North Carolina Department of Public Safety
Juvenile Justice

Roy Cooper, Governor
Erik A. Hooks, Secretary

Timothy D. Moose, Chief Deputy Secretary
William L. Lassiter, Deputy Secretary

MEMORANDUM

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

From: Erik A. Hooks, Secretary EAH
Timothy D. Moose, Chief Deputy Secretary

Subject: Youth Development Center (YDC) Annual Report

Date: October 1, 2019

Pursuant to § 143B-810, 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.

FY 2018-2019

County	Chatham	Edgecombe	Lenoir	Stonewall Jackson	Distinct Juveniles
Alamance	2	1	0	1	**4**
Alexander	0	0	0	2	**2**
Alleghany	0	0	0	1	**1**
Anson	1	0	0	1	**2**
Beaufort	0	4	2	0	**6**
Brunswick	0	1	0	0	**1**
Burke	0	0	0	4	**4**
Cabarrus	0	0	0	2	**2**
Caldwell	1	0	0	1	**2**
Caswell	0	0	0	1	**1**
Catawba	1	0	0	3	**4**
Cleveland	0	1	0	4	**5**
Columbus	0	0	0	1	**1**
Craven	0	1	3	0	**4**
Cumberland	7	6	5	17	**35**
Davidson	0	0	0	6	**6**
Durham	1	1	1	1	**4**
Edgecombe	0	3	2	2	**7**
Forsyth	2	1	0	12	**15**
Gaston	2	0	0	5	**7**
Granville	0	0	1	0	**1**
Guilford	3	2	2	26	**33**
Halifax	3	2	0	0	**5**
Harnett	2	1	1	0	**4**
Hertford	0	1	0	0	**1**
Hoke	0	0	0	2	**2**
Iredell	3	0	0	8	**11**
Johnston	0	2	0	0	**2**
Lee	0	0	4	0	**4**
Lenoir	0	1	1	2	**4**

Lincoln	1	1	0	3	**5**
McDowell	0	0	0	1	**1**
Martin	0	1	0	0	**1**
Mecklenburg	5	4	3	40	**52**
Mitchell	0	0	1	0	**1**
Moore	0	1	0	2	**3**
Nash	3	5	2	0	**10**
New Hanover	0	1	4	1	**6**
Northampton	0	1	1	0	**2**
Onslow	0	1	2	2	**5**
Pasquotank	0	1	1	0	**2**
Person	0	0	1	4	**5**
Pitt	4	9	8	1	**22**
Randolph	0	0	0	1	**1**
Richmond	1	0	0	0	**1**
Robeson	0	0	1	1	**2**
Rockingham	0	1	1	8	**10**
Rowan	0	0	0	3	**3**
Rutherford	1	0	0	1	**2**
Sampson	0	0	2	0	**2**
Scotland	0	0	0	1	**1**
Stanly	0	0	0	2	**2**
Stokes	1	1	0	1	**3**
Union	1	0	0	10	**11**
Vance	0	0	1	2	**3**
Wake	1	3	3	5	**12**
Washington	0	2	0	0	**2**
Wayne	0	2	1	2	**5**
Wilkes	1	0	0	1	**2**
Wilson	0	2	2	1	**5**
Out of State	1	3	3	2	**9**
Statewide	**48**	**67**	**59**	**197**	**371**

2) The housing capacity of each YDC

FY 2018-2019

YDC	Housing Unit	Capacity
Chatham		32
	Chatham	32
Edgecombe		44
	Edgecombe	44
Lenoir		44
	Lenoir	44
Stonewall Jackson	McWhorter	32
	Cabarrus	96
	Stonewall Jackson	128
	Statewide	**248**

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

FY 2018-2019

Chatham YDC Staffing (BEACON June 2019)

Classification	Current FTE
Administrative Specialist I	1
Administrative Associate II	1
Business Officer I	1
Chaplain I	1
Cook	3
Food Service Supervisor II	1
Housing Unit Supervisor	2
Psychologist	2
Registered Nurse	2
School Assistant Principal	1
School Educator I	5
Social Worker	3
Social Worker Clinical	1
Youth Counselor	18
Youth Counselor Supervisor	3
Youth Counselor Technician	11
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	17
TOTAL Chatham	**75**

