

utah department of  
**human** services



# REPORT TO EOCJ

2018 Legislative Intent Language

August 1, 2018





# UTAH DIVISION OF JUVENILE JUSTICES SERVICES

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## Moving Forward



### OPERATIONAL EFFICIENCY

- Increased by 15.5 percent the number of youth served in their homes, schools and communities
- Decreased by 8.9 percent the number of youth in state custody for services
- Reduced by 13.6 percent the JJS workforce through facility and program consolidation and private contracts without compromising services or quality
- Opened the Weber Valley Youth Center, closing five buildings
- Piloted with State Purchasing a new procurement process to more quickly obtain needed services from the private sector
- Developed a Three Year Strategic Plan with measurable goals and target dates

- Launched a Performance Dashboard to report on youth served, programs, costs, and recidivism rates
- Implemented a validated Detention Risk Assessment Tool to safely place youth in alternatives to detention
- Expanded statewide the Correctional Program Checklist evaluation tool to assess program effectiveness
- Developed a model for predicting recidivism risk to more effectively address the needs of youth in custody



### DATA DRIVEN



### PARTNERSHIPS

- Extended existing business agreements through amendments with youth residential care providers for FY 2019
- Increased by 5 percent provider rates, and will offer an additional 5 percent incentive for program completion in 90-days
- Invested in the expansion of the Northern Utah Stabilization and Mobile Crisis Response teams
- Secured agreements with local area authorities to provide behavioral health treatment services to youth in the community and youth in custody
- Expanded educational and vocational offerings to youth in facilities with support from the Utah State Board of Education and the higher education system



# DJJS 2018 LEGISLATIVE INTENT LANGUAGE REPORT

The 2018 Legislature passed intent language directing the Division of Juvenile Justice Services (JJS) to report by August 1, 2018, to the Executive Offices and Criminal Justice Appropriations Subcommittee on items related to its January 1, 2018, Legislative Audit. Additionally, this report provides information about the division’s work to achieve greater transparency, efficiency, and improved outcomes for all youth served.

## INTENT LANGUAGE AND ITEMIZED RESPONSE

### “The Legislature intends that the Division of Juvenile Justice Services....

*...track and report on the aggregate cost per juvenile and cost per juvenile in both urban and rural settings by Secure Care, Detention, Early Intervention Services, and Community Placements and develop appropriate targets for each measure by August 1, 2018, to EOCJ; and annually thereafter track and report on these costs.”*

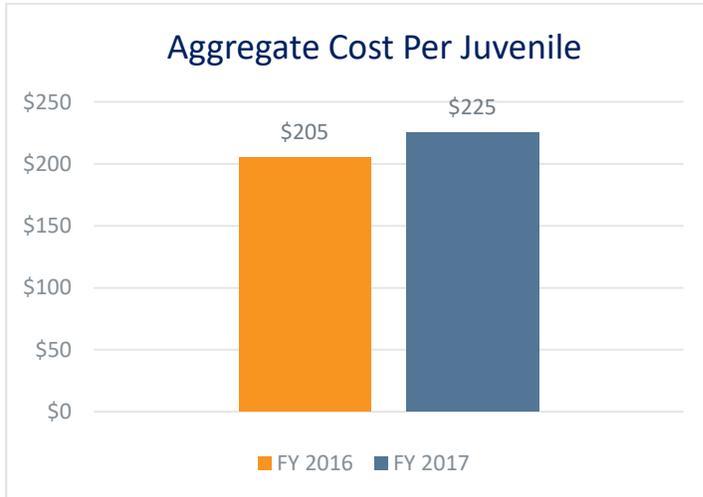
The table contains fictional data to demonstrate how the division calculates the cost per juvenile by dividing the total expenditures per fiscal year by the average nightly count of youth served during the same fiscal year. This formula is the same calculation used by the Office of the Legislative Auditor General. The nightly count of youth is the unduplicated number of youth served each day during the year. The division has this calculation on its public-facing data dashboard.

<b>Example of How Cost Per Juvenile is Calculated</b> <i>(data is for illustration purposes only)</i>	
<b>\$10,000</b>	Total cost for three days
	Night 1 = 151 youth served
	Night 2 = 150 youth served
	Night 3 = 149 youth served
<b>150</b>	Average youth served each night
<b>\$66.67</b>	Average cost per youth (\$10,000/150)

## AGGREGATE COST PER JUVENILE

The division operates a wide array of services, from crisis residential to early intervention to custody programs and transition. The division also contracts with local mental health authorities and private providers to deliver services to youth. These services include clinical assessments, individual and family counseling, proctor care, and residential treatment services.

The “Aggregate Cost per Juvenile” graph represents total JJS expenditures for all programs and services divided by an unduplicated count of youth served. The information does not consider days of service which may range from one day to a full year of service for individual youth. Program level costs are provided in subsequent graphs.



