



Juvenile Jurisdiction Advisory Committee (S.L. 2017-57) Juvenile Age Interim Report

Bill D. Davis, Co-Chair

Garry Frank, Co-Chair

March 1, 2018
Members of the North Carolina General Assembly
16 W. Jones Street
Raleigh, NC 27601

Dear Members of the North Carolina General Assembly,

Pursuant to S.L. 2017-57 [SECTION 16D.4.(rr)], *Juvenile Justice Reinvestment Act*,

“By March 1, 2018, the Advisory Committee shall submit an interim report to the General Assembly with copies to the Joint Legislative Oversight Committee on Justice and Public Safety and to the Appropriations Committees on Justice and Public Safety of both houses containing (i) the specific plan and the cost estimates for capital, operating, and staffing costs for implementation of this section, including legislative, administrative, and funding recommendations necessary to implement the increase in juvenile jurisdiction to include 16- and 17-year-old persons and (ii) cost estimates for capital, operating, and staffing costs if the implementation of this section was staggered based on age. The interim report shall also include its findings and recommendations as to whether the extension of jurisdiction in delinquency matters and proceedings should include juveniles who commit the following offenses:

- (1) Habitual misdemeanor assault (G.S. 14-33.2).
- (2) Crime against nature (G.S. 14-177).
- (3) Obscene literature and exhibitions (G.S. 14-190.1).
- (4) Third degree sexual exploitation of a minor (G.S. 14-190.17A).
- (5) Solicitation of a child by computer to commit an unlawful sex act (G.S. 14-202.3).
- (6) Stalking when court order in effect (G.S. 14-277.3A).
- (7) The Class A1 offense of misdemeanor assault on a law enforcement officer.
- (8) Assault inflicting serious bodily injury; strangulation (G.S. 14-32.4).
- (9) Fraudulently setting fire to dwelling houses (G.S. 14-65).
- (10) Any offense requiring registration as a sex offender pursuant to Article 27A of Chapter 14 of the General Statutes.
- (11) Any other offense the Committee deems appropriate for exclusion.”

Please find the Juvenile Age Interim Report attached.

Sincerely,

A handwritten signature in black ink that reads "Bill D. Davis".

Bill D. Davis, Co-Chair

A handwritten signature in black ink that reads "Garry Frank".

Garry Frank, Co-Chair

Juvenile Jurisdiction Advisory Committee Members (Name, City, Appointed by):

BETTY BUDD

Arden - President Pro
Tempore of the Senate

TARRAH E. CALLAHAN

Raleigh - Speaker of the
House of Representatives

DARREN E. CAMPBELL

Statesville - Speaker of the
House of Representatives

J.H. CORPENING, II

Wilmington - Speaker of the
House of Representatives

BILL D. DAVIS

Co-Chair :: North
Wilkesboro - President Pro
Tempore of the Senate

GARRY FRANK

Co-Chair :: Lexington –
Speaker of the House of
Representatives

MICHELLE HALL

Raleigh - Ex-officio

KRISTA HIATT

Statesville - Governor

ERIK A. HOOKS

Raleigh - Governor's Crime
Commission

RACHEL JOHNSON

Raleigh - Ex-officio
designee

JENNIFER J. KNOX

Raleigh - President Pro
Tempore of the Senate

WILLIAM L. LASSITER

Raleigh - Ex-officio

JEFFREY LEDFORD

Kings Mountain - President
Pro Tempore of the Senate

KYM MARTIN

Raleigh - Ex-officio designee

MARTIN C. MCGEE

Concord - Chief Justice of
the NC Supreme Court

CAROL MCMANUS

Gastonia - Governor

ROBERT B. RADER

Raleigh - Chief Justice of the
NC Supreme Court

MARY D. STANSELL

Raleigh - NC Association
of Public Defenders

HEATHER TARASKA

Charlotte - Conference of
District Attorneys

MARION R. WARREN

Raleigh - Ex-officio

ERIC ZOGRY

Raleigh - Ex-officio

cc: Joint Legislative Oversight Committee on Justice and Public Safety
Senate Appropriations Committee on Justice and Public Safety
House Appropriations Committee on Justice and Public Safety



NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY

Juvenile Jurisdiction Advisory Committee Juvenile Age Interim Report

Division of Adult Correction and Juvenile Justice

March 1, 2018

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EXECUTIVE SUMMARY

In 2017, the North Carolina General Assembly passed the Juvenile Justice Reinvestment Act as part of S257, the 2017 Session Budget Bill (S.L. 2017-57). The Act “increase[s] the age of juvenile jurisdiction, except for certain felonies.” Among its provisions is the establishment of the Juvenile Jurisdiction Advisory Committee [SECTION 16D.4.(kk)], which serves as a 21-member advisory group to the Department of Public Safety’s Division of Adult Correction and Juvenile Justice. The Juvenile Jurisdiction Advisory Committee submits this report to meet a March 1, 2018, reporting requirement.

Enclosed, you will find:

- ✓ A Juvenile Justice Reinvestment Act key implementation dates plan
- ✓ Juvenile Justice, Office of Juvenile Defender, and Administrative Office of the Courts’ FY 18-19 capital, operating, and staffing funding recommendations: \$6,245,146 (recurring), \$2,769,888 (nonrecurring), and \$7,191,000 in capital
- ✓ A recommendation that implementation be undertaken in full, at one time, rather than staggered given the annual savings associated with full implementation
- ✓ A recommendation to include items in SECTION 16D.4.(rr) (1) through SECTION 16D.4.(rr) (10) in juvenile jurisdiction. The committee further recommends amending SECTION 16D.4.(rr) (10) to read “Any H, I, or misdemeanor offense requiring registration as a sex offender pursuant to Article 27A of Chapter 14 of the General Statutes.”
- ✓ Housing and Transfer legislation recommendations
 - All persons less than 18 years of age who are ordered to be held in custody prior to their trial or adjudication, whether in adult court or juvenile court, shall be housed in an approved Juvenile Justice Section facility, and not be incarcerated in county jails (unless the county jail has an agreement with the Juvenile Justice Section to house juveniles); and
 - Once it is determined that a person less than 18 years of age will be held in custody prior to trial or adjudication, that person shall be transported to and from the approved Juvenile Justice Section facility by Juvenile Justice Section personnel or personnel authorized by the Juvenile Justice Section; and
 - All persons less than 18 years of age who are convicted in adult court and are sentenced to be held in custody shall be housed in an approved facility operated by the Adult Correction and Juvenile Justice Division and not be incarcerated in county jails (unless the county jail has an agreement with the Juvenile Justice Section to house juveniles); and
 - Any person who is held in the custody of the Juvenile Justice Section prior to their trial in adult court, upon becoming 18 years of age, shall be transferred to the custody of the county jail where the charges arose by Juvenile Justice Section personnel or personnel authorized by the Juvenile Justice Section.
- ✓ Further, the committee requests that the General Assembly fund a unified video conferencing system, with the Administrative Office of Courts to administer standards in consultation with the Department of Public Safety, that allows communication between both juvenile detention and adult detention facilities and the courts to reduce transportation costs, improve access to the courts, and improve safety.

The report provides information about actions to date by both the Division of Adult Correction and Juvenile Justice as well as by the Juvenile Jurisdiction Advisory Committee. Actions by Juvenile Justice have included establishing internal implementation workgroups and holding a series of community engagement and stakeholder forums. Completed tasks include: greater protections for victims via revised victim letters, and greater law enforcement access (with certain limitations) to juvenile information.

Several issues are noted for future attention by the Juvenile Jurisdiction Advisory Committee.

Additional information that is supportive of this report can be found at: <https://www.ncdps.gov/our-organization/juvenile-justice/key-initiatives/raise-age-nc>.

INTRODUCTION

In 2017, the North Carolina General Assembly passed the Juvenile Justice Reinvestment Act as part of S257, the 2017 Session Budget Bill (S.L. 2017-57). The Act “increase[s] the age of juvenile jurisdiction, except for certain felonies.”

Among its many provisions is the establishment of the Juvenile Jurisdiction Advisory Committee [SECTION 16D.4.(kk)] which is to serve as a 21-member advisory group to the Department of Public Safety’s Division of Adult Correction and Juvenile Justice. Per SECTION 16D.4.(pp), “The Advisory Committee shall develop a specific plan for the implementation of any changes in the juvenile justice system that would be required in order to extend jurisdiction in delinquency matters and proceedings to include 16- and 17-year-old persons within the juvenile justice system. The plan shall include cost estimates for each portion of the plan, including capital costs, operating costs, and staffing costs. As the expansion of the jurisdiction of the Division of Juvenile Justice to include persons 16 and 17 years of age who commit crimes or infractions becomes effective pursuant to this act, the Advisory Committee shall monitor and review the implementation of the expansion and shall make additional recommendations to the General Assembly as necessary.”

SECTION 16D.4(rr) of the Act requires that an interim report be submitted to the General Assembly by March 1, 2018. The interim report is to contain:

(i) the specific plan and the cost estimates for capital, operating, and staffing costs for implementation of this section, including legislative, administrative, and funding recommendations necessary to implement the increase in juvenile jurisdiction to include 16- and 17-year-old persons and (ii) cost estimates for capital, operating, and staffing costs if the implementation of this section was staggered based on age. The interim report shall also include its findings and recommendations as to whether the extension of jurisdiction in delinquency matters and proceedings should include juveniles who commit the following offenses:

- (1) Habitual misdemeanor assault (G.S. 14-33.2).
- (2) Crime against nature (G.S. 14-177).
- (3) Obscene literature and exhibitions (G.S. 14-190.1).
- (4) Third degree sexual exploitation of a minor (G.S. 14-190.17A).
- (5) Solicitation of a child by computer to commit an unlawful sex act (G.S. 14-202.3).
- (6) Stalking when court order in effect (G.S. 14-277.3A).
- (7) The Class A1 offense of misdemeanor assault on a law enforcement officer.
- (8) Assault inflicting serious bodily injury; strangulation (G.S. 14-32.4).
- (9) Fraudulently setting fire to dwelling houses (G.S. 14-65).
- (10) Any offense requiring registration as a sex offender pursuant to Article 27A of Chapter 14 of the General Statutes.
- (11) Any other offense the Committee deems appropriate for exclusion.

The following report is submitted to meet the March 1, 2018, interim report requirement and reflects work to date on the Juvenile Justice Reinvestment Act. Per the Act [SECTION 16D.4(rr)], “the Advisory Committee shall submit additional interim reports with updates on the planning steps completed towards implementation, including any legislative, administrative, and funding recommendations, annually by January 15 of each year. The Advisory Committee shall submit a final report on the implementation of this section and its findings and recommendations, including legislative, administrative, and funding recommendations, by January 15, 2023, to the General Assembly and the Governor. The Advisory Committee shall terminate on February 1, 2023, or upon the filing of its final report, whichever occurs earlier.”

BACKGROUND: ACTIONS TO DATE

Division of Adult Correction and Juvenile Justice

The Division of Adult Correction and Juvenile Justice kicked off implementation planning efforts for the Juvenile Justice Reinvestment Act with the Raise the Age Planning Retreat in September, 2017, in Winston-Salem, NC. Attendees included juvenile justice management from throughout the State. Professionals gathered in multi-disciplinary teams (Administration, Court Services, Community Programs, and Facilities) to discuss the best path forward.

Juvenile Justice Deputy Secretary William L. Lassiter presented information to the attendees which included statewide and county-specific data, fiscal impact, and the legislation. Assistant Legal Counsel, North Carolina Administrative Office of the Courts, LaToya B. Powell joined Mr. Lassiter in presenting the legislation portion of the presentation.

Teams were organized into a Facility block (education, clinical/mental health/health care services), a Community Programs block (funding allocation and community programs strategic planning), a Court Services block (stakeholder forum planning and transportation), and an Administration block (Human Resources, onboarding, and training). The teams agreed that open communication is key to success, that there is much work to be done, and that Juvenile Justice is committed to successful implementation.

Teams decided on eleven internal workgroups (“Raise the Age Implementation Workgroups”), which would incorporate five key components regarding impact and need related to the changes ahead: (1) safety; (2) information technology; (3) strategic planning; (4) policy and process; and (5) training. The workgroups were named as follows:

1. Community Engagement Forums
2. Transportation
3. Court Services Human Resources and Onboarding

4. Law Enforcement Training
5. JCPC Funding Allocation and Community Programs Strategic Planning
6. Facility Design, to include A-G Felony planning for housing
7. Youth Development Center (YDC) and Detention Center (DC) Programming, to include A-G planning for long-term programming
8. Re-entry, PRS & Step-downs
9. Education, to include vocational programming
10. Mental Health and Substance Use
11. Health Care Services

Raise the Age Implementation Workgroups

10/6/17



Workgroups submitted preliminary findings/recommendations in advance of the Juvenile Jurisdiction Advisory Committee’s January 11, 2018, meeting. These recommendations were processed for priority, which was defined as any recommendation that required

funding in FY 18-19, for this report. Detailed information about the work of these groups can be found in Appendix A.

Juvenile Jurisdiction Advisory Committee

Per the Juvenile Justice Reinvestment Act, the Juvenile Jurisdiction Advisory Committee shall consist of 21 members (with designees serving as ex officio members):

- (1) The Deputy Commission for Juvenile Justice of the Division of Adult Correction and Juvenile Justice of the Department of Public Safety.
- (2) The Director of the Administrative Office of the Courts.
- (3) The Director of the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services of the Department of Health and Human Services.
- (4) The Superintendent of Public Instruction.
- (5) The Juvenile Defender in the Office of Indigent Defense.
- (6) The Executive Director of the North Carolina Sentencing and Policy Advisory Commission.
- (7) One representative from the Juvenile Justice Planning Committee of the Governor's Crime Commission.

The remaining members shall be appointed as follows:

- (8) Two chief court counselors appointed by the Governor, one to be from a rural county and one from an urban county.
- (9) One chief district court judge and one superior court judge appointed by the Chief Justice of the North Carolina Supreme Court.
- (10) One police chief appointed by the President Pro Tempore of the Senate.
- (11) One sheriff appointed by the Speaker of the House of Representatives.
- (12) One clerk of superior court appointed by the President Pro Tempore of the Senate.
- (13) One district attorney appointed by the Speaker of the House of Representatives.
- (14) One assistant district attorney who handles juvenile matters appointed by the Conference of District Attorneys.
- (15) One assistant public defender who handles juvenile matters appointed by the North Carolina Association of Public Defenders.
- (16) Two representatives from the juvenile advocacy community, one appointed by the President Pro Tempore of the Senate and one appointed by the Speaker of the House of Representatives.
- (17) Two representatives from the victim advocacy community, one appointed by the President Pro Tempore of the Senate and one appointed by the Speaker of the House of Representatives.

The list of Juvenile Jurisdiction Advisory Committee members follows.

Name	Role
1. Betty Budd	Representative from the victim advocacy community
2. Tarrah E. Callahan	Representative from the juvenile advocacy community
3. Darren E. Campbell	Sheriff
4. J.H. Corpening, II	Representative from the victim advocacy community
5. Bill D. Davis, Co-Chair	Representative from the juvenile advocacy community
6. Garry Frank, Co-Chair	District Attorney
7. Michelle Hall	Executive Director of the North Carolina Sentencing and Policy Advisory Commission
8. Krista Hiatt	Chief Court Counselor (rural county)
9. Erik A. Hooks	Representative from the Juvenile Justice Planning Committee of the Governor's Crime Commission
10. Rachel Johnson	Director of the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services of the Department of Health and Human Services
11. Jennifer J. Knox	Clerk of Superior Court
12. William L. Lassiter	Deputy Commissioner for Juvenile Justice of the Division of Adult Correction and Juvenile Justice of the Department of Public Safety
13. Jeffrey Ledford	Police Chief
14. Kym Martin	Superintendent of Public Instruction
15. Martin B. McGee	Superior Court Judge
16. Carol McManus	Chief Court Counselor (urban county)
17. Robert B. Rader	Chief District Court Judge
18. Mary D. Stansell	Assistant public defender who handles juvenile matters
19. Heather Taraska	Assistant district attorney who handles juvenile matters
20. Marion R. Warren	Director of the Administrative Office of the Courts
21. Eric Zogry	Juvenile Defender in the Office of Indigent Defense

The Juvenile Jurisdiction Advisory Committee (JJAC) met three times (December 4, 2017; January 11, 2017; February 20, 2018) to work towards recommendations for the General Assembly.

At the December 4, 2017, meeting:

- Jessie Smith, University of North Carolina Professor of Public Law and Government, gave a presentation on the work involved in the passage of “Raise the Age.” The PowerPoint presentation included a review of how S257 was developed, the key discussions amongst stakeholders (covered offenses, transfers, pre-trial custody/transportation, and information needs), and the rationale for the NC Commission on the Administration of Law and Justice (NCCALJ) recommendations.
- Members heard from Mr. William Lassiter, Deputy Secretary for the Adult Correction and Juvenile Justice’s Juvenile Justice Section, regarding the history of Juvenile Justice, the current organizational structure and court process, the contents of the Juvenile Justice Reinvestment Act (JJRA), the data that supports

the timing of this implementation, the rationale for the extension of juvenile age, the Juvenile Jurisdiction Advisory Committee responsibilities within the statute, Committee reporting requirements, and completed JJRA tasks such as Juvenile Justice's implementation of victim letters and a law enforcement consultation log.

- Deputy Secretary Lassiter and Assistant Legal Counsel, North Carolina Administrative Office of the Courts, LaToya B. Powell presented information on the legislation, planning, and policy considerations involved in Raise the Age. The three (3) primary policy considerations presented were: (1) Early Intervention funding, because the premise of successfully intervening early in problem behaviors drives the success of reduced recidivism; (2) Transportation, because this involves collaboration between law enforcement and the Division of Adult Correction and Juvenile Justice within the Department of Public Safety through reimbursement funding and new transportation drivers strategically positioned across the State; and (3) Detention, because the housing of youth charged with A-G felonies (transferees) until conviction involves collaboration with county detention centers that are interested in expanding their number of beds, jail administrators interested in meeting Juvenile Justice's detention standards, and Juvenile Justice professionals (Facility Operations and Clinical Services) who would accomplish renovation of existing facilities and determine age-appropriate and long-term programming for these youth who would stay in juvenile detention approximately 259 days.

At the January 11, 2018 meeting:

- Members heard from the following agency representatives regarding fiscal needs for FY 18-19:
 - William L. Lassiter, Deputy Secretary for Juvenile Justice,
 - Marion Warren, the Director of the Administrative Office of the Courts, and Brad D. Fowler, the Administrative Office of the Courts' Research, Policy and Planning Officer, and
 - Eric J. Zogry, the State's Juvenile Defender. Mr. Zogry also conveyed a history of the laws of indigent representation.
- JJAC member, Judge Jay Corpening presented to the committee regarding the school-justice partnerships initiative, the work accomplished to date, and projects taking shape. Judge Corpening conveyed that New Hanover, Wake, Mecklenburg, Brunswick, and Orange counties already have agreements in place. He spoke to the 8th District Pilot Project (Wayne, Lenoir, and Green), and to counties like Pitt, Halifax, and Onslow that are in the planning stages. Judge Corpening also spoke to the 2-day Chief District Court Judge Leadership Training at the UNC-School of Government. He is working with a team of professionals to create by Spring of 2018, a comprehensive toolkit for developing a school-justice partnership agreement, which includes:
 - A step-by-step guide to school-justice partnerships

- Tools, such as model agreements, graduated responses
- Frequently asked questions (with answers)
- Summaries of research on the topic
- Sample timelines
- Sample meeting agendas
- Sample presentations including training
- Contacts for administrative and expert support

The Administrative Office of the Courts is developing a webpage dedicated to School-Justice Partnerships, video resources, and facilitator training to enhance the development of partnerships across the State. Judge Corpening plans to focus first on the districts that have already expressed an interest in creating a school justice partnership. With support from the Chief Justice and Director of the Administrative Office of the Courts, the initiative is progressing towards successful implementation. Judge Corpening emphasized the importance of immediate consequences for youth. He challenged members to think as parents, about the importance of connecting a consequence to a specific behavior. School-justice partnerships can make a more lasting impression on a youth than a court visit several months down the road - because the action and consequence are more clearly linked in the developing brain.

- Three subcommittees were created to work towards implementation specifics. Those committees are: (1) the Legislative and Legal Issues subcommittee; (2) the Housing of Transfers subcommittee; and (3) the School-Justice Partnerships subcommittee. Recommendations were compiled by subcommittees on January 24 (Legislative and Legal Issues), January 26 (Housing of Transfers), and February 9 (School-Justice Partnerships) of 2018. Juvenile Jurisdiction Advisory Committee members volunteered for one or more of the subcommittees. Members added advisory members, who are unable to vote on recommendations, but act in a resource/expertise-supportive role.

Subcommittee members are listed in the following chart.

Transfers Subcommittee	Legislative Revisions & Legal Issues Subcommittee	School-Justice Partnership Subcommittee
<u>Voting Members</u>	<u>Voting Members</u>	<u>Voting Members</u>
Darren Campbell (Chair)	Heather Taraska (Chair)	Judge Jay Corpening (Chair)
Bill D. Davis	Tarrah Callahan	Betty Budd
Michelle Hall	Michelle Hall	Tarrah Callahan
William L. Lassiter	Krista Hiatt	Krista Hiatt
Marty McGee	Garry Frank	Rachel Johnson
Carol McManus	Jennifer Knox	Jeffery Ledford
Eric Zogry	Marty McGee	Kym Martin
	Robert Rader	Mary Stansell
	Mary Stansell	
	Eric Zogry	
<u>Advisory Members</u>	<u>Advisory Members</u>	<u>Advisory Members</u>
Susanna Birdsong	Ronnie Ansley	Ronnie Ansley
Eddie Caldwell	Maxine Evans-Armwood	Peggy Nicholson
Gene Hallock	Dawn Blagrove	Cindy Porterfield
LaToya Powell	Chuck Mallonee	Jon Powell
Carrie Randa	LaToya Powell	LaToya Powell
Mike Rieder	Carrie Randa	Kimberly Quintus
James Speight	Joe Testino	
Jean Steinberg	Ricky Watson	

At the February 20, 2018, meeting:

- Ms. Heather Taraska, Assistant District Attorney in Mecklenburg County and Chair of the Legislative Revisions & Legal Issues Subcommittee, reported on offense recommendations required from the Juvenile Jurisdiction Advisory Committee by the North Carolina General Assembly for this report. The Juvenile Jurisdiction Advisory Committee voted on these recommendations which are offered in the following section.
- Mr. William L. Lassiter, Deputy Secretary for the Adult Correction and Juvenile Justice's Juvenile Justice Section, presented on behalf of Housing of Transfers Subcommittee Chair Sheriff Darren Campbell. Mr. Lassiter reviewed five administrative recommendations. The Juvenile Jurisdiction Advisory Committee voted on these recommendations which are offered in the following section.
- Mr. Lassiter reported on the contents of this report as well as a recommendation as to whether the implementation of the Act should be in full or staggered. The Juvenile Jurisdiction Advisory Committee approved the contents provided to them at the time of the meeting as well as recommended full implementation which is discussed in the following section.

- Included in Mr. Lassiter's report was information about costs and a funding request for Juvenile Justice. Mr. Eric Zogry, Juvenile Defender in the Office of Indigent Defense, presented a funding request for the Office of Juvenile Defender. Mr. Brad Fowler, Research, Policy and Planning Officer from the Administrative Office of the Courts, presented a funding request for the Administrative Office of the Courts. These requests are discussed in the Funding Recommendations section which follows.

