



# Mecklenburg County, North Carolina

## Feasibility Study for Using Detention Center North for Statewide Juvenile Detention Center

FINAL REPORT  
JUNE 2019



*prepared by:*





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## **INTRODUCTION**

In 2017 the state of North Carolina passed the Juvenile Justice Reinvestment Act (JJRA), which raised the age of juvenile court jurisdiction to age 18. Under current law youth age 16 and 17 that commit offenses in North Carolina are automatically charged in the adult criminal justice system. When the law goes into effect on December 1, 2019 individuals age 16 and 17 who commit crimes in North Carolina will have their cases disposed in the juvenile justice system, not the adult criminal justice system. Currently in Mecklenburg County individuals age 16 and 17 that are charged in the adult criminal justice system are housed at Detention Center North in a “youthful offender” housing wing.

With implementation of Raise the Age youth 16-17 years old (with some exceptions) will now be part of the juvenile justice system. Currently the juvenile justice system detention population is housed in one of eight state or county operated juvenile detention centers. Juvenile detention centers serve youth under the jurisdiction of the juvenile justice system that may require some period of secure custody prior to adjudication. The age of the juvenile population served in juvenile detention centers is age 11 through 15 (up to 16<sup>th</sup> birthday). Additional juvenile detention center capacity will be required to meet the increased juvenile detention population in counties throughout North Carolina as a result of the Raise the Age Legislation.

Mecklenburg County currently houses “youthful offenders” (age 16 and 17) in a youthful offender housing wing at Detention Center North, averaging around 40-45 youth per day in small (12 bed) housing units. Mecklenburg County juvenile justice system offenders (age 11-15) are transported by the Mecklenburg County Sheriff’s Office to a 30-bed juvenile detention center in Cabarrus County 25 miles away from the Mecklenburg County Juvenile Court. The average daily population of Mecklenburg County juveniles at the juvenile detention center in Cabarrus County is 20-22 per day. Mecklenburg County previously operated a juvenile detention center but closed it in 2009 due to high costs and facility conditions.

The “youthful offender” and “juvenile” populations will now be combined and treated collectively as juvenile offenders under the jurisdiction of the juvenile justice system. If secure custody is required juveniles can only be placed in juvenile detention centers and not in adult jails. The total statewide average daily juvenile detention population forecast developed by the Juvenile Justice Reinvestment Office is 385 youth by 2023. Of that, Mecklenburg County’s average daily juvenile detention population forecast is 82 youth by 2023.

The Department of Public Safety approached Mecklenburg County to see if they would have the ability to renovate vacant housing at Detention Center North to accommodate Mecklenburg County’s juvenile detention population as well as any additional capacity available to house juvenile detainees from other counties. Mecklenburg County initiated this feasibility study to consider all aspects of operating a juvenile detention center before responding to the request from the Department of Public Safety. The specific Scope of Services for the feasibility study included:

### **SCOPE OF WORK**

- Task 1: Meet with Officials in Mecklenburg County and Department of Public Safety to Clarify Proposal to Use Detention Center North as a Statewide Juvenile Detention
- Task 2: Tour Detention Center North
- Task 3: Meet with County and State Officials to Review Operations, Capacities and Growth Trends and Juvenile Population Profile Characteristics
- Task 4: Define Juvenile Detention Population to be Housed at Detention Center North
- Task 5: Present Standards, Trends, and Best Practice in Juvenile Detention Operation and Design
- Task 6: Define Juvenile Detention Operational Requirements Based on Capacity to be Served
- Task 7: Define Juvenile Detention Facility Space Requirements
- Task 8: Develop and Analyze Options to Meet Juvenile Detention Capacity Requirements at Detention Center North
- Task 9: Make Recommendation/Prepare Study Findings



Over a period of three months data was collected and interviews were conducted. The list of interviews conducted is included in the Appendix A. This feasibility study will present the following:

- An Overview of Raise the Age Legislation and the Juvenile Justice System in North Carolina
- Juvenile Justice System Trends and Youth Profile Characteristics
- Projected Juvenile Detention Capacity Requirements Based on the Raise the Age Legislation
- National Trends, Standards, and Best Practice for Juvenile Detention Center Operation, Staffing, and Facility Characteristics
- Assessment of Available Capacity at Detention Center North for Creating a Juvenile Detention Center
- Key Considerations for Operating a Juvenile Detention Center at Detention Center North
- Increased Staffing and Operational Costs Associated with Operation of a Juvenile Detention Center at Detention Center North
- Recommendation

## **OVERVIEW OF RAISE THE AGE LEGISLATION AND THE JUVENILE JUSTICE SYSTEM IN NORTH CAROLINA**

### **Raise the Age North Carolina**

Legislation passed by the North Carolina General Assembly in 2017 brings North Carolina in line with a national movement to raise the age of juvenile court jurisdiction. The Raise the Age legislation was passed in North Carolina as part of the Juvenile Justice Reinvestment Act. Raise the Age, to be implemented on December 1, 2019 is summarized below:

#### **RAISE THE AGE NORTH CAROLINA**

- Effective December 1, 2019, 16 and 17-year-olds individuals who commit crimes in North Carolina will no longer automatically be charged in the adult court system.
- The new definition of “delinquent juvenile” includes 16 and 17-year-olds who commit crimes, infractions or indirect contempt by a juvenile. It excludes some motor vehicle offenses, previous convictions in superior court, and married or emancipated individuals.
- Maximum age of jurisdiction: for 16-year-olds until age 19; for 17-year-olds up to age 20; beyond maximum age the Juvenile Court has indefinite jurisdiction over felonies and related misdemeanors to either transfer the case to Superior Court or dismiss the petition.
- Effective December 1, 2019 all “criminal cases” for juveniles up to the age of 18 will begin in juvenile court.
- For Class A-G felony complaints, transfer to adult (superior) court is mandatory upon notice of an indictment, or a finding of probable cause after notice and a hearing.
- For Class H or I felonies transfer to adult (superior) court requires a transfer hearing.

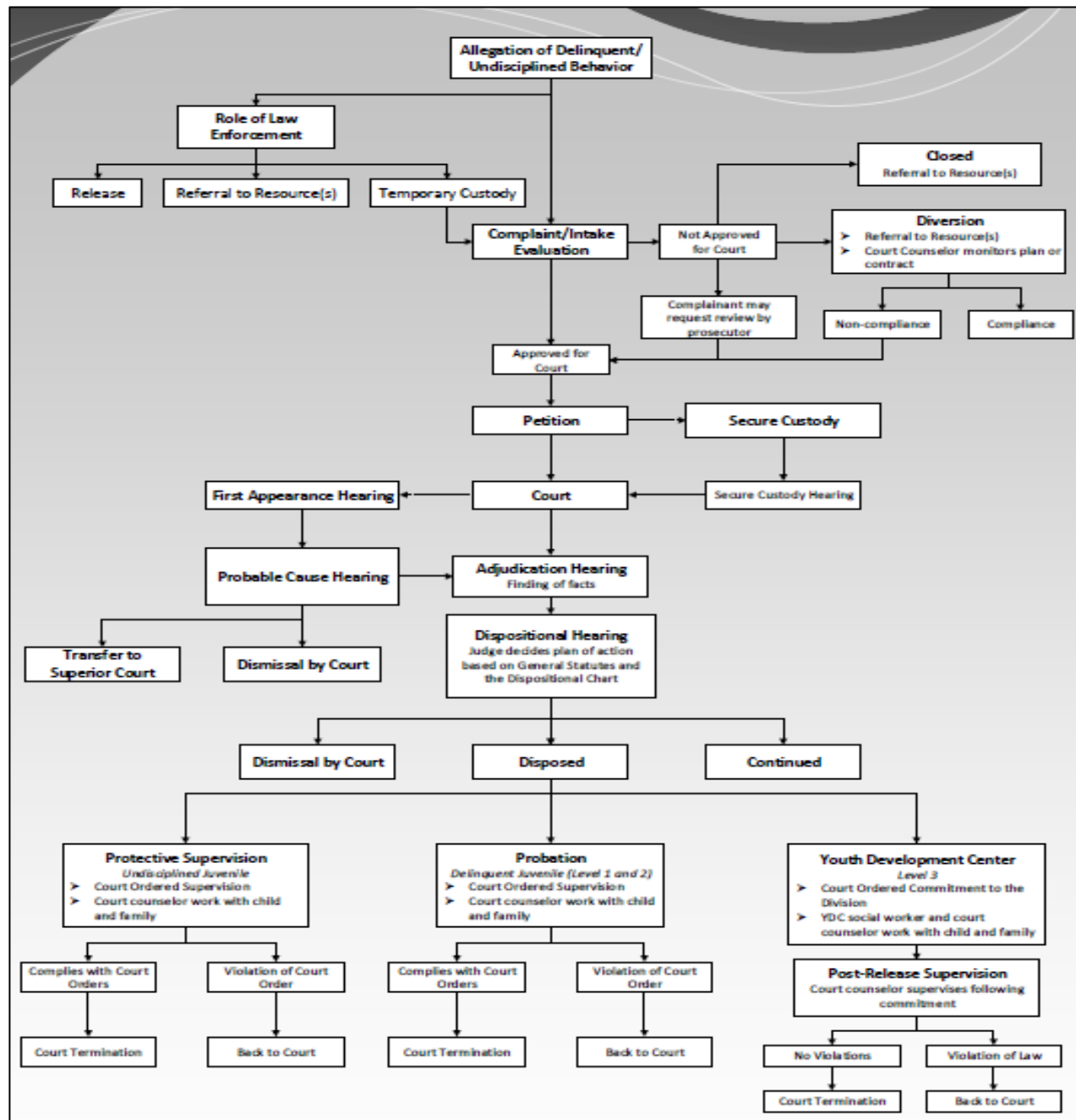
*Source: North Carolina Department of Public Safety, Raise the Age NC, 2019.*



## Juvenile Justice System Process in North Carolina

Figure 1 shows the juvenile justice process in North Carolina. This is the process all youth under the age of 18 (with some exceptions) will go through when charged with delinquent behavior.

Figure 1  
North Carolina of Public Safety Division of Adult Correction and  
Juvenile Justice: NC Justice Process





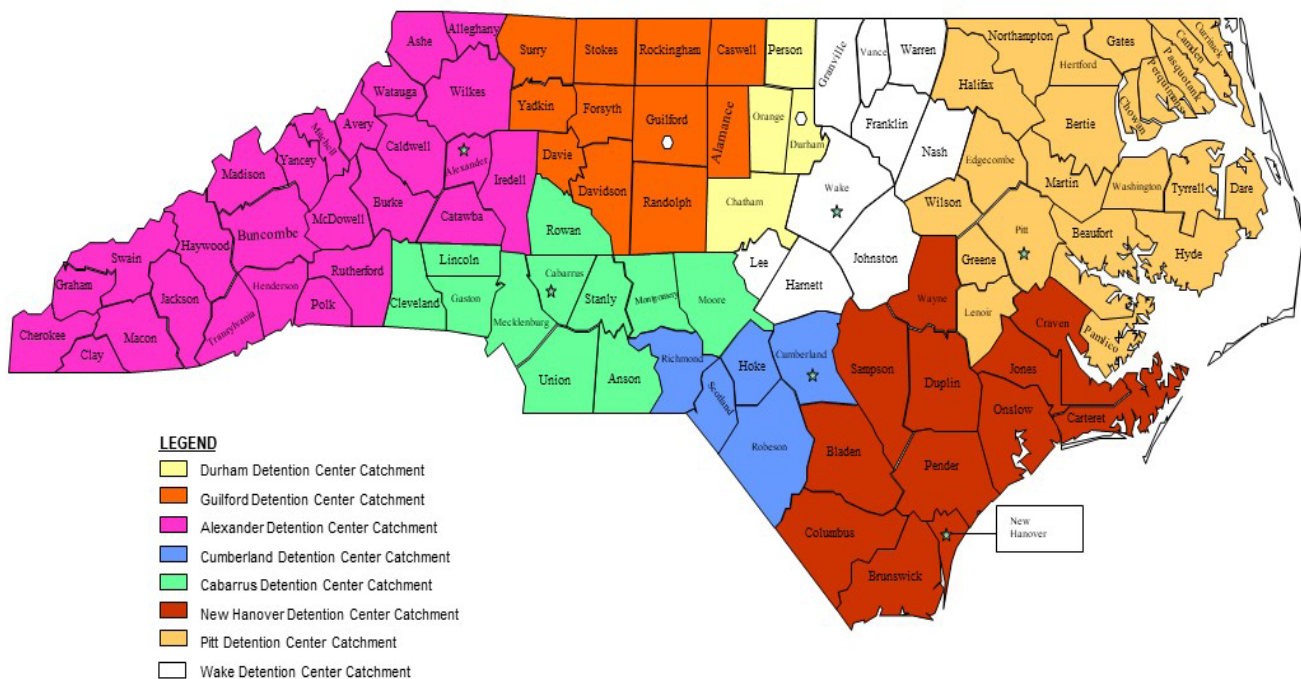


### Current Juvenile Detention Center Capacity in North Carolina

Currently in North Carolina if secure detention is required for youth under age-16 they are placed in one of eight juvenile detentions centers. Two are operated by counties (Durham and Guilford), and six are operated by the North Carolina Department of Public Safety Division of Juvenile Justice, with a total statewide capacity of 190 juvenile detention beds. Figure 2 shows the location of the eight juvenile detention centers and the catchment area that for youth in those facilities.

