowest percentage was 80.8% for the second quarter of 2015 (2015Q2).

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at center left identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in a diversion program. Overall, 94.5% of youths remained free of new charges. Percentages for individual quarters ranged from a low of 92.8% in the second quarter of 2015 (2015Q2) to a high of 97.2% in the third quarter of 2014 (2014Q3). Though not shown, percentages of youths free of any felony-type charges while enrolled in the program were much higher. Overall, 99.4% of youths avoided collecting a new felony charge.

The chart at bottom left shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from diversion programming. Overall, 81.3% of youths remained charge free. Percentages ranged from a low of 76.2% for the first quarter of 2015 (2015Q1) to a high of 84.4% for the second quarter of 2015 (2015Q2). Though not shown, the overall percentage of youths free of a new felony-type charge was 97.0%.

# Work Program

The Genesis Youth Center, located in Salt Lake City, is a coeducational, residential work program for juvenile offenders. The program opened in 1994 and serves youths from all parts of the state. It is administered by the Office of Early Intervention Services. For many years, this was the only residential work program operated by the Division. In March of 2015, the Gateway program was opened as a second residential work program. This program is collocated with the Dixie Area Detention Center in Hurricane. It has capacity for up to eight male residents utilizing an unused section of the Dixie Area Detention Center.

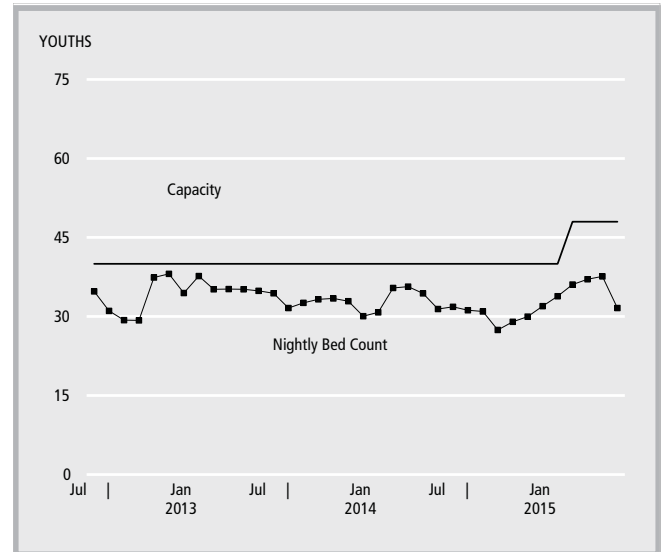
## QUICK FACTS WORK PROGRAMS

BEDS (16 FEMALE, 24 MALE).....	40
ADMISSIONS .....	223
GIRLS .....	48
BOYS.....	175
DIFFERENT YOUTHS SERVED .....	239
AVERAGE NIGHTLY BED COUNT .....	32.4
WORK HOURS COMPLETED .....	43,212
AVERAGE LENGTH OF STAY .....	53.0 DAYS
DAILY COST PER BED (GENESIS ONLY) .....	\$207.51

Residential work programs help youths make amends for their delinquent behavior by giving them opportunities to work off court ordered restitution owed to their victims and service hours owed to the community. Participants in the work camp typically work 6 days a week in projects at the center and at a variety of different work sites at non-profit agencies in the community.

The chart at top right represents the combined average nightly number of youths served by the Genesis Youth Center and the Gateway program each month between July of 2012 (FY 2013) through June of 2015 (FY 2015). Average nightly counts were 34.3 in FY 2013, 33.0 in FY 2014, and 32.4 in FY 2015. During the same period, the number of different youths served was 238 in FY 2013, 253 in FY 2014, and 243 in FY 2015. Average

## AVERAGE NIGHTLY BED COUNT



length of time in the program per admission was 58.8 days in FY 2013, 52.6 days in FY 2014, and 53 days in FY 2015.

A major priority for the two work programs is to arrange work projects that have real value and result in positive experiences for center youths and staff and community members. Work sites have included Head Start, Ronald McDonald House, Habitat for Humanity, the US Forest Service, Life Care, Heritage Park, State Parks and University of Utah campus.

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

Programming at the Genesis and Gateway centers goes beyond involvement in work projects. All residents are expected to make educational progress while enrolled in the program. They attend school on-site in classrooms operated by the local school district Youth In Custody program (see "Educational Services," page 82). Local school districts provide experienced classroom teachers and offer vocational services, guidance counseling, and special education programs.



Girls from the Gemstone program working at Red Butte Gardens.



Staff member and Genesis resident working on a shed.

When not working or in school, residents may participate in a number of other evidence based programs and activities to address their criminogenic needs. For example, during FY 2015, the Genesis adopted Going for the Goal program, a research based curriculum that teaches life skills. In addition, volunteers from the community regularly visit the center to provide residents with additional opportunities. Among other things, they make arrangements for church services at the facil-

ity, bring in special meals on holidays, and arrange for outside speakers.

Complementing its residential service, Genesis initiated a non residential, day program for girls. Participants travel to the facility each day to participate in work projects and other programming. They return to their homes at the end of the day. Since the program began in February, 2015, eight different girls have participated in this programming option.

## Use of Residential Work Programs During FY 2015.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity <sup>2</sup>	Mean Length of Stay <sup>3</sup>
<b>OFFICE OF COMMUNITY PROGRAMS</b>						
GENESIS YOUTH CENTER	40	232	211	31.5	0.0%	54.5
<b>OFFICE OF RURAL PROGRAMS</b>						
GATEWAY YOUTH CENTER <sup>4</sup>	8	11	12	0.9	0.0%	26.8
<b>TOTAL</b>	<b>48</b>	<b>609</b>	<b>223</b>	<b>32.4</b>	<b>-</b>	<b>53.0</b>

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

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

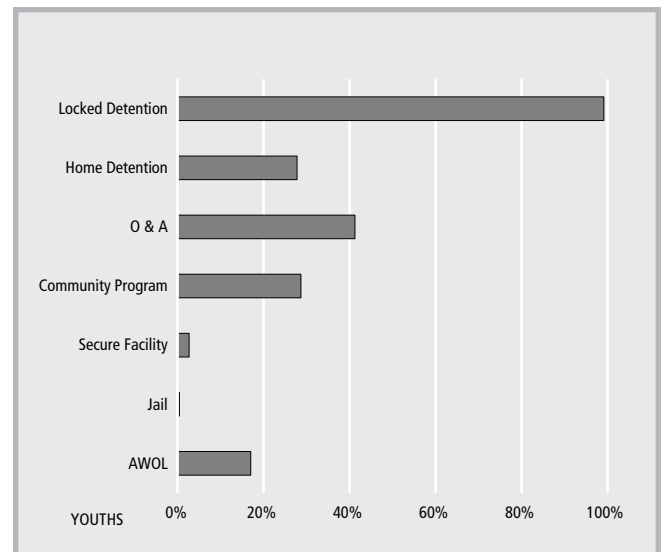
<sup>3</sup> "Length of Stay" estimated using Stock / Flow Ratio:  $(\text{[Nightly Bed Count]} / \text{[Admits]}) * (\text{[Days per Fiscal Year]})$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington,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

<sup>4</sup> The Gateway Youth Center began providing services on March 5, 2015 (the last 70 days of FY 2015).

Nearly all youths (99.1%) admitted to work programs during FY 2015 had previously been admitted to locked detention; 41.3% had previously been placed in O&A; and 27.8% had been in a home detention placement.

Though not shown on the chart, a large majority of these youths also had received services from other juvenile justice agencies: 78.0% had been on probation, 21.1% had been in the custody or under supervision of the Division of Child and Family Services, and 84.3% previously had one or both of these types of care.

## PLACEMENT HISTORY

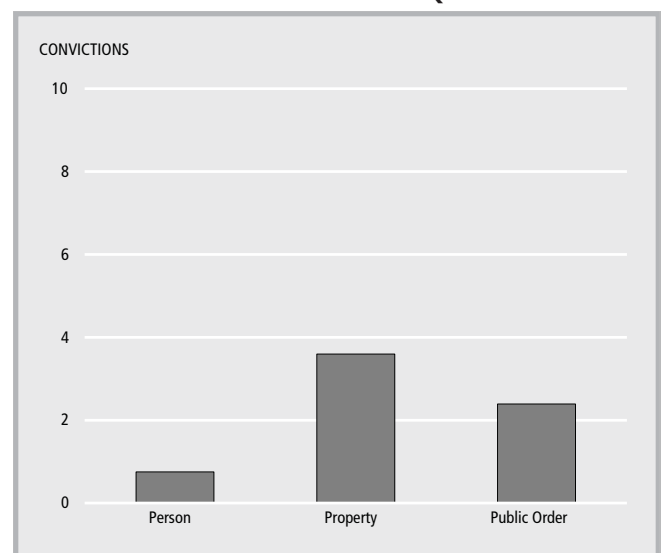


Girls from Genesis Gemstone program taking part in a wellness activity.

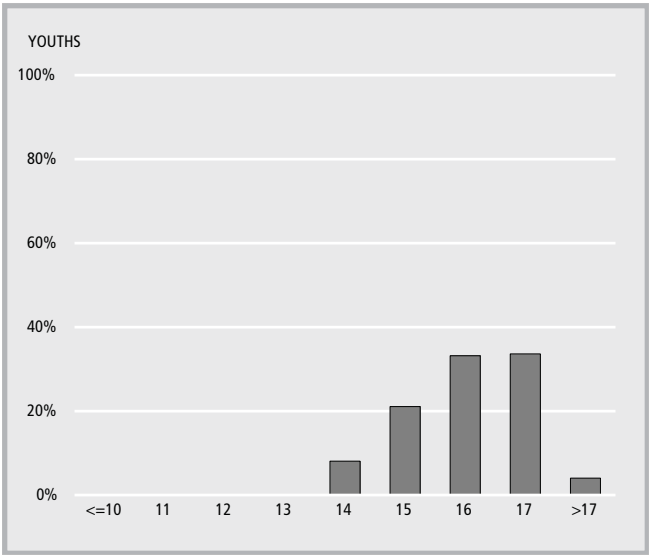
All youths (100.0%) admitted to work programs during FY 2015 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average youth was admitted with 6.7 prior convictions. The great majority of these offenses (88.7%) were offenses against property and public order. Offenses against persons represented only about 11.3% of prior convictions.

Though not shown on the chart, those youths with prior convictions were first found delinquent at an average age of 13.6; 75.3% of them were between 10 and 14 at the time of their first delinquency.

## DELINQUENCY HISTORY

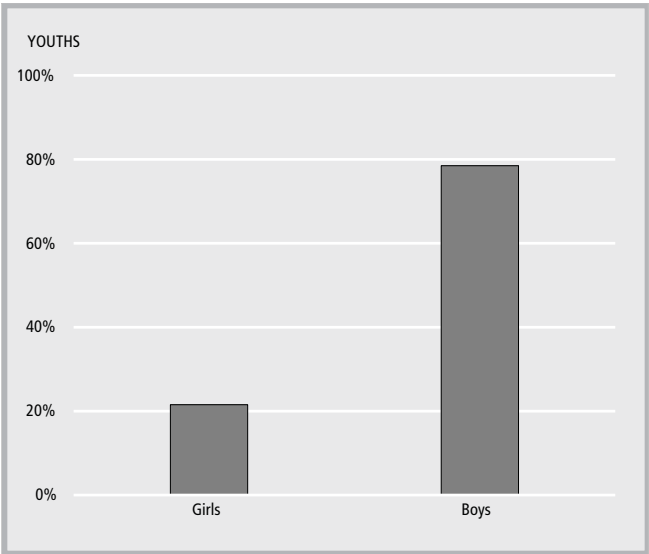


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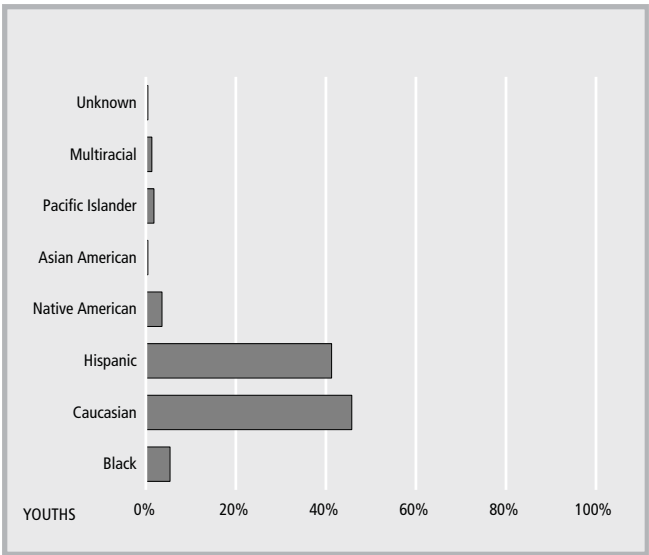
*Youths admitted to work programs during FY 2015 ranged in age from 14 to over 17 years old. Average age was 16.5; 87.9% were between 15 and 17 years old.*

GENDER



*Girls accounted for 21.5% of all admissions to work programs during FY 2015.*

RACE & ETHNICITY



*Minorities were overrepresented in work programs. Collectively, they accounted for 54.1% of all admissions, though they represent 24.5% of Utah's youth population.*

*Overrepresentation was most extreme for Black youths, who were admitted 3.9 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 3.2 times more frequently; and Hispanics were admitted 2.5 times more frequently.*



## Performance Measures

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

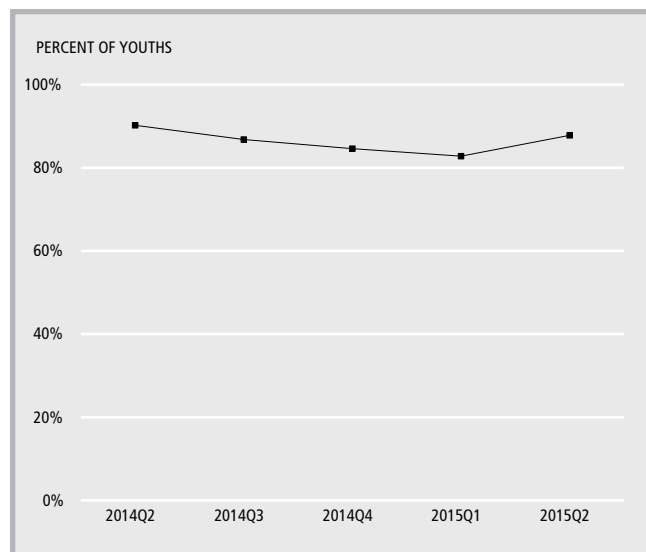
Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter.

Outcome measures include both short- and long-term indicators whether a program is achieving desired results. The chart at top right identifies the percentages of youths leaving the program who completed the program and met at least 85% of their court-ordered obligations. Overall, an average of 86.4% of youths met the objective. Values ranged from a low of 82.8% in the first quarter of 2015 (2015Q1) to high of 90.2% in the second quarter of 2014 (2014Q2).

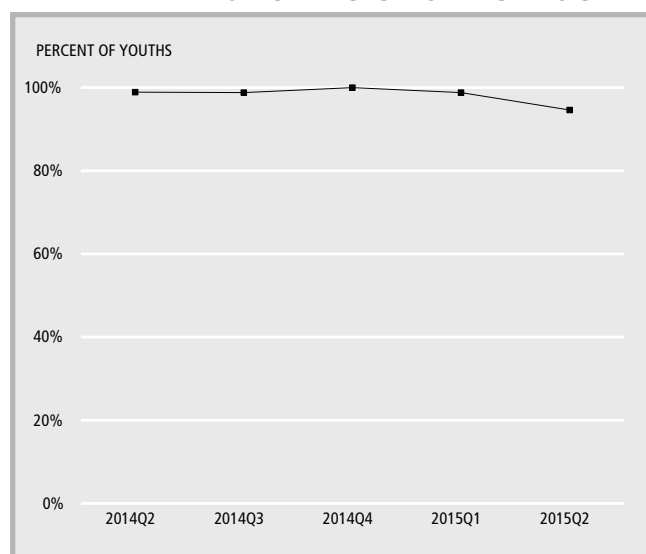
The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, an average of over 98.2% of youths avoided new charges while in the program. Values ranged from a low of 94.6% in the second quarter of 2015 (2015Q2) to a high of 100.0% in the fourth quarter of 2014 (2014Q4). Though not shown on the chart, all youths avoided a new felony-type charge while enrolled in the program.

The chart at bottom right shows the percentages of youths who were free from new felony- or misdemeanor-type charges in the 90 days following release from the program. Overall, 82.7% of youths avoided a new charge after release. Values ranged from a low of 79.6% in the second quarter of 2015 (2015Q2) to a high of 84.6% in the fourth quarter of 2014 (2014Q4). Though not shown, 93.8% of youths avoided of a new felony-type charge.

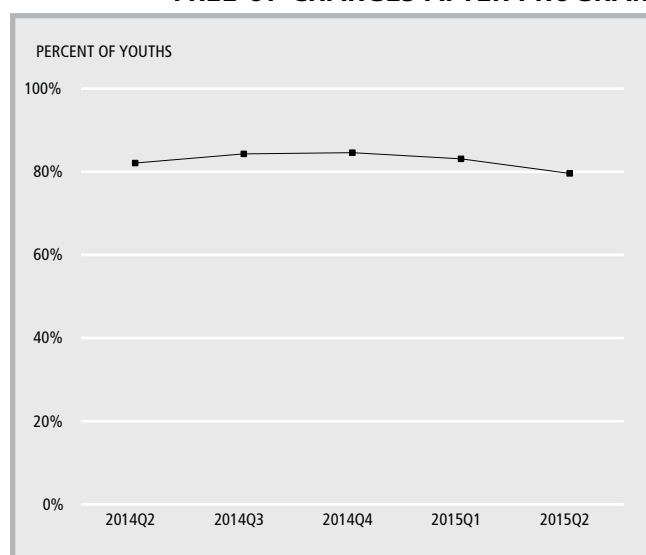
### YOUTHS MEETING COURT OBLIGATION



### FREE OF CHARGES DURING PROGRAM



### FREE OF CHARGES AFTER PROGRAM







# Detention

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

## QUICK FACTS LOCKED DETENTION

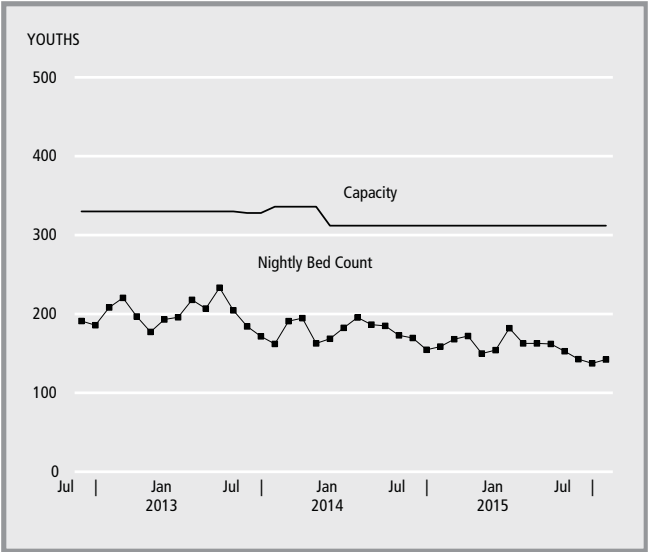
NUMBER OF PROGRAMS.....	11
BEDS.....	312
ADMISSIONS .....	7,159
DIFFERENT YOUTHS SERVED.....	3,493
AVERAGE NIGHTLY BED COUNT .....	162.3
LENGTH OF STAY PER ADMISSION.....	8.3 DAYS
DAILY COST PER BED .....	\$192.82

Locked detention programs function within the framework of the BARJ Model (see “Mission and Goals,” page 7) to provide secure custody, recreational activities, some restitution opportunities, and cognitive behavioral skill building groups. Programs also attempt to help youths keep in contact with their families and community. Family visitation is encouraged and nondenominational church services are held at all centers. In addition, Youth in Custody educational programs (YIC; see “Educational Services,” page 82) operate every weekday at each facility.

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

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

AVERAGE NIGHTLY BED COUNT



of Correctional Facilities along the Wasatch Front (see table on following page).

The chart at top right represents statewide average nightly bed count of locked detention for each month from July 2012 (FY 2013) through September 2015 (FY 2016). Over the period, average nightly bed count fell steadily from 202.6 in FY 2013 to 179.8 in FY 2014 and 162.3 in FY 2015. The average nightly bed count for the first 3 months of FY 2016 was 140.9. During the same period, the numbers of different youths served dropped from 4,275 in FY 2013 to 3,897 in FY 2014 and 3,493 in FY 2015. Average length of stay per admission was 8.7 days in FY 2013, 8.2 days in FY 2014, and 8.3 days in FY 2015.

As may be seen in the table on the following page, overcrowding rarely occurred during FY 2015. Most facilities did not exceed their rated capacity. Only two facilities experienced the problem. The Cache Valley Youth Center was over capacity on one night and the Southwest Utah Youth Center was over capacity on ten nights. It should be noted that overcrowding is more than just an inconvenience. It is much more difficult to ensure safety of youths and staff when facilities are over or even at capacity. For example, classifications and information about risk may be of limited value if there are few or no open beds to allow segregation of high- and low-risk youths. It is for this reason that secure facilities attempt to keep at least 10% of beds open to provide flexibility for making such arrangements.



Youths in a math class at Cache Valley Youth Center.



Staff assisting youth on the climbing wall at Central Utah Youth Center.

