



North Carolina Department of Public Safety

Juvenile Justice and Delinquency Prevention

Roy Cooper, Governor
Eddie M. Buffaloe, Jr., Secretary

William L. Lassiter, Deputy Secretary

MEMORANDUM

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

From: Eddie M. Buffaloe, Jr., Secretary
William L. Lassiter, Deputy Secretary

Subject: Youth Development Center Annual Report

Date: October 1, 2024

Pursuant to § 143B- 810 the Department of Public Safety shall report by October 1 of each year to the Chairs of the House of Representatives and Senate Appropriations Subcommittees on Justice and Public Safety, the Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety, and the Fiscal Research Division of the Legislative Services Commission on the Youth Development Center (YDC) population, staffing, and capacity in the preceding fiscal year.

Specifically, the report shall include all of the following:

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

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

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

Division of Juvenile Justice and Delinquency Prevention Opens New YDC

The North Carolina Department of Public Safety (DPS), Division of Juvenile Justice and Delinquency Prevention (DJJDP), proudly opened our newest facility during FY 2024. Rockingham Youth Development Center (YDC) is a 42,000 square foot facility located in Reidsville, Rockingham County. Rockingham YDC welcomed its first youth on June 12th, 2024.

The facility was constructed by the NC Department of Adult Correction (NCDAC) Construction Apprenticeship Program (CAP). CAP completed the project with significant savings for DPS, positively impacted the local economy, and provided valuable apprenticeship hours that resulted in 15 adult offenders completing their Journeyman Apprenticeships under CAP mentors.

Due to its short operating period during FY 2023-2024, some sections of this report may not include data from Rockingham YDC. At full capacity, it will offer 60 beds for both detention and commitment.

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

FY 2023-2024

County	Cabarrus YDC	Chatham YDC	Edgecombe YDC	Lenoir YDC	Rockingham YDC	Distinct Juveniles
Alamance	0	1	0	1	0	2
Alexander	1	0	0	0	0	1
Anson	0	0	1	0	0	1
Beaufort	0	0	1	0	0	1
Bertie	0	0	0	1	0	1
Bladen	0	0	1	0	0	1
Brunswick	0	1	0	0	1	2
Buncombe	2	1	0	0	0	3
Burke	2	0	0	0	0	2
Cabarrus	8	0	0	0	0	8
Caldwell	2	2	0	0	0	4
Carteret	0	0	2	1	0	3
Catawba	1	2	0	0	0	3
Chatham	1	1	0	0	1	3
Chowan	0	0	1	0	0	1
Cleveland	2	1	0	0	0	3
Craven	1	0	1	0	0	2
Cumberland	10	7	5	3	0	25
Davidson	1	2	0	0	0	3
Durham	0	2	1	0	0	3
Edgecombe	0	1	4	3	0	8
Forsyth	3	1	1	0	0	5
Franklin	1	0	1	0	0	2
Gaston	3	0	1	0	0	4
Granville	2	0	0	0	0	2
Guilford	16	3	8	8	2	37
Halifax	2	0	4	0	0	6
Haywood	1	0	0	0	0	1
Henderson	0	1	0	0	1	2

County	Cabarrus YDC	Chatham YDC	Edgecombe YDC	Lenoir YDC	Rockingham YDC	Distinct Juveniles
Iredell	4	0	0	0	0	4
Jackson	0	0	1	0	0	1
Jones	0	1	0	0	0	1
Lee	2	1	0	1	0	4
Lenoir	0	0	2	1	0	3
Lincoln	1	0	0	0	0	1
Macon	0	1	0	0	0	1
McDowell	2	0	0	0	0	2
Mecklenburg	10	0	0	2	0	12
Montgomery	0	0	0	1	0	1
Moore	1	0	0	0	0	1
Nash	0	0	1	1	0	2
New Hanover	1	0	3	5	0	9
Northampton	0	0	1	0	0	1
Onslow	4	4	5	5	0	18
Orange	2	0	0	1	1	4
Out of State	1	2	0	1	1	5
Pasquotank	0	0	2	1	0	3
Person	0	0	0	2	0	2
Pitt	2	7	8	7	2	26
Randolph	3	0	0	3	0	6
Richmond	3	0	0	0	0	3
Robeson	1	0	0	0	0	1
Rockingham	3	2	4	1	1	11
Rowan	1	0	0	0	0	1
Rutherford	2	2	0	0	0	4
Sampson	0	1	1	1	0	3
Scotland	1	0	0	0	0	1
Stokes	1	2	0	0	0	3
Surry	3	2	0	0	0	5
Union	0	0	1	1	0	2
Vance	0	0	5	3	0	8
Wake	3	0	7	4	0	14
Warren	0	0	1	0	0	1
Wayne	0	2	4	2	1	9
Wilkes	5	0	1	0	0	6
Wilson	3	1	5	3	0	12
Yadkin	0	1	0	0	0	1
Yancey	0	1	0	0	0	1
Total	118	57	86	66	11	338

