



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Pat McCrory, Governor
Frank L. Perry, Secretary

W. David Guice, Commissioner

MEMORANDUM

To: Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety
Chairs of the Senate Appropriation Subcommittee on Justice and Public Safety
Chairs of the House Appropriation Subcommittee on Justice and Public Safety
Fiscal Research Division

From: Frank L. Perry, Secretary
W. David Guice, Commissioner

SUBJECT: Youth Development Center Annual Report

Date: September 30, 2016

Pursuant to Section 16D.3 of Session Law 2013-360, the Department of Public Safety shall report by October 1 of each year to the Chairs of the House of Representatives and Senate Appropriations Subcommittees on Justice and Public Safety, the Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety, and the Fiscal Research Division of the Legislative Services Commission on the Youth Development Center (YDC) population, staffing, and capacity in the preceding fiscal year.

Specifically, the report shall include all of the following:

- (1) The on-campus population of each YDC, including the county the juveniles are from.*
- (2) The housing capacity of each YDC.*
- (3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.*
- (4) The per-bed and average daily population cost for each facility.*
- (5) The operating cost for each facility, including personnel and nonpersonnel items.*
- (6) A brief summary of the treatment model, education, services, and plans for reintegration into the community offered at each facility.*
- (7) The average length of stay in the YDCs.*
- (8) The number of incidents of assaults and attacks on staff at each facility.*

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Youth Development Centers (YDCs) are secure facilities with an overall mission to provide juveniles committed to the Department with a safe, secure environment that fosters healthy decision-making and personal responsibility. Youth development centers also seek to equip students with the skills necessary to become productive citizens in society once released.

Youth who are adjudicated delinquent for offenses they committed prior to their 16th birthday may be sent to the Department by the court and assigned to YDC for treatment. If a juvenile is adjudicated or found responsible for an offense, (s)he can remain in the juvenile justice system until age 18. In some cases, juveniles may stay up to the age of 21, depending on the offense. Since the Juvenile Justice Reform Act of 1998, commitment to a YDC is reserved for serious and/or violent offenders in addition to chronic offenders.

(1) The on-campus population of each YDC, including the county the juveniles are from.

FY2015-2016

County	Dobbs	C.A. Dillon	Chatham*	Edgecombe**	Stonewall Jackson	Total
Alamance	2	4	0	3	2	11
Anson	1	0	0	0	2	3
Ashe	0	0	1	0	0	1
Beaufort	2	1	2	1	0	6
Bladen	0	0	1	0	0	1
Brunswick	1	0	1	0	0	2
Burke	1	0	0	0	4	5
Cabarrus	0	0	0	0	7	7
Caldwell	1	0	1	0	1	3
Carteret	0	1	0	1	0	2
Catawba	1	0	3	0	3	7
Chatham	0	0	1	0	0	1
Chowan	0	0	0	0	1	1
Cleveland	0	0	0	0	5	5
Columbus	1	0	2	0	0	3
Craven	0	1	0	0	2	3
Cumberland	2	8	7	3	12	32
Dare	2	1	0	0	0	3
Davidson	1	1	0	1	3	6
Durham	5	3	0	3	7	18
Edgecombe	2	3	1	0	0	6
Forsyth	0	2	2	0	4	8
Gaston	1	0	1	0	5	7
Granville	0	1	0	0	1	2
Greene	1	2	0	0	0	3
Guilford	7	2	7	1	15	32
Halifax	1	1	1	0	2	5
Harnett	0	2	0	1	3	6
Henderson	0	0	0	0	3	3
Hoke	0	0	0	0	3	3
Iredell	1	0	2	0	7	10
Johnston	0	1	2	0	1	4
Lee	1	1	2	0	2	6
Lenoir	1	1	0	1	1	4
Lincoln	0	0	0	0	1	1
Martin	1	0	1	0	0	2
McDowell	0	0	1	0	1	2

(1) The on-campus population of each YDC, including the county the juveniles are from.

FY2015-2016

County	Dobbs	C.A. Dillon	Chatham*	Edgecombe**	Stonewall Jackson	Total
Mecklenburg	1	3	2	0	26	32
Nash	5	4	2	4	0	15
New Hanover	8	6	1	1	2	18
Northampton	0	0	0	0	1	1
Onslow	5	1	3	1	4	14
Orange	0	0	0	0	1	1
Pasquotank	1	0	0	0	0	1
Person	1	1	0	0	1	3
Pitt	13	7	6	3	8	37
Randolph	1	0	1	0	2	4
Richmond	0	0	0	0	3	3
Robeson	0	1	2	1	3	7
Rockingham	0	0	0	0	2	2
Rowan	0	0	1	0	4	5
Rutherford	1	0	0	0	1	2
Sampson	0	3	0	1	1	5
Stanly	0	0	1	0	5	6
Stokes	0	1	0	1	1	3
Surry	0	0	1	0	0	1
Union	0	0	0	0	4	4
Vance	0	0	0	0	2	2
Wake	2	9	2	3	3	19
Watauga	0	0	0	0	1	1
Wayne	1	4	0	1	5	11
Wilson	2	6	2	3	3	16
Yadkin	0	0	1	0	2	3
Out of State	0	0	1	0	4	5
Total	77	82	65	34	187	445

*C.A. Dillon no longer housed committed juveniles as of May 11, 2016.