*The data show that between FY 2016 and FY 2017, costs per juvenile increased by 9 percent over the previous year. Data for FY 2018 will be calculated once the year-end budget close out is completed.*

### SECURE CARE COST PER JUVENILE

Secure care facilities are for youth adjudicated on a serious offense or found to habitually offend. The overall goal of secure care is the successful reintegration of youth in the community. Case managers work with facility and transition staff to provide quality treatment grounded in evidence-based principles. Youth 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. Specialized programming is also available for girls, youth with substance use problems, and youth who have offended sexually. All youth are required to attend school or participate in a vocational program. The length of stay in a facility is determined by the Youth Parole Authority, who assumes jurisdiction of the youth upon the youth's commitment up to age 21. The division is also housing a small number of youth under the age of 18 convicted as adults.

The division operated six secure care facilities through FY 2018, five for males and one for females. The division staffed<sup>1</sup> 176 beds but had an operational capacity<sup>2</sup> of 256 beds. Reflecting decreased population demand, on June 30, 2018, Wasatch Youth Center in Salt Lake County was closed. Youth were transferred to other facilities and the division's staffing dropped to 146 beds with an operational capacity of 200 beds. The following table is a list of Utah's secure care facilities.

<sup>1</sup> Staffed beds represent the number of beds available for use based on required staffing levels.

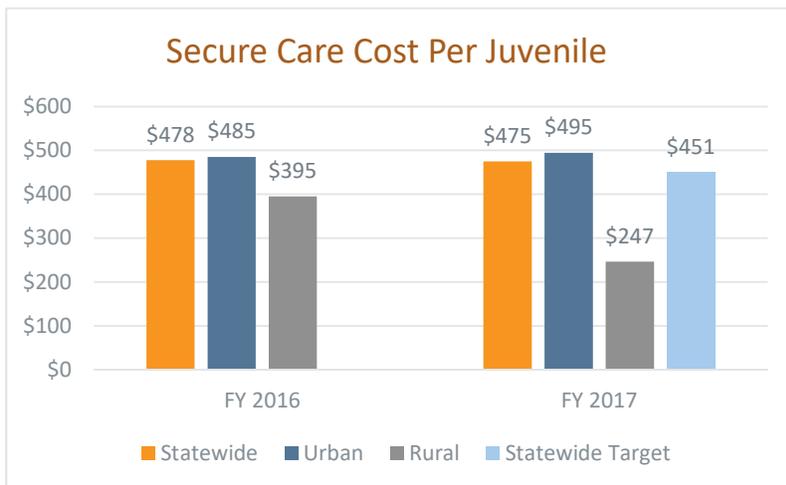
<sup>2</sup> Operational capacity is the total number of beds in a facility, staffed and unstaffed.



FY 2018 Secure Care Facilities	County	Staffed Capacity <sup>3</sup>	Notes
Mill Creek Youth Center	Weber	64	On March 28, 2018, a 16-bed unit was opened, expanding capacity from 48 beds to 64 staffed beds. Youth were transferred to this facility as part of the Wasatch Youth Center closure.
Farmington Bay Youth Center	Davis	10	This unit is for females only. The facility also operates detention for males and females.
Wasatch Youth Center	Salt Lake	30	On March 28, 2018, a 16-bed unit at Wasatch was closed and youth moved to other facilities. The entire facility closed June 30, 2018.
Decker Lake Youth Center	Salt Lake	30	This facility operates a specialized unit for youth who have offended sexually and two general population units.
Slate Canyon Youth Center	Utah	32	This facility also operates detention.
Southwest Utah Youth Center*	Iron	10	This facility also operates detention.
<b>TOTAL STAFFED BEDS</b>		<b>176</b>	

\*rural facility

In FY 2016, the statewide cost per juvenile in secure care was \$478. That amount declined to \$475 in FY 2017. The decline was due primarily to a decline in cost per youth at the Southwest Utah Youth Center. This facility is the only rural facility to serve committed youth and contains 10 beds. The utilization of the facility increased to 95 percent in FY 2017 from 79 percent in FY 2016, resulting in a lowered cost per youth.



*The statewide target represents a 5 percent decrease in cost per juvenile over the next three years.*

The division's target in the next three years is to reduce secure care costs by 5 percent. This reduction will be accomplished through the closure of Wasatch Youth Center, saving the division \$2.4 million annually, as well as implementation of additional efficiency measures. This reduction takes into

<sup>3</sup> Division policy, 05-08-IV-6, *Staff Supervision and Monitoring of Juveniles*, requires a minimum of two staff on duty, with a staff to youth ratio of one staff per eight youth during the day and one staff per 16 youth during asleep hours. Division residential units are 10 to 16 beds per unit, requiring a minimum of two staff per unit during the day.