## Use of Locked Detention Centers During FY 2015.

Facility	Capacity	Youths Served <sup>1</sup>	Admits <sup>2</sup>	Nightly Bed Count	Nights Over Capacity <sup>3</sup>	Mean Length of Stay <sup>4</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER	32	346	719	14.9	0.0%	7.6
WEBER VALLEY DETENTION CENTER	24	386	973	16.3	0.0%	6.1
SALT LAKE VALLEY DETENTION	96	1,467	2,656	65.8	0.0%	9.0
SLATE CANYON YOUTH CENTER	38	661	928	24.7	0.0%	9.7
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	16	279	466	8.9	0.3%	7.0
CANYONLANDS YOUTH CENTER	16	86	184	3.0	0.0%	6.0
SOUTHWEST UTAH YOUTH CENTER	10	118	233	6.0	2.7%	9.4
DIXIE AREA DETENTION CENTER	32	125	230	5.5	0.0%	8.7
CASTLE COUNTRY YOUTH CENTER	16	123	265	5.1	0.0%	7.0
CENTRAL UTAH YOUTH CENTER	16	126	195	3.7	0.0%	6.9
SPLIT MOUNTAIN YOUTH CENTER	16	191	310	8.3	0.0%	9.8
<b>TOTAL</b>	<b>312</b>	<b>3,493</b>	<b>7,159</b>	<b>162.2</b>	<b>-</b>	<b>8.3</b>

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

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

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

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

Two categories of admission reason, [1] Orders To Detention and [2] Warrant/Admin Hold, accounted for 64.7% of all admissions to locked detention during FY 2015.

Collectively, delinquent offenses [1] against people (Person Offenses), [2] property (Property Offenses), and [3] public order (Public Order Offenses) accounted for 21.9% of all admissions.

Admissions for youths [1] waiting for a Juvenile Justice Services' placement (Waiting JJS), [2] Division of Child and Family Services' placement (Waiting DCFS), and [3] another agency's placement (Waiting OTH) accounted for 4.1% of all admissions.

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

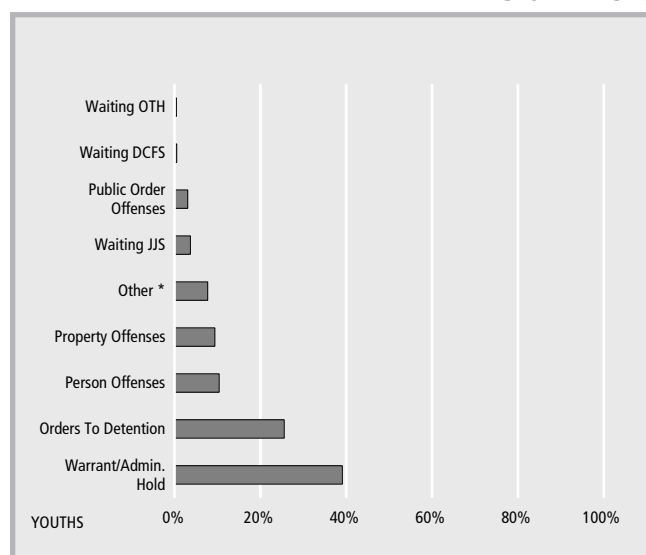
The majority of youths (73.7%) admitted to locked detention during FY 2015 had previously been admitted to the program; 14.5% had previously been placed in an out-of-home, community residential program (Community Program); and 19.3% had been in a home detention placement.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: 48.9% had been on probation, 18.6% had been in the custody or under supervision of the Division of Child and Family Services, and 57.1% previously had one or both of these types of care.

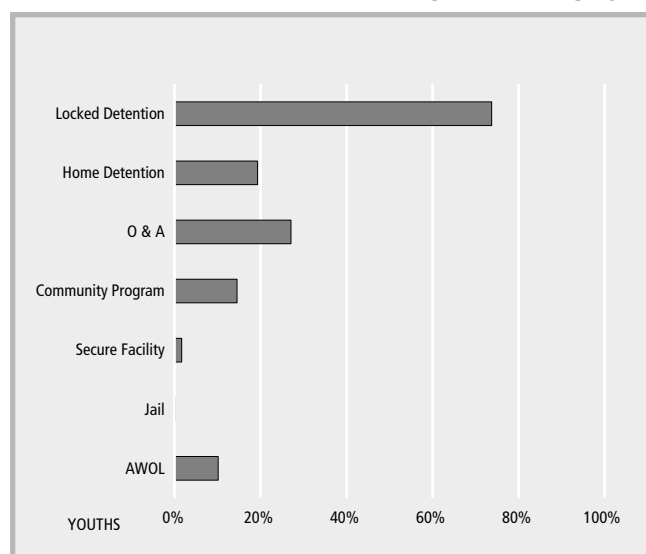
The large majority (90.3%) of youths admitted to locked detention during FY 2015 had previously received at least one conviction for a felony- or misdemeanor-type offense. The average for all admissions was 4.2 prior convictions. The great majority of these offenses (85.0%) were offenses against property and public order. Offenses against persons represented only 15.0% of the total.

Though not shown on the chart, those youths with prior convictions were first found delinquent at an average age of 13.5; 74.2% of them were between 10 and 14 at the time of their first delinquency.

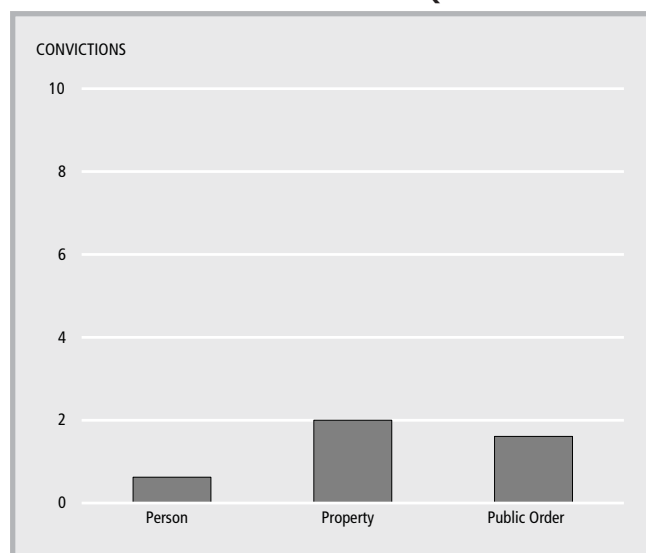
## ADMITTING OFFENSES



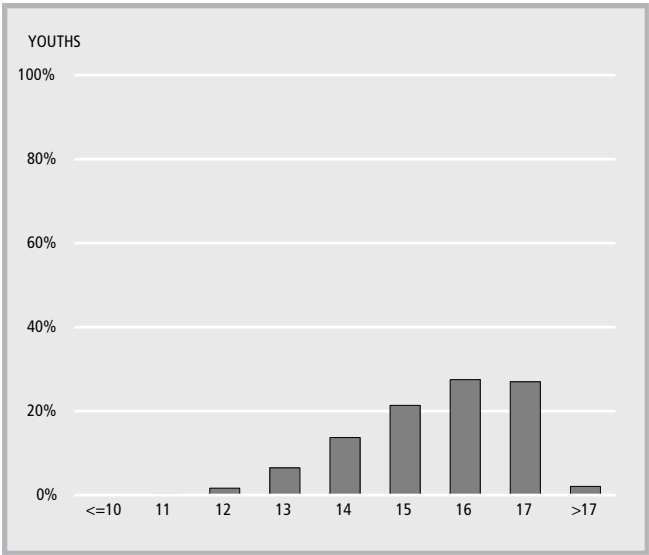
## PLACEMENT HISTORY



## DELINQUENCY HISTORY

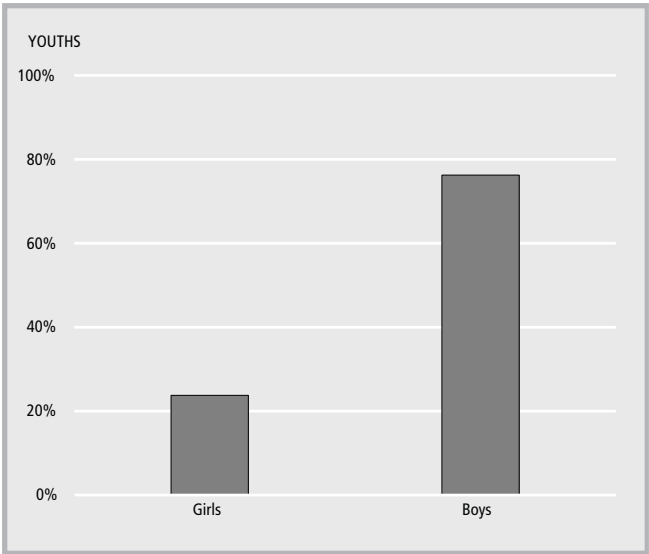


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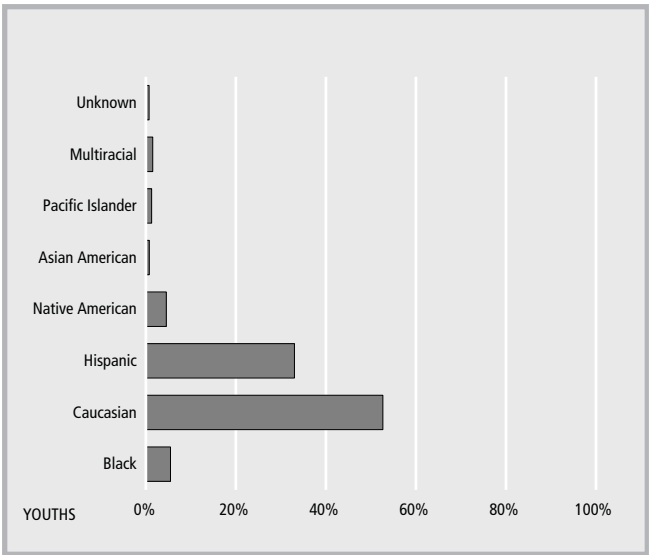
Youths admitted to locked detention during FY 2015 ranged in age from 10 to over 17 years old. Average age was 16.1; 75.8% were between 15 and 17 years old.

GENDER



Girls accounted for 23.8% of all admissions to locked detention during FY 2015.

RACE & ETHNICITY



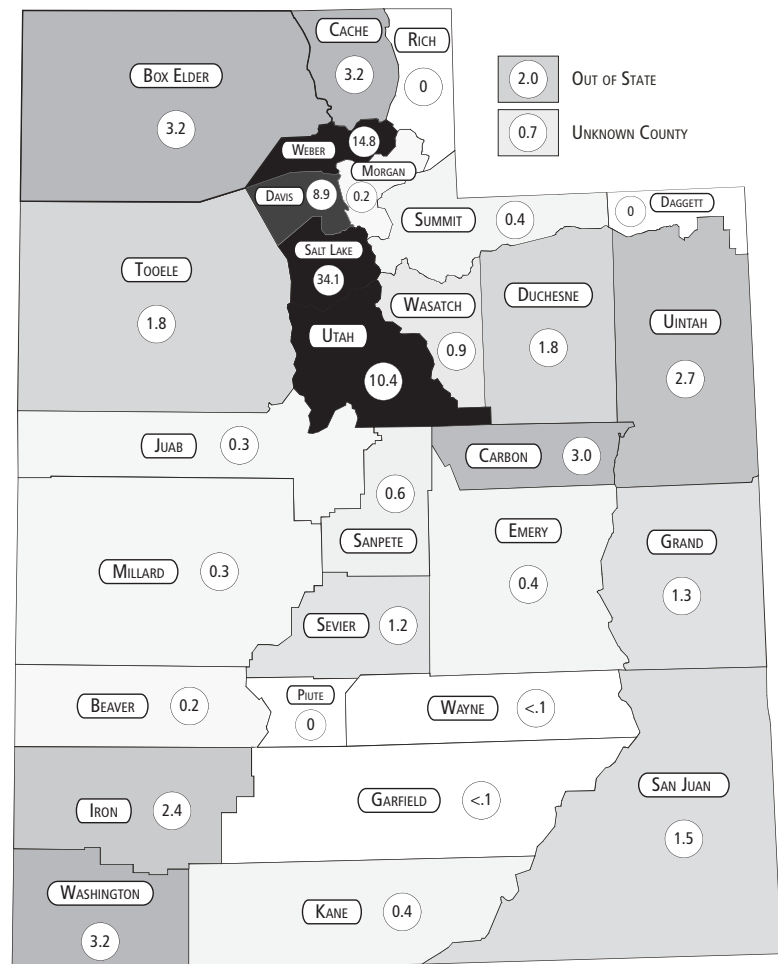
Minorities were overrepresented in locked detention. Collectively, they accounted for 47.0% of all admissions, though they represent 24.5% of Utah's youth population.

Overrepresentation was most extreme for Native Americans who were admitted 4.1 times more frequently than would be expected from their proportion in the population at large; Black youths were admitted 4.0 times more frequently; and Hispanics were admitted 2.0 times more frequently.

## Admissions by County

Statewide, there were 7,159 admissions to Utah's locked detention programs during FY 2015. Shading and numbers in the map at top right represent the percentages of these admissions involving youths from Utah's 29 counties. For example, 1.8% of admissions involved youths from Tooele County.

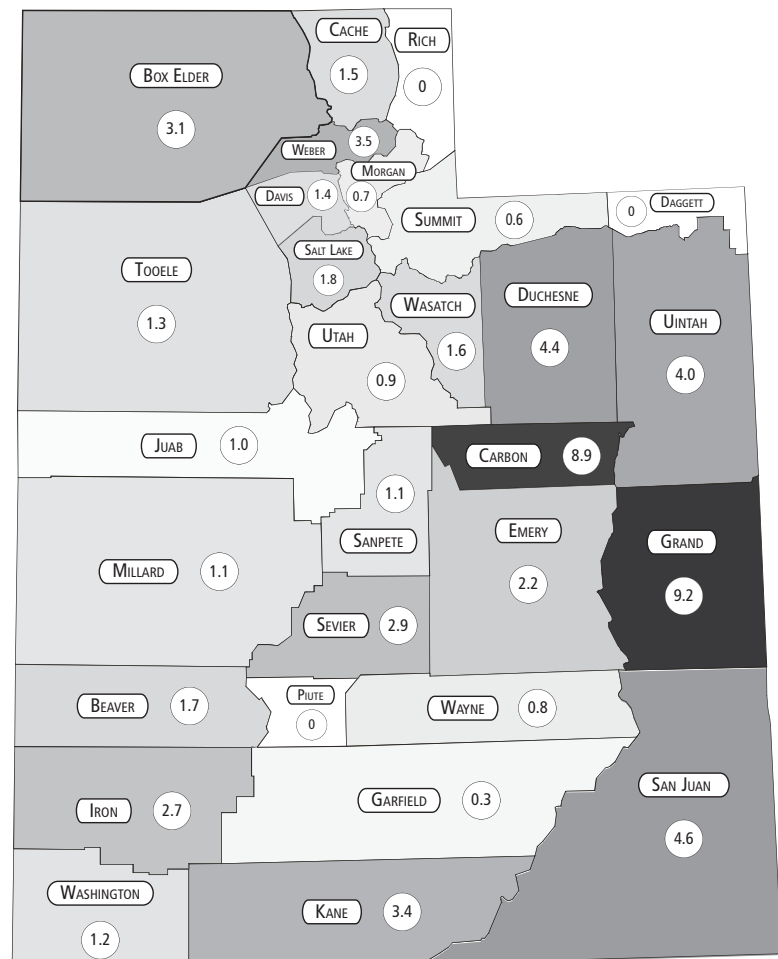
- Salt Lake County, the state's most populous county, had the largest value, accounting for 34.1% all admissions. At the other extreme, no youths were admitted to detention from Rich, Piute, or Daggett Counties.
- Rural counties served by the Office of Rural Programs contributed 25.1% of all admissions. These counties are home to 19% of Utah's 10 to 17 year olds.
- Four urban counties (Salt Lake, Davis, Weber, and Utah) accounted for 68.3% of all detention admissions. These counties are home to 74.8% of the state's 10 to 17 year olds.
- 2.0% of admissions were out-of-state youths.



## Admission Rates by County

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

- Overall, there were 1.8 admissions for each 100 of Utah's 10 to 17 year old youths.
- Rates of detention admission were highest in Carbon (8.9) and Grand (9.2) Counties.
- Salt Lake County, the state's most populous county, had an admission rate of 1.8 per 100 10 to 17 year old youths.
- Rural counties had a rate of 2.4 admissions per 100 youths; the four largest urban counties (Salt Lake, Davis, Weber, and Utah) had a rate of 1.6.
- Overall rates of admission to detention were about the same for counties that have a detention center (1.8) and for those that do not (1.9).





# Multiuse Facilities

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

During FY 2015, multiuse facilities operated in five rural communities: (1) Split Mountain Youth Center, in Vernal; (2) Central Utah Youth Center, in Richfield; (3) Canyonlands Youth Center, in Blanding; (4) Cache Valley Youth Center, in Logan; and (5) Castle Country Youth Center, in Price. An additional facility, the Washington County Youth Crisis Center, in St. George, functioned as a multiuse facility until the center's detention function was moved to a separate facility in the area, the Dixie Area Detention Center. The Washington County facility continues to provide shelter, receiving center, and youth services programming.

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

Average nightly count of youths in locked detention for each month between July 2012 (FY 2013) through September 2015 (FY 2016) is presented in the chart at bottom left. During FY 2015, rural locked detention averaged a nightly bed count of 40.5 and served 1,007

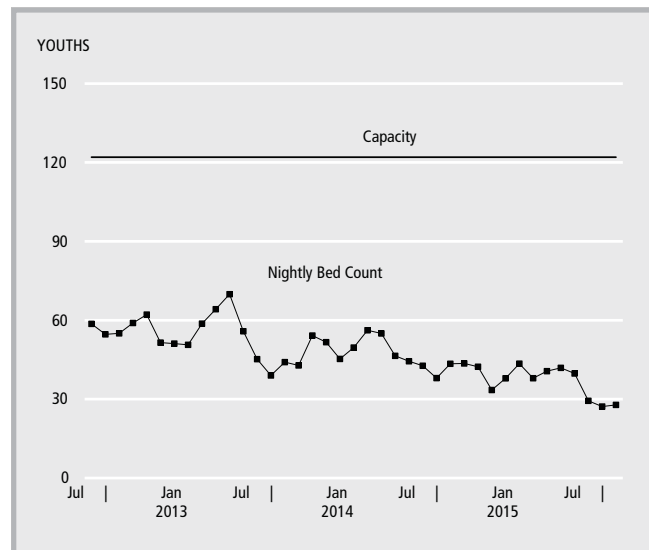


Split Mountain Youth Center youths participating in an exercise activity.

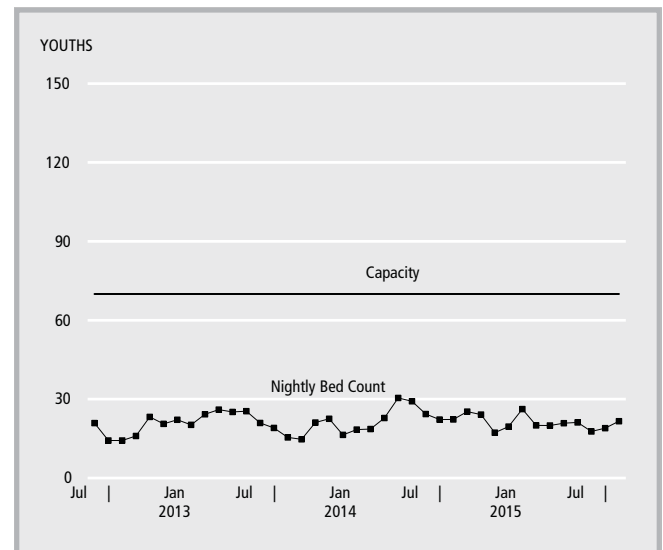
different youths. As described previously (see "Detention," page 41), overcrowding was rarely a problem at any detention center during FY 2015. The problem was most severe at the Southwest Utah Youth Center which was overcapacity 2.7% of nights.

Average nightly counts of youths in non-secure beds is presented in the chart at bottom right. During FY 2015, 21.9 youths were in residence each night, including 3.9 youths in shelter, at five different facilities, and 15.5 youths in O&A at four different centers.

## LOCKED DETENTION USE



## NON SECURE BED USE







# Case Management

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

## QUICK FACTS CASE MANAGEMENT

NUMBER OF WORKERS .....	70
SERVICE AREA.....	STATEWIDE
NEW COMMITMENTS	
OBSERVATION & ASSESSMENT.....	494
COMMUNITY PLACEMENT .....	443
SECURE CARE .....	116
DIFFERENT YOUTHS SERVED .....	1,707
AVERAGE DAILY ASSIGNMENTS .....	859.6
DAILY COST PER YOUTH.....	\$20.56

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

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



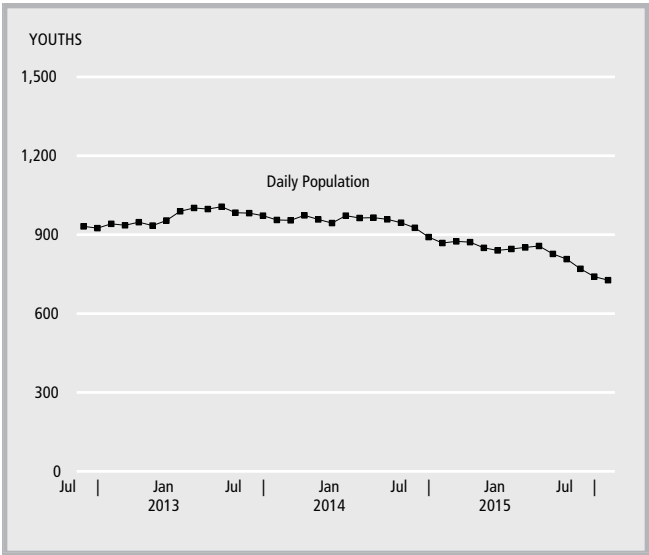
Orem case managers donated 50 lunches to the Food and Care Coalition.