Mecklenburg County is located in the Cabarrus County Detention Center Catchment area. The thirty-capacity juvenile detention center in Cabarrus County houses, on average, 22 Mecklenburg County youth a day in the facility. The total per diem cost for the facility is \$244, which Mecklenburg County reimburses the state at a rate of 50% of that cost, or \$122 per day for youth placed in juvenile detention. The Mecklenburg County Sheriff's Office does court transportation to and from the juvenile detention center, and is reimbursed by the Department of Public Safety for a portion of the cost. Mecklenburg county has the most admissions to juvenile detention in the state, and almost 60% of admissions come from just nine counties.

**Figure 2**  
**Juvenile Detention Catchment Counties**  
(Last Modified: September 2015)



### Raise the Age Juvenile Detention Population Forecast

Table 1 shows the raise the age bed projections for North Carolina. The forecast developed by the Juvenile Justice Reinvestment Office in April 2019 forecasts an average daily statewide juvenile detention population of 385 youth by 2023. The forecast for Mecklenburg County average daily juvenile detention population is 82 youth by 2023. These forecasts are for average daily population and do not include additional capacity required to cover peaks in population or separation of populations based on classification.



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**Table 1  
Raise the Age Detention Bed Projections**

County	FY 15-16 Detention ADP	RTA NEW Detention Beds	Total Beds Projected (ADP + New)	County	FY 15-16 Detention ADP	RTA NEW Detention Beds	Total Beds Projected (ADP + New)
Alamance	3.75	5.68	9.43	Jones	0.18	0.36	0.54
Alexander	0.25	0.46	0.72	Lee	2.43	3.55	5.98
Alleghany	0.98	0.32	1.30	Lenoir	3.18	2.70	5.88
Anson	0.46	1.93	2.39	Lincoln	0.51	1.01	1.52
Ashe	0.07	0.16	0.23	Macon	0.52	0.84	1.36
Avery	0.55	0.09	0.64	Madison	0.87	0.49	1.36
Beaufort	0.55	1.89	2.44	Martin	3.60	2.43	6.02
Bertie	0.23	0.60	0.83	McDowell	0.86	1.00	1.86
Bladen	0.23	1.29	1.52	Mecklenburg	22.76	58.64	81.40
Brunswick	0.70	2.41	3.11	Mitchell	0.01	0.00	0.01
Buncombe	2.10	6.04	8.13	Montgomery	0.12	0.92	1.04
Burke	1.19	2.45	3.64	Moore	0.31	1.98	2.29
Cabarrus	0.46	3.78	4.25	Nash	2.68	4.97	7.64
Caldwell	0.80	1.03	1.83	New Hanover	2.63	6.69	9.31
Camden	0.08	0.23	0.30	Northampton	0.00	0.15	0.15
Carteret	0.95	1.17	2.12	Onslow	3.04	1.48	4.52
Caswell	0.02	0.13	0.15	Orange	0.31	3.08	3.40
Catawba	1.86	5.89	7.75	Pamlico	0.02	0.05	0.07
Chatham	0.09	0.78	0.87	Pasquotank	1.13	0.82	1.95
Cherokee	0.20	0.05	0.25	Pender	0.42	0.47	0.89
Chowan	0.11	0.12	0.23	Perquimans	0.14	0.21	0.35
Clay	0.00	0.03	0.03	Person	0.51	0.64	1.15
Cleveland	1.13	2.01	3.14	Pitt	6.95	6.63	13.58
Columbus	0.76	2.70	3.46	Polk	0.00	0.25	0.25
Craven	1.27	2.56	3.83	Randolph	0.61	1.64	2.26
Cumberland	8.70	10.78	19.48	Richmond	0.54	3.51	4.04
Currituck	0.39	0.16	0.55	Robeson	0.79	5.71	6.50
Dare	0.07	0.35	0.42	Rockingham	1.47	2.15	3.62
Davidson	1.98	3.50	5.48	Rowan	1.86	2.94	4.81
Davie	0.22	1.05	1.27	Rutherford	0.60	0.91	1.50
Duplin	0.39	1.26	1.65	Sampson	1.95	2.16	4.12
Durham	7.42	14.04	21.46	Scotland	0.37	1.91	2.28
Edgecombe	1.44	7.23	8.67	Stanly	0.77	0.98	1.74
Forsyth	4.31	6.54	10.86	Stokes	0.74	0.90	1.64
Franklin	0.49	0.51	1.01	Surry	0.33	0.70	1.03
Gaston	4.71	4.86	9.57	Swain	0.11	0.05	0.16
Gates	0.00	0.03	0.03	Transylvania	0.16	0.49	0.65
Graham	0.00	0.40	0.40	Tyrrell	0.00	0.00	0.00
Granville	1.24	1.83	3.07	Union	2.20	4.14	6.34
Greene	0.12	0.55	0.67	Vance	2.18	3.55	5.74
Guilford	17.88	19.78	37.66	Wake	7.81	25.00	32.81
Halifax	1.97	3.02	4.99	Warren	0.47	0.37	0.84
Harnett	1.00	2.86	3.87	Washington	0.02	0.03	0.05
Haywood	0.34	0.32	0.66	Watauga	0.13	0.05	0.19
Henderson	0.51	1.12	1.63	Wayne	2.98	3.81	6.79
Hertford	0.28	1.59	1.86	Wilkes	0.95	1.25	2.20
Hoke	0.67	1.02	1.69	Wilson	2.81	5.27	8.08
Hyde	0.17	0.03	0.20	Yadkin	0.43	0.45	0.88
Iredell	1.50	6.76	8.27	Yancey	0.04	0.07	0.11
Jackson	0.04	0.10	0.13				
Johnston	0.34	4.58	4.92				
				<b>Total</b>	<b>158.44</b>	<b>226</b>	<b>384.44</b>

Source: Juvenile Justice Reinvestment Office, April 2019.



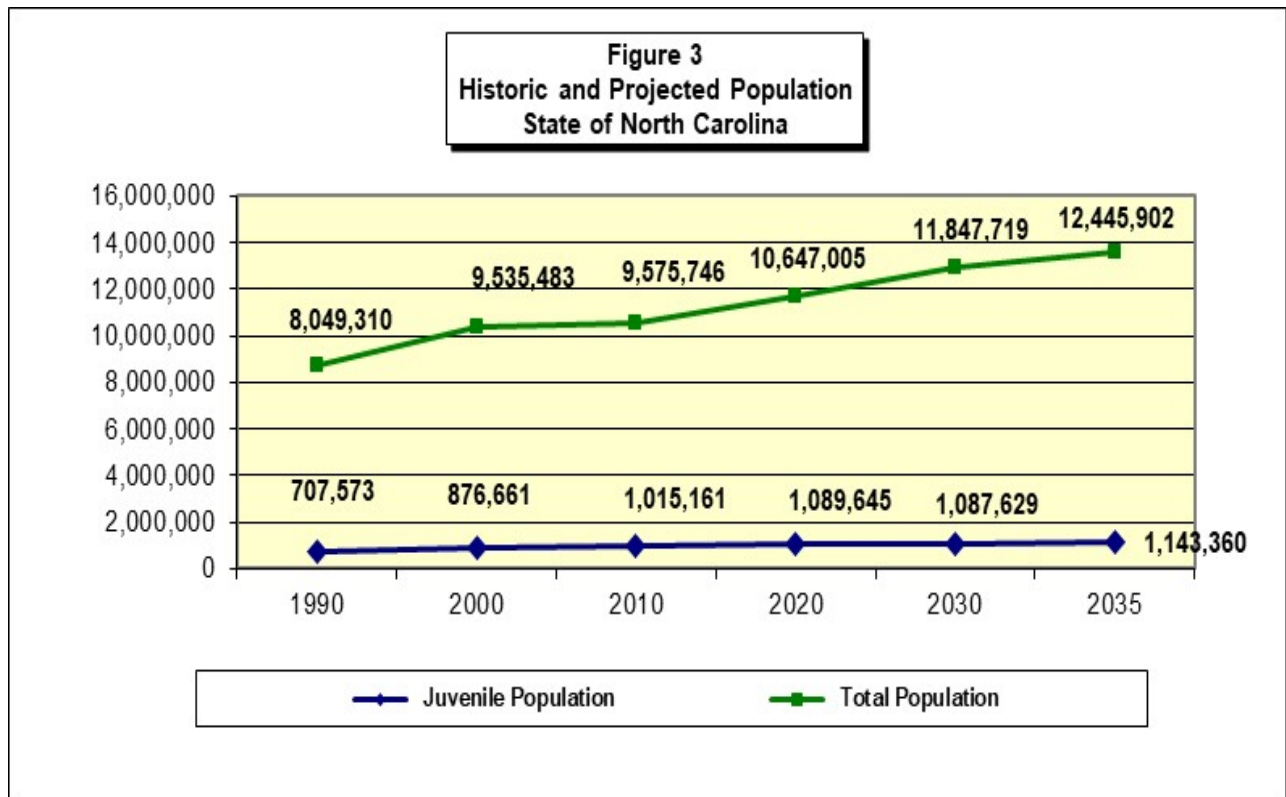
## JUVENILE JUSTICE SYSTEM TRENDS AND YOUTH PROFILE CHARACTERISTICS

In order to determine the feasibility of Mecklenburg County operating a juvenile detention center at Detention Center North, demographic and juvenile justice system trend data were analyzed. This includes an assessment of State of North Carolina and Mecklenburg County trends in population, crime, arrest, juvenile delinquency filings, youthful offender trends (currently housed at Detention Center North), juvenile offender trends (currently housed in Cabarrus County) and profile characteristics of both populations. This will inform decisions about the type and number of juvenile detention beds that Mecklenburg County will need, as well as capacity available to serve other counties.

### DEMOGRAPHIC TRENDS

#### Statewide Population Trends

Figure 3 shows State of North Carolina total and juvenile population trends. Total population increased by 19% from 1990 to 2010 (a total increase of 1,526,436). Total population is projected to increase by 30% (a total increase of 2,870,156) between 2010 and 2035. Total juvenile population increased by 43.5% from 1990 to 2010 (a total increase of 307,588). Total juvenile population is projected to increase by 12.6% (a total increase of 128,199) between 2010 and 2035.



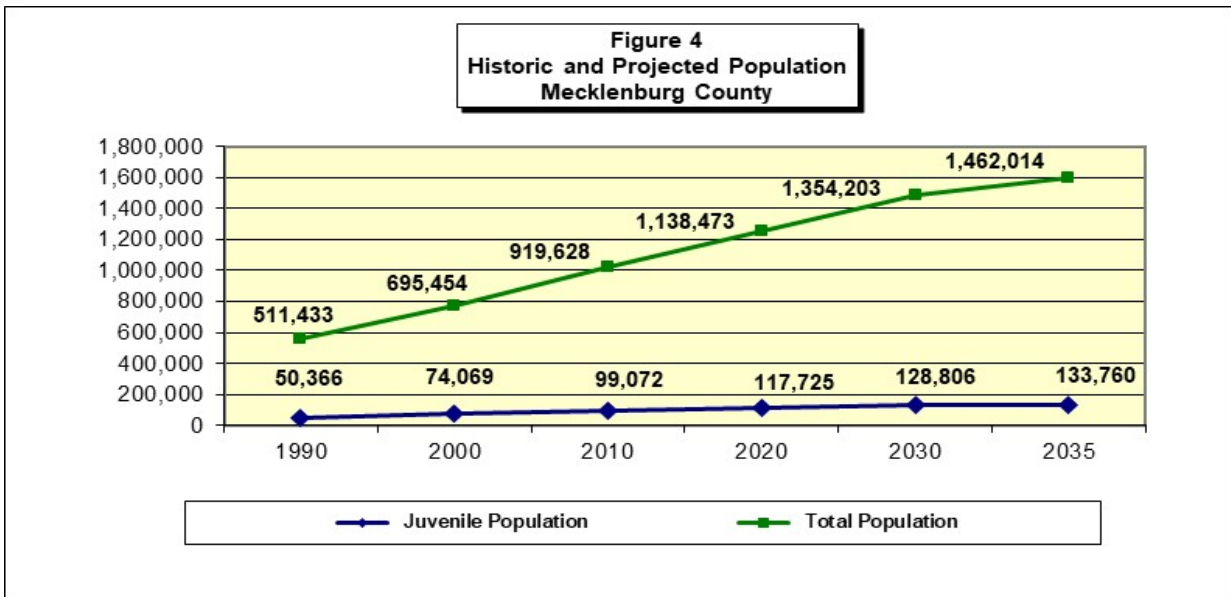
Source: US Census & NC Office of State Budget & Management.





### Mecklenburg County Population Trends

Figure 4 shows Mecklenburg County total and juvenile population trends. Total population increased by 79.8% from 1990 to 2010 (a total increase of 408,195). Total population is projected to increase by 59% (a total increase of 542,386) between 2010 and 2035. Total juvenile population increased by 96.7% from 1990 to 2010 (a total increase of 48,706). Total juvenile population is projected to increase by 35% (a total increase of 34,688) between 2010 and 2035.



Source: US Census & NC Office of State Budget & Management.

Table 2 shows indicators of Child Well Being in North Carolina. North Carolina ranked 32nd in Overall Child Well-Being in the 2018 Kids Count Data Book. Mecklenburg County ranked slightly lower than the State of North Carolina in 4 of 10 categories: Babies Born at a Low Birthweight; Children Assessed for Abuse & Neglect; Teen Births; and Children without Insurance.