**Data reflects distinct juveniles served in YDC facilities, reported by current Juvenile County*

2) The housing capacity of each YDC

FY 2023-2024

YDC	Capacity
Cabarrus	64
Chatham	32
Edgecombe	44
Lenoir*	44
Rockingham**	8
Statewide	192

**Lenoir moved from 32 to 44 YDC beds in January 2024. Prior to January 2024, 12 beds at Lenoir were used for detention services.*

***During FY 24 Rockingham YDC welcomed its first youth on June 12, 2024, with 8 of the 60 YDC beds available.*

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

FY 2023-2024

Cabarrus YDC Staffing

(FIORI June 2024)

Classification	Current FTE
Administrative Associate II	1
Administrative Specialist I	5
Business Officer II	1
Chaplain I	1
Cook	6
Educational Development Assistant	3
Food Service Supervisor I	2
Food Service Supervisor II	1
Housing Unit Supervisor	6
Licensed Mental Health Professional	1
Psychological Program Manager	1
Psychologist	1
School Educator I, II, II	18
School Assistant Principal	1
School Principal	1
Social Worker	8
Social Worker Clinical	3
Social Worker Supervisor	1
Staff Development Specialist I	1
Substance Abuse Counselor	1
Substance Abuse Counselor, Clinical	1
Technical Trainer I (Education)	1
Youth Counselor	55
Youth Counselor Supervisor	14
Youth Counselor Technician	27
Youth Development Center Assistant Unit Administrator	1
Youth Development Center Director	1
Youth Development Center Program Manager	3
Youth Program/Education Assistant	1
Youth Services Behavioral Specialist	30
TOTAL Cabarrus	197

FY 2023-2024

Chatham YDC Staffing

(FIORI June 2024)

Classification	Current FTE
Administrative Specialist I	1
Administrative Associate II	1
Business Officer I	1
Chaplain I	1
Cook	3
Food Service Supervisor II	1
Housing Unit Supervisor	2
Licensed Mental Health Professional	1
Psychologist	1
Registered Nurse	2
School Assistant Principal	1
School Educator I	5
Social Worker	3
Social Worker Supervisor	1
Staff Development Specialist I	1
Vocational Evaluator I (Education)	1
Youth Counselor	18
Youth Counselor Supervisor	4
Youth Counselor Technician	10
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	15
TOTAL Chatham	75

FY 2023-2024

Edgecombe YDC Staffing

(FIORI June 2024)

Classification	Current FTE
Administrative Specialist I	2
Business Officer II	1
Chaplain I	1
Cook	3
Food Service Supervisor II	1
Housing Unit Supervisor	2
Psychologist	2
Registered Nurse	2
School Educator I, II	5
School Principal	1
Social Worker	3
Social Worker Supervisor	1
Staff Development Specialist I	1
Vocational Evaluator (Education)	1
Youth Counselor	11
Youth Counselor Supervisor	4
Youth Counselor Technician	10
You Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	23
TOTAL Edgecombe	76

FY 2023-2024

Lenoir* YDC Staffing

(FIORI June 2024)

Classification	Current FTE
Administrative Specialist I	2
Business Officer II	1
Chaplain I	1
Cook	3
Educational Development Assistant	1
Food Services Supervisor II	1
Housing Unit Supervisor	3
Licensed Mental Health Professional	1
Registered Nurse	2
School Educator I, II	5
School Principal	1
Social Worker	3
Social Worker Supervisor	1
Staff Development Specialist I	1
Vocational Evaluator I (Education)	1
Youth Counselor	11
Youth Counselor Supervisor	4
Youth Counselor Technician	18
Youth Development Center Director	1
Youth Development Center Program Manager	1
Youth Services Behavioral Specialist	18
TOTAL Lenoir	80

**Lenoir moved from 32 to 44 YDC beds in January 2024. Prior to January 2024, 12 beds at Lenoir were used for detention services.*

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

YDC = Youth Development Center

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Administrative Specialist I Non-direct Care</p>	<p>The primary purpose of these positions is to perform a variety of program and administrative tasks. Responsibilities include coordinating, planning, and implementing a program component within a service delivery environment that may be a specialized program, profession, or service.</p>
<p>Business Officer I/II Administrative / Managerial</p>	<p>The primary purpose of the position is to administer and manage the business and financial affairs of a youth development center. Position facilitates and manages financial resources that may be state appropriated, contract and grant, and / or receipt generated. Position performs financial and business-related duties associated with such areas as accounting, budgeting, auditing, and / or grants administration. Position functions may include but are not limited to financial management, personnel administration / management, payroll, purchasing, inventory control, facilities coordination / planning information technology assessment / planning and closely related work.</p>
<p>Chaplain I* Clinical</p>	<p>The primary purpose of the position is to provide, develop, coordinate, and monitor religious and spiritual activities and serve in meeting the spiritual, emotional, clinical, and social needs of the staff, youth and families served by youth development centers. Responsible for the development of a wide array of community resources including recruiting, orienting, coordinating, and supervising the various volunteers and religious organizations that provide their services to the youth and families served by the Division of Juvenile Justice and Delinquency Prevention.</p>
<p>Educational Developmental Assistant Education</p>	<p>The primary purpose of this position support instruction in core subject areas, make instructional materials, assist the EC teachers in planning and coordinating classroom activities, assist the EC teacher in making lesson plans and recording notes on behavior as well as development progress, and work with students on individual programs. The position works collaboratively with other disciplines to provide services to students and provide feedback through progress notes or short narratives which contain standardized information.</p>

