



# North Carolina Department of Public Safety

## Adult Correction and Juvenile Justice

Pat McCrory, Governor  
Frank L. Perry, Secretary

W. David Guice, Commissioner

### **MEMORANDUM**

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

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

**SUBJECT:** Youth Development Annual report

**Date:** October 1, 2013

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."

See attached document

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## **Introduction**

The Youth Development Center Annual report responds to § 143B-810 as ratified in the 2013 session of the North Carolina General Assembly.

### **YOUTH DEVELOPMENT CENTER ANNUAL REPORT**

**SECTION 16D.3.** Subpart B of Part 3 of Article 13 of Chapter 143B of the General Statutes is amended by adding a new section to read:

#### **"§ 143B-810. Youth Development Center annual report.**

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/attacks on staff at each facility.

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.

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- (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.
- (4-5) The per-bed and average daily population cost for each facility; 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 / attacks on staff at each facility.

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

**FY2012-2013**

<b>County</b>	<b>CA Dillon</b>	<b>Chatham</b>	<b>Dobbs*</b>	<b>Edgecombe**</b>	<b>Stonewall Jackson</b>	<b>Total</b>
Alamance	6	2	2	0	2	12
Alleghany	0	0	0	0	2	2
Anson	0	0	0	0	2	2
Beaufort	1	0	3	0	0	4
Bertie	1	0	0	0	0	1
Brunswick	0	0	4	0	0	4
Buncombe	0	0	0	0	1	1
Cabarrus	1	0	0	0	5	6
Caldwell	0	0	0	0	4	4
Carteret	0	1	0	0	0	1
Caswell	1	0	0	0	0	1
Catawba	0	1	0	0	5	6
Chatham	0	0	0	0	0	0
Cleveland	0	0	0	0	3	3
Craven	2	1	5	2	1	11
Cumberland	23	4	15	2	11	55
Dare	0	0	1	0	0	1
Davidson	2	0	1	0	4	7
Durham	10	2	5	0	10	27
Edgecombe	6	0	10	5	1	22
Forsyth	1	1	0	0	11	13
Gaston	0	1	0	0	7	8
Granville	3	0	1	0	0	4
Greene	1	0	0	0	0	1
Guilford	5	10	0	0	28	43
Halifax	2	1	2	0	0	5
Harnett	3	0	1	0	1	5
Haywood	0	1	0	0	0	1
Hoke	1	0	0	0	2	3
Iredell	1	0	0	0	9	10
Johnston	2	0	1	0	3	6
Lenoir	3	1	4	1	1	10
Lincoln	0	0	0	0	2	2
Mecklenburg	4	0	3	0	33	40
Moore	0	0	1	0	0	1

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

**FY2012-2013**

<b>County</b>	<b>CA Dillon</b>	<b>Chatham</b>	<b>Dobbs*</b>	<b>Edgecombe**</b>	<b>Stonewall Jackson</b>	<b>Total</b>
Nash	3	2	9	4	1	19
New Hanover	4	3	5	1	4	17
Onslow	1	0	4	1	2	8
Orange	1	0	0	0	0	1
Person	2	0	1	0	1	4
Pitt	3	2	10	2	1	18
Randolph	1	0	0	0	0	1
Richmond	0	0	0	0	1	1
Robeson	7	0	0	1	1	9
Rockingham	2	0	0	0	1	3
Rowan	0	1	0	0	0	1
Rutherford	0	0	0	0	2	2
Sampson	2	1	2	0	0	5
Scotland	0	1	0	0	1	2
Stanly	1	0	0	0	3	4
Stokes	0	0	0	0	1	1
Surry	0	1	0	0	1	2
Union	1	1	0	0	7	9
Vance	0	0	2	0	0	2
Wake	10	1	7	0	3	21
Washington	1	0	1	0	0	2
Wayne	8	1	7	2	3	21
Wilkes	0	0	0	0	3	3
Wilson	2	2	8	3	3	18
Yadkin	0	1	0	0	1	2
<b>Total</b>	<b>128</b>	<b>43</b>	<b>115*</b>	<b>24**</b>	<b>188</b>	<b>498</b>

\* Dobbs Campus = Dobbs Housing Units & Lenoir Complex

\*\* Edgecombe YDC was closed on 10/1/2012

(2) The housing capacity of each YDC.