RECOMMENDATIONS

As noted earlier, SECTION 16D.4(rr) of the Act requires that this interim report contain:

- (i) the specific plan and the cost estimates for capital, operating, and staffing costs for implementation of this section, including legislative, administrative, and funding recommendations necessary to implement the increase in juvenile jurisdiction to include 16- and 17-year-old persons and (ii) cost estimates for capital, operating, and staffing costs if the implementation of this section was staggered based on age.

The former is referred to as "full implementation" and the latter, "staggered implementation."

Other findings and recommendations to be included per the Act, involve "whether the extension of jurisdiction in delinquency matters and proceedings should include juveniles who commit the following offenses:

- (1) Habitual misdemeanor assault (G.S. 14-33.2).
- (2) Crime against nature (G.S. 14-177).
- (3) Obscene literature and exhibitions (G.S. 14-190.1).
- (4) Third degree sexual exploitation of a minor (G.S. 14-190.17A).
- (5) Solicitation of a child by computer to commit an unlawful sex act (G.S. 14-202.3).
- (6) Stalking when court order in effect (G.S. 14-277.3A).
- (7) The Class A1 offense of misdemeanor assault on a law enforcement officer.
- (8) Assault inflicting serious bodily injury; strangulation (G.S. 14-32.4).
- (9) Fraudulently setting fire to dwelling houses (G.S. 14-65).
- (10) Any offense requiring registration as a sex offender pursuant to Article 27A of Chapter 14 of the General Statutes.
- (11) Any other offense the Committee deems appropriate for exclusion."

The following sections will first address the plan and cost estimates as well as recommendations regarding administration (specifically housing of transfers) and offenses; then funding recommendations will be offered.

Discussion of Plan and Cost Estimates for 16- and 17-Year Old Persons: Full Implementation and Staggered Implementation

The following chart offers key dates for implementation of the Act. As reflected in the chart, several key actions have already been taken and completed (see Appendix C). Appendix D provides a detailed Implementation Plan Timeline starting with FY17-18 and going to FY 22-23.

Plan: Key Implementation Dates

Deadline	Task
7/1/2017	School-Justice Partnerships
7/1/2017	Training for Law Enforcement Officers & Sheriffs
7/1/2017	JJ Advisory Committee created
10/1/2017	Victim Rights (Intake Letters)
10/1/2017	Law Enforcement Access to Information (Consultations)
3/1/2018	JJ Advisory Committee submits interim report to NCGA
7/1/2018	J-Wise Access (AOC Electronic Record)
12/1/2019	New Juvenile Jurisdiction BEGINS
12/1/2019	Juvenile Gang Suppression
1/15/2023	JJ Advisory Committee submits final report to NCGA

The requirement to include “Cost estimates for capital, operating, and staffing costs if the implementation of the section is staggered based on age” refers to a *staggered implementation*: extending the juvenile age to 16 at one point, and then extending the juvenile age to 17 at another point. This staggered approach is not recommended, as the implementation savings of forgoing full implementation until a later date is not as great as the implementation barriers, process redundancies, or savings realized by implementation.

At the age of offense, 16-year-olds represent 44% of the expected population; 17-year-olds represent 56%. The North Carolina General Assembly allocated \$519,600 in FY 17-18 and \$478,000 in FY 19-20 planning funds. This funding sets up the data reporting infrastructure to allow for counties to be provided with basic data needed to make decisions regarding implementing S257 in their localities. It allows for response to JJAC reporting needs, the creation and delivery of education and training programs for stakeholders and juvenile justice professionals, forums to acquire input and feedback

from localities, and youth development center site planning. For staggered implementation, the planning requirement would be an additional \$647,600.

In 2011, the Youth Accountability Planning Task Force [S.L. 2006-248 (Sections 34.1 and 34.2)] submitted its final report to the North Carolina General Assembly. The Task Force's report included a cost-benefit analysis, conducted by the Vera Institute of Justice in consultation with the Systems Costs Work Group, of prosecuting 16- and 17-year-old misdemeanants and low-level felons in juvenile court. That report estimated net benefits of \$52.3 million. This analysis accounted for government costs to implement the policy change.

If implementation was staggered, the greatest benefit return is in Year 2, as the applicable 17-year-old population (4,853 juveniles) is greater than the applicable 16-year-old population (3,820). Staggered implementation would postpone the potential \$29,263,274 annual savings.

Administration Recommendations

Additionally, the Juvenile Jurisdiction Advisory Committee recommends supporting legislation that would provide for the following:

- All persons less than 18 years of age who are ordered to be held in custody prior to their trial or adjudication, whether in adult court or juvenile court, shall be housed in an approved Juvenile Justice Section facility, and not be incarcerated in county jails (unless the county jail has an agreement with the Juvenile Justice Section to house juveniles); and
- Once it is determined that a person less than 18 years of age will be held in custody prior to trial or adjudication, that person shall be transported to and from the approved Juvenile Justice Section facility by Juvenile Justice Section personnel or personnel authorized by the Juvenile Justice Section; and
- All persons less than 18 years of age who are convicted in adult court and are sentenced to be held in custody shall be housed in an approved facility operated by the Adult Correction and Juvenile Justice Division and not be incarcerated in county jails (unless the county jail has an agreement with the Juvenile Justice Section to house juveniles); and
- Any person who is held in the custody of the Juvenile Justice Section prior to their trial in adult court, upon becoming 18 years of age, shall be transferred to the custody of the county jail where the charges arose by Juvenile Justice Section personnel or personnel authorized by the Juvenile Justice Section.

The committee requests that the General Assembly “fund a unified video conferencing system, with the Administrative Office of Courts to administer standards in consultation with the Department of Public Safety, that allows communication between both juvenile

detention and adult detention facilities and the courts to reduce transportation costs, improve access to the courts, and improve safety.”

Offense Recommendations

The following recommendations are made after consideration of FY 15-16 charge (145 statistical defendants) and conviction (63 convictions) data. An examination of existing law shows available felonious options for the majority of offenses listed in SECTION 16D.4.(rr). Stakeholders have advised that implementation of treating certain offenses instead of classes of offenses differently presents a challenge to an officer on the street, who will need to determine whether to file a complaint or seek a warrant/ citation/ summons.

- The committee recommends including items in SECTION 16D.4.(rr) (1) through SECTION 16D.4.(rr) (10) in juvenile jurisdiction.
- The committee further recommends amending SECTION 16D.4.(rr) (10) to read “Any H, I, or misdemeanor offense requiring registration as a sex offender pursuant to Article 27A of Chapter 14 of the General Statutes.”

Funding Recommendations

Juvenile Justice

The Juvenile Jurisdiction Advisory Committee recommends funding the Department of Public Safety in FY 18-19 as follows:

	FTEs	2018-19 Recurring	2018-19 Nonrecurring	2019-20 Recurring, Annualized for 18-19 requested positions	2019-20 Nonrecurring
Court Services	65	\$ 819,967	\$ 1,154,705	\$ 4,613,748	\$ -
Community Programs					
JCPC	5	\$ 3,579,120	\$ 91,285	\$ 3,790,733	\$ -
Contractual	1	\$ 163,308	\$ 249,057	\$ 7,499,058	\$ -
Transportation	15	\$ 185,260	\$ 1,152,000	\$ 741,038	\$ -
Facility Capital			\$ 7,191,000		
		\$ 4,747,654	\$ 9,838,047	\$ 16,644,577	\$ -
		\$ 14,585,701		\$ 16,644,577	

- 65 positions of the total 292 Court Services positions should be allocated for FY 18-19 beginning 5/1/2019. Associated vehicles (35), furniture, and computer equipment are included in the above totals for the FY 18-19 requested positions.
- 6 positions of the total 13 Community Programs positions should be allocated for FY 18-19 beginning 1/1/2019. Associated vehicles (5), furniture, and computer equipment are included in the above totals for the FY18-19 requested positions.
- \$200,000 in contractual residential (non-recurring) should be allocated for FY 18-19 beginning 1/1/2019. \$125,000 in community-based contractual (recurring) should be allocated for FY 18-19 beginning 1/1/2019. \$3.4 million should be allocated for Juvenile Crime Prevention Council (JCPC) early intervention approach funds.
- 15 total transportation positions should be authorized for FY 18-19 beginning 4/1/2019. 32 passenger vans should be authorized at \$36,000 per van in FY 18-19.
- FY 18-19 funding requests should be annualized at the FY 19-20 amounts indicated above. Additional detail appears later in this report.

Additional explanation of the Juvenile Justice recommendation can be found in Appendix A which offers information from each of the Juvenile Justice Raise the Age Implementation Workgroups.

Office of Juvenile Defender

The Juvenile Jurisdiction Advisory Committee recommends funding the Office of Juvenile Defender as follows:

- \$129,575 in FY 18-19 and \$222,248 in FY 19-20.
- These funds are recommended because the Office of Juvenile Defender is anticipating increased work in juvenile court with implementation of the Juvenile Justice Reinvestment Act and is requesting one additional attorney position for FY2019. OJD will need a contracts administrator position in FY 2020, depending on results of efforts to identify areas where contracts are the best delivery system for the service.

Administrative Office of the Courts

The Juvenile Jurisdiction Advisory Committee recommends funding the Administrative Office of the Courts as follows:

- The following additional positions effective 1/1/2019: 5 District Court Judgeships (in 29A, 22A, 4, 19A, and 23), 8 Assistant District Attorneys (in 11A, 13, 9, 18, 25, 11B, 7, 27A), 7 District Attorney Legal Assistants, and 6 Deputy Clerks for an annualized cost of \$2,735,833 and a non-recurring cost of \$122,841. The FY 18-19 impact is \$1,367,917 recurring and \$122,841 nonrecurring. The Juvenile Jurisdiction Advisory Committee accepts the Administrative Office of the Court recommendation as to the current deficit of resources as calculated using the NC Center for State Courts formula. However, it does not address all of the resources needed by the constituent judicial branch stakeholders to meet the anticipated raise the age workload given existing staff deficiencies. The Committee recommends funding the existing Administrative Office of the Courts' staff deficiencies as well.

FUTURE ISSUES

The Juvenile Jurisdiction Advisory Committee is weighing additional recommendations for future reports through subcommittee discussions. Issues such as:

- How to define a motor vehicle offense regarding "violation of the motor vehicle laws under State law" listed in Section 16D.4.(c)'s change to G.S. 7B-1604(b). The conversation to-date includes discussion of motor vehicle laws not contained within Chapter 20.
- Will hearing timeframes need to be adjusted following the transfer process to superior court for juveniles aged 16 and 17 charged with an A-G felony [Section 16D.4.(d), G.S. 7B-2200.5], to serve the outcome of justice?
- What is the method of proof and burden of proof for G.S. 7B-2508(g1), "if a juvenile is adjudicated for an offense that the court finds was committed as part of criminal gang activity as defined in G.S. 7B-2508.1, the juvenile shall receive a disposition one level higher than would otherwise be provided for the class of offense and delinquency history level."
- The conversation in the Housing of Transfers subcommittee is largely focused on youth who commit an A-G felony offense and are housed in the juvenile justice system until conviction. Given this new process, the length of stay is projected based on the median length of stay for current transfers (259 days is the median length of stay for those transfers to superior court who were charged for an offense committed before their 16th birthday). Changes to hearing timeframes would impact the length of stay. And thus, a recommendation concerning specific costs associated with housing 16 and 17-year-old A-G felony transfers is not included in this interim report; but, the issue is discussed with more detail later in this document.

Additional information that is supportive of this report can be found at: <https://www.ncdps.gov/our-organization/juvenile-justice/key-initiatives/raise-age-nc>

Appendix A: Juvenile Justice Raise the Age Implementation Workgroups

The Division of Adult Correction and Juvenile Justice created 11 internal workgroups to study implementation of the Juvenile Justice Reinvestment Act. Focus areas include five key components regarding impact and need related to the changes ahead: (1) safety; (2) information technology; (3) strategic planning; (4) policy and process; and (5) training.

The workgroups are named as follows:

1. Community Engagement Forums
2. Transportation
3. Court Services Human Resources and Onboarding
4. Law Enforcement Training
5. JCPC Funding Allocation and Community Programs Strategic Planning
6. Facility Design, to include A-G Felony planning for housing
7. Youth Development Center (YDC) and Detention Center (DC) Programming, to include A-G planning for long-term programming
8. Re-entry, PRS & Step-downs
9. Education, to include vocational programming
10. Mental Health and Substance Use
11. Health Care Services

Details about the work of each of these internal groups follows.

1. Community Engagement Forums Workgroup

To-date, the Department of Public Safety Division of Juvenile Justice conducted 11 forums with approximately 533 participants (see following chart) across the State. District Court Judges and Chief Court Counselors hosted each forum. By this summer, Juvenile Justice will host more than 30 forums. Larger districts have requested more than one forum. In these forums, the Deputy Secretary for Juvenile Justice, William L. Lassiter, reviews the rationale for extending the age of juvenile jurisdiction, the General Assembly's language in S257/S.L. 2017-57, local data, and plans going forward. Forums include legislators, District Attorneys/Assistant District Attorneys, judges and court staff, Clerks of Court, law enforcement, school system personnel including School Resource Officers, Community Program providers, Mental Health and Social Services personnel, county commissioners and managers, and Juvenile Justice personnel.

AGENCY/ROLE	# OF ATTENDEES
ADMINISTRATIVE OFFICE OF THE COURTS	8
CLERK OF COURT	23
COUNTY MANAGEMENT	21
DEFENSE ATTORNEY	17
DISTRICT ATTORNEY	26
JUVENILE JUSTICE	173
JUDGE	35
LAW ENFORCEMENT	109
LEGISLATOR	15
MENTAL HEALTH	21
SCHOOLS	34
SOCIAL SERVICES	15
OTHER AGENCY/ROLE	36
TOTAL	533

One important topic covered in the Community Engagement Forums is the rationale for the Juvenile Justice Reinvestment Act which is also referred to as the “Raise the Age” initiative.

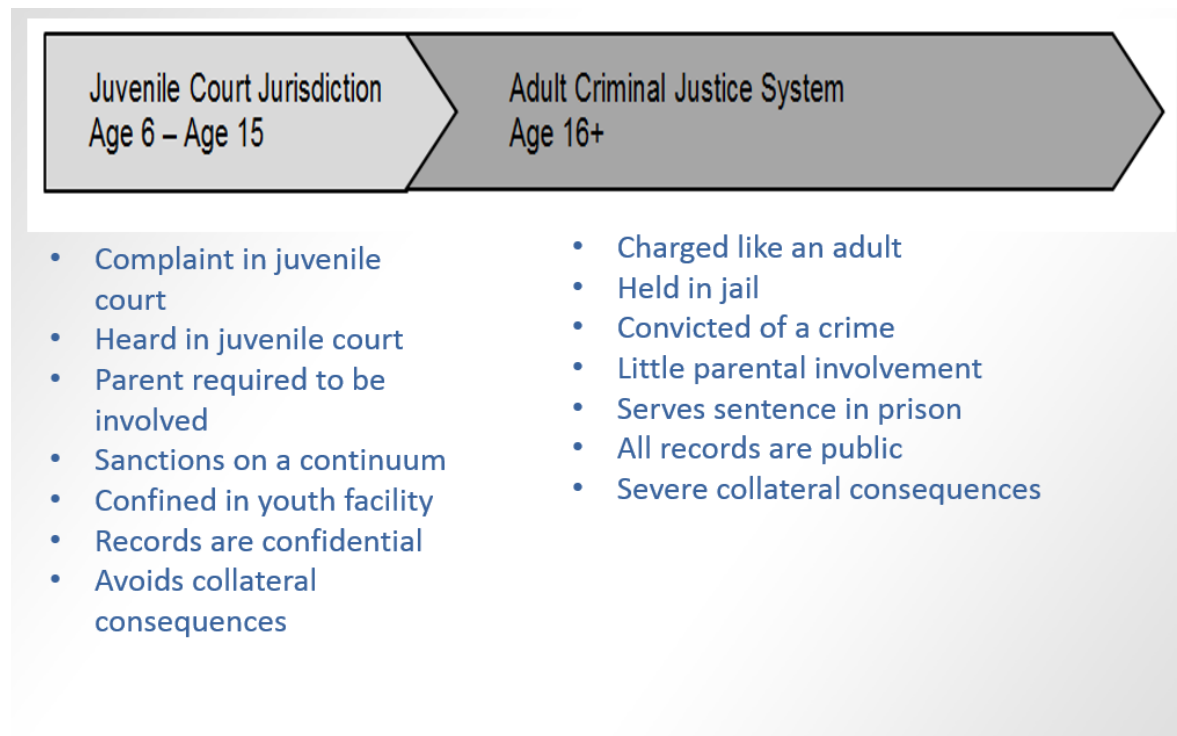
Raise the Age will make communities safer by reducing recidivism. North Carolina data shows a significant 7.5% decrease in recidivism when teens are adjudicated in the juvenile versus the adult system. North Carolina data also shows that when youthful offenders are prosecuted in the adult system, they recidivate at a rate that is 12.6% higher than the overall population.

It will provide economic savings. In 2011, the Youth Accountability Planning Task Force [S.L. 2006-248 (Sections 34.1 and 34.2)] submitted its final report to the General

Assembly. The Task Force's report included a cost-benefit analysis, conducted by the Vera Institute of Justice in consultation with the Systems Costs Work Group, of prosecuting 16 and 17-year-old misdemeanants and low-level felons in juvenile court. That report estimated net benefits of \$52.3 million. This analysis accounted for government costs to implement the policy change.

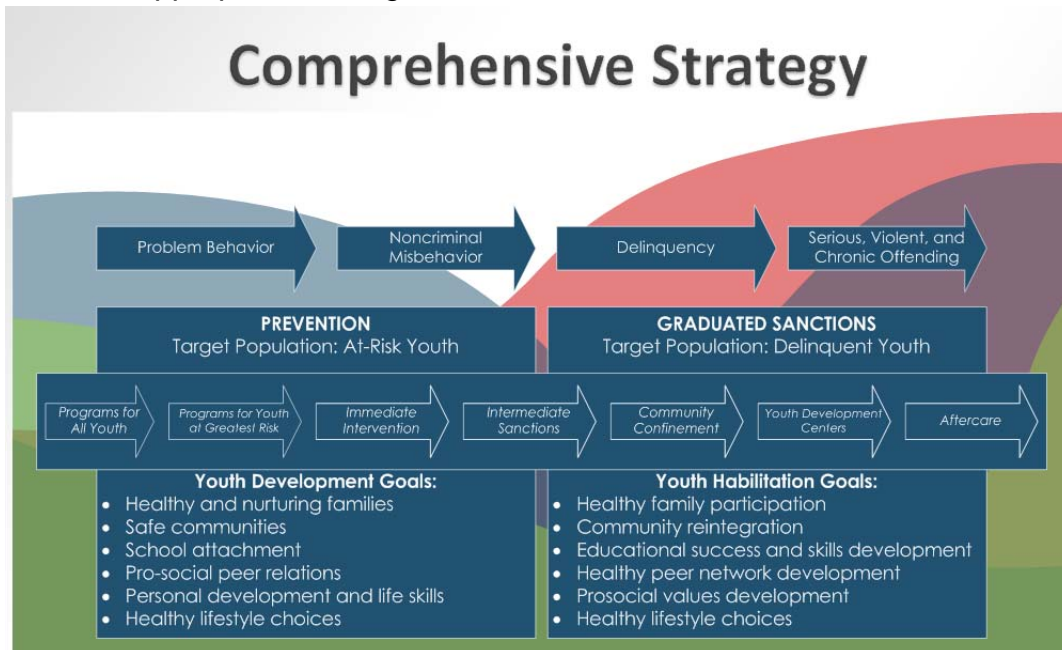
The Juvenile Justice Reinvestment Act will make it easier for youth to compete with other states' youth when looking for a job. Prior to December 1, 2019, the 16 or 17-year old youth would have been placed in the adult system and that charge would follow the youth throughout his/her life. After December 1, 2019, youth who commit an H or I felony, or misdemeanor, will have those offenses protected under juvenile confidentiality. Juvenile employability is a result.

The Juvenile Justice system, unlike the Adult system, includes parents in the entire process. When a youth has a complaint filed against him/her, the parent is informed, consulted, and included in the process. Throughout the Juvenile Justice system, the parent/legal guardian is provided the opportunity to participate. They are included as members in the service planning team, and they sign-off on release planning guidelines and supervision contracts regarding restitution commitments, diversion planning, and home visits. Juvenile Justice maintains a cross-system family engagement committee that further looks for ways to engage families in the treatment and rehabilitation process. From videos to process guides, the committee focuses on providing innovative solutions to educating families and increasing engagement.



Juvenile Justice is a system of professionals who serve youth. Juvenile Justice staff function within a culture of best practice and brain development research, and implement systems designed around treating youthful offenders. The best place to receive treatment is with the people who have been trained in communicating with you, and in addressing your specific needs. Juvenile Justice’s mission and vision, as well as its comprehensive strategy, are based in treating juveniles.

- **Juvenile Justice Mission:** To reduce and prevent juvenile delinquency by effectively intervening, educating, and treating youth in order to strengthen families and increase public safety.
- **Juvenile Justice Vision:** A seamless, comprehensive juvenile justice system that provides the most effective services to youth and their families at the right time, in the most appropriate settings.



By including these youth in the Juvenile Justice system, the youth also benefit from system-wide improvements that further the reduction of recidivism. Juvenile Justice is currently working with SAS and the Government Data Analytics Center (**GDAC**) toward building a directory of services and programs by county matched to the need or domain that they address (to be used in service matching). The service directory will be “built out” by SAS as a searchable electronic database. The service directory will be analytics-based; when a case plan is developed in the service planning tool, the youth’s assessment information (risk level and unique constellation of needs and demographics) will be analyzed and compared to youth with similar profiles. Service recommendations tied to the youth’s highest priority needs, typology, and home county will be listed at the time of case planning for the team to consider when making placements and service referrals.

The forums have been very valuable to Juvenile Justice staff and attendees. They are geared towards county decision makers who will need to plan for extending the age of juvenile jurisdiction in their communities, to include not only the expansion in some counties of court proceedings and community programming, but also the requirement of providing office space to Juvenile Court Counselors. For that reason, Juvenile Justice provided not only a review of rationale and the legislation (S257 Juvenile Justice Reinvestment Act/S.L. 2017-57), but also data - projecting the additional need for Juvenile Court Counselors in each county and district. The data also includes the projected additional number of juveniles who will need to be served in each county and district.

Decision makers were provided the opportunity to ask questions and seek clarity both in the group setting and in a one-on-one exchange. Community decision makers asked questions concerning juvenile risk and needs assessments, the progress on law enforcement access to records and confidentiality of records, the process on developing a gang involvement screening and the statutory definition of a gang member, the victim complainant process, victim rights and restitution services, JWise accessibility, the reporting of school based offenses (school versus complaint identification of an offense as a school based offense), an interest in ensuring parents are made aware of the S257/S.L. 2017-57 changes, interest in future adjustments to the juvenile age, truancy petitions, felony notifications to schools, effect on afterschool programming participation, how school personnel and School Resource Officers will be informed of changes, undisciplined youth resources, funding for alternatives to court involvement and detention, Juvenile Crime Prevention Council (JCPC) funding and timing of available funds, JCPC programming increased needs, group home age assignment, overlap with Social Services needs, transitional housing in Western Area, availability of crisis beds, the housing of the A-G felony transfers, detention county reimbursement rates, mental health needs of the 16 and 17-year-old population, whether the detention screening tool will need revisions to accommodate the 16 and 17-year old juveniles, changes to facility catchment areas, law enforcement transportation of juveniles and the reimbursement for transportation, frequency of juvenile court, whether requirements concerning the interview of minors will change, the treatment of emancipated minors, probable cause and indictment process changes, treatment of youth with cognitive disabilities, whether a reverse waiver will be approved, whether funding will be made available for implementation, the appropriate assignment of youth to a system when the charge is plead down to an offense that is not an A-G felony, clarification on the bond process, impact of prayer for judgement on placement in adult versus juvenile system, information on domestic violence holds and application to the 16 and 17-year-olds, effect on sex offender registration, age of legal consent, whether there is a need for additional judges or other resources, and other very community specific or programming specific questions.