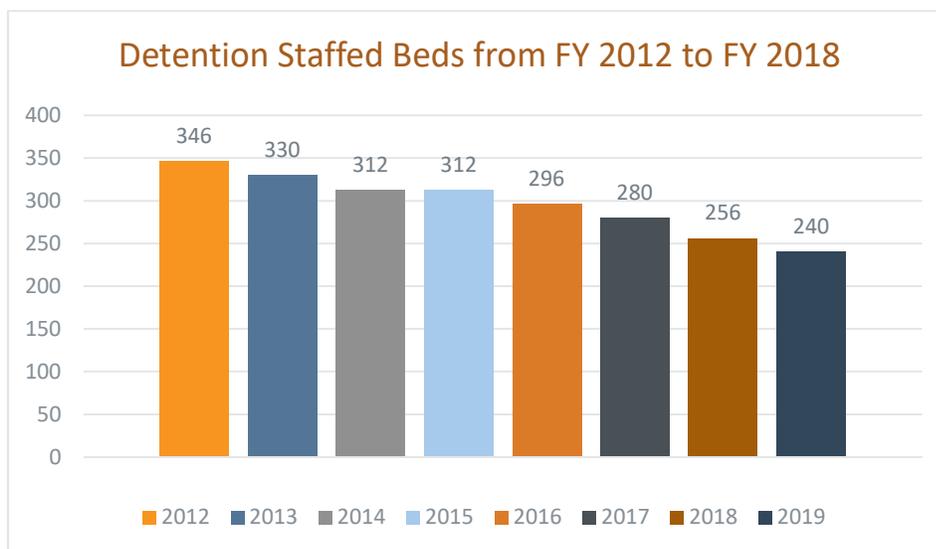


consideration new criteria for committing a youth to secure care.<sup>4</sup> New length of stay presumptions<sup>5</sup> that went into effect July 1, 2018, will change the demographics of secure care youth. It is estimated that 40 percent of youth ordered to secure care will meet new lengths of stay presumptions, while 60 percent will be exempt from those standards due to the severity of their offense.<sup>6</sup>

#### DETENTION COST PER JUVENILE

Detention facilities provide short-term confinement for youth awaiting adjudication or placement or serving a sentence ordered by the Juvenile Court. Detention is often a youth's first point of contact with Utah's juvenile justice system. While in residence, youth participate in structured programming, receive educational services and are given a medical and mental health screening. Statewide, JJS operates 11 detention facilities, four urban facilities and seven rural facilities. The mean length of stay in FY 2017 was 7.6 days.

In FY 2017, there were 5,356 admissions to detention, down from 6,740 in the previous fiscal year. New detention guidelines that went into effect August 1, 2017 reduced detention capacity, reserving this custody status for the highest risk youth. Prior to this change, a youth charged with committing three or more misdemeanors or one or more felonies could be booked into detention. Now, any youth committing a felony offense or any violent or person related misdemeanor is eligible for detention. Beginning July 1, 2018, a detention risk assessment tool was implemented to identify youth who may be eligible for detention but who can be safely supervised in the community. The tool was required per juvenile justice reform legislation<sup>7</sup> and will have the effect of further reducing the number of youth who require this level of custody.



*There has been a 31 percent decline in the number of staffed detention beds since FY 2012.*

<sup>4</sup> Per UCA 78A-6-117 a youth may only be ordered into secure care if “the court finds the minor poses a risk of harm to other and is adjudicated under this section for a felony offense, a misdemeanor if the minor has five prior misdemeanor or felony adjudications arising from separate criminal episodes; or a misdemeanor involving the use of a dangerous weapon...”

<sup>5</sup> Per UCA 78A-6-117, “the presumptive maximum length of out-of-home placement may not exceed three to six months.”

<sup>6</sup> Utah Juvenile Justice Working Group. (2016). *Final Report*. Salt Lake City: Council of Criminal and Juvenile Justice. Retrieved from <https://justice.utah.gov/Documents/CCJ/Justice%20Policy/Research/Final%20Report/Utah%20JJ%20Final%20Report.pdf>

<sup>7</sup> UCA 78A-6-124



Declining detention populations permitted the closure of a detention unit at the Salt Lake Valley Detention Center and a unit at Slate Canyon Youth Center in Provo in March of 2018. When sustained population declines support a closure, the division has been proactive in reducing staffed beds. The table below illustrates the reduction in staffed beds over time. Since FY 2012, the division has eliminated 106 staffed beds, a 31 percent reduction.

Below is a table of all JJS detention facilities. In May of 2018, the division closed Weber Valley Detention Center and moved all youth to the new Weber Valley Youth Center, a multi-use facility that includes detention, early intervention, case management and transition services. The new facility was built with future growth in mind and has 48 beds in four 12-bed units. The division will continue to staff 24 beds (two units) at this facility. The division is staffing 256 detention beds but has an operational capacity of 362 beds.