Position Title Type of Position	Description of Work
Cook Non-direct Care	The primary purpose of the position is to assist the Cook Supervisor and/or Food Service Supervisor position and provide support of the center's Child Nutrition Program and ensure compliance with state and federal regulations.
Food Service Supervisor II Non-direct Care / Managerial	The primary purpose of the position is to provide oversight of the center's Child Nutrition Program and ensure compliance with state and federal regulations.
Housing Unit Supervisor* Direct Care	The primary purpose of the position is supervision of a team responsible for implementing treatment plans, counseling, and supervising juvenile offenders committed to the Department. Employees assign cases; coordinate the treatment process; and oversee the delivery of services through the review and evaluation of treatment plans, direct observation, and interaction with juveniles. Work also includes the responsibility for hiring, training, orienting, and developing staff. Employees resolve problems and supervise staff through case review and consultation to endure compliance with standards, policies, treatment plans, and commitment parameters. Employees are responsible for planning and reviewing program and service needs with staff and formulating goals and objectives for services.
Licensed Mental Health Professional* Clinical	The position's primary purpose is to provide mental health services for juveniles assigned to a youth development center. These services include mental status examinations, diagnostic evaluations and behavioral assessments, behavioral programming, individual and group psychotherapy, crisis intervention and direct counseling services at an advanced level.
Psychologist* Clinical	The primary purpose of the position is to serve as provider of psychological services to juveniles detained in a YDC. Duties of this position include, as needed, the provision of crisis counseling and monitoring, individual and group psychotherapy, psychological assessment and evaluation, recommendation and referral, and case management functions. Duties of this position also include training of front-line staff on clinically relevant issues including, but not limited to, suicide awareness and prevention, psychiatric diagnosis, basic counseling skills, therapeutic interventions, and clinical policy. This position develops and maintains working relationships with community-based mental health professionals, psychiatric hospitals staff, and other entities/individuals necessary for ensuring the safety and psychological well-being of juveniles served.
Registered Nurse* Medical	The primary purpose of the position is to provide adequate juvenile medical care in the treatment and/or prevention of illnesses and injuries. Maintains and provides accurate health care data and information. Provides age-appropriate health education to juveniles. Provide emergency care for staff seriously injured at YDCs.

Position Title Type of Position	Description of Work
School Educator I, II, III Education / Direct Care	The primary purpose of the position is to provide students with direct instruction in a specific knowledge area, utilizing the Common Core State Standards and the North Carolina Essential Standards. Prepares lesson plans, instructional materials, and maintains student progress reports. The position serves as a member of interdisciplinary team in order to plan for student services and treatment.
School Principal Managerial	The primary purpose of the position is to serve as the chief administrator of an education program in developing and implementing policies, programs, curriculum activities, and budgets, for both academic and career-technical/vocational education tracks, in a manner that promotes the educational development of each student and the professional development of each staff member.
Social Worker* Clinical	The primary purpose of the position is to provide case management services for assigned youth in a YDC. The social worker serves as chair of each juvenile's Service Planning Team and coordinates the development, implementation, review, and revisions of a holistic individualized service plan for each youth. Serves as the primary point of contact for Court Services, the family and other community stakeholders. Provides crisis and supportive counseling to juveniles as needed and works with unit staff to provide behavioral interventions to facilitate the acquisition of targeted skills.
Social Worker Clinical* Clinical	The primary purpose of the position is to provide individual psychotherapy and group therapy for juveniles with severe emotional and mental disorders and/or those with histories requiring complex social work services and serves as the primary family therapist on the service team. Individual completes comprehensive biopsychosocial assessments as warranted and assists in the development and implementation of appropriate intervention strategies for individual juveniles. This position develops and maintains working relationships with community-based mental health professionals, psychiatric hospitals staff, and other entities/individuals necessary for ensuring the safety and psychological well-being of juveniles served.
Social Worker Supervisor* Clinical	The primary purpose of the position is to provide specialized supervision, oversight, support, and training to the Social Worker III positions at the center, including regular face-to-face contacts with each Social Worker III to communicate performance expectations, promote knowledge, encourage professional growth, enhance skills, and to provide accountability for social work services, ensuring that committed youth receive the most effective commitment and transitional services.
Staff Development Specialist I Non-Direct Care	The primary purpose of the position is to provide the delivery of new employee orientation and onboarding for all new employees within the first 30 days of employment and facilitating supplemental coaching sessions to address questions and provide mentoring as needed for newly trained staff, as well as overseeing the delivery and coordination of juvenile justice training requirements for new and current employees, providing professional development training services and serving as the chairperson of the facility's training committee.