The forum dates, scheduled as of this report's issuance, are:

DISTRICT	DATE	TIME	VENUE	ADDRESS
19	11/2/2017	1-5pm	Randolph Community College-JB & Claire Davis Corporate Training Center	413 Industrial Park Avenue, Asheboro, NC 27205
19	11/6/2017	1-5pm	Kannapolis Police Department-Laureate Room	401 Laureate Way, Kannapolis, NC 28081
17	11/15/2017	1-5pm	King Recreation Acres	107 White Road, King, NC 27021
29	11/16/2017	10am-2:30pm	Community Room-Henderson County Heritage Museum	1 Historic Courthouse Square #4, Hendersonville, NC 28792
22	1/12/2018	1-5pm	Davidson Community College-Administrative Building Room 111	1205 S. Salisbury Street, Mocksville, NC 27028
30	1/19/2018	2-6pm	Tartan Hall - First Presbyterian Church	26 Church St., Franklin, NC
23	1/24/2018	1-5pm	Kulynych Family Life Center	507 Courthouse Drive, Wilkesboro, NC 28697
21	1/29/2018	1-5pm	Forsyth County Government Center, 4th Floor	201 N. Chestnut St., Winston-Salem, NC 27101
18	2/1/2018	10am-2pm	John H. McAdoo Conference Room of the BB&T Building (3rd Floor Conference Room)	201 W. Market Street, Greensboro, NC 27401
20	2/2/2018	10am-2pm	Union Co. Main Library-Griffin Room	316 E. Windsor St. Monroe, NC
14	2/23/2018	1pm-5pm	Durham County Human Services Building, 2nd Floor Conference Room	414 East Main Street, Durham, NC
27	2/28/2018	10am-2pm	Gaston County Courthouse-Commissioner's Room	325 Dr. MLK, Jr. Way, Gastonia, NC 28052
11	3/2/2018	12:30pm-4:30pm	Harnett County Courthouse-Courtroom #4	301 W. Cornelius Harnett Blvd., Lillington, NC
11	3/5/2018	12:30pm-4:30pm	Johnston County Courthouse-Juvenile Courtroom	207 E. Johnston St., Smithfield, NC
3	3/7/2018	9:30am-1:30pm	Craven County Emergency Operation Center	411 Craven St., New Bern, NC 28562

DISTRICT	DATE	TIME	VENUE	ADDRESS
3	3/15/2018	9am-1pm	Greenville City Hall-3rd Floor City Council Chambers	200 W. 5th Street, Greenville, NC 27835
8	3/16/2018	9am-1pm	Gordon Street Christian Church Fellowship Hall	118 E. Gordon Street, Kinston, NC 28501
16	4/2/2018	1pm-5pm	DSS Conference Room	120 Glen Cowan Rd. Lumberton, NC
8	4/12/2018	9am-1pm	Maxwell Regional Agriculture and Convention Center	3114 Wayne Memorial Drive, Goldsboro, NC
28	4/19/2018	12-3pm	Room 130 TD Bank-Buncombe County Administration Building	200 College Street, Asheville, NC
9	4/23/2018	9:30am-1:30pm	Kirby Theater-2nd floor conference room	213 North Main Street, Roxboro, NC 27573
7	5/11/2018	12pm-5pm	Cooperative Extension Agricultural Center	1175 Kingsboro Rd., Rocky Mount, NC
4	5/16/2018	1-5pm	Jacksonville Public Safety Headquarters	200 Marine Blvd., Jacksonville, NC 28450

As the forums were taking place, the North Carolina Association of Community Alternatives for Youth (NCACAY) approached the Department of Public Safety to request that Juvenile Justice participate in regional meetings that provide the same type of information provided at district forums, only geared towards community programs service providers. Juvenile Justice agreed, and any unanswered questions that arise during the NCACAY meeting are added to the project list to ensure each item is addressed.

Date/City	Location	Address
2/6 Wilmington	Union Missionary Baptist Church	2711 Princess Place Dr. Wilmington, NC 28405
2/12 Rocky Mount	Cooperative Extension Agricultural Center	1175 Kingsboro Rd. Rocky Mount, NC 27801
2/22 Raleigh	Trinity Baptist Church	4815 Six Forks Road Raleigh, NC 27609
3/1 Greensboro	Christ United Methodist Church	410 North Holden Road Greensboro, NC 27410
3/8 Concord	McGill Baptist Church	5300 Poplar Tent Road Concord, NC 28027
3/23 Asheville	First Baptist Church	5 Oak Street Asheville, NC 28801

Questions from forums and meetings fell into 3 categories: (1) those that could be answered immediately with available information and/or specific statutory reference, (2) those that were referred to a Juvenile Justice workgroup to answer or work towards an answer, and (3) those that were referred to another agency or a subcommittee within the Juvenile Jurisdiction Advisory Committee for a collaborative answer.

Topic	Question/Comment	Forum
Information Sharing		
	Receive additional information for risk assessments?	District 29
	Law enforcement access to records/maintaining confidentiality	District 22 District 30 District 18
	Clear description: what constitutes a gang?	District 18
	Provide information on victim complainant process	District 19
	Communication re: victim rights	District 19
	JWise reviewable by law enforcement?	District 19
	Ensure parents are educated on RtA changes	District 21 District 14
	School-based offenses: how are counties measuring/reporting school-based offenses?	District 21
Gangs		
	Gang assessment vs. gang crime definitions re: DMC	District 22
	If IDed as gang member during intake, can they be declassified as gang later?	CAY Wilmington
Compulsory Attendance Age		
	Will this age be raised?	District 29 District 17 District 22 District 21
	Truancy petitions against juveniles- hold juveniles accountable for themselves	District 17
Schools		
	Felony notifications to schools: can youth re-join athletics after completing supervision?	District 29
	Effect on after-school program participation?	District 17
	Info on school-justice partnership?	District 21
	Is there a model being used for school-justice partnerships?	CAY Rocky Mount
	Status of school-justice partnerships?	CAY Rocky Mount
	Changes to private citizens seeking private warrants for school-related issues?	District 20

	How will we roll out training to school principals? (SROs will get training; principals will need it.)	District 23
Alternatives to Detention, Mental Health (MH), JCPC		
	Programs anticipate issues with family engagement	District 29
	Need a focus on transitional housing	District 14
	Additional resources for undisciplined youth	District 29
	Need for MH services in rural counties	District 17
	Additional funding for alternatives	District 17 District 19
	JCPC funding/timing	District 19 District 20 CAY Rocky Mount District 14
	Increased need for JCPC services	District 19
	Will group homes house 16/17 year-olds alongside younger youth?	District 30
	Will Raise the Age cause more DSS overlap?	District 21
	Need for early interventions services	District 18
	Need facilities, especially transitional housing, in western NC	District 30
Detention/Secure Housing		
	More crisis beds?	District 29 District 17
	Has the capacity for jails to hold additional population been studied?	District 14
	Reimbursement for operating costs?	District 14
	Housing transfers to Superior Court?	District 14 District 17 District 21 District 29 CAY Wilmington
	Long-term housing: detention at Rockingham YDC?	District 17
	Will rates of detention increase in areas with a local detention center?	District 18
	Projections on 16-17 year olds who don't go to prison, but do have to serve jail sentences?	District 18
	Will more facilities be added after Rockingham?	District 19
	Rates of youth in confinement with MH/SA issues to increase?	District 18
	Will there be a revised screening tool?	District 18
	What areas will Rockingham serve?	District 21
Transportation		

	Law enforcement transportation pool? Use retired officers?	District 17
	Cameras in transportation vans?	CAY Rocky Mount
	Access to after-hours transportation	District 17
Legal Filings/Proceedings		
	Allow magistrates to file complaints as petitions?	District 29
	How do we compare with other states re: A-G felonies, serious crimes?	District 14
	Hold juvenile court more frequently?	District 29
	Which crimes were included in Raise the Age, and which were not? Discussion of rationale, offense classes, and possible future reclassification.	District 17 District 22 District 19 District 21
	Will court-appointed counsel change?	District 17
	Will emancipated minors be treated differently?	District 22 District 30
	Will rules for interviewing minors without a parent change?	District 22
	15-day deadline to hearing. How long to probable cause hearing?	District 22 District 30
	16/17-year-olds already in adult court who commit new crime- stay in adult court, or begin again in juvenile?	District 30 District 23
	19/20-year-olds with cognitive disabilities being absorbed into JJ system?	District 30
	Reverse waiver?	District 21
	Charged with A-G, pled down to lower class F or a misd. What happens- stay in adult system or return to JJ?	District 21
	Gang involvement- clarification on dispositional impact.	District 21
	Does the charge put someone in adult court, or is it the conviction?	District 21 District 18
	Deferred prosecution- cause to remain in adult court, or can they revert to JJ if charged in the future?	District 21
	Prayer for judgement- cause to remain in adult court, or can they revert to JJ in the future?	District 21
	Bond for 16-17 year olds?	District 21 CAY Wilmington
	Impact on in-custody interviews, interrogations, etc.	District 21
Concerns: Specific Crimes		
	DWI- will Court Counselors handle? (Chapter 20 vs criminal code)	District 17 District 20
	Will domestic violence holds apply?	District 17
	Impact on domestic violence, restraining order already in effect?	District 20

	Increased sanctions for contributing to delinquency of a minor?	District 19
	What is considered a MV offense?	District 14
	Exclude MV laws, or make it easier to get expungement. (e.g., DWI)	District 30
	Sexting- consider making this a lower class offense during recodification.	District 23
	Change to age of legal consent?	District 20
	How would a 6-year-old be held in contempt of court?	District 30
Restitution		
	Raising statutory cap on restitution?	District 29 District 20
Staffing/Certification		
	Will Methodist Homes' staff need to go to Basic Training?	District 29
	Adult PPO to become JCCs?	District 20
	Hiring new clerks?	District 20
	Would JJ support secure population research?	District 14
	Need for additional judges/resources?	District 18 District 20
	Consider local needs/input for number of JCCs?	District 20
	Staff reductions in the last 10 years?	CAY Wilmington
	Law enforcement needs access to Chief Court Counselors and Intake Counselors	District 19

2. Transportation Workgroup

The Transportation workgroup compiled alternatives to a transportation plan for extending the age of juvenile jurisdiction. The recommended plan follows.

Currently, Juvenile Justice Facility Operations lack enough adequately trained staff to support both the Transportation and direct care requirements of the 16 and 17-year-old juveniles we will serve. The size of current transportation vehicles is insufficient for the 6-15-year-old population, an issue that will be exacerbated with larger, older youth.

Problems with existing vehicle pool include: lack of space in existing sedans to separate: male from female juveniles, opposing gang-involved juveniles, or out of control juveniles, which results in multiple trips to the same destination, and increases labor and transportation expenses. Additionally, the placement of interior cameras in sedans would serve safety and security for both juveniles and staff. The aging sedans are less reliable than newer passenger vans. Additional certified staff and passenger vans will allow Juvenile Justice to better meet the goal: providing safe and secure housing and

transportation for youth in our care and fostering communities that are safe from juvenile crime.

Juvenile Justice will receive approximately 8,673 new youth into the juvenile justice system beginning Dec. 1, 2019, with implementation of the Juvenile Justice Reinvestment Act. In preparation for implementation of S.L. 2017-57, transportation services must expand to address transportation needs of youth. 15 transportation drivers will be needed FY 18-19; all of whom will be criminal justice certified. 32 transportation vans are needed to accommodate the larger size of the 16 and 17-year-old population, as well as provide vehicles for the new drivers. The average distinct juvenile (in the juvenile justice system) to transportation driver ratio is 262:1. The ratio of juvenile complaints to drivers is 586:1. With 20,814 projected additional H-misdemeanor complaints and 8,673 projected distinct new 16 and 17-year-olds, the projected need for additional transportation drivers is 33 drivers (by juveniles) or 36 drivers (by complaints). This projection does not factor in the additional A-G transferees (approximately 528 detainees) that will receive juvenile detention services. The projected increase of approximately 972 (32.49% increase compared to FY 15-16, the Raise the Age comparison year from which to project) juveniles per year detained in detention will require an approximate increase of 658 (32.49%) transportation hours from the current 1,880 per week of transport. A projected 3,964 (2,992+972) juveniles in need of transportation in 2020 will require 2,538 (1880+658) hours of transport based on the projections from FY 15-16, which equates to 16.45 (40hrs./per week per driver) new full-time driver positions. Juvenile Justice is requesting 15 positions starting in April 2019, allowing time for position set-up, onboarding, and BASIC training.

Fifteen FTE certified Youth Counselor Technician (transportation positions) and 32 vans are required to meet S.L. 2017-57 transportation needs (for secure and non-secure transport) across the State, especially in the Western part of North Carolina. This results in a non-recurring cost of \$1,152,000 for 32 passenger vans at \$36,000 a van in FY 18-19, and FY 18-19 personnel cost of \$185,260 to employ 15 new drivers for 3 months (April, May, and June of 2019) with an annualized recurring cost of \$741,038.

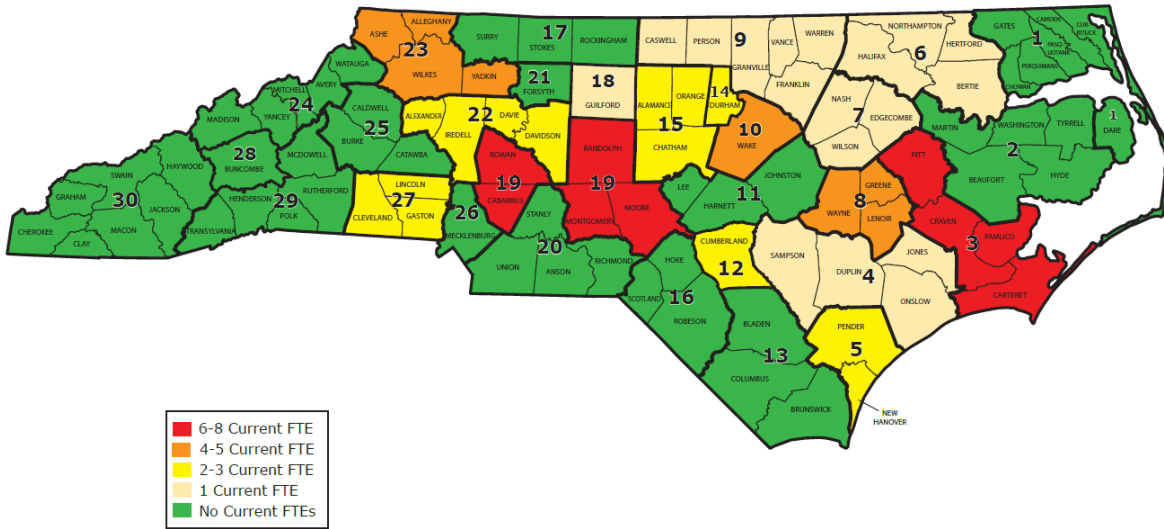
	2018-19	2019-20
Total Requirements	\$ 1,337,260	\$ 741,038
Total Positions	15.00	15.00

2018-19	2018-19	2019-20	2019-20
Recurring	Nonrecurring	Recurring	Nonrecurring
\$ 185,260	\$ 1,152,000	\$ 741,038	\$ -
\$ 185,260	\$ 1,152,000	\$ 741,038	-

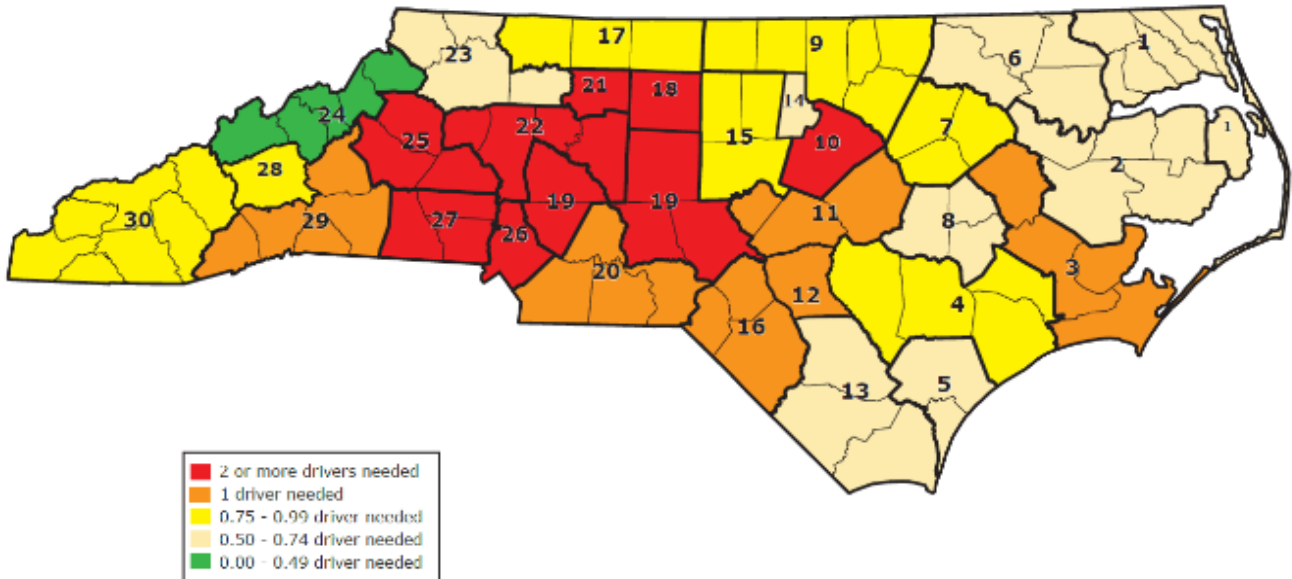
Maps have been developed to help guide the placement of the 15 transportation staff.



**North Carolina Department of Public Safety
Juvenile Justice**
Transportation: Current Driver FTE Placements by Districts

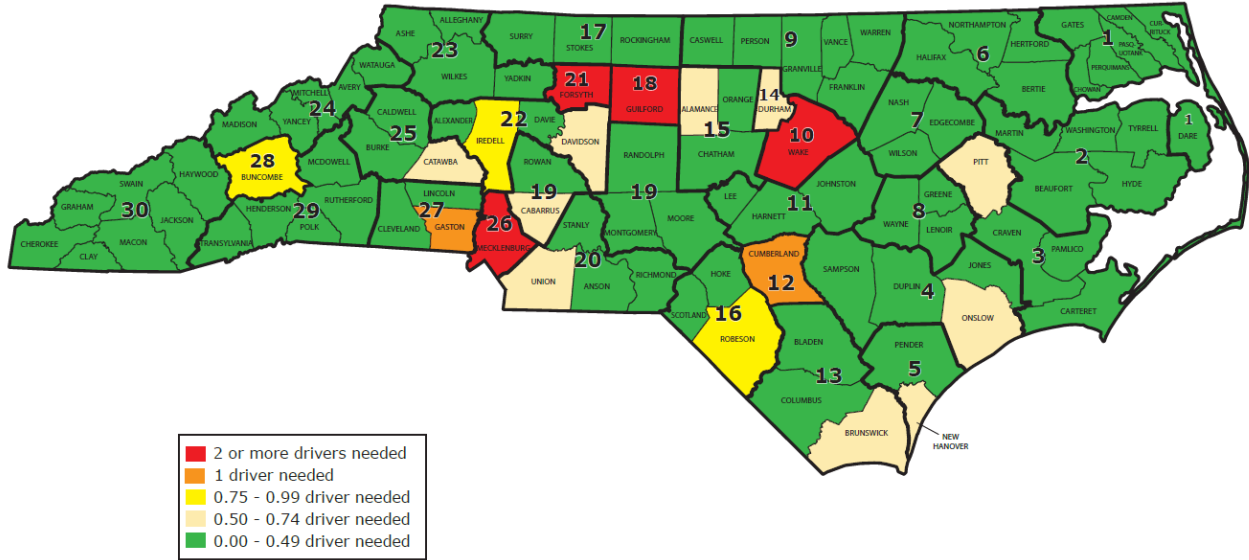


**North Carolina Department of Public Safety
Juvenile Justice**
Transportation: Driver Placement in Districts
Based on % of Future Population





North Carolina Department of Public Safety
Juvenile Justice
 Transportation: Driver Placement in Counties
 Based on % of Future Population



3. Court Services Human Resources and Onboarding Workgroup

The Court Services group developed a hiring plan for the projected 292 positions needed in Court Services. Their plan follows.

Hiring Plan

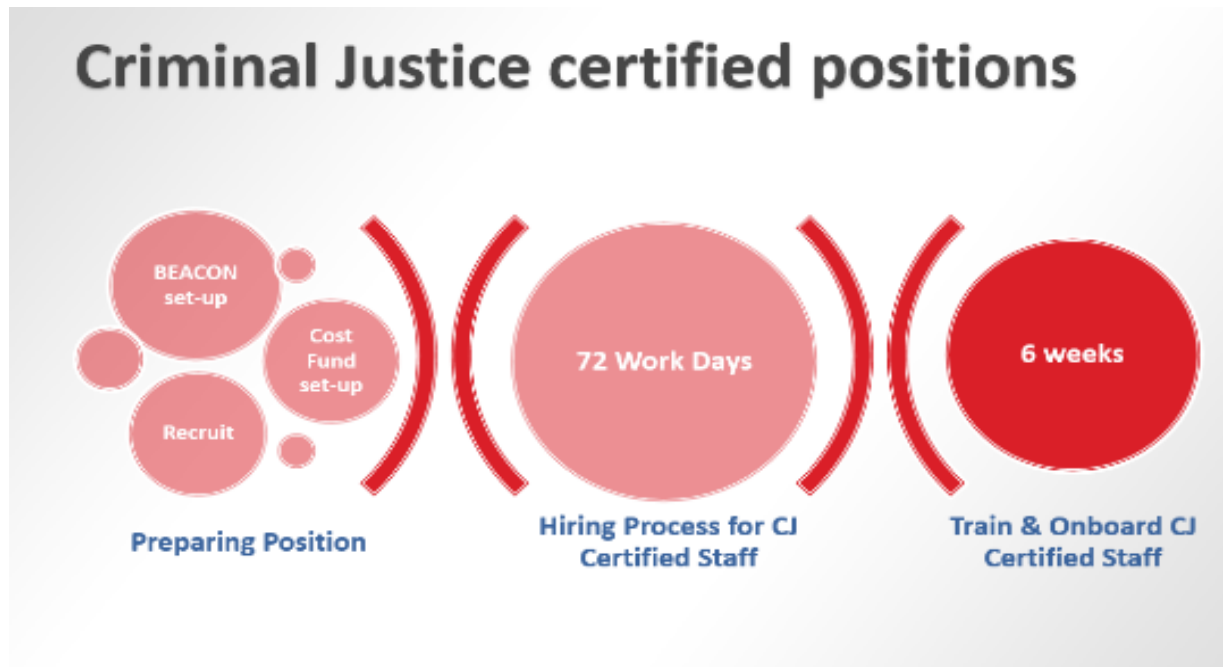
Analysis of intake processing, supervision, and diversion services provided by Court Counselors yields a projected need of **292 Court Services staff** (234 Court Counselors, 29 Court Counselor Supervisors, and 29 Office Assistant IVs).