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

A key resource for case managers is the Protective and Risk Assessment, Utah's standardized risk assessment tool developed in collaboration with Juvenile Court Probation (see "Protective and Risk Assessment Project," page 85). The assessment is used to identify protective and risk factors known to be associated with future delinquency and other problems. Reassessments are used to document progress and identify continuing issues. Risk assessment information is managed by the CARE information system (see "Court & Agencies' Record Exchange [CARE]," page 86) and is immediately available to other workers associated with a youth. CARE also includes data-collection and reporting tools that facilitate development of the youth's service plan, documentation of progress, and sharing information with court and Division staff working with the youth.

During FY 2015, Case Management developed a comprehensive certification process designed to ensure that case managers are proficient in their job duties and that the services they deliver are evidence based and provided with fidelity. The process includes online written testing on the core elements of the Division's case planning model. In addition, supervisors observe individual case managers as they conduct risk assessment, develop needs assessment service plans, participate in child and family team meetings, and develop court reports. Case managers must achieve scores of 100% in all areas to receive certification.

AVERAGE DAILY POPULATION

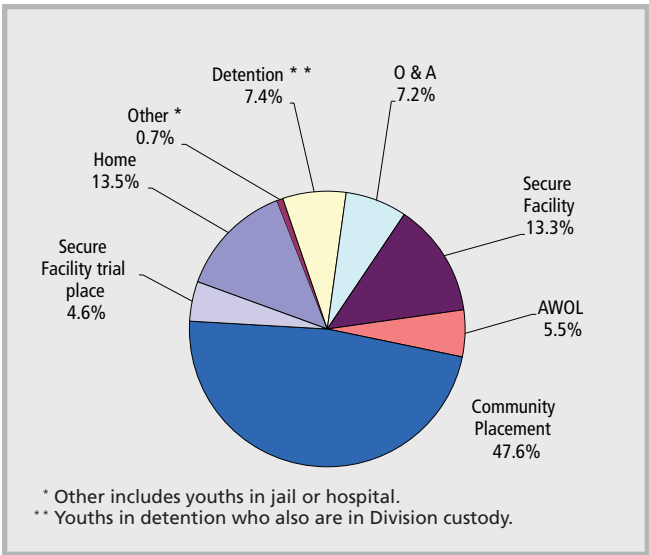


An average of 859.6 youths were under case management supervision each day during FY 2015. The average was 962.1 in FY 2014 and 958.9 in FY 2013.



Case management certification.

TYPICAL PLACEMENTS



On a typical day, during FY 2015, the majority of youths assigned to Division case managers (73.4%) were in community placements, home placements, observation and assessment (O&A) programs, or on trial placement.

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

## Performance Measures

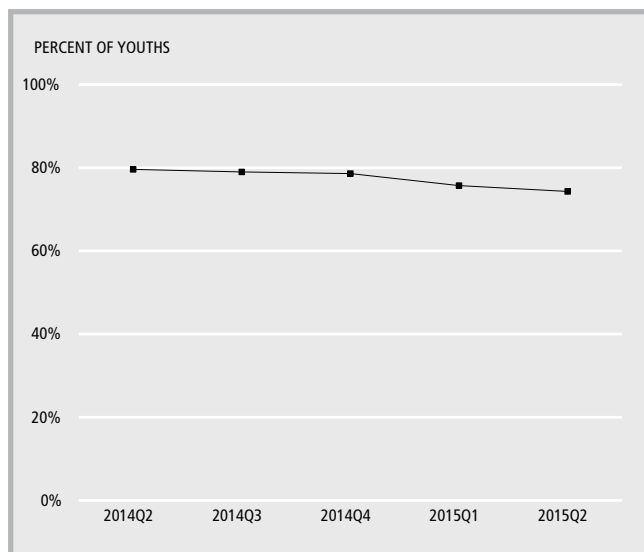
All Division programs participate in an ongoing process of performance measurement. Measures are indicators of a program's successes and failures in meeting expectations about the services it provides (Output Measures) and in achieving positive results for the clients it serves (Outcome Measures). Measures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

Output measures document the program's service delivery efforts. This includes the workload measures for number of youths served and average length of stay described on previous pages of this Chapter. The chart at top right shows results of an additional service measure, monthly, face-to-face meetings with youths. Overall, 77.4% of youths received monthly visits. Percentages ranged from a low of 74.3% in the second quarter of 2015 (2015Q2) to a high of 79.6% in the second quarter of 2014 (2014Q2).

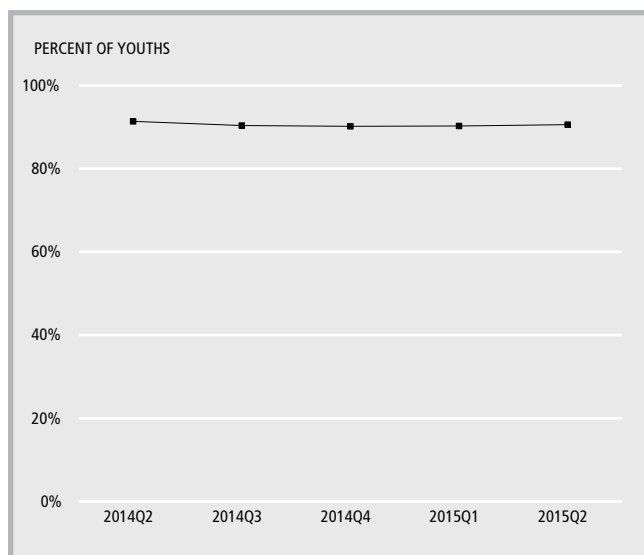
Outcome measures include both short- and long-term indicators of whether a program is having its desired impacts. The chart at center right identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while under case management supervision. Overall, an average of 90.6% of youths avoided new charges. Percentages were quite stable across the five quarter reporting period, ranging from a low of 90.2% in the fourth quarter of 2014 (2014Q4) to a high of 91.4% in the second quarter of 2014 (2014Q2). Though not shown, percentages of youths free of felony-type charges while under case management supervision were much higher. Overall, an average of 97.6% of youths avoided new felony charges.

The chart at bottom right shows the percentages of youths who avoided new felony- or misdemeanor-type charges in the 360 days following release from case management supervision. Overall, 53.8% of youths avoided receiving new felony- or misdemeanor-type charges in the year after leaving case management supervision. The lowest percentage was 51.0% in the fourth quarter of 2013 (2013Q4). The highest was 56.2% for the first quarter of 2013 (2013Q1). Though not shown, overall, 86.4% of youths avoided a new felony-type charge in the year after release from supervision.

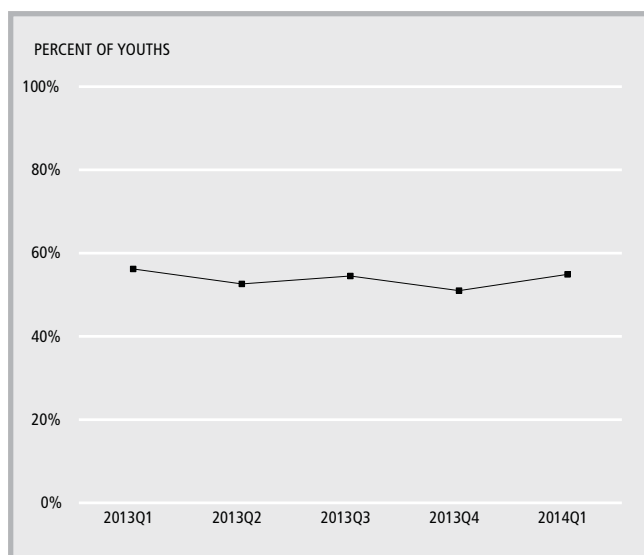
### MONTHLY FACE-TO-FACE VISITS



### FREE OF CHARGES DURING PROGRAM



### FREE OF CHARGES AFTER PROGRAM





# Observation and Assessment

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

## QUICK FACTS

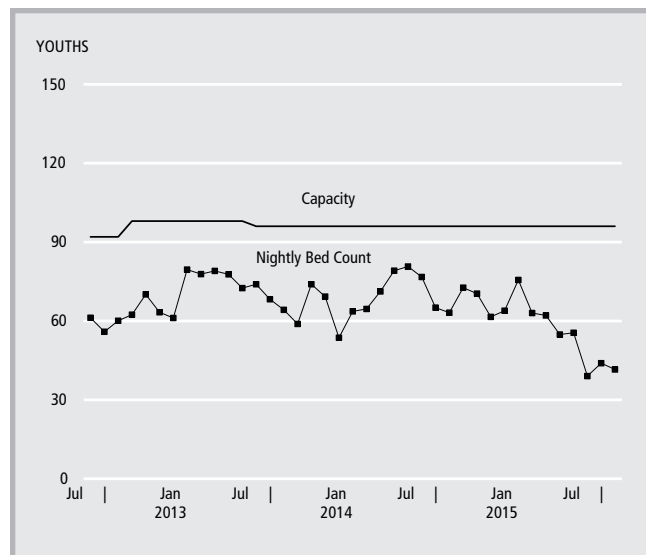
### OBSERVATION AND ASSESSMENT

NUMBER OF PROGRAMS	
O&A FACILITIES .....	5
MULTIUSE FACILITIES .....	4
O&A BEDS .....	96
ADMISSIONS .....	549
DIFFERENT YOUTHS SERVED.....	609
AVERAGE NIGHTLY BED COUNT .....	65.3
AVERAGE LENGTH OF STAY .....	43.4 DAYS
DAILY COST PER BED .....	\$190.55

During FY 2015, the Office of Early Intervention Services provided O&A services through four facilities along the Wasatch Front. O&A services also were provided by the Office of Rural Programs through multiuse facilities in Blanding, Logan, Richfield, and Vernal. An additional O&A program, the Farmington Bay Youth Center O&A, was operated under contract with a private provider until September 2015, when the contract and the facility's O&A services were discontinued.

As in other residential programs, youths in O&A receive educational services through Youth in Custody programs (YIC; see "Educational Services," page 82). YIC teachers, provided by local school districts, hold classes each weekday for all youths. Work finished in O&A classrooms may be credited to a youth's regular academic record. Complementing these activities, O&A

## AVERAGE NIGHTLY BED COUNT



centers have developed work opportunities for youths to meet court-ordered obligations for community service and victim restitution.

During FY 2015, a number of youths received O&A services while remaining at home in a program In-Home O&A. The program started as a pilot in October 2012, in the 3rd District Juvenile Court. In-Home O&A is now operating in the 2nd, 3rd, and 4th District Juvenile Courts and expansion is planned for other areas of the state. While in the program, youths are required to attend day treatment programming based on their needs and those of their families. Division workers are actively engage families and youths and are involved in the youth's educational setting. Division clinicians conduct a comprehensive mental health evaluation on the youth and may contract for additional assessments if needed. A youth can be complete the O&A at a residential O&A if they become a risk to themselves or the community. At the conclusion of each youth's In-Home O&A stay, a formal report of the program's findings and recommendations is presented to the Juvenile Court to aid the Court in making decisions about the case.

The chart at top right represents statewide average nightly bed count of observation and assessment for each month from July 2012 (FY 2013) through September 2015 (FY 2016). Counts include youths in the In-Home O&A program. Average nightly bed count was 68.4 in FY 2013, 68.5 in FY 2014, and 65.3 in FY 2015. Average length of stay per admission was 43.3 days in FY 2013, 41.4 days in FY 2014, and 43.4 days in FY 2015.



Youths engaged in school activities at Cache Valley Youth Center.



Craft activity involving O&A Youth from Cache Valley Youth Center.

## Use of Observation and Assessment Centers During FY 2015.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity <sup>2</sup>	Mean Length of Stay <sup>3</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
FARMINGTON BAY YOUTH CENTER - O&A	16	109	94	11.5	0.0%	44.8
<b>OFFICE OF COMMUNITY PROGRAMS</b>						
OGDEN O&A	16	75	66	8.1	0.0%	44.8
SALT LAKE O&A	16	141	130	14.1	19.5%	39.5
SALT LAKE GIRLS O&A	8	62	55	6.6	0.0%	43.5
SPRINGVILLE O&A	16	91	78	9.6	0.0%	44.7
<b>OFFICE OF RURAL PROGRAMS</b>						
CACHE VALLEY YOUTH CENTER	6	39	36	4.0	17.0%	40.8
CANYONLANDS YOUTH CENTER	6	27	23	2.9	0.0%	46.7
CENTRAL UTAH YOUTH CENTER	6	48	41	5.2	17.8%	46.4
SPLIT MOUNTAIN YOUTH CENTER	6	30	26	3.3	0.0%	46.5
<b>TOTAL</b>	<b>96</b>	<b>609</b>	<b>549</b>	<b>65.3</b>	<b>-</b>	<b>43.4</b>

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

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

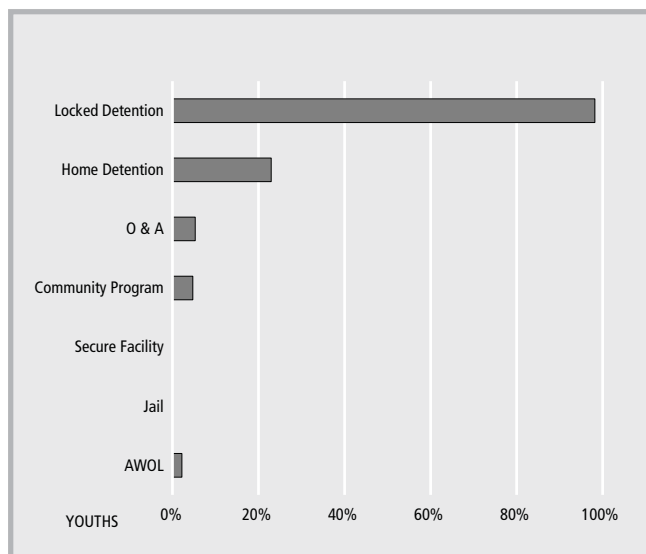
<sup>3</sup> "Length of Stay" estimated using Stock / Flow Ratio:  $\frac{([Nightly\ Bed\ Count] / [Admits]) * ([Days\ per\ Fiscal\ Year])}{[Admits]}$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington,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



Nearly all youths admitted to O&A (98.2%) had previously been admitted to locked detention: 4.7% had previously been placed in an out-of-home, community residential program (Community Program); and over 23.0% had been under home detention.

Though not shown on the chart, a majority of these youths also had received services from other juvenile justice agencies: 54.6% had been on probation, 16.2% had been in the custody or under supervision of the Division of Child and Family Services, and 62.1% previously had one or both of these types of care.

## PLACEMENT HISTORY

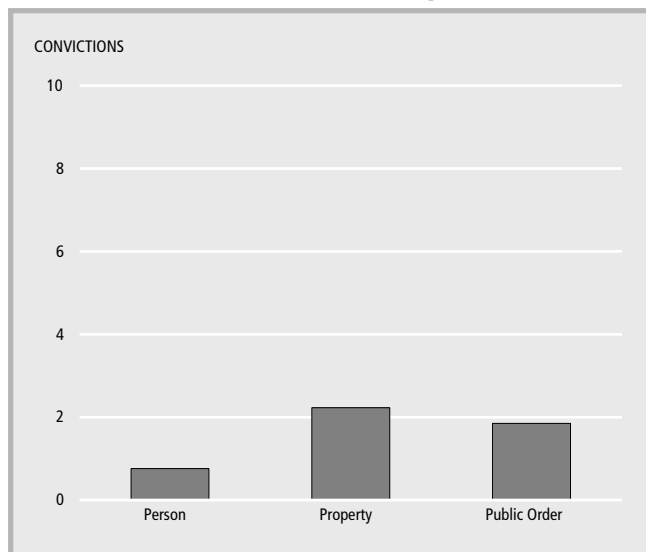


Annual softball game between Division State Office and youths from Salt Lake Observation and Assessment.

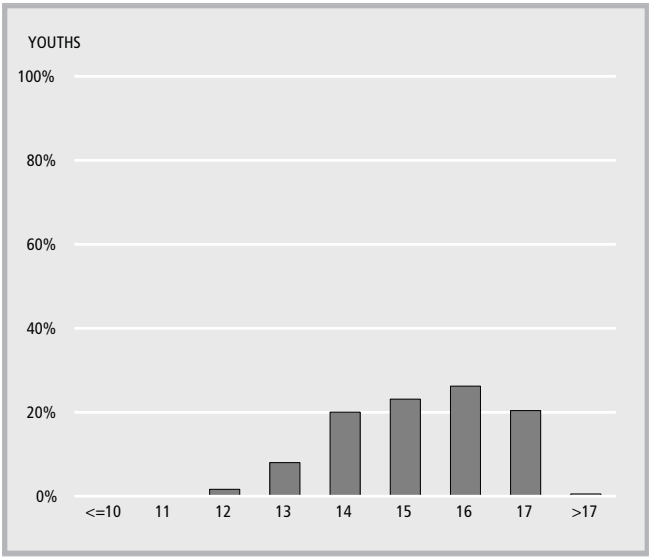
Youths admitted to O&A during FY 2015 had an average of 4.9 felony- and misdemeanor-type convictions. The great majority of prior convictions (84.1%) were for offenses against property or public order. Only 15.9% were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, youths admitted to O&A were first found delinquent at an average age of 13.6; 75.1% of them were between 10 and 14 years old at the time of their first delinquency.

## DELINQUENCY HISTORY

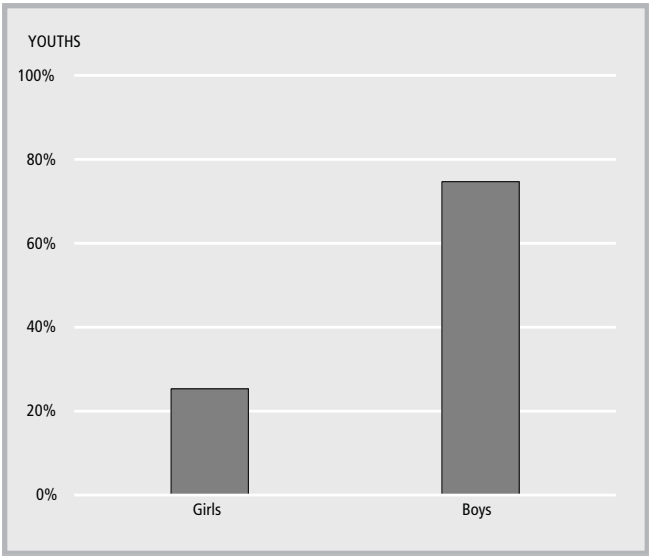


AGES



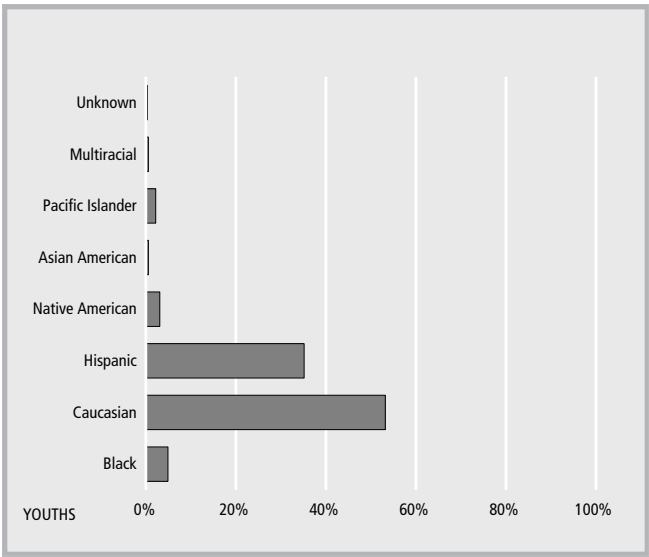
Youths admitted to O&A during FY 2015 ranged in age from 12 to over 17 years old. Average age was 15.8; 69.8% were between the ages of 15 and 17.

GENDER



Girls accounted for 25.3% of all admissions to O&A during FY 2015. All O&A programs admitted girls during FY 2015. Girls in Salt Lake City were served in the eight-bed Salt Lake Girls O&A program. Collectively, this program served 40.3% of the statewide number of girls admitted to O&A during FY 2015. Other programs provided beds for girls on an as needed basis.

RACE & ETHNICITY



Minorities were overrepresented in O&A. Collectively, they accounted for 46.6% of all admissions, though they only represent about 24.5% of Utah's youths. Overrepresentation was most extreme for Black youths who were admitted 3.6 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 2.8 times more frequently; and Hispanics were admitted 2.1 times more frequently.



## 10-Year Trends (FY 2006 - FY 2015)

### Demographics

- **Nightly Bed Count.** The yearly average number of youths in O&A each night trended downward across the 10-year period (see chart at top right). The high was 75.9 in FY 2007; the low was 65.4 in FY 2015. Average counts dropped by 5.0 between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.4% over that same time.
- **Age.** Yearly average age of youths admitted to O&A programs was stable across the period. Average ages ranged between 15.8 and 16.0.
- **Gender.** Relative numbers of girls admitted to O&A each year trended downward across the period. The high for the period was 32.1% in FY 2006; the low was 20.6% in FY 2010. Relative numbers of girls dropped by 21.2% between the first and last years of the period.
- **Race & Ethnicity.** The relative number of minority youths admitted to O&A trended upward across the period. The low for the period was 31.1% in FY 2006; the high was 46.9% in FY 2011. The percentage of minority youths admitted increased by 49.8% between the first and last years of the period. Minority youths accounted for 24.5% of Utah's 10-17 year old youths in 2015.