** Edgecombe YDC began operations as of April 25, 2016.

(2) The housing capacity of each YDC.

FY2015-2016

YDC	Housing Unit	Capacity	Mid FY Capacity Adjustments
Chatham		32	
	Chatham	32	32
C.A. Dillon	Holmes	35	
	Hodges	35	
	E Housing Unit	20	
	C.A. Dillon*	90	0
Edgecombe		44	
	Edgecombe**	44	44
Stonewall Jackson	McWhorter (Under Renovation***)	0	
	Cabarrus	96	
	Stonewall Jackson	96	
Dobbs	Federation	19	
	Green	24	
	Dobbs	43	
	TOTAL	261	215

*C.A. Dillon no longer housed committed juveniles as of May 11, 2016.

** Edgecombe YDC began operations as of April 25, 2016.

*** Renovations completed August 2016 (30 additional beds online in August 2016).

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

Chatham YDC Staffing

(BEACON June 2016)

Classification	Current FTE
Business Officer	1
Clinical Chaplain	1
Clinical Social Worker	1
Cook	3
Food Service Supervisor	1
Housing Unit Supervisor	2
Processing Assistant	1
Professional Nurse	1
School Assistant Principal	1
School Educator	5
Social Worker	3
Staff Psychologist	1
Youth Counselor	18
Youth Counselor Supervisor	4
Youth Counselor Technician	10
Youth Services Behavioral Specialist	17
Youth Services Facility Director	1
TOTAL Chatham	71

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

Dobbs YDC Staffing

(BEACON June 2016)

Classification	Current FTE
Business Officer	1
Clinical Chaplain	1
Clinical Social Worker	1
Cook II	4
Food Service Supervisor	1
Housing Unit Supervisor	2
Professional Nurse	1
Program Assistant	1
School Educator I	7
School Principal	1
Social Work Supervisor	1
Social Worker	4
Staff Psychologist	2
Training School Assistant Unit Administrator	4
Training School Program Manager	1
Training School Unit Administrator	2
Youth Counselor Technician	31
Youth Behavioral Specialist	13
Youth Services Facility Director	1
TOTAL Dobbs	79

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

**C.A. Dillon (Transitioned to Edgecombe)
YDC Staffing**

Classification	C.A. Dillon FTE* (BEACON July 2015)	Edgecombe FTE* (BEACON June 2016)
Administrative Services Assistant	3	1
Assistant Unit Administrator	4	-
Business Officer	1	1
Clinical Social Worker	1	-
Clinical Chaplain	1	-
Cook	4	3
Cook Supervisor	1	-
Facility Director	1	-
Food Service Supervisor	1	1
Housing Unit Supervisor	5	2
Office Assistant	-	1
Nurse Supervisor	1	-
Professional Nurse	-	2
Program Manager (Assistant Director)	1	-
Psychological Program Manager	1	-
School Educator	10	6
School Principal	1	-
Social Worker	6	3
Staff Psychologist	6	2
Training School Program Manager	-	1
Unit Supervisor	5	-
Vocational Educator	1	-
Youth Counselor	-	9
Youth Counselor Supervisor	-	3
Youth Counselor Technician	66	10
Youth Services Behavior Specialist	12	26
Youth Services Facility Director	-	1
TOTAL C.A. Dillon/Edgecombe	135	72

*FTE count represents C.A. Dillon staffing as of July 2015; prior to reallocation and transfer of positions to Edgecombe.

**Edgecombe YDC operational as of May 11, 2016.

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

Stonewall Jackson YDC Staffing

(BEACON June 2016)

Cabarrus Complex

McWhorter Housing Unit

Classification	Current FTE
Business Officer	1
Clinical Chaplain	1
Clinical Social Worker	1
Cook	4
Cook Supervisor	2
Educational/Developmental Aide	3
Food Service Supervisor	1
Housing Unit Supervisor	7
Nurse Supervisor	1
Processing Assistant	4
Professional Nurse	3
Psychological Program Manger	1
School Educator	20
School Principal	1
School Vocational Educator	1
Social Work Supervisor	1
Social Worker	9
Staff Psychologist	6
Substance Abuse Counselor, Clinical	1
Training School Assistant Unit Administrator	1
Training School Program Manager	1
Training School Unit Administrator	1
Youth Counselor	57
Youth Counselor Supervisor	12
Youth Counselor Technician	43
Youth Program/Education Assistant	1
Youth Services Behavioral Specialist	39
Youth Services Facility Director	1
TOTAL Stonewall Jackson	224

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

NOTE: State employees engaged in "youth correctional work", as defined by State statute, are subject to and must meet the applicable education, employment, and training standards as defined and established by the N. C. Criminal Justice Training Standards Act and administered through the NC Criminal Justice Training and Standards Council. Degrees must be from appropriately accredited institutions. Positions denoted with an "*" are Juvenile Justice Officer certified positions.