Court Services will hire the criminal justice certified staff in groups that align with BASIC training student-teacher ratios and class sizes. This approach allows counselors to be hired at a rate consistent with the projected increase in juvenile complaints for 16 and 17-year-olds.

FY 18-19 costs associated with the 65 positions outlined in the plan (for 2 months), including needed furniture, computer equipment, and associated vehicles, is:

		2018-19	2018-19	2019-20
	FTEs	Recurring	Nonrecurring	Annualized
Court Services	65	\$ 819,967	\$ 1,154,705	\$4,613,748

The 15 Court Counselor Supervisors, 40 Court Counselors, and 10 Office Assistant IVs will be assigned based on population projections by county as confirmed with referral rates.



LATEST REQUEST TO POST	LATEST START DATE	JUVENILE COURT COUNSELORS	COURT COUNSELOR SUPERVISORS	OFFICE ASSISTANT IVs
1-JUL-19	1-Oct-19	40	15	10
1-AUG-19	1-Nov-19	20		
1-SEP-19	1-Dec-19	20		
1-OCT-19	1-Jan-20	20		
1-NOV-19	1-Feb-20	20		
1-DEC-19	1-Mar-20	20	14	10
1-JAN-20	1-Apr-20	20		
1-FEB-20	1-May-20	20		
1-MAR-20	1-Jun-20	20		9
1-APR-20	1-Jul-20	20		
1-MAY-20	1-Aug-20	14		

Projected Juvenile Population

This bill expands the definition of a delinquent juvenile to include juveniles who are at least 16 years of age but less than 18 years and who commit a crime or infraction except for violations of the motor vehicle laws and Class A-G felonies.

Based on FY 15-16 data from the Administrative Office of the Courts' (AOC), the juvenile system is likely to receive approximately 20,814 additional complaints involving youth aged 16 or 17 whose charges meet these conditions each year. Based on FY 2015-2016 DACJJ data for youth aged 15 at the time of offense with complaints in these same classes, these complaints are estimated to represent **8,673 distinct juveniles** over the course of a year.

Using FY 2015-2016 Juvenile Justice 15-year-olds' offense behavior by month, the following

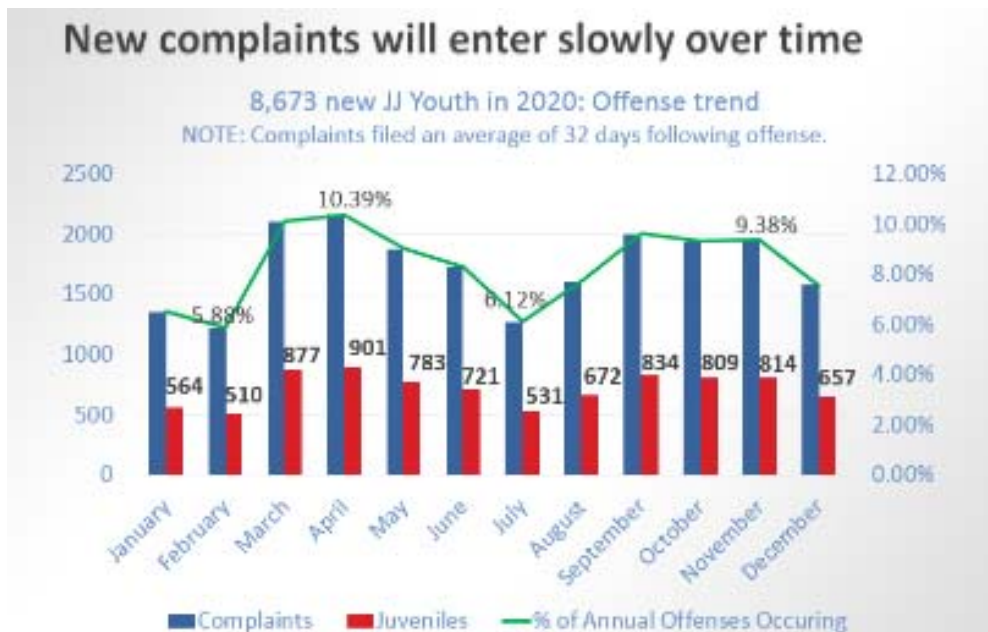


chart was produced to illustrate the entry of new complaints and 16 and 17-year-old juveniles into the Juvenile Justice system, beginning with offenses being committed on or after December 1, 2019 (S257 extension of jurisdiction implementation date).

The number of **Court Counselors needed (292)** arises from the following methodology.

Court Services Intakes: 22,082 complaints for 16 and 17-year-olds (all classes of offense) are projected based on AOC FY 2015-2016 data. Of those complaints, the percentage closed by class was applied to project the total expected intakes.

Penalty Class	Complaints	Juvenile Intake Ratio	Intakes	
Felonies - Class				
A	30	0.00%	30	
Class B1	70	2.56%	68	
Class B2	22	0.00%	22	
Class C	82	5.26%	78	
Class D	487	0.00%	487	
Class E	155	0.00%	155	
F	121	0.00%	121	
G	301	1.79%	296	
H	2,228	2.56%	2,171	
I	951	2.00%	932	
A1	758	9.03%	690	
1	7,729	12.67%	6,750	
2	4,971	21.19%	3,918	
3	4,118	21.84%	3,219	
Infractions	59	22.39%	46	
	22,082		18,983	

Cumulative Complaints	22,082
Intakes	18,983
Estimated Hours for Intake	6
Total Hours	113,898
Annual Working Hours	1,800
Estimated Court Counselor Need	63

Based on FY 2015-2016 DACJJ data for juveniles aged 15 at the time of offense, complaints closed before intake vary by penalty class. We estimate 18,983 cases will be processed through Court Services. We estimate a need for an additional **63 court counselors** to process these complaints.

Note that all analysis in the rest of Court Services' processes is based only on H felonies through infractions. Intake analysis includes the A through G felonies because these 16 and 17-year-olds remain in the juvenile system until probable cause finding/bill of indictment returned unless they are detained in secure custody, in which case they remain in the juvenile justice system until conviction/bonding out/release.

Diversion Supervision: Based on FY 2015-2016 DACJJ data for juveniles aged 15 at the time of offense, diversion from court varies by penalty class. Based on these statistics and the figures provided by AOC, approximately 19% of complaints will be diverted. In total, 4,031 cases representing 1,680 distinct juveniles will be diverted. This results in an estimated need for **21 additional court counselors** to supervise these cases.

Penalty Class	Complaints	Diverted	Diversions
H	2,228	3.6%	80
I	951	1.3%	13
A1	758	15.2%	115
1	7,729	20.1%	1,553
2	4,971	24.0%	1,192
3	4,118	25.8%	1,060
Infractions	59	31.3%	18
	20,814	17.55%	4,031

Maximum Days Under Diversion Supervision	183
Total Days on Diversion	307,364
Average Daily Diversion Population	842
Diversion Cases per Counselor on any given day	40
Estimated Diversion Court Counselors Needed	21

Court Dispositions: Juveniles with complaints approved for court may have the complaint dismissed or adjudicated. In order to provide a scenario of potential impact, DACJJ made a number of assumptions about court dispositions for the 4,677 convictions reported by the Sentencing and Policy Advisory Commission (SPAC). Based on DACJJ convictions leading to supervised probation of 16 and 17-year-olds in FY 2015-2016 and SPAC conviction data, approximately 3,598 juveniles that are subject to multiple dispositions a year will enter the juvenile justice system. Combined, the figures provide an estimate of the number of youth who may be adjudicated and disposed, becoming eligible for community supervision, community programs, and/or commitment to a youth development center (YDC).

These estimates from this scenario are the basis for projected additions to these populations. These dispositions will create a need for **150 additional court counselors** to supervise cases to support the additional youth assignments.

Penalty Class	Juveniles	Level 1	Level 2	Level 3
Class H	538	129	366	43
Class I	146	35	99	12
Class A1	191	46	130	15
Class 1	2,102	1471	610	21
Class 2	897	628	260	9
Class 3	802	561	233	8
	4,676	2,870	1,698	108
Level Proportion		61.4%	36.3%	2.3%

Total Complaints	20,814
2015 Percent Approved for Court Convictions	64%
Convictions	4,677
Convictions per Juvenile (rate)	1.3
Distinct Juveniles	3,598
Level 1 Disposition (60.0%)	2,159
Level 2 Disposition (37.5%)	1,306
Level 3 Disposition (2.5%)	90

Convictions (distinct juveniles)	3,598
Supervision Cases Per Court Counselor	24
Estimated Counselor Need (Supervision)	150
Percent JCPC Level 1 Programs	65.0%
Additional Level 1 Assignments	1,404
Percent Level 2 Program	42.1%
Additional Level 2 Admissions	551

4. Law Enforcement Training Workgroup

“JUVENILE JUSTICE TRAINING FOR LAW ENFORCEMENT OFFICERS” [SECTION 16D.4.(bb), (cc), and (dd) of S257/S.L. 2017-57]

Section 16D.4.(dd) of S257 outlines cooperation between Juvenile Justice, the Criminal Justice Education and Training Standards Commission, and the Sheriff’s Education and Training Standards Commission in the development of curricula for law enforcement training. Specifically, this training on juvenile justice issues should include “the handling and processing of juvenile matters for referrals, diversion, arrests, and detention; best practices for handling incidents involving juveniles; adolescent development and psychology; and promoting relationship building with youth as key to delinquency prevention.”

Current Law Enforcement Training

Basic training for all law enforcement officers in the State of North Carolina, except for the Highway Patrol and deputy sheriffs, is managed by the North Carolina Justice Academy (NCJA). 12 NCAC 09B.0205 dictates the specific courses a law enforcement officer must successfully complete prior to their certification. This Basic Law Enforcement Training (BLET) program consists of 632 hours of classroom instruction spread over 6 units: Legal (96 hours), Patrol Duties (124 hours), Law Enforcement Communications (64 hours), Investigation (82 hours), Practical Application (82 hours), and Sheriff-Specific (34 hours). The additional hours consist of orientation and testing. The NCJA develops and manages these lesson plans, which must be approved by the Criminal Justice Education and Training Standards Commission (CJETSC) prior to their distribution to all approved BLET training sites. BLET courses run in January and July, so revisions to lesson plans must be submitted to, and approved by, CJETSC twice annually in advance of each cycle.

Of relevance to the requirements of SB257, NCJA has an established course entitled *Juvenile Laws and Procedures*. *Juvenile Laws and Procedures* is an 8-hour course focusing on the different categories of youth (delinquent, undisciplined, abused, and neglected); the role of the Department of Social Services; nonsecure and secure custody of juveniles; laws applying to interrogation of a juvenile; laws and procedures for obtaining a nontestimonial identification order for juveniles; the services provided to a juvenile during the intake process; the criteria and procedures for obtaining petitions, orders to assume custody, and juvenile contact reports; and the rationale of why juveniles are treated differently than adults. NCJA and Juvenile Justice have established a working relationship to review and update this lesson plan to ensure compliance with legislative mandates.

This relationship began in May 2017, when the Training Manager at the NCJA contacted Juvenile Justice and asked Juvenile Justice training staff to review the *Juvenile Laws and*

Procedures lesson plan for accuracy. Juvenile Justice convened a team of subject-matter experts, including Juvenile Court Counselors who are certified as General Instructors through the Criminal Justice Education and Training Standards Commission, and who instruct the *Juvenile Laws and Procedures* course in BLET. This team reviewed the entirety of the lesson plan for accuracy, consistency, and adherence to best practices for instruction of adult learners. Juvenile Justice compiled all suggested changes and returned a revised version to the NCJA in July 2017. This lesson plan went before CJESTC for approval, and were live in BLET classrooms effective January 1, 2018.

Following the July submission to NCJA, NCJA staff and Juvenile Justice staff met on October 30, 2017 to review the requirements of S257/S.L. 2017-57, and create a project plan for further revision to *Juvenile Laws and Procedures* that would incorporate all S257/S.L. 2017-57 requirements. The resulting agreement outlined that Juvenile Justice would take the lead on all revisions and submit to NCJA by set deadlines. NCJA would then review the changes and submit to CJESTC for approval.

Law Enforcement Training Revisions: Project Plan

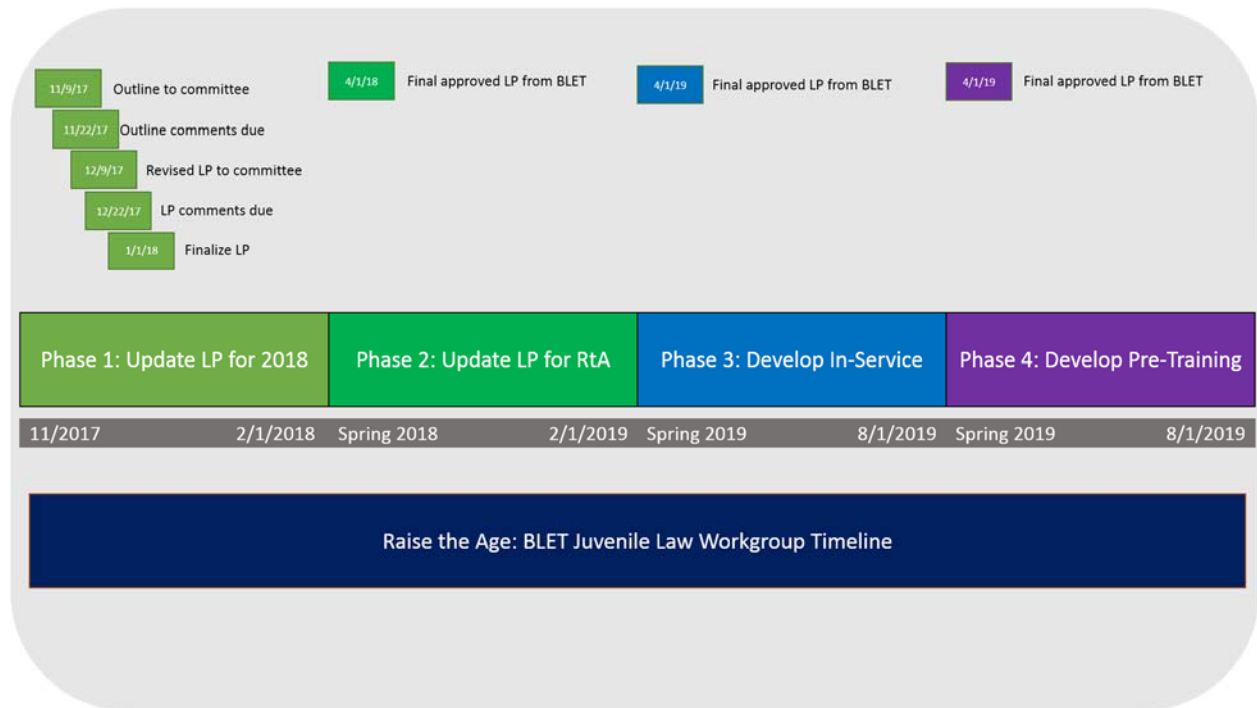
The process of ensuring *Juvenile Laws and Procedures* is fully S257/S.L. 2017-57 compliant consists of four phases. Phase 1 is the revision of *Juvenile Laws and Procedures* to incorporate all S257/S.L. 2017-57 changes that effectuate prior to December 1, 2019, such as law enforcement consultations with Juvenile Court Counselors and changes to victim notification processes. Juvenile Justice's revisions were due to NCJA by February 1, 2018, in order for the lesson plan to be reviewed by CJESTC and introduced to BLET effective July 1, 2018. Juvenile Justice met this deadline.

Phase 2 will be a full revision and update of *Juvenile Laws and Procedures* to reflect all S257/S.L. 2017-57 changes. This version will be submitted to NCJA for review by CJESTC in Summer 2018 to allow a January 1, 2019 go-live date.

Phase 3 will follow CJESTC's approval of phase 2's revisions. In Spring 2019, Juvenile Justice will collaborate with NCJS staff to develop an in-service course for all law enforcement officers. This will ensure that those officers who attended BLET prior to January 2019 receive a comprehensive review of all legal changes relevant to juvenile law and S257/S.L. 2017-57. This will be administered via NCJA's e-learning portal, with an optional seat-back style lesson plan. This in-service course has a targeted go-live date of January 2020.

Phase 4 will occur simultaneous to the development of Phase 3, the in-service course. Juvenile Justice will work with NCJA to develop an online-only legislative update course. This course will go live in August 2019, and serve to prepare law enforcement officers for the December 1, 2019 changes under S257/S.L. 2017-57.

The graphic below outlines the four-phase approach.



Law Enforcement Training Revisions: Phase 1

To date, Juvenile Justice has completed Phase 1 of collaboration with NCJA. Following the October 30, 2017 meeting and development of the project plan, Juvenile Justice convened a diverse team of subject matter experts. This team met November 3, 2017 to develop internal deadlines, discuss expectations, and conduct a thorough review of the current lesson plan. The team reviewed statutory requirements within S257/S.L. 2017-57 in terms of content the training must contain.

In approaching this project, the team kept in mind the principles of andragogy, relating to adult learning. Specifically, these principles state that adults need to be involved in the planning and evaluation of their instruction; experience provides the basis for learning activities; adults are most interested in learning subjects that have immediate relevance to their job; and adult learning is problem-centered. The team aimed to ensure that the final lesson plan would provide the greatest benefit to students by increasing rates of content comprehension and retention.

The team consisted of former law enforcement officers who received the *Juvenile Laws and Procedures* course in BLET, instructors who currently instruct *Juvenile Laws and Procedures*, and training experts. These staff are highly knowledgeable in juvenile matters and have extensive experience interacting with law enforcement officers in their communities. The team was asked to identify current issues with the *Juvenile Laws and*

Procedures course, as well as concerns they hear from law enforcement regarding interacting with juveniles and immersing within the content- the application of justice within the juvenile system. Through the design of the committee and the research completed regarding the aforementioned concerns, the team met principles one and two- the planning and evaluation of the lesson plan was complete with user input; and experience provided the basis for learning activities.

The team reviewed the lesson plan consistent with principles three and four- ensuring the content was immediately relevant to the job of a law enforcement officer and was problem-centered. In doing so, the team acknowledged that feedback from law enforcement officers consistently reflected a need for processes knowledge, frustration with the perceived increased workload for these cases, and the foreignness of juvenile laws and procedures relative to adult criminal code. The team determined that many of these concerns related back to training and reflected a need for training content to flow consistently with a law enforcement officer's work process, and to better delineate between the Department of Social Services (DSS) and Juvenile Justice. Both agencies use similar terminology but have different missions, which results in some confusion when responding to an incident involving a juvenile.

The team restructured the *Juvenile Laws and Procedures* lesson plan to provide a history of DSS, and to clearly state DSS' role relative to Juvenile Justice. Simply, DSS focuses on adult behavior as it effects children, while Juvenile Justice focuses on juvenile behavior. The team made sure this distinction was expressed clearly, and then structured all DSS-related content into the first half of the course. Following the conclusion of the DSS portion, the team focused on the Juvenile Justice content.

The team suggested re-emphasizing the role and history of Juvenile Justice, focusing on adolescent development and psychology (a S257/S.L. 2017-57 requirement). By specifically addressing why juvenile delinquency law is different than adult criminal law, and explaining the key differences in brain development, including reduced impulse control and a lack of long-term planning, the team targeted law enforcement officers understanding of the principles of juvenile justice, its uniqueness. The team then mapped out a law enforcement officer's workflow from the moment of first contact with a juvenile suspect through the conclusion of a case. The lesson plan content was structured to follow this flow— parental conferences and discretion were explained prior to petition filing, for example.

This workflow structure not only met andragogy principles, but also fit well with key principles of adult learners. Malcolm Knowles, an expert in adult learning, posits that adult learners demonstrate eight main characteristics. Particularly relevant to this project, adult learners are practical and results-oriented, are less open-minded and more resistant to change, use personal experience as a resource, are highly motivated, have multi-level

responsibilities, and have high expectations of course content. Keeping these principles in mind, the team sought to distill course content to that which was most applicable to a law enforcement officer's job, provided clear instructions on processes, explained the philosophical fundamentals of particular policies as applicable, and de-mystified the internal processes of Juvenile Justice as an agency as well as a system.

The team also kept in mind adult learning styles, which include visual, aural, print, tactile, interactive, and kinesthetic. While most adults naturally trend toward one style or another, all learn best when a blend of styles are accommodated in a training environment. Administrative code and CJESTC prescribe the number of hours to be dedicated to this course, and the course structure (seatback, lecture style). While this design accommodates the visual learner (through PowerPoint slides), and the aural learner (through lecture), it also limits the amount of content (for example, exercises) the review team could implement. The team confirmed BLET students are encouraged to take notes, which addresses the needs of a print learner. Given the restrictions previously discussed, no hands-on exercises could be designed in the allotted timeframe; so, the tactile and kinesthetic learning style could not be addressed. However, NCJA developers had included a number of discussion questions to engage the interactive learner, and the Juvenile Justice review team included discussion prompts within their revised lesson plan to further encourage interaction. The team felt comfortable that the course design met the majority of learning styles.

During the meeting, the team engaged in frank discussions about the most common points of confusion for law enforcement officers. Detention admission procedures and petition filing ranked high. The team paid particular attention to these sections of the lesson plan, and fully revised the detention admission section to include best practices for the handling of medical concerns and establishing rapport. These addressed S257/S.L. 2017-57 requirements, but also sought to incorporate the problem-focused andragogy principle.

Following this November 3, 2017 meeting, Juvenile Justice incorporated all feedback into a course outline and on November 9, 2017, disseminated this document to the entire team for their review. The team provided all input by November 22, 2017. On December 8, 2017, the Juvenile Health Services Manager was contacted to review the detention admissions section of the lesson plan to ensure the content was consistent with medical services' best practices. Medical Services feedback was provided on December 21, 2017, and then incorporated into a fully revised lesson plan. These changes were sent to the full team on December 29, 2017 for final review. All feedback was received by January 17, 2018. The final, revised lesson plan was submitted back to NCJA on January 24, 2018.

Following this submission, the NCJA Training Manager contacted Juvenile Justice on January 29, 2018 to discuss the changes. Minor edits were made to objectives and section headings. The revised content was accepted by NCJA and will be submitted by NCJA to CJESTC. Once CJESTC has approved the revised lesson plan, NCJA will provide the final approved version to Juvenile Justice, so the review team can begin Phase 2- the incorporation of S257/S.L. 2017-57 changes to law.

Law Enforcement Training Revisions: Phases 2-4

Many of these changes will depend on the actions of the Legislature in response to the Juvenile Jurisdiction Advisory Committee's work, as changes to juvenile law and clarification of legal procedures will have ripple effects into topics covered in *Juvenile Laws and Procedures*. As such clarifications are offered by the Legislature, the review committee will incorporate. The final revised product is scheduled for submission to NCJA by October 2018, in time for CJESTC review for the January 2019 BLET class.

The groundwork for Phase 3, development of an in-service training relevant to S257/S.L. 2017-57, began November 20, 2017, when the NCJA Training Manager put NCJA's in-service team in touch with Juvenile Justice. Work on the in-service product is dependent upon NCJA final approval of the Phase 2 lesson plan from CJESTC, as this content will cascade from the original lesson plan.