Table 2 CHILD WELFARE/WEILL-BEING - 2018 State of North Carolina and Mecklenburg County		
	North Carolina Rate	Mecklenburg County Rate
2016 - Babies Born at a Low Birthweight	9.2%	9.6%
2016 - Children Living in Poor or Low-Income Homes	48.2%	41.5%
2015 - Children in Households that are Food Insecure	22.6%	19.5%
2016 - Children in Foster Care (Rate per 1,000)	7.1	3.7
2016 - Children Assessed for Abuse & Neglect (Rate per 1,000)	56.3	57.7
2016 - Teen Births per 1,000 Girls Age 15-17	9.7	10.7
2016-17 - 3rd Grade Students Scoring Proficient in Reading	57.8%	58.4%
2017 - High School Students Graduating on Time	86.5%	89.4%
2016 - Children without Health Insurance	5.5%	6.0%
2016 - Child Deaths per 100,000	58.1	52.6

Source: 2018 - NC Data Card - NC Child.

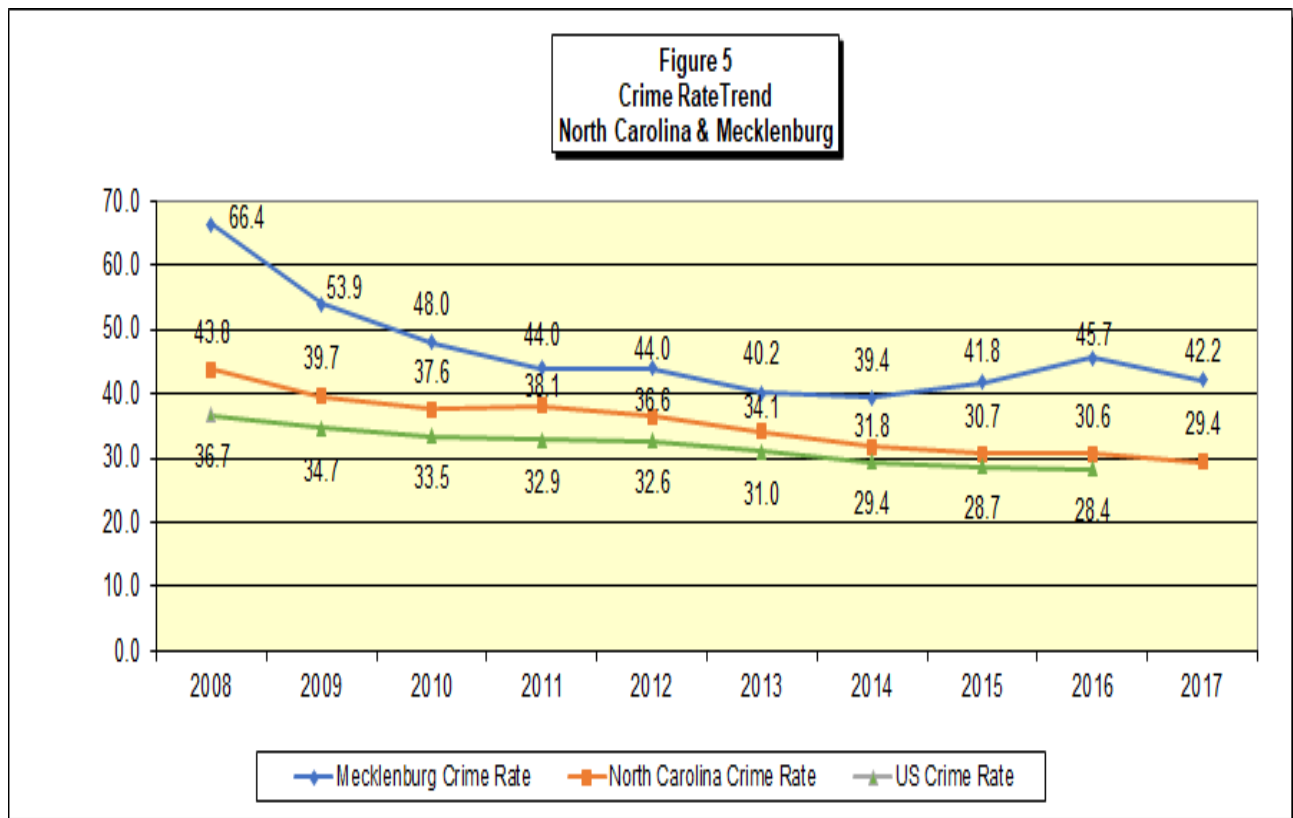


## LAW ENFORCEMENT TRENDS

### Crime Trends

Figure 5 shows the crime rate trend in North Carolina, Mecklenburg County and the United States. Total Mecklenburg County reported crime index offenses decreased by 23.2% from 2008 to 2017, peaking at 59,006 in 2008. The Mecklenburg County crime rate (number of offenses per 1,000 population) decreased by 36.4% during the period, peaking at 66.4 in 2008. North Carolina reported crime index offenses decreased by 25.7% from 2008 to 2017, peaking at 406,479 in 2008. The North Carolina crime rate decreased by 32.9% during the period, peaking at 43.8 in 2008.

These reductions in the North Carolina and Mecklenburg County crime rate compare to the United States annual 2.8% decrease in the crime rate for the same timeframe, with 28.4 crimes reported in the US per 1,000 population in 2016. The Mecklenburg County crime rate in 2016 was substantially higher (50%) than the state of North Carolina and US crime rates.

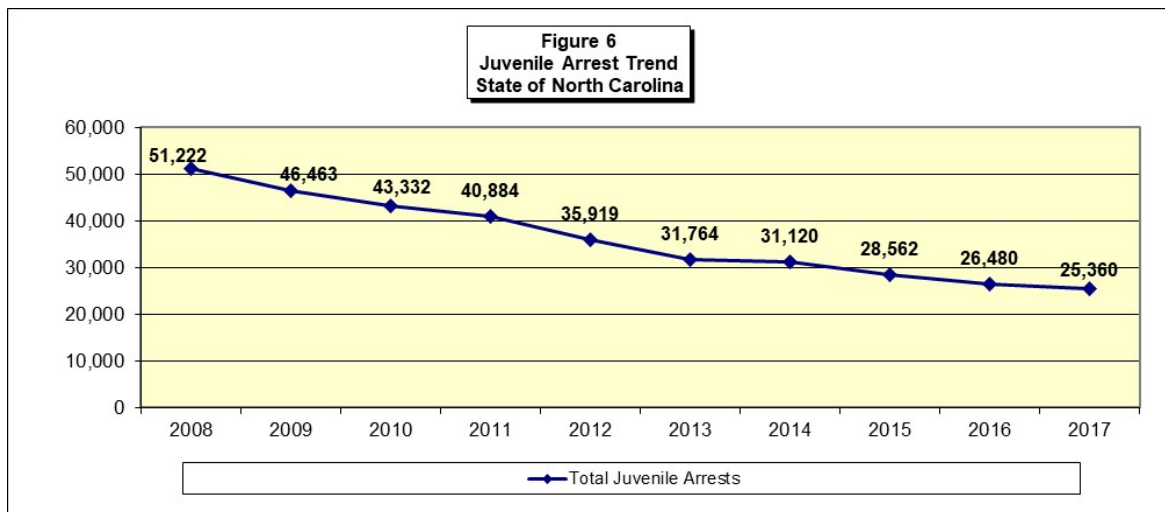


Source: US Census & NC Office of State Budget & Management.



## Juvenile Arrests

Figure 6 shows the State of North Carolina juvenile arrest trends. Total juvenile arrests decreased by 50.5% from 2008 to 2017, peaking at 51,222 in 2008. The total juvenile arrest rate decreased by 54.4%, peaking at 52.2 arrests per 1,000 juvenile population in 2008, down to 23.8 by 2017. This compares to a 57.8% decrease in United States juvenile arrest rate during the same period.

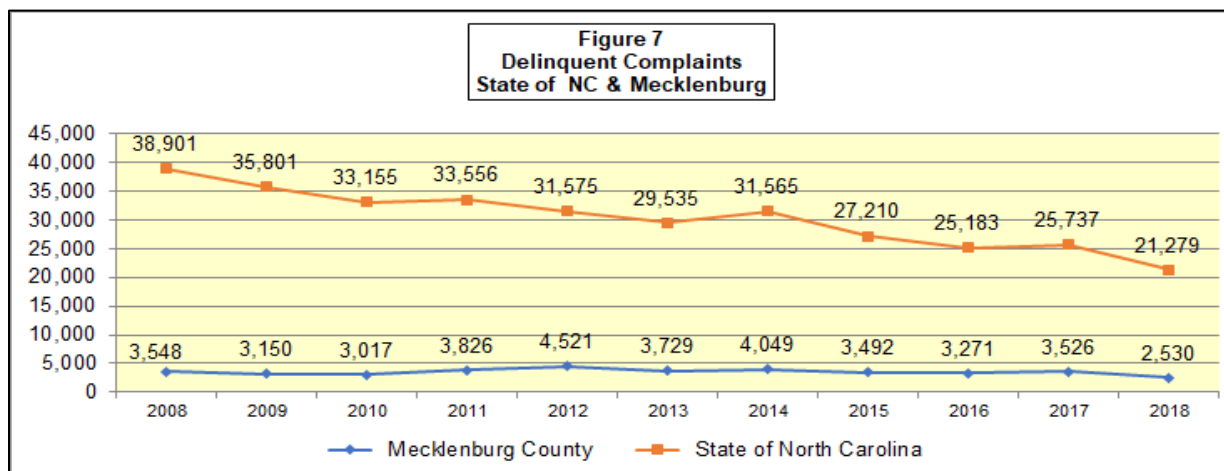


Source: Crime in NC & NC Office of State Budget & Management.

## JUVENILE COURT TRENDS

### Delinquency Filing Trends

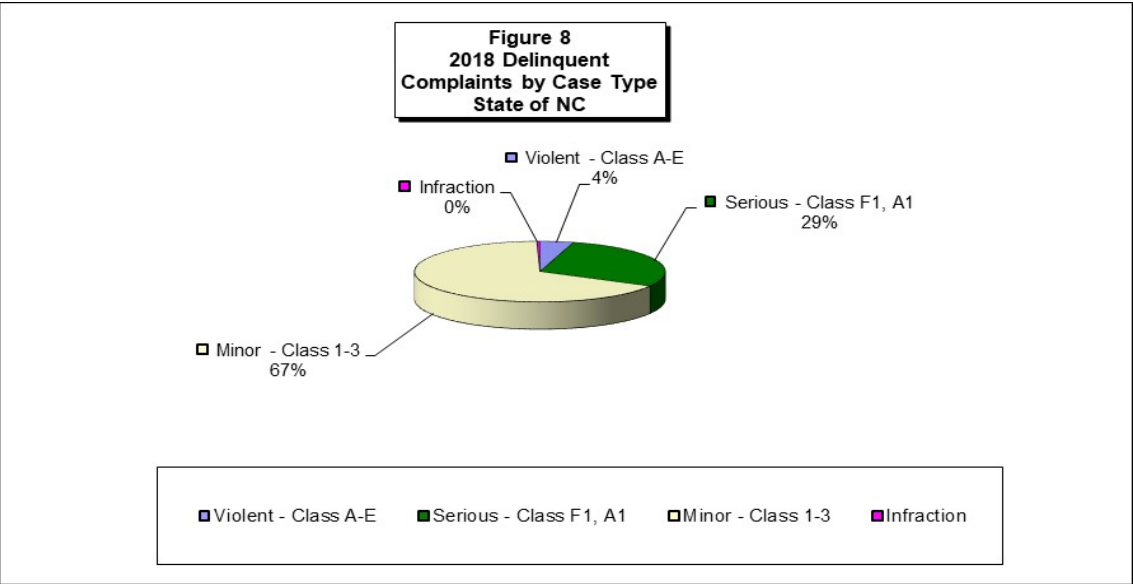
Figure 7 shows the trends in total delinquent complaints in North Carolina and Mecklenburg County. The total percentage decrease in delinquent complaints in North Carolina during the 11-year period was 45.3%; actual number decrease was 17,622. The total percentage decrease in delinquent complaints in Mecklenburg County during the 11-year period was 28.7%; actual number decrease was 1,018.



Source: North Carolina Department of Public Safety.