YDC = Youth Development Center

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>School Principal Managerial</p>	<p>The primary purpose of the position is to serve as the chief administrator of an education program in developing and implementing policies, programs, curriculum activities, and budgets, for both academic and career-technical/vocational education tracks, in a manner that promotes the educational development of each student and the professional development of each staff member.</p>
<p>Assistant School Principal Managerial</p>	<p>The primary purpose of the position is to serve as a member of the administrative team to develop and implement the total school program. This position assists the principal with planning and implementing school program, evaluating the school program, budgeting, student discipline, and teacher observations.</p>
<p>School Educator Education / Direct Care</p>	<p>The primary purpose of the position is to provide students with direct instruction in a specific knowledge area, utilizing the Common Core State Standards and the North Carolina Essential Standards. Prepares lesson plans, instructional materials, and maintains student progress reports. The position serves as a member of interdisciplinary team in order to plan for student services and treatment.</p>
<p>Nurse Supervisor* Medical / Managerial</p>	<p>The primary purpose of the position is to ensure the provision of adequate juvenile medical care in the treatment and/or prevention of illnesses and injuries. Provides direct supervision of professional nurses. Ensures the maintenance and provision of accurate health care data and information. Ensure the provision of age-appropriate health education to juveniles.</p>
<p>Professional Nurse* Medical</p>	<p>The primary purpose of the position is to provide adequate juvenile medical care in the treatment and/or prevention of illnesses and injuries. Maintains and provides accurate health care data and information. Provides age-appropriate health education to juveniles. Provide emergency care for staff seriously injured at YDCs.</p>

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Psychological Program Manager* Clinical / Managerial</p>	<p>The primary purpose of the position is the coordination, implementation, monitoring, and management of mental health treatment services at a YDC. Position may also provide direct psychological services in cases that require a high level of clinical expertise. The provision of training specific to treatment issues is also expected, as is clinical supervision of licensed psychological associates as dictated by the State Board governing the practice of psychology, as well as overseeing the clinical work of Licensed Clinical Social Workers.</p>
<p>Staff Psychologist* Clinical</p>	<p>The primary purpose of the position is to serve as provider of psychological services to juveniles detained in a YDC. Duties of this position include, as needed, the provision of crisis counseling and monitoring, individual and group psychotherapy, psychological assessment and evaluation, recommendation and referral, and case management functions. Duties of this position also include training of front-line staff on clinically relevant issues including, but not limited to, suicide awareness and prevention, psychiatric diagnosis, basic counseling skills, therapeutic interventions and clinical policy. This position develops and maintains working relationships with community-based mental health professionals, psychiatric hospitals staff, and other entities/individuals necessary for ensuring the safety and psychological well-being of juveniles served.</p>
<p>Clinical Social Worker* Clinical</p>	<p>The primary purpose of the position is to provide individual psychotherapy and group therapy for juveniles with severe emotional and mental disorders and/or those with histories requiring complex social work services and serves as the primary family therapist on the service team. Individual completes comprehensive biopsychosocial assessments as warranted and assists in the development and implementation of appropriate intervention strategies for individual juveniles. This position develops and maintains working relationships with community-based mental health professionals, psychiatric hospitals staff, and other entities/individuals necessary for ensuring the safety and psychological well-being of juveniles served.</p>
<p>Social Work Supervisor* Clinical</p>	<p>The primary purpose of the position is to provide specialized supervision, oversight, support, and training to the Social Worker III positions at the center, including regular face-to-face contacts with each Social Worker III to communicate performance expectations, promote knowledge, encourage professional growth, enhance skills, and to provide accountability for social work services, ensuring that committed youth receive the most effective commitment and transitional services.</p>