Tentative discussions with NCJA about in-service development trend toward a two-prong approach. A classroom, lecture style lesson plan will be developed for those agencies who prefer this training method for their staff. As discussed earlier, the development committee will keep in mind learning styles, learner assumptions, and the principles of andragogy. The goal for this course will be to convey the key points of S257/S.L. 2017-57 relevant to a law enforcement officer's role, and to do so in a way that dispels any potential anxiety about both procedure and philosophy.

The second prong in the in-service approach will be the development of a web-based course available to agencies through the NCJA portal. This will allow officers to self-direct their training based on their individual needs and availability. Allowing adult learners to have a measure of control over their training environment can improve content application and engage the learner as a partner in meeting statutory requirements. Additionally, e-learning allows agencies to reduce the impact of training on their staff in terms of the need for physical resources, the need for instructors, and scheduling. This web-based course will derive from the classroom version and will be developed with key e-learning principles in mind. To that end, the course will be interactive, use color and visuals to emphasize points instead of relying on pages of text, will be narrated to engage both visual and aural senses, and will include knowledge checks to ensure the learner is engaged and focused. Both the in-service lesson plan and web-based course should go-live in January 2020, to allow officers the full year to complete this in-service training.

Phase 4 of the collaboration, the legislative update course, will take the form of a short, narrated video. The video will be approached as a “Raise the Age” branding effort and pre-education for the in-service training available in 2020. This video should go-live in October 2019 and focus on the most significant changes under S257/S.L. 2017-57. Veteran law enforcement officers, those who completed BLET pre-2019, will have the opportunity to be fully briefed on changes to the laws and processes prior to full implementation of changes. This should serve to mitigate confusion and avoid missteps in the application of juvenile code.

The video will be designed to be visually appealing, using color theory to engage the learning and minimizing words on the screen in favor of narrated vocals. This approach to educational video has been shown to be effective in terms of content retention, allowing the learner to focus on either the visual or the aural, and not overwhelming them with both. Instructional aids, such as “cheat sheets” have been discussed. If utilized, they would be packaged with the video in the NCJA portal, allowing the user to download these materials and save digitally or print for future reference. The specific content for the video will derive from the objectives for the in-service lesson plan, with the idea that content selected to be a course objectives should be the content most relevant to the learner.

This summarizes Juvenile Justice’s efforts toward meeting Section 16D.4.(dd) to-date, with a focus on law enforcement training. This section also requires training for sheriff deputies similar to that for other law enforcement officers. On January 29, 2018, Juvenile Justice contacted the Sheriff’s Association to establish this partnership. On February 2, 2018, the Sheriff’s Association put Juvenile Justice in contact with the staff responsible for this training. Juvenile Justice will propose a process that mimics that used with NCJA- a meeting to develop a project plan, a review of existing content, and then a revision process, with adjustments made to address any specific training uniqueness of the Sheriffs’ program.

Stakeholder Training

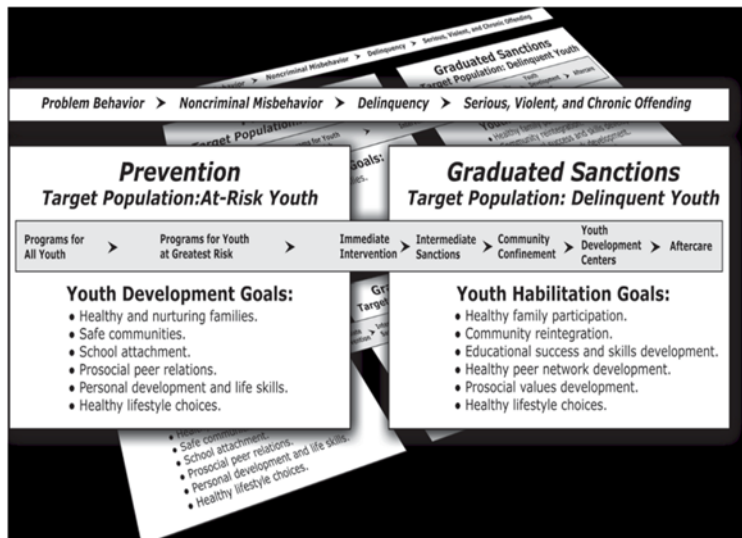
In addition to providing regular training for law enforcement, training will be needed to update judges and court personnel, community service providers, juvenile justice employees, and other juvenile justice system stakeholders on new processes and requirements in order to prepare process owners and individuals integral to and peripherally involved with at-risk, delinquent, and undisciplined juveniles. Subject specificity may range from data screen entry changes to ultimately, when a 16/17-year old goes through the juvenile system versus the adult system, and the resulting policy implications. Educational materials will also need to be developed for parents/legal guardians and the extended community of supports. The online training modules, curriculum development, print campaign, and in-person trainings and area sessions will involve a host of multi-disciplinary individuals to coordinate, review, produce, and implement solutions to meet juvenile justice system and stakeholder needs.

The process for creating this training will include local supports and data analysis/report creation to effectively communicate the impact and plan from the State level to localities.

Juvenile Justice is working with UNC-School of Government to plan for the Juvenile Justice Reinvestment Act training for localities- a plan that includes printed reference materials and job aids, both in-person and online trainings tailored to audiences, and a feedback chain that allows for continuous improvements to initial and in-service trainings. The current plan is that UNC-School of Government will start in July of 2018, by conducting a needs assessment (which audiences need which information), followed by curriculum development, and online training production. In-person trainings will begin by August 1, 2019. Subcommittees within the Juvenile Jurisdiction Advisory Committee are working to address remaining issues (e.g., hearing timeframes and definition of “a violation of the motor vehicle laws under State law”) in order to formulate recommendations for the General Assembly. The resolution to these items as well as approved funding will impact project timelines, including training.

5. JCPC Funding Allocation and Community Programs Strategic Planning Workgroup

In keeping with the Juvenile Justice mission, the Juvenile Community Programs section proposes an expansion plan to support a seamless, equally accessible and tailored continuum of services to meet the needs of an emerging adult population that North Carolina’s juvenile justice system will begin to serve effective December 1, 2019. Raising the age of juvenile jurisdiction creates a need to address program capacity.



A multi-pronged approach responds to three distinct areas of the legislation:

- Capacity expansion and specialized programming to meet the needs of *youth 16 years of age and older*;
- Response to *victims* of delinquent crime through restorative justice programming; and
- Resource support for *School-Justice Partnerships*.

The multi-pronged approach to meet these three distinct points in the raise the age legislation requires expansion in the following manner:

- 1) Increasing JCPC programming capacity for those program types that currently experience heavy usage by the 16 and 17 year olds in our system—restorative justice programming such as restitution and teen court programs. Restitution/Community Service capacity expansion is essential, given that restitution programs are currently the most used program type for the adjudicated youth population. This approach is consistent with the legislative intent of reducing recidivism for the 16 and 17-year-old population. Also, not all counties have access to early intervention restorative justice programs such as teen court.
- 2) Expanding JCPC-funded early intervention programming to assist local School Justice Partnerships via diversion programming. There exists an emerging need for diversion programming that is evidence-based, with best practice programming models that address healthy psycho-social maturity and,



most importantly, impulse control/emotional regulation. The impact of these early intervention models will serve to not only reduce school-based juvenile complaints, but also reduce school suspensions and expulsions, targeting the School Justice Partnership legislative mandate.

- 3) Expanding programming for juveniles that penetrate the juvenile justice system and receive Level I and Level II dispositions. Recommendations include service expansion via JCPC programming to meet the needs of Level I disposition juveniles, community -based contractual services, such as Functional Family Therapy; and through JCPC-Endorsed Level II program agreements, expanding to meet the need of Level II disposition juveniles. Regionalized programming through multi-county JCPC program agreements whereby cross-county, cross-district collaboration will be encouraged.
- 4) Expanding residential contractual services to meet capacity needs of an older population to prevent deeper penetration in the Juvenile Justice system and/or serve as step-down services for juveniles re-entering the community following a youth development center commitment. Residential re-entry programming will need to address the needs of juveniles up to the age of 21. Expansion of Alternative to Commitment programming will support regionalized programming as an alternative to a Youth Development Center for Level III or committed juveniles. This service can also decrease the need for youth development center beds as it will impact length of stay.
- 5) Hiring additional Community Programs staff to support expansion of Juvenile Crime Prevention Council (JCPC) programs, JCPC-Endorsed Level II programs, Alternative to Commitment Programs, Community-based state contract expansion, and Residential state contract expansion. When new funds become available and as new programs and program components develop as a result of age-appropriate, targeted interventions, staff are needed to manage not only the contractual obligations and funds, but also the quality assurance aspect of program evaluation, which includes review of expenditures and outcomes.

Implementation of this multi-pronged expansion plan calls for a deliberate, sequential statewide expansion to support an adequate service continuum with sufficient capacity for the anticipated increase of juveniles entering the juvenile justice system. This workgroup lays out the Juvenile Community Programs expansion plan by:

- Examining a theoretical approach to supporting the requirements of Raise the Age legislation;
- Assessing the immediate service continuum and capacity needs;
- Highlighting program types for effective diversion as well as community-based treatment; and

- Outlining fiscal impact of community-based program expansion including additional department staff and budget resources necessary for adequate implementation.

The Approach

For about 20 years now following the passage of the 1998 Juvenile Justice Reform Act, Juvenile Crime Prevention Councils (JCPCs) have been the vehicle for building a seamless continuum of services for youth in all 100 counties in North Carolina. Their charge, first and foremost, is to support existing statute, and whose legislative intent is “to prevent juveniles who are at risk from becoming delinquent”. (NCGS§ 143B-845). Given that Raise the Age legislation now allows for greater opportunities to serve North Carolina’s emerging adult population, expansion of the JCPC allocation to counties must be given priority. The JCPC allocation has not seen any adjustments since 2009, when it was cut by 5%. Funds have remained stagnant with no increases in over 9 years. Yet, these legislative bodies, in partnership with local county governments and non-profits, have championed an effective and efficient response to the needs of youth in their communities. Their work has directly affected the remarkable reductions of detention admissions, youth development center admissions, and the 10-year reduction of juvenile delinquency rates in our state. To effectively include the older population, the JCPC and local communities will need expansion dollars to continue their legislative mandates.

Juvenile Community Programs recognizes that the JCPC allocation formula inherently needs adjustments due to population increases. There are, however, specific galvanizing JCPC allocation expansion principles that emerged from our work in this area, particularly with regard to expansion of the JCPC allocation (Aid to Counties) and its distribution:

- To comprehensively expand services, funding is needed in advance of the December 1, 2019 effective date of Raise the Age legislation in NC. Rationale: It takes at least nine months to issue JCPC Requests for Proposals (RFPs), review applications, and complete funding deliberations through the local JCPC. New programming or capacity expansions to existing funded programs require 3 additional months for completion of orientation, training, and hiring of additional staff. Funding for JCPC programming has an established cycle, so **timing of expansion funds is critical.**
- No county JCPC allocation should lose its current funding level; counties should be held harmless. Each county’s continuum of services is critically dependent on the current level of funding-- **funding which has not seen an increase in more than nine years.**
- Expansion funding should allocate funds in a way that more accurately reflects existing and anticipated population growth, particularly as it pertains to “Raise the Age.” This would allow counties that have had significant youth population growth to be funded in tandem with overall juvenile justice volume and needs.

- Consideration of an adjusted per capita amount per county that takes into consideration a county's "relative ability to pay," which is a mandate from the existing NC Administrative Code, while also considering the higher cost of providing services in smaller, more rural areas of North Carolina, where a range of programming may not be as abundant as in more populous counties.
- Increasing the JCPC allocation base amount of funding per county from \$31,500 to \$41,500 per county to ensure that even the smallest counties would be able to provide a local service continuum for court-involved juveniles and those youth at greatest risk for delinquency. Under this principle, with an increase in the base, adjustments on a per capita basis are also recommended to re-distribute funds in a standard manner.
- Updating the county "match" requirement for JCPC funding:
 - 1) Current county Tiers were reviewed, but these are subject to change annually and therefore no changes to the current assigned match levels was recommended;
 - 2) A flat match rate for all counties was also considered with an option to reduce the overall match rate if a county chose to provide "cash" match. It is important to note that the workgroup considered that any match adjustment could negatively impact those counties that are already providing a cash match for JCPC allocation; and
 - 3) There was consistently a desire to see county governments "match" their allocation to increase available services – Currently, match is only required to be "local" and some programs provide their own financial support and program resources. The workgroup also considered incentivizing a county government's cash match to a county allocation.

The resulting outcome of adequate implementation of these recommendations is the readiness to serve the full range of juvenile jurisdiction, particularly the older population and their families via best-practice models in both rural and urban areas of North Carolina while simultaneously offering supportive resources to the School Justice Partnership initiative set forth in the legislation.

From a systems approach, expanding JCPC program capacity and strategically regionalizing evidence-based programs at the beginning of a fiscal year (July 1) requires counties to release their request for proposals (RFP) announcing available funds and prioritized program types early enough for funding decisions to be complete in early spring, approved by County Commissioners in May, and approved by State officials by mid-June. The process requires a minimum of 30 days of advertisement in December - January, submission deadlines in February through March, review of program applications and funding recommendations for the final selection of programming. Additionally, annual orientation and training is provided to potential new providers in the early summer months. The expansion plan and recommended sequential "building up" of resources considers the long-standing funding cycle that JCPCs must adhere to.

JCPC Allocation Expansion

JCPC allocation expansion, first and foremost, allows for greater opportunity to address the legislative mandates, by expanding those program types that are used most often by varying referral sources. The plan addresses expansion of restorative justice programming and resource development to address the school justice partnership efforts laid out in the legislation. Juvenile Crime Prevention Councils (JCPCs) are the most viable option for strategic planning and statewide roll-out of innovative juvenile justice system reform initiatives. JCPCs provide a top-down infra-structure that allows for consistent and reliable reaches within all 100 counties. Special provision general statute language and state-level policy drive their mission and tasks. Thus, JCPC expansion is the best channel for local preparation for anticipated system impacts related to “Raise the Age.” Swift implementation of incremental increases to JCPCs well in advance of 2019 will support statewide capacity building. Furthermore, local county JCPCs will remain responsive to their county’s immediate programming needs based on their annual assessment of gaps and needed services unique to each county’s annual plan. It is therefore critical that expansion funding for JCPC’s come well in advance of the legislation’s December 1, 2019 effective date.

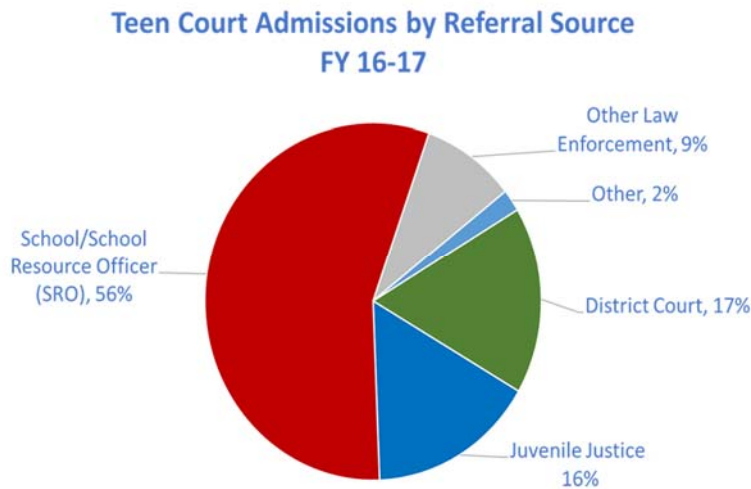
The Juvenile Community Programs section has focused on the priorities of the legislation (S257/S.L. 2017-57) as it pertains to:

- Equitable justice for all youthful offenders across the state via access to services,
- The rights of victims of juvenile crime, and
- School-Justice partnerships to reduce juvenile justice referrals, out-of-school suspensions and expulsions.

Low-risk juveniles who commit a delinquent or undisciplined act should be held accountable for their acts, with opportunity for repayment to the victim(s), or more broadly, the community for their actions if warranted. Currently, Teen Court programming is a viable option for the 16 and 17-year-old population, often preventing them from receiving adult convictions in local district courts. Local district court judges, district attorneys, and juvenile defense attorneys have recognized the programming model as a viable and effective diversion program, and through the mechanism of deferred prosecution, many 16 and 17-year-olds have already been spared from receiving adult convictions for low level misdemeanors. Approximately 17% of all Teen Court admissions were referrals from District Court. Unfortunately, opportunities for access to Teen Court have not been readily available to youth in all counties in North Carolina. Currently, there are 52 Teen Courts funded via JCPCs across the state. The expansion plan recognizes that equitable access to Teen Court is an immediate need to ensure that our current 16 and 17-year-old population have access, even *before* the effective date of raise the age legislation, an overt response and effort to avert youth from harmful collateral consequences of possessing an adult criminal charge or conviction.

Teen Courts and restorative justice programs such as restitution/ community service programming are two of the most utilized program types in the continuum of juvenile

justice programming. Forty percent of all program admissions for youth 16 and older were to either restitution/community service (20%) or Teen Court (20%) programs in FY16-17.



Additionally, Teen Court serves as a practical option to address the reduction of school-based juvenile complaints. In FY16-17, approximately 65% of youth admitted to Teen Court programs were referred by school resource officers or other law enforcement officers.

Expansion of Early Intervention services such as Teen Court and/or Mediation (peer and other models) statewide, or at a minimum developing access to them, ensures “equal distribution of justice” or equal opportunity for access to the service. Also, Teen Courts offer programming options to support the newly legislated School-Justice Partnerships initiative, as the percentage of school-based complaints for lower risk juvenile offenders has long been a focus of the “School-to-Prison” pipeline that S257/S.L. 2017-57 seeks to disrupt.

For counties that have existing Teen Court or Mediation programs, expansion funds should allow counties to develop appropriate Early Intervention/Diversion programs – this ensures counties are not “penalized” if they are already adequately funding Teen Court and/or Mediation programming.

In 2017, North Carolina’s juvenile justice system received approximately 28,000 complaint; 42% were considered school-based. Deeper examination of school-based complaints in calendar year 2017 indicated that about 2,500 of all complaints are made on juveniles between the ages six and eleven. Of those 2,500 complaints, 61% or approximately 1,500 were school-based complaints made on juveniles between the age of 6 and 11. Early Intervention models such as SNAP (Stop Now and Plan), a cognitive-behavioral program, teaches important impulse control skills and aides in reduction of behaviors that contribute to school-based offense complaints such as simple assault and disorderly conduct, the top two complaints received for this age group. Building programming capacity to meet the needs of the School-Justice Partnership and their planning efforts can best be realized by addressing the needs of these youth. Early onset of behaviors that lead to criminalized behavior need to be addressed by effective

interventions—those that address emerging mental health needs and behaviors that result in suspensions and expulsions.

Restorative Justice programs such as Mediation, Teen Court and Restitution/Community Service are considered priority programming as we reach to our local JCPCs to expand program capacity. Restitution /Community Service models that offer supportive vocational skill building and job shadowing tracks are encouraged. The proposed expansion for these service models will allow juveniles 16 years of age or older to benefit from some programmatic support for earning restitution to restore victims of their crime (first 3 months); however, also allow for a weening of these youth into vocational placements that could afford self-sufficiency and earning potential to repay remaining balances of restitution to victims.

JCPCs should seek ways to effectively promote early intervention programs that provide an immediate consequence or response to delinquent behavior without exposure to the juvenile justice system. These program types may dually serve as dispositional alternatives as well as an effective means to address school-related behaviors, creating an additional resource and support to local School-Justice Partnership efforts.

Multi-County program agreements offer a strategic avenue for assisting rural counties that cannot support stand-alone programs due to low capacity needs, but could benefit from services when the need arises. This strategy supports multi-county JCPC collaboration to increase district-wide or regionalized services and increases service capacity regionally for the benefit of the whole within a catchment area. This strategy subsequently supports and promotes equal distribution of justice throughout the state. Funding is needed to support NC-ALLIES database enhancement to streamline the multi-county program agreement process (to build capacity in the electronic system used by programs, where outcomes are measures of evaluation). This process is currently manually performed outside the current DocuSign processes for all other program agreements.

Juvenile Community Program recommends a \$3.4 million-dollar expansion in 2018-19, increasing to \$5.4 million in 2019-20, and \$8.8 million annualized in 2020-21. See Table 1.1 JCPC Expansion.

Table 1.1: JCPC Expansion

Expansion Service Types	FY 18-19	FY 19-20	FY 20-21
Capacity Expansion for 16 and older population/ Restorative Justice Programming/ Restitution/ Community Service and Teen Court expansion or development/ Early Intervention Programming	\$3,400,000	\$5,400,000	\$8,800,000
5 Area Consultants, 4 Quantitative Consultant, 2 Program Assistants	5 FTEs @6 months	11 FTEs	11 FTEs

The incremental expansion of the Juvenile Crime Prevention Council (JCPC) fund allocation will require additional department oversight to ensure program fidelity and adherence to the principles of evidence-based treatment and rehabilitative services. NC General Statutes, NC Administrative Code, and Juvenile Crime Prevention Council policy and procedure are the administrative guidelines for programs across the continuum funded through the Community Programs section. All programming funded by the department and designated for juvenile delinquents must adhere to these standards. Oversight of community-based programs and contractual treatment services is essential to ensure quality, effectiveness, and the cost benefit expected from public funding of these services. Additional area consultants, quantitative consultants, and program assistants are an integral part of the multi-prong approach set forth in this document.

Expansion funding for departmental personnel needs for FY18-19 requires 5 FTEs funded for 6 months. This will allow for oversight and technical assistance to local county governments, non-profits, JCPCs as they expand program capacity or develop new evidence based programming models to meet the needs of the emerging adult population.

Early interventions that target delinquent behavior preserve public safety and offers lower cost programming and greater cost savings as compared to the expensive programming responses for youth that more deeply penetrate the juvenile justice system. Juvenile Justice requests three (3) community-based coordinator positions (each position addresses (2,322 youth/40 youth served per program/59 program caseload), one (1) qualitative programming consultant, and one (1) program assistant (each position addresses (125 new JCPC programs/148 caseload) to administer and ensure financial accountability of programs serving the new 16 and 17-year-old population. JCPC program expansion and regionally based JCPC Endorsed level II / Alternative to Commitment program development requires fiscal and programmatic oversight, which includes fidelity model reviews, quality assurance practices, and compliance with department program and fiscal policy standards. These positions ensure these practices are occurring at the programmatic level; but, they also are responsible for providing initial and on-going training, monitoring, evaluation (SPEP) and system-wide implementation of department-lead initiatives. “Raise the Age” will require expansion of appropriate services to the new emerging adult population. The administrative support position is required given the volume of programming and documentation associated with data management,

regional training support, communication with JCPCs, program providers, county governments, and other stakeholders.

Area Consultants serve as the state's representative in the statutorily defined state-local partnership that is the Juvenile Crime Prevention Council fund. Currently all 100 counties participate in the JCPC fund. The Area Consultant is essential to the state-local partnership, in providing technical assistance, guidance, compliance monitoring, and training, to County Government officials, JCPCs, funded programs, and insuring statutory and DPS requirements are met. Furthermore, the consultant engages in a collaborative process, along with counties, to develop and strengthen funded programs to insure a stable and reliable local continuum. The consultant has a variety of responsibilities, each interconnected and complimenting each other. The layers of responsibility are outlined as follows.