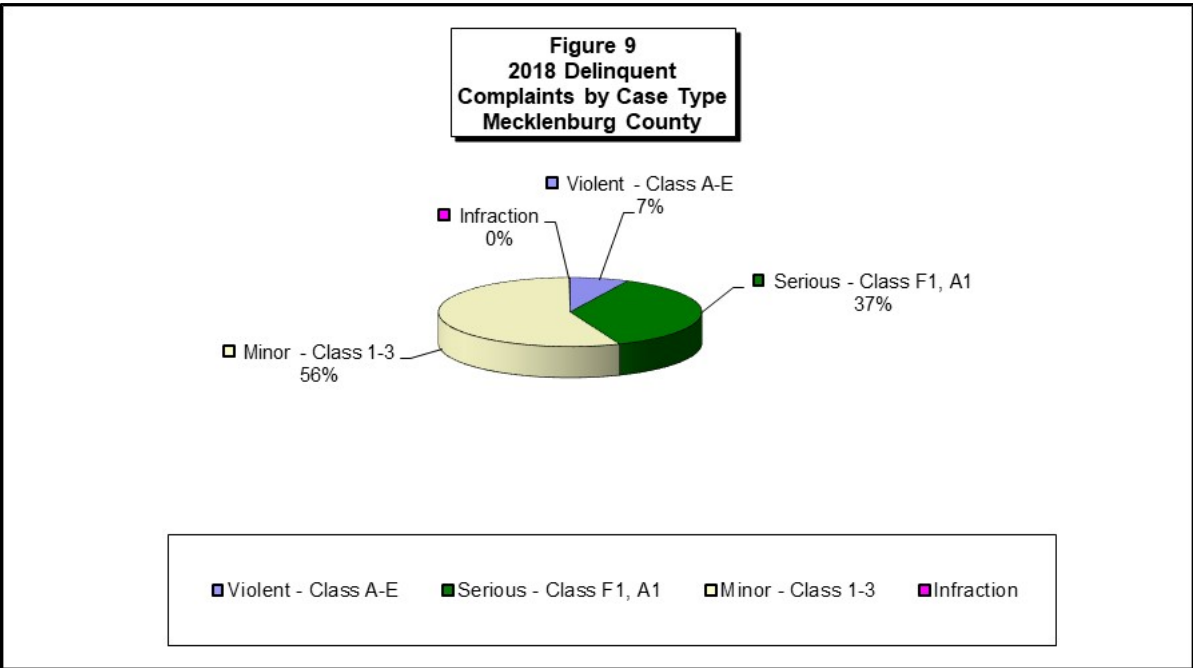


Figure 8 shows the 2018 delinquency complaint by case type for the State of North Carolina. In 2018, Minor - Class 1-3 represented the highest percentage (67%) of delinquent complaints, followed by Serious - Class F1, A1 (29%). Class A-E offenses classified as violent are considered felonies. Class F-I, A1 include offenses classified as serious and are considered misdemeanors.



Source: North Carolina Department of Public Safety.

Figure 9 shows the 2018 delinquency complaint by case type for Mecklenburg County. In 2018, Minor - Class 1-3 represented the highest percentage (56%) of delinquent complaints, followed by Serious - Class F1, A1 (37%).



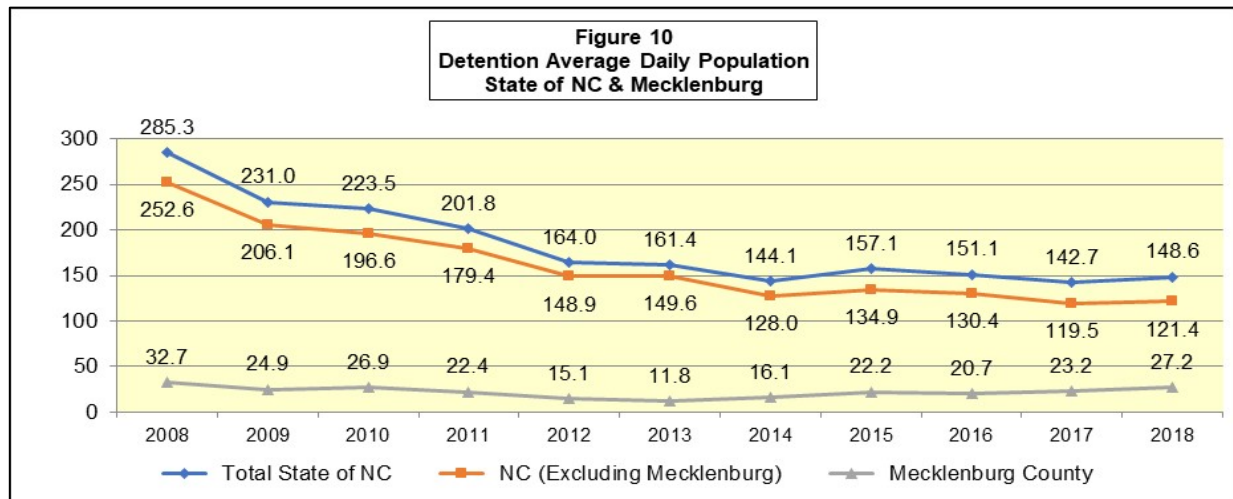
Source: North Carolina Department of Public Safety.



## JUVENILE DETENTION CENTER TRENDS

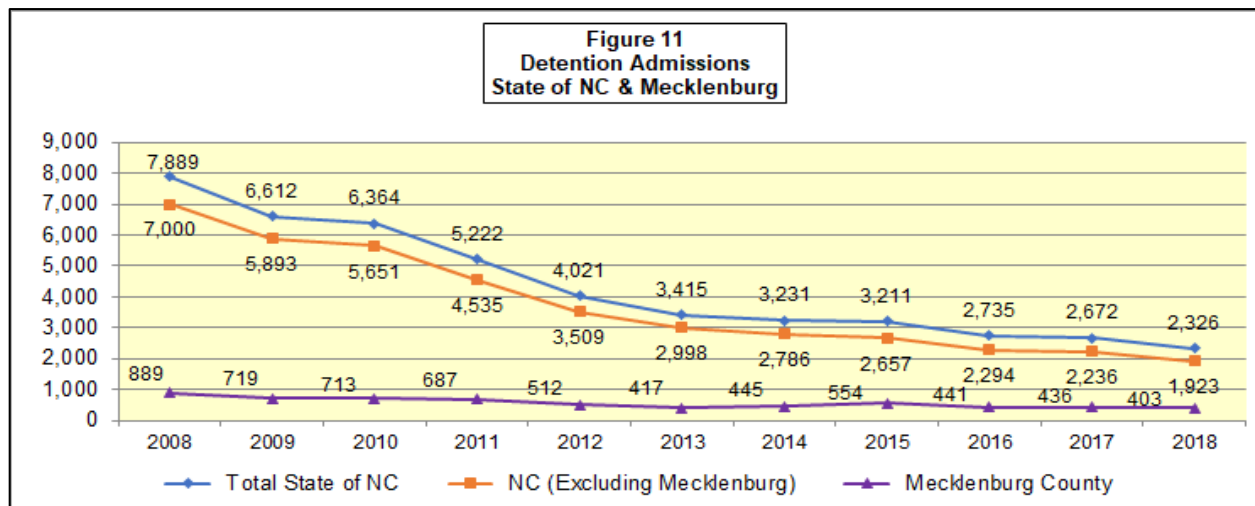
### Juvenile Detention Average Daily Population, Admissions, and Length of Stay Trends

Figure 10 shows the trends for statewide and Mecklenburg County average daily population in juvenile detention. The total percentage decrease in North Carolina average daily juvenile detention population (excluding Mecklenburg County) during the 11-year period was 51.9%; actual number decrease was 131.2. The total percentage decrease in Mecklenburg County average daily juvenile detention population during the 11-year period was 16.8%; actual number decrease was 5.5. The percentage decrease in total State of North Carolina average daily juvenile detention population during the 11-year period was 47.9%; actual number decrease was 136.7.



Source: North Carolina Department of Public Safety.

Figure 11 shows the trends in annual admissions to juvenile detention. The total percentage decrease in annual detention admissions in North Carolina (excluding Mecklenburg County) during the 11-year period was 72.5%; actual number decrease was 5,077. The total percentage decrease in annual juvenile detention admissions in Mecklenburg County during the 11-year period was 54.7%; actual number decrease was 486. The total percentage decrease in annual detention admissions in the State of North Carolina during the 11-year period was 70.5%; actual number decrease was 5,563.

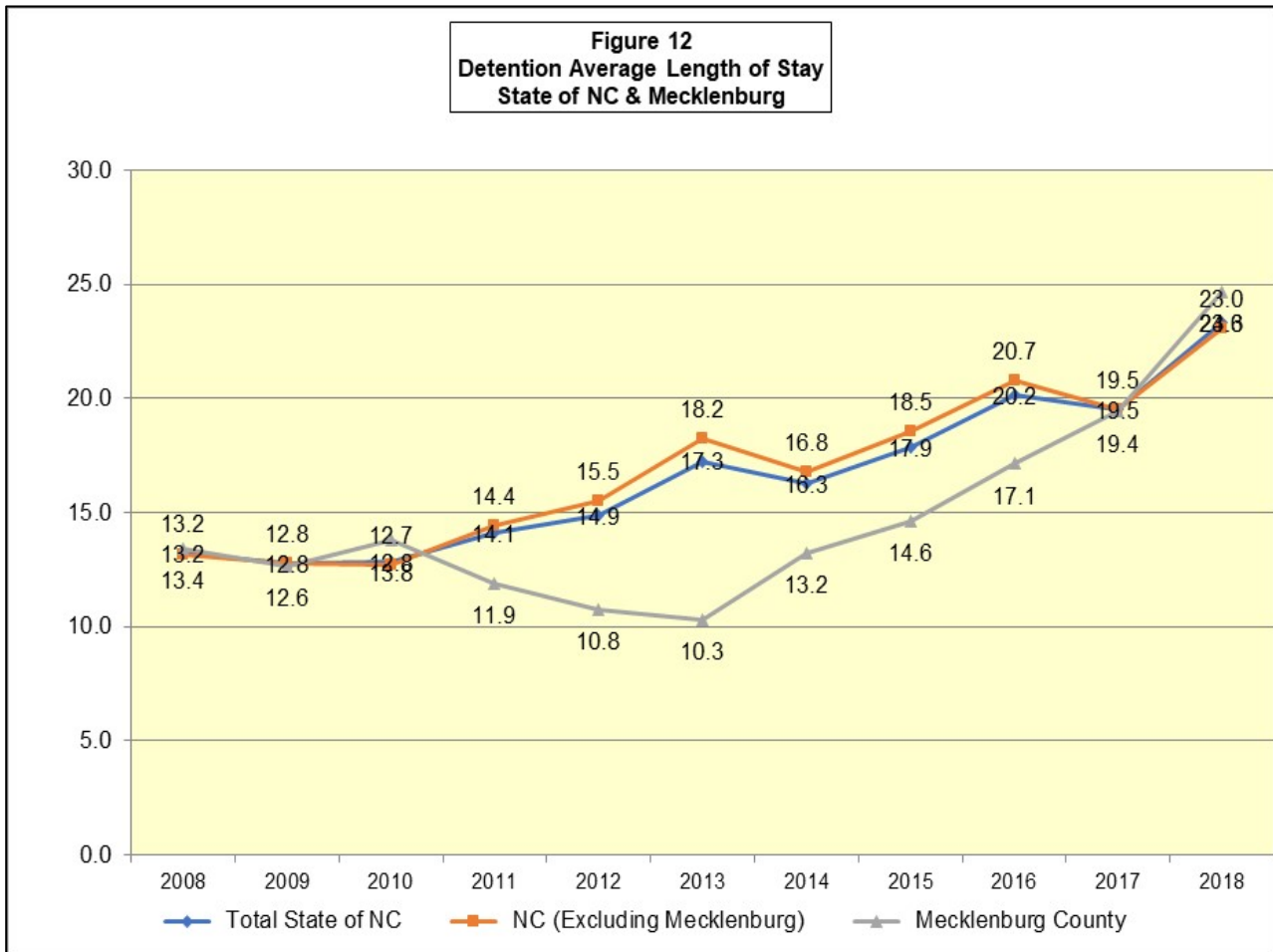


Source: North Carolina Department of Public Safety.





Figure 12 shows trends in the average length of stay in juvenile detention. The total percentage increase in North Carolina average length of stay (excluding Mecklenburg County) during the 11-year period was 74.2%; actual number increase was 9.8 days. The total percentage increase in Mecklenburg County average length of stay during the 11-year period was 83.6%; actual number increase was 11.2 days. The total percentage increase in State of North Carolina average length of stay during the 11-year period was 76.5%; actual number increase was 10.1 days. From 2011 to 2016, Mecklenburg County average length of stay trended lower than the State of North Carolina.



Source: North Carolina Department of Public Safety.



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Table 3 presents a profile of North Carolina and Mecklenburg County juveniles placed in juvenile detention in 2018. Males represent roughly 80% of the juvenile detention population for the state and Mecklenburg County. Roughly 63% of North Carolina juvenile detainees were African American, while Mecklenburg County had a higher percentage of African American juveniles in detention at 85%. Over one-third (36.5%) of statewide youth placed in detention were age 11 to 14. For Mecklenburg County the percentage of youth age 11 to 14 in detention is also close to one-third of the population (31.3%).

<b>Table 3</b> <b>DETENTION ADMISSION PROFILE - 2018</b> <b>State of North Carolina &amp; Mecklenburg County</b>				
	<b>North Carolina</b>		<b>Mecklenburg</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
<b><u>SEX</u></b>				
> Male	1,928	81.0%	334	82.9%
> Female	452	19.0%	69	17.1%
<b>TOTAL</b>	<b>2,380</b>	<b>100%</b>	<b>403</b>	<b>100%</b>
<b><u>RACE</u></b>				
> African American	1,489	62.6%	341	84.6%
> Caucasian	567	23.8%	15	3.7%
> Hispanic/Latino	218	9.2%	43	10.7%
> Two or More Races	77	3.2%	3	0.7%
> American Indian or Alaska Native	26	1.1%	1	0.2%
> Asian	2	0.1%	0	0.0%
> Unknown	1	0.0%	0	0.0%
<b>TOTAL</b>	<b>2,380</b>	<b>100%</b>	<b>403</b>	<b>100%</b>
<b><u>AGE</u></b>				
> 11	11	0.5%	0	0.0%
> 12	72	3.0%	2	0.5%
> 13	227	9.5%	22	5.5%
> 14	559	23.5%	102	25.3%
> 15	1,023	43.0%	200	49.6%
> 16	396	16.6%	61	15.1%
> 17	86	3.6%	14	3.5%
> 18	3	0.1%	0	0.0%
> 19	2	0.1%	2	0.5%
> 20	1	0.0%	0	0.0%
<b>TOTAL</b>	<b>2,380</b>	<b>100%</b>	<b>403</b>	<b>100%</b>
Source: North Carolina Department of Public Safety.				