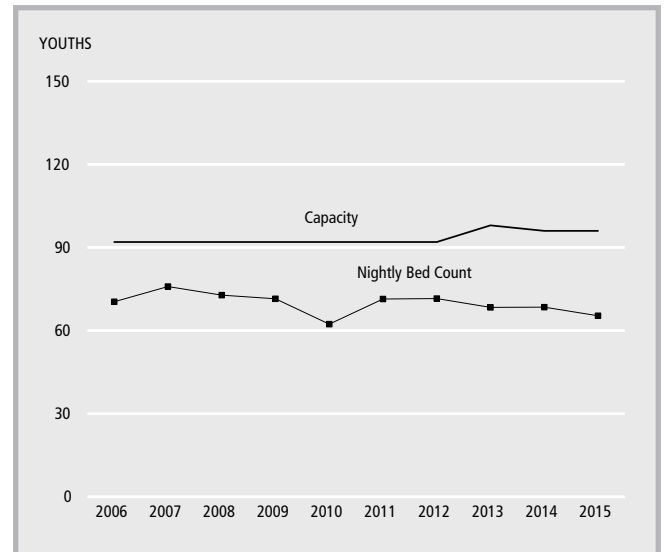
### Budget

- **Expenditures.** O&A expenditures trended upward over the period (see chart at center right). Expenditures increased by 13.5% between the first and last years of the period. The Division's overall expenditures declined by 3.2% over that same period.

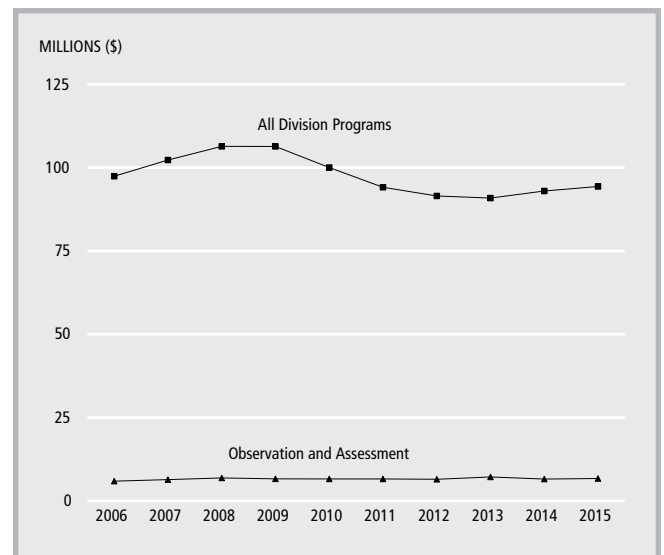
### Delinquency

- **Overall offenses.** Yearly average number of felony- and misdemeanor-type convictions at the time of admission to O&A were relatively stable for most of the 10-year period (see chart at bottom right). Numbers ranged between 5.6 and 6.0 for each of the first 9 years of the period before dropping to 5.0 in FY 2014 and 4.9 in FY 2015.

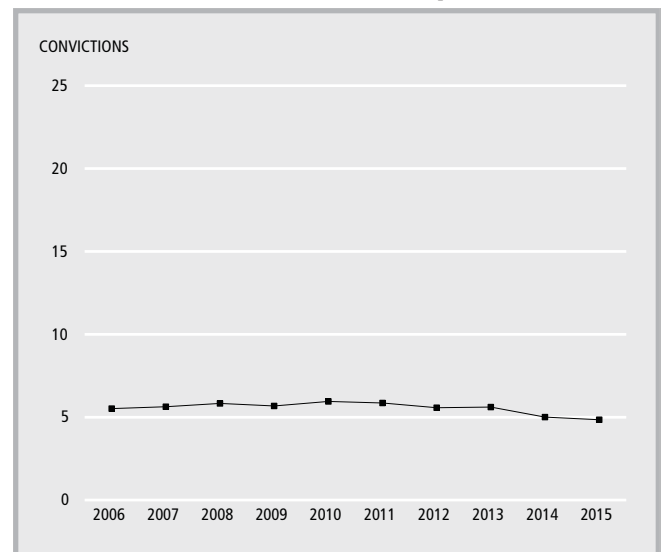
## AVERAGE NIGHTLY BED COUNT



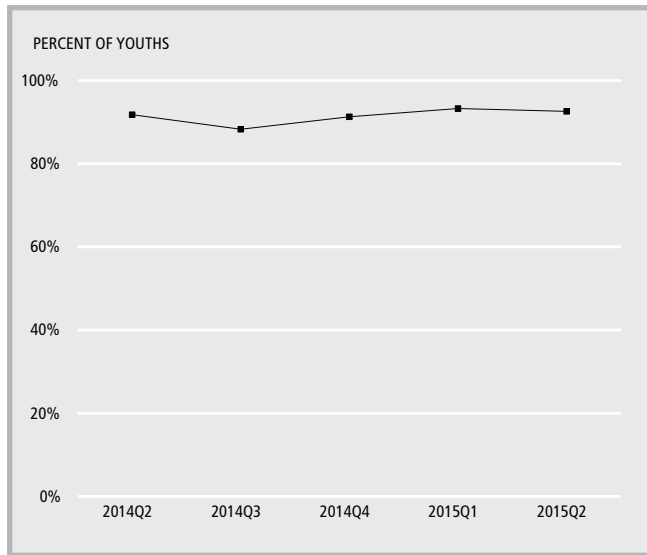
## BUDGET



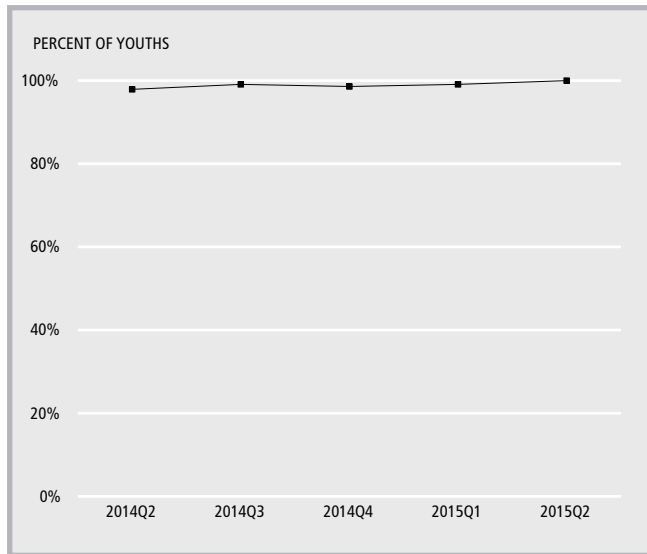
## DELINQUENCY HISTORY



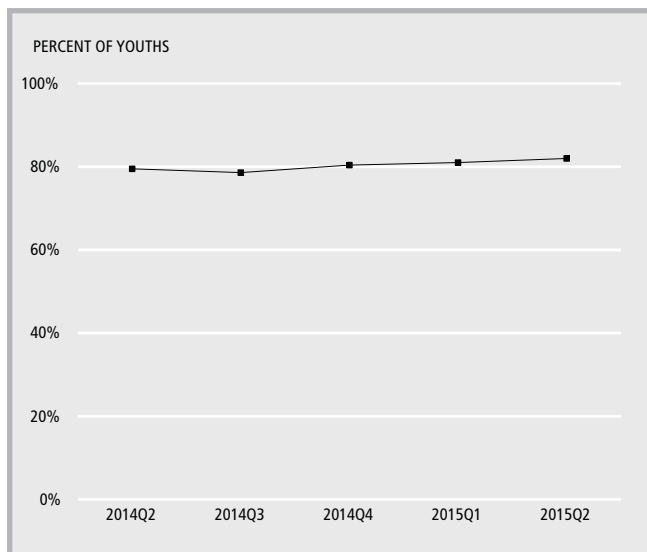
## O&A RECOMMENDATIONS



## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



## Performance Measures

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

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

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at top left represents the percentages of youths whose O&A recommendation was accepted by the Juvenile Court. Overall, 91.5% of O&A recommendations matched the Court decision during the five quarters from April 2014 through June 2015. Percentages ranged from a low of 88.3% in the third quarter of 2014 (2014Q3) to a high of 93.3% in the first quarter of 2015 (2015Q1).

The chart at center left identifies the percentages of youths who remained free of new felony- or misdemeanor-type charges while enrolled in the program. Overall, 98.9% of youths remained free of charges. Values ranged from a low of 97.9% in the first quarter of the period (2014Q2) to a high of 100.0% in the second quarter of 2015 (2015Q2). Though not shown, a much higher percentage of youths (99.7%) remained free of felony-type charges while enrolled in the program.

The chart at bottom left shows the percentages of youths who remained free of new felony- or misdemeanor-type charges in the 90 days following release from O&A. The overall rate for the five-quarter reporting period was 80.3%. Rates ranged from a low of 78.6% in the third quarter of 2014 (2014Q3) to a high of 82.0% in the second quarter of 2015 (2015Q2). Though not shown, a much higher percentage of youths (95.8%) avoided a new felony-type charge.

# Community Programs

Community programs are residential and non-residential services provided in the community. They typically are available to two different groups of youths: (1) youths committed to the Division's custody for community placement and (2) youths who have been paroled from secure facilities and are transitioning back to the community.

## QUICK FACTS COMMUNITY PROGRAMS

SERVICE AREA .....STATEWIDE

### NUMBER OF PROVIDERS

NONRESIDENTIAL SERVICES.....67

RESIDENTIAL SERVICES .....67

TOTAL CAPACITY.....OPEN ENDED

### RANGE OF COSTS

NON-RESIDENTIAL SERVICES ..... \$5-\$150/HR

RESIDENTIAL SERVICES ..... \$49-\$350/DAY

### NEW COMMITMENTS

COMMUNITY PLACEMENT .....443

PAROLE .....90

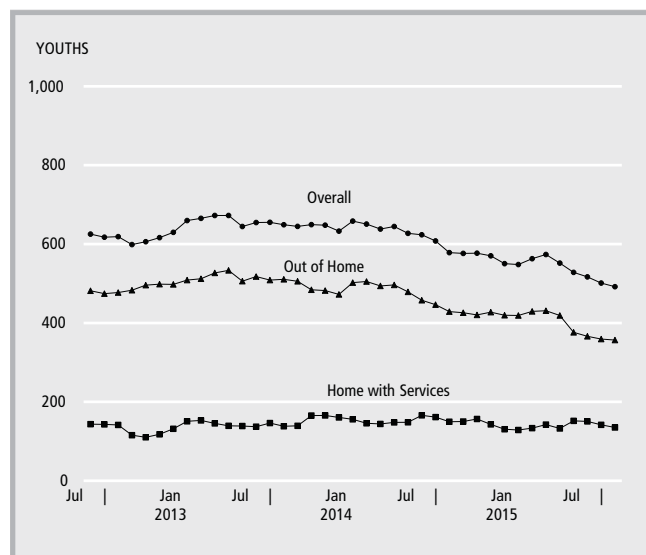
DIFFERENT YOUTHS SERVED..... 1,292

AVERAGE NIGHTLY COUNT ..... 571.0

Residential services range from highly structured group homes with 24-hour per day supervision to proctor programs that place individual youths in the home of an individual family. Collectively, these services provide a continuum of resources that match the varied needs of the Division's clients for supervision. The chart at the bottom of the next page identifies several frequently used types of residential programs. Placements are described according to the level of structure and supervision they provide and the general needs of the youths they serve.

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

## AVERAGE NIGHTLY COUNT



community programs have the general goal of helping youths develop the knowledge, skills, attitudes, and abilities necessary to allow them to be safely returned to the community.

The majority of community-based services are delivered by Utah private providers. However, some youths are sent to private, residential programs outside Utah which specialize in seriously delinquent youths. In addition, transition services, provided by Division workers, (see "The Division of Juvenile Justice Services," page 16) are important non-residential services provided that support youths returning to the community after spending time in the highly structured environment of secure facilities.

The chart at top right represents the average numbers of youths in Division community placements for each month from July of 2012 (FY 2013) through September of 2015 (FY 2016). The chart shows nightly counts both for youths placed at home with services (Home with Services) and for youths placed outside the home in the community (Out of Home). Average count of youths in out-of-home placements was 499.6 in FY 2013, 496.6 in FY 2014, and 425.1 in FY 2015. Average count of youths at home receiving non-residential services was 136.0 in FY 2013, 149.5 in FY 2014, and 145.6 in FY 2015. The overall number of different youths served was 1,383 in FY 2013, 1,379 in FY 2014, and 1,282 in FY 2015.

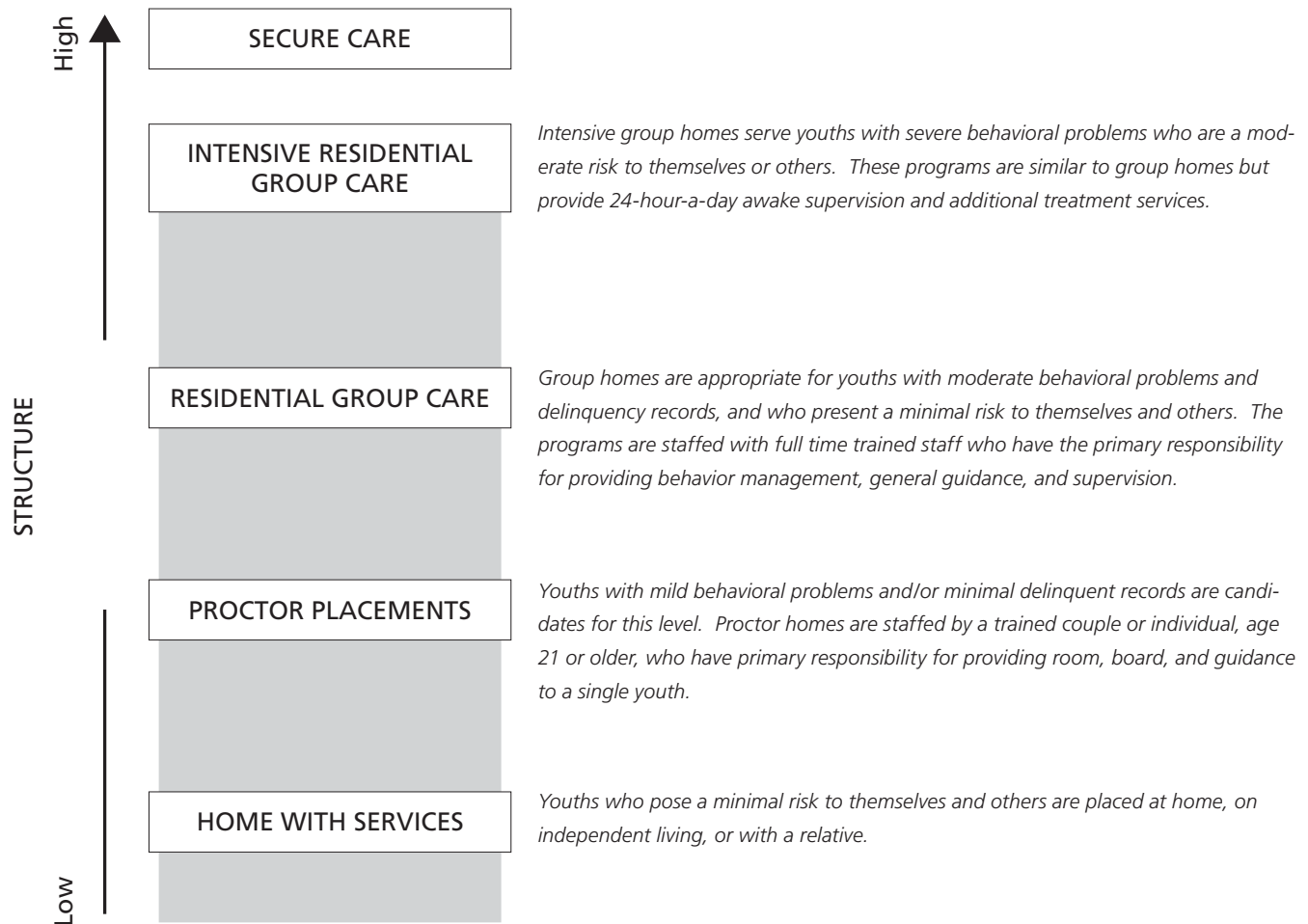


The Journey Impact Ranch Group Home.



Common area of Compass Academy Group Home..

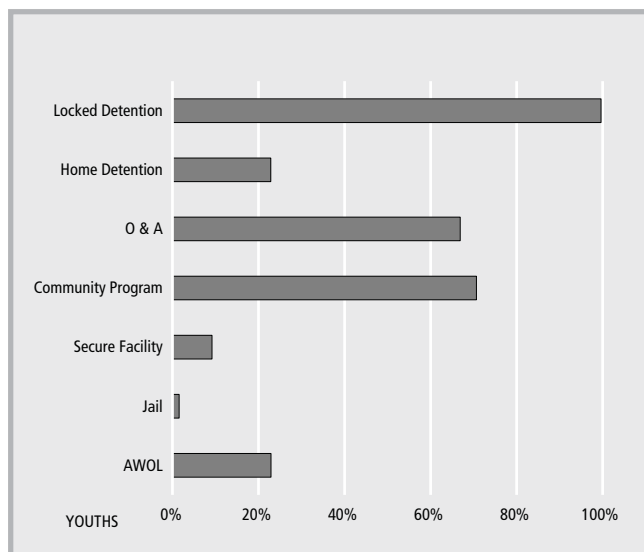
## CONTINUUM OF RESIDENTIAL CARE



Youths placed in community programs during FY 2015 had previously received a wide range of services: nearly all (99.6%) had a history of placement in locked detention; 70.7% had previously been placed in an out-of-home community program (Community Program); 66.9% had been placed in observation and assessment (O&A); and 9.2% had been in a secure facility.

Though not shown on the chart, most of these youths also had received services from other juvenile justice agencies: 75.0% had been on probation, 21.9% had been in the custody or supervision of the Division of Child and Family Services, and 80.4% previously had one or both of these types of care.

## PLACEMENT HISTORY

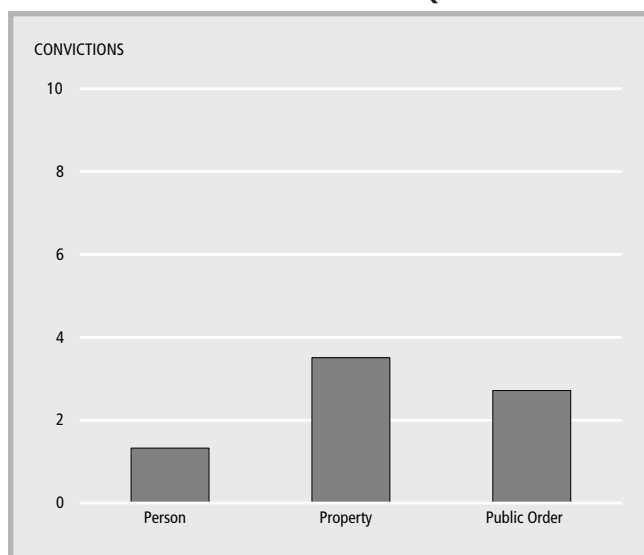


Community placement youths on an outdoor activity.

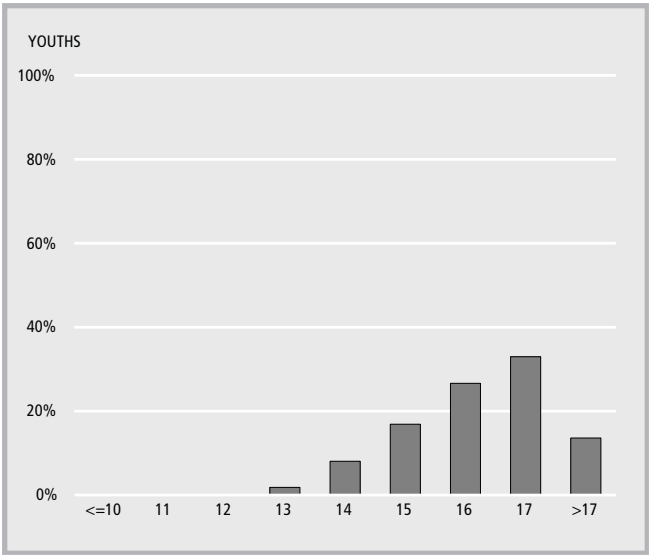
Youths admitted to community programs during FY 2015 had an average of 7.6 felony- and misdemeanor-type convictions. The great majority of prior offenses (82.3%) were offenses against property or public order. Offenses against people represented only 17.7% of offenses in the youths' histories.

Though not shown on the chart, these youths were first found to be delinquent at an average age of 13.2; 81.4% were between 10 and 14 years old at the time of their first delinquency.