<b>FY 2018 Detention Facilities</b>	<b>County</b>	<b>Staffed Capacity</b>	<b>Notes</b>
<b>Weber Valley Detention Center/ Weber Valley Youth Center</b>	Weber	24	Weber Valley Detention Center closed in May of 2018, replaced by the new Weber Valley Youth Center.
<b>Farmington Bay Youth Center</b>	Davis	32	This facility also operates a 10-bed secure care unit for females.
<b>Salt Lake Valley Detention Center</b>	Salt Lake	64	In March 2018, a 16-bed unit was closed, reducing capacity from 80 to 64 beds.
<b>Slate Canyon Youth Center</b>	Utah	30	In March 2018, an 8-bed unit was closed, reducing capacity from 38 to 30 beds.
<b>Cache Valley Youth Center*</b>	Cache	16	This facility is multi-use. All beds are in one unit.
<b>Split Mountain Youth Center*</b>	Uintah	16	This facility is multi-use. All beds are in one unit.
<b>Central Utah Youth Center*</b>	Sevier	16	This facility is multi-use. All beds are in one unit.
<b>Castle Country Youth Center*</b>	Carbon	16	This facility is multi-use. All beds are in one unit.
<b>Southwest Utah Youth Center*</b>	Iron	10	This facility is multi-use. All beds are in one unit.
<b>Dixie Area Detention Center*</b>	Washington	16	All beds are in one unit. Prior to FY 18, the center was staffed for two 16-bed units.
<b>Canyonlands Youth Center*</b>	San Juan	16	This facility is multi-use. All beds are in one unit.
<b>TOTAL</b>		<b>256</b>	

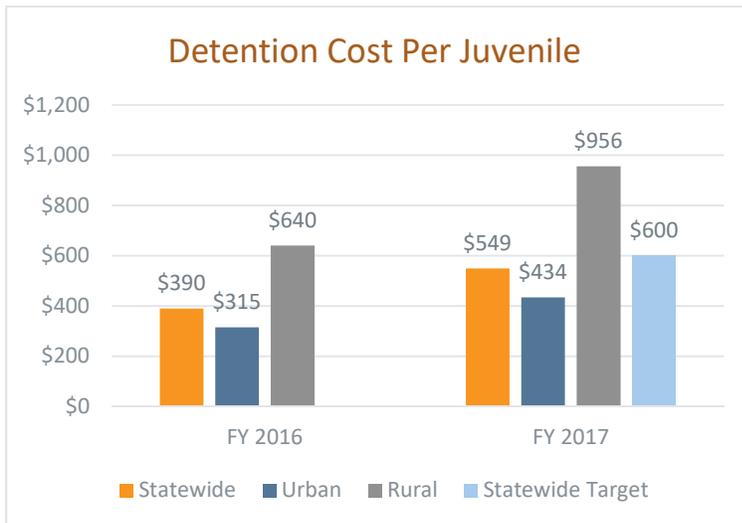
\*rural facility

While bed capacity shows the division still has excess beds available, most of those beds are in rural facilities. Rural multi-use facilities have one detention unit containing up to 16 beds. The cost to operate a 16-bed unit is the same as operating an eight-bed unit due to the division's staffing requirement of two staff per unit during the day. This staffing requirement for detention and secure care takes into consideration the safety and security of youth and employees. JJS direct care staff are not law-enforcement certified and the division does not employ separate security staff. Rather, the division relies on the ability of staff to develop positive relationships with the youth to manage behavior. Staff are also trained on de-escalation techniques and physical restraints. In addition, cameras, staff radios and facility duress alarms are used to identify situations where additional staff responses are needed.

In FY 2016, the statewide cost per juvenile in detention was \$390 and increased to \$549 in FY 2017. The increases are most pronounced in the rural area, where costs increased 33 percent from FY 2016 to FY



2017. This increase was attributed to intentional efforts on the part of the division to reserve this custody status for only the highest risk offenders. The state’s Juvenile Justice Working Group found that youth who did not spend time in detention had better outcomes than youth who were detained for the same offense.<sup>8</sup> If a youth must be in detention, a location close to the youth’s home helps maintain important formal and natural supports necessary for the youth’s reintegration back to the community.



*The statewide target assumes that detention populations will continue to decline due to the implementation of new admission guidelines and a risk assessment tool designed to identify youth who can be safely supervised in the community.*

The division estimates that costs per youth will continue to increase as fewer youth are detained under the new detention guidelines coupled with the application of the Detention Risk Assessment Tool. While the division is committed to the efficient operations of facilities and has proactively closed units where indicated, reducing costs are difficult to achieve in rural facilities that operate one detention unit. The division is currently examining different staffing patterns for rural facilities but does acknowledge that these changes are unlikely to result in a significant reduction in cost per youth. The only means for reducing cost per youth is to close a facility, which would have negative repercussions to the local community and its ability to effectively respond to juvenile delinquency. Rural multi-use facilities provide a full spectrum of services in addition to detention. Services include crisis shelter, early intervention classes and case management. The inclusion of detention services at these multi-use facilities was done as an efficiency measure, yet their declining utilization results in a higher cost per youth for detention.

#### EARLY INTERVENTION COST PER JUVENILE

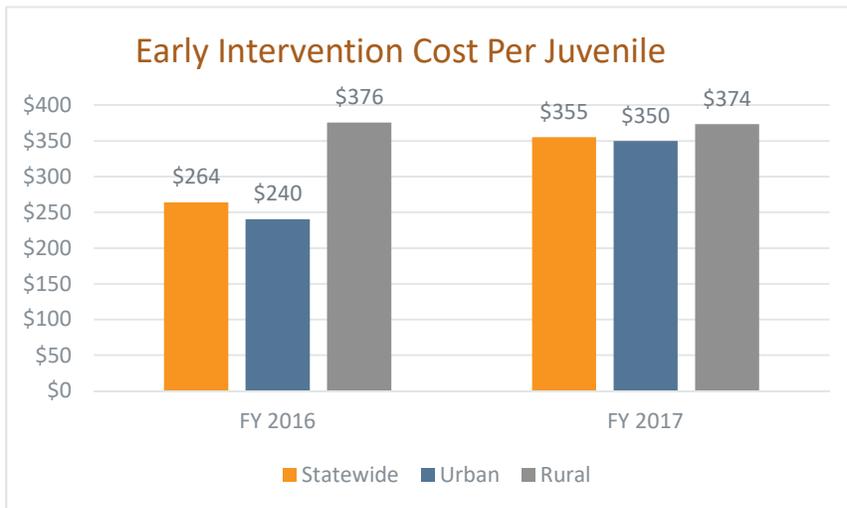
Following juvenile justice reform in FY 2018, the division’s early intervention programs were transformed. Prior to reform, the programs consisted of residential Observation and Assessment (O&A), residential work camps, and non-residential skill-based programs for court-ordered youth in selected judicial districts. The Juvenile Justice Working Group identified the need to provide consistent statewide opportunities for early intervention in non-residential settings.

<sup>8</sup> Utah Juvenile Justice Working Group. (2016). *Final Report*. Salt Lake City: Council of Criminal and Juvenile Justice. Retrieved from <https://justice.utah.gov/Documents/CCJJ/Justice%20Policy/Research/Final%20Report/Utah%20JJ%20Final%20Report.pdf>



In FY 2018, the division reinvested the savings from the legislatively mandated closure<sup>9</sup> of residential O&A programs and residential work camps to launch home detention services, in-home O&A, school-based outreach, and brief community intervention in each judicial district. These programs were designed to serve court-ordered and school/parent referred youth.

The data provided here are for pre-reform programs, which included more costly residential programs. The target for early intervention is still in the process of being determined as the division further refines service delivery in partnership with the private sector. An RFP was posted, and awards are in the process of being issued that will expand the array of early intervention services statewide.



*The cost per juvenile shown in these graphs for early intervention included residential and non-residential programs. In FY 2018, residential early intervention programs were eliminated. A target will be determined once service refinement is completed and provider contracts are awarded.*

#### COMMUNITY PLACEMENT COST PER JUVENILE

Community placement provides residential and non-residential services to youth ordered into JJS custody for care and treatment. Residential services range from highly structured group homes with 24-hour-per-day supervision to proctor programs that place individual youth in individual family homes. Collectively, these services provide a continuum of resources available to meet the varied supervision and treatment needs of JJS youth.

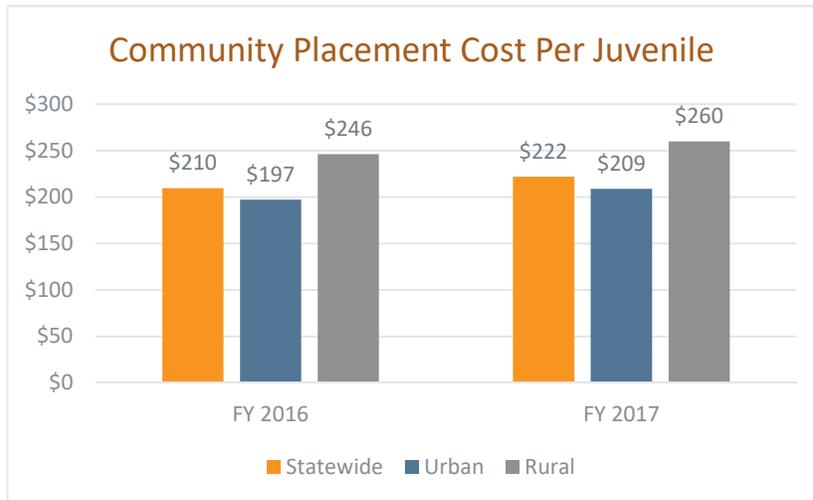
Beginning July 1, 2018, youth may only be ordered into community placements if there is a demonstrated assessed need for treatment, and if they meet placement criteria based on their offenses.<sup>10</sup> Once in placement, there is a presumption that youth would complete their treatment within three to six months and be provided aftercare services for another three to four months.

In FY 2016, the statewide cost per juvenile in community placement was \$209.81. That amount increased to \$221.96 in FY 2017. Provider rates are based on a competitive response to a Department of Human Services Request for Proposal, as well as by available agency budgets.

<sup>9</sup> UCA 62A-7-101  
<sup>10</sup> UCA 78A-6-117



For FY 2019, the division extended existing business agreements via amendment with youth residential providers. The amendment also provided an across the board increase of 5 percent to rates and includes a 5 percent incentive for program completion in 90-days. This incentive is a requirement of reform legislation.<sup>11</sup> The Department of Human Services has secured the expertise of a consultant to examine rates and make a recommendation.

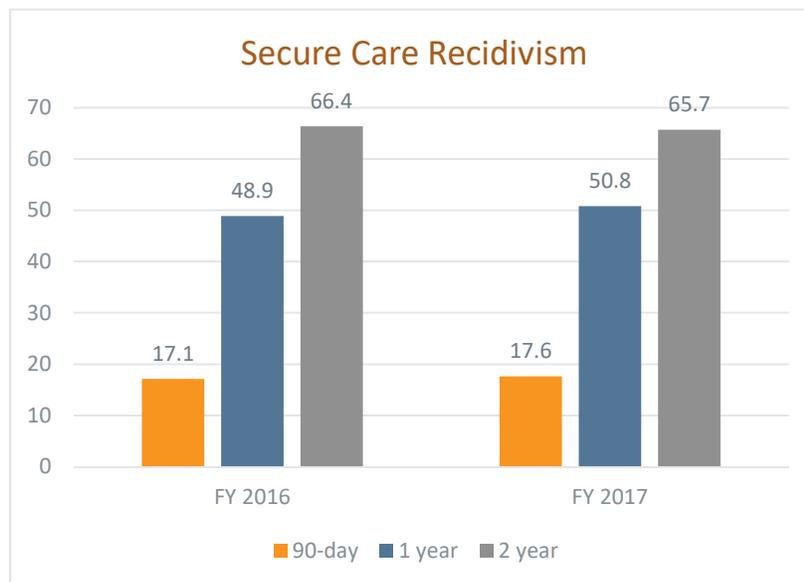


*The cost per juvenile target will be determined once the rate setting analysis is completed.*

**“The Legislature intends that the Division of Juvenile Justice Services....**

*...track and report on two-year recidivism rates by felonies and misdemeanors in both Secure Care and Community Placement by August 1, 2018, to the EOJ; annually thereafter track and report on these rates.”*

The division defines recidivism as a youth receiving a new misdemeanor or felony charge in the juvenile



or adult court system following termination of JJS custody. The division tracks youth recidivism 90 days following termination from custody and at one and two-year intervals. The first 90 days following program termination is when youth are most likely to reoffend. Data provided for FY 2016 are from youth who left the JJS system in 2014. FY 2017 data are from 2015 JJS youth.

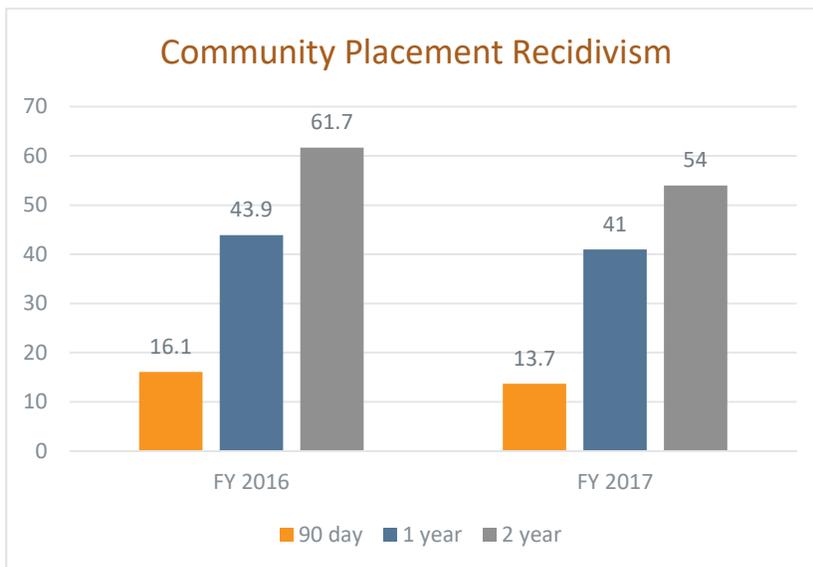
<sup>11</sup> UCA 62A-7-107.5



*Recidivism rates remained virtually unchanged between FY 2016 and FY 2017.*

Secure care recidivism rates remained virtually unchanged between FY 2016 and FY 2017.

Youth in community placements are placed out-of-home to access treatment services that cannot be provided in a non-residential setting. Treatment services are individualized to the needs of the youth, and JJS case managers work closely with providers to support the youth's success during and after the program.



*Youth in community placements showed a decrease in recidivism rates from FY 2016 to FY 2017.*

The division has established an ambitious goal to improve youth success rates in secure care and community placements by 25 percent over the next three years. To achieve this target, the division has developed an action plan following an intensive workflow analysis. The plan will reduce barriers to services, improve service matching, and ensure that youth receive the necessary treatment dosage of an evidence-based intervention. Services and support will be more inclusive of the family and ensure a developmental approach that fits the youth's level of maturity and capability. These strategies are supported through research as being effective in reducing recidivism.



**“The Legislature intends that the Division of Juvenile Justice Services....**

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*...develop and report on a long-term strategic plan by August 1, 2018, to the EOCJ; and annually thereafter report on updates to the plan.”*

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The division’s Strategic Plan is available on the JJS public website at [jjs.utah.gov/about-us/strategic-plan](http://jjs.utah.gov/about-us/strategic-plan). The plan consists of three overarching goals and multiple objectives to achieve those goals.

<b>Goal One</b>	Improve overall efficiency by streamlining operations, building community partnerships and maximizing existing resources.
<b>Goal Two</b>	Attract, develop and maintain a diverse, motivated and highly skilled workforce.
<b>Goal Three</b>	Operate programs and facilities that promote safety, healthy development and skill acquisition for youth involved with JJS.

**“The Legislature intends that the Division of Juvenile Justice Services....**

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*...develop and report progress on a performance dashboard by August 1, 2018, to the EOCJ; and annually thereafter track and report on these performance measures.”*

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The performance dashboard can be accessed on-line: [jjs.utah.gov/data](http://jjs.utah.gov/data). The dashboard provides a dynamic view of division services and programs, beginning with an overview of the number of youth served, both in urban and rural areas of the state and by gender. The dashboard also provides data on the overall cost per youth and recidivism rates. In addition, program level data are provided for Youth Services, Early Intervention, Locked Detention, Community Placements, Gemstone<sup>12</sup>, and ALTA<sup>13</sup>. The data will be updated quarterly.

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<sup>12</sup> A short-term residential program for females ordered into JJS custody for community-based treatment.

<sup>13</sup> ALTA is the division’s Adult Living for Transitional Achievement program for youth release from long-term secure care and preparing for parole.



## SUMMARY OF RESPONSE TO DATE TO JANUARY 2018 LEGISLATIVE AUDIT

The table below summarizes the Division’s work to date to implement recommendations from the 2018 Legislative Audit. In some cases, intent language and audit recommendations are the same.

*We recommend that the Division of Juvenile Justice Services...*

RECOMMENDATION	STATUS
<b>...track and report cost per juvenile.</b>	Completed and reported on the Performance Dashboard
<b>...track and report recidivism for at least two years.</b>	Completed and reported on the Performance Dashboard
<b>...ensure it is transparent and report consistent information to the Legislature.</b>	Ongoing commitment
<b>...document and share with decision makers a comprehensive cost-benefit analysis for all capital development projects.</b>	Ongoing commitment. No new requests for capital development projects have been made
<b>...create and maintain a strategic plan that is updated on a yearly basis and is available to the public.</b>	Completed and available on-line
<b>...in the future perform and document a cost benefit analysis of all new programming it creates.</b>	Developed a cost benefit analysis template that is required for any new program
<b>...in the future adhere to the same requirements it enforces for private providers.</b>	Ongoing commitment as rule and statute allow
<b>...in the future require the same review process of its program manuals as that of private providers.</b>	Ongoing commitment
<b>...revisit and determine if it needs to change the capped rates for services by some private providers.</b>	The Department of Human Services has increased rates and hired a consultant to examine rates and make a recommendation
<b>...improve transparency with private providers by improving communication and data sharing.</b>	Ongoing commitment



# DHS 2018 LEGISLATIVE INTENT LANGUAGE REPORT

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## **“The Legislature intends that the Department of Human Services....**

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*...shall collect and report on performance measures for the Community Provider Line Item by August 1, 2018 to the Executive Offices and Criminal Justice Appropriations Subcommittee; and annually thereafter report and track on these performance measures.*

*The performance measures shall include quality measures and outcome measures, as well as the following measures: (1) number of youth serviced by private providers and/or local authorities; (2) community/family involvement of a juvenile while receiving services from a private provider and/or local authority; (3) number of calls for a mobile crisis response team; and (4) number of juveniles who receive a new charge within two years after successful completion of services from a provider and/or local authority.”*

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Immediately following the 2018 legislative session, DHS began preparing to responsibly administer the newly created Community Provider Line Item for FY 2019. While data on the third performance measure cited above is currently available because of DHS’ piloting mobile crisis and stabilizing services in FY 2018, measures (1), (2) and (4) will be reported as soon as data is available from the business agreements detailed below:

### DHS NON-RESIDENTIAL SERVICES

Reflecting Utah’s commitment to reduce the need for secure juvenile justice involvement, more community based services will be accessible to court-involved and non-judicial youth and their families. Following months of planning with a dedicated workgroup that included providers, family advocates and DHS staff, DHS issued a request for proposals for non-residential services, which reflected a more streamlined invitation from what had previously been. Formerly, non-residential services were administered through a handful of stand-alone procurements with various rates and other inconsistencies on access.

Roughly 130 providers have completed contracts in the DHS non-residential procurement for evaluation, treatment, clinical and nonclinical wrap services as of July 1, 2018. The procurement is an open bid structure. Providers that meet the criteria may enter the “market” at any time with agreement to the rates. Among the many, key services include:

- Incentives for evidence-based at-home services in rural areas
- Transition home from residential treatment support, including travel
- Outpatient evaluation, treatment and wraparound services including family and youth peer support
- Division of Services for People with Disabilities eligibility evaluations; forensic evaluations; domestic violence intervention services



Next Steps for DHS with the Administrative Office of the Courts and community partners include:

- Create and distribute resource guide
- Establish billing process and protocol
- Training frontline staff to access resources
- Shared quarterly data reporting re: non-judicial/judicial/custody youth served by DHS contracts
- DHS Office of Quality and Design (via the monitoring and evaluation of community based services) feedback loop of outcomes to influence the service array to deliver more of what's working well and stop what isn't

#### DHS MARKET RATE STUDY AND RESIDENTIAL SERVICES

As discussed in legislative hearings, DHS proceeded with securing a third party expert firm to conduct a market rate study for private youth services. That contract was finalized to begin July 2018 and the first area of field study will be for residential youth services.

In keeping with the legislative expectation for performance based residential youth services, DHS has met with existing service providers and there was mutual agreement to amended existing business contracts for FY 2019. This offers continuity of care for the youth, families and communities in need, while simultaneously gathering the facts via the market rate study to help inform a subsequent procurement.

Across the board 5 percent increases will be in place for FY 2019 with an additional 5 percent increase for a 90-day incentive. DHS will evaluate data to baseline performance and evaluate for future performance incentives.

#### BEST VALUE PROCUREMENT

Also demonstrating our innovation and interest to strengthen high quality private sector engagement, in partnership with State Purchasing, JJS is piloting a faster way to procure services. The pilot procurement program is for a vendor to provide a small group home for youths who have offended sexually. This new procurement model fast tracks a procurement by asking vendors to describe what they can offer the state, as opposed to the state defining the service. This is only the second procurement that State Purchasing has done using this model.

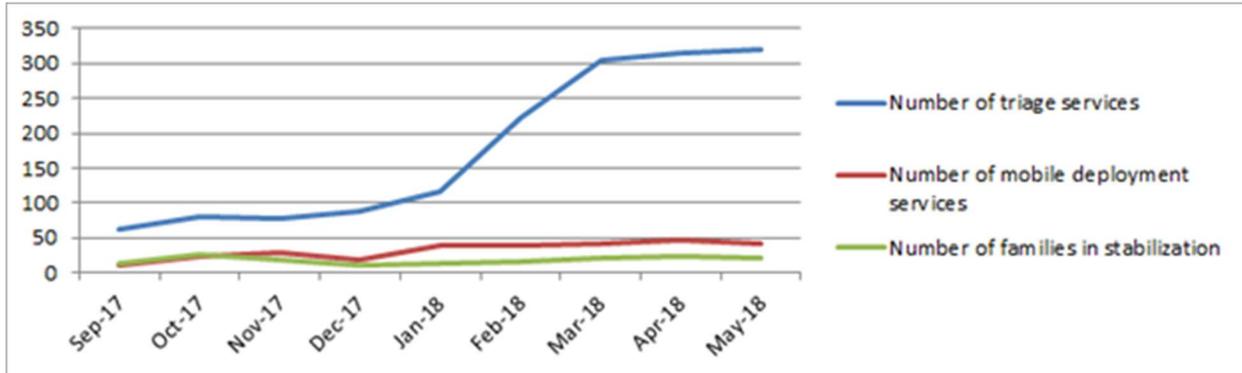
#### MOBILE CRISIS AND STABILIZATION SERVICES

The investment of the Community Provider Line Item includes the opportunity to offer HB 239 crisis and stabilization services. The partnership with the Local Area Authorities and contracted services allows for faster response, access and efficiency. Stabilization and Mobile Response began September 2017 in five Southwest Utah counties through Southwest Behavioral Health, and started in six Northern Region counties in January 2018, administered by Davis Behavioral Health. A highly skilled team is dispatched to de-escalate immediate crises and stabilize the child and family with in-home services for up to eight weeks.



The impact is a stronger family unit and prevention of conflicts that lead to more costly consequences like: law enforcement involvement, state custody, out-of-home placement, runaway/homelessness, declining grades, disrupted foster placement, loss of job and thoughts about suicide.

PERFORMANCE MEASURE (3): Number of Calls Mobile Crisis Response



The committed investment for the Stabilization and Mobile Response services for FY 2019 will be paid through the Community Provider Line Item at \$1.4 million to Davis Behavioral Health and \$300,000 to Southwest Behavioral Health (with an additional \$160,000 from the Division of Substance Abuse and Mental Health).