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Table 4 presents offense trends and ranking to compare state of North Carolina and Mecklenburg County juvenile placed in detention in 2018. Overall, Mecklenburg County juveniles were detained for higher level offenses than other North Carolina counties (for example - Simple Assault was #1 for other counties versus #8 for Mecklenburg). Seven of the ten offenses made both lists: Simple Assault; Larceny- Misdemeanor; Robbery with Dangerous Weapon; Breaking & Entering (f); Injury to Real Property; Larceny of Motor Vehicle (f); and Possession of Stolen Motor Vehicle.

<b>Table 4</b>		
<b>DETENTION - TOP 10 DETAINING OFFENSES - 2018</b>		
<b>State of North Carolina &amp; Mecklenburg County</b>		
<b>Rank</b>	<b>State of NC (Excluding Mecklenburg)</b>	<b>Mecklenburg County</b>
1	Simple Assault	Robbery with Dangerous Weapon
2	Larceny - Misdemeanor	Larceny of Motor Vehicle (f)
3	Robbery with Dangerous Weapon	Possess of Stolen Motor Vehicle
4	Breaking & Entering (f)	Breaking and or Entering (f)
5	Assault Government Official/Employee	Common Law Robbery
6	Injury to Real Property	Larceny - Misdemeanor
7	Larceny of Motor Vehicle (f)	Larceny - Felony
8	Making False Report Concerning a Threat of Mass Violence on Educational Property	Simple Assault
9	Disorderly Conduct at School	Injury to Personal Property
10	Possession of Stolen Motor Vehicle	Injury to Real Property
Note: Offense listed is the offense charged closest and prior to detention admission.		
Source: North Carolina Department of Public Safety.		



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Table 5 presents information on various levels of treatment need and functioning for youth admitted to juvenile detention in North Carolina and Mecklenburg County in 2018. Mecklenburg County detained juveniles had a higher percentage of youth functioning below grade level compared to the state of North Carolina. They also had a higher level of youth requiring an educational evaluation than the state.

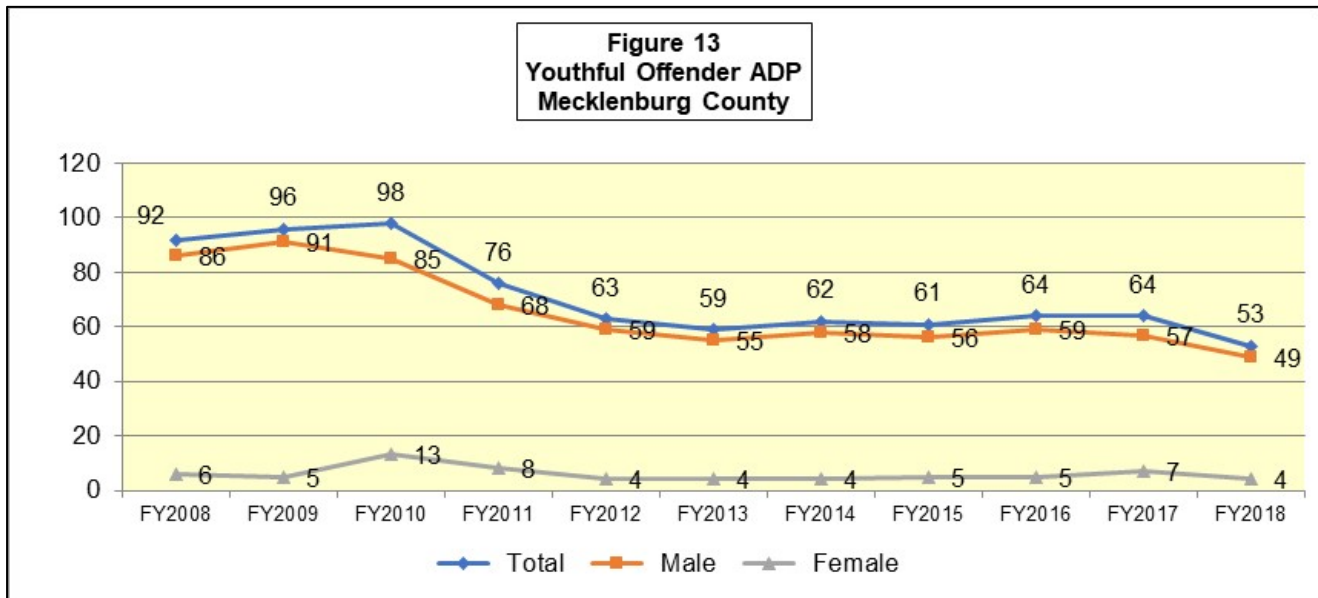
<b>Table 5</b> <b>DETENTION SPECIAL NEEDS - 2018 ADMISSIONS</b> <b>State of North Carolina &amp; Mecklenburg County</b>				
<b>Measure</b>	<b>State Excluding Mecklenburg Distinct Juveniles Identified with Special Needs</b>	<b>% of Distinct State Excluding Meck Juveniles Detained</b>	<b>Mecklenburg Distinct Juveniles Identified with Special Needs</b>	<b>% of Distinct Mecklenburg Juveniles Detained</b>
Functioning Below Grade Level	430	30.8%	92	41.3%
Placed in appropriate EC Program	435	31.2%	58	26.0%
Needing an Educational Evaluation	368	26.4%	84	37.7%
Having identified, unserved EC needs	72	5.2%	9	4.0%
Autism	12	0.9%	0	0.0%
BED	144	10.3%	24	10.8%
Gifted/Talented	3	0.2%	0	0.0%
Hearing Impaired	4	0.3%	0	0.0%
Mentally Disabled	12	0.9%	2	0.9%
Orthopedically Impaired	1	0.1%	0	0.0%
Other Health Impaired	48	3.4%	8	3.6%
Specific Learning Disabled	106	7.6%	8	3.6%
Speech/Lang Impaired	8	0.6%	1	0.4%
TBI	4	0.3%	0	0.0%
Visually Impaired	1	0.1%	0	0.0%
Source: North Carolina Department of Public Safety.				



## YOUTHFUL OFFENDER TRENDS

### Youthful Offender Average Daily Population Trends

Figure 13 shows the trends of youthful offenders (age 16 and 17) that are currently housed at Detention Center North in the youthful offender housing wing. The total percentage decrease in male average daily population during the 11-year period was 43%; actual number decrease was 37. The total percentage decrease in female average daily population during the 11-year period was 33.3%; actual number decrease was 2. The percentage decrease in total average daily population during the 11-year period was 42.4%; actual number decrease was 39.



Source: Mecklenburg County Sheriff's Office.

Table 6 presents the profile characteristics of youth placed in the youthful offender housing wing at Detention Center North. Approximately 87% are male, and 92% African American. The vast majority (68.4%) are age 17. Based on a one day snap shot of 196 offender charges, 74% were for felony offenses and 23% were misdemeanor charges.

The population of youthful offenders currently housed at Detention Center North (about 40-45 on an average day) combined with the juvenile offenders held at the Cabarrus County Juvenile Detention Center (about 22 on an average day) represent the average daily population of Mecklenburg County juveniles to potentially be housed at Detention Center North.

Table 6 YOUTHFUL OFFENDER PROFILE - April 10, 2019 Mecklenburg County		
	Number	Percent
<b>SEX</b>		
> Male	33	86.8%
> Female	5	13.2%
<b>TOTAL</b>	<b>38</b>	<b>100%</b>
<b>RACE</b>		
> African American	35	92.1%
> Caucasian	1	2.6%
> Hispanic/Latino	2	5.3%
<b>TOTAL</b>	<b>38</b>	<b>100%</b>
<b>AGE</b>		
> 16	12	31.6%
> 17	26	68.4%
<b>TOTAL</b>	<b>38</b>	<b>100%</b>

Source: Mecklenburg County Sheriff's Office.





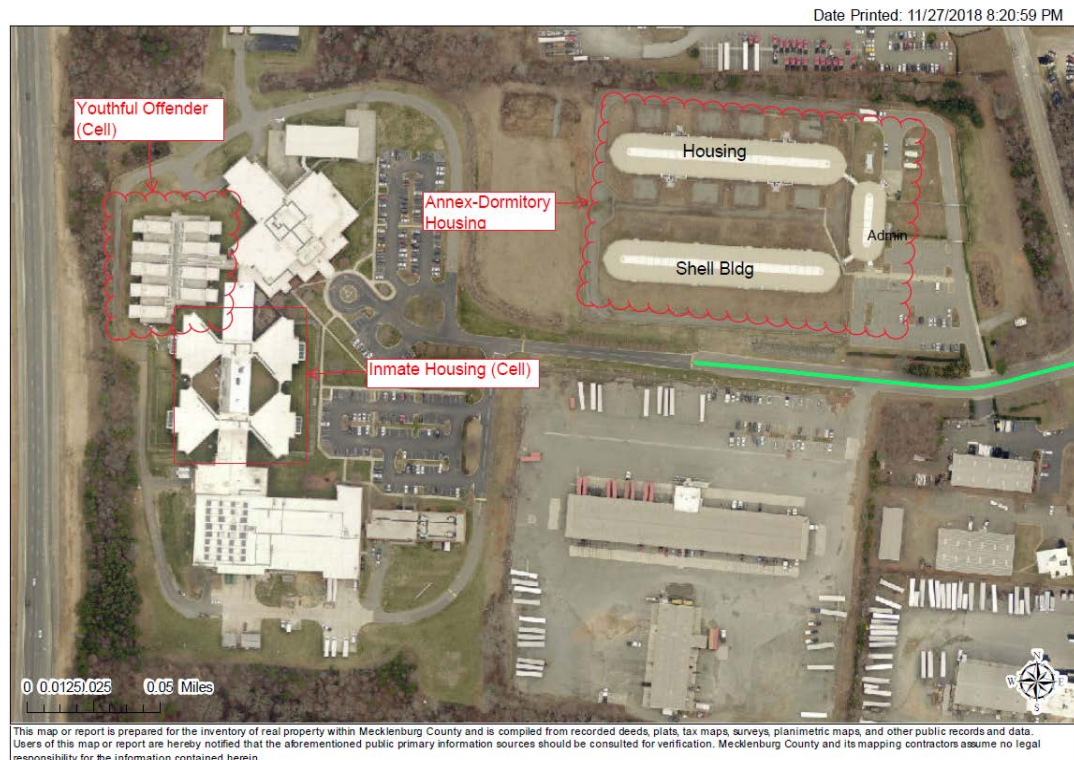
## ASSESSMENT OF AVAILABLE HOUSING AT DETENTION CENTER NORTH FOR JUVENILE DETENTION

### Detention Center North Overview

The primary designation of Detention Center North when it opened was adult detention. Due to reductions in inmate population, the current capacity of adult inmates at Detention Center North is one 56- bed housing unit. Inmates in this housing unit work in the jail cook chill kitchen. These inmates are classified as trustees, having committed lower level offenses. The cook-chill operation at Detention Center North prepares and delivers meals for the entire inmate population, which includes Detention Center North and Detention Center Central located in downtown Charlotte. There is also a laundry facility at Detention Center North that utilizes inmate workers assigned to housing units on the campus.

Figure 14 provides a site aerial of Detention Center North. The campus has several buildings, with a 163- bed current operating capacity comprised of 56 adult inmate and 107 youthful offender capacity. There is a significant amount of vacant housing on the campus due to reductions in the total detention population. The two buildings shown in the upper right-hand corner Annex Dormitory Housing are both vacant. Vacant cell and special management housing units are located in the Inmate Housing (Cell) “butterfly” configuration shown below. The youthful offender housing wing, shown to the north of the site, is comprised of (8) 12 single room housing units and (1) 11 single room unit. Five units are currently vacant. Each of these housing components were assessed for potential utilization as juvenile detention housing.