Position Title Type of Position	Description of Work
Substance Abuse Counselor* Clinical	<p>The primary purpose of the position is to assist clients with substance use disorders with development of cognitive, behavioral, social, and vocational skills through the use of counseling, behavioral and case management interventions. This involves screening clients who are referred for addictive and/or psychological disorders, and using standardized tools to screen clients, conduct intakes and orientations, and complete assessments (social, educational, cultural, psychological, physical, career, and familial histories). Counselors provide behavioral intervention therapy related to criminal related behaviors and attitudes for those clients involved with the criminal justice system, and may serve as an interface between mental health providers while continuing to provide substance use disorder counseling.</p>
Substance Abuse Counselor*, Clinical* Clinical	<p>The primary purpose of this position is to provide a wide range of advanced therapy and counseling skills so that treatment may be provided to clients with complex substance abuse and/or mental health issues. Cases may involve treatment of clients that have addictions to multiple substance(s), chronic mental illness, and/or psycho/social issues (e.g., community-related, family, marital, etc.). Counselors use complex and varied assessment and evaluation tools and in-depth therapeutic treatment methodologies.</p>
Technical Trainer I Education	<p>The primary purpose of this position is to provide training in one or more employable vocational areas to students at a youth development center. This includes planning and implementing structured lessons and curricula, and facilitating and supervising student testing and certification processes.</p>
Vocational Evaluator Education	<p>The primary purpose of this position is to facilitate education and career transition preparation and planning for students who are housed in juvenile justice facilities to which the position is assigned. This includes developing and implementing instruction to increase career-readiness skills, attending service planning meetings; facilitating the development of individualized student transition plan; establishing and maintaining partnerships with community-based businesses and agencies; following up on student progress after release; collecting data to be submitted for reporting purposes, and the management of student database.</p>
Youth Counselor* Direct Care	<p>The primary purpose of the position is a direct care position involving shift work and will serve as a professional-level member of a therapeutic treatment team. Youth counselors meet in weekly treatment team and monthly service planning team meetings to discuss progress on service plans and make adjustments as warranted. They provide training in pro-social skills following a highly structured cognitive-behavioral treatment protocol involving behavioral rehearsal, feedback, and contingency management, provide counseling and juvenile supervision, and monitor the youth's behavior in order to promote habilitation and successful community reintegration. They also facilitate daily psycho-educational groups targeting issues that are associated with risk for involvement in criminal activity. Position oversees off-campus community and home visits. The juvenile population served has a variety of mental health and psychosocial needs.</p>

<p align="center">Position Title Type of Position</p>	<p align="center">Description of Work</p>
<p>Youth Counselor Supervisor* Direct Care</p>	<p>The primary purpose of the position is to provide supervision to a group of Youth Counselors and Youth Counselor Associates responsible for implementing treatment plans, counseling, and supervising juvenile offenders. In addition, position serves as case manager for juveniles with responsibility for ensuring the delivery of services and coordinating the treatment process.</p>
<p>Youth Counselor Technician* Direct Care</p>	<p>The primary purpose of the position is to provide supervision, care, counseling, safety, and support to youth who are in the physical custody of the department of juvenile justice and delinquency prevention. A person employed as a youth counselor technician shall maintain written and electronic records related to the behavior of youth under his or her supervision, assess the progress of the youth in their assigned programs, and communicate information to co-workers on other shifts. In addition to safety checks and monitoring of youth, this position is responsible for inspections and cleanliness of the living unit.</p>
<p>Youth Development Center Assistant Unit Administrator* *Direct Care</p>	<p>The primary purpose of the position is to provide management of personnel and operations during third shift at Cabarrus Youth Development Center ensuring the safety and security of juveniles and staff at all times. This position monitors activities assigned to the shift assuring that all duties are performed as required; visits individual living units regularly; provides staff support and coverage; and crisis intervention if necessary. Position conducts shift review, updates staff about problems, and policies and procedures, provides mini training sessions, reviews, and approves all written assignments completed by supervised staff, prepares written reports and updates incoming supervisors and staff of shift events.</p>
<p>Youth Development Center Director* Managerial</p>	<p>The primary purpose of the position is to provide executive management and leadership by making policy decisions, establishing goals and objectives, implementing strategies, and setting work plans through personnel responsible for the management of secure youth development centers.</p> <p>Responsible for the oversight and supervision of the center management team members. To serve as the chief administrator for the operation and oversight of youth development centers. To routinely assess the needs for youth development centers across the state. To provide technical liaison between youth development centers and all other related external services.</p>
<p>Youth Development Center Program Manager* (Assistant Facility Director) Administrative / Managerial</p>	<p>The primary purpose of the position is to perform administrative and managerial work in directing and coordinating the delivery of residential, facilitative, rehabilitative and treatment programming for the Juvenile Justice Section. Employee coordinates direct care activities and programs with other major departments within the institution. Employee assumes total responsibility of the center in the absence of the Facility Director.</p>
<p>Youth Services Behavior Specialist* Direct Care</p>	<p>The primary purpose of the position is to ensure the safety and security of juveniles and staff at all times while serving as a member of a treatment team. Youth Services Behavior Specialist provide skills training by following a highly structured protocol and provide counseling and juvenile supervision to monitor juvenile behavior in order to promote rehabilitation and successful community reintegration. The juveniles that the position works with present complex, co-occurring disorders requiring high levels of clinical skill and cognitive and behavioral intervention.</p>

