



North Carolina Department of Public Safety

Juvenile Justice

Roy Cooper, Governor
Casandra Skinner Hoesktra, Interim 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 Appropriation Subcommittee on Justice and Public Safety
Chairs of the House Appropriation Subcommittee on Justice and Public Safety
Fiscal Research Division

From: Casandra Skinner Hoesktra, Interim Secretary *Casandra Skinner Hoesktra*
Timothy D. Moose, Chief Deputy Secretary *Tim D. Moose*
William L. Lassiter, Deputy Secretary for Juvenile Justice *William Lassiter*

Subject: Youth Development Center Annual Report

Date: October 1, 2021

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 18th birthday may be sent to the Department by the court and assigned to a 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; and in some cases, up to age 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 2020-2021

County	Cabarrus YDC	Chatham YDC	Edgecombe YDC	Lenoir YDC	Distinct Juveniles
Alamance	2	0	2	1	5
Alexander	0	1	0	0	1
Ashe	1	0	0	0	1
Beaufort	0	0	4	2	6
Burke	2	1	0	0	3
Cabarrus	5	0	0	1	6
Caldwell	3	1	0	0	4
Carteret	1	0	1	0	2
Catawba	3	2	1	0	6
Chatham	0	2	0	1	3
Chowan	0	1	0	0	1
Cleveland	5	0	0	0	5
Columbus	0	1	1	1	3
Craven	0	1	3	1	5
Cumberland	8	3	2	1	14
Davidson	2	0	0	1	3
Duplin	0	0	1	0	1
Edgecombe	0	1	4	0	5
Forsyth	5	0	1	0	6
Gaston	4	2	0	0	6
Guilford	20	4	5	3	32
Halifax	1	1	2	0	4
Harnett	1	0	2	0	3
Henderson	0	1	0	0	1
Iredell	4	1	0	0	5
Johnston	0	0	1	0	1
Lee	5	1	0	1	7
Lenoir	0	0	0	3	3
Lincoln	4	0	0	0	4
Martin	1	0	4	1	6
McDowell	1	1	0	0	2
Mecklenburg	15	4	1	1	21
Moore	2	0	1	0	3
Nash	0	0	1	0	1
New Hanover	0	1	5	2	8
Northampton	0	1	0	1	2
Onslow	4	3	4	1	12
Pasquotank	0	1	0	0	1
Pender	1	0	0	0	1

County	Cabarrus YDC	Chatham YDC	Edgecombe YDC	Lenoir YDC	Distinct Juveniles
Perquimans	0	1	0	0	1
Person	1	0	0	0	1
Pitt	6	4	8	10	28
Randolph	1	1	0	0	2
Richmond	0	0	1	0	1
Robeson	1	1	0	1	3
Rockingham	3	0	0	0	3
Rowan	3	0	0	0	3
Rutherford	1	1	0	0	1
Sampson	0	0	1	0	1
Stanly	2	0	0	0	2
Stokes	2	0	0	0	2
Surry	2	0	0	0	2
Transylvania	1	0	0	0	1
Union	5	0	0	0	5
Wake	6	1	2	5	14
Washington	1	1	0	1	3
Wayne	4	0	3	6	13
Wilkes	3	0	0	0	3
Wilson	0	2	0	0	2
Yadkin	1	0	0	0	1
Yancy	1	0	0	0	1
Out of State	6	1	0	1	8
Statewide	150	47	61	46	304

Data is distinct juveniles served in YDC facilities, reported by current Juvenile County in NC-JOIN.

2) The housing capacity of each YDC

FY 2020-2021

YDC	Housing Unit	Capacity
Cabarrus	Cabarrus	128
Chatham	Chatham	32
Edgecombe	Edgecombe	44
Lenoir	Lenoir	22
	Statewide	248

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

FY 2020-2021

Cabarrus YDC Staffing

(BEACON June 2021)

Classification	Current FTE
Administrative Associate II	1
Administrative Specialist I	5
Business Officer II	1
Chaplain I	1
Cook	6
Educational Development Assistant	3
Food Service Supervisor I	1
Food Service Supervisor II	1
Housing Unit Supervisor	6
Psychological Program Manager	1
Psychologist	5
School Educator I, II, III	20
School Assistant Principal	1
School Principal	1
Social Worker	8
Social Worker Clinical	2
Social Worker Supervisor	1
Staff Development Specialist I	1
Substance Abuse Counselor	1
Substance Abuse Counselor, Clinical	1
Technical Trainer I (Education)	1
Vocational Evaluator I (Education)	0
Youth Counselor	57
Youth Counselor Supervisor	14
Youth Counselor Technician	28
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	33
TOTAL Cabarrus	204

FY 2020-2021

Chatham YDC Staffing

(BEACON June 2021)