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Social Worker III* Clinical</p>	<p>The primary purpose of the position is to provide case management services for assigned youth in a YDC. The social worker serves as chair of each juvenile’s Service Planning Team and coordinates the development, implementation, review, and revisions of a holistic individualized service plan for each youth. Serves as the primary point of contact for Court Services, the family and other community stakeholders. Provides crisis and supportive counseling to juveniles as needed and works with unit staff to provide behavioral interventions to facilitate the acquisition of targeted skills.</p>
<p>Youth Program Assistant* Clinical / Direct Care</p>	<p>The primary purpose of this position is to plan and direct recreation program activities for individual and group participation as part of the youth’s overall treatment program. This position instructs, supervises, and observes students in indoor and outdoor recreations activities that will help the students learn new skills, gain confidence, learn values of good sportsmanship, and to develop healthier, minds, bodies, and positive leisure time habits.</p>
<p>Clinical Chaplain* Clinical</p>	<p>The primary purpose of the position is to provide, develop, coordinate and monitor religious and spiritual activities and serve in meeting the spiritual, emotional, clinical and social needs of the staff, youth and families served by youth development centers. Responsible for the development of a wide array of community resources including recruiting, orienting, coordinating, and supervising the various volunteers and religious organizations that provide their services to the youth and families served by the Juvenile Justice Section.</p>
<p>Facility Director* Managerial</p>	<p>The primary purpose of the position is to provide executive management and leadership by making policy decisions, establishing goals and objectives, implementing strategies, and setting work plans through personnel responsible for the management of secure youth development centers. Responsible for the oversight and supervision of the center management team members. To serve as the chief administrator for the operation and oversight of youth development centers. To routinely assess the needs for youth development centers across the state. To provide technical liaison between youth development centers and all other related external services.</p>

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Training School Program Manager* (Assistant Facility Director) Administrative / Managerial</p>	<p>The primary purpose of the position is to perform administrative and managerial work in directing and coordinating the delivery of residential, facilitative, rehabilitative and treatment programming for the Juvenile Justice Section. Employee coordinates direct care activities and programs with other major departments within the institution. Employee assumes total responsibility of the center in the absence of the Facility Director.</p>
<p>Business Officer Administrative / Managerial</p>	<p>The primary purpose of the position is to administer and manage the business and financial affairs of a youth development center. Position facilitates and manages financial resources that may be state appropriated, contract and grant, and / or receipt generated. Position performs financial and business related duties associated with such areas as accounting, budgeting, auditing, and / or grants administration. Position functions may include but are not limited to financial management, personnel administration / management, payroll, purchasing, inventory control, facilities coordination / planning information technology assessment / planning and closely related work.</p>
<p>Food Service Supervisor IV Non-direct Care / Managerial</p>	<p>The primary purpose of the position is to provide oversight of the center's Child Nutrition Program and ensure compliance with state and federal regulations.</p>
<p>Cook Supervisor I Non-direct Care</p>	<p>The primary purpose of the position is to assist the Food Services Supervisor with providing oversight of the center's Child Nutrition Program and ensure compliance with state and federal regulations.</p>
<p>Cook II Non-direct Care</p>	<p>The primary purpose of the position is to assist the Cook Supervisor and/or Food Service Supervisor position and provide support of the center's Child Nutrition Program and ensure compliance with state and federal regulations.</p>
<p>Program Assistant V; Processing Assistant IV & V; Administrative Services Assistant V; and Office Assistant IV Non-direct Care</p>	<p>The primary purpose of these positions is to perform a variety of program and administrative tasks. Responsibilities include coordinating, planning and implementing a program component within a service delivery environment that may be a specialized program, profession or service.</p>

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Training School Unit Administrator* Direct Care</p>	<p>The primary purpose of the position is to provide supervision to housing unit employees. Responsible for staff work plans, ensuring that work assignments and staffing result in adequate coverage at all times. Ensures employees adherence to policies and procedures. Interviews and makes hiring recommendations. Responsible for safety and security of staff and students. Member of the Service Planning Team.</p>
<p>Training School Assistant Unit Administrator* Direct Care</p>	<p>The primary purpose of the position is the responsibility for the day-to-day general operation of a treatment unit's recurring structured activities in a youth development center. YDCs provide rehabilitative treatment for delinquent youths who are assigned by the Courts. Employees provide training and direction to staff to ensure the effectiveness of the treatment effort in the adherence to the unit, division, and departmental goals and policies.</p>
<p>Housing Unit Supervisor* Direct Care</p>	<p>The primary purpose of the position is supervision of a team responsible for implementing treatment plans, counseling, and supervising juvenile offenders committed to the Department. Employees assign cases; coordinate the treatment process; and oversee the delivery of services through the review and evaluation of treatment plans, direct observation, and interaction with juveniles. Work also includes the responsibility for hiring, training, orienting, and developing staff. Employees resolve problems and supervise staff through case review and consultation to endure compliance with standards, policies, treatment plans, and commitment parameters. Employees are responsible for planning and reviewing program and service needs with staff and formulating goals and objectives for services.</p>
<p>Youth Services Behavior Specialist* Direct Care</p>	<p>The primary purpose of the position is to ensure the safety and security of juveniles and staff at all times while serving as a member of a treatment team. Youth Services Behavior Specialist provide skills training by following a highly structured protocol and provide counseling and juvenile supervision to monitor juvenile behavior in order to promote rehabilitation and successful community reintegration. The juveniles that the position works with present complex, co-occurring disorders requiring high levels of clinical skill and cognitive and behavioral intervention.</p>

(3) A breakdown of staffing for each YDC, including number, type of position, position title, and position description.