## DELINQUENCY HISTORY

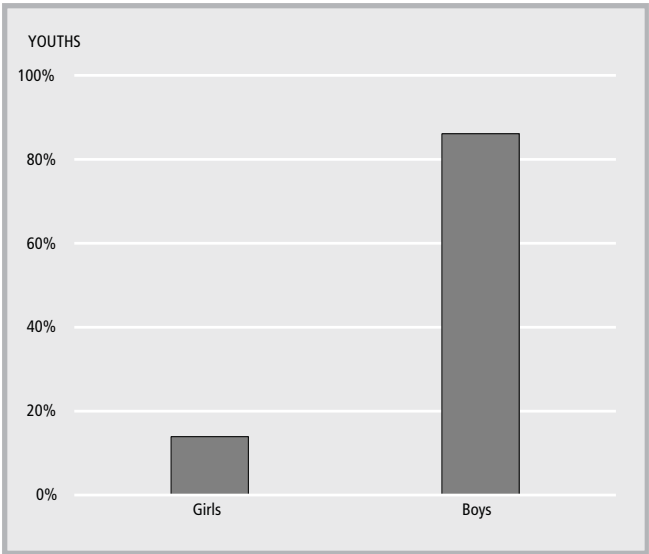


AGES



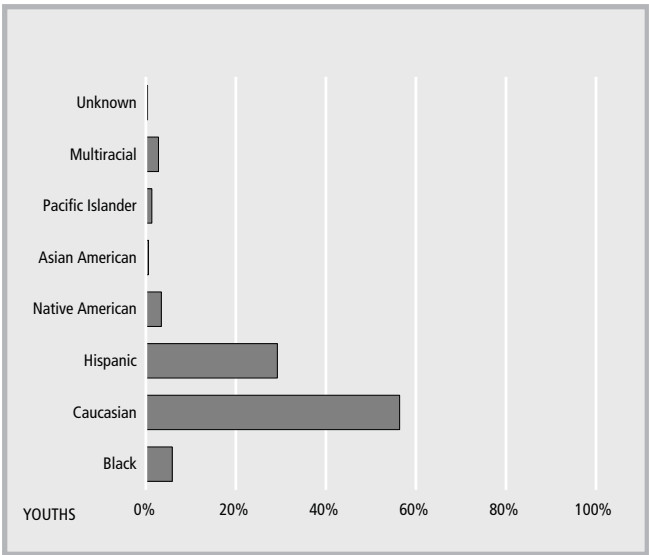
Youths admitted to community programs during FY 2015 ranged in age from 12 to over 17 years old. Average age was 16.8; 76.5% were between 15 and 17 years old.

GENDER



Girls accounted for 13.9% of all admissions to community programs during FY 2015.

RACE & ETHNICITY



Minorities were overrepresented in community programs. Collectively, they accounted for 43.4% of all admissions, though they only represent about 24.5% of Utah’s youths.

Overrepresentation was most extreme for Black youths who were admitted 4.3 times more frequently than would be expected from their proportion in the population at large; Native Americans were admitted 3.1 times more frequently; and Hispanics were represented 1.8 times more frequently.



## 10-Year Trends (FY 2006 - FY 2015)

### Demographics

- **Nightly Bed Count.** The yearly average number of youths receiving community services each night trended downward across the 10-year period (see chart at top right). The high was 739.4 in FY 2007; the low was 570.7 in FY 2015. The yearly average dropped by 19.5% between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.4% over that same time.
- **Age.** Average age of youths admitted to community programs was stable across the period. Average age was between 16.8 and 17.0 each year.
- **Gender.** Relative number of girls admitted to community programs trended downward across the period. The high for the period was 19.0% in FY 2007; the low was 12.9% in FY 2012. Relative numbers of girls dropped by 21.9% between the first and last years of the period.
- **Race & Ethnicity.** The relative number of minority youths admitted to community programs trended upward across the period. The lowest proportion was 36.8% in FY 2008; the highest was 43.4% in FY 2015. Between the first and last years of the period there was an increase of 11.8%. Minority youths account for about 24.5% of Utah's 10-17 year old youths.

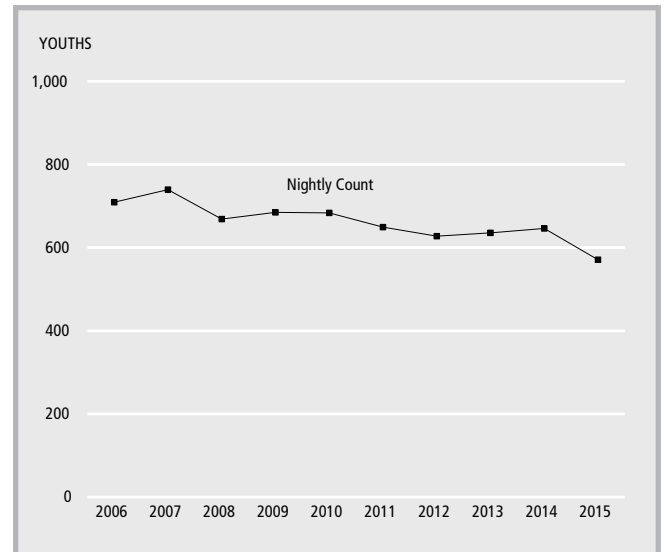
### Budget

- **Expenditures.** Community program expenditures declined by 34.3% across the period (see chart at center right). In part, this was the result of changes in Medicaid billing requirements over the past 6 years (see "Budget," page 13). Over the same period, the Division's overall expenditures declined by 3.2%.

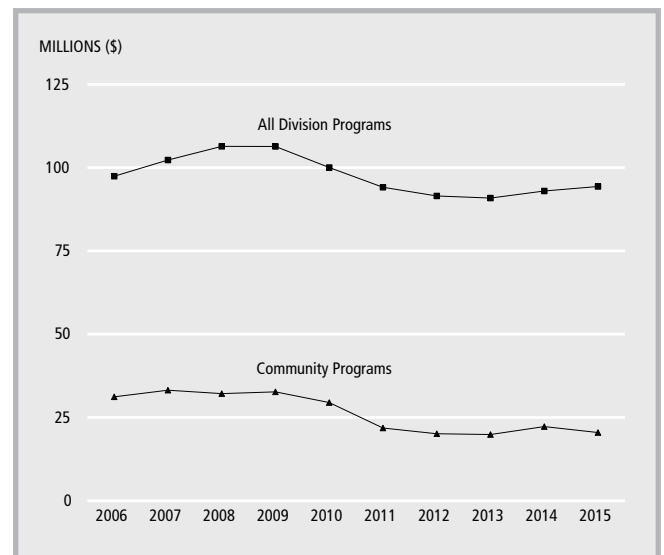
### Delinquency History

- **Overall offenses.** Yearly average number of felony- and misdemeanor-type convictions at the time of admission trended downward across the period (see chart at bottom right). The high was 9.5 in FY 2006; the low was 7.4 in FY 2014. Between the first and last years of the period there was a decrease of 20.6%.

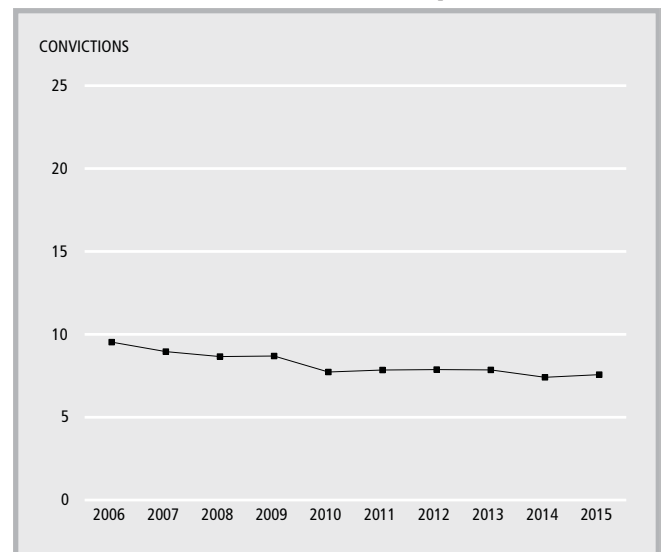
## AVERAGE NIGHTLY BED COUNT



## BUDGET



## DELINQUENCY HISTORY







# Secure Facilities

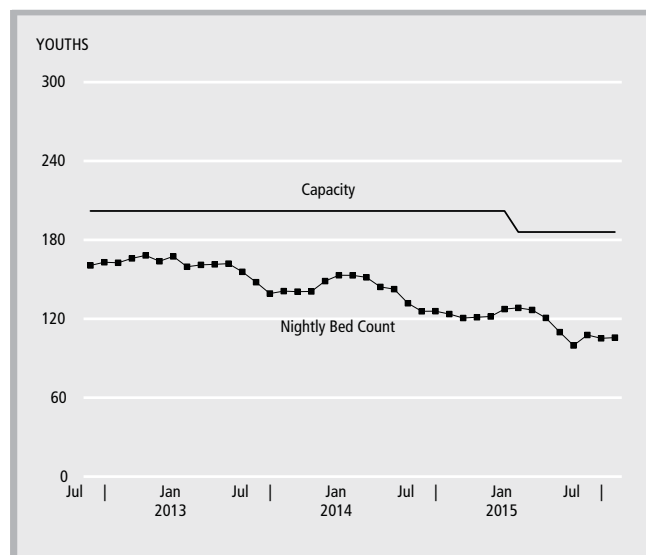
Secure care facilities provide long-term confinement for the most serious youth offenders. Youths are committed to secure care for an indeterminate period by order of the Juvenile Court. After commitment, legal oversight passes to the Youth Parole Authority (see “Youth Parole Authority,” page 71). The Authority (1) sets conditions of placement; (2) determines requirements for release, including length of stay; (3) conducts regular progress reviews; (4) grants permission for short-term “trial placements” back into the community near the end of secure placement; and (5) authorizes termination of custody for youths who complete programming.

## QUICK FACTS SECURE FACILITIES

NUMBER OF PROGRAMS.....	5
BEDS (10 FEMALE, 192 MALE) .....	202
NEW COMMITMENTS.....	116
DIFFERENT YOUTHS SERVED.....	255
AVERAGE NIGHTLY BED COUNT .....	120.9
AVERAGE STAY (PER ADMISSION) .....	7.2 MO
DAILY COST PER BED .....	\$260.28

The overall goal of secure care is the successful reintegration of youths in the community. Case managers work with facility and transition workers to provide quality treatment grounded in evidence-based principles. Youths are given the opportunity to change their lives by developing skills to address the social, educational, and other criminogenic factors identified as contributing to their delinquency. Programming is organized within the framework of the Division’s Mission and the principles of the BARJ Model (see “Mission and Goals,” page 7). Youths are engaged in cognitive-behavioral programming that develops internal self-monitoring skills, a sense of responsibility, and positive alternatives to verbal and physical aggression. Specialized programming also is available for girls, youths with substance problems, and youths who have offended sexually. Youths may participate in work projects for wages that

## AVERAGE NIGHTLY BED COUNT



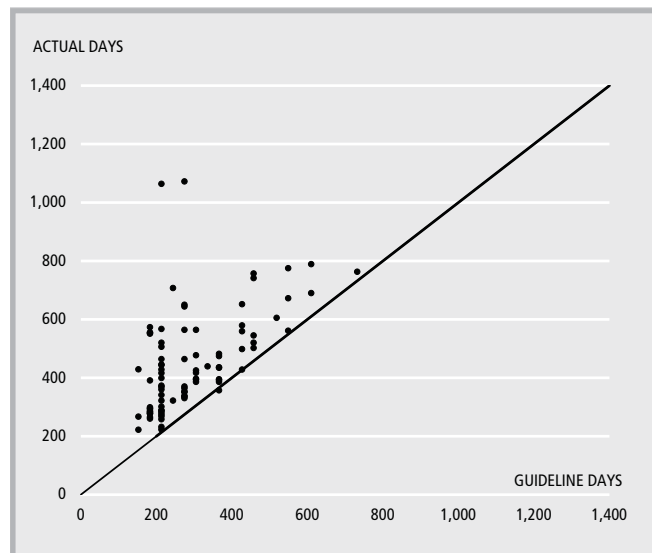
are used to pay restitution to their victims. All youths also are required to attend school or participate in a vocational program. Educational services are provided through Youth in Custody programs (YIC; see “Educational Services,” page 82). YIC teachers hold classes on weekdays in the facilities.

The chart at top right represents the statewide average nightly bed count in secure facilities for each month between July of 2012 (FY 2013) through September of 2015 (FY 2016). The capacity line identifies the number of available secure beds during the same period. Yearly average nightly count was 162.6 FY 2013, 144.5 in FY 2014, and 120.9 in FY 2015.

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

As mentioned above, the Youth Parole Authority assigns a length of stay to each youth committed to secure care. Length of stay is based on delinquency history and the seriousness of the offenses that led to commitment. They typically range between 6 and 24 months. The chart at top left on the following page compares actual

## GUIDELINE VERSUS SECURE STAY



"Transformation Murals of Hope" at Decker Lake Youth Center.

lengths of stay in secure confinement with the lengths for 92 youths paroled from secure care during FY 2010. "Actual Days" includes time in a secure placement (secure facility and/or locked detention), but excludes time in the community on trial placement. "Guideline Days" represents the length of stay established by the Youth

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

## Use of Secure Care Facilities During FY 2015.

Facility	Capacity	Youths Served <sup>1</sup>	Admits	Nightly Bed Count	Nights Over Capacity	Mean Length of Stay <sup>2</sup>
<b>OFFICE OF CORRECTIONAL FACILITIES</b>						
MILL CREEK YOUTH CENTER <sup>3</sup>	68	93	94	40.9	0.0%	159.0
WASATCH YOUTH CENTER	46	53	25	27.6	0.0%	402.6
DECKER LAKE YOUTH CENTER	30	62	47	25.2	30.4%	220.9
SLATE CANYON YOUTH CENTER	32	46	28	18.8	0.0%	244.5
<b>OFFICE OF RURAL PROGRAMS</b>						
SOUTHWEST UTAH YOUTH CENTER	10	19	8	8.4	17.8%	385.5
<b>TOTAL</b>	<b>186</b>	<b>255</b>	<b>202</b>	<b>120.9</b>	<b>-</b>	<b>218.5</b>

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

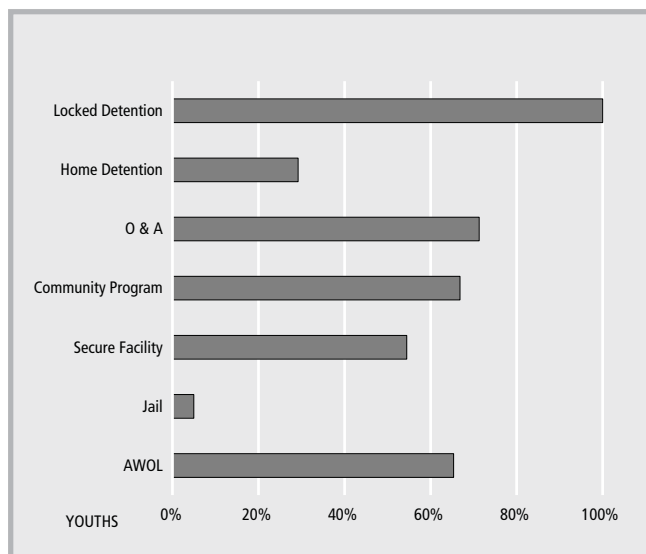
2 "Length of Stay" estimated using Stock / Flow Ratio:  $\left(\frac{[Nightly\ Bed\ Count]}{[Admits]}\right) \times ([Days\ per\ Fiscal\ Year])$ ; Butts, J. & Adams, W. Anticipating space needs in juvenile detention and correctional facilities. *OJJDP Juvenile Justice Bulletin*, March 2001, Washington,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

3 Mill Creek Youth center closed a 16-bed unit on 1/15/2015; the 10-bed girls unit was moved from Mill Creek Youth Center to Farmington Bay Youth Center on 10/9/2015.

Youths placed in secure care had extensive histories of interventions and placements in Division programs. All (100.0%) had been placed in locked detention; 71.3% had been placed in observation and assessment (O&A); and 66.8% had been placed in a community residential program (Community Program). Further, 65.3% had previously been AWOL from one or more Division placements.

Though not shown on the chart, most of these youths also had received services from other agencies in Utah's juvenile justice system: 77.2% had been on probation supervision, 28.7% had been in the custody or under supervision of the Division of Child and Family Services, and 86.6% previously had one or both of these types of care.

## PLACEMENT HISTORY

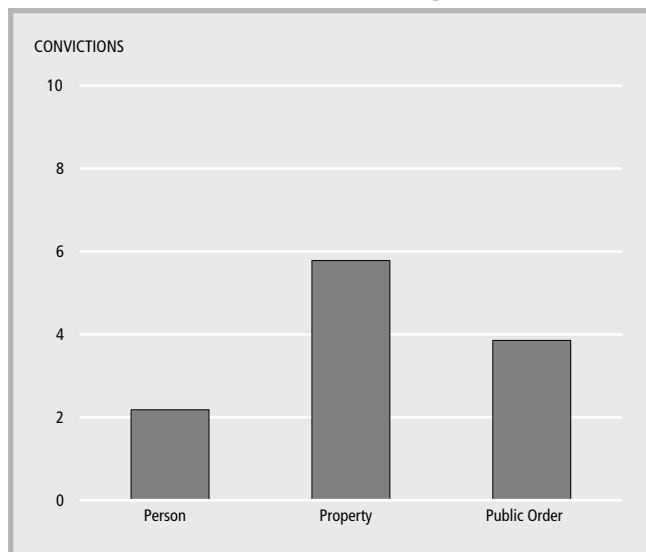


Flag football game between residents of Wasatch and Slate Canyon Youth Centers.

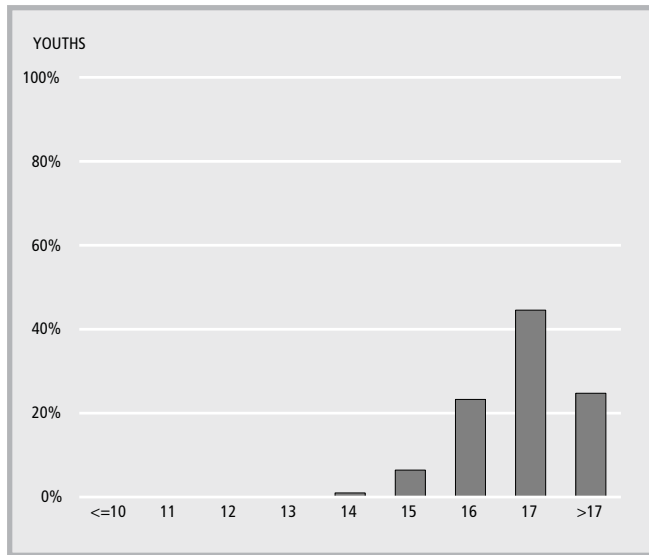
Youths admitted to secure care had an average of 11.9 felony- and misdemeanor-type convictions. This is an increase from 10.8 in FY 2013 and the same as the number in FY 2014. The great majority of these (81.3%) were offenses against property or public order. Only 18.7% of prior offenses were misdemeanor- and felony-type offenses against people.

Though not shown on the chart, these youths were first found delinquent at an average age of 12.8; 78.2% of them were between 10 and 14 at the time of their first delinquency.

## DELINQUENCY HISTORY

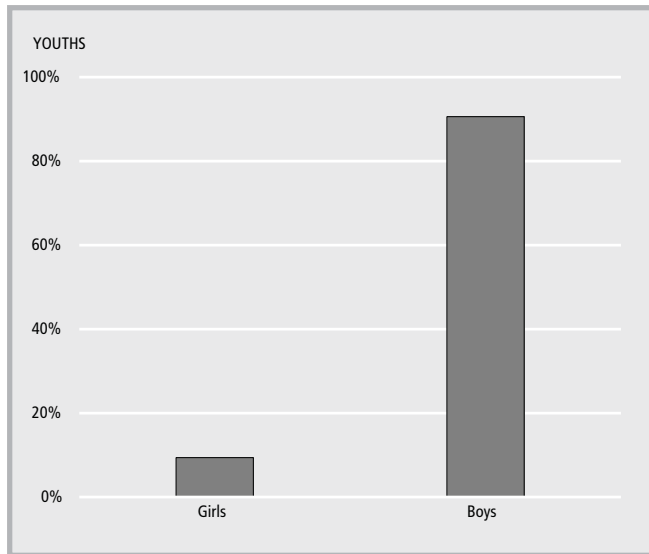


## AGES



*Youths admitted to secure facilities during FY 2015 ranged in age from 14 to over 17 years old. Average age was 17.4; 74.3% were between 15 and 17 years old.*

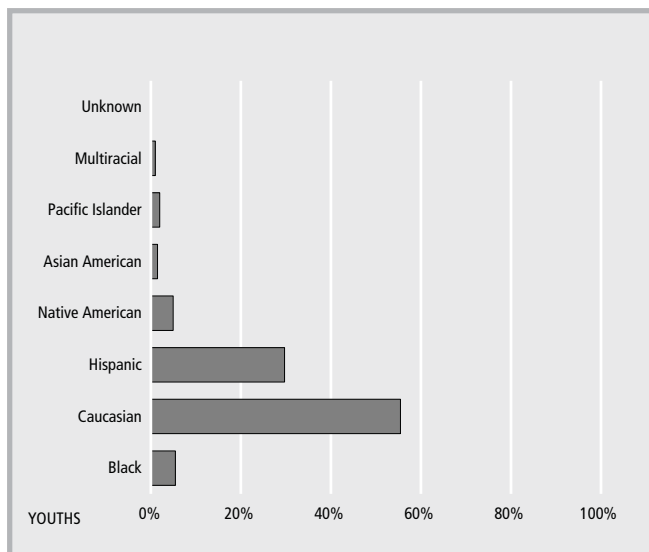
## GENDER



*Girls accounted for 9.4% of all admissions to secure facilities during FY 2015.*

*During FY 2015, All girls admitted to secure care resided at the Mill Creek Youth Center in a ten-bed unit dedicated to girls. In October 2015, the girls program was moved to the Farmington Bay Youth Center.*

## RACE & ETHNICITY



*Minorities were overrepresented in secure care placements. Collectively, they accounted for 44.6% of all admissions to secure care, though they represent 24.5% of Utah's youths.*

*Overrepresentation was most extreme for Native American youths who were admitted 4.5 times more frequently than would be expected from their proportion in the population at large; Black youths were admitted 4.0 times more frequently; and Hispanics were admitted 1.8 times more frequently.*

## 10-Year Trends (FY 2006 - FY 2015)

### Demographics

- **Nightly Bed Count.** The yearly average number of youths in secure care each night fell across the 10-year period (see chart at top right). The high was 196.9 in FY 2008; the low was 120.9 in FY 2015. The yearly average dropped by 31.0% between the first and last years of the 10-year period. Utah's population of 10 to 17 year olds increased by 18.4% over the same time.
- **Age.** The average age of youths admitted to secure care was stable across the period. Average age was between 17.1 and 17.4 each year.
- **Gender.** Relative numbers of girls admitted to secure care dropped over the period. The high for the period was 13.1% in FY 2007; the low was 8.2% in FY 2012. Relative numbers of girls dropped by 13.8% between the first and last years of the period.
- **Race & Ethnicity.** The relative number of minority youths admitted to secure facilities trended upward across the period but dropped in FY 2015. The lowest proportion was 43.2% in FY 2007; the highest 59.3% in FY 2010. Between the first and last years of the period there was a decrease of 6.5%. Minority youths account for about 24.5% of Utah's 10-17 year old youths.