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

FY 2023-2024

Facility	Capacity	Personnel-Related Expenses	Non-Personnel Related Expenses	Total Expenses	Cost-Per-Bed
Cabarrus	64	\$7,053,255	\$2,239,838	\$9,293,093	\$145,205
Chatham	32	\$4,320,066	\$675,519	\$4,995,586	\$156,112
Edgecombe	44	\$4,643,304	\$980,414	\$5,623,718	\$127,812
Lenoir**	44	\$4,129,128	\$1,266,027	\$5,395,154	\$122,617
Total*	184	\$20,145,753	\$5,161,798	\$25,307,551	\$137,541

* Rockingham YDC is not included due to its short duration of operation in FY 2024. Rockingham opened with 8 beds in June 2024. At full capacity, it will offer 60 beds for both detention and commitment.

** Lenoir moved from 32 to 44 YDC beds in January 2024.

FY 2023-2024

Facility	Average Daily Population	Personnel-Related Expenses	Non-Personnel Related Expenses	Total Expenses	Cost-Per-ADP
Cabarrus	63.8	\$7,053,255	\$2,239,838	\$9,293,093	\$145,660
Chatham	32.0	\$4,320,066	\$675,519	\$4,995,586	\$156,112
Edgecombe	43.6	\$4,643,304	\$980,414	\$5,623,718	\$128,984
Lenoir**	39.0	\$4,129,128	\$1,266,027	\$5,395,154	\$138,337
Total*	178.4	\$20,145,753	\$5,161,798	\$25,307,551	\$141,858

* Rockingham YDC is not included due to its short duration of operation in FY 2024. Rockingham opened with 8 beds in June 2024. At full capacity, it will offer 60 beds for both detention and commitment.

** Lenoir moved from 32 to 44 YDC beds in January 2024.

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

See above table.

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

During fiscal year 2024, youth continued to receive core treatment and programming services that were uniformly delivered across all youth development centers (YDCs). Youth at each YDC were assigned to a service planning team consisting at a minimum of a social worker, a licensed mental health clinician (a staff psychologist or a licensed clinical social worker), a court counselor, the youth, their parent or legal guardian, and an educator. Each team conducted a service planning conference within 30 days of admission to craft an individualized service plan for each youth that identified goals, means of achieving them, and ways to measure progress toward goal attainment. Service planning teams at all YDCs subsequently met with each youth at least every 30 days to review progress on service planning goals, and to make adjustments to plans as needed.

Core Treatment and Programming Services

Treatment Programming

Direct care staff at YDCs are trained to create and maintain a therapeutic environment in the centers and to provide therapeutic interactions designed to promote youth's development and demonstration of pro-social skills and behavior. Staff are trained in a systematic approach to care and treatment based on research-supported principles that address both criminogenic risk factors and protective factors that will further support desistance from criminal behavior. Training support and monitoring of the fidelity of implementation were provided by a central office-based psychologist who also identified and coordinated internal and external resources in an ongoing effort to enhance staff effectiveness as agents of change.

The Model of Care (MOC), which is utilized in one of our YDCs, is based on principles of effective programming drawn from the research literature on "what works" with juvenile offenders. Under the MOC program, front-line staff teach youth pro-social skills (drawn from a curriculum of 51 life skills) throughout the day using highly structured role plays. Under this system, youth rehearse interpersonal and self-management skills on a one-on-one basis up to 30 times per day with staff members across disciplines and settings at the facility. The MOC is a didactic approach that has been retained and refreshed to continue residential programming with our younger adjudicated population.

At our largest YDC (Cabarrus), two 8-bed units offered a variant of MOC programming approach that trains youth to acquire prosocial skills through psychoeducational skill-building groups and interactive journaling, rather than through one-on-one rehearsal. Both programming approaches used a motivation system based on reinforcement of positive behavior and consequences for misbehavior. Programming at Cabarrus will also be focused on cognitive-behavioral engagement aimed at enhancing moral reasoning and decision-making in individuals. Programming is designed to address the thinking errors and behaviors that contribute to criminal behavior, substance abuse, and other problematic actions.

The use of cognitive-behavioral intervention programming designed to help adolescents reduce aggressive and criminogenic behavior by developing social skills is a consistent element in all YDCs. Programming was designed to increase interaction with staff through either individual interactions or groups and focused on teaching positive, pro-social behaviors and to decrease the risk for continued involvement in criminal behavior. Lenoir YDC has implemented Aggression Replacement Training (ART). ART is designed to help youth reduce aggressive and violent behavior by developing social skills, anger control, and moral reasoning. Skillstreaming groups teach how to interact effectively with others in a prosocial manner through role-playing and modeling. Anger Control Training (ACT) helps individuals recognize the triggers of their anger and learn techniques to manage it. ACT also teaches relaxation techniques, self-instruction, and other strategies to reduce anger and prevent aggressive outbursts. Youth work on understanding their anger cycle and learn to intervene before aggression escalates.