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
Staff Development Specialist I	1
Vocational Evaluator I (Education)	1
Youth Counselor	18
Youth Counselor Supervisor	4
Youth Counselor Technician	10
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	16
TOTAL Chatham	76

FY 2020-2021

Edgecombe YDC Staffing

(BEACON June 2021)

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
Staff Development Specialist I	1
Vocational Evaluator	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	76

Lenoir YDC Staffing

(BEACON June 2021)

	Current FTE
Classification	
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	3
Psychologist	0
Registered Nurse	2
School Educator I, II	6
School Principal	1
Social Worker	3
Social Worker Supervisor	1
Staff Development Specialist I	1
Vocational Evaluator I (Education)	1
Youth Counselor	11
Youth Counselor Supervisor	4
Youth Counselor Technician	19
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	18
TOTAL Lenoir	81*

*This staff total represents the entire cohort assigned to Lenoir YDC. Effective July 2020, Lenoir YDC dedicated half of their beds to detention housing. Staff are assigned between YDC and detention based on operational needs.

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 Education	The primary purpose of this position support instruction in core subject areas, make instructional materials, assist the EC teachers in planning and coordinating classroom activities, assist the EC teacher in making lesson plans and recording notes on behavior as well as development progress, and work with students on individual programs. The position works collaboratively with other disciplines to provide services to students and provide feedback through progress notes or short narratives which contain standardized information.

Position Title Type of Position	Description of Work
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.
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 ensure 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.

Position Title Type of Position	Description of Work
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.
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
Staff Development Specialist I Non-Direct Care	The primary purpose of the position is to provide the delivery of new employee orientation and onboarding for all new employees within the first 30 days of employment and facilitating supplemental coaching sessions to address questions and provide mentoring as needed for newly trained staff, as well as overseeing the delivery and coordination of juvenile justice training requirements for new and current employees, providing professional development training services and serving as the chairperson of the facility's training committee.
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.
Technical Trainer I Education	The primary purpose of this position is to provide training in one or more employable vocational areas to students at a youth development center. This includes planning and implementing structured lessons and curricula, and facilitating and supervising student testing and certification processes.
Vocational Evaluator Education	The primary purpose of this position is to facilitate education and career transition preparation and planning for students who are housed in juvenile justice facilities to which the position is assigned. This includes developing and implementing instruction to increase career-readiness skills, attending service planning meetings; facilitating the development of individualized student transition plan; establishing and maintaining partnerships with community-based businesses and agencies; following up on student progress after release; collecting data to be submitted for reporting purposes, and the management of student database.

Position Title Type of Position	Description of Work
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.
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 Cabarrus 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.

Position Title Type of Position	Description of Work
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 2020-2021

Facility	ADP	Personnel-Related Expenses	Non-Personnel Related Expenses	Total Expenses	Cost-Per-Bed
Cabarrus	128	\$11,801,373	\$1,495,295	\$13,296,667	\$103,880.21
Chatham	32	\$4,090,427	\$387,847	\$4,478,274	\$139,946.06
Edgecombe	44	\$3,934,486	\$510,160	\$4,444,643	\$101,014.61
Lenoir	22	\$2,545,022	\$531,847	\$3,076,869	\$139,857.70
Total	226	\$22,371,305	\$2,925,149	\$25,296,453	\$111,931.21

FY 2020-2021

Facility	ADP	Personnel-Related Expenses	Non-Personnel Related Expenses	Total Expenses	Cost-Per-ADP
Cabarrus	70.8	\$11,801,373	\$1,495,295	\$13,296,667	\$187,806.03
Chatham	24.2	\$4,090,427	\$387,847	\$4,478,274	\$185,052.64
Edgecombe	27.9	\$3,934,486	\$510,160	\$4,444,643	\$159,306.20
Lenoir	19.0	\$2,545,022	\$531,847	\$3,076,869	\$161,940.49
Total	141.9	\$22,371,305	\$2,925,149	\$25,296,453	\$178,269.58

During the COVID-19 pandemic, impacts from court closures, school closures, and changes in juveniles' behaviors (offenses) from person to property crimes impacted the average daily population of youth development centers- a trend which has started to rebound since July 2021. For instance, 36 more youth have been committed this calendar year to date (01/1/2021-09/20/2021) compared to last year to date (01/1/2020-09/20/2020), reflecting a 34% increase in commitments. Youth development center average costs are highly dependent on a consistent and available workforce, limited medical expenditures, and an influx of youth- all factors impacted by the pandemic.

Effective July 2020, Lenoir YDC dedicated half of their beds to detention housing. Staff are assigned between YDC and detention based on operational needs. To account for costs associated with the separate detention and YDC populations at Lenoir, a 70/30 ratio for non-personnel costs was applied. Personnel costs were assumed at a 70/30 ratio for support staff and by percentage of time provided by other staff based on management reports. This accounting includes annual salary and fringe benefits

(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 plan for reintegration into the community offered at each facility.