FY2015-2016

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Youth Counselor Technician* Direct Care</p>	<p>The primary purpose of the position is to provide supervision, care, counseling, safety and support to youth who are in the physical custody of the department of juvenile justice and delinquency prevention. A person employed as a youth counselor technician shall maintain written and electronic records related to the behavior of youth under his or her supervision, assess the progress of the youth in their assigned programs, and communicate information to co-workers on other shifts. In addition to safety checks and monitoring of youth, this position is responsible for inspections and cleanliness of the living unit.</p>
<p>Youth Counselor Supervisor* Direct Care</p>	<p>The primary purpose of the position is to provide supervision to a group of Youth Counselors and Youth Counselor Associates responsible for implementing treatment plans, counseling and supervising juvenile offenders. In addition, position serves as case manager for juveniles with responsibility for ensuring the delivery of services and coordinating the treatment process.</p>
<p>Youth Counselor* Direct Care</p>	<p>The primary purpose of the position is a direct care position involving shift work and will serve as a professional-level member of a therapeutic treatment team. Youth counselors meet in weekly treatment team and monthly service planning team meetings to discuss progress on service plans and make adjustments as warranted. They provide training in pro-social skills following a highly structured cognitive-behavioral treatment protocol involving behavioral rehearsal, feedback, and contingency management, provide counseling and juvenile supervision, and monitor the youth's behavior in order to promote habilitation and successful community reintegration. They also facilitate daily psycho-educational groups targeting issues that are associated with risk for involvement in criminal activity. Position oversees off-campus community and home visits. The juvenile population served has a variety of mental health and psychosocial needs.</p>

(4) The per-bed and average daily population cost for each facility.

FY2015-2016

Facility	Number of Beds	Personnel-Related Expenses	Non-Personnel Expenses	Total Expenses	Cost Per-Bed
Edgecombe*	44	\$ 426,321	\$ 81,136	\$ 507,457	\$11,533
Chatham	32	\$ 3,833,615	\$ 602,497	\$ 4,436,111	\$ 138,628
Dobbs	43	\$ 3,763,155	\$ 664,175	\$ 4,427,330	\$ 102,961
Stonewall Jackson**	96	\$ 12,371,020	\$ 1,470,611	\$ 13,841,631	\$ 144,184
C.A. Dillon	90	\$ 4,990,769	\$ 803,855	\$ 5,794,625	\$ 64,385
Total	305	\$ 25,384,880	\$ 3,622,274	\$ 29,007,154	\$ 95,105

FY2015-2016

Facility	ADP	Personnel-Related Expenses	Non-Personnel Expenses	Total Expenses	Cost Per-ADP
Edgecombe*	27.3	\$ 426,321	\$ 81,136	\$ 507,457	\$ 18,588
Chatham	30.2	\$ 3,833,615	\$ 602,497	\$ 4,436,111	\$ 146,891
Dobbs	37.1	\$ 3,763,155	\$ 664,175	\$ 4,427,330	\$119,335
Stonewall Jackson**	94.1	\$ 12,371,020	\$ 1,470,611	\$13,841,631	\$ 147,095
C.A. Dillon	48.3	\$ 4,990,769	\$ 803,855	\$ 5,794,625	\$ 119,972
Total	236.9	\$ 25,384,880	\$ 3,622,274	\$29,007,154	\$ 122,445

***C.A. Dillon moved business operations to Edgecombe YDC as of May 11, 2016. Edgecombe YDC began operations on April 25, 2016**

****Stonewall Jackson McWhorter began operations August 2016.**

(5) The operating cost for each facility, including personnel and non-personnel items.

See above table.

(6) A brief summary of the treatment model, education, services, and plans for reintegration into the community offered at each facility.

During fiscal year 15-16, youth continued to receive core treatment and programming services that were uniformly delivered across all Youth Development Centers (YDC). Youth at each YDC was assigned to a service planning team consisting at a minimum of a social worker, a licensed mental health clinician (a staff psychologist or a licensed clinical social worker), a court counselor, the youth, his or her parent or guardian, and an educator. Each team conducted a service planning conference within 30 days of admission to craft an individualized service plan for each youth that identified goals, means of achieving them, and ways to measure progress toward goal attainment. Service planning teams at all YDCs subsequently met every 30 days at a minimum to review progress on service planning goals, and to make adjustments to plans as needed.

Core Treatment and Programming Services

- **Treatment Programming**

Direct care staff at YDCs are trained to create and maintain a therapeutic environment in the centers and to provide therapeutic interactions designed to promote youth's development and demonstration of pro-social skills and behavior. Staff are trained in models of care that are based on research-supported principles that address risk factors for antisocial and delinquent behavior. Training support and model fidelity monitoring were provided by a central office-based LMHC who also identified and coordinated internal and external resources in an ongoing effort to enhance staff effectiveness as agents of change.