The implementation of the Juvenile Justice Reinvestment Act in December 2019 created a need for the development of a core YDC therapeutic approach to specifically address the unique needs of the older adolescent and emerging adult population (17-21 years old). This resulted in the creation of RISE-UP (Repair Harm, Imagine Change, Strengthen Communities, Enable Healing, Understand Others, Promote Accountability). RISE-UP was designed to utilize Motivational Interviewing, Restorative Justice and Financial Literacy to specifically target psychosocial maturity (i.e. responsibility, emotion regulation and perspective taking), which is known to reduce recidivism and improve the overall functioning of the older adolescent/emerging adult population. Central to RISE-UP is the emphasis on a restorative justice approach to address three main goals: accountability, competency development and community safety. Restorative justice recognizes that crime harms people, relationships and communities and holds those causing harm accountable to make things right. In RISE-UP, youth demonstrate progress by acknowledging that behavior affects others, recognizing that behavior results from choices, understanding how actions impact others, taking steps to repair harm, and making changes to avoid harmful behavior in the future. The main restorative justice tools that are used in RISE-UP are facilitated dialogue, circle process and restorative practices/actions focused on engaging in prosocial activities with oversight by an assigned restorative team of staff members following a major rule violation. In addition, the emphasis on financial literacy offers youth opportunities to learn realistic employment and money management skills.

Regardless of programming model, staff in all YDCs follow the same guidelines for managing youth behavior, as outlined in policy YC 4.1. This policy, updated in July 2020, provides guidelines for addressing misbehavior using strength-based rewards and consequences instead of relying exclusively on punishment and sanctions, and limits the use of room confinement for disciplinary purposes. The policy also directs staff to develop a Crisis Awareness and Response Plan (CARP) for every youth, detailing each youth's individual triggers and preferred de-escalation strategies. Licensed mental health clinicians develop CARPs for all youth on their caseloads within the first 30 days of admission to a YDC.

Education Services

NC Juvenile Justice Education Services (JJES) caters to a diverse student population and offers instruction and activities to help students successfully reintegrate into their communities. Depending on a student's academic status and personal goals, they can pursue a standard high school diploma aligned with the North Carolina Standard Course of Study, work towards obtaining their high school equivalency (HSE) by passing the High School Equivalency Test (HiSET), participate in in-person career training, or enroll in a web-based post-secondary course. In the 2023-2024 school year, 34 students earned their high school diploma, and 14 obtained their HSE diploma.

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

In addition to academic instruction, students have the opportunity to engage in career preparation activities. These may include taking career assessments to identify skills, strengths, values, and interests. The assessment results provide potential career paths for students to explore, allowing them to learn about various professions, educational requirements, schools that offer training, hiring outlook, salary ranges, etc. This year, Education Services has teamed up with Re-entry Services and deployed 500 Orijin tablets that offer digital equity to our justice-involved youth within the facility. Students are afforded traditional instruction and blended learning instruction offered by several digital platforms on Orijin tablets. NCDJJ Education Services has established a

partnership with the NC Community College's Virtual Learning Community and has provided students and graduates with opportunities for career-based training and enrollment in college transfer courses. During the summer of 2024, 97 students from Cabarrus, Edgecombe, Rockingham, and Lenoir YDCs, as well as Richmond, Dillon, and Cabarrus juvenile detention centers, participated in two workforce development courses, Safe Plates and Working Smart, facilitated by instructors from Surry Community College. These partnerships offer access to our students and help bridge exposure to post-secondary coursework.

Nutrition Services

The Juvenile Justice School Nutrition Services section provides oversight and ensures compliance of the School Nutrition Program on behalf of the Division's youth development centers. The section ensures continued federal funding to the Division by providing reimbursable meals that complement and comply with the federal Child Nutrition School Breakfast and the National School Lunch Program. Child Nutrition and center staff work to combat problems associated with poor nutrition and promote healthy eating habits and lifestyle changes to the youth in our care. The youth we serve are provided with nutritious and healthy K-12 meals daily. Meals are prepared by food service professionals who are certified in a food safety program approved by the National Restaurant Association, N.C. Department of Public Instruction School Nutrition Services section, and the U.S. Department of Agriculture.

Youth development centers receive ongoing support, monitoring, policy updates, food safety/HACCP training, menu planning, and recipes from the Juvenile Justice central office nutrition team. Local wellness initiatives and activities to engage our YDC youth are planned and executed quarterly through the center's local wellness committees. YDCs involve the youth in local wellness initiatives and events such as cultivating herb and vegetable gardens, designing nutrition education-themed bulletin board displays, inviting guest speakers such as local farmers, holding health/wellness fairs, providing for taste testing and much more to support and resource youth in our care. Culinary Groups have been created for youth to give feedback on menu items as well as the Jr. Chef Competition where youth complete a curriculum on food safety and nutrition and compete in a cooking competition.