**FY2012-2013**

<b>YDC</b>	<b>Housing Unit</b>	<b>Capacity</b>	
<b>Dobbs</b>	Green	24	
	Federation	19	
	Lenoir Complex	32	
	<b>Dobbs</b>	<b>75</b>	
<b>C.A. Dillon</b>	Holmes	35	
	Hodges	35	
	E Housing Unit	20	
	<b>C.A. Dillon</b>	<b>90</b>	
<b>Stonewall Jackson</b>	Kirk	16	
	Cabarrus	96	
	<b>Stonewall Jackson</b>	<b>112</b>	
<b>Chatham</b>		32	
<b>Edgecombe*</b>		32	0*
	<b>TOTAL</b>	<b>341</b>	<b>309**</b>

\* Edgecombe YDC was closed on 10/1/2012

\*\* Capacity less Edgecombe

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

**FY2012-2013**

**CENTER CLOSED 10/1/2012**

**Edgecombe YDC Staffing**

<b>Classification</b>	<b>Current FTE</b>
School Educator	<b>6</b>
Professional Nurse	<b>1</b>
Psychological Program Manager	<b>1</b>
Staff Psychologist	<b>2</b>
Social Worker	<b>2</b>
Facility Director	<b>1</b>
Business Officer	<b>1</b>
Administrative Assistant	<b>1</b>
Food Service Supervisor	<b>1</b>
Cook	<b>3</b>
Youth Counselor Supervisor	<b>4</b>
Youth Counselor	<b>18</b>
Youth Counselor Associate*	<b>4</b>
Lead Youth Monitor	<b>2</b>
Youth Monitor	<b>10</b>
<b>TOTAL Edgecombe</b>	<b>57</b>

\* 10 ea vacant Youth Counselor Associate positions were transferred to Chatham (5 ea) and Lenoir (5 ea) upon the closure of Edgecombe YDC.

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

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**Chatham YDC Staffing**

<b>Classification</b>	<b>Current FTE</b>
School Educator	<b>5</b>
Professional Nurse	<b>1</b>
Staff Psychologist	<b>2</b>
Social Worker	<b>3</b>
Clinical Chaplain	<b>1</b>
Facility Director	<b>1</b>
Business Officer	<b>1</b>
Administrative Assistant	<b>1</b>
Food Service Supervisor	<b>1</b>
Cook	<b>3</b>
Youth Counselor Supervisor	<b>4</b>
Youth Counselor	<b>18</b>
Youth Counselor Associate*	<b>19</b>
Lead Youth Monitor	<b>2</b>
Youth Monitor	<b>10</b>
<b>TOTAL Chatham</b>	<b>72</b>

\*5 ea vacant Youth Counselor Associate positions were transferred to Chatham with the closure of Edgecombe YDC.



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

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<b>Dobbs YDC Staffing</b>	
<b>Classification</b>	<b>Current FTE</b>
School Educator	8
Youth Program Assistant	1
Professional Nurse	1
Psychological Program Manager	1
Staff Psychologist	3
Social Work Supervisor	1
Social Worker	3
Clinical Chaplain	1
Program Manager (Campus Manager)	1
Cook (Physical kitchen at Lenoir)	3
Administrative Assistant	2
Unit Administrator	2
Assistant Unit Administrator	4
Housing Unit Supervisor	4
Behavior Specialist	9
Counselor Technician	34
<b>TOTAL Dobbs</b>	<b>78</b>

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

**FY2012-2013**

**Lenoir Complex Staffing**

<b>Classification</b>	<b>Current FTE</b>
School Educator	5
Professional Nurse	1
Staff Psychologist	2
Social Worker	3
Facility Director (Serves Dobbs / Lenoir)	1
Business Officer (Serves Dobbs / Lenoir)	1
Administrative Assistant	1
Food Service Supervisor (Serves Dobbs / Lenoir)	1
Cook (Serves Dobbs / Lenoir)	3
Youth Counselor Supervisor	4
Youth Counselor	18
Youth Counselor Associate*	19
Lead Youth Monitor	2
Youth Monitor	10
<b>TOTAL Lenoir</b>	<b>71</b>

\*5 ea vacant Youth Counselor Associate positions were transferred to Lenoir with the closure of Edgecombe YDC.