FY 2018-2019

Edgecombe YDC Staffing (BEACON June 2019)

Classification	Current FTE
Administrative Specialist I	2
Business Officer II	1
Chaplain I	1
Cook	3
Food Service Supervisor II	1
Housing Unit Supervisor	3
Psychologist	2
Registered Nurse	2
School Educator I, II	5
School Principal	1
Social Worker	3
Social Worker Supervisor	1
Youth Counselor	9
Youth Counselor Supervisor	3
Youth Counselor Technician	10
You Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	25
TOTAL Edgecombe	**74**

FY 2018-2019

Lenoir YDC Staffing

(BEACON June 2019)

Classification	Current FTE
Administrative Specialist I	2
Business Officer II	1
Chaplain I	1
Cook	3
Educational Development Assistant	1
Food Services Supervisor II	1
Housing Unit Supervisor	2
Psychologist	1
Registered Nurse	2
School Educator I, II	6
School Principal	1
Social Worker	3
Social Worker Supervisor	1
Youth Counselor	11
Youth Counselor Supervisor	3
Youth Counselor Technician	16
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	24
TOTAL Lenoir	**81**

FY 2018-2019

Stonewall Jackson YDC Staffing (BEACON June 2019)

Classification	Current FTE
Administrative Specialist I	5
Business Officer II	1
Chaplain I	1
Cook	5
Educational Development Assistant	2
Food Service Supervisor I	2
Food Service Supervisor II	1
Housing Unit Supervisor	6
Psychological Program Manager	1
Psychologist	5
School Educator I, II, II	20
School Principal	1
Social Worker	8
Social Worker Clinical	2
Social Worker Supervisor	1
Substance Abuse Counselor	1
Substance Abuse Counselor, Clinical	1
Youth Counselor	57
Youth Counselor Supervisor	14
Youth Counselor Technician	42
Youth Development Center Assistant Unit Administrator	1
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Program/Education Assistant	1
Youth Services Behavioral Specialist	39
TOTAL Stonewall Jackson	**219**

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

Position Title **Type of Position**	**Description of Work**
Administrative Specialist I Non-direct Care	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.
Business Officer I/II Administrative / Managerial	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
Chaplain I* Clinical	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.
Educational Developmental Assistant* Clinical / Direct Care	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.
Cook Non-direct Care	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.

Position Title Type of Position	Description of Work
Food Service Supervisor II Non-direct Care / Managerial	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.
Housing Unit Supervisor* Direct Care	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.
Psychologist* Clinical	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.
Registered Nurse* Medical	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.
School Educator I, II, III Education / Direct Care	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.

Position Title Type of Position	Description of Work
School Principal Managerial	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.
Social Worker* Clinical	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.
Social Worker Clinical* Clinical	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.
Social Worker Supervisor* Clinical	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.

Position Title Type of Position	Description of Work
Substance Abuse Counselor Clinical	The primary purpose of the position is to assist clients with substance use disorders with development of cognitive, behavioral, social, and vocational skills through the use of counseling, behavioral and case management interventions. This involves screening clients who are referred for addictive and/or psychological disorders, and using standardized tools to screen clients, conduct intakes and orientations, and complete assessments (social, educational, cultural, psychological, physical, career, and familial histories). Counselors provide behavioral intervention therapy related to criminal related behaviors and attitudes for those clients involved with the criminal justice system, and may serve as an interface between mental health providers while continuing to provide substance use disorder counseling.
Substance Abuse Counselor, Clinical Clinical	The primary purpose of this position is to provide a wide range of advanced therapy and counseling skills so that treatment may be provided to clients with complex substance abuse and/or mental health issues. Cases may involve treatment of clients that have addictions to multiple substance(s), chronic mental illness, and/or psycho/social issues (e.g., community-related, family, marital, etc.). Counselors use complex and varied assessment and evaluation tools and in-depth therapeutic treatment methodologies.
Youth Counselor* Direct Care	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.