Juvenile Justice food service professionals have been honored with several awards at the local, state, and national level through innovative ways to promote local wellness initiatives and activities, fitness/physical education activities and healthy eating habits for the youth. Collaboration of other sections within Juvenile Justice have been vital to achieve high standards for nutrition services recognition.

Health Services

Health Care Services provides comprehensive health assessments and developmentally appropriate health education for juveniles in the Division's care. All YDC youth receive a health assessment/health history upon admission, followed by a physical examination within seven days. A registered nurse is available daily for sick call and to assess the need for additional medical care. Medical and psychiatric providers are available on-site at each YDC facility to provide weekly services. In partnership with North Carolina Public Health, oral health care, including preventive sealants, is provided to juveniles in all YDC settings. Juveniles also have access to community-based medical specialists as needed.

The focus of health services is on providing preventive care and addressing urgent and emergent health needs. By establishing a baseline and intervening with health education and assessments, health care staff aim to mitigate lifelong health impacts and improve future productivity. A specific focus is on enhancing health competence and education for youth committed to youth development centers. Efforts to connect YDC youth with meaningful health provider interactions to improve health knowledge and overall health behaviors are a major goal. Building self-care capacity in youth for managing their health as they transition into adulthood is a key priority.

Infection control and prevention remain a top priority. Monthly education is provided to combat the spread of communicable diseases, including COVID-19. Since the pandemic, Health Care Services has acquired in-house diagnostic equipment (purchased from COVID-19 grants) that can test for respiratory viruses like FLU, COVID, RSV, and STREP in 15 minutes or less. Health Services staff continue to serve as a source of information and reassurance for youth and staff.

In addition to the in-diagnostic equipment purchased, Health Services also acquired machines (The Clinic) for each facility, enabling advanced telehealth and telepsych visits. We can now connect with outside providers, including Emergency Departments, for many of our sick call visits. These machines allow us to transmit live data, such as blood pressure, heart rate, and visual information from scopes, providing faster services and better care for the juveniles we serve. This cutting-edge technology is a valuable asset to our facilities, reduces personnel use since two drivers are needed for transport and supervision to/from medical appointments and hospital visits, and serves public safety by reducing transports.

Mental Health Services

All youth underwent a suicide and mental health screening within an hour of arrival at each YDC. Results of the suicide risk screening in some cases led to a more comprehensive suicide risk assessment, and dictated the level of supervision provided to youth after admission. Each youth also underwent a mental status exam by a licensed mental health clinician within a week of arrival, and a full psychological evaluation, including a comprehensive semi-structured clinical interview and standardized psychological testing, within 30 days of their arrival at a YDC. Substance use screenings were performed on each youth and these findings, along with findings from psychological evaluations, were used to develop individualized mental health treatment plans that identified the targets, types of interventions, and amount of mental health services provided to each juvenile. Psychological testing included state-of-the art assessment of exposure to adverse childhood experiences and trauma-related symptoms and disorders.

All youth received individual counseling or psychotherapy on an at least monthly basis addressing adjustment to the facility, any mental health issues present, and criminogenic risks and needs (e.g., criminal thinking, attitudes and values). Licensed mental health clinicians at all YDCs offered several evidence-based treatments, including cognitive behavior therapy (CBT), Motivational Interviewing (MI), Trauma-Focused Cognitive Behavior Therapy (TF-CBT), and Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS). Youth at each YDC also participated in psychoeducational or process groups addressing psychosocial skills or mental health issues.

Mental health clinicians provided crisis intervention services as needed and consulted with unit staff to provide behavioral interventions (e.g., modeling, role playing, identifying positive reinforcers, etc.) to youth to facilitate the acquisition of targeted prosocial skills. Finally, licensed mental health clinicians worked with each youth to develop a relapse prevention plan designed to identify situations, feeling states, activities and people that increase the risk of re-offending and ways to diminish this risk.

In response to Covid-19, the use of virtual platforms was expanded to provide for tele-visitation for families, conduct virtual service planning meetings, conduct virtual courts, and in some cases hold virtual therapy sessions. The use of virtual platforms was permitted for suicide assessments in the facilities. This addition of the virtual suicide assessment has allowed for the facilities to more quickly have the clinical response to mental health emergencies as they arise in facilities rather than having to wait until a clinician could physically come into a facility.

Substance Use Services

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

Chaplaincy Services

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

Recreation Services

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

Together, these recreational services ensured that youth at the YDCs partake in physical activity and are provided with recreation, sports and leisure activities that promote improved overall health and social functioning. These programs are designed to teach our youth how to compete, play as a team, and build character through positive role models and coaching.

Recreational special events, particularly Camp Willow Run, were reinstated in Spring 2022 as Covid-19 pandemic-related restrictions eased.