Two complementary systems of treatment programming, both based on principles of effective programming drawn from the research literature on “what works” with juvenile offenders, were in place at all YDCs. Three YDCs (Chatham, Edgecombe, and Stonewall Jackson) implement a therapeutic Model of Care (MOC) program wherein front-line staff worked to teach youth pro-social skills (drawn from a curriculum of 51 life skills) throughout the day using highly structured role plays. Under this system, youth rehearsed interpersonal and self-management skills on a one-on-one basis up to 30 times per day with staff members across disciplines and settings at the facility. The remaining YDCs, C.A. Dillon and Dobbs, continued to implement a therapeutic environment programming approach, which trained youth to acquire pro-social skills through psychoeducational skill-building groups and interactive workbooks, rather than through one-on-one rehearsal. This approach was termed Power of Change (POC). Both programming approaches, MOC and POC, used a motivation system based on reinforcement of positive behavior, consequences for misbehavior, and an identical system of stages through which juveniles were promoted as a means of marking progress. All YDCs offered psychoeducational group programming addressing psychosocial factors known to increase risk for continued involvement in criminal activity.

Regardless of programming model, staff in all YDCs follow the same guidelines for managing youths' behavior, as outlined in policy YC 4.1. This policy, updated in 2014, provides guidelines for addressing misbehavior using strength-based rewards and consequences instead of relying exclusively on punishment and sanctions. The policy also directs staff to develop a Crisis Awareness and Response Plan (CARP) for every youth, detailing youth's individual triggers and preferred de-escalation strategies. Licensed mental health clinicians develop CARPs for all youth on their caseloads within the first 30 days of admission to a YDC.

(6) A brief summary of the treatment model, education, services, and plans for reintegration into the community offered at each facility.

- **Education Services**

This section continued to provide instruction consistent with the North Carolina Essential Standards. The Academy of Reading/Academy of Math remediation program remained a focal point in foundational skill building for those students who need additional support. Remediation programs were continued to be used for our Exceptional Students. The *Start-to-Finish CORE Curriculum* pairs comprehensive reading instruction with simplified classic works of literature. This combination helps students in grades 6-12 move beyond sight words and into foundational reading skills aligned with the rigorous Common Core State Standards. Learning is explicitly transferred to life skills—creating a connection between a student’s book learning and real life. The Education section continued its practice of assessing student’s academic skills upon admission and release from commitment status and the crafting of Scholastic Development Plans, remediation-focused Personal Education Plans, and federally mandated Individualized Education Plans for Exceptional Students. Students assigned to YDCs were eligible to earn either a high school diploma or a high school equivalency certificate. Each YDC partnered with a local community college that provided instruction and testing for eligible youth.

Career and Technical Education services were provided for YDC youth primarily through local partnerships with community colleges. “Computer Engineering Technology I” was offered at Stonewall Jackson YDC. This course resulted from collaboration with Rowan-Cabarrus Community College and focuses on the hardware skills required for installing and maintaining computers. The course includes objectives in five domains: a) PC Hardware, b) Networking c) Laptops d) Printers and e) Operational Procedures. English language arts, mathematics and science are reinforced. Additionally, Stonewall Jackson YDC’s greenhouse provided a venue for instruction in Aquaponic Gardening. These classes were provided via collaboration with a local private business, 100 Gardens, LLC, and Rowan-Cabarrus Community College.

Dobbs YDC offered Culinary Arts classes designed in collaboration with Lenoir Community College. These classes complemented existing course offerings in Horticulture and Automotive Service Technology. Courses in Career Management, and Principles of Business and Finance were offered at C.A. Dillon YDC.

Highlights from the 2015-16 school year :

- A student sample study was completed for the 2015 – 2016 school year, with students participating from Stonewall Jackson YDC. The study compared achievement scores over a three year period, and all students were shown to progress in their reading skills. Students achieving at the “well below average” range in reading at the beginning of the three years were shown to score in the “average” range by the end of the three years. Similar results were shown in the area of math.
- Future Ready Occupation Course of Study (OCS) students at three youth development centers were involved in numerous community activities including volunteer work, job preparation skills training, and listening to guest speakers from various occupations.
- The DPI Annual Report found that the Juvenile Justice Exceptional Children’s Department had timely evaluations, as 100% of the referrals for evaluations were completed within the mandatory time frame.
- Five teachers in Juvenile Justice were trained by DPI to enable them to work with ESL

(6) A brief summary of the treatment model, education, services, and plans for reintegration into the community offered at each facility.

students. Additional teachers will be trained during the 2016-2017 school year to better serve this student population.

- **Nutrition Services**

The School Nutrition Services section provided ongoing training, monitoring support, local wellness initiatives, awards and recognition resources to food service staff to ensure successful implementation of the School Nutrition Program and continued its commitment to combating problems associated with poor nutrition and the establishment of healthy eating habits. Youth in YDCs were provided with meals that comply with federal Child Nutrition School Breakfast and Lunch Programs standards and prepared by food service staff certified by a food safety program approved by the N.C. Department of Public Instruction and the U.S. Department of Agriculture. The School Nutrition Services section continued collaboration with other Juvenile Justice sections: Education, Health Care and Facility Operations to provide support and resources for the youth in our care.