Pursuant to GS 143B-843, each Council and JCPC funded community-based program must adhere to the requirements of policy for continued funding. This means that the smallest program as well as the smallest county must follow the same guidelines to remain in compliance. This oversight is designed to ensure fidelity in decision-making at the local level, and the highest quality programming to provide maximum treatment and rehabilitative benefit to juveniles along the service continuum.

The Quantitative Consultants provide specialized technical assistance and guidance related to fiscal accountability, fiscal policy and procedural testing, and detailed follow-up and corrective action to internal auditing findings. Technical assistance provided by the Quantitative Consultant focuses on program fiscal operations and fidelity in reporting allowable expenses within the parameters of approved program agreement and any budget amendments. Quantitative Consultants assess the soundness of funded non-profit administrative and fiscal practices, review policies and procedures for sufficiency, and provide guidance to strengthen policies and practices. Quantitative Consultants conduct focused, in-depth financial reviews, to root out the scope of any non-compliance, either in response to consultant monitoring findings, or internal audit findings. This position also responds with expert knowledge and assistance upon funded agency's request.

Program Assistants provide administrative support to area field staff in executing and monitoring the policies applicable to JCPC funding. Program Assistants provide real time support to Area Consultants while they are traveling or in the field at work in assigned counties. Program Assistants also provide real time technical support for funded program staff in all aspects of the program agreement and client tracking functions. They facilitate NCALLIES data quality sweeps and assist local providers with corrections to data, which serves data quality for evaluation and legislative reports. Technical support provided by the Program Assistant includes training for new program staff as well as troubleshooting technical issues as they arise in the field. Program Assistants engage in consistent communication of deadlines and accounting processes pursuant to implementation of applicable policy and procedure. Program Assistants routinely

disseminate and receive other information on behalf of consultants, as well as fielding and directing requests for information and assistance.

Raise the Age Expansion: Level II Community-Based and Contractual Residential Services

Juvenile Community Programs will deploy a multi-tiered strategy to effectively address the gaps and barriers to services for juveniles 16 and older that will be entering our juvenile justice system. The approach requires the availability of resources for site development and subsequent program funding for a variety of evidence-based short-term residential and community-based programming models, while providing accountability and transparency in the oversight of contractual services administered by the state.

The Section has identified goals, objectives, and activities that commence over a 3-year period beginning FY 18-19 through FY 20-21. Goals and anticipated timeframes by which these goals will be accomplished have been prioritized based on the need for programming and capacity as 16 and 17-year-old juveniles begin to enter our system at greater numbers. It should be noted, however, that Juvenile Community Programs already has experience serving the older juvenile population, generally in transitional living home models serving as step-down services from a youth development center or other short-term residential placement.

Juvenile Community Programs targets the creation of services where short-term residential services are scarce or non-existent. These goals are supported by specific objectives and activities described herein.

- Short-term residential site development: Identify potential residential programming sites to develop two (2) new short-term residential programs in FY 18-19, designating \$200,000 toward this project. Funds will allow the section to release a request for proposal (RFP) in preparation for service delivery in FY19-20.
- Expand and develop contractual residential services—transitional living and other step-down residential service models for youth 16 and older and juveniles reentering communities from youth development centers. Models will address vocational skill building while residing in the short-term residential facilities.
- Deploy strategy for regionalized programming/services for targeted youth in rural and urban areas; begin incremental capacity building via community-based services FY 18-19 and FY19-20.
- Increase Community Programs staff with addition of 2 Contract Managers (one in FY 18-19, and one in FY 19-20).

Short-term Residential Site Development

Juvenile Community Programs is requesting \$200,000 in non-recurring funds for FY 18-19. These funds are earmarked to develop two (2) new residential service contracts. Juvenile Community Programs works closely with the DPS Purchasing and Logistics

Section to complete a competitive bid and contract award process. This lengthy process begins with the development of a Request for Proposal (RFP) and can take between 9 to 12 months to complete. Partial funding in FY18-19 will allow the section to at least initiate this process by developing the Request for Proposal for short-term residential services by no later than December, 2018. The funding will also allow for residential site selection with a potential vendor, safety and security inspections, staff hiring, training, and onboarding, and will allow ample time for licensing by the NC Department of Health and Human Services, Division of Social Services, Regulatory and Licensing Services for Residential Child Care, if applicable. Vendors may be required to find appropriate residential sites, but Juvenile Community Programs will consider identifying and utilizing state-owned properties requiring minimal renovations to curtail capital investment costs for contracted residential services. Once the solicitation process has concluded and a vendor is awarded the contract, Juvenile Community Programs establishes milestones for the delivery of residential services within a 90 to 120-day period. Vendors must demonstrate that trained staff can readily deliver services within the given timeframe dictated within the start-up period.

Expand Short-term Residential Services

Juvenile Community Programs offers short-term residential programming within multi-purpose group homes, crisis and assessment centers, transitional living programs, as well as gender specific residential programming for females. All residential programming employs the Model of Care, recognized by Office of Juvenile Justice and Delinquency Prevention as a Promising Approach. The Model of Care is a service delivery model that promotes continuous behavioral teaching and the practice of selected skills. This focus on practice and skills meets the learning-style needs of each youth and leads to an internalization of skills and the values of honesty, respect, responsibility, empowerment, compassion, and spirituality. The model also supports psychosocial maturation for juveniles of various age ranges and teaches emotional regulation through continual practice of skills and cognitive thinking.

Major components of community-based and residential service expansion for older youth that may be retained in the juvenile justice system includes programming focused on post-secondary educational attainment, job readiness and employment, group activities, financial management, mental health services, substance abuse counseling, community volunteering, and independent living group activities.

The following time-line of activities are relative to the goals and objectives:

- By fiscal year end 18-19, Juvenile Community Programs will work in tandem with existing contract service providers to make modifications to residential services to become more responsive to the needs of youth 16 and older by offering vocational education services in consultation with the Juvenile Education Services Section, in coordination with current educational services being provided on site at each of the multi-purpose homes.

- By fiscal year 19-20, the Section will relocate the Craven Transitional Home model in the Eastern Area to another site, replacing the existing site with a residential model that is more conducive to the physical layout of the design of the home. The Craven home was originally a multi-purpose group home model and the gap in service need dictates restoration of this residential model to address the shortfall of residential services. \$5.2 million annualized will support a total of eight short-term residential programs reflecting a combination of service models—therapeutic foster care, short-term residential, transitional living, independent living programs. Site locations include program expansion in the Central Area, in the Piedmont, and Western Areas per a survey of needs and gaps in services completed by the workgroup in December, 2017.

Residential programs served 674 youth in residential settings in FY 16-17. Most of the homes currently funded maintain a wait list for bed availability. Recidivism studies of residential services provided via state contracts indicate much lower recidivism for youth exiting these programs as compared to Youth Development Centers. Also, research indicates that youth have better outcomes when they are served within or closer to their home communities.

Regionalized Community- Based Services

The Section proposes to enhance the juvenile justice continuum through collaborative inter-county, inter-district partnership development. There exists economic, social, and resource disparities among communities and counties. Often rural counties are not as “resource rich” as their urban counties. The Juvenile Community Programs approach seeks to engage with non-profit providers that demonstrate an ability to provide services within regions of the state. The goal is to tap into resource rich communities and offer expansion of services into those neighboring communities and counties where resources are scarce. Ultimately, this strategy will enable the section to offer age-appropriate services, targeting areas where service gaps exist, building on the concept of economy of scale. In doing so, the Department can maximize state funding and collectively leverage local resources to better serve youth and families.

Currently, there are two mechanisms for providing community-based programming 1) via state-level competitive bid contracts, working closely with the DPS Purchasing and Logistics Section, and 2) via JCPC -Endorsed Level II contracts, a state and local collaboration whereby the RFP and award process is completed at the state-level, but local JCPCs must approve the need for the service through their needs and gaps analysis, and endorse provider applicants. Funds awarded to provider applicants are disbursed monthly through county finance offices in the same manner as JCPC county allocation dollars.

Community-based service expansion efforts necessitate \$125,000 in recurring funds in FY18-19 to begin service expansion by strategically mobilizing resources and services to those areas where services are either limited or non-existent. In FY 19-20 a total of \$2.2 million is requested to continue expansion of age-appropriate community-based programming and services. The FY 20-21 expansion of community-based contractual funds also includes \$400,000 to subsidize vocational programming and services for youth

being served in either a community or residential setting. The expansion order of priority is as follows:

- Per stakeholder surveys conducted by the Juvenile Community Programs workgroup in December 2017, stakeholders indicated an increasing need for sexual offender evaluation and appropriate treatment. For those providers that currently offer these services under JCPC-Endorsed Level II contracts, patterns of overreaching contractual service capacity have occurred as early as October in the fiscal year (during the last three years). These services support those juveniles that have been in jeopardy of a YDC commitment if the service is not available.
- Expansion funding for existing JCPC-Endorsed Level II programs, particularly those that are providing residential and intensive in-home service models. The section has successfully implemented a regional approach to these service contracts, targeting counties with limited resources and services, and will build on this strategic expansion model to ensure service gap reductions where needed.
- Expansion of Functional Family Therapy, currently a state-level administered contract that offers services in 89 counties. Expansion funding would allow for expansion of the service to the remaining 11 counties in the state.
- Expansion of vocational education and skill-building services, either community-based or to support existing residential programming.

A regionalized funding approach allows for flexibility to accommodate the growing need for more specialized intervention services particularly in those areas where gaps in specialized services exist. The ability to adapt programming and services to meet the changing needs of juveniles is paramount in establishing a robust continuum of services. The section can be responsive to local and regional service needs by using community-based JCPC-Endorsed Dispositional Option contracts (program agreements), Alternative to Commitment contracts, and state-level community-based contracted services as the mechanism to establish these services. Our strategy involves building capacity on the foundation of our existing local-state partnerships. Where regionalized services have been established through multi-county program agreements through Level II JCPC Endorsed Dispositional Option contracts, Juvenile Community Programs has demonstrated that this strategy can be a cost-effective and efficient means to bring responsive juvenile justice programming to communities of need across the state.

Presently, less than 2% (FY 17-18 JCPC data reflects only 7 programs are designated as a vocational skills program) of programming types focus on vocational skills (i.e., job readiness, career development, and training). While vocational services are standard programming components of the Transitional Home Model offered in the service continuum for youth ages 16, the anticipated increase of youth 16 and older requires the Section to respond immediately to develop a gap in services. The Section recommends the expansion of vocational programming opportunities for youth aging out of traditional community-based programming as well as those entering the juvenile justice system.

Personnel costs associated with expansion efforts include 2 FTE Contract Administrator positions. In FY 18-19, a Contract Administrator position will be filled for a period of 6 months with the second FTE hired and trained in fiscal year 19-20. The Contract

Administrator must possess considerable knowledge of community planning , effective interventions, programs, and strategies designed to address the needs of youth at risk for delinquency, undisciplined and delinquent juveniles. Extensive knowledge of evidence-based, research supported juvenile justice best practice programming models is required. The individual must demonstrate the ability to collect and analyze data and information including programmatic, research, and financial information and have a working knowledge of applicable legislation, including state and federal guidelines, current NC General Statutes and Administrative Code. These SKAs (knowledge, skills, and abilities) are required to provide accountability, transparency, and oversight of contracted community-based and residential services at the state level.

Table 2.1 below reflects the annualized cost of expansion services for Level II community-based and contracted residential services beginning in FY 18-19 through FY 20-21. Juvenile Community Programs contractual service expansions include an annualized cost of \$5,600,000 for residential services and \$2,200,000 for community based contractual, in addition to the two (2) FTE contract administrator positions.

Table 2.1: Level II Expansion of Community-Based and Contracted Residential Services

Expansion Service Types	FY 18-19	FY 19-20	FY 20-21
Contracted Residential Services (includes \$400,000 in FY 20-21 for vocational programming)	\$200,000 NR	\$5,200,000	\$5,600,000
Community-Based Services, JCPC Endorsed, Alternative to Commitment	\$125,000	\$2,200,000	\$2,200,000
Contract Administrator FTE total per fiscal year	1 FTE @ 6 months	2 FTE	2 FTE

Considerations

For more than six years, the Section has developed programs and services along the continuum redirecting resources to rural and urban areas. Critical to this process has been the deployment of a data driven processes that capture the utilization of these services. Results from recent surveys and state held forums in Fall 2017 indicate that many judicial districts are not able to effectively utilize residential programs due to distance and travel time for Juvenile Court Counselors and families to routinely visit and follow-up with youth during participation in a program. By establishing regionalized age-appropriate residential services, youth have direct access to local resources that promote their educational, social, emotional, and spiritual adolescent growth and development.

Regionalized services may be developed through Level II Community-based contracts or Alternative to Commitment Programming. However, there are currently constraints on Alternative to Commitment funding as written in NC general statute. Initially, these projects were developed in 2003 as “Demonstration Projects”. Clearly, these programs have resulted in effective reduction to youth development center commitments and

detention admissions as evidenced by a 60% reduction in YDC commitments since the project's inception. The funding stream has not been increased since 2004. The total funding amount for these projects is \$750,000, with \$100,000 caps to program funding awards, and a limitation of 10 programs funded annually. Juvenile Community Programs will seek legislative changes to place demonstration project funds under Level II funding to remove these caps and provide flexibility to funding these program models.

Juvenile Community Programs is taking a progressive approach to ensure that future expansion efforts include a plan for interfacing with the local/regional mental health service management entities and management care organizations (LME-MCO's) to connect and refer youth with critical services as needed.

Juvenile Community Programs will change the JCPC funding cycle from an annual funding process to a 2-year funding cycle in FY19-20.

Juvenile Community Programs will seek a special provision for the first year of JCPC funding expansion to support the multi-pronged approach to building program capacity. JCPC Special Provision language will be needed to ensure Juvenile Crime Prevention Councils focus on and fund those services identified to meet the service needs for 16 and older youth. Consideration should be given to supporting resources needed for the newly formed School-Justice Partnerships. Juvenile Crime Prevention Councils will have a role in supporting school-justice partnership endeavors.

Juvenile Community Programs Conclusion

These strategies require cross collaboration among internal DPS divisions and other state agencies. The creation of community partnerships that extend statewide through the work and planning of local JCPCs are paramount in addressing the needs of youth 16 and older.

From a systems approach, expanding residential and community-based (Level II) capacity requires early planning and implementation well in advance of the effective date of raising the juvenile jurisdictional age in North Carolina. This approach will allow for goals and objectives to be met in time for the expected up-tic in service needs.

Deeper end continuum services for Level II and Re-entry will take months to develop and to become fully operational. While the "Raise the Age" legislation will not bring a significantly high number of new 16-17-year-old offenders into the juvenile justice system immediately after its effective date, programming must be intact. The system needs to stand ready to provide for their significant treatment needs to promote desistance to delinquent behavior and prevent further adult criminal behavior and/or subsequent victimization. The Community Programs Section further promotes the development of a seamless continuum of services designed to support a developmentally appropriate juvenile justice system response to youth and family needs in the community.

6. Facility Design, to include A-G Felony planning for housing Workgroup

Rockingham County 60-bed Youth Development Center

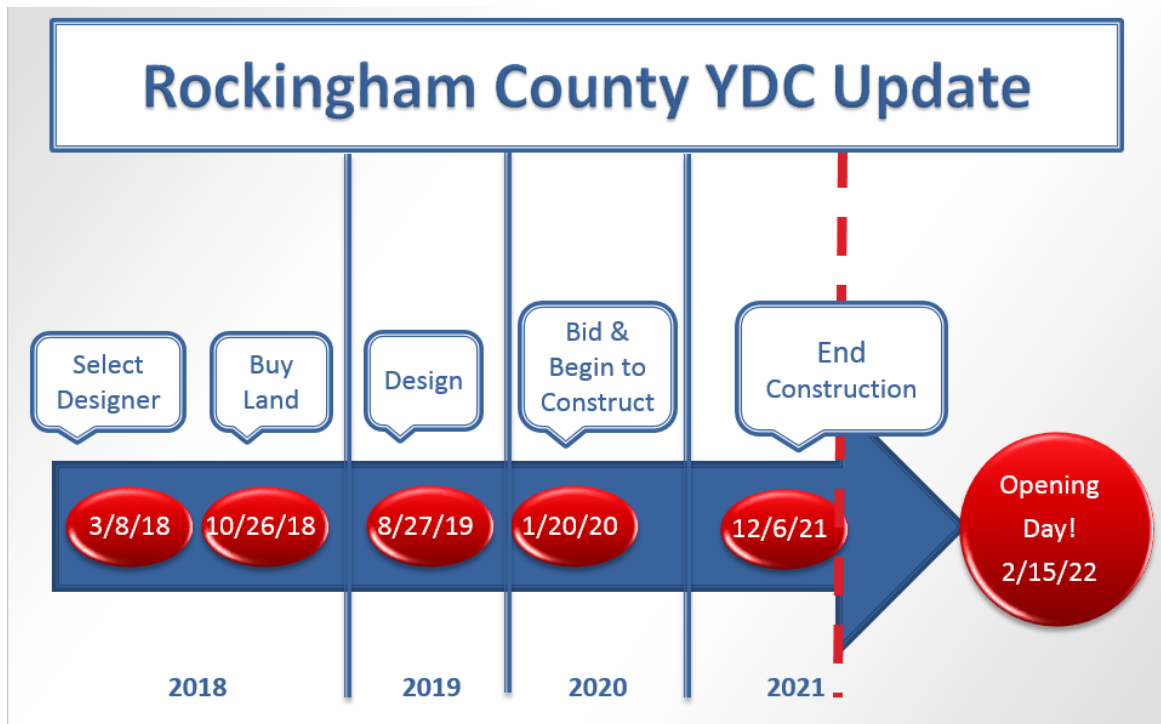
Juvenile Justice recommended that a 60-bed youth development center (YDC) be constructed to allow for the additional 16 and 17-year-old population. The General Assembly funded the construction of the 60-bed YDC in FY 17-18 at \$13,200,000. Additional programming challenges come with constructing a facility for an older population, including the provision of space for vocational activities, and larger recreation spaces. Though, the benefit of housing the older population together outweighs the distribution of this new population amongst the youngest of our residents.

NOTE: Juvenile Justice is examining also using Lenoir Youth Development Center in Kinston, NC for housing older youth, and the Dobbs campus buildings, which are across the street from Lenoir YDC, for vocational programming.

A site and secondary site have been identified in Rockingham County, NC for the new 60-bed facility, including a 12-bed flexible use option. Prior to land being purchased, an environmental assessment must be completed. The project is on schedule for purchase in October of 2018.

The request for proposals was posted. The selected designer/architect is Moseley Architects, based out of Charlotte. Juvenile Justice Facility Operations staff meets each Monday to finalize the design of the building and landscaping. The design development is on schedule to be completed by August of 2019. Input from facility staff has been beneficial in determining what space in the current facilities is underutilized and what space needs go unmet.

Discussions with Rockingham Community College have begun concerning the provision of staff training and the coordination of pre-hire screening and assessments. Also, preliminary discussions with the Rockingham County Economic Development group regarding recruitment have begun. Juvenile Justice will be providing the economic development group with position descriptions that include application screening requirements so that workforce development efforts may begin for the February 2022 opening of Rockingham Youth Development Center.



Status	Task Name	Duration	Start	Finish
	Rockingham County YDC	1128 days	10/19/18	2/14/22
Complete	Designer Selection	101 Days	10/19/18	3/8/18
	Programming and Advance Planning Phase	70 days	3/14/18	6/19/18
	Land Acquisition	130 Days	4/30/18	10/26/18
	Design Phase	310 days	6/20/18	8/27/19
	Bid & Award Phase	103 days	8/28/19	1/17/20
	Construction Phase	491 days	1/20/20	12/6/21
	Move-In/Occupancy & Close-Out	50 days	12/7/21	2/14/22

Hiring Plan

A 60-bed youth development center is staffed with 114 positions for full operation. Facility Operations will hire the criminal justice certified staff in groups that align with BASIC training student-teacher ratios and class sizes. The hiring plan also provides for the preparation of a position for hire such as cost fund setup, recruitment, and entering the position in BEACON. It also includes the 72-workday average to hire a criminal justice certified staff member, and the 6 weeks of onboarding and BASIC training prior to setting up the facility for operation. In FY 20-21, 81 staff will be needed, and 114 in FY 21-22.

Criminal Justice certified positions



NOTE: The effective dates below reflect when the positions should be authorized by, such that the position may be prepared, and the hiring process may begin.

Classification	Effective Date	<u>FY 2020-2021 FTE</u>	<u>FY 2021-2022 FTE</u>
School Educator (I=20; II=21)	7/1/2021	0.00	10.00
Principal	1/1/2021	1.00	1.00
Youth Counselor	1/1/2021	19.00	19.00
Youth Services Behavioral Specialist	1/1/2021	30.00	35.00
Youth Counselor Supervisor	1/1/2021	6.00	6.00
Facility Director	7/1/2020	1.00	1.00
Assistant Director (TSPMgr)	1/1/2021	1.00	1.00
Clinical Chaplain	7/1/2021	0.00	1.00
Sr. Licensed MH Clinician	1/1/2021	1.00	1.00
Staff Psychologist	1/1/2021	2.00	4.00
Social Worker III	1/1/2021	4.00	5.00
Professional Nurse	7/1/2021	0.00	2.00
Lead Youth Monitor (Housing Unit Supervisor)	1/1/2021	4.00	4.00
Youth Counselor Technician	1/1/2021	10.00	15.00
Food Service Supervisor IV	7/1/2021	0.00	1.00
Cook II	7/1/2021	0.00	3.00
Cook Supervisor I	7/1/2021	0.00	1.00
Business Officer	7/1/2020	1.00	1.00
Administrative Support	1/1/2021	1.00	3.00
FTEs:		81.00	114.00

Capital Improvements

Juvenile Justice requests funds to purchase and prepare the Rockingham County Youth Development Center site in the amount of \$5,193,000 in FY 18-19. Also, Juvenile Justice requests \$1,998,000 in FY 18-19 to renovate the E Cottage at C.A. Dillon and repair the driveway such that a 20-bed detention center may operate for the longer-stay A-G transfers. The driveway repair will also facilitate further renovations in latter stages of transfer planning.

Transfers

For those juveniles who are charged with an A-G felony, the housing of that population in juvenile detention will occur in:

- Guilford County Juvenile Detention: Guilford is considering adding up to 48 beds, 8 of those beds would be dedicated for female 16 and 17-year-old transfers. This proposal may hinge on a capital commitment (a portion of construction costs) to the county for construction of these beds. Ongoing discussions with Guilford leaders have yielded interest to-date.
- Jail North: This site in Mecklenburg County would be viable effective December 2019, offering 107 male beds, and 15 female beds for a total of 122 beds. Should this location house this population, the location staff would be subject to NC Juvenile Detention Standards, meet Prison Rape Elimination Act (PREA) requirements, and submit to biannual inspections. Ongoing discussions with Mecklenburg law enforcement leaders have yielded interest to-date.
- C.A. Dillon: Renovation to C.A. Dillon cottages, in phases, is a possibility for housing the A-G transfers. Cottage E renovation would be the first cottage to be renovated, with a preliminary completion date of February 2020. We are currently working with DPS Central Engineering to determine associated costs. For all 3 cottages proposed for renovation, the bed total would be 68. Repair and resurfacing of roads is essential to the safe and successful use of this property. DPS Central Engineering will be looking at any other potential infrastructure needs that will need to be addressed.

Upon analysis, the A-G population is expected to stay for 259 days (based on the median length of stay until conviction for the current juvenile transfer population), resulting in approximately 181 beds needed.