Position Title Type of Position	Description of Work
Youth Counselor Supervisor* Direct Care	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.
Youth Counselor Technician* Direct Care	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.
Youth Development Center Assistant Unit Administrator *Direct Care	The primary purpose of the position is to provide management of personnel and operations during third shift at Stonewall Jackson Youth Development Center ensuring the safety and security of juveniles and staff at all times. This position monitors activities assigned to the shift assuring that all duties are performed as required; visits individual living units regularly; provides staff support and coverage; and crisis intervention if necessary. Position conducts shift review, updates staff about problems, and policies and procedures, provides mini training sessions, reviews and approves all written assignments completed by supervised staff, prepares written reports and updates incoming supervisors and staff of shift events.
Youth Development Center Director* Managerial	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.
Youth Development Center Program Manager* (Assistant Facility Director) Administrative / Managerial	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.

Youth Services Behavior Specialist* Direct Care	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.

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

FY 2018-2019

Facility	Number of Beds	Personnel-Related Expenses	Non-Personnel Expenses	Total Expenses	Cost Per-Bed
Chatham	32	$4,063,543	$451,861	$4,515,404	$141,106
Edgecombe	44	$4,027,334	$493,893	$4,521,228	$102,755
Lenoir	44	$3,674,290	$476,639	$4,150,929	$94,339
Stonewall Jackson	128	$12,280,018	$1,200,533	$13,480,551	$105,317
Total	**248**	**$24,045,185**	**$2,622,927**	**$26,668,112**	**$107,533**

FY 2018-2019

Facility	ADP	Personnel-Related Expenses	Non-Personnel Expenses	Total Expenses	Cost Per-ADP
Chatham	31.1	$4,063,543	$451,861	$4,515,404	$145,190
Edgecombe	38.6	$4,027,334	$493,893	$4,521,228	$117,130
Lenoir	31.2	$3,674,290	$476,639	$4,150,929	$133,043
Stonewall Jackson	106.6	$12,280,018	$1,200,533	$13,480,551	$126,459
Total	**207.5**	**$24,045,185**	**$2,622,927**	**$26,668,112**	**$128,521**

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

See above tables.

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

During fiscal year 18-19, youth continued to receive core treatment and programming services that were uniformly delivered across all Youth Development Centers (YDC). Youths at each YDC were 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 with each youth 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 a model of care based on research-supported principles that address risk factors for antisocial and delinquent behavior. Training support and monitoring of the fidelity of implementation were provided by a central office-based psychologist who also identified and coordinated internal and external resources in an ongoing effort to enhance staff effectiveness as agents of change.

The Model of Care (MOC) followed in all YDCs is based on principles of effective programming drawn from the research literature on "what works" with juvenile offenders. Under the MOC program, front-line staff 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 rehearse 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. At our largest YDC (Stonewall Jackson), two 8-bed units offered a variant of this programming approach using the Power of Change (POC) model, which trains youth to acquire pro-social skills through psychoeducational skill-building groups and interactive journaling, rather than through one-on-one rehearsal. 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, and limits the use of room confinement for disciplinary purposes. 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.

- **Education Services**

Juvenile Justice Education Services (JJES) serves a diverse population of students and provides instruction and activities that support their goals for a successful transition back to their community. Depending on the individual student's academic standing and personal goals, he/she will receive instruction aligned to the North Carolina Standard Course of Study, which leads to a standard high school diploma; or work toward obtaining their high school equivalency (HSE) by passing all sections of the High School Equivalency Test (HiSET); or enrolled in a web-based post-secondary course. During the 2018-19 school year, six students obtained their high school diploma and 34 students obtained their HSE diploma. Of the students who returned to their community from a YDC commitment, approximately 80% were continuing to pursue their high school diploma, approximately 10% were continuing to work toward obtaining their HSE, and approximately 10% were enrolling in a community college/university or pursuing full-time employment.

