



Juvenile Justice Services is responsible for the operation of the state's 11 detention center, 9 observation and assessment units and 5 long-term secure facilities. We also operate a 40-bed work program and provide early intervention services for youths in crisis, including runaway, homeless and trafficked youth.



Changing Young Lives

Juvenile Justice Services is a Division within the Department of Human Services, but we present our budget to the Executive Offices and Criminal Justice Appropriations Subcommittee.

JJS is in the business of changing young lives. This is the image I want you to have in mind when you think about juvenile justice in this state. Because this is who we are.



This is not JJS.



And this is not JJS.

Collaboration



Instead, we are about collaboration - working together to teach young people team work and good values. Here are youths at the our Southwest detention center in Cedar City engaged in a team building exercise.



Here are actors from the Utah Shakespearean Festival collaborating with our teachers and youths at Wasatch Youth Center to put on a Shakespearean play involving our youths. Wasatch is a 46-bed long-term secure facility in Salt Lake City.



JJS is about community, giving back and helping youth repair the harm they've done.

Here youth from our Observation and Assessment program in Richfield are completing community service hours at the local park. O&A is a 45-day community-based program for youths who have been adjudicated (convicted) and the judge wants more information before disposition (sentencing).

Community

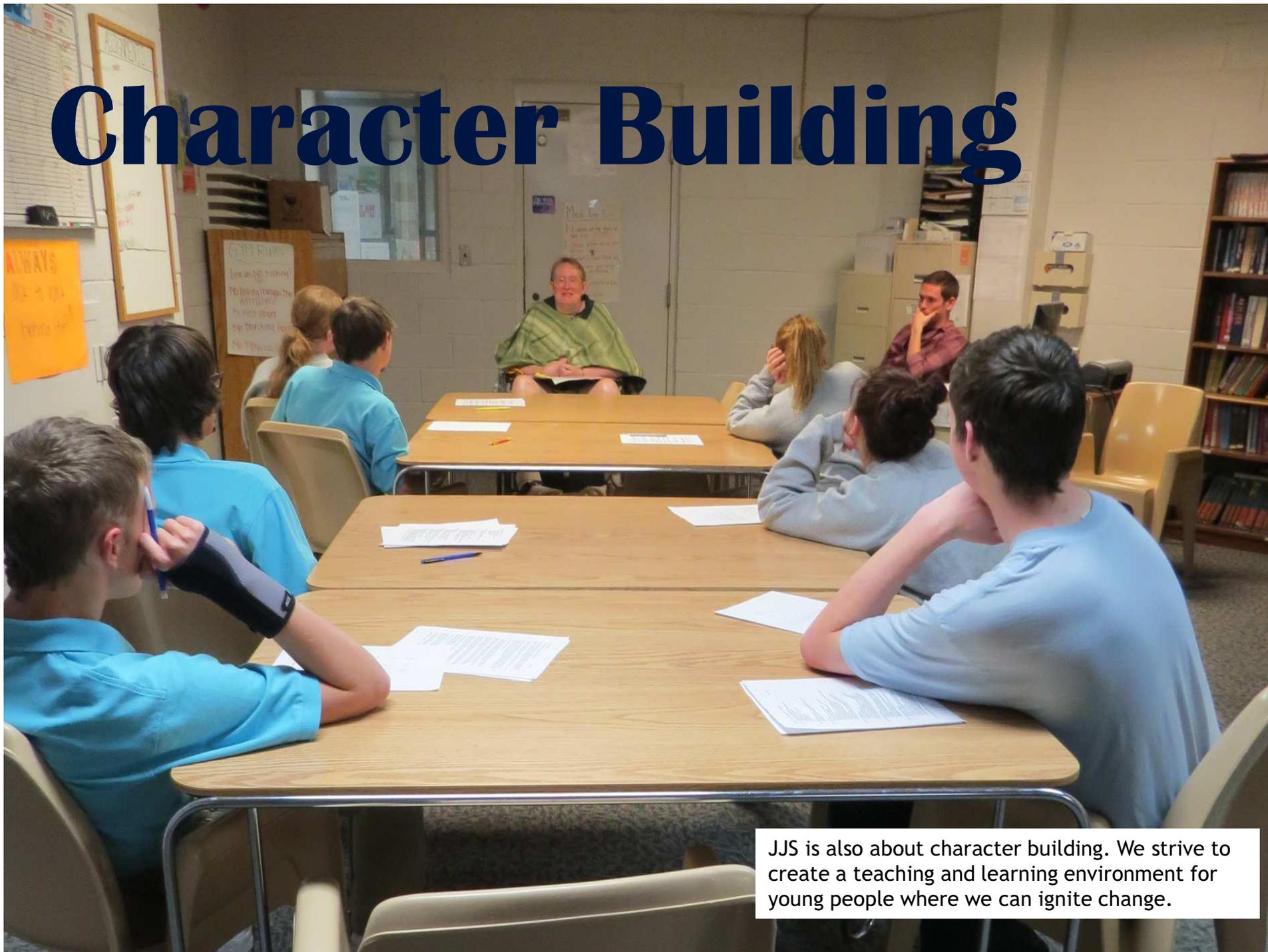


Here is another example of our youths giving back to the community. Youths from our Genesis Work Camp program assisted the residents of Saratoga Springs following flooding and a mud slide.