DETENTION RATE FOR A-G HOLDS UNTIL CONVICTION		
	1,268	A-G Complaints for 16 and 17-year-olds
	528	Juveniles associated with the above complaints
	256	Juveniles in detention
	66,183	Juvenile detention days (Applied median length of stay to number of projected juveniles in detention)
\$	16,148,712	Projected cost (\$244 per juvenile per detention day)
\$	8,074,356	State share (State and county split cost 50%-50%)
	Beds Needed	181

It is important to note that several variables can impact this projection, and that the Sentencing and Policy Advisory Commission (SPAC) is examining possible adjustments for presentation to the Housing of Transfers subcommittee in Spring 2018. For that reason, the only monetary request accompanying this report, regarding implantation costs associated with housing 16 and 17-year-old juveniles who commit A-G felony offenses and reside in a juvenile detention center until conviction, is the capital improvement amount of \$1,998,000 for E Cottage at C.A. Dillon (repair & renovation).

7. Youth Development Center (YDC) and Detention Center (DC) Programming, to include A-G planning for long-term programming Workgroup

The Facility Programming Workgroup consists of 15 core members drawn from Clinical Services and Programs (4), Quality Management (1), Court Services (5), Detention Centers (2), and Youth Development Centers (3), joined by several ancillary appointees representing other workgroups. Since its launch on October 11, 2017, the workgroup has held 5 meetings focused on developing programming for emerging adults (ages 18 - 20) in a youth development center to be constructed in Rockingham County.

After a review of the principles of effective programming, the research literature on programming for emerging adults and transition aged youth, and findings from the Pathways to Desistance Studies, workgroup members determined that: a) the programming model under development will be informed by research identifying “what works” with confined youthful offenders and emerging adults; b) it will follow a cognitive-behavioral approach; c) it will promote psychosocial maturity (controlling one’s impulses; considering the implications of one’s actions on others; delaying gratification in the service of longer term goals; and resisting the influences of peers); and d) it will include a motivation system providing incentives for positive behavior and engagement in programming, and sanctions for misbehavior that targets factors contributing to youth’s behavior.

The workgroup also acknowledged that whatever programming model it develops must promote safety for staff and youth and will also identify any changes needed in policy and data management systems (NC-JOIN) to support it. Finally, the workgroup recognized that it must work closely with the five workgroups exploring facility design, vocational and

educational programming, healthcare services, mental health and substance use disorder services, and reentry/stepdown opportunities.

During its third meeting, the workgroup members shared results of their research into existing programs, including a literature review produced for the National Institute of Justice in 2016 examining developmentally appropriate programming for emerging adults in confinement (available at <https://www.ncjrs.gov/pdffiles1/nij/249902.pdf>). After identifying the programs highlighted in the review that merited further exploration, workgroup members developed a structured interview to be used to guide future contacts with these programs. Workgroup members reached out to these model programs using the structured interview guide to collect common domains of information about each program, and later shared what they had learned during a fourth workgroup meeting in January. Members wrote summaries of each model program they researched, and these were appended to meeting minutes.

A fifth workgroup meeting was held in late February that allowed workgroup members to hear from other workgroups and to guide this group to make preliminary decisions about programming in key domains. Through a series of small group exercises and large group discussion, initial decisions were made regarding the role of direct care staff, staffing patterns, the daily schedule, components of the motivation system, specialized programming needs, visitation, and family engagement. This workgroup will also develop programming for the A-G transfer population in detention centers.

8. Re-entry, PRS & Step-downs Workgroup

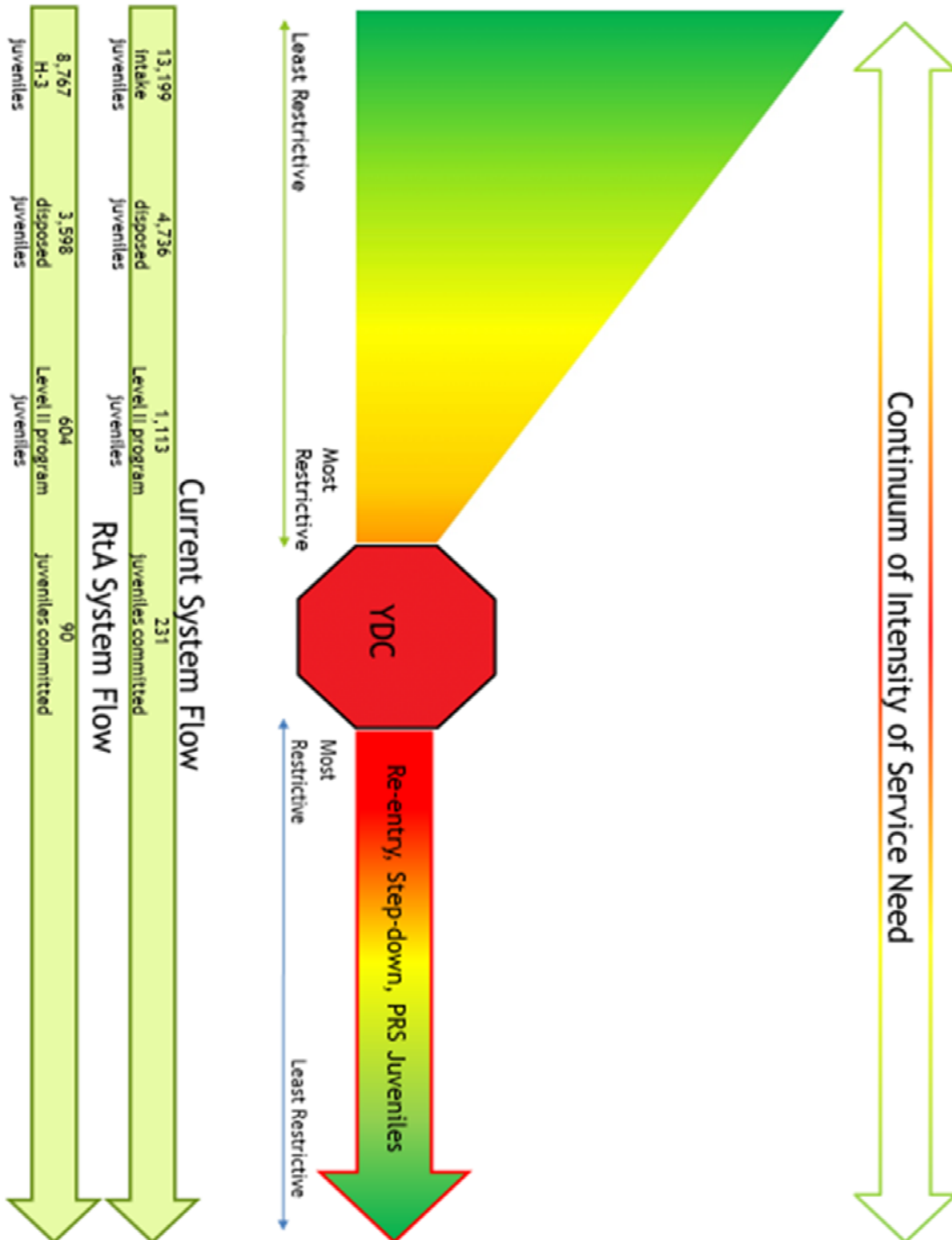
The Step-down Re-entry workgroup had its first meeting on October 31, 2017.

Workgroup Objective: To research and develop comprehensive Re-entry and Step-down programming to meet the needs of youth who will enter the system through Raise the Age legislation, as well as youth who are currently in the juvenile justice system.

Workgroup Task: The workgroup will assess and design, or re-design, a comprehensive system to meet the needs of Juvenile Justice involved youth as they prepare to exit juvenile detention centers, youth development centers, residential facilities, and other community commitment programming.

The workgroup recognized that raising the age of juvenile jurisdiction to include youth who enter into commitment status because of a disposition received when they are 16 or 17 years old means that step-down or re-entry services will be provided to 18 and 19-year-old youth, or “emerging adults”. Therefore, step-down and re-entry services will need to be expanded in the programming areas of independent living skills development and vocational/job skills-building. The workgroup will consult with in-state partners, national leaders, and other states as workgroup members research and identify evidence-based programming in these areas.

The workgroup is considering a comprehensive Transition/ Re-entry/ Step down continuum to describe the system within Juvenile Justice, and including its community partners. Reference "Youth Development Center (YDC) and Detention Center (DC) Programming, to include A-G planning for long-term programing." Also, reference "JCPC Funding Allocation and Community Programs Strategic Planning" workgroup findings as the workgroups are closely linked.



9. Education, to include vocational programming, Workgroup

The Juvenile Justice Education and Vocational Programming Workgroup has been working on planning for sustainable educational and career skills training programs in Youth Development Centers (YDCs) and Juvenile Detention Centers (DCs). The workgroup researched what other states are currently implementing for their older populations and discussed multiple options for career skills training. A pilot program to serve older students (16 and 17-year-old students) from the Eastern part of the state at Lenoir YDC (programming to occur on the Dobbs Campus) is in the planning and development process. The committee has identified two major barriers impacting the implementation, (1) population of students and (2) certified direct care staffing shortage. Workgroup members are identifying solutions to the staffing concerns and the multi-disciplinary population management team is collaborating to obtain more specific educational records to assist in housing placement decisions.

In previous years, vocational training provided at the YDCs has been provided through partnerships with local community colleges. To maintain this partnership and provide programming requires YDCs to sustain a minimum enrollment of eight students, which is required by the NC Community College System for Full-Time Equivalency (FTE) hours. This is how they can fund instructors. As the population of committed juveniles has been decreasing over the years, our ability to maintain the FTE requirement has become more difficult.

Trends in Youth Development Center Commitments (1998-2016)



With our current population, more than 80% of our students are working toward a traditional high school diploma. This means we are required to provide instruction aligned with the NC Course of Study. Almost 50% of the committed students come to Juvenile Justice having failed one or more high school courses, which are typically in a core area of English, math, science, or social studies.

Two components of qualifying for vocational services are that the student is (1) working toward obtaining a high school equivalency (HSE) certificate and (2) enrolled in a vocational training program. Most of our youth who meet these qualifications are from the Western and Piedmont areas of the state, and thus, reside at Stonewall Jackson. Edgecombe YDC has eight students who would be eligible for the pilot program at Lenoir, but transferring them to Lenoir at this point in their commitment status would disrupt other aspects of their treatment and is not advised. So, while Lenoir is the ideal site for the pilot given staffing and space, it is not currently ideal given where the youth are assigned today.

At Lenoir YDC, Juvenile Justice currently has four students who are eligible to participate in the pilot program. Although Lenoir Community College is eager to reestablish a partnership and support our students, we do not meet the minimum FTE requirement (8 students) yet. The students are currently being served through online and teacher facilitated HSE preparation curriculum, soft skills development, and Microsoft and career exploration courses taught by the school's licensed Career and Technical Education (CTE) teacher. To help build this pilot program, a grant funded CTE/vocational instructor will be hired to provide instruction to students in the vocational pilot program as soon as Title I grant funds are made available (these funds have been delayed, typically available in October each year). Our goal is to have the pilot program running by summer 2018. With a hired teacher for this purpose, we will no longer be restricted to the 8 student FTE requirement, and can accommodate a fluctuating number of committed/long-term stay youth. With an established pilot, Juvenile Justice can also incorporate vocational programming needs into the facility assignment policy.

In addition to working on establishing the pilot program at Lenoir YDC, members of the workgroup have been communicating with local Workforce Development Boards to learn more about how their services may be able to support Juvenile Justice students during and after their commitment and/or long-term stay in a detention facility. The director of Education Services and Rockingham Community College will continue to collaborating throughout the construction of Rockingham County Youth Development Center. Additional industry-recognized certification programs for students, such as Career Readiness Certification (CRC), C-Tech and ServSafe, have been researched and implementation plans are being developed. The CRC is a universal certification which measures key workplace skills. C-Tech is a program specifically designed to be used in secure facilities to teach students technical skills for which they can obtain stackable credentials recognized in the IT industry. ServSafe is a training and certification program recognized by the National Restaurant Association.

More specific educational and vocational programming planning is dependent on decisions that will be made regarding new facility design, the temporary housing of older

students during construction of the new facility, and housing of transfer students. Vocational planning needs, specifically in reference to safety and security, are feeding the design process for Rockingham Youth Development Center. Policies and procedures will be put in place at Lenoir and Rockingham YDCs. Given that facility assignments will take into consideration the vocational planning needs of each student, as well as age, some students may be placed in facilities far from their court; the need for videoconferencing to minimize transportation costs for these youth increases as programming is solidified.

10. Mental Health and Substance Use Workgroup

Workgroup recommendations pending the selection of facility programming. *Reference “Youth Development Center (YDC) and Detention Center (DC) Programming, to include A-G planning for long-term programming.”*

11. Health Care Services Workgroup

The Health Care Services workgroup identified several policy issues that would contribute towards the success of implementing the extended juvenile jurisdiction. Further cost analysis must be conducted, but the preliminary issues workgroup members are researching follow:

1. Request expansion of registered nurse staffing by 2 positions to move toward a full-time registered nurse located in all Detention Centers.
2. Establish a telehealth program to provide primary care and psychiatric care for all facilities settings.
3. Seek a timely process from NC Dept. Information Technology to approve use of health care information technology applications approved and vetted by CMS, HHS, and HIPAA. This would allow access and leverage of applications and resources to meet urgent, unexpected health care access needs for juveniles. It would create a standard process for rapid approval of vital programs and applications, when needed, to meet the health care needs of juveniles in Juvenile Justice residential settings.

Appendix B: Juvenile Jurisdiction Advisory Committee Members

First Name	Last Name	Role	Title	Appointed by
Betty	Budd	Representative from the victim advocacy community		President Pro Tempore of the Senate
Tarra E.	Callahan	Representative from the juvenile advocacy community	Executive Director, Conservatives for Criminal Justice Reform	Speaker of the House of Representatives
Honorable Darren E.	Campbell	Sheriff	Sheriff (Iredell County)	Speaker of the House of Representatives
Honorable J.H. "Jay"	Corpening, II	Representative from the victim advocacy community	Chief District Court Judge, District 5 (Pender & New Hanover Counties)	Speaker of the House of Representatives
Bill D. (Co-Chair)	Davis	Representative from the juvenile advocacy community		President Pro Tempore of the Senate
Honorable Garry (Co-Chair)	Frank	District Attorney	District Attorney for District 22B (Davidson & Davie Counties)	Speaker of the House of Representatives
Michelle	Hall	Executive Director of the North Carolina Sentencing and Policy Advisory Commission	Executive Director, NC Sentencing and Policy Advisory Commission	Ex-officio
Krista	Hiatt	Chief Court Counselor (rural county)	Chief Court Counselor	Governor
Erik A.	Hooks	One representative from the Juvenile Justice Planning Committee of the Governor's Crime Commission	Secretary of the Department of Public Safety	Governor's Crime Commission
Rachel	Johnson	Director of the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services of the Department of Health and Human Services	N.C. Division of Mental Health Developmental Disabilities & Substance Abuse Services, Justice Systems Team- Community Policy Management	Ex-officio- designee
Honorable Jennifer J.	Knox	One Clerk of Superior Court	Wake County Clerk of Superior Court	President Pro Tempore of the Senate
William L.	Lassiter	Deputy Commissioner for Juvenile Justice of the Division of Adult Correction and Juvenile Justice of the Department of Public Safety	Deputy Secretary	Ex-officio
Chief Jeffrey	Ledford	Police Chief	Chief of Police	President Pro Tempore of the Senate
Kym	Martin	Superintendent of Public Instruction	Director, Center for Safer Schools	Ex-officio- designee
Martin B.	McGee	Superior Court Judge	Judge of the 19A Judicial District of the Sixth Division of the Superior Court (Cabarrus County)	Chief Justice of the North Carolina Supreme Court
Carol	McManus	Chief Court Counselor (urban county)	Chief Court Counselor	Governor
Robert B.	Rader	Chief District Court Judge	Chief District Judge Wake County	Chief Justice of the North Carolina Supreme Court
Mary D.	Stansell	Assistant public defender who handles juvenile matters	Wake County Public Defender's Office, Juvenile Chief Board Certified Specialist in Juvenile Law	North Carolina Association of Public Defenders
Heather	Taraska	Assistant district attorney who handles juvenile matters	Assistant District Attorney, Mecklenburg County District Attorney's Office	Conference of District Attorneys
Marion R.	Warren	Director of the Administrative Office of the Courts	Director, Administrative Office of the Courts	Ex-officio
Eric	Zogry	Juvenile Defender in the Office of Indigent Defense	Juvenile Defender	Ex-officio

Appendix C: Completed Implementation Tasks

✓ Effective October 1, 2017:

Greater Protections for Victims

Victims:

- Must be notified of filing decision, reasons for the decision, and whether matter was closed, diverted, or retained;
- Must be notified of right to have prosecutor review filing decision under amended G.S. 7B-1704 and G.S. 7B-1705; and
- Under new G.S. 143B-806(b)(14a), Juvenile Justice must develop a system for informing victims about status of pending complaints and right to review the filing decision.

Greater LEO Access to Information

- DJJ must begin tracking “**consultations with law enforcement**” that do not result in the filing of a petition per amended 7B-3001(a)
- Duty to share info. applies to:
 - Juvenile’s delinquency record & consultations with law enforcement officers
 - When requested for the purpose of assisting law enforcement during the investigation of an incident that could lead to the filing of a complaint
- **Certain Limitations Apply:**
 - Law enforcement may not obtain records from JCC’s
 - Law enforcement must maintain confidentiality of any information shared

✓ GangNet Consultation

- As required by S257/S.L. 2017-57, Juvenile Justice consulted with the NC GangNet administrator concerning the drafted gang screening. The final product will be deployed by December 1, 2019, in NC-JOIN. The Court Services policy committee is working to include the completion of this risk alert as a required component of the intake process within policy.

✓ Law Enforcement Consultations and Victim Letters:

The Court Services Policy Committee determined that four key changes would effectuate on October 1, 2017. These changes were:

1. Victims were added to the notification of a filing decision requirement.
2. Victims would gain the right to request a prosecutorial review of filing decisions.
3. Juvenile Justice must develop and administer a system to keep victims and complainants informed about the status of pending complaints and their right to request a review.
4. Law enforcement officers could request, under specific circumstances, specific information from the Juvenile Court Counselor's record.

Court Services staff began mapping out a training plan August 8, 2017, as policy, forms, and letters were being revised. It was quickly determined that E-learning would present the best option for these changes, for a number of reasons. Of particular significance, E-learning would allow Court Services the most flexibility in providing the training. It was determined that the changes could be adequately conveyed in 30 minutes or less. Given the geographic spread of Court Services staff, the length of training would be significantly shorter than travel time to a training site in many cases. Additionally, Court Services staff are often bound to court schedules and other obligations; so, scheduling enough trainings prior to October 1 to reach all staff presented a significant logistical challenge. Finally, Court Services felt it was paramount that all staff receive the exact same message regarding these changes. E-learning would allow this consistency and ensure that regardless of district or work location, every Juvenile Court Counselor would receive the same legal, policy, and process update. This would ensure a smooth implementation of these new requirements statewide.

Court Services then began training design. In this process, the Court Service policy committee considered the practical nature of the charge. The legislation would need to be fully explained in a digestible manner, the impact on policy would then need to be articulated, and then the specific changes to processes linked to policy would need to be made clear. While of vital significance to the work of Court Services, the static nature of the content would present a challenge for E-learning development. Court Services considered the five key assumptions regarding adult learners, as shared by Malcolm

Knowles, an expert on adult learning. These assumptions included: adults are practical and results-oriented, are highly motivated, and have multi-level responsibilities. Additionally, principles of adult learning dictate that adult learners are most interested in subjects that directly apply to their job and tend to be problem-centered.

These principles and assumptions would indicate that the training provided to Court Services staff needed to be narrowly tailored to explain the changes to legislation and related policies as they specifically apply to a Juvenile Court Counselor’s job. Court Services determined that this information should be presented as two “chapters”—changes to victim rights, and then law enforcement consultations.

To narrow down the victim-related content, Court Services developed a chart (below). This document was used as a guide for further training development and was also digitally provided to all Court Services staff as a quick-reference guide for future use.

NEW STATUTORY LANGUAGE	IMPACT ON JJ	HOW WE ARE ADDRESSING THE CHANGE	SPECIFIC LETTERS WITH CORRESPONDING TIMEFRAMES
<p>Notification of Filing Decision – Amended G.S. 7B-1703(c) requires a juvenile court counselor to provide written notification to <u>both complainants and victims (previously only complainants)</u> of a decision not to file a complaint as a juvenile petition. The notification must include specific reasons for the decision, whether or not legal sufficiency was found, and whether the matter was closed or diverted and retained. The notification also must inform the <u>complainant and victim</u> of the right to have the decision reviewed by a prosecutor.</p>	<p>JCCs must provide written notification to <u>both complainant(s) and victim(s)</u> of a decision not to file a complaint and must inform the <u>complainant(s) and victim(s)</u> of their right to have the decision reviewed by a prosecutor.</p>	<p>Revision of existing letter</p> <p>Revision of existing letter</p> <p>Creation of NEW letter</p>	<p>CS 009 Decision Parent/Legal Guardian/Custodian Letter Send the REVISED letter within two (2) business days of making a decision.</p> <p>CS 009a Decision Complainant Letter Send the REVISED letter within two (2) business days of making a decision.</p> <p>CS 009b Decision Victim Letter (NC-JOIN) Send the NEW letter within two (2) business days of making a decision.</p>
<p>Request for Review by Prosecutor – Amended G.S. 7B-1704 makes conforming changes to provide that the procedure for requesting review of a juvenile court’s filing decision applies to <u>both complainants and victims (previously complainants only)</u>.</p>	<p>JCCs must notify both <u>complainant(s) and victim(s)</u> of their right to request prosecutorial review of a decision not to file a complaint. The victim(s) will initiate this process by calling the JCC. The JCC must facilitate this process by notifying the DA’s office of any such request.</p>	<p>Revision of existing letter</p> <p>Creation of NEW letter</p>	<p>CS 009a Decision Complainant Letter Send the REVISED letter within two (2) business days of making a decision. Wording on this letter reflects the complainant’s right to an appeal which enable CS staff to meet this requirement of the statute.</p> <p>CS 009b Decision Victim Letter (NC-JOIN) Send the NEW letter within two (2) business days of making a decision. Wording on this letter reflects the victim’s right to an appeal which enable CS staff to meet this requirement of the statute.</p>
<p>Prosecutor’s Review and Decision – Amended G.S. 7B-1705 makes conforming changes to provide that a prosecutor’s review of a court counselor’s filing decision must include conferences with <u>the complainant, victim, and juvenile court counselor (previously complainant and juvenile court counselor only)</u>. A prosecutor also must notify both the complainant and the victim of his or her decision at the conclusion of the review.</p>	<p>This statute applies to prosecutors</p>	<p>N/A</p>	<p>N/A</p>

<p>Victim's Access to Information – New G.S. 143B-806(b)(14a) grants authority to the Secretary of the Division of Adult Correction and Juvenile Justice to <u>develop and administer a system to inform victims and complainants about the status of pending complaints and the right to request review</u> under G.S. 7B-1704 of a juvenile court counselor's decision not to file a complaint.</p>	<p>Juvenile Justice must develop and administer a system to inform both victims and complainants of the status of pending complaints and their right to request prosecutorial review of a decision not to file.</p>	<p>Creation of NEW letter</p>	<p><u>CS 008 30 Day Complainant Signature Letter (NC-JOIN)</u> A NEW letter has been created for districts that have LEOs who drop off police reports and have to come back later to sign the complaint. Send this letter to the complainant within 2 business days of completing the complaint in NC-JOIN notifying the complainant that he/she has 30 days to come back in to sign the complaint.</p>
		<p>Creation of NEW letter</p>	<p><u>CS 008a Curtailed Pending Complaint Status Letter (NC-JOIN)</u> A NEW letter has been created for this if the complaint has not been signed. If the complainant fails to return to sign the complaint, send this letter to the complainant and the victim after 30 days from the date the CS 008 letter was sent informing the complainant of the status of the pending complaint. Give the victim the option to come in and sign the complaint if it is a misdemeanor offense or to contact the complainant to come in and sign the complaint if it is a felony offense. Hold complaint for up to another 30 days before curtailing the complaint in NC-JOIN. (Note from our legal counsel - although it is ok for us to give a 60-day timeframe for the complainant or victim to come in and sign the complaint, unless the statute of limitations has been reached, the complainant can still come in and sign the complaint after the 60-day period we gave them). The JCC will have to re-create the complaint in NC-JOIN because it will have been curtailed after 60 days.</p>

The curriculum coordinator then packaged all referenced forms and letters into a single document, which was also ultimately provided electronically to staff. These revised forms and letters were also incorporated into NC-JOIN, the software system used by Juvenile Justice to track juveniles and complete all required paperwork. Court Services Staff were informed that they were to complete all revised and newly created victim's rights letters in NC-JOIN, but having a paper copy of the letters allowed staff to have a hands-on review of changes prior to implementation.