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

**FY2012-2013**

**C.A. Dillon YDC Staffing**

<b>Classification</b>	<b>Current FTE</b>
School Principal	1
School Educator	13
Vocational Educator	2
Nurse Supervisor	1
Professional Nurse	3
Psychological Program Manager	1
Staff Psychologist	7
Clinical Social Worker	1
Social Worker	7
Clinical Chaplain	1
Facility Director	1
Program Manager (Assistant Director)	1
Business Officer	1
Administrative Assistant	3
Food Service Supervisor	1
Cook Supervisor	1
Cook	4
Unit Administrator	5
Assistant Unit Administrator	4
Housing Unit Supervisor	5
Behavior Specialist	15
Counselor Technician	72
<b>TOTAL C.A. Dillon</b>	<b>150</b>

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

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**Stonewall Jackson YDC Staffing**

<i>Cabarrus Complex</i>	<b>Current FTE</b>
<b>Classification</b>	
Assistant School Principal	<b>1</b>
School Educator	<b>14</b>
Vocational Educator	<b>1</b>
Youth Program Assistant	<b>1</b>
Nurse Supervisor	<b>1</b>
Professional Nurse	<b>3</b>
Psychological Program Manager	<b>1</b>
Staff Psychologist	<b>5</b>
Social Work Supervisor	<b>1</b>
Social Worker	<b>9</b>
Clinical Chaplain	<b>1</b>
Facility Director	<b>1</b>
Program Manager (Assistant Director)	<b>1</b>
Business Officer	<b>1</b>
Administrative Assistant	<b>4</b>
Food Service Supervisor	<b>1</b>
Cook Supervisor	<b>2</b>
Cook	<b>3</b>
Youth Counselor Supervisor	<b>12</b>
Youth Counselor	<b>59</b>
Youth Counselor Associate	<b>33</b>
Lead Youth Monitor	<b>6</b>
Youth Monitor	<b>30</b>
<b>TOTAL Cabarrus</b>	<b>191</b>

<i>Kirk Building</i>	<b>Current FTE</b>
<b>Classification</b>	
School Educator	<b>3</b>
Staff Psychologist	<b>1</b>
Clinical Social Worker	<b>1</b>
Social Worker	<b>1</b>
Unit Administrator	<b>1</b>
Assistant Unit Administrator	<b>1</b>
Housing Unit Supervisor	<b>1</b>
Behavior Specialist	<b>6</b>
Counselor Technician	<b>13</b>
<b>TOTAL Kirk</b>	<b>28</b>

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

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**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

<b>Position Title Type of Position</b>	<b>Description of Work</b>
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.
Assistant School Principal* Managerial	The primary purpose of the position is to serve as a member of the administrative team to develop and implement the total school program. This position assists the principal with planning and implementing school program, evaluating the school program, budgeting, student discipline, and teacher observations.
School Educator* Education / Direct Care	The primary purpose of the position is to provide students with direct instruction in a specific knowledge area, utilizing the NC Standard Course of Study at a YDC. 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.
Nurse Supervisor* Medical / Managerial	The primary purpose of the position is to provide adequate medical care in the treatment and/or prevention of illnesses and injuries; to maintain and provide accurate health care data, information and education for juveniles; to provide supervision for professional nurses.

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

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<b>Position Title Type of Position</b>	<b>Description of Work</b>
Professional Nurse* Medical	The primary purpose of the position is to provide adequate medical care in the treatment and/or prevention of illnesses and injuries; to maintain and provide accurate health care data, information and education for juveniles; to provide emergency care for staff seriously injured at YDCs.
Psychological Program Manager* Clinical / Managerial	The primary purpose of the position is the coordination, implementation, monitoring, and management of mental health treatment services at a YDC. Position may also provide direct psychological services in cases that require a high level of clinical expertise. The provision of training specific to treatment issues is also expected, as is clinical supervision of licensed psychological associates as dictated by the State Board governing the practice of psychology, as well as overseeing the clinical work of Licensed Clinical Social Workers.
Staff 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.
Clinical Social Worker* 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.