Let me introduce you to Scott Robertson, a community volunteer who comes to Wasatch Youth Center every week to mentor and counsel the young men there. He plays basketball with them, helps them find jobs and provides community support to help them be successful when they leave.

Character Building



JJS is also about character building. We strive to create a teaching and learning environment for young people where we can ignite change.



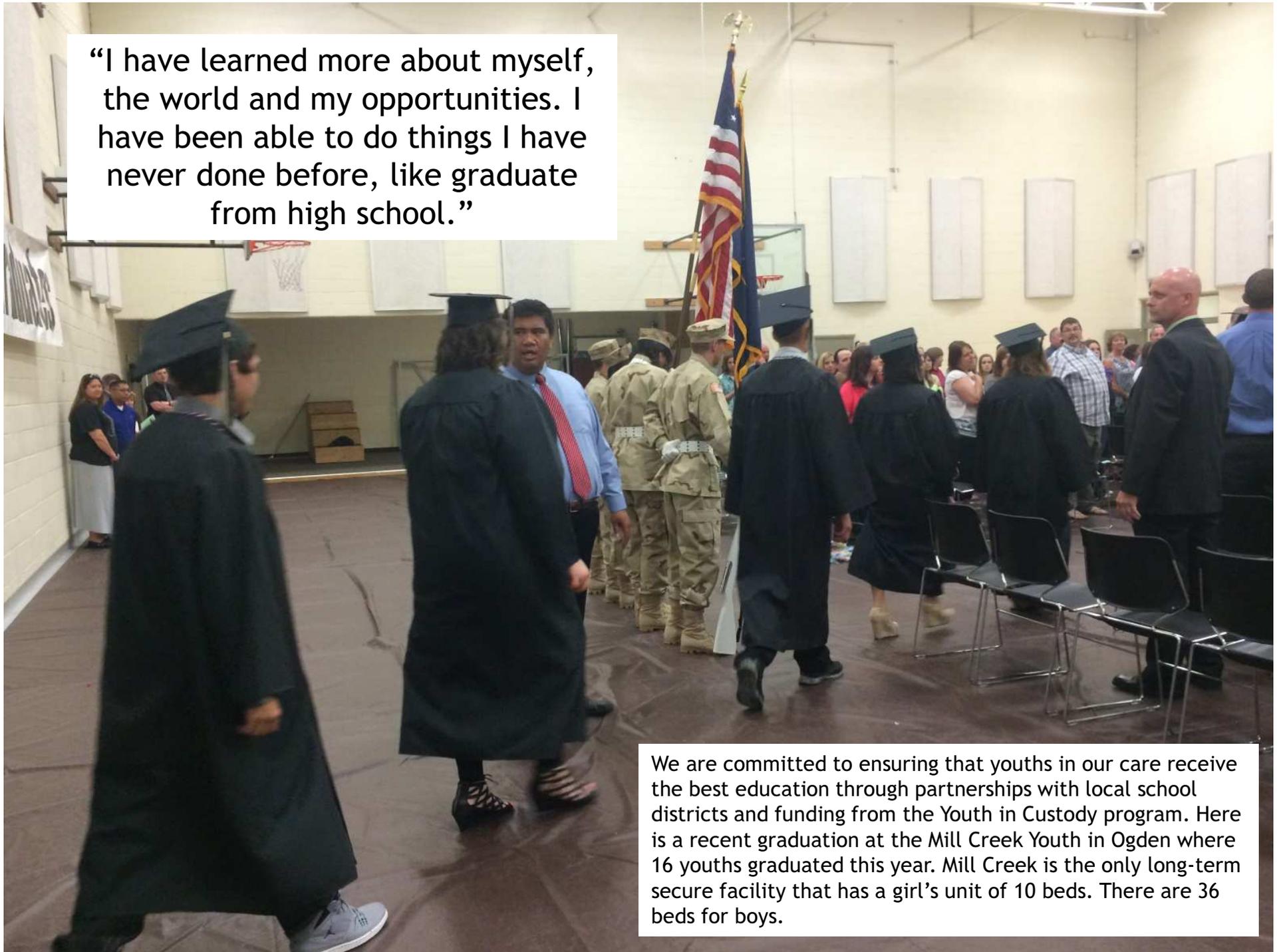
We are about celebrating community values such as freedom, even when our freedom has been taken away temporarily. Here youths from our Vernal Observation and Assessment program are setting up flags as part of the local Flag Day events.

Commitment



Juvenile Justice Services is also about commitment. We are a dedicated and diverse team at the ready to make a difference in each young person's life. Our employees have an average of 10 years of experience, many with advanced degrees. Here is the leadership team at Slate Canyon Youth Center in Provo.

“I have learned more about myself, the world and my opportunities. I have been able to do things I have never done before, like graduate from high school.”