Reintegration and Aftercare

Juvenile Justice social workers within the Youth Development Centers (YDC) collaborated with licensed mental health clinicians, educators, the youth and their family, and court counselors from the youth's home community to determine the release schedule and to facilitate activities designed to prepare the youth for successful community reintegration. Significant support in these efforts was also provided by the Transition Services Coordinator within education Services at each YDC. When possible, on-site visits with the youth's family began following admission and continued throughout the youth's placement to facilitate effective and healthy family relationships. Youth began off-campus outings with parents/ legal guardians and supervised home visits to the juvenile's home after six months of commitment, depending upon the youth's progress on his/her treatment and rehabilitation goals, as documented and updated on the individualized service plan.

Specific and detailed community reintegration plans were discussed and developed with the youth, family, facility staff, court counselor, and community providers and stakeholders to provide support for the youth and family upon the youth's release. Connection and linkage to the identified services were facilitated in conjunction with Court Services staff. Juvenile risk of reoffending was considered in release planning, as well as juvenile treatment and rehabilitation needs and community safety. Service needs addressed for the youth within transition plans included: the possibility of residential placement as a step-down from YDC; academic and vocational opportunities and needs; mentoring programs; youth's needs in the areas of mental health, substance abuse, physical health, family and parenting needs, and additional areas of special need (e.g., gang intervention services).

Development of multiple post-release service models has enhanced the array of options to meet youth reintegration needs. The newly developed services include: an independent living model that provided housing

in an apartment - the HEARTH Program operated by Youth Villages, and the TASK Program that provided continuity of provider and care within the YDC and continuing into the post-release/ aftercare phase of treatment for youth who have perpetrated sexual harm.

Specific areas of focus that were developed within a Second Chance Act (SCA) Comprehensive Juvenile Reentry Systems Reform grant (received 2015-2019) are:

- the continuation of YDC reentry support program offered by Communities in Schools of NC, enhancing the family engagement efforts across the continuum of juvenile justice services and contracts,
- the construction of a service directory designed to enhance needs-to-service matching at the time of case planning, and
- a data mining project exploring typologies of youth involved in our system. Communities in Schools Reentry to Resilience Program: Ongoing funding of the reentry system reform program initiative allowed for ongoing resource partnerships to support implementation of SCA initiatives.

Juvenile Justice utilized the Youth Assessment and Screening Instrument (YASI), a tool that assesses changing risk and needs and has been validated across races and socio-economic situations. The YASI tool also incorporates a coordinated case plan which is developed in response to the individualized juveniles and family risks, needs and strengths, and focuses on the factors that led the youth to engage in criminal acts or acts that violate the rights of others in his/ her community.

Restorative Justice

A 3-year OJJDP Systems Reform Grant in 2021 funded the expansion of Restorative Justice training and practices within the state youth development centers. The grant funding provided for a time limited Restorative Justice coordinator position that oversaw the training of direct care staff in both the circle processes and facilitated mediation dialogue. As a result of program implementation success, the grant funded position was moved into a full state position which was interviewed for in FY 2024 with a plan for full integration in late calendar year 2024. Restorative Practices have been initiated at Edgecombe YDC and several juvenile detention centers. The aims of the integration of Restorative Justice is a focus on the five aspects of accountability for the youth which include (1) Understanding how your behavior affected others; (2) Acknowledging that you had some amount of choice in your behavior; (3) Understanding the impact of your actions; (4) Taking steps to repair the harm and make amends; and (5) Making changes necessary to avoid such behavior in the future.

7) The average length of stay in the YDCs

FY 2023-2024

The following data is based on exits during FY 2024.

Facility	Juveniles	Average Length of Stay (Mean) (Days)
Cabarrus	54	336.46
Chatham	19	463.68
Edgecombe	44	348.34
Lenoir	23	350.39
Total	140	359.75

* Rockingham YDC is not included due to its short duration of operation in FY 2024.

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

- The data excludes commitment records where the juvenile spent time on community placement for commitment services.
- The juvenile counts are based on juveniles who exited a YDC during the fiscal year.
- Only the youth’s last stay is counted. Last stay is the length of stay by facility using the last facility that the juvenile was placed at during the reporting period.
- The Average Length of Stay is not the same as the Average Length of Commitment. This difference is due to transfers and time spent in detention awaiting placement at a YDC.
- The data reflects the last facility that the juvenile exited from during the reporting period.
- As commitments for placement in a youth development center trend towards youth with more complex needs and offense histories, the length of stay increases.

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

FY 2023-2024

Facility	Number of Assaults on Staff
Cabarrus	14
Chatham	3
Edgecombe	5
Lenoir	5
Rockingham	0
TOTAL	27

Notes: The assaults included in this report align with internal NCDPS Juvenile Justice policy, as compared to assaults included in other legislative reports that meet the criminal definition of assault. The policy definition of assault is “juvenile intentionally, by force or violence, causing injury/physical harm or attempting to cause physical harm to a person through force and/or violence; or willfully throwing, emitting, or using as a projectile, bodily fluids or excrement at a person.”