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

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<b>Position Title</b> <b>Type of Position</b>	<b>Description of Work</b>
Social Work 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.
Social Worker III* 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.
Youth Program 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.
Clinical Chaplain* 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 DJJ.

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

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<b>Position Title</b> <b>Type of Position</b>	<b>Description of Work</b>
Facility 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.
Training School 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 DJJ. 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.
Business Officer 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.
Food Service Supervisor IV Non-direct Care / Managerial	The primary purpose of the position is to provide oversight of the center's Child Nutrition Program and will ensure compliance with the Department's Federal Child Nutrition Program regulations
Cook Supervisor I Non-direct Care	The primary purpose of the position is to assist the Food Services Supervisor with providing oversight of the center's Child Nutrition Program and will ensure compliance with the Department's Federal Child Nutrition Program regulations



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

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<b>Position Title Type of Position</b>	<b>Description of Work</b>
Cook II 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 will ensure compliance with the Department's Federal Child Nutrition Program regulations.
Program Assistant V; Processing Assistant IV & V; Administrative Services Assistant V; and Office Assistant IV 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.
Training School Unit Administrator* Direct Care	The primary purpose of the position is to provide supervision to housing unit employees. Responsible for staff work plans, ensuring that work assignments and staffing result in adequate coverage at all times. Ensures employees adherence to policies and procedures. Interviews and makes hiring recommendations. Responsible for safety and security of staff and students. Member of the Service Planning Team.
Training School Assistant Unit Administrator* Direct Care	The primary purpose of the position is the responsibility for the day-to-day general operation of a treatment unit's recurring structured activities in a youth development center. YDCs provide rehabilitative treatment for delinquent youths who are assigned by the Courts. Employees provide training and direction to staff to ensure the effectiveness of the treatment effort in the adherence to the unit, division, and departmental goals and policies.
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 of Juvenile Justice and Delinquency Prevention. 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.

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

**FY2012-2013**

<b>Position Title Type of Position</b>	<b>Description of Work</b>
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.
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.
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* 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.

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

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<b>Position Title</b> <b>Type of Position</b>	<b>Description of Work</b>
Youth Counselor Associate* 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 therapeutic treatment team. Youth Counselor Associates provide skills training by following a highly structured protocol involving behavioral rehearsal, and provide counseling and juvenile supervision to monitor juvenile behavior in order to promote rehabilitation and successful community reintegration.
Lead Youth Monitor* Direct Care	The primary purpose of the position is to provide for the overall safety and security of youth, staff, and center during third shift (10:00 pm – 6:00 am). This position serves as supervisor for all third shift youth monitors, plans and prepares a schedule for staff coverage and supervision of all living units.
Youth Monitor* Direct Care	The primary purpose of the position is to provide for the overall safety and security of youth, staff, and center during third shift (10:00 pm – 6:00 am). This position works in an individual living unit supervising youth who are asleep in their rooms. In addition to safety checks and monitoring of youth, this position is responsible for nightly reports and documentation of activities in youth records as well as inspections and cleanliness of the living unit.

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

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

### **FY2012-2013**

<b>Facility</b>	<b>Number of Beds</b>	<b>Personnel-Related Expenses</b>	<b>Non-Personnel Expenses</b>	<b>Total Expenses</b>	<b>Cost Per-Bed</b>
C.A. Dillon	90	\$ 7,202,183	\$ 1,453,998	\$ 8,656,181	\$ 96,180
Chatham*	32	\$ 3,012,527	\$ 661,754	\$ 3,674,281	\$ 114,821
Dobbs	75	\$ 7,126,019	\$ 1,177,448	\$ 8,303,467	\$ 110,713
Edgecombe**	32	\$ 1,194,587	\$ 185,439	\$ 1,380,026	\$ 43,126
Stonewall Jackson	112	\$ 11,568,444	\$ 1,691,072	\$ 13,259,516	\$ 118,389
<b>Total</b>	<b>341</b>	<b>\$ 30,103,760</b>	<b>\$ 5,169,711</b>	<b>\$ 35,273,471</b>	<b>\$ 103,441</b>