- **Health Services**

Health Care Services provided health assessment and health education needs for juveniles in the Department's care. All YDC youth received a health assessment by a registered nurse within one hour of admission and a physical examination by a licensed physician (working under contract) within seven days of admission. Sick call was conducted daily and a registered nurse was available to respond to juvenile medical complaints on a daily basis at each YDC. A medical provider and adolescent psychiatrist were available on a contractual basis at each facility to provide onsite services weekly. Juveniles were transported to medical specialists (e.g., dental, endodontic, orthopedics, cardiology) for treatment in the community as needed. The focus of the health services provided to youth entering a YDC is on preventive health. By establishing a baseline and intervening with health education and assessment to identify health issues prior to irreversible negative health outcomes. In doing so, Health Care Staff strive to mitigate any lifelong impact on quality of life and future productivity.

A specific focus is placed on creating strategies to enhance health literacy and health education for youth committed to youth development centers. Efforts continue to connect YDC youth with meaningful interactions to improve health knowledge and overall health behaviors. A major goal for Health Care Services is to build health status management capacity in youth before transitioning into adulthood.

- **Mental Health Services**

All youth underwent a suicide and mental health screening within an hour of arrival at each YDC. Results of the suicide risk screening in some cases led to a more comprehensive suicide risk assessment, and dictated the level of supervision provided to youth after admission. Each youth also underwent a mental status exam by a licensed psychologist or licensed psychological associate within a week of arrival, and a full psychological evaluation, including a comprehensive semi-structured clinical interview and standardized psychological testing, within two weeks of their arrival at a YDC. Substance abuse screenings were performed on each youth and these findings, along with findings from psychological evaluations, were used to develop individualized mental health treatment plans that identified the targets, types of interventions and amount of

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mental health services provided to each juvenile. Psychological testing included state-of-the-art assessment of exposure to adverse childhood experiences and trauma-related symptoms and disorders.

All youth received individual counseling or psychotherapy on an at least monthly basis addressing adjustment to the facility, any mental health issues present, and criminogenic risks and needs (e.g., criminal thinking, attitudes and values). Licensed mental health clinicians at all YDCs offered several evidence-based treatments, including cognitive behavior therapy (CBT), Trauma-Focused Cognitive Behavior Therapy (TF-CBT), and Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS). Youth at each YDC also participated in psychoeducational or process groups addressing psychosocial skills or mental health issues. Mental health clinicians also provided crisis intervention services as needed and consulted with unit staff to provide behavioral interventions (e.g., modeling, role playing, identifying positive reinforcers, etc.) to youth to facilitate the acquisition of targeted pro-social skills and worked with each youth to develop a relapse prevention plan designed to identify situations, feeling states, activities and people that increase the risk of re-offending and ways to diminish this risk.

- **Substance Abuse Services**

Youth in YDCs identified as in need of further evaluation and/or treatment for substance abuse were seen by a certified substance abuse counselor, licensed clinical addictions specialist, or licensed mental health clinician who worked at the facility either full-time or on a contractual basis.

- **Chaplaincy Services**

Clinical chaplains serve youth in the YDCs are uniquely credentialed to provide interventions and support in the spiritual arena, as well as in other specialized areas such as grief and loss counseling. Chaplains ensured that each child underwent a screening regarding their need for spiritual support and services within a week of arrival, and for a subsequent full spiritual needs assessment when warranted. The chaplains served as an integral part of the clinical service array, carrying caseloads of individual youth as well as conducting group sessions and religious services. Another major function of the chaplains was the coordination of volunteer services; dozens of volunteers support the YDCs. Chaplains screened, trained, coordinated the scheduling and oversaw the religious services and other activities performed by all YDC volunteers.

- **Recreation Services**

Recreation services were provided to all youth development centers across the state. Fitness assessments were completed on every youth assigned for placement at youth development centers. Students were counseled and encouraged to commit to working towards healthier lifestyles and well-being and toward the opportunity to participate in facility team sports. All youth at all facilities were offered at least one hour of large muscle and physical activity weekdays and two hours on the weekend under the supervision of direct care staff. Organized intramural sports offered over this past year included flag football, basketball and softball. Prior to re-integration to the community, students received additional fitness assessments to assess

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their overall wellness. Together, these recreational services ensured that youth at the YDCs partake in physical activity and are provided with pro-social recreation, sports and leisure activities that promote improved overall health and social functioning.