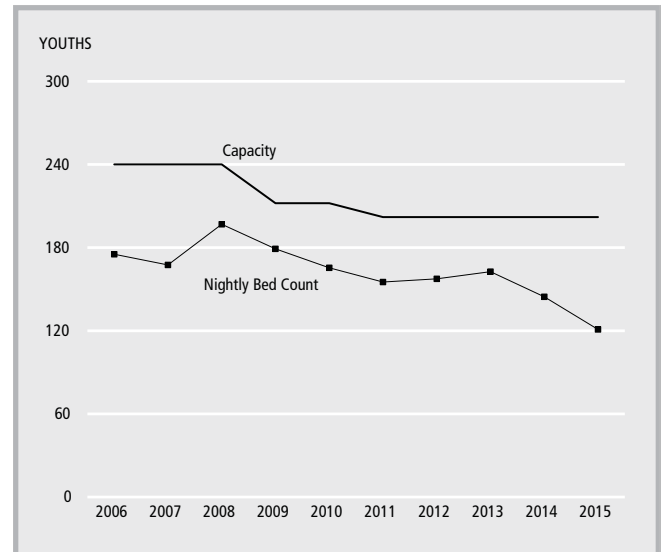
### Budget

- **Expenditures.** Overall, secure facility expenditures changed very little over the period (see chart at center right). Between the first and last years of the period there was an increase of 2.7%. Over the same period, the Division's overall expenditures declined by 3.7%.

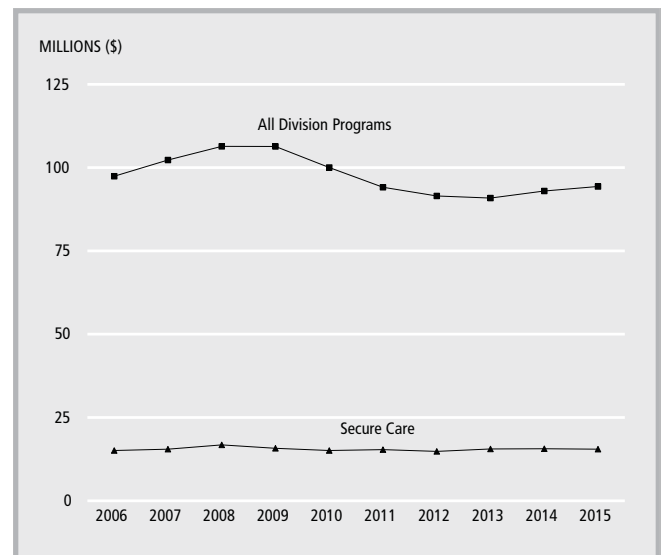
### Delinquency

- **Overall offenses.** The yearly average total number of felony- and misdemeanor-type convictions at the time of admission varied from year to year, but ended about where it began (see chart at bottom right). Numbers were relatively stable over the first 6 years of the period, ranging between 11 and 12 convictions each year. Total convictions dropped to a low of 10.0 in FY 2012 and ended the period with values of 11.9 in FY 2014 and FY 2015.

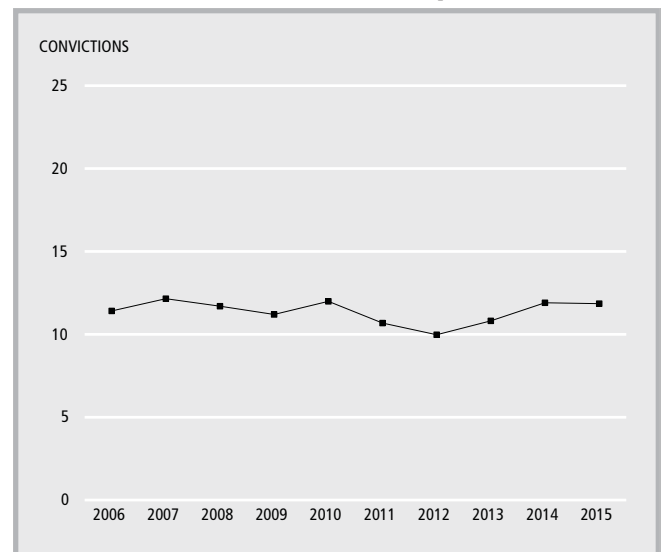
## AVERAGE NIGHTLY BED COUNT



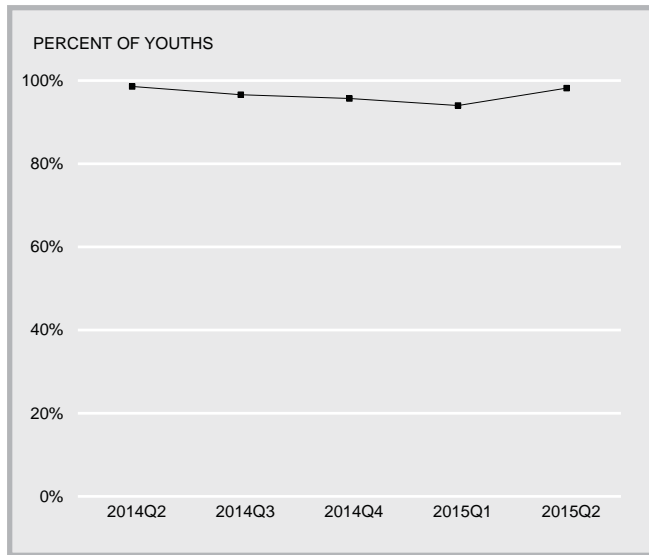
## BUDGET



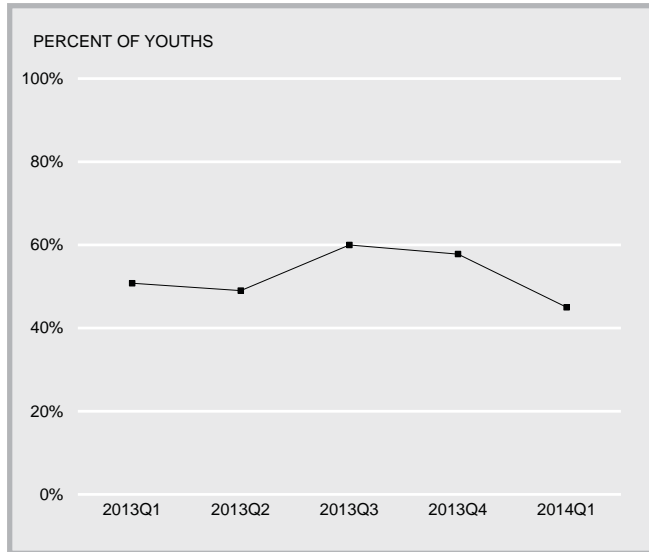
## DELINQUENCY HISTORY



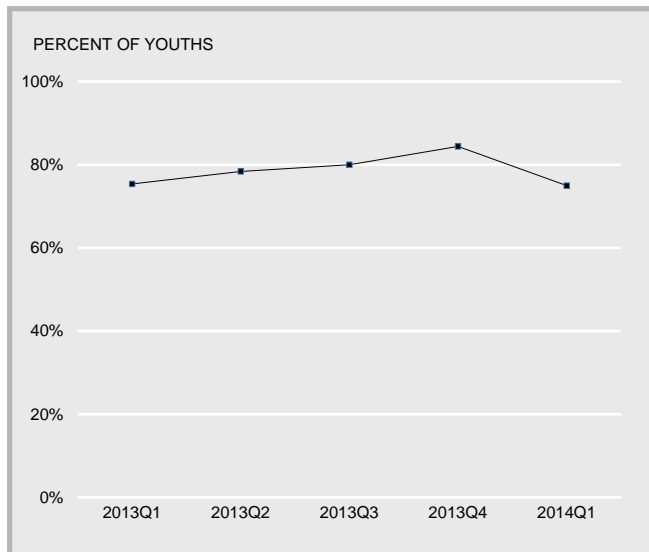
## FREE OF CHARGES DURING PROGRAM



## FREE OF CHARGES AFTER PROGRAM



## FREE OF FELONIES AFTER PROGRAM



## Performance Measures

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

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

Outcome measures include both short- and long-term indicators of whether a program is achieving desired results. The chart at top left represents the percentages of youths who were free from a new felony- or misdemeanor-type charge while enrolled in a secure facility. Overall, 96.6% of youths avoided a new charge. Percentages ranged from a low of 94.0% in the first quarter of 2015 (2015Q1) to a high of 98.6% in the second quarter of 2014 (2014Q2). Though not shown, overall, 98.7% of youths enrolled in a secure facility avoided receiving a new felony-type charge.

The chart at center left identifies the percentages of youths who remained free of a new felony- or misdemeanor-type charge during the 360 days following release from a secure facility. Overall, an average of 52.5% of youths were free of new charge. Values ranged from a low of 45.0% in the first quarter of 2014 (2014Q1) to a high of 60.0% in the third quarter of 2013 (2013Q3).

The chart at bottom left identifies the percentages of youths who were free of a new felony-type charge during the 360 days following release from a secure facility. Overall, 78.6% avoided a new felony charge. Values ranged from a low of 75.0% in the first quarter of 2014 (2014Q1) to a high of 84.4% in the fourth quarter of 2013 (2013Q4).



# Youth Parole Authority

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

## YOUTH PAROLE AUTHORITY MEMBERS

ALVIN EMERY, CHAIR.....	DRAPER
LYNN STEWART, VICE CHAIR .....	MIDVALE
SHARLENE CHRISTENSEN .....	OREM
MYRON BENSON .....	NEWTON
DAVID CARON .....	SPRINGVILLE
FERRIS GROLL .....	PROVIDENCE
MARGARET JACKSON .....	LAYTON
RICK WESTMORELAND.....	OGDEN
ATHELIA WOOLLEY .....	HOLLADAY
(ONE VACANT POSITION)	

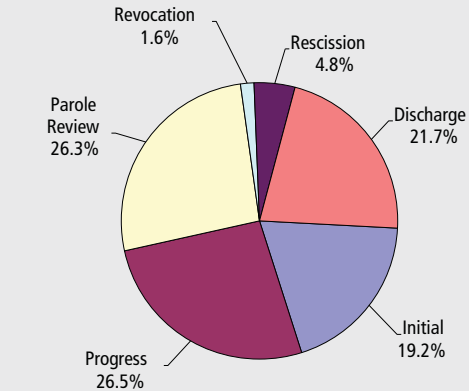
## MEMBERS PRO TEMPORE

MITCHELL SIX .....	ST. GEORGE
(FOUR VACANT POSITIONS)	

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

The Youth Parole Authority provides a formal hearing procedure that defines a youth's obligations during secure care and parole. Hearings are held at each of the Division's five secure care facilities. The chart at top right identifies the types of hearings and the percentage held for each during FY 2015. Overall, the Authority conducted 567 hearings during the year, a decrease from

## YOUTH PAROLE AUTHORITY HEARINGS



Percentages are based on 567 hearings held during FY 2015.

608 in FY 2014.

The Authority's face-to-face contact with a youth begins at an initial hearing scheduled within 3 months of commitment. At this hearing, a length of stay guideline is established and other requirements and expectations are set for the youth's period of confinement. Length of stay is set at a minimum of 6 months, but may be longer based on a youth's delinquency history and the types of offenses leading to the commitment. Historically, the Authority has held progress hearings at least once every 6 months with each youth to review progress and determine whether standards for confinement were being met. A youth meeting confinement standards is eligible for a parole hearing. As part of this process, a tentative date is set for release on parole. In addition, the youth typically is placed on a trial placement for up to 120 days outside the secure facility. During this time, the Youth Parole Authority may rescind the parole date and return the youth to a secure facility for violating the conditions of the trial placement. A youth who successfully completes trial placement and signs a parole agreement is paroled.

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

exact circumstances, he or she may be recommitted to secure care, transferred to the adult system, or allowed to continue on parole under Authority supervision.

**QUICK FACTS**  
**YOUTH PAROLE AUTHORITY**

SERVICE AREA .....	STATEWIDE
MEMBERS	
FULL .....	10
PRO TEMPORE.....	5
ADMINISTRATIVE STAFF .....	4
NEW COMMITMENTS.....	116
BUDGET .....	\$340,800
NUMBER OF HEARINGS .....	567

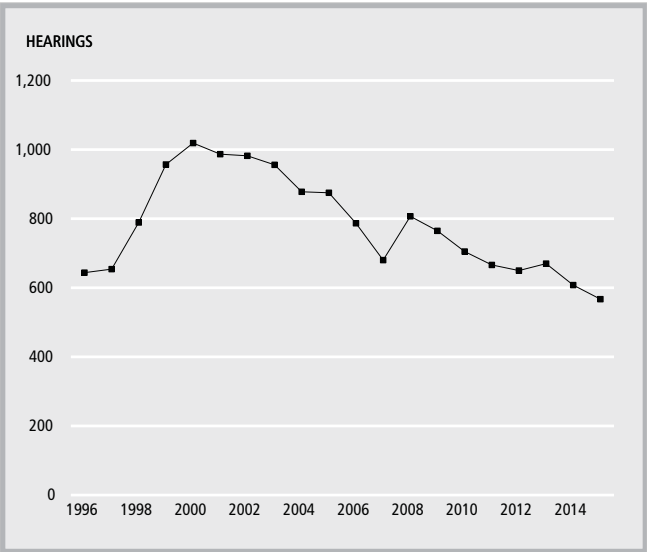
As represented in the chart at top right, the Authority’s workload of hearings has changed considerably over the last 20 years. The number of hearings grew from 644 in FY 1996 to a high of 1,019 in FY 2000, then dropped steadily to a low for the period of 567 in FY 2015. The drop in recent years parallels decreases in the numbers of youths committed to secure care.

The Authority subscribes to the Division’s Mission Statement and the BARJ Model (see “Mission and Goals,” page 7). The Authority supports BARJ principles of community protection, accountability, and competency development by:

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

In addition, the Authority has actively developed services for victims of juvenile crime and mandates that payment of restitution be made part of the conditions of parole. As a complement to this effort, the Authority

**AUTHORITY HEARINGS FY 1996 to FY 2015**



invites victims of the youths committed to secure care to participate in the Authority process by (1) attending Authority hearings, (2) submitting impact statements, (3) requesting progress updates, (4) requesting notification of release dates, (5) requesting victim-offender mediation, and (6) requesting no contact orders. Victim participation is entirely voluntary and individuals may choose not to become involved.

In recent months, the Authority has undertaken several major initiatives designed to increase consistency of decisions made by the Authority, better recognize the progress and continuing needs of youths in secure facilities, and reduce average length of stay. These efforts were begun, in part, in response to recommendations from a recent study of secure facility length of stay conducted by researchers at the University of Utah and an evaluation of Division practices conducted by the Council of State Governments. In response, the Authority revised its process for setting guidelines for length of stay. Historically, youths were given a set number of months they must serve in secure care before being eligible for release. As noted above (see “Secure Facilities” page 65), the great majority of youths stay much longer than their guidelines. Under the new procedure, a youth will be assigned a range of months (e.g., 4 to 6 months). Youths who met Authority expectations and conditions will be eligible for release at the front end of the range. It is believed that the new approach will continue to hold youths accountable for their delinquent behavior, but better recognize and incentivize progress.



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A second change in Authority practice is that the frequency of Review Hearings will be changed from once every 6 months to once every 3 months. It is believed that this will make the Authority more responsive to the progress youths are making and their continuing needs for service. A third change being planned by the Authority is the adoption of a new rating model for secure

care. The new approach is expected to provide a more objective basis for measuring progress while in secure, and help standardize approaches used in different secure facilities. Staff will be better able to match the youth's progress based on concrete criteria, and all secure facilities will rate youths in the same manner.



# Division Bureaus

The Division's Bureaus are attached to the State Administrative Office in Salt Lake City and supervised by the Division Director. Bureaus work with one another and the Division's four service delivery offices to enhance service delivery to youths in care. All are guided by the Division's Mission and its three primary goals of (1) improving short-term and long-term outcomes for our youths; (2) supporting families in the rehabilitation process; and (3) improving the safety, security and morale of Division employees and youths in Division care (see "Mission and Goals," page 7).

## Training Bureau

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

During FY 2015, the Bureau supported 820 training sessions on mandatory topics, 295 in-service training events and 10 outside conferences. Collectively these events provided over 65,000 hours of individual training. Details of mandatory training held in FY 2015 are presented in the table on the following page. Training was provided by a variety of groups including Bureau staff members, other Division employees, the Department of Human Services, state and national organizations, local colleges and universities, and private vendors.



Donations collected by Southwest Utah Youth Center Volunteers.



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

**Mandatory Training.** New, full-time employees are required to complete the Division's 40 hour, Basic Orientation Academy during their first year of employment. In FY 2015, two academies were held and 66 new employees trained. Following their first year of employment, employees who provide services to youths are required to complete mandatory in-service and online training each year. Other full- and part-time employees receive training appropriate to their duties. This year, mandatory training included an 8 hour training in Suicide Prevention which will be followed by an annual 2 hour refresher.

**Statewide Conference.** For the first time in 8 years, the Division had the opportunity to hold a Statewide Conference for all of its employees. The Conference was held in separate, 2-day sessions in June, 2015. The opening event in each case was an address from Susan Burke, the Division's Director, who shared her vision for the Division. A wide range of topics was covered, including Trauma Informed Care, Motivational Interviewing, Self-Care, Teamwork, Facilitating effective groups, Procedural Justice, and Human Trafficking. Staff benefited from opportunities to network with one another, gain new skills, discover other parts of the Division, and learn about Division initiatives and new directions.

**Volunteer Services.** During FY 2015, the Training Bureau continued to manage all of the Division's volunteer

services. The Bureau's trainers are assigned to support and coordinate the effort in different parts of the state. Trainers work closely with local volunteer coordinators to recruit and train community members to work with youths in the Division's care. Volunteers are considered unpaid employees and are held to the same standards as regular Division Employees. All must pass a criminal background check and receive training on Division policies and procedures before working with the Division's clients. This year a new course, Code of Ethics for Volunteers, was developed and utilized in the training all new volunteers.

Volunteers regularly tutor youths on a variety of topics to help them find satisfaction through everyday activities and help them become more productive citizens when they return to the community. Volunteers also provide opportunities for youths to attend Sunday worship services, participate in scouting activities and serve as mentors for youth who are returning to the community. During FY 2015, volunteers made over 23,400 visits to Division facilities and programs and contributed over 48,300 hours of service. At a rate of \$14.00 per

hour, this represents a contribution of over \$676,500 to the Division.

The volunteer services effort also helps identify work projects within the community that can involve youths in Division care. Participation in such projects allows youths to give back to the community and demonstrate accountability for their actions. Projects also provide opportunities for youths to develop skills and knowledge that will increase the likelihood of their becoming law-abiding and productive citizens. During FY 2015, youths participating in work projects completed over 117,600 hours of community service and restitution. Based on minimum wage (\$7.25/hr), this represents a return to the community of over \$852,800. Volunteer services also managed monetary donations to the Division. During FY 2015, community members made monetary and other donations valued at over \$283,900.

*Speaker's Bureau.* The Bureau of Training also administers the Division's Speakers Bureau. The Speakers Bureau arranges for Division staff members to present to groups in the community interested in learning more

## MANDATORY TRAINING.

TRAINING EVENT	TYPICAL HOURS	REVIEW	SESSIONS OFFERED	STAFF TRAINED	TOTAL HOURS
Basic Academy	40	NONE	2	66	2,104
Blood Borne Pathogens	2	ANNUAL	101	841	1,682
Case Planning 1	12	AS NEEDED	3	58	696
Case Planning 2	12	AS NEEDED	3	53	636
Case Planning 3	12	AS NEEDED	2	26	312
Code of Ethics - Department	1	ANNUAL	127	918	918
Code of Ethics - Division	1	ANNUAL	20	1,137	1,137
CPR	2	2 YEARS	107	712	1,424
Crisis Intervention					
Initial - Administrative Staff	16	NONE	5	24	384
Initial - Direct Care Staff	40	NONE	12	103	4,120
Instructor Development	40	AS NEEDED	1	16	640
Recertification	40	ANNUAL	2	34	1,360
Refresher	16	ANNUAL	63	601	9,616
Training of Trainers	80	NONE	1	10	800
Cultural Competency	4	AS NEEDED	2	67	268
First Aid	2	2 YEARS	110	726	1,452
Incident Reports	2	2 YEARS	7	198	396
Legal Issues	4	AS NEEDED	2	67	268
Operational Manual	2	ANNUAL	107	852	1,704
Policy & Procedure	8	ANNUAL	82	803	6,424
Suicide Prevention	8	ANNUAL	61	782	6,256

about Utah's juvenile justice system and the Division's programs. Presentations typically last an hour and may include a period for interaction with the audience. Speaker Bureau presentations can be arranged for groups anywhere in Utah.