### **FY2012-2013**

<b>Facility</b>	<b>ADP</b>	<b>Personnel-Related Expenses</b>	<b>Non-Personnel Expenses</b>	<b>Total Expenses</b>	<b>Cost Per-ADP</b>
C.A. Dillon	69	\$ 7,202,183	\$ 1,453,998	\$ 8,656,181	\$ 125,452
Chatham*	23	\$ 3,012,527	\$ 661,754	\$ 3,674,281	\$ 159,751
Dobbs	62	\$ 7,126,019	\$ 1,177,448	\$ 8,303,467	\$ 133,927
Edgecombe**	16	\$ 1,194,587	\$ 185,439	\$ 1,380,026	\$ 86,252
Stonewall Jackson	84	\$ 11,568,444	\$ 1,691,072	\$ 13,259,516	\$ 157,851
<b>Total</b>	<b>254</b>	<b>\$ 30,103,760</b>	<b>\$ 5,169,711</b>	<b>\$ 35,273,471</b>	<b>\$ 138,872</b>

\* Co-Ed Facility

\*\*Edgecombe YDC was closed on 10/1/2012

CA Dillon & Stonewall Jackson had housing units under renovation at different points throughout the year.

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

## **Core Services**

During fiscal year 2012-2013, youth received core treatment and programming services that were uniformly delivered across *all* YDCs. Youth at all YDCs 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 held a service planning conference within thirty (30) days of admission to craft an individualized service plan for each youth that identified goals, means of achieving them, and ways to measure progress toward goal attainment. Service planning teams at all YDCs subsequently met every 30 days at a minimum to review progress on service planning goals, and to make adjustments to plans as needed. *In addition, all juveniles in our YDCs received the following core services:*

- **Chaplaincy Services.** The clinical chaplains that 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. During 2012-13, 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 alone screened, trained, coordinated the scheduling and oversaw the religious services and other activities performed by all YDC volunteers. At Dillon YDC, the chaplain served as the campus' compliance manager for the federal Prison Rape Elimination Act (PREA), ensuring that the facility was fully compliant with the U.S. Department of Justice's PREA juvenile standards that were implemented this year. At all YDCs, chaplains ensured that specialized PREA training was provided to all volunteers. Chaplains also provide individual spiritual screening of all youth within three days of their arrival on campus, and when indicated, follow up with a more intensive spiritual assessment within 10 days of the youth's arrival on the campus. Chaplains also serve as child advocates and play a key role in the collection of written grievances by youth to be forwarded to the Division's leadership. This advocacy role also helps to satisfy PREA requirements.
- **Academic Education.** The Division transitioned from the North Carolina Standard Course of Study to the Common Core State Standards and the North Carolina Essential Standards with guidance from the N.C. Department of Public Instruction. YDCs also implemented a comprehensive remediation program: Academy of Reading/Academy of Math, targeting students who did not meet their grade level standards on End of Grade tests and/or students who need additional support in foundational skill building in reading and math. This program features teacher training, computer labs, pacing guides and student progress monitoring. The Division continued its practices of assessing student's academic skills upon admission and release from commitment status and the crafting of Scholastic Development Plans, remediation-focused Personal Education Plans, and federally mandated Individualized Education Plans for Exceptional Students. Student assigned to YDCs were eligible to earn either a high school diploma or General Education Development Program (GED) certificate while admitted to a YDC. Each YDC partnered with a local community college that provided GED instruction and testing for eligible youth.

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

- **Vocational Education.** Career and Technical Education services were expanded for YDC youth primarily through local partnerships with community colleges. “Computer Engineering Technology I” was recently added at Stonewall Jackson YDC. This course results from collaboration with Rowan-Cabarrus Community College and focuses on the hardware skills required for installing and maintaining computers. The course includes objectives in five domains: a) PC Hardware, b) Networking c) Laptops d) Printers and e) Operational Procedures. English language arts, mathematics and science are reinforced.