During fiscal year 20-21, 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 systematic approach to care and treatment based on research-supported principles that address both criminogenic risk factors and protective factors that will further support desistance from criminal 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), which was utilized in three of the four 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 (Cabarrus), two 8-bed units offered a variant of this programming approach which trains youth to acquire prosocial skills through psychoeducational skill-building groups and interactive journaling, rather than through one-on-one rehearsal. Both programming approaches used a motivation system based on reinforcement of positive behavior and consequences for misbehavior. All YDCs offered psychoeducational group programming addressing psychosocial factors known to increase risk for continued involvement in criminal activity.

The implementation of the Juvenile Justice Reinvestment Act in December of 2019 created a need for the development of a core YDC therapeutic approach to specifically address the unique needs of the older adolescent and emerging adult population (17-21 years old). This resulted in the creation of RISE- UP (**R**epair Harm, **I**mage Change, **S**trengthen Communities, **E**nable Healing, **U**nderstand Others, **P**romote Accountability). RISE-UP was designed to utilize Motivational Interviewing, Restorative Justice, and

Financial Literacy to specifically target psychosocial maturity (i.e. responsibility, emotion regulation, and perspective taking) which is known to reduce recidivism and improve the overall functioning of the older adolescent/emerging adult population. Central to RISE-UP is the emphasis on a restorative justice approach to address three main goals: accountability, competency development and community safety. Restorative justice recognizes that crime harms people, relationships, and communities and holds those causing harm accountable to make things right. In RISE-UP, youth demonstrate progress by acknowledging that behavior affects others, recognizing that behavior results from choices, understanding how actions impact others, taking steps to repair harm, and making changes to avoid harmful behavior in the future. The two main restorative justice tools that are used in RISE-UP are the victim-offender dialogue and the circle process. In addition, the emphasis on financial literacy offers youth opportunities to learn realistic employment and money management skills. Edgecombe YDC was determined to be the site of the pilot for RISE-UP and, due to the restrictions of the pandemic, full implementation was delayed until mid-September of 2020.

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 July of 2020, 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 participate in in-person career training, or enroll in a web-based post-secondary course. During the 2020-21 school year, 16 students obtained their high school diploma and 1 student obtained their HSE diploma (HSE testing continued to be limited at most locations due to the COVID-19 pandemic). Of the students who returned to their community from a YDC commitment, approximately 87% were continuing to pursue their high school diploma, approximately 6% were continuing to work toward obtaining their HSE, and approximately 7% were enrolling in higher education, a vocational training program 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. These opportunities can include taking career assessments to identify skills and strengths, values, and interests. The results of the assessments generate potential career paths for students to explore learning about the day in the life of employees in the identified professions, educational requirements, NC schools where training is offered, hiring outlook, salary ranges, etc. Each facility also has 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. Cabarrus YDC offered students an opportunity to receive training 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. Edgecombe and Lenoir YDC had instructors certified to provide the C-Tech training in December 2020.

Education Services has also led an initiative to improve technology access within the facilities. Through close collaboration with NCDIT, progress has been made to update the facilities' infrastructure. Upon completion of this project, there will be separate wireless access for staff and students, which will allow for increased educational and training opportunities and more personalized instruction, preparing our students for a more successful transition to the community. This is anticipated to be completed in fall of 2021.

- **Nutrition Services**

The Juvenile Justice School Nutrition Services section provided ongoing training, monitoring, support, policy and food safety/HACCP updates, local wellness initiatives and activities to engage our youth, and awards and recognition resources to food service staff to ensure successful implementation of the School Nutrition Program and continued its responsibility to combat problems associated with poor nutrition and the promoting of healthy eating habits and lifestyle changes to the youth in our care. Youth in YDCs were provided with nutritious and healthy K-12 meals that compliment and comply with the federal Child Nutrition School Breakfast and the National School Lunch Program dietary standard and meal pattern requirements. Meals were prepared by food service staff who received the American National Standards Institute accredited food safety program approved by the National Restaurant Association, N.C. Department of Public Instruction School Nutrition Services section, and the United States Department of Agriculture.

Under the Juvenile Justice School Nutrition Services section leadership, Juvenile Justice foodservice professionals have been honored with several awards and recognition at the local, state, and national level through innovative ways to promote local wellness initiatives and activities, fitness/physical education activities and healthy eating habits for the residential youth. With the collaboration of other

sections within Juvenile Justice – Facility Operations, Treatment and Education and Health Care Services, YDCs consistently involve the residential youth in local wellness initiatives and events such as cultivating herb gardens and vegetable gardens, designing nutrition education bulletin board displays, guest speakers such as local farmers and health care professionals, health/wellness fairs, taste testing and much more to provide support and resources for the residential 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 psychiatric providers are available on a contractual basis at each YDC facility to provide onsite psychiatric services weekly. Additionally, oral health care, including preventive sealants programs, in partnership with North Carolina Public Health were provided to juveniles in all YDC setting.