We are committed to ensuring that youths in our care receive the best education through partnerships with local school districts and funding from the Youth in Custody program. Here is a recent graduation at the Mill Creek Youth in Ogden where 16 youths graduated this year. Mill Creek is the only long-term secure facility that has a girl’s unit of 10 beds. There are 36 beds for boys.

Percent of youths in long-term secure facilities who stated that JJS staff encouraged them to be successful in school



46%
nationally

How do we know our youths understand the value of education? Utah is one of 14 states involved in a national consortium to improve educational services for youth in custody. In a recent survey, 46% of the youths surveyed nationally stated that secure facility staff encouraged them to be successful in school. In Utah, three-quarters of our students said that statement was true.

Conduct



We are also about improving the conduct of our youths through feedback, motivation, accountability and skill building. Let me introduce you to Tessa Bridge who works at our Castle Country Youth Center in Price. Here she is reviewing a worksheet with a detention youth focused on problem solving. Tessa is also a trainer for our incident crisis response. Just over 5 feet tall, she can take down someone twice her size with just a flick of the wrist.

Last year 6% of our incident reports involved injury to staff, approximately 45 injuries that included cuts requiring stitches, sprained joints, a broken wrist and concussions. Staff are having to work with very serious youths, many with traumatic backgrounds.

watch your
THOUGHTS

they become
WORDS

watch your
WORDS

they become
ACTIONS

watch your
ACTIONS

they become
HABITS

watch your
HABITS

they become
CHARACTER

watch your
CHARACTER

EMPATHY



Conduct is reinforced with visual reminders, staff modeling and youth practice. Here is a unit at Slate Canyon in Provo, a 38-bed detention facility that is over capacity about 40% of the time. The 6-bed girls unit has housed up to 14 girls at a time. We recently imposed a population cap to ensure the safety of our youths and our staff.



“Though this place is not somewhere I would choose to be for myself, it is where I needed to be for myself.

This is a million dollar experience I would not pay one penny to re-live.”

No one chooses to come to JJS. But we aspire to make their time with us worthwhile.

Who We Serve

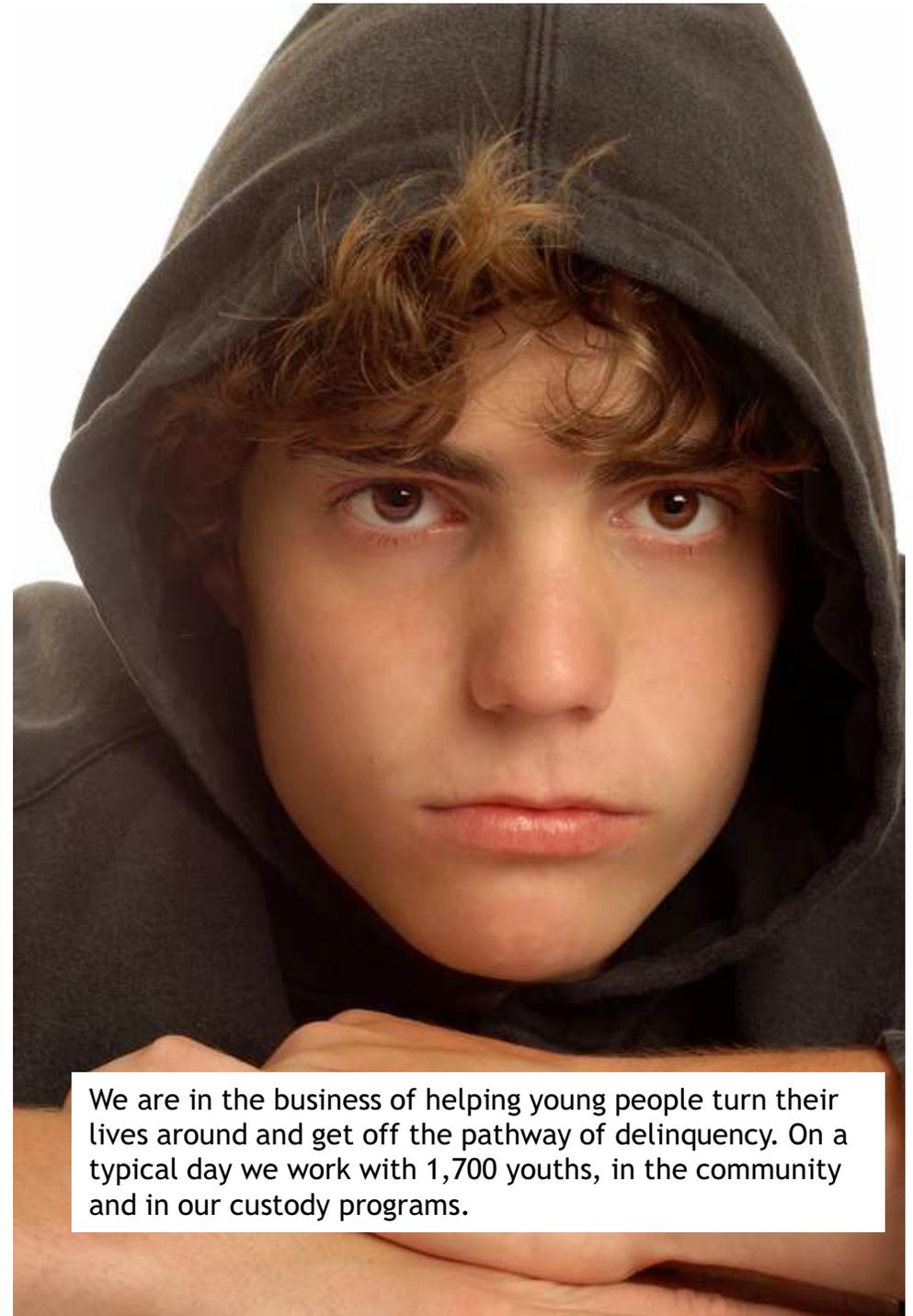
On a typical day,
JJS serves 1,700 youths