Additionally, renovations to the greenhouse at Stonewall Jackson Youth Development Center were completed and enabled instruction in Aquaponic Gardening. These classes were provided via collaboration with 100 Gardens LLC and Rowan-Cabarrus Community College.

Renovations at Dobbs YDC enabled the provision of Culinary Arts classes. These classes, designed in collaboration with Lenoir Community College, complemented existing course offerings in Horticulture and Automotive Service Technology.

Courses in Career Management, Principles of Business and Finance and Automotive Technology were offered at Dillon YDC.

- **Health Services.** Health Care Services continued to focus on meeting the health and health education needs of the youth in our care. All YDC juveniles received a health assessment by a registered nurse within one hour of admission and a physical examination by a licensed physician (working under contract) within seven days of admission. Sick call was conducted daily and a registered nurse was available to respond to juvenile medical complaints on a daily basis at each YDC. A physician and psychiatrist were also available on a contractual basis at each facility to provide onsite services weekly. Juveniles were transported to medical specialists (e.g., dentist, neurologist) for treatment in the community when the need for such services was indicated. Youth admitted to a juvenile detention center received a physical health assessment by a registered nurse within 72 hours of admission and received follow-up services as indicated.

A specific focus is placed on creating strategies to enhance health literacy and education for youth committed to youth development centers. Linkages were made with the N.C. Albert Schweitzer Fellows Program, which connects graduate students in the health professions with populations of need for meaningful programs to improve health. Reproductive health programs were provided at C.A. Dillon by fellows from Duke University Medical School and to Dobbs YDC by fellows from Brody School of Medicine at East Carolina University.

- **Nutrition Services.** The Division continued its commitment to combating problems associated with poor nutrition and the establishment of healthy eating habits. The Child Nutrition Services section provided ongoing training, monitoring and support to food service staff to ensure successful implementation of the Child Nutrition Program. Youth in YDCs and JDCs were provided with meals that comply with federal Child Nutrition School Breakfast and Lunch Programs standards and prepared by food service staff

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

certified by a food safety program approved by the N.C. Department of Public Instruction and the U.S. Department of Agriculture.

- **Mental Health Services.** All youth underwent a suicide and mental health screening within an hour of arrival at each YDC. Results of the suicide risk screening in some cases led to a more comprehensive suicide risk assessment, and dictated the level of supervision provided to youth after admission. Each youth also underwent a mental status exam by a licensed psychologist or licensed psychological associate within a week of arrival, and a full psychological evaluation, including a comprehensive semi-structured clinical interview and standardized psychological testing, within two weeks of their arrival at a YDC. 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.

In 2012-13, a third team of five YDC-based licensed mental health clinicians were trained through the N.C. Child Treatment Program to delivered the evidence-based intervention Trauma-Focused Cognitive Behavior Therapy (TF-CBT) with fidelity, an individual approach that addressed the mental health needs of youth and their parent or guardian resulting from exposure to traumatic and adverse childhood experiences. This means that there are now *at least* two mental health clinicians at each of YDCs who have met or exceeded the N.C. Child Treatment Program's criteria for inclusion in their roster of TF-CBT providers.

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). 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 to each juvenile 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, each youth's assigned mental health clinician worked with them intensively on the development of a relapse prevention plan designed to identify situations, feeling states, activities and people that increased their risk of re-offending, as well as ways to mitigate and manage this risk, as a component of their aftercare planning.

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

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

physical activity and are provided with pro-social recreation, sports and leisure activities that promote improved overall health and social functioning.