## Research and Evaluation Bureau

The Research and Evaluation Bureau was developed to promote closer working relationships between existing workgroups for Research, Quality Assurance (QA), and Quality Service Review (QSR). During, FY 2015, the Bureau took responsibility for an additional function. The Investigations Bureau was merged with the Bureau's Quality Assurance workgroup.

*Research.* The Research workgroup includes a staff of two individuals. The function directly supports the Division's goal of improving short- and long-term outcomes for youth. Research has responsibility for conducting and overseeing research and program evaluation involving Division clients, programs, and staff. A key part of this responsibility has been the maintenance and development of Utah's centralized juvenile justice database (see "Court & Agencies' Record Exchange (CARE)," page 86).

During FY 2015, Research also helped the Division meet a variety of other service, research, and information needs. On a daily basis, the group supplied Division staff with reports, answers to queries, technical support, and research. The Research workgroup also produced the Division's *Annual Report*. Members of the group served as staff to the Division's Case Planning Tool Committee, the Department's Institutional Review Board (IRB), the CARE User Group, and the Department's Information Technology Committee. Further, the group assisted numerous researchers from local colleges and universities, other government agencies, and private individuals with information regarding Utah's juvenile justice system.

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

A major part of the QA unit's work involves monitoring contracts to determine whether providers are meeting the requirements of Division contracts for services. Overall, during FY 2015, the QA conducted 174 audits. This includes 28 audits for residential programs; 49 audits for proctor providers, 67 audits for outpatient mental health services; and 30 audits for vendors.

The QA unit also has responsibility for monitoring programs and facilities directly operated by the Division. Evaluations assess program compliance with the Division's written standards, policies, and procedures. Auditors review personnel files, training records, program services, control logs, and other local documents to make their determinations. Recommendations are made for improving facility operations and programs. During FY 2015, 9 facility audits were completed.

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

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

Evaluations are guided by a case review instrument that covers a number of client status and system

performance indicators. Client status indicators include (1) safety, (2) accountability, (3) youth well-being (emotional and physical health, and learning progress), (4) stability, (5) permanence, and (6) family functioning. System performance indicators include (1) teaming, (2) assessment, (3) service planning, (4) plan implementation, and (5) discharge planning.

*Internal Investigations.* The Investigations workgroup work is to analyze, record, and conduct follow up review when notified of incidents involving Division staff or youths under Division care. Practices are governed by the Division's incident reporting policy and procedure and the *Incident Report Reference Guide*. All Division employees and contracted providers are required to file incident reports for any unusual, non-routine, or potentially threatening event. An incident report that appears to involve violations of the Division's Code of Ethics or Policy and Procedure or federal, state or local laws are forwarded to Division Administration and, on direction from Administration, will result in an internal investigation. When internal investigations are necessary, a report of findings provides factual support for a determination of whether the case is (1) supported, (2) unsupported, (3) inconclusive, (4) informational, (5) inactive, (6) without merit, or (7) requires a referral to an outside agency. Investigations of incident reports sometimes require involvement of other agencies. In compliance with Administrative Rule: R495-890, the Office of Service Review (OSR) must be contacted to conduct a conflict of interest investigation in cases of abuse, neglect or exploitation where a youth is involved.

As a complement to these activities the Investigations workgroup takes an active part in providing regular training on the requirements for incident reporting. During the year, the workgroup conducted multiple training sessions for Division staff and contracted providers.

During FY 2015, in collaboration with the Department's Division of Technology Services, the workgroup helped deploy a centralized information system to manage the incident reporting process. The project is based on an electronic form that can be accessed by workers in any of the Division's offices, programs, and facilities. Reports submitted by a worker are automatically forwarded to that worker's supervisor for review and approval. In addition, finalized reports are stored in a database that is available to workgroup staff members and Division administration. Work with the system is in the early stages, but it has already been a significant resource that is making the Bureau's work more efficient and is leading to better understanding of problem situations involving Division staff and youths in Division care.

## Clinical Services Bureau

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

Clinicians deliver services including mental health assessments and crisis intervention to youths and their families, provide clinical consultation, and train Division staff about mental health issues. The Bureau also helps develop mental health, gender responsive, and gender-specific programs and treatment services. During FY 2015, ten mental health therapists were assigned to secure facilities. In addition, over the last two years, the scope of the Bureau's activities has been extended to non secure programs operated by the Office of Early Intervention Services and the Office of Rural Programs. An additional eight mental health therapists were assigned to work in programs operated by the two offices. Bureau staff members also serve on the Division's Evidence Based Practices Committee and other Division and Department work groups.



# Recent and Ongoing Projects

## Model of Care

The Utah Model of Care is a strategic framework adopted by the Department of Human Services (Department) in 2015. This model acts as a guidepost for the Department's divisions to work together toward the department-wide purpose: to strengthen lives by providing children, youth, families and adults individualized services to thrive in their homes, schools and communities. The structure is informed by the nationally recognized System of Care approach to social services. The System of Care philosophy is grounded in evidence-based practices and driven by research that shows social services work best for those they serve when a coordinated network of community services works under a set of core values that includes (1) individual choice, (2) family voice, and (3) cultural competency. With this philosophy as a foundation, the Utah Model of Care fosters best outcomes through collaboration among Department divisions, which each contribute to the system through their individual strengths, to reach the shared goal.

The overarching goal of the Utah Model of Care is the reduction in overall repeat client engagement in the Department's most restrictive services. For the Division of Juvenile Justice Services, this includes secure care and high level group homes, operated under contract with private providers, specializing in care for youths who have offended sexually, youths with significant mental health issues, and youths with behavioral disorders. The overall objective is underpinned by five pillars: (1) prevention, (2) self-reliance, (3) partnership, (4) operational excellence, and (5) people and culture. These pillars allow for the development of measurable outcomes within a coordinated system of care by Department divisions. The model and its pillars are very consistent with the Mission and philosophy of the Division of Juvenile Justice Services (see "Mission and Goals," page 7). Even so, the model has helped to shift the Division's focus further toward prevention and early intervention services over 2015. During 2015, the Division made important changes in areas such as detention, residential care, and case management (see "Letter From the Director," page 1) to reach the goal of reducing repeat client engagement in this service. This groundwork will greatly aid the Division's efforts as well as those of the greater network of care represented by the collection of DHS divisions in reaching the purpose and goals described by the Utah Model of Care.

## Family Engagement

As described previously, one of the Division's principle goals is "supporting families in the rehabilitation process." During FY 2015, the Division added a Family Engagement Specialist to help further this objective. Responsibilities for the new position include developing a system of family engagement services based on analysis of Division policies and procedures, training curriculum, its relationships with allied agencies and private providers, and juvenile justice literature.

Preliminary analysis has identified a number of opportunities to better support families and a number of changes have already been made. For example, requirements regarding family visitation are being changed to allow more family members to visit youths in Division facilities and programs, make visiting times more frequent and flexible, and make visitation rooms more hospitable and family-friendly. Results of these efforts, along with information from interviews and focus groups with families and research on family engagement, are being compiled into a comprehensive report on family engagement. The report will include recommendations both for policy development and program improvement and will be distributed to all Division programs.

In other developments, during FY 2015, 78 Division staff members from across the state participated in the full-day Family Teaming Training. Topics included the importance of observing the principles of motivational interviewing and procedural justice when working with families that have youths in Division care. The goal for FY 2016 is to provide this training to all staff members who work with youths and families. The training also will be provided to allied agencies and private providers who contract with the Division. Annual follow-up training will be made available on the website of the Division's Training Bureau. Complementing these efforts, a family engagement module has been added to the Division's Basic Orientation Academy which is provided to all new staff members.

Looking forward to FY 2016, it is planned to continue soliciting feedback from families through interviews, focus groups, and surveys. Results of these activities will continue to inform details of the operations manuals of programs serving youths and families, training offered to allied agencies and private providers, and the orientation process provided to the Division's new employees.

## Educational Services

*I really appreciate the educational program that is offered here. It has helped get us closer and closer to graduating which is something I never thought I would do. (Division Student)*

*I like how supportive the teachers are and how patient they are with us. I also like the increased amount of homework we get because it gives me support to keep getting As, making Honor Rolls, and keeping my high GPA. (Division Student)*

*This school has helped me more than any other school. (Division Student)*

The Utah State Board of Education contracts with local school districts and other entities to provide educational services to all students in the custody of the Division of Juvenile Justice Services. The Utah Coordinating Council for Youth in Care, under the direction of the Department of Human Services and the Utah State Board of Education, has oversight responsibilities to ensure that high quality education is provided for all youths in state care. This includes compulsory education that meets core curriculum and state graduation requirements, career and technical learning opportunities, college and career readiness preparation, and post-secondary studies.

School funding is appropriated by the State Legislature to provide free and appropriate education that meets all state and federal legal regulations and policies. This includes provision of special education and other services for students with disabilities. Youths in Division care receive a continuum of school services through their Local Educational Authority (LEA). Local school districts provide teachers, administrative, and support staff in secure and residential treatment settings. Youths participating in mainstream school settings also have support from Check and Connect Mentors. The Check and Connect Mentor program is a nationally recognized mentoring program for at-risk students, that encourages and supports educational success for students in Division care. Each school district that receives state funding is required to meet national accreditation standards. Compliance with these requirements is assessed on a regular basis by the Utah State Office of Education. These programs also are bound by statute to hold quarterly local interagency council meetings for strategic planning and fiscal oversight.



High school graduation ceremony at Mill Creek Youth Center.

School Districts that have Division facilities or residential treatment centers within their boundaries provide school for the students in those settings. School services include small group and individual instruction in core subject areas: (1) Math, (2) English, (3) Science, (4) Social Studies, (5) Health, (6) Physical Ed, (7) Technology, (8) Career Technical Education (CTE), and (9) Fine Arts. These schools also provide credit recovery options, special education services, basic skills remediation in math and reading, tutoring, behavioral supports, and transition services with the assistance of Education Transition Career Advocates (ETCAs). If necessary, support also is provided to students who elect to obtain a GED while residing in a Division facility. Students receive regular standardized tests throughout the school year to assess student needs and academic gains. These assessments include TABE, SAGE tests, and other district required or approved measures. Students also have opportunities to prepare for and take the ACT college entrance exam.

Youth in Care (YIC) school programs in secure settings offer all of the required classes necessary for graduation blending both a traditional classroom setting with other district approved online, independent study and credit recovery study programs. Student services works to ensure that required core curriculum is taught as well as providing instruction on the skills necessary to be successful in future work and academic settings. Teachers use current evidence-based teaching strategies and interventions in collaboration with other therapeutic supports provided by the Division's treatment staff.



Students placed in these facilities initially are not online for graduation and have a variety of learning and skill deficiencies. By the end of their stay in Division programs, most students leave with a high school diploma or are on track for graduation.

In all YIC settings, highly qualified and committed educators strive to help all youths in care fulfill their academic and social potential in classroom settings that provide a variety of engaging learning opportunities found in a traditional public school setting. Professional and personalized supports promote a positive learning environment that help prepare students for success and life-long learning as they transition back to public schools or other post-secondary educational and training programs.

*Post-Secondary School Program.* During the 2014 – 20015 school year, 60 students in secure care facilities earned high school diplomas. Students that remain incarcerated after earning a high school diploma or GED can participate in post-secondary studies. Options include taking on-line college courses, participating in classes taught by local applied technology college (ATC) instructors, and work based, skill training opportunities, that lead to industry recognized certifications with the possibility of job placement (e.g., OSHA, Constructions Trades, Lift Truck Operator, ServSafe, and First Aid/CPR).

*This is a great opportunity for us to have a college class. College credit looks good when we're trying to get a job. (Recent graduate from a secure care facility)*

*Six months ago graduating from high school was not even a possibility for me. I was too focused on other things that was more destructive than progressive. But when I came here my focus shifted onto continuing my education and improving my life in many ways. When I was asked if I would like to take a college class at Weber State University I was excited, frantic, and most of all that's when I realized my life can be more than I ever thought. I am now a student at Weber State University and I thank everyone that has helped me get to my enrollment and my first course. (Recent graduate from a secure care facility)*

*Collaborative Efforts – Working Together.* The Utah State Office of Education and the Division work cooperatively and have established a regular meeting process to better serve the educational needs of youths in Division care.

This has led to increased educational opportunities and a more enriching learning environment for youths in care. More specifically, during FY 2015, this collaborative effort helped establish the following programs and initiatives:

- Summer School funding for Detention Centers throughout the state.
- SPARK Health and Fitness Programs in all secure facilities.
- Competitive Sports Program statewide.
- Literacy enrichment after school program provided by the University of Utah Reading Clinic.
- Initiatives with county libraries to provide better access, book clubs, workshops and presentations.
- Collaboration Training and Planning for education and facility staff at all levels.
- Art and Writing Competitions, music, variety shows, student newspapers, literary magazines.
- Enhanced creative opportunities provided by community partners, Spyhop, NCM, Off the Cuff.
- Industry Recognized Job Training & Certifications including WorkKeys, KeyTrain, ACT NCRC.
- Increased funding and re-entry services involving Education Transition Career Advocates (ETCA).
- Post-Secondary Program for graduates, classes provided by local ATCs and colleges.

## Quality Improvement

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

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

- Research results document the practice is func-

tionally related to change in the targeted behavior, for the target population.

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

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

*Quality Assurance (QA).* QA audits focus on a program's adherence to Division policies and procedures and, in the case of contracted programs, the terms of the contract. Regular audits are made of programs and facilities directly operated by the Division and those operated under contract. Program performance is judged against the Division's written standards, operations manuals, and policies. During reviews, auditors consult personnel files, training records, documentation of service delivery, and control logs. Audit reports summarize findings and make recommendations for program improvement. Reviews of contracted providers additionally determine whether providers are meeting the requirements of Division contracts. This typically includes assessment of (1) specific program requirements, (2) fiscal accountability; (3) compliance with standard contract terms and conditions, and (4) adherence to federal requirements.

*Quality Service Review (QSR).* QSR audits focus on the quality of service delivery for youths under case management supervision. The process includes in-depth reviews of individual cases to determine how

well service systems address the needs of the client and how the youth and family benefit from services they receive. Input is sought for each case reviewed from multiple stakeholders, including the youth, parents, case managers, therapists, contracted service providers, and providers from other agencies. Reports developed from the process provide an overview of current client status, strengths to build on, and weaknesses to be addressed.

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

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

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

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

For each program, the project staff first measure the degree to which youths entering the program match the target population for which the program is effective. The next step is to determine the degree to which the program follows evidenced based practices. This is assessed using the Correctional Program Checklist (CPC). The CPC was developed at the University of

Cincinnati to determine the degree to which programs use evidence based practices and may be used as part of a larger process for determining the effectiveness of programs in changing offender attitudes, behaviors, and rates of recidivism. The CPC is divided into basic areas of capacity and content. Evaluation of capacity focuses on whether a correctional program has the capability of providing youths with evidence based interventions and services. The area has three domains: Leadership and Development, Staff, and Quality Assurance. Evaluation of content focuses on program processes for assessment, treatment, and adherence to principles of risk, need, and responsivity.

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

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

During FY 2016, CPC evaluators from the Social Research Institute will be assisting the Division in

additional ways. Evaluators will assist the Division's Training Bureau develop processes for training evidence based practices. In addition, CPC evaluators will work with the Division's Quality Assurance workgroup to begin the process of incorporating additional elements of evidence-based practice in its annual audits of Division programs.

## Protective and Risk Assessment Project

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

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

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

The PSRA and PRA share the same items used to calculate a youth's risk to reoffend. Results from the risk items are used to calculate a Risk Level of low, medium or high. In FY 2008, a validation study was conducted by researchers from the Juvenile Court and the Division in FY 2008 to validate risk level results [(Dewitt, J., & Lizon, R. (2008). The Utah Pre-Screen Risk Assessment (PSRA) and the Protective and Risk Assessment (PRA) validation study. Salt Lake City, UT: Department of Human Services, Juvenile Justice Services.]. The study determined that low-risk youths were significantly less like to reoffend than were moderate- or high-risk youths. Further, moderate-risk youths were significantly less likely to reoffend than were high-risk youths. Patterns were similar for males and females, youths over or under 14 years of age, minority and non-minority youths. During FY 2016, the Juvenile Court and the Division committed to repeating and extending the original 2008 validation study. Preliminary results should be available during the summer of 2016.

## Court & Agencies' Record Exchange

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

Components of the CARE system currently in place include the (1) demographics module which manages personal characteristics of youths and their families; (2) services module which tracks residential and nonresidential services delivered to youths in Division and Probation care and allows assignments of individual workers to individual youths; (3) incidents module which documents delinquency charges, hearings, dispositions and other interactions between individual youths and the Juvenile Court; (4) calendaring module which organizes activities of individual youths, Juvenile Court judges, and Juvenile Court courtrooms; and (5) e-mail notifi-

cation, which alerts workers attached to an individual youth about the youth's new court hearings, dispositions, admission to detention, and application of new critical messages.

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

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

## Victim Services

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

Substantial restitution payments have been made by youths in Division care to victims of juvenile crime. During FY 2015, the payments exceeded \$132,000. For the 10-year period ending in FY 2015, total payments exceeded \$2,240,000. Funds for this effort come from support payments that parents of youths in custody make to the state through the Office of Recovery Services. The Division received permission from the 1983 Legislature to use a portion of these receipts for restitution to victims of juvenile crime. Youths participate in community service projects in exchange for credited wages that are paid to victims through the Juvenile Court.

# History

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

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



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

## Organizational Highlights

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 2003 The Utah Legislature changes the Division's name to the Division of Juvenile Justice Services.
- 2006 The Adam Walsh Child Protection and Safety Act (Pub.L.109-248) is signed into law by Congress. The Act is named for Adam Walsh who was a youth murdered 16 days after his abduction. The Act organizes sex offenders into three categories or tiers, and mandates that they register their whereabouts. The law does apply to some convicted juvenile sex offenders (UCA 77-41-104).
- 2008 As a cost-cutting measure, the Division no longer produces hardcopy *Division of Juvenile Justice Services Annual Reports* and moves to online versions instead.
- 2009 Along with other Divisions in the Department of Human Services and the Department of Environmental Quality, the Division's administrative office moves into the new Multi-Agency State Office Building located in Salt Lake City.
- 2013 The Division receives a one-year grant to develop a comprehensive, statewide plan for improving and expanding services for children and their families called a System of Care.
- 2015 Operation of the Salt Lake Valley Detention Center and the Farmington Bay Youth Centers is taken over by the Division. Previously, both facilities were operated by a private provider under contract with the Division.

Administration of the Division's Investigations Bureau is moved under the Quality Assurance unit in the Research and Evaluation Bureau.

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

- 1979 The Federal Office of Juvenile Justice and Delinquency Prevention awards Utah an \$800,000 grant to begin developing a network of privately operated residential programs in the community.
- 1981 An observation and assessment center opens in Salt Lake City in addition to an existing program in Ogden.

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- 1984 An observation and assessment center opens in Provo.
- 1995 Farmington Bay Youth Center, the first state-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 A 6-bed, observation and assessment program, specialized for females, is opened in Salt Lake City.
- The privately operated Copper Hills Youth Center opens in Salt Lake City, providing the Division with an additional 24 beds for observation and assessment.
- The Intensive Community Aftercare Program (ICAP) is founded. The program, which is housed at the Wasatch Youth Center (a secure facility), provides youths with supervision and other services as they transition from secure care back to the community.
- 1998 The privately operated North Bay Youth Center opens in Brigham City, providing the Division with an additional 10 beds for observation and assessment.
- 1999 The Legislature reduces observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division Director (UCA 78-3a-118(2)(e)).
- Reflections, a community day-treatment program for girls, opens in Layton.
- 2000 North Bay Youth Center in Brigham City discontinues operation.
- 2001 Copper Hills Youth Center in Salt Lake City discontinues operation.
- 2002 The Intensive Community Aftercare Program (ICAP) moves from the Wasatch Youth Center to a separate residential facility with 8 beds for youths transitioning from secure care or other structured programs.
- 2002 HB 154 expands the DNA database to include juveniles found to have committed a felony. Upon the order of a Juvenile Court Judge, probation officers or Juvenile Justice Service case managers collect a sample using a saliva test kit. The juvenile is assessed a fine to pay for the test and replace the kits. Once taken, samples are sent to the Utah Department of Public Safety, Bureau of Forensic Services.
- 2003 The Division opens the Utah County Aftercare Program (UCAP) to provide nonresidential transition services for youths in the Utah County area. The program is being funded by a 3-year Federal grant.
- 2006 Federal Funding for the Utah County Aftercare Program (UCAP) expires and the program is closed.
- 2007 Development of the Graduated Sanctions Model is completed. The model is fully implemented on July 1, 2007.
- 2008 The Reflections Program for girls, which provided day programming for girls in Division custody, closes as the result of budget constraints.
- The residential components of the Project Paramount and ICAP transition programs close as the result of budget constraints.