736

In community programs

964

In custody programs



We are in the business of helping young people turn their lives around and get off the pathway of delinquency. On a typical day we work with 1,700 youths, in the community and in our custody programs.



The Result?

Results

- 95% of early intervention youths are crime-free while in the program
- 86% of parents agree the program helped improve their child's skills
- 75% of work program youths completed 85% of their court obligation
- 56% of secure care youth improved their reading by ½ a grade level during summer school
- 65% of secure care youth are felony-free 12 months post-release
- 91% of our employees report a strong commitment to our agency mission

Can we save them all? No. Our demographics are changing. Youths are coming to us with greater mental health needs than in the past. More than half have a substance abuse issue. A disproportionate number have trauma histories. But we do everything we can to motivate them to make better choices.

Program Admissions in FY14



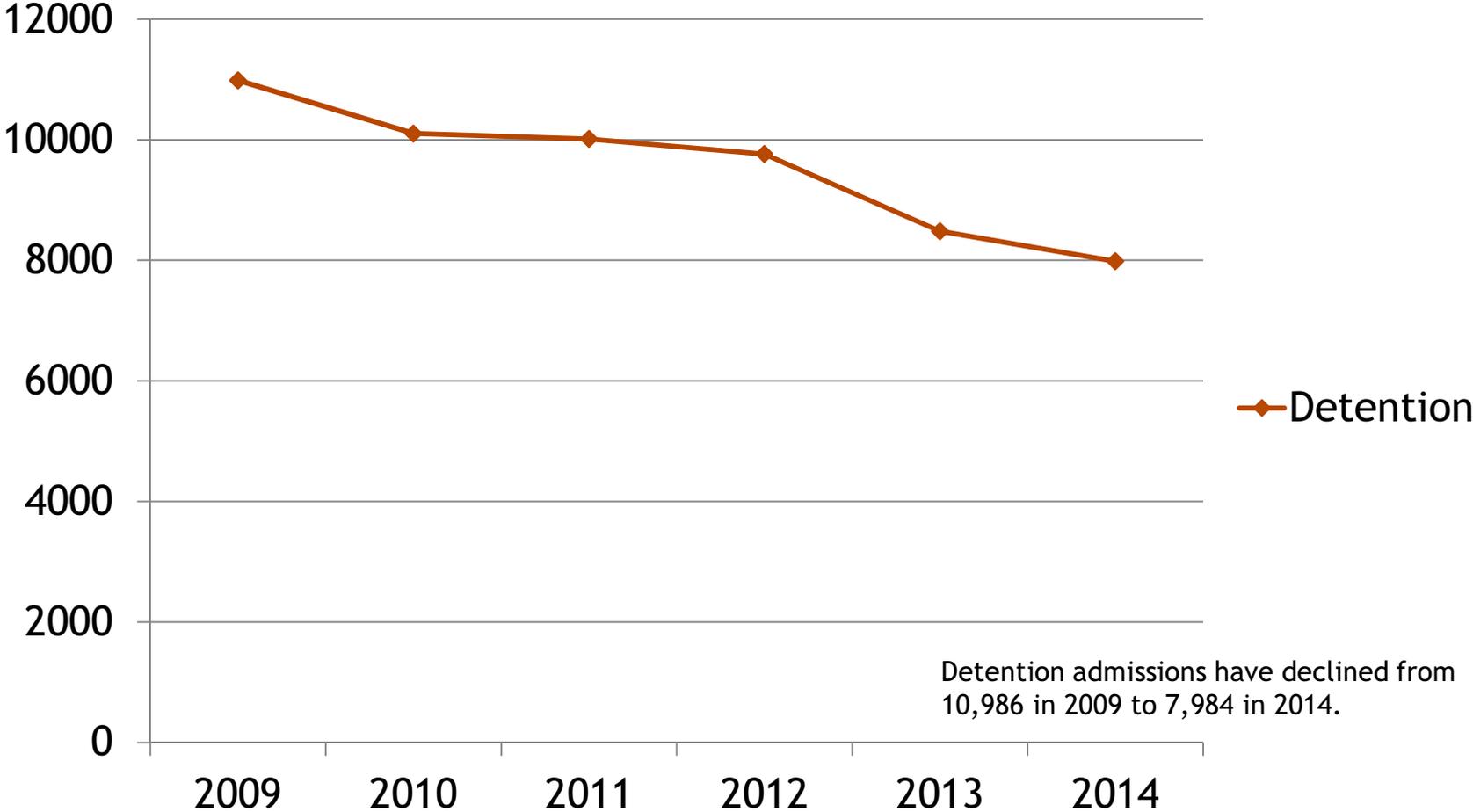
Includes: diversion, work camp and observation and assessment