Our classrooms are led by NC licensed teachers who provide personalized instruction, incorporating direct instruction as well as supplemental web-based instruction through the Edgenuity platform. While most students are enrolled in their core curriculum courses (English, Math, Science, Social Studies), there is also an opportunity to take Career and Technical Education (CTE) courses such as Career Management, Personal Finance, Entrepreneurship, Horticulture, or Principals of Business. Students who are pursuing their HSE diploma receive instruction from a community college instructor through partnerships established between the youth development centers (YDC) and the local community college. Students who qualify for special education services, receive support from highly qualified Exceptional Children's (EC) teachers and/or related service providers as stated in their individual education program (IEP), per the federal Individuals with Disabilities Act (IDEA).

In addition to the academic instruction, students can also engage in career preparation opportunities. A partnership between Juvenile Justice and Vocational Rehabilitation (VR) was initiated to provide an opportunity for students to receive pre-employment transition services (PETS) which is focused on career exploration, post-secondary counseling, work-place readiness, self-advocacy, and work-based learning. Through this partnership, students who qualify for VR services will be connected to their local VR office upon their transition back to the community. Each facility also had at least one education staff member trained to provide

students training to obtain their ServSafe certifications in safe food handling and management. Additional career certification programs were implemented based on the capacity and student population at each facility. Chatham YDC initiated a partnership with the Sean Ingram Nail Tech Academy to provide students an opportunity to obtain a certification in nail technology from the NC Board of Cosmetic Arts. Stonewall Jackson YDC offered students an opportunity to earn certifications in commercial greenhouse operations through a continuing partnership with 100 Gardens and IT industry recognized certifications in fiber optic cabling and telecommunications through the C-Tech program.

- **Nutrition Services**

The School Nutrition Services section provided ongoing training, monitoring support, policy updates, food safety/HACCP updates, 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 complete health assessments and developmentally appropriate health education for juveniles in the Department's care. All YDC youth receive a health assessment/health history by a registered nurse upon admission. As well as a physical examination by a licensed physician (working under contract) within seven days of admission. Sick call is conducted daily and a registered nurse is available to respond to juvenile medical complaints on a daily basis as well as to determine if additional medical care is needed. A medical provider and adolescent psychiatrist are available on a contractual basis at each facility to provide onsite services weekly. Juveniles have access to community based medical specialists (e.g., dental, endodontic, orthopedics, cardiology) for treatment as needed. The focus of health services is to provides youth entering a YDC preventive health care and intervention for urgent and emergent health needs. 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 competence and health education for youth committed to youth development centers. Efforts continue to connect YDC youth with meaningful health provider interactions to improve health knowledge and overall health behaviors. A major goal for Health Care Services is to build self-care capacity in youth to manage their health 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 30 days 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 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. Finally, licensed mental health clinicians 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 for needed services.

- **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 in all youth development centers across the state. 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 youth development centers 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 into the community, students received additional fitness assessments to assess 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. Our students also competed in 1 basketball tournament, 2 kickball tournaments, 1 volleyball tournament, and 2 step shows. We also sent 43 youth to Camp Willow Run the first week of June 2019. These programs are designed to teach our youth how to compete and play as a team and build character through positive role models and coaching.

- **Reintegration and Aftercare**

Juvenile Justice social workers collaborated with licensed mental health clinicians, 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 reintegration. Support in these efforts was also provided by the Transition Services Coordinator in the Education Services section. When possible, 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/her 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 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. Service needs addressed for the youth within transition plans included residential placement and step-down services, as well as academic and vocational, mental health,

substance abuse, mentoring, physical health, peer involvement, family and parenting needs, and additional areas of special need (e.g., gang intervention services).

Recognizing the critical role of successful community reintegration to public safety and the well-being of committed juveniles and their families, NC Juvenile Justice applied for and received for FY 2018-2019 an extension of the Second Chance Act (SCA) Comprehensive Juvenile Reentry Systems Reform Program's FY 2015-2016 implementation grant. FY 2016-2017 continuation funding has since been extended through September 2019. The extension allowed for the continuation of the implementation of 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. Specific areas of focus in the current reporting period are the continuation of support for our YDC reentry support program offered by Communities in Schools of NC, the construction of a service directory designed to enhance needs-to-service matching at the time of case planning, a data mining project exploring typologies of youth involved in our system.