- **Treatment Programming.** Two complementary systems of treatment programming, both based on principles of effective programming drawn from the research literature on “what works” with juvenile offenders, were in place at all YDCs. Three of the four YDCs (Chatham, Dobbs-Lenoir and Stonewall Jackson) that were operational in FY 2012-2013 implemented a therapeutic Model of Care (MOC) program wherein front-line staff worked to teach youth pro-social skills (drawn from a curriculum of 52 life skills) throughout the day using highly structured role plays. Under this system, youth rehearsed interpersonal and self-management skills on a one-on-one basis up to 30 times per day with staff members across disciplines and settings at the facility. At the remaining YDC (Dillon) and on part of the Dobbs campus, a therapeutic environment treatment (TET) programming approach trained youth to acquire pro-social skills, but did so through psychoeducational skill-building groups and interactive workbooks, rather than through one-on-one rehearsal. Programming at all YDCs – regardless of whether a TET or MOC approach was in place – 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.
- **Social Work Services / Reintegration and Aftercare Planning.** All youth were assigned a social worker upon admission to each youth development center. The social worker served as the chair of each juvenile’s service planning team and coordinated the development, implementation, review and revision of a holistic individualized service plan for each youth and also served as the primary point of contact for the family, court counselor and other agencies. Monthly service planning meetings along with more frequent meetings as needed were coordinated to ensure optimal input and planning. Social workers facilitated family participation in the youths’ treatment and assisted the multi-disciplinary teams in identifying and eliminating barriers to treatment and goal attainment. In addition, social workers conducted biannual surveys of juveniles to assess and perceptions regarding safety and services received in the facility, and addressed any concerns identified.
  - Reintegration and aftercare planning. Social workers collaborated with the youth, family and court counselors from the home community to determine the release/reintegration schedule and to facilitate activities designed to prepare the juvenile for successful community adjustment. Support in these efforts was also provided by the Transition Services Coordinator in the Education Services Section. On-site visits with the juvenile’s family began following admission and continued throughout the youth’s placement to facilitate effective and healthy family relationships. Supervised home visits to the juvenile’s home and/or identified placement began after six months of commitment, depending upon the youth’s progress on his individualized service plan goals. Specific and detailed community reintegration plans were discussed and developed with the youth, family, facility staff and community providers and stakeholders to provide support for the juvenile and family upon his return to the home. Connection and



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

linkage to the identified services were facilitated in conjunction with court services staff. Juvenile risks of reoffending were considered in release planning, as well as juvenile needs and community safety. Services considered for the youth during reintegration included services in the following areas: residential, academic and vocational, substance abuse, mentoring, mental health, physical health, peer involvement, parental ability for supervision, and any special needs. Social workers remained available to court counselors to convene a service planning team or to provide access to other team members for support or consultation during a youth's post-release period.

## **Supplemental Services**

- **Chatham YDC:**

- Specialized mental health services and programming. Staff at Chatham YDC continued to incorporate trauma-informed principles into their practice and operations. Psychological assessment data gathered in 2012-13 revealed that 100 percent of the girls and more than 60 percent of the boys admitted to Chatham YDC had histories of exposure traumatic events (e.g., sexual assault, domestic violence, traumatic losses, community violence, substance abuse or mental illness in a parent). Each of the mental health clinicians at Chatham were trained in TF-CBT, an evidence-based individual treatment for trauma-related disorders described in a previous section of this report. In addition, staff continued to introduce assignments rooted in restorative justice principles to address misbehavior in an effort to reduce the use of restraints and seclusion in response to acting-out behavior. An evidence-based group intervention, Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), was offered to youth in need of assistance in managing self-management, distress and behavioral problems resulting from exposure to traumatic stress.
- Substance abuse services. Juveniles identified as in need of further evaluation and/or treatment for substance abuse were seen in individual treatment by a certified substance abuse counselor who worked at the facility on a contractual basis for most of the fiscal year.
- Gang intervention and prevention services / Reintegration and aftercare services. Psychoeducational programming aimed at increasing motivation and readiness for change, and reducing risk of involvement in gang activity was introduced this year to all youth at Chatham YDC. These psychoeducational groups use the 100-hour curriculum that was piloted last year through a grant-funded initiative at Stonewall Jackson and Edgecombe YDCs. The curriculum (the Phoenix Curriculum), designated a "promising practice" by the National Gang Center/OJJDP/Bureau of Justice Assistance (Department of Justice), continues to be offered to all youth at the facility.  
<http://www.nationalgangcenter.gov/SPT/Programs/3544>

- **Dillon YDC:**

- Sex offender services. Juveniles adjudicated for sex offenses or who demonstrated hypersexualized behavior received specialized evaluation and intervention by staff psychologists with specialized expertise in the area.