The Good News



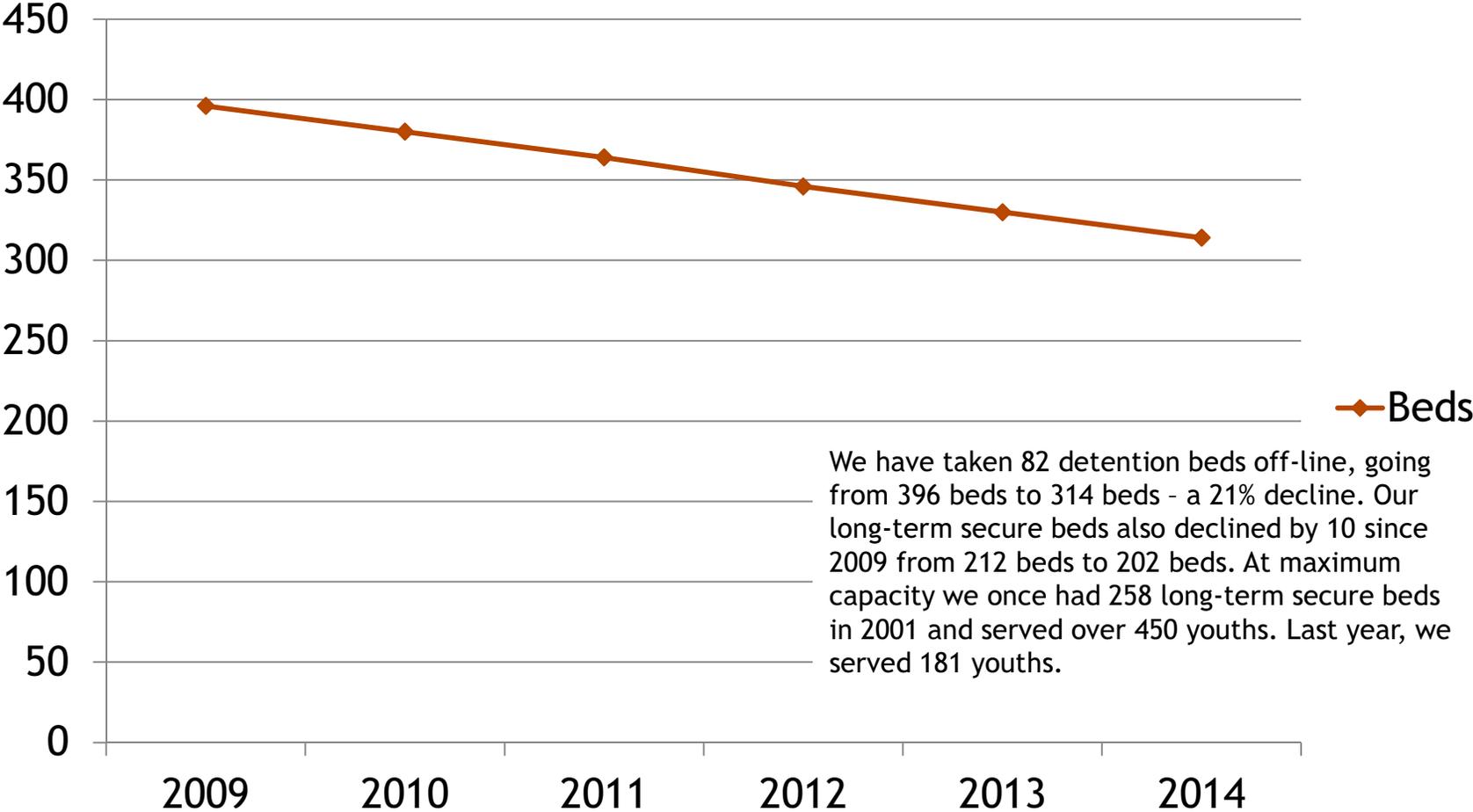
27% decline in admissions

Detention



21% decline in bed capacity

Beds



17% decline in out of home placements

- At the time of placement, 62% of youth had a felony and 93 % had a misdemeanor in their delinquency history
- The annual cost for a residential placement was \$41,900 in FY 2013 (excludes the cost of education and wrap around services)



Genesis work camp youth at Camp Williams taking care of the grounds.

The Pew Charitable Trusts analysis of JJS data



Opportunity

“I want to have a life,
to be someone
important.”