Communities in Schools Reentry to Resilience Program: Ongoing funding of the reentry system reform program initiative allowed us to maintain ongoing resource partnerships to support implementation of SCA initiatives. Research Triangle Institute (RTI) worked collaboratively with JJ with implementation monitoring, outcome measurement, and evaluation plan of the reform effort. We also continued our partnership with Communities in Schools to offer *Reentry to Resilience (R2R)*, a pilot program of enhanced reentry services for juvenile justice-involved youth returning from YDCs to Cumberland, Durham, Guilford, and Wake counties, focusing on educational and career success. During the reporting period, we developed an interactive data collection database for use by the service providers to track fidelity of program implementation, as well as a variety of interim metrics and outcomes. R2R coaches have worked with 94 youth to date during confinement and have followed them (or are in the process of doing so) for 12 months post-release. Early results have been very promising: 4 of the 19 program graduates (21%) have re-offended thus far, all within the first 5 months after release; the 15 others, at least 8 months post-release from YDC, are thriving. This is a noteworthy improvement relative to recidivism following standard care, as repeated analyses of our state's recidivism data have shown us that roughly 44% of youth released from YDC re-offend within the first year. We submitted a federal grant application seeking funding to expand the R2R reentry support service to two additional counties (Nash and Mecklenburg) in 2019-20.

Juvenile Justice Service Directory and Service Matching Project: In addition, we continued our strong 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 pai1ner, 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.

Through the GDAC, SAS has made use of its data analysis, programming, and software expertise to assist Juvenile Justice in the development of a directory of services and an application that will ultimately work behind the scenes to provide service recommendations matched to youth' s assessed risks and needs at the time of case planning. The service directory has been developed with five different users and four different access points in mind: the general public, who will access it via the NCDPS website; public safety employees (law enforcement, court employees, select county officials, etc.), who will access it via CJLEADS; juvenile justice employees, who will access it via either CJLEADS or via NC JOIN, our online data collection and case management system; and the district users and service directory administrators who are responsible for maintaining the directory, who will access it via the GDAC/SAS-constructed user interface. The service directory is now functional and is being readied for roll-out beginning in October 2019. We are also currently at work on customization of the YASI, a risk-needs assessment and case planning system, which will be integrated with the service directory in 2020.

Typologies Initiative: With assistance from RTI, we have made significant headway on a data mining project, examining risk and needs assessment data at intake, offense history, demographic information, and other data elements to help identify typologies of youth at entry into our system. Seven distinct typologies each for males and females have emerged, and an algorithm has been developed to help us identify the typology with which a youth is best aligned during our intake process. We are currently developing treatment recommendations and resources for use by staff addressing treatment and intervention guidelines best suited for each typology. In addition, the business requirements that will allow us to examine which JCPC and other juvenile justice -funded programs most effectively and efficiently meet each "type's" treatment needs are being developed for the next phase of our data mining initiative.

Visual Analytics Recidivism Utility: Finally, SAS, via their partnership with the GDAC, has worked with Juvenile Justice to develop a utility that will enhance JJ's ability to make data-informed policy and practice decisions. Through the reentry system reform initiative, SAS has matched the records of all youth involved with the juvenile justice system since 2004 with recidivism measures available through CJLEADS. A Visual Analytics utility has been created that allows us to examine 1- to 3-year recidivism outcomes (conservatively defined as new juvenile complaints or adult arrests) for youth following their involvement with key interventions at various points in our system. We are planning to refine this utility further to meet the specific needs of the various sections of juvenile justice in the year ahead.

7) The average length of stay in the YDCs

FY 2018-2019

Facility	Juveniles	Average Length of Stay (Mean) (Days)
Chatham	19	361.32
Edgecombe	30	406.77
Lenoir	27	399.52
Stonewall Jackson	96	363.36
Total	**172**	**376.38**

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 to superior court
- 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.
- As commitments for placement in a youth development center trend towards youth with more complex needs and offense histories, the length of stay increases.

8) The number of incidents of assaults and attacks on staff at each facility

FY 2018-2019

Facility	Number of Assaults on Staff
Chatham	9
Edgecombe	29
Lenoir	28
Stonewall Jackson	37
TOTAL	**103**