Court Services felt that having the chart of changes and revised letters packages was a start to training, but that further explanation and strategic redundancy in communication would improve information retention rates and result in higher rates of immediate compliance without staff confusion. To that end, a narrated video was produced that all Court Services staff were required to review. This would serve to meet a number of adult learner types- interactive, visual, and aural, while the written materials would only serve the visual learner. Additionally, the video could serve as legacy material used to train new employees and made available for future reference/ re-training as needed.

The changes outlined in the chart above served as the foundation of a E-learning script. The training developer created an interactive timeline for inclusion in the video, which showed a juvenile's progression through the intake and complaint decision process, with key timeframes and related letters highlighted. Major changes to timeframes were clearly emphasized to ensure staff understood these changes.

With this preliminary development underway, Court Services turned their focus to the law enforcement consultations portion of S257/S.L. 2017-57. This presented a seismic shift in Court Services' approach to their work: confidentiality is sacrosanct. Therefore, staff would need to very clearly understand their expectations in terms of what to share, when, and with whom. The curriculum coordinator determined focusing on the information most relevant to the job of Juvenile Court Counselors, an assumption of adult learners, would be the guiding principle. To ensure the material would be easily digestible, the process of engaging in a law enforcement consultation was broken down into 3 conditions and 2 rules. This "3 and 2" rule (pictured below) was repeated throughout the training materials, with the idea of creating a consistent framework for comprehension and application.

The curriculum coordinator produced highly visual written material to be provided to staff as a quick reference guide, in the same vein as the chart above. This material (below) isolated out the most relevant material to guide staff regarding compliance with the changes to law, while remaining in compliance with confidentiality statutes.

In order for Court Services staff to be compliant with G.S. 7B-3001(a1) effective October 1, 2017, Court Services staff should take the following steps when they are contacted by a Law Enforcement Officer (LEO) requesting information regarding a juvenile.

If a law enforcement officer (LEO) calls with a question regarding a juvenile in accordance with 7B-3001(12), the JCC should follow the steps listed below.

7B-3001(a1) reads as follows, "To assist at the time of an investigations of an incident that could lead to the filing of a complaint, upon request, a Juvenile Court Counselor shall share with a law enforcement officer sworn in this State information from the juvenile court counselor's record related to the juvenile's delinquency record or prior consultations with law enforcement. Law enforcement officers may not obtain copies of juvenile records and must maintain the confidentiality of information shared and keep it separately from other law enforcement records."

First, a Court Counselor must ensure 3 conditions are met:

- 1 The requestor is a law enforcement officer (LEO) sworn in this state,
- 2 The LEO is requesting information for a specific juvenile, and
- 3 The LEO is conducting an investigation that could lead to the filing of a complaint.

Do your due diligence to ensure the person you are speaking with is a sworn officer of the State of NC, when you are not speaking to the LEO in person. You should have some confidence that you are speaking with a sworn officer of the State.

You can prompt the officer by asking, "Are you calling in reference to "SB 257"; or "the Juvenile Justice Reinvestment Act" or "the Raising the Age statute"? Please ask the LEO this information prior to sharing information under this statute.

You must ask the LEO whether he/she investigating an incident that may lead to the filing of a complaint. Please ask the LEO this information prior to sharing information under this statute.

You must have 3 "yes" answers to proceed. If the answer to any of these conditions is "no", you cannot provide the LEO with information under this statute.

If all of these conditions have been met, proceed with information disclosure under the guidelines below.

If all of the conditions have been met, you may proceed with information disclosure. Keep these 2 rules in mind.

1 You can share any delinquent complaint information in the “Complaint” section of NC-JOIN.

ID	Offense Date	Offense Status	Offense Description	Amended Offense	Victim Name	Action
486475	18-Aug-2013	Dismissed	No offenses issued			View/Modify
486476	18-Aug-2013	Dismissed	Reckless driving, vehicle delinquent			View/Modify
486482	19-Jun-2013	Dismissed	Drive after consuming + 21			View/Modify
486485	15-Aug-2013	Dismissed	Consumer who is/holds beverage for a person less than 21 years old			View/Modify
490400	18-Jun-2013	Dismissed	Resisting public officer			View/Modify
486478	18-Aug-2013	Dismissed	Unlawful use of motor vehicle			View/Modify
482320	22-Apr-2013	Dismissed	Unlawful use of motor vehicle			View/Modify
482339	22-Apr-2013	Dismissed	No offenses issued			View/Modify
448355	17-Dec-2012	Dismissed	Second degree rape			View/Modify
448878	17-Dec-2012	Dismissed	Second degree sexual offense			View/Modify
448543	17-Dec-2012	Dismissed	Enticement			View/Modify
490217	17-Dec-2012	Dismissed	Second degree rape			View/Modify
490518	17-Dec-2012	Dismissed	Second degree sexual offense			View/Modify

The information that can be shared includes the number of complaints received, type of complaints received, date received, and status of complaint, or anything else that appears under the expansion (reference the screenshot below). Undisciplined complaints must be excluded.

ID	Offense Date	Offense Status	Offense Description	Amended Offense	Victim Name	Action
486475	18-Aug-2013	Dismissed	No offenses issued			View/Modify
486476	18-Aug-2013	Dismissed	Reckless driving, vehicle delinquent			View/Modify
486482	19-Jun-2013	Dismissed	Drive after consuming + 21			View/Modify
486485	15-Aug-2013	Dismissed	Consumer who is/holds beverage for a person less than 21 years old			View/Modify
490400	18-Jun-2013	Dismissed	Resisting public officer			View/Modify
486478	18-Aug-2013	Dismissed	Unlawful use of motor vehicle			View/Modify
482320	22-Apr-2013	Dismissed	Unlawful use of motor vehicle			View/Modify
482339	22-Apr-2013	Dismissed	No offenses issued			View/Modify
448355	17-Dec-2012	Dismissed	Second degree rape			View/Modify
448878	17-Dec-2012	Dismissed	Second degree sexual offense			View/Modify

2 You can share information about prior law enforcement consultations with LEOs, but all other types of consultations cannot be shared.

Begin Date	Type	Description	Action
31-Oct-2013	Other		View/Modify

To facilitate the sharing of consultations, Juvenile Justice has created a “Consultations” section in NC-JOIN under the Juvenile Profile. All law enforcement consultations must be documented in this section.

You can share any information about prior law enforcement consultations. If you have any information about any other type of consultation, it cannot be shared. Do not document any other types of consultations in NC-JOIN.

To document a consultation, select the “create consultation” option indicated below, and enter your information. A user guide will be distributed to further explain this feature and how to document within.



Also, keep in mind that **you cannot give copies of any information to a law enforcement officer.** They can take their own notes, but cannot receive copies from you. Additionally, **law enforcement officers should be reminded that any information they receive must be kept confidential and separate from other law enforcement records.**

In order for Court Services staff to be compliant with G.S. 7B-3001 (a1) effective October 1, 2017, staff must follow the instructions above.

All 3 conditions **must** be met before information can be shared with law enforcement, and all information sharing **must** be done consistent with the 4 rules. Please refer any questions to your supervisor.

In order to completely fulfill 7B-3001(a1), Juvenile Justice’s IT section developed a Consultation section in NC-JOIN so all Juvenile Court Counselors across the state of North Carolina would be able to share consultation information with Law Enforcement Officers if they requested information on a juvenile while conducting an investigation which could lead to the filing of a complaint. The Consultation section developed in NC-JOIN was completed, and training on how to access and enter information into this section was provided to all Juvenile Court Counselors.

In order to submit this Consultation, please indicate your agreement with each of the following statements by checking the corresponding box.

- I was contacted by a Sworn Law Enforcement Officer of the State of North Carolina to initiate this Consultation.
- The aforementioned LEO requested the Juvenile Delinquency Record and Consultations Information from me.
- This Consultation was requested to assist in an existing investigation into an incident that could lead to the filing of a Complaint.

Criteria – All statement must be true to create a consultation record.

* Consultation Date/Time: 02/12/2018 12:00 am
Consultation Date/Time – User must click inside the field to prompt the Calendar component.

* Location/District: 19

* Consultation Type: [Select...]
Consultation Type – User must select Community, E-Mail, Face-to-Face, Office Visit, or Telephone.

* Consultation Request
Consultation Request – User shall enter the reason(s) law enforcement contacted juvenile court.
500 characters remaining

* Complainant: [Select] [Clear]

* Court Counselor: Max Tester Baker [Select] [Pick me] [Clear]

* Presenting Issue
Presenting Issue – User shall enter details as to what was going on with the juvenile that promoted the law enforcement to contact juvenile court services.
500 characters remaining

* Recommendations
Recommendations – User shall enter the recommendations made to law enforcement.
500 characters remaining

* Case Service Time: [Hours] [Minutes]
Case Service Time – User must enter in hours and minutes how much time was spent on the consultation.

Comments
Comments – User may enter any additional information regarding the consultation.
500 characters remaining



Save Cancel

In order to submit this Consultation, please indicate your agreement with each of the following statements by checking the corresponding box.

- I was contacted by a Sworn Law Enforcement Officer of the State of North Carolina to initiate this Consultation.
- The aforementioned LEO requested the Juvenile Delinquency Record and Consultations Information from me.
- This Consultation was requested to assist in an existing investigation into an incident that could lead to the filing of a Complaint.

* Consultation Date/Time: 02/12/2018 12:00 am

* Location/District: 19

* Consultation Type: [Select...]

* Consultation Request
500 characters remaining

* Complainant: [Select] [Clear]

* Court Counselor: Max Tester Baker [Select] [Pick me] [Clear]

* Presenting Issue
500 characters remaining

* Recommendations
500 characters remaining

* Case Service Time: [Hours] [Minutes]

Comments
500 characters remaining



Save Cancel

As with the information regarding victim rights, this document served as the foundation for a script to be included in the narrated video under development. The curriculum coordinator included the “3 and 2” rule throughout and created a narrated walk-through of NC-JOIN to guide staff in how to both create and access the information that could be shared.

Upon completion of this written document and scripts, the curriculum coordinator assembled the video. All S257/S.L. 2017-57 changes under discussion here were included in one 10-minute video. Consistent with E-learning best practices, the video was highly visual and used color theory to engage the learner. The narration served as the primary focus, with key words and phrases appearing on the page so the learner would not be over-stimulated. The coordinator included copies of each letter with changes highlighted as they came up in the script, so staff could see the changes while they were being discussed. As mentioned, an interactive timeline and NC-JOIN walkthrough served to reinforce the narration.

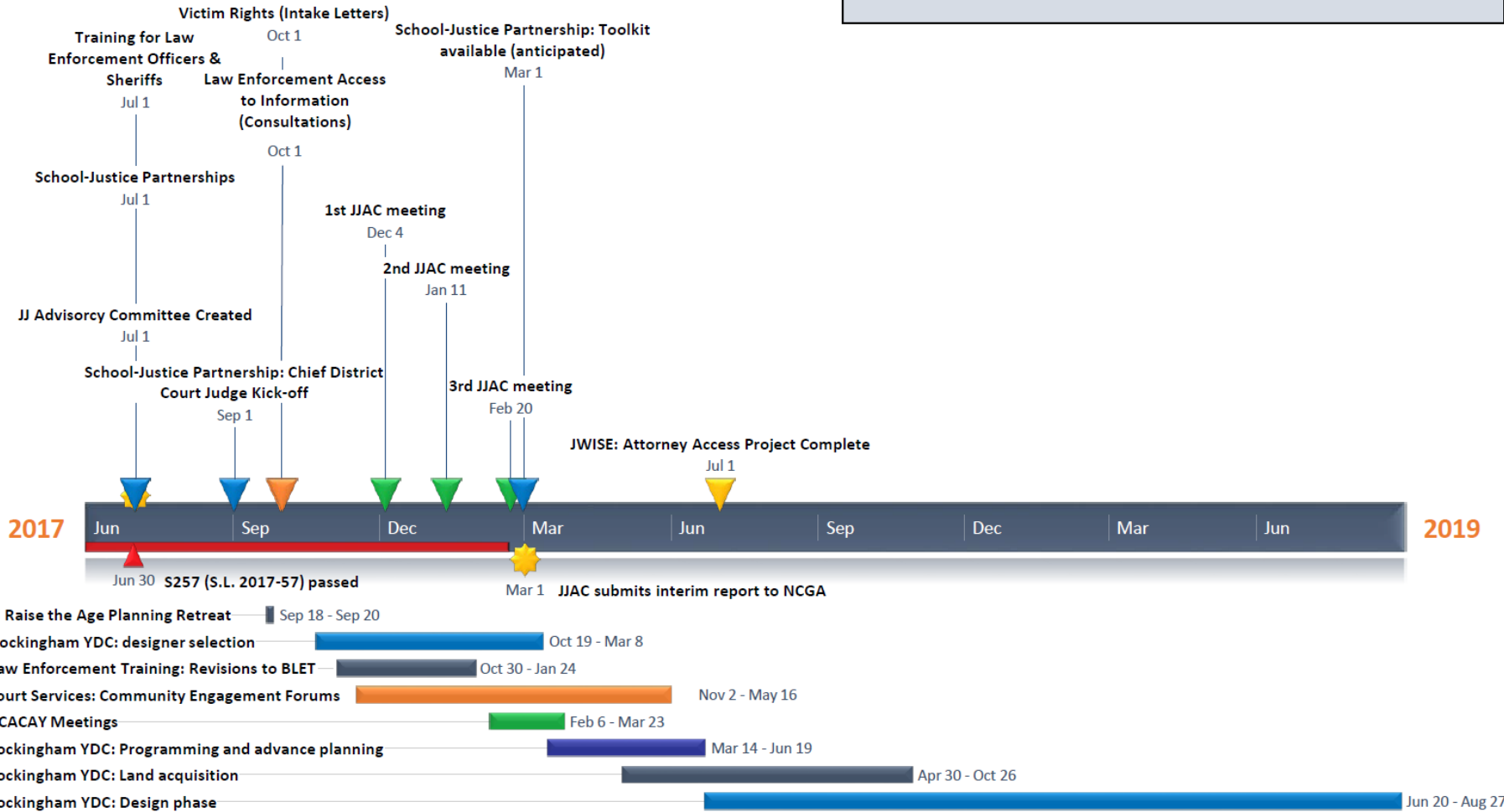
Upon completion of the video, it was reviewed and approved by the Court Services' policy committee, Court Services' management, legal advisors, and Juvenile Justice executive management. Final approval was given on September 13, 2017. The video, the victims right chart, the law enforcement consultations document, and the portfolio of letters were packaged together, intending to reinforce and supplement each other. This package was submitted to the Department of Public Safety, Adult Correction and Juvenile Justice's Office of Staff Development and Training on September 14, 2017, to be reviewed, loaded into the learning management system (LMS) used by Juvenile Justice, and assigned (September 21, 2017) to all Court Services staff for mandatory review.

This assignment process created automatic alerts for each staff member. Supervisors and managers were notified of the training requirement and charged with ensuring all assigned staff completed their training for October 1, 2017 implementation. The package was also emailed to all supervisors and managers on September 19, 2017 so they had a copy to share in staff meetings. Providing supervisors and managers the training materials ahead of their staff also allowed for questions and clarification from Juvenile Justice management so that managers could be empowered to help their staff clarify any points of confusion. The video was played at Juvenile Justice's Raise the Age management planning meeting on September 20, 2017. This allowed for Court Services managers and supervisors in attendance to view the materials together and receive legal and managerial clarification at the same time.

Training staff within Juvenile Justice used the learning management system's reporting capabilities to track the completion rates of this course, to ensure that staff were completing training within the required timeframe.

Appendix D: Implementation Plan Timeline

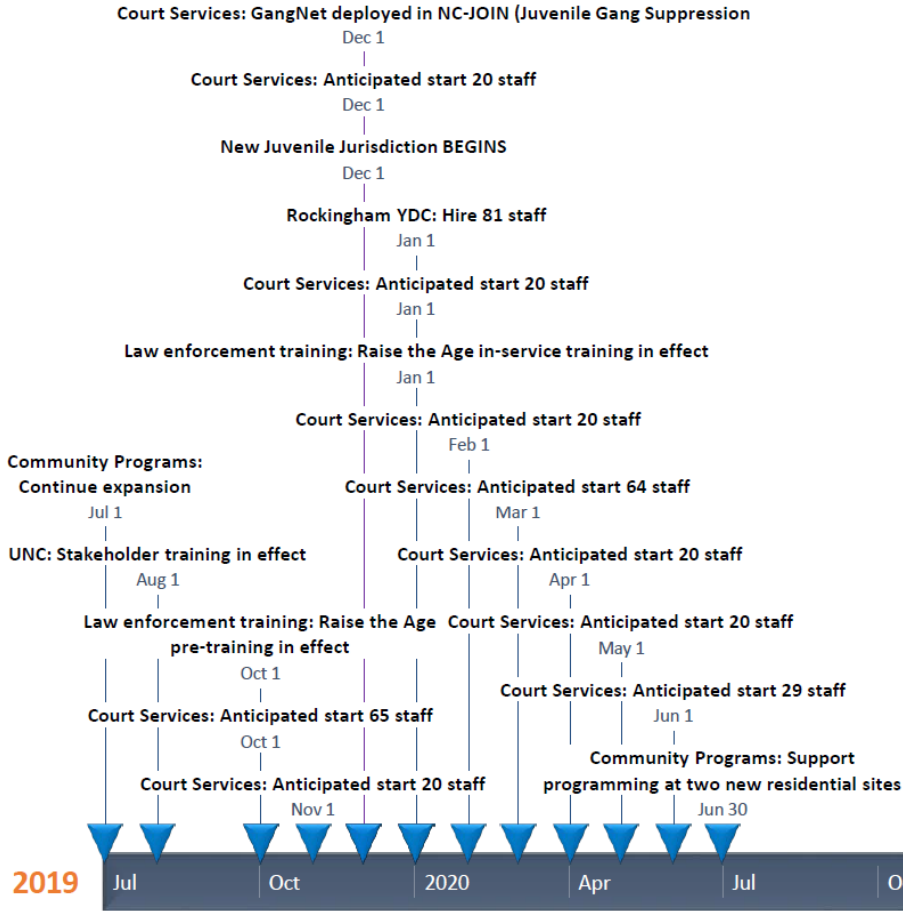
Fiscal Year 2017-2018



Fiscal Year 2018-2019



Fiscal Year 2019-2020



Rockingham YDC: Bid & award phase Aug 28 - Jan 17

Rockingham YDC: Construction Jan 20 - Dec 6

Fiscal Years 2020-2021, 2021-2022, 2022-2023





ADMINISTRATIVE OFFICE OF THE COURTS


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Appendix E: Administrative Office of the
Courts Funding Request

MEMORANDUM

TO: The Honorable Garry Frank, Co-Chair, Juvenile Jurisdiction Advisory Committee
Mr. Bill Davis, Co-Chair, Juvenile Jurisdiction Advisory Committee

FROM: Marion R. Warren 

DATE: March 1, 2018

SUBJECT: Interim Report

I am writing to provide information regarding staffing needs in the North Carolina Judicial Branch related to the implementation of the *Juvenile Justice Reinvestment Act*.

When providing input to the North Carolina General Assembly's Fiscal Research Division, the North Carolina Administrative Office of the Courts provided several scenarios of potential workload impact. The staff of the Fiscal Research Division selected a multiplier that assumes that juvenile delinquency cases of 16 and 17 year olds will take 1.75 times as much judge and staff time as those cases currently take in adult criminal court. As this is an implementation report, in calculating workload impact, deference has been given to the Fiscal Research Division staff's multiplier selection.

Based on the estimated annual number of H and I felony cases where 16 and 17 year olds are the defendant, two judgeships' worth of work will move from superior court to district court. So, while deferring to Fiscal Research Division staff's multiplier selection for overall workload increase calculations, the number of additional district court judgeships needed is five, not three, due to the shift of two judgeships' worth of work from superior court to district court.

Judicial Branch judge and staff resources are being requested effective January 1, 2019. That timing will provide the opportunity for training of new (alongside some existing) staff and judges in juvenile law. This proposed timing will also allow the new district court judgeships an opportunity to be elected in November 2018 for a full four-year term.

Since the number of judgeships and assistant district attorneys in each district are specified in statute, the General Assembly would need to increase the numbers allocated to the specific districts – in addition to providing funding for the positions.

I am requesting, effective 1/1/2019:

- Five district court judgeships, one in each of the following districts:
 - 29A (McDowell and Rutherford counties)
 - 22A (Alexander and Iredell counties)
 - 4 (Duplin, Jones, Onslow, and Sampson counties)
 - 19A (Cabarrus county)
 - 23 (Alleghany, Ashe, Wilkes, and Yadkin counties)





These districts are the five worst off from a workload to judge ratio. They currently have 73% - 86% of needed judgeships **before the increased workload from raising the age.**

- Eight assistant district attorneys, one in each of the districts which include the following counties:
 - Harnett and Lee counties
 - Bladen, Brunswick, and Columbus counties
 - Franklin, Granville, Vance, and Warren counties
 - Guilford county
 - Burke, Caldwell, and Catawba counties
 - Johnston county
 - Edgecombe, Nash, and Wilson counties
 - Gaston county

These districts are the eight worst off from a workload to prosecutor ratio. They currently have 73% - 89% of needed prosecutors **before the increased workload from raising the age.**

- Seven district attorney legal assistants
- Six deputy clerks

The annualized total recurring cost for these positions is \$2,735,833; with a non-recurring cost of \$122,841.

It is important to note that the workload impact of the *Juvenile Justice Reinvestment Act* will be felt across the state, not just in the districts identified above as worst off in staff/judge to workload ratios. Workload increases occurring due to the *Juvenile Justice Reinvestment Act* are on top of existing staff/judge shortages. The National Center for State Courts has developed workload standards for North Carolina's court personnel after extensive studies. Based on workload formulas calculated from filings through June 30, 2017, the court system has shortages statewide for the staff/judge types listed above **before the increased workload from raising the age of:**

- Nine district court judgeships
- Forty-five assistant district attorneys
- Fifty-seven district attorney legal assistants
- Fifty-four deputy clerks
- Thirteen assistant clerks