Here is a story from a girl preparing to leave our Mill Creek facility:

“I was using drugs since I was 12 years old. At first I didn’t care about the consequences, I was in and out of residential programs for months.

When I first found out I was coming here, I thought the whole idea was ridiculous, that it wasn’t where I needed to be.

Now, I’ve been here nearly nine months and I came here on a seven month guideline. I had to work really hard to get to this point, but it’s here. For once in my life I am sure of myself. I have made so many accomplishments I never thought I could’ve made, and maybe they’re not even great ones, but I still did something.”

Effective Systems

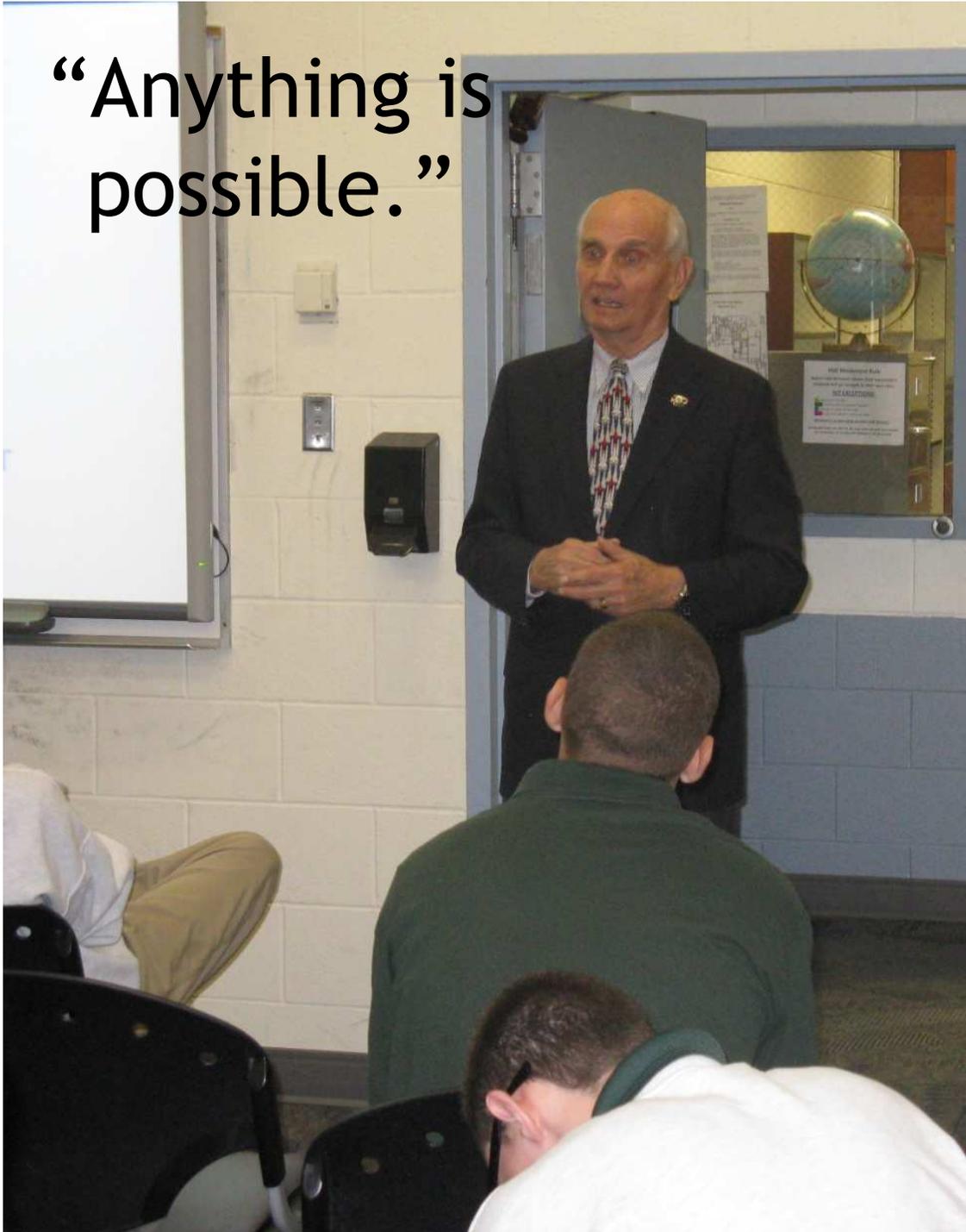
- Intervene early
- Involve families
- Assess for risk and need
- Match services to criminogenic factors
- Provide the least restrictive setting to address the needs of the youth and to protect the rights of the victims and the community
- Provide developmentally-appropriate and evidence-based interventions for the right amount of time

Just as this youth from Genesis is setting up a solid foundation for a shed the youths built for Wasatch Community Gardens, JJS needs a strong foundation to advance its goal to change young lives. These are the elements of an effective system.

Have we perfected this approach? No. We continue to strengthen our interventions and are working to implement a recidivism reduction initiative to further our work.



“Anything is possible.”