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- 2009 The Division receives Federal funds to open the In-Community Services program in Orem to provide non-residential, transition services for youths leaving secure care and other highly structured residential programs.
- 2012 Administration of observation and assessment centers in Ogden, Salt Lake, and Springville is moved from the Office of Community Programs to the Office of Early Intervention Services.
- 2015 Administration of the Genesis Youth Center, a residential work camp, is moved from the Office of Early Intervention Services to the Office of Community Programs. Originally located in Draper, the facility is moved and now is collocated with the Salt Lake Valley Detention Center.

## Correctional Facilities: Locked Detention, Secure Care

- 1981 Utah's locked detention centers receive financial support from the state, but are operated by county governments.
- 1983 The Youth Development Center (YDC) is closed. In its place Decker Lake and Mill Creek Youth Centers are opened. Each facility provides 30 beds for long-term secure care.
- 1987 The Division takes over operation of 9 of the state's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- 1989 Statutes passed by the Utah Legislature allow the Juvenile Court to order youths into detention for up to 30 days (UCA 78-3a-118(2)(f)) as a sentence or for up to 10 days for contempt of court (UCA 78-3a-39).
- 1990 The average daily population of the three secure facilities reaches the system's capacity of 70 youths.
- 1992 An additional 10 secure-care beds are added to Decker Lake Youth Center bringing the statewide capacity to 80 beds. The new beds are filled within a month and once again the system is at its capacity.
- 1995 Farmington Bay Youth Center, the first state-owned, privately run facility opens. The 60-bed facility provides observation and assessment services, short-term detention, and long-term secure care in three separate wings.
- 1997 Construction of the 70-bed Slate Canyon Youth Center in Provo is completed. The facility has 38 detention and 32 secure-care beds and replaces outdated and unsafe Provo Youth Detention Center.
- The aging 56-bed Salt Lake Detention Center is replaced by the 160-bed Salt Lake Valley Detention Center.
- The old Salt Lake Detention Center is renovated and renamed the Wasatch Youth Center. The building provides secure care for up to 56 youths. Specialized programs are developed to meet the unique needs of sex offenders, girls, and youths preparing for transition back to the community.
- 2001 The expansion of Mill Creek Youth Center by 72 beds is completed. Facility capacity is now 102 beds.

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- 2008 Farmington Bay Youth Center converts its 18 beds for secure care to beds for locked detention.
- 2015 Administration of detention centers in Salt Lake City, Roy, Farmington, and Provo is moved from the Office of Correctional Facilities to the Office of Early Intervention Services.
- A 16-bed unit at Mill Creek Youth Center is closed because of low census.
- The 10-bed girls unit at Mill Creek Youth Center is moved to a vacant unit at the Farmington Bay Youth Center.
- The 16-bed sex offender unit at Decker Lake Youth Center is switched with a 16-bed unit at Wasatch Youth Center.

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

- 1994 Day/Night reporting and receiving centers are opened across the state to facilitate monitoring of youths.
- Genesis Work Program, a community based program, is opened at the direction of Governor Michael Leavitt.
- 1996 A partnership between the Division and the US Forest Service establishes a seasonal program at Strawberry Work Camp.
- The Genesis Work Program receives a Peace Pole donated by the people of Japan. The pole is installed on Genesis grounds and a time capsule is buried in its base.
- 1998 Archway Youth Services Center opens as the first youth services program operated directly by the Division.
- The old Provo detention center is converted to a day program for community services and work projects.
- 2004 Operation of the Genesis Work Program is placed under the Office of Early Intervention Services.
- 2009 The Division suspends its state supervision programming as a cost-cutting measure.
- 2012 Capacity of the Genesis Work Program is reduced from 50 beds to 40 as a cost cutting measure
- Administration of observation and assessment centers in Ogden, Salt Lake, and Springville is moved from the Office of Community Programs to the Office of Early Intervention Services.
- 2015 Administration of detention centers in Salt Lake City, Roy, Farmington, and Provo is moved from the Office of Correctional Facilities to the Office of Early Intervention Services.
- Administration of the Genesis Youth Center, a residential work camp, is moved from the Office of Early Intervention Services to the Office of Community Programs.

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## Rural Programs: Full Range of Programming

- 1981 Utah's rural detention centers receive financial support from the state, but are operated by county governments.
- 1983 Multiuse centers are opened in Vernal, Richfield, and Blanding to provide detention resources in rural areas. Each facility has four beds for detention and six beds for shelter care.
- 1987 The Southwest Utah Youth Center, a combination 10-bed secure facility and 6-bed detention center, is opened in Cedar City.
- The Division takes over operation of 9 of the state's 10 county operated detention centers. The exception, the multiuse center in Blanding, is operated by the Division of Child and Family Services.
- 1993 The Division assumes responsibility for operation of Canyonlands Multiuse Youth Home in Blanding.
- 1995 The Washington County Youth Crisis Center, a new multiuse center, opens in St. George with 10 beds for detention and 8 beds for shelter care.
- 2000 Construction is completed on multiuse facilities in Logan, Vernal, and Price. Each has 16 beds for locked detention and additional beds for shelter care and observation and assessment.
- 2001 Construction is completed on a multiuse facility in Richfield. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment.
- 2003 Construction is completed on a multiuse facility in Blanding. The center has 16 beds for detention and 16 beds that may be used for shelter and observation and assessment. The new center opens under the name Canyonlands Youth Center.
- 2004 Construction is completed on the Dixie Area Detention Center in St. George. The center's 48 detention beds replace 10 detention beds at the Washington County Youth Crisis Center. Existing beds at the Washington County facility are retained for shelter, and other non secure programs. As a part of the completion of the Center a time capsule is placed in the Center's monument.
- 2009 The Division suspends its state supervision programing as a cost-cutting measure.
- 2012 An observation and assessment program was opened at the Canyonlands Youth Center in Blanding.
- 2015 The Gateway program is opened in Hurricane as a residential work camp. The program occupies an unused portion of the Dixie Detention Center and has 8 residential beds. Residents work on projects to work off court-ordered obligations

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## Youth Parole Authority

- 1981 By law (UCA 62A-7-502(1)) the Division of Youth Corrections becomes the sole authority in matters of parole, revocation, and discharge involving youthful offenders committed to secure confinement. Prior to this, the juvenile parole release process was informal and generally conducted by the superintendent of the secure facility.
- 1982 The Division of Youth Corrections appoints a Parole Review Committee to study constitutional rights of incarcerated juveniles, community safety, and quality of care. The committee recommends that youths should have increased accountability, that staff should have representation, and that hearings should be cost efficient.
- 1983 Following the recommendations of a citizen review committee, the Youth Parole Authority is established. The Authority begins operations in October, 1983.
- 1985 A committee is appointed to develop a better method for determining lengths of stay for youths in secure confinement. The Board of Youth Corrections adopts the new guideline methods and the Authority implements them.
- 1986 The Youth Parole Authority is created statutorily by the 1986 Legislature. The Authority has five citizen volunteers appointed by the Board of Youth Corrections to serve for three-year terms (UCA 62A-7-501).
- 1991 In an attempt to deal with the increased work load of the Authority, legislation is passed to increase the number of members from five to seven citizen members (UCA 62A-7-501(2)(a)).
- 1995 Appointment of members to the Authority comes under the direction of the Governor with the advice and consent of the Senate (UCA 62A-7-501(2)(a)). The number of members is increased to 10.
- Recognizing the needs for enhanced public protection and competency development, the Authority extends the length of stay in secure care to a minimum of 6 months. Prolonging stay is expected to allow youths to take greater advantage of the rehabilitative opportunities offered in secure care.
- 1997 The Authority implements a victims program. Victims of youths in secure care are notified of Initial Hearings and provided with information about the policies and practices of the Youth Parole Authority.
- 1999 The Authority is expanded by statute to add five pro tempore members to help meet increasing work loads (UCA 62A-7-501(2)(a)).
- 2003 The Authority begins the process of conversion to the new CARE record keeping system.
- 2005 CARE is fully implemented for YPA record keeping operations.
- 2012 YPA Members are provided with devices enabling them to receive hearing files electronically.
- 2014 YPA Members receive training on the Division's Case Planning Model.

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- 2015 In collaboration with the Office of Correctional Facilities and the Research and Evaluation Bureau, the YPA develops a rating model intended to be used by direct care workers in all five of the Division's secure facilities. Implementation is planned during 2016.

YPA Length of Stay Guidelines are revised. New guidelines include a range of months. Youths who meet YPA expectations and other standards will be eligible for release at the low end of the range.

## Legislation

- 1995 Utah's Serious Youth Offender law (UCA 78A-6-702), is enacted by the 1995 Legislature to move some youths beyond the Juvenile Justice System. The law is intended to provide more severe sanctions for the most serious juvenile offenders and to remove them from costly juvenile programs that appeared to be having little impact. To qualify as a serious youth offender, a youth must be at least 16 years of age at the time of an offense and charged with at least one of ten serious felony offenses (aggravated arson, aggravated assault resulting in serious injury to another, aggravated kidnapping, aggravated burglary, aggravated robbery, aggravated sexual assault, felony discharge of a firearm, attempted aggravated murder, attempted murder, or a felony offense involving the use of a dangerous weapon after having previously been found to have committed a felony-type offense involving the use of a dangerous weapon). Juveniles charged with one of the serious felony offenses are initially given a hearing in Juvenile Court. If the state meets its burden to establish probable cause to believe that the juvenile committed one of the specified crimes, the Juvenile Court may bind the juvenile over to the adult court system. In determining whether to transfer the juvenile to adult court, the Court may consider (1) whether the juvenile has previously been adjudicated delinquent for a felony offense involving the use of a dangerous weapon; (2) whether the offense was committed with one or more other persons and the youth appears to have a lesser degree of culpability than the codefendants; (3) whether the juvenile used violence, aggression, or premeditation and, if so, to what degree; (4) the number and nature of the juvenile's prior adjudications in the juvenile court; and (5) whether public safety and the best interest of the minor is better served by adjudicating the juvenile in the Juvenile Court or in the District Court.
- 1997 The Juvenile Judges - Short Term Commitment of Youth (UCA 78A-6-117(2)(f)) allows Juvenile Court Judges to order youths found to have committed felony-type or misdemeanor-type offenses to a stay of up to 30 days in a locked detention facility or in a diversion program.

The Juvenile Court Powers (UCA 78A-6-1101(3)(a), ) extends the sanctions available for youths found in 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.

The Utah Legislature (UCA 78A-6-605(2)) requires that sentencing guidelines be considered by any agency making a dispositional report to the Juvenile Court. Sentencing guidelines and procedures for using them are described in the [Sentencing Guidelines Manual 1997](#). Application of sanctions is based on (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).

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- 1999 The Utah State Legislature reduces observation and assessment programming time from 90 days to 45 days. A single extension of 15 days can be authorized by the Division director (UCA 78A-6-117(2)(c)).
- 2002 The 2002 Utah State Legislature transfers administration of Youth Services to the Division of Juvenile Justice Services from the Division of Child and Family Services (UCA 62A-7-601).
- 2003 Legislation (UCA 62A-7-102) changes the Division's name from the Division of Youth Corrections to the Division of Juvenile Justice Services.
- 2006 The Adam Walsh Child Protection and Safety Act of 2006 (Pub.L.109-248) is signed into law by Congress. The Act classifies individuals convicted of a sex offense into three categories or tiers, and mandates that they register their whereabouts. Registration information is entered by each state into a publicly accessible, national database. The decision is made in Utah to require registration of juveniles adjudicated delinquent for registerable offenses who have remained in the state's custody until their 21st birthday and who have been determined to pose a continued risk to public safety (UCA 77-41-102).
- 2011 Legislation (UCA 78A-6-1104) requires Division detention centers to collect fingerprints and photographs of all 14 year-old or older youths admitted to locked detention for a felony-type offense. In addition, the Juvenile Court is directed to order 14 year-old or older youths to have their fingerprints taken at a Division detention center if they were adjudicated for a felony-type offense or a class A misdemeanor-type offense and their fingerprints have not previously been obtained. The legislation directs that fingerprints be sent to the Utah Bureau of Criminal Identification (BCI) for possible inclusion in its fingerprint archives.
- 2014 The 2014 Utah State Legislature passes HB 185 which allows minors bound over to District Court to be held in juvenile detention facilities until the time of the trial.

# Information

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## Juvenile Justice Documents

- What Parents Should Know About the Division of Juvenile Justice Services. This document explains (1) the Division's Mission Statement; (2) How Your Child Entered Custody; (3) Care, Custody, and Guardianship; (4) Division Programs; (5) How You Can Help; (6) You and the ORS; and (7) Case Management Services. Copies may be obtained from Pat Moore; email: [pmoore@utah.gov](mailto:pmoore@utah.gov).
- What Youth Should Know About the Division of Juvenile Justice Services. This document explains (1) the Youth Bill of Rights, (2) Expectations, (3) Treatment Plans, (4) Grievance Procedure, (5) the Serious Youth Offender Law, (6) Division Programs, and (7) Case Management Services. Copies may be obtained from Pat Moore; email: [pmoore@utah.gov](mailto:pmoore@utah.gov).
- Program Brochures. These are brief pamphlets that describe individual Division programs, the services they provide, and contact information. Copies for individual programs may be obtained from Pat Moore; email: [pmoore@utah.gov](mailto:pmoore@utah.gov).
- The Victims Handbook. The Youth Parole Authority prepared this document to explain (1) the processes of the Authority, (2) the rights of victims, and (3) how victims can have input. Although written for victims of youths incarcerated in secure facilities, it can benefit victims of any juvenile offender. Copies may be obtained from Laura Powell; email: [laurapowell@utah.gov](mailto:laurapowell@utah.gov).
- Juvenile Sentencing Guidelines. This document includes a description of the juvenile sentencing guidelines. Copies may be printed or downloaded from the web site of the Utah Sentencing Commission: [www.sentencing.utah.gov](http://www.sentencing.utah.gov).

## Speakers Bureau

Juvenile Justice Services' employees are available for community and school presentations that address topics such as Utah's juvenile justice system, privatized facilities for delinquent youths, sex offending youths, or other subjects upon request. Presentations can be specifically prepared for your group. Presentations last approximately one hour and include a question and answer period. Speakers are available throughout the State. For additional information about the Speakers Bureau, please contact Pat Moore; [pmoore@utah.gov](mailto:pmoore@utah.gov).

## Other Resources

Other information about the Division may be found on the Division's web site: [www.jjs.utah.gov](http://www.jjs.utah.gov).

## Division Programs and Offices.

### STATE ADMINISTRATION

DIRECTOR	SUSAN BURKE	(801) 538-8224 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
DEPUTY DIRECTOR	DEBBIE WHITLOCK	(801) 538-4323 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
DIRECTOR ADMIN SERVICES	CECIL ROBINSON	(801) 538-9843 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		

### YOUTH PAROLE AUTHORITY

ADMINISTRATIVE OFFICER	CHRIS PACKARD	(801) 538-4627 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		

### OFFICE of COMMUNITY PROGRAMS

PROGRAM DIRECTOR	MIKE BUTKOVICH	(801) 538-4311 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
	CASE MANAGEMENT	
OGDEN CASE MANAGEMENT	Rachel Edwards	(801) 627-0322 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
OGDEN CASE MANAGEMENT 2	Franz Bryner	(801) 626-3447 fax (801) 626-3187
2540 Washington Ogden, UT 84401		
OREM CASE MANAGEMENT	April Graham	(801) 426-7430 fax (801) 426-7455
237 S Mountainland Dr Orem, UT 84058		
SALT LAKE CASE MNGMNT	Kenyatta Green	(801) 265-7500 fax (801) 265-7599
3522 S 700 W Salt Lake City, UT 84119		
(A list of contractors providing community services may be obtained from the State Administration (Attention: Contract Administrator)		
	WORK CAMP	
GENESIS YOUTH CENTER	Kyle Goudie	(801) 269-5106 fax (801) 266-1034
3450 South 900 West Salt Lake City, UT 84119		

### OFFICE of CORRECTIONAL FACILITIES

PROGRAM DIRECTOR	DORIE FARAH	(801) 538-4312 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
	SECURE FACILITIES	
DECKER LAKE YTH CTR	Trent Clements	(801) 954-9200 fax (801) 954-9255
2310 W 2770 S West Valley City, UT 84119		
FARMINGTON BAY YTH CTR	DeAnn Mason	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		
MILL CREEK YTH CTR	Mike Shaw	(801) 334-0210 fax (801) 334-0287
790 W 12 <sup>th</sup> St Ogden, UT 84404		
SLATE CANYON YTH CTR	Larry Mendez	(801) 342-7840 fax (801) 342-7873
1991 S State St Provo, UT 84606		
WASATCH YTH CTR	Stephanie Sinju	(801) 265-5830 fax (801) 265-5846
3534 S 700 W Salt Lake City, UT 84119		

### OFFICE of EARLY INTERVENTION SERVICES

PROGRAM DIRECTOR	DONOVAN BERGSTROM	(801) 538-3988 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
	DETENTION FACILITIES	
FARMINGTON BAY YTH CTR	DeAnn Mason	(801) 451-8620 fax (801) 451-2465
907 W Clark Ln Farmington, UT 84025		

SALT LAKE VALLEY DT CTR	Scott Campbell	(801) 269-5100 fax (801) 266-1034
3450 S 900 W Salt Lake City, UT 84119		
SLATE CANYON YTH CTR	Larry Mendez	(801) 342-7840 fax (801) 342-7873
1991 S State St Provo, UT 84606		
WEBER VALLEY DT CNTR	Tracy Hart	(801) 825-2794 fax (801) 525-8350
5470 S 2700 W Roy, UT 84067		
	DIVERSION PROGRAMS	
DAVIS AREA YTH CTR	Jackie Southwick	(801) 774-8767 fax (801) 776-2954
2465 N Main, Suite 13- A & B Sunset, UT 84015		
LIGHTNING PEAK	Annette Garcia	(801) 491-0100 fax (801) 491-0136
205 West 900 North Provo, UT 84663		
SALT LAKE EARLY INTERVENTION	Siosifa Tafisi	(801) 685-5713 fax (801) 685-5707
3570 S West Temple Salt Lake City, UT 84115		
	OBSERVATION AND ASSESSMENT	
OGDEN O&A	Jim Miller	(801) 627-0326 fax (801) 393-7813
145 N Monroe Blvd Ogden, UT 84404		
SALT LAKE O&A	Nathan Cruz	(801) 284-0230 fax (801) 266-7591
61 W 3900 S Salt Lake City, UT 84107		
SPRINGVILLE O&A	Annette Garcia	(801) 491-0133 fax (801) 491-0136
205 W 900 N Springville, UT 84663		
	RECEIVING CENTERS	
ARCHWAY YTH SRVC CTR	Tracy Hart	(801) 778-6500 fax (801) 778-6520
2660 Lincoln Ave Ogden, UT 84401		
SALT LAKE YTH SRVCS NORTH	Pat Berckman	(385) 468-4500 fax (385) 468-4498
177 W Price Ave Salt Lake City, UT 84115		
SALT LAKE YTH SRVCS SOUTH	Pat Berckman	(385) 468-4610 fax (385) 468-4611
1292 W 12700 S Riverton, UT 84065		
TOOELE YOUTH SERVICES	Brent Westover	(435) 843-3266
27 S Main Tooele, UT 84074		
VANTAGE POINT	Scott Taylor	(801) 373-2215 fax (801) 852-4520
1185 E 300 N Provo, UT 84604		

### OFFICE of RURAL PROGRAMS

PROGRAM DIRECTOR	REG GARFF	(801) 538-3989 fax (801) 538-4334
195 N 1950 W Salt Lake City, UT 84116		
	CASE MANAGEMENT	
BOX ELDER CASE MANAGEMENT	Peter Smith	(435) 723-2031 fax (435) 734-0811
1050 Medical Dr #B Brigham City, UT 84302		
CACHE VALLEY CASE MGMT	Peter Smith	(435) 787-3500 fax (435) 787-3519
115 W Golf Course Rd, Ste E Logan, UT 84321		
	DETENTION FACILITIES	
DIXIE AREA DETENTION CTR	Sterling Cabana	(435) 627-2800 fax (435) 627-2801
330 S 5300 W Hurricane, UT 84737		
SW UTAH YTH CTR	Jill McKinlay	(435) 867-2500 fax (435) 867-2525
270 E 1600 N Cedar City, UT 84720		
	MULTIUSE FACILITIES	
(Most multiuse facilities provide locked detention, shelter, case management, detention diversion, and receiving center services; three also provide observation and assessment.)		
CACHE VALLEY YTH CTR	Peter Smith	(435) 713-6260 fax (435) 713-6276
2051 N 600 W Logan, UT 84321		
CANYONLANDS YTH CTR	Shawn Ivins	(435) 678-3140 fax (435) 678-3079
244 W Old Ruin Rd Blanding, UT 84511		



CASTLE COUNTRY YTH CTR 1395 S Carbon Ave Price, UT 84501	Angela McCourt	(435) 636-4720 fax (435) 636-4737
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WASH CO YTH CRISIS CTR 251 E 200 N St. George, UT 84770	Tami Fullerton	(435) 656-6100 fax (435) 656-6139

DUCHESNE CO RCVG CTR 28 W Lagoon Roosevelt, UT 84066	OTHER Lynn Whitman	(435) 722-3226 fax (435) 781-0840
Iron County Youth Center (ICYC) 1692 W Harding Ave Cedar City, UT 84720	Jill McKinlay	(435) 586-1704 fax (435) 586-6696
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