Figure 14  
Aerial Site  
Polaris 3G  
of  
Detention  
Center  
North





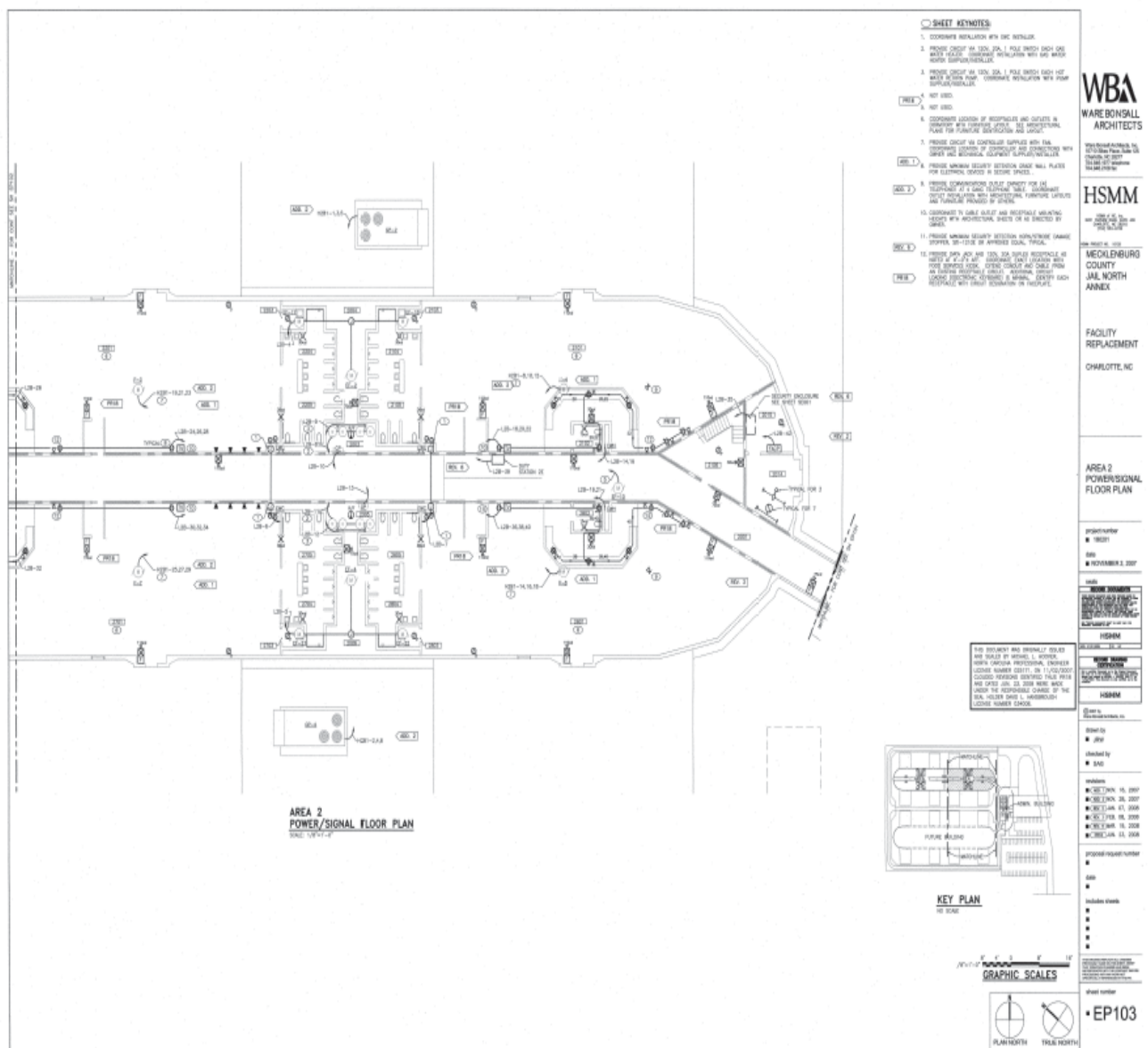
# MECKLENBURG COUNTY, NC FEASIBILITY STUDY FOR USING DETENTION CENTER NORTH FOR STATEWIDE JUVENILE DETENTION CENTER

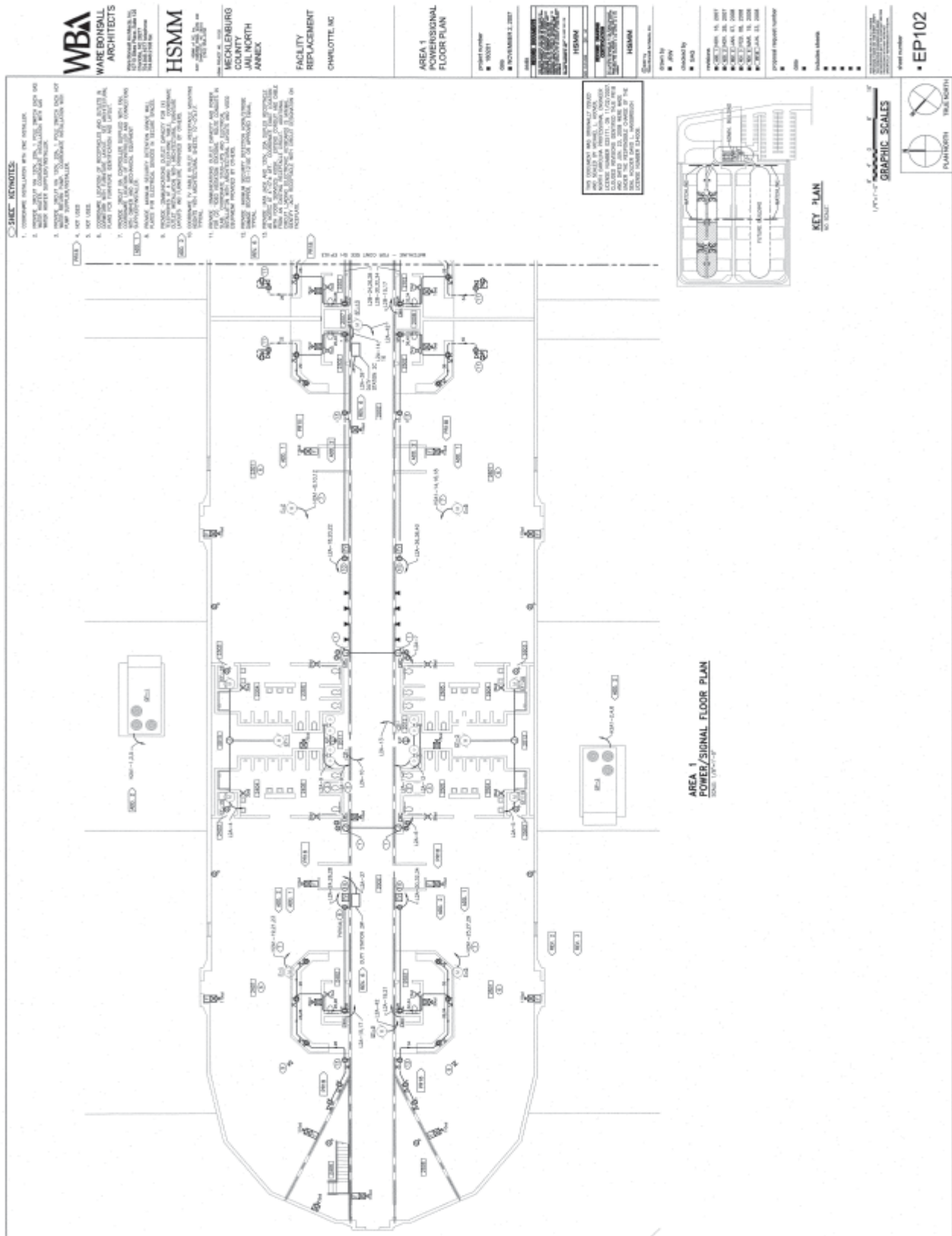
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## Annex Dormitory Housing

Figure 15 shows the floor plans of one of two vacant Annex Dormitory structures shown on the site aerial. Figure 15 shows the right side (p.19) and left side (p.20) of the large dormitory unit structures, and the Administration wing (p.21) between the two structures. These large dormitory structures are not appropriate in size or configuration for juvenile detention housing. Standards and best practice call for single occupancy sleeping rooms in housing units of 8 to 16 capacity. Staffing and sight lines would also be problematic for staff dealing with adolescents ages 11 to 17 with multiple treatment needs in this type of dormitory housing.