Opportunities

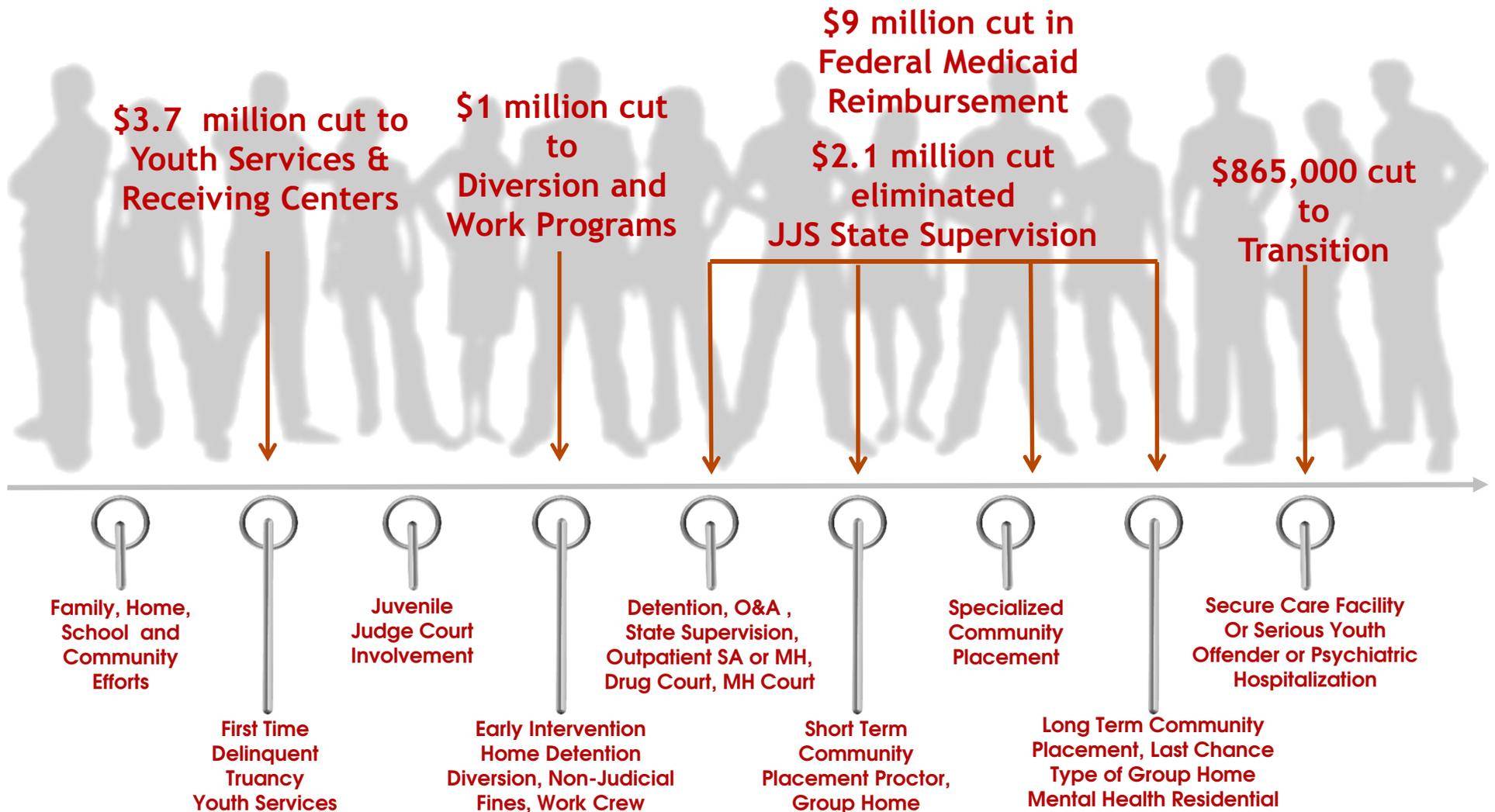
1. Stabilize funding - to foster systemic change
2. Integrate a system of care approach
3. Ensure system accountability
4. Plan for the future and maximize assets

This man needs no introduction. Senator Jake Garn visited our Decker Lake Youth Center and inspired the young men to think big and imagine the impossible.

There are four areas where JJS is “thinking big” as a system and we need your help in each of these areas.

Stabilize Funding

In the last five years, our system has taken multiple cuts across our service continuum - \$7 million in state funding and \$9 million in federal cuts. We have operated with one-time funding for on-going programs. Currently, Weber Valley Detention is operating with one-time funding yet again. As an agency we can't plan when resources are not predictable. It makes innovation that much more difficult.



Integrate a System of Care Approach

- Re-engineer early intervention programs
- Reduce lengths of stay with more intense, research-support interventions



The Legislature passed a bill this last session that the Department of Human Services will adopt a System of Care approach. The basic premise behind System of Care is that we need to do a better job serving children and youth with or at risk of mental health or other challenges so they can function better at home, in school, in the community and throughout life. Within JJS we have different doorways in which to access services, whether that is receiving, youth services, crisis counseling, short-term intervention or community-based and in-home services. We are re-engineering our system so there is only one door, and that is our Early Intervention Door.