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 to connect YDC youth with meaningful health provider interactions to improve health knowledge and overall health behaviors is a major goal for Health Care Services. There is strong commitment to build self-care capacity in youth to manage their health as they transition into adulthood.

Health Services began to screen juveniles in February 2020 due to an active influenza season. Youth entering NC Juvenile Justice Detention Centers were screened for flu symptoms, fever, and risk of exposure to others with flu. This supported a rapid transition to screening for Coronavirus (COVID-19) risk and symptoms in late February and early March 2020.

Over the past 20 months, actions taken in response to the Covid-19 pandemic included continuing to employ additional health care staff via agency contracts to meet the increased work load of monitoring for/treating youth with symptoms of coronavirus, COVID-19 prevention education for youth and staff, vaccinations of juveniles on a voluntary basis, as well as cleaning, sanitizing, and supply ordering and distribution. Health Services staff continue to function as a source of information and reassurance for

youth and staff, and report on activities to central office health services management and to North Carolina Public Health.

On-going virtual meetings for health services staff and contract medical providers focus on sharing the most current COVID-19 updates, address issues and contact tracing, as needed rapid containment of virus clusters. There is on-going contact with county and state Public Health.

The challenge Juvenile Justice Health Services continues to work to meet is to ensure all parties have the most up-to-date information from CDC, NC DHHS-Public Health, WHO and all approved sources of accurate COVID-19 information and guidance.

Health Services staff continues to be a source of consultative resources to Juvenile Justice administrations' management of COVID-19 transmission/containment across the system. Information on transmission time frames, symptom identification, and contact tracing is provided by health services staff at centers and in central office.

- **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 mental health clinician 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 use 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), Motivational Interviewing (MI), 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 prosocial 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.

In response to Covid-19, the use of virtual platforms was expanded in order to provide for tele-visitation for families, conduct virtual service planning meetings, conduct virtual courts, and in some cases hold virtual therapy sessions in several detention facilities. The use of virtual platforms was permitted for suicide assessments in the facilities. This addition of the virtual suicide assessment has allowed for the facilities to be able to more quickly have the clinical response to mental health emergencies as they arise in facilities rather than having to wait until a clinician could physically come into a facility. As the pandemic subsides, mental health staff will evaluate these modifications for appropriateness of incorporation into permanent policy.

- **Substance Use 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 addiction 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. 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.

Unfortunately, the COVID-19 pandemic required the implementation of social distancing and other measures to prevent the spread of the virus. This led to the cancellation of planned recreational events,

including step shows, Camp Willow Run, and basketball and volleyball tournaments. As restrictions related to the virus are permitted to be eased, recreational special events will resume. All students continue to have access to daily large muscle exercise and physical activity, conducted consistent with social distancing principles. Facility Fun Days were implemented to offset the loss of social activity due to the pandemic.

- **Reintegration and Aftercare**

Juvenile Justice social workers collaborated with licensed mental health clinicians, educators, the youth and their 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. Off-campus outings, and 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 treatment and rehabilitation 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).

Specific areas of focus which were developed within a Second Chance Act Comprehensive Juvenile Reentry Systems Reform grant (received 2015-2019) are the continuation of support for our YDC reentry support program offered by Communities in Schools of NC, enhancing the family engagement efforts across the continuum of juvenile justice services and contracts, 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.

Juvenile Justice has begun to utilize the Youth Assessment and Screening Instrument (YASI), a tool that assesses changing risk and needs and has been validated across races and socio-economic situations. The YASI tool also incorporates a coordinated case plan which is developed from juveniles' risk, needs and strengths. Clinical services leadership has participated in developing the YASI tool for specific circumstances in NC. Trainings for YDC facility staff who will collaboratively conduct YASI 90-day re-assessments with juvenile court counselors are planned for the summer of 2021.

7) The average length of stay in the YDCs

FY 2020-2021

Facility	Juveniles	Average Length of Stay (Mean) (Days)
Cabarrus	83	365.53
Chatham	23	545.13
Edgecombe	30	373.33
Lenoir	25	259.76
Total	161	363.22

Note:

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

- The data excludes commitment records where the juvenile spent time on community placement.
- The juvenile counts are based on juveniles who exited a YDC during the fiscal year.
- 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 difference is due to transfers and time spent in detention awaiting placement at a YDC.
- The data reflects 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 2020-2021

Facility	Number of Assaults on Staff
Cabarrus	34
Chatham	8
Edgecombe	19
Lenoir	18
TOTAL	79

Note that the assaults included in this report align with internal NCDPS Juvenile Justice policy, as compared to assaults included in other legislative reports that meet the criminal definition of assault.