Figure 15  
Detention Center North Annex Dormitory Housing





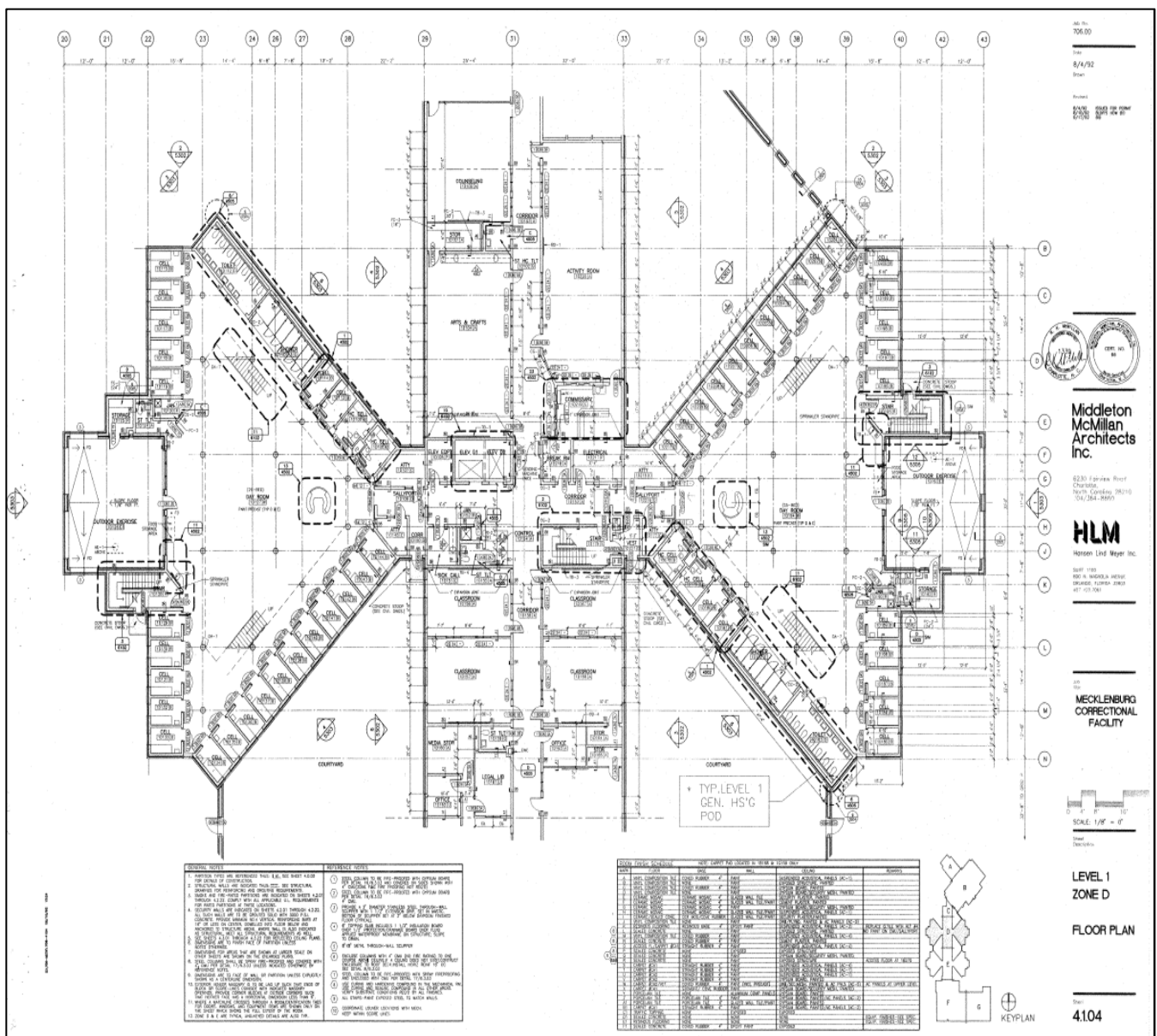




## Inmate Cell Housing

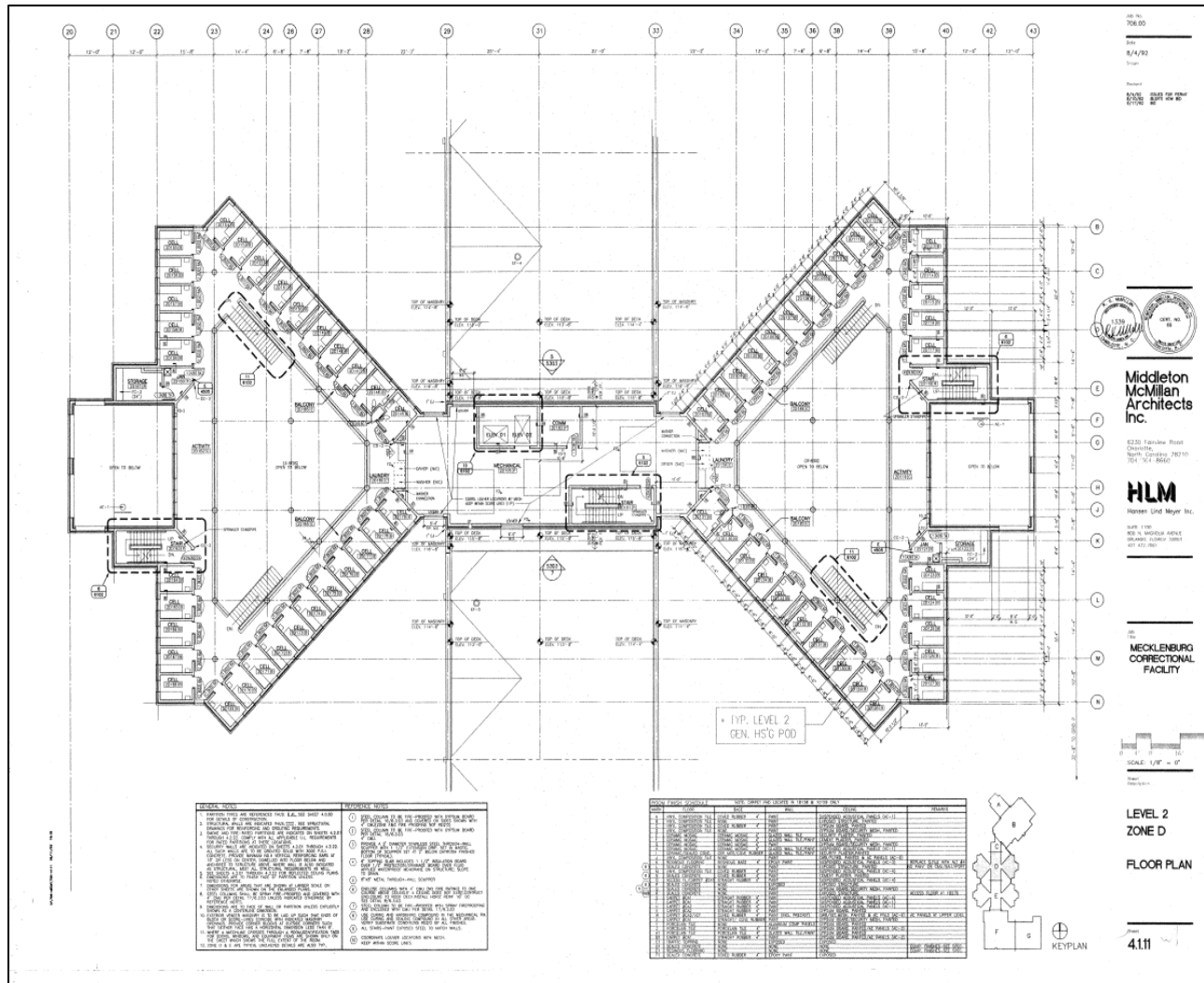
Figure 16 (p. 22 and p. 23) shows the two levels of a typical large adult mezzanine housing unit of 56-beds. Although some of these housing units are vacant, they are not appropriate for juvenile detention housing. The large 56-bed mezzanine housing unit exceeds recommended capacity for juvenile detention housing unit size, and the two-level configuration is problematic for management of juvenile offenders, many with mental health and difficult behavioral management treatment needs. In addition, the location of toilets and showers in one central location in the housing unit make it difficult to sub-divide the housing unit into smaller housing units.

**Figure 16**  
**Inmate 56 Cell Capacity Housing Unit – Level 1**





**Figure 16**  
**Inmate 56 Cell Capacity Housing Unit – Level 2**



### **Special Management Housing**

Figure 17 (p. 23 and p. 24) show the configuration of special management housing units. These vacant units are also configured with the same mezzanine two tier style housing, but subdivided into smaller living areas with “sub-dayrooms”. The special management housing units are located in close proximity to the other inmate housing units shown on the campus aerial. One 55-capacity special management housing unit is broken into (4) smaller living units with dayrooms serving populations of 9, 24, 6, and 16 inmates. The other 56-capacity special management housing unit is subdivided into (3) smaller mezzanine units of 24, 16, and 16 inmates. The vacant special management housing units are also not appropriate for juvenile detention housing due to the configuration (two-tiered) and proximate location to adult housing at Detention Center North.



### Figure 17 Special Management Housing Configurations

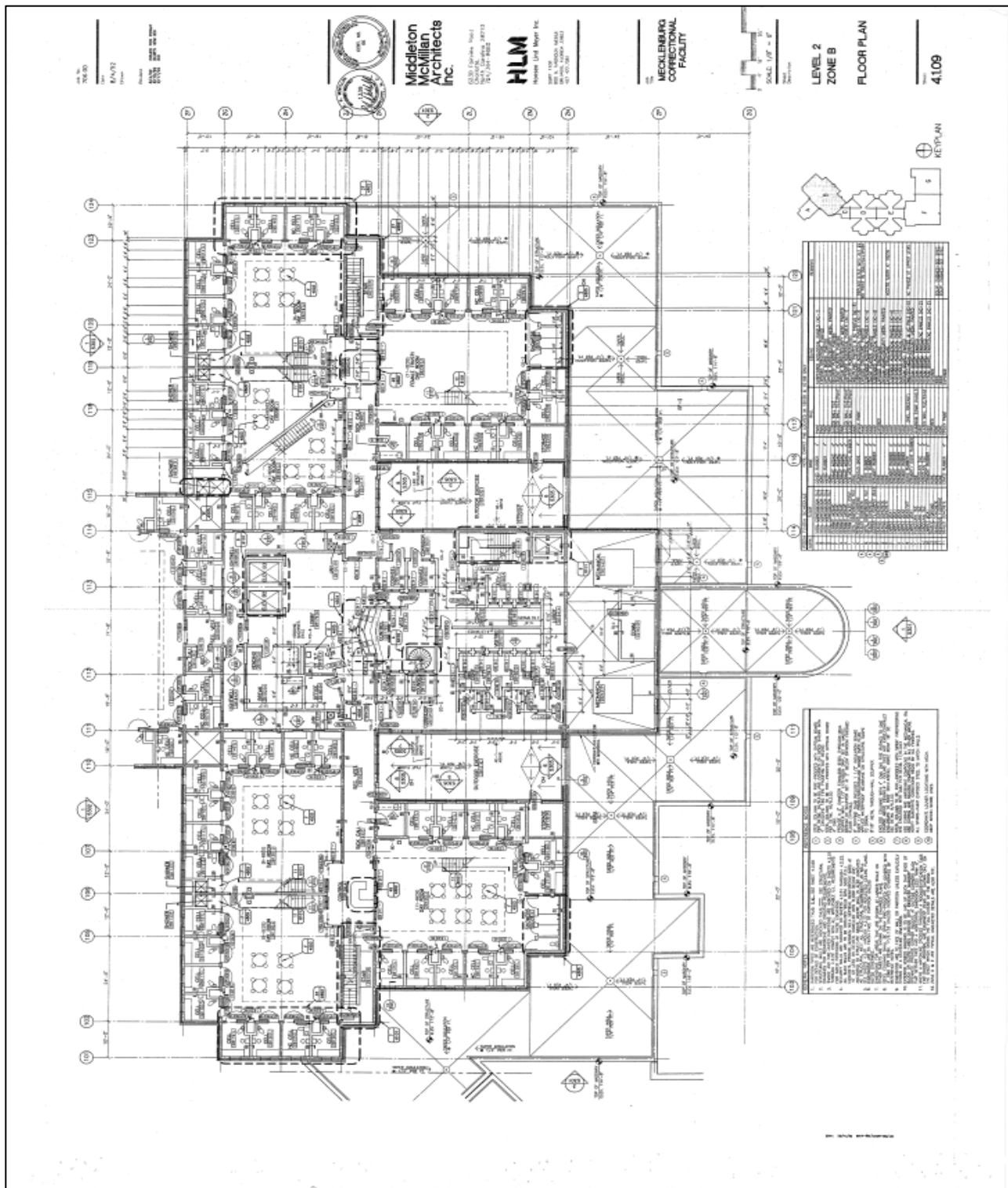
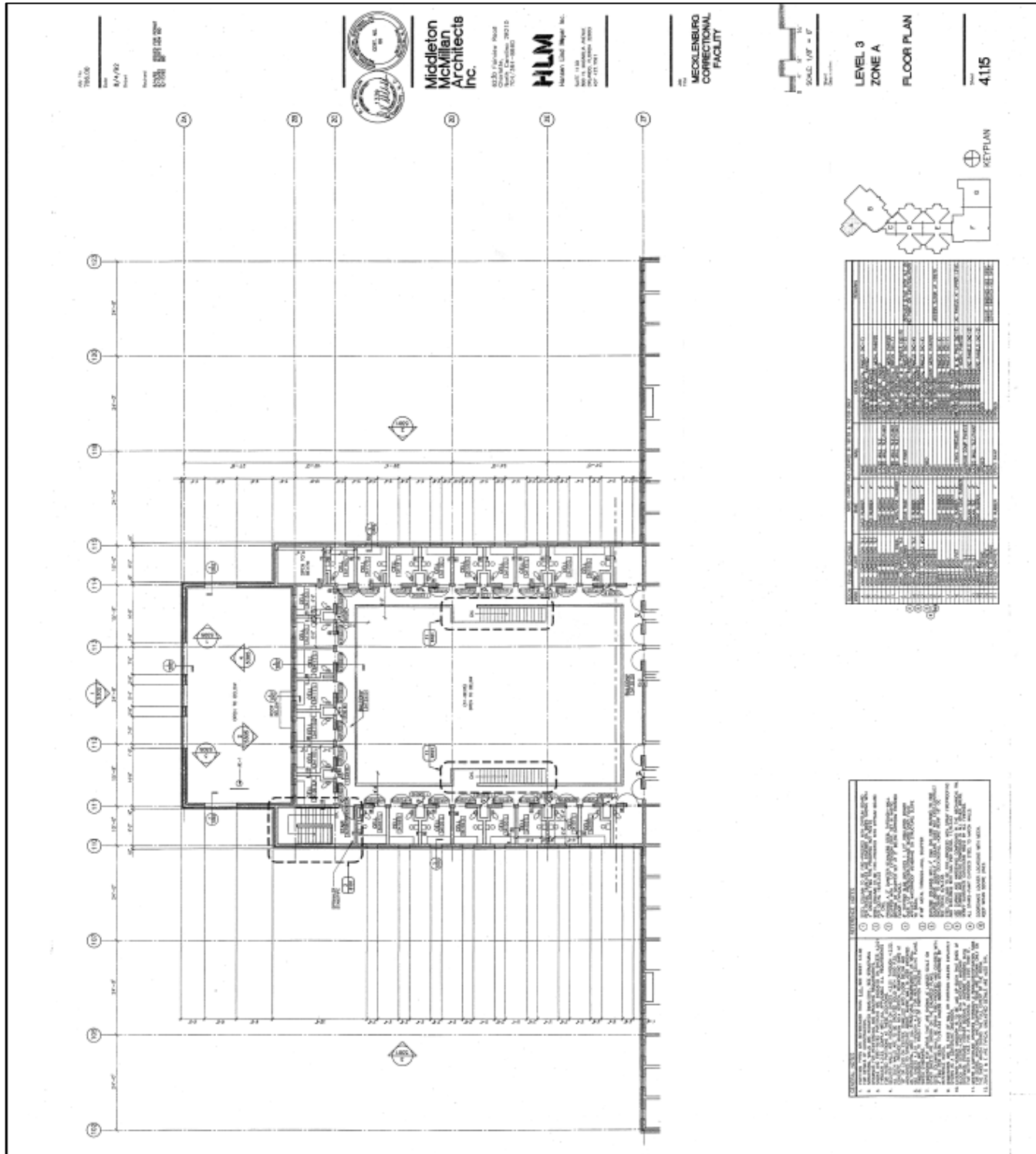




Figure 17  
Special Management Housing Configurations (continued)









## **OVERVIEW OF OPERATIONS AT DETENTION CENTER NORTH**

- **Intake and Booking**

Currently all inmates and youthful offenders are booked into the Detention Center Central downtown, and then are transported to Detention Center North.

- **Court Transport**

Currently the Sheriff's Office does all court transport for adults and youthful offenders, although they separate these populations for transport. Mecklenburg County also transports juvenile offenders to and from the Cabarrus County Juvenile Detention Center and the Mecklenburg County Juvenile Court. The County is reimbursed by the North Carolina Department of Public Safety at 58 cents per mile, or \$31.90 per round trip. For many other counties in the state the DPS provides transportation from juvenile detention centers to the juvenile court of jurisdiction, and the Raise the Age legislation includes additional transport staff for DPS to cover all juvenile detention center related transportation in the state.

- **Staffing**

Detention Officers are responsible for safety and security in the housing units, and other critical areas of the facility. Currently staff operate on a 12-hour shift.

## **Programs and Services**

- **Education**

Academic education is provided by the Charlotte Mecklenburg School District. GED education is provided through a contract. There are currently (8) Teachers, (2) Librarians, (3) GED Instructors, (1) Dean of Students (part time) and (1) Guidance Counselor (part time) that provide education services to the entire Detention Center North population.

- **Medical**

The Sheriff's Office contracts with Wellpath for provision of medical/mental health services to adult inmates and youthful offenders at Detention Center North. There are currently two mental health clinicians assigned to the youthful offender population.

- **Mental Health/Treatment Programs**

Currently there is (1) Program Director, (2) Case Managers, (1) Mental Health Liaison, and (1) Administrative Assistant that provide treatment and case management services to the entire Detention Center North population.

- **Visitation**

Visitation is provided in an area of Detention Center North that includes non-contact visitation in several stations, and one large contact visitation room.

- **Food Service**

Detention Center North has a cook chill operation that serves the entire inmate population (Detention Center Central and Detention Center North). Food is brought to the housing units in carts for distribution and dining at the housing unit.

- **Recreation**

Recreation consists of small outdoor recreation yards at each youthful offender 12 bed living unit.

- **Inspections**

Jail inspections are conducted annually by the North Carolina Department of Health and Human Services, Detention Center Section.





## **LAWS, STANDARDS AND BEST PRACTICE RELATED TO JUVENILE DETENTION OPERATION AND FACILITY DESIGN**

### **Summary of Best Practice Juvenile Detention Operation and Design**

Figure 19 provides a summary of evidence based and supported best practice in operation and design of juvenile detention facilities. This information, along with the other laws, standards and staffing ratios presented in this Section provide the basis for the assessment of the various vacant housing units and other areas at Detention Center North that would need to be developed for use as a Juvenile Detention Center.

**Figure 19  
NATIONAL “BEST PRACTICE” – OPERATIONS AND DESIGN FOR  
JUVENILE DETENTION FACILITIES**

- Programming Responsive to Individual Risks and Needs
- Provide Programming Responsive to “Special Needs Population” – Trauma Informed Care
- Extensive Program Opportunities (Education, Recreation, and Visiting)
- Structured Daily Routine
- Normative Environmental Character
- Behavior Management is the Basis of Safety and Security
- Maximize Staff Supervision of Youthful Offenders
- Small Single Level Housing Units (8-12 youth) Results in Improved Classification, Safety, and Management
- Single Occupancy Sleeping Rooms for Maximum Flexibility in Housing Offenders
- Housing Units Arranged in Groups for Shared Services and Staffing Efficiency
- Access to Natural Light
- Open Dayroom with Contiguous Sleeping Rooms (Improved Supervision)
- Single User Showers/Toilet Rooms (1 per 8 Residents)
- On-Unit Housing Activities (Counseling, Homework, Passive Recreation for Program Flexibility)
- Access to Outdoor Space
- Central Dining
- Very limited and Monitored Use of any Form of Isolation
- Direct Supervision Staffing Ratio of 1:8 (day) and 1:16 (night) to comply with PREA Standards
- Incorporate ACA Standards and Other Youth Residential Facility Standards

***Source: Chinn Planning, Inc.***



### **Evidence Based Approach for Treatment of Juvenile Offenders**

Figure 20 presents a summary of the nine components that are critical to the effective treatment for juvenile offenders.

**Figure 20  
TREATMENT FOR JUVENILE OFFENDERS**

The Coalition of Juvenile Justice outlines nine components that are critical to effective treatment for juvenile offenders:

1. Highly structured, intensive programs focusing on changing specific behaviors;
2. Development of basic social skills;
3. Individual counseling that directly address behavior, attitudes, and perceptions;
4. Sensitivity to a youth's race, culture, gender, and sexual orientation;
5. Family member involvement in the treatment and rehabilitation of children;
6. Community based, rather than institution-based treatment;
7. Services, support and supervision that "wrap around" a child and family in an individualized way;
8. Recognition that youth think and feel differently than adults, especially under stress; and,
9. Strong aftercare treatment.

### **American Correctional Association Standards for Juvenile Detention Facilities**

The American Correctional Association (ACA) develops and updates national standards and guidelines for juvenile detention facilities. A summary of the most relevant juvenile detention facility standards is included in Appendix B. ACA recommends that juvenile detention facilities should not exceed 150 total bed capacity, and that housing units should not exceed 16 youth, with at no less than 80% of facility capacity designed for single occupancy sleeping rooms. These and other standards summarized in Appendix B are most closely aligned with the youthful offender housing wing at Detention Center North. Other vacant housing units at Detention Center North do not comply with ACA standards for Juvenile Detention facilities, and renovation to achieve compliance with juvenile detention facility standards does not seem realistic.



### **Federal Juvenile Sight and Sound Separation Requirements**

The Office of Juvenile Justice and Delinquency Prevention Reauthorization Act of 2002 (originally passed in 1974) contains federal statutes requiring total sight and sound separation of juvenile and adult offenders. Figure 21 presents a summary of the language requiring total sight and sound separation of adult and juvenile offenders.

**Figure 21**

#### **FEDERAL JUVENILE SIGHT AND SOUND SEPARATION REQUIREMENTS**

- **Sight and Sound Separation of Juveniles from Adult Offenders (Separation)**

Since the inception of the juvenile justice system, the practice of incarcerating juveniles with adult offenders has been criticized. The placement of juveniles in institutions where they are mixed with adult inmates is emotionally and physically traumatic, resulting in further victimization. Moreover, commingling juveniles with adult offenders provides an education in crime and undercuts the intent a separate juvenile system designed to rehabilitate and treat juvenile offenders.

In one of the original provisions of the JJDP Act, Congress sought to provide sight and sound separation between adult inmates and juveniles in institutional settings such as jails, lockups, prisons, and other secure facilities. The JJDP Act of 2002 provides that juveniles alleged to be or found to be delinquent, as well as status offenders and non-offenders, "will not be detained or confined in any institution in which they have contact with adult inmates."

*Source: Office of Juvenile Justice and Delinquency Prevention.*

### **North Carolina Department of Public Safety Juvenile Division Standards**

The Department of Public Safety operates six juvenile detention centers. Two additional juvenile detention centers are county operated, for a total of eight juvenile detention centers to serve the state. The Juvenile Justice Section of the North Carolina Department of Public Safety inspects juvenile detention centers annually to ensure compliance with facility standards. The Governor's Juvenile Crime Commission (GJCC) will also do yearly inspections to ensure sight and sound separation requirements are met.

Two key points put forth by the Housing of Transfers Subcommittee of the Raise the Age Legislation include:

- 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.



### Prison Rape Elimination Act (PREA)

The Prison Rape Elimination Act (PREA) passed in 2003 was the first federal civil statute focused on addressing sexual violence in juvenile facilities, jails, prisons, lock-ups and other facilities. A summary of PREA is included in Appendix C.

For juvenile detention and commitment facilities PREA dictates specific staffing ratios. Figure 22 shows the Juvenile Facility Staffing Standards.

**Figure 22**  
**PREA STAFFING STANDARDS**

#### **PREA Staffing Standards**

##### **Prison Rape Elimination Act (PREA) Juvenile Facility Staffing Standards**

###### **Standards for Juvenile Facilities – 115.313 Supervision and Monitoring**

- (c) Each secure juvenile facility shall maintain staff ratios of a minimum of 1:8 during resident walking hours and 1:16 during resident sleeping hours, except during limited and discrete exigent circumstances, which shall be fully documented. Only security staff shall be included in these ratios. Any facility that, as of the date of publication of this final rule, is not already obligated by law, regulation, or judicial consent decree to maintain the staffing ratios set forth in this paragraph shall until October, 1, 2017, to achieve compliance.

*Source: National Standards to Prevent, Detect, and Respond to Prison Rape Under the Prison Rape Elimination Act (PREA), 28 C.F.R. Part 115, Docket No. OAG-131, RIN 1105-AB34, May 17, 2012*



## **KEY CONSIDERATIONS FOR OPERATION OF A JUVENILE DETENTION CENTER AT DETENTION CENTER NORTH**

### **INTRODUCTION**

Based on national and state standards and best practice for juvenile detention facilities, the only appropriate housing at Detention Center North for juvenile detention is the youthful offender housing wing. The total capacity of the youthful offender housing wing is 107 beds ((8) 12-bed units and (1) 11- bed unit). These housing units reflect recommended standards for housing unit size (8 to 16 beds), and are located in close proximity to education and program space that will be required for daily activities and services necessary for operation of a juvenile detention center. Each housing unit also has direct access to a secure outdoor courtyard from the dayroom, which is a feature that reflects best practice for juvenile detention.

The forecast for Mecklenburg County average daily juvenile detention population by 2023 is 82 youth. When a factor of 20% is added to the average daily population to account for classification and peaks in population required to safely operate a facility the capacity requirement is 98 beds by 2023. Therefore, one key consideration is that a Juvenile Detention Center at Detention Center North would primarily serve only Mecklenburg County, with very few beds available for other counties unless Mecklenburg County has a lower juvenile detention population than projected by 2023.

### **KEY CONSIDERATIONS**

The key considerations to determine the feasibility of operating a juvenile detention center at Detention Center North fall into five major categories and they are summarized below.

#### **Image of Detention Center North**

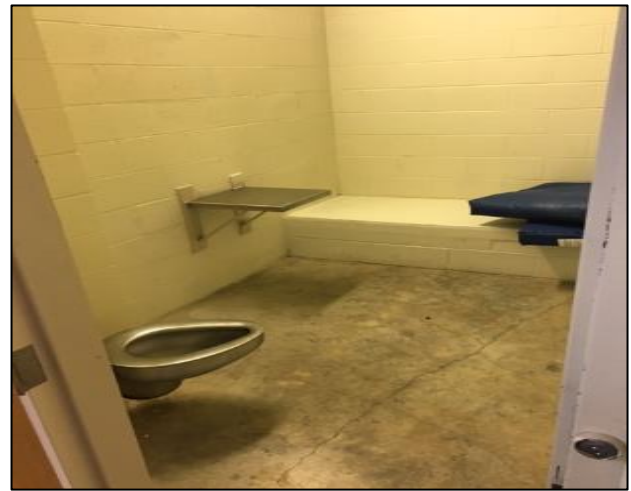
Detention Center North and the youthful offender housing wing have an image that reflects adult detention/corrections. This image is more punitive than rehabilitative on both the exterior and interior of the building. A large display of razor wire and large correctional housing structures are visible on approach to the campus. The intake/release area is sized and configured for large numbers of adults to be processed in and out of a large adult detention center.

While the youthful offender housing units are small (12 beds), the use of color, the amount of light, the type of fixtures and finishes, and the hardened surfaces in the dayroom and the sleeping rooms all reflect an environment that is more punitive than rehabilitative. The sleeping rooms have no windows or views to the outside. The long corridor that connects housing to program space is designed for much larger movement of detainees, not small groups of juveniles moving to education and other programs. These are all important aspects of trauma responsive environments, which is the environment appropriate for juvenile offenders that will range in age from 11 to 17, many with mental health and behavioral disorders.





*Entrance to Detention Center North*



*Sleeping Room*



*Door to Sleeping Room*



*Connection Between Housing Units*



*Day Room*



*Classroom Corridor*



### **Compliance with Federal and State Standards and Best Practice for Juvenile Detention**

The three major considerations for operating a juvenile detention center at Detention Center North and complying with federal and state law and nationally recognized standards for operation of a juvenile detention center include:

- **Sight and Sound Separation** - Federal law requires sight and sound separation of juvenile and adult offenders, which is why separate facilities are preferred. In order to comply with the federal and state law the Sheriff's Office will have to provide assurances that all operations and movements at Detention Center North comply with sight and sound separation. The education and program area located near the youthful offender housing wing will have to be dedicated to juvenile detention for education and programs. Food carts that are delivered to juvenile housing will have to be brought into the units by staff. Adult inmate movement in and out of the facility will have to be monitored and scheduled with juvenile movements to avoid any visual contact between juveniles and adults. Use of the centrally located visitation area will have to be scheduled in order to avoid any contact with adult offenders. Review and approval of the plan to ensure sight and sound separation will be conducted annually by the North Carolina Department of Public Safety and the Governor's Juvenile Crime Commission.
- **Juvenile Direct Care Staffing Ratio** - The Prison Rape Elimination Act (PREA) has a federally mandated staffing ratio for direct care staff working with juvenile offenders. The staffing ratio requires a 1:8 direct care staff to youth during awake hours, and 1:16 for overnight/sleeping hours. The current staffing ratio in the housing units is 1:12 for awake and overnight hours. Additional direct care staff will need to be added to comply with mandated staffing ratios. These additional positions, along with other staff positions required to operate 96 beds of juvenile detention, will be included in the estimated cost increase associated with operation of a juvenile detention center at Detention Center North.
- **Staff Credentials and Job Descriptions** - Based on the treatment needs, profile characteristics, and range of age of juvenile offenders, staff skills required to work directly with youth are different than skills required to work with adult inmates. Roughly one-third (31.3%) of Mecklenburg County youth currently placed in juvenile detention are between the ages of 11 and 14. Supervision requirements for this age population differ from adult supervision requirements. In addition, staff will now be directly interacting with very young offenders (11 to 14) as well as older youth (15 to 17), which presents operational challenges.

Best practice for operation of juvenile detention and correctional facilities supports direct care positions filled with staff that have credentials in adolescent development and/or other youth rehabilitative treatment approaches. A sample job description for a Youth Counselor is included in Appendix D. Currently the youthful offender housing wing at Detention Center North is staffed by Detention Officers, the same job title and qualifications working with adult inmates.

The North Carolina Department of Public Safety requires four weeks of training for staff working in juvenile detention centers, which recognizes the need to train staff in the specific skills to supervise juvenile offenders. In addition, due to the high intensity of supervising juveniles, facilities that have a rehabilitative focus limit the direct care staffing shifts to 8 hours, rather than the 12 hour shifts currently in place at the Detention Center North. If direct care staff are required to work an extra shift or overtime studies have found negative consequences for expecting direct care staff to supervise juveniles for up to 24 hours (two shifts).



### Operational Changes Required to Operate a Juvenile Detention Center at Detention Center North

In addition to the operational changes necessary to ensure sight and sound separation of juveniles and adults at the Detention Center North, other operational changes will have to be made to accommodate a 96-bed juvenile detention center. These are summarized below.

- **Intake and Release of Juveniles at Detention Center North** - Currently all adults and youthful offenders that are housed at Detention Center North are booked into and released from the Detention Center Central facility. It will not be feasible to book and release juveniles from the Detention Center Central when the juvenile detention center capacity is 96 beds. Sight and sound separation in the intake and release area would be virtually impossible to guarantee in a facility that houses roughly 2,000 adult inmates. The intake and release area at Detention Center North, which is currently not utilized for booking and release, will have to become operational for processing juvenile offenders in the detention