We should not sit back and wait for problems to come to us. We should be proactive in preventing problem behaviors in the first place. Here is an example of JJS working with the local school district to teach at-risk youths new skills for problem solving, anger management, peer and family relationships. These youths finished the 12-week course.

System Accountability

- Strengthen contractual language
- Require use of evidence-based approaches
- Include performance measures



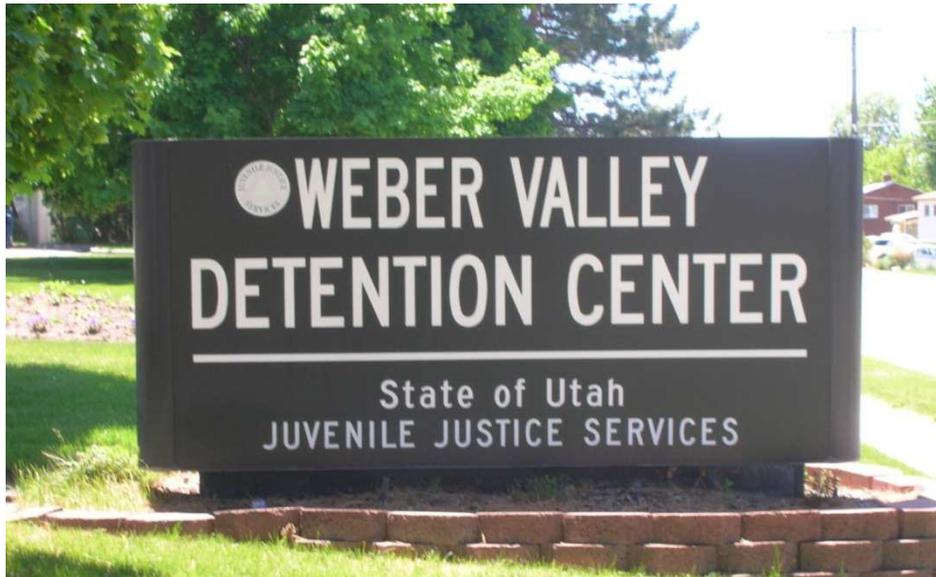
We need your help to strengthen our contract language and require our community partners, who we contract for services, are held accountable to outcomes just like we are and our staff are held accountable. Here we have staff training on incident crisis response at Washington County.

Many states have legislation requiring the use of evidence-based approaches and have performance measures and reporting requirements in place. We'd like language that will require contractors to provide evidence that their approaches are effective. When a community-based contractor tells me they based their effectiveness on whether their beds are full or not, something is wrong.

You will be hearing about a legislative audit soon that says our recidivism rates are too high. We need your help to reduce them, and strengthening our contracts is one way we can do that.

Plan for the Future & Maximize Assets

- Fund the construction of the Weber Multi-Use Facility



As we plan for the future, we need your help to address our infrastructure needs and to take advantage of our current assets. We need to bolster our aging infrastructure and use new construction as an opportunity to advance a model that provides better service delivery for families. Our proposed multi-use facility in Weber County will replace our aging detention center which is operating 24 beds at maximum capacity with one-time funding.

Land is being purchased across from our Mill Creek Youth center off of 12th street in Ogden. We will provide early intervention services, receiving, detention, observation and assessment, case management and transitional support services.

Plan for the Future & Maximize Assets

- Plan to address overcrowding at Slate Canyon (Provo Detention)



We need to plan for future expansion of the Slate Canyon facility to address overcrowding and growth in the area.

Plan for the Future & Maximize Assets

- Create regionalized work programs



We also need to be prepared for the prison relocation. Genesis is on prime property and will have to move. We propose maximizing our current assets - an open unit at Dixie Detention to operate a 16-bed work camp program. It will cost approximately \$400,000 to do that and allow youths to be closer to home and working on projects in their own community.

We are paying back a 30-year bond on Salt Lake Valley Detention. That facility is operated through a private contract. Only 60% of the building is being utilized. There is the potential to operate a work program out of that facility if we resumed operations of it. We would then also institute an evidence-based model of short-term interventions for detention youth like we are doing at our Price detention facility.

When Ogden O&A moves to the new multi-use facility, we can create our third regionalized work camp, or develop more effective programming for girls.

Plan for the Future & Maximize Assets

- Advance a developmentally appropriate approach to youthful offenders



Finally, this state can advance a more developmentally appropriate approach to youthful offenders convicted as adults. If the Department of Corrections can contract with county jails to house state prisoners, they should be able to contract with us to house those prisoners under the age of 18. These youths will then be given the opportunity pursue their education and be provided with developmentally appropriate rehabilitation services. Once they turn 18, they would then return to the Department of Corrections for continued placement.



Just like a farmer sees an empty field and imagines a future bountiful harvest, we see the potential of young people in our system.

This is JJS. This is who we are. We are in the business of changing young lives.



We want to preserve the future of Utah and ensure that our young people have every opportunity for success.