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

- Substance abuse services. Juveniles in need of substance abuse education or intervention participated in a group-based substance abuse prevention and education program administered by staff psychologists.
- Gang intervention and prevention services / Reintegration and aftercare services. Psychoeducational programming aimed at increasing motivation and readiness for change, and reducing risk of involvement in gang activity was introduced this year to all youth at Dillon YDC. These psychoeducational groups use the 100-hour curriculum that was piloted last year through a grant-funded initiative at Stonewall Jackson and Edgecombe YDCs. The curriculum (the Phoenix Curriculum), designated a “promising practice” by the National Gang Center/OJJDP/Bureau of Justice Assistance (Department of Justice), continues to be offered to all youth at the facility.  
<http://www.nationalgangcenter.gov/SPT/Programs/3544>
- **Dobbs - Lenoir YDC:**
  - Sex offender services. Juveniles committed for sex offenses or who demonstrated sexualized behaviors received specialized evaluation and treatment from a contract psychologist with expertise in this area.
  - Substance abuse services. As is the case at other YDCs, juveniles at Dobbs YDC underwent a brief substance abuse screening as a component of their initial mental health and suicide risk screening. Those identified as in need of further evaluation and/or treatment for substance abuse were seen in individual treatment by a certified substance abuse counselor who worked at the facility on a contractual basis.
  - Gang intervention and prevention services / Reintegration and aftercare services. Psychoeducational programming aimed at increasing motivation and readiness for change, and reducing risk of involvement in gang activity was introduced this year to all youth at Dobbs-Lenoir YDC. These psychoeducational groups use the 100-hour curriculum that was piloted last year through a grant-funded initiative at Stonewall Jackson and Edgecombe YDCs. The curriculum (the Phoenix Curriculum), designated a “promising practice” by the National Gang Center/OJJDP/Bureau of Justice Assistance (Department of Justice), continues to be offered to all youth at the facility.  
<http://www.nationalgangcenter.gov/SPT/Programs/3544>
- **Stonewall Jackson YDC:**
  - Gang intervention and prevention services / Reintegration and aftercare services. As part of a grant-funded gang intervention initiative that was completed last fall, juveniles at Stonewall Jackson participated in up to 100 hours of psychoeducational programming aimed at increasing motivation and readiness for change, and reducing risk of involvement in gang activity. They also benefited through this same initiative from specialized intensive aftercare services that identified community supports and aftercare service providers who worked with youth during the final three months of their stay to provide for a more seamless transition to their home community at the time of release. Psychoeducational groups continue to offer this 100-hour curriculum (the Phoenix Curriculum) to all

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

youth at the facility. This curriculum has been identified as a “promising practice” by the National Gang Center/OJJDP/Bureau of Justice Assistance (Department of Justice). <http://www.nationalgangcenter.gov/SPT/Programs/3544>

- Pet care. A pet care program providing both vocational training and therapeutic benefits continued to be offered at Stonewall Jackson to youth referred for participation by their service planning teams.
- Sex offender services. Juveniles adjudicated for sex offenses or who demonstrated hypersexualized behavior received comprehensive evaluation and intervention on an 8-bed unit providing intensive multidisciplinary treatment services addressing their specialized needs.
- Substance abuse services. Juveniles identified as in need of further evaluation and/or treatment for substance abuse were seen in individual treatment by a licensed clinical addictions specialist or by two certified substance abuse counselors employed by the facility.

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

**FY 2012-2013**

<b>Facility</b>	<b>Average Length of Stay (in days)</b>
C.A. Dillon	425
Chatham	358
Dobbs	323
Edgecombe*	350
Stonewall Jackson	315

\*Edgecombe YDC was closed on 10/1/2012

**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 unless they were being transferred between the merged facilities.
  - Merges Dobbs/Lenoir and Jackson/Cabarrus (back & forth under same budget code)
- 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 (425 days). This is due to transfers and time spent in detention awaiting placement at a YDC.

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

**FY 2012-2013**

<b>Facility</b>	<b>Number of Assaults on Staff</b>
C. A. Dillon	33
Chatham	20
Dobbs – Lenoir Complex	20
Edgecombe*	0
Stonewall Jackson	19
<b>TOTAL</b>	<b>92</b>

\*Edgecombe YDC was closed on 10/1/2012