- **Reintegration and Aftercare**

Juvenile Justice social workers collaborated with the youth, family and court counselors from the home community to determine the release/reintegration schedule and to facilitate activities designed to prepare the youth for successful community adjustment. Support in these efforts was also provided by the Transition Services Coordinator in the Education Services section. On-site visits with the youth's family began following admission and continued throughout the youth's placement to facilitate effective and healthy family relationships. Supervised home visits to the juvenile's home and/or identified placement began after six months of commitment, depending upon the youth's progress on his individualized service plan goals. Specific and detailed community reintegration plans were discussed and developed with the youth, family, facility

Staff, court counselor, and community providers and stakeholders to provide support for the youth and family upon his return to the home. Connection and linkage to the identified services were facilitated in conjunction with court services staff. Juvenile risks of reoffending were considered in release planning, as well as juvenile needs and community safety. Services considered for the youth during reintegration included the following areas: residential, academic and vocational, substance abuse, mentoring, mental health, physical health, peer involvement, parental ability for supervision, and any area of special need.

Recognizing the tremendous importance of successful community reintegration to public safety and the well-being of committed juveniles and their families, NC Juvenile Justice applied for and received a Second Chance Act (SCA) Comprehensive Juvenile Reentry Systems Reform Program implementation grant, in follow up to the preceding year's planning grant. This award provides funding over a 21-month grant period to implement a comprehensive strategic plan designed to achieve the overall goals of reducing recidivism, increasing public safety, and addressing the challenges that reentry poses for youth involved in the juvenile justice system.

The Juvenile Reentry Task Force developed a comprehensive strategic plan consisting of four key tasks:

1. Implementation of an individualized, continuous and comprehensive service plan that is initiated for a youth at intake, follows each youth through all points of contact with the system, and which uses data analytics to match each youth to the services that most effectively target their identified needs;
2. delivery of effective transition programming emphasizing workforce readiness and education, enhanced by the addition of youth development specialists working with Communities in Schools;
3. engagement and strengthening of families at all points of contact with the juvenile justice system; and
4. evaluation of the impact of our efforts on recidivism (reoffending), education, employment and behavioral health outcomes for youth involved in the "deep-end" of the juvenile justice system.

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The Implementation grant allows us to maintain ongoing resource partnerships to support implementation of SCA initiatives. Research Triangle Institute (RTI) is working collaboratively with JJ to design an outcome measurement and evaluation plan of North Carolina's statewide juvenile reentry initiative that is sensitive to the requirements of the Second Chance Act. RTI and JJ have worked together to develop a plan that describes data collection, analysis, and reporting of outcome improvements to provide ongoing feedback, ensuring continuous quality improvement on the reform effort.

We have also initiated a partnership with North Carolina's Government Data Analytics Center (GDAC), a data integration hub and business intelligence program developed as a public-private partnership between North Carolina State Government and its corporate partner, SAS. The GDAC compiles a wide range of government agency data, including criminal justice, employment, and education data, and is on track to access publicly-funded behavioral health service utilization data. The GDAC is applying its data analysis, programming, and software expertise to assist us with our service plan and service matching effort by making functional improvements to the service plan application, such as developing an intuitive and user-friendly interface. We are also making use of powerful data analytics in partnership with SAS (through the GDAC) applied to our risk and needs assessment, offense history, demographic information, and other databases to develop an algorithm that will help identify the programs that most effectively and efficiently meet each youth's treatment needs. Finally, the GDAC is assisting us in analyzing the impact of our work with youth by analyzing data from multiple sources, with a plan to include data regarding employment, education, and behavioral health service utilization databases in such analyses.

Through the Implementation grant, we are receiving technical assistance from the National Reentry Resource Center (a project of the Council of State Governments). The Center has been working with the state's Juvenile Reentry Reform Task Force and its subcommittees to identify resources and overcome barriers to the implementation of our reentry reform strategic plan in order to reduce recidivism for youth, and is also assisting us in the establishment of effective data collection processes and key youth outcome measures.

(7) The average length of stay in the YDCs.

FY2015-2016

Facility	Juveniles	Average Length of Stay (Mean) (Days)
Dobbs	34	348.21
C.A. Dillon*	46	392.2
Chatham	25	286.28
Edgecombe**	4	41.5
Stonewall Jackson	89	363.87

***C.A. Dillon no longer housed committed juveniles as of May 11, 2016**

**** Edgecombe YDC began operations as of April 25, 2016**

Note:

The following should be noted regarding the Average Length of Stay.

- Excludes commitment records where the juvenile spent time on community placement.
 - Excludes transfers
- Only the youth's last stay is counted. Last stay is the length of stay by facility using the last facility that the juvenile was placed at during the reporting period.
- The Average Length of Stay is NOT the same as the Average Length of Commitment. This is due to transfers and time spent in detention awaiting placement at a YDC.
- Uses the last facility that the juvenile exited from during the reporting period.

(8) The number of incidents of assaults / attacks on staff at each

FY2015-2016

Facility	Number of Assaults on Staff
C.A. Dillon*	9
Chatham	36
Dobbs	9
Edgecombe**	3
Stonewall Jackson	16
TOTAL	73

***C.A. Dillon no longer housed committed juveniles as of May 11, 2016**

**** Edgecombe YDC began operations as of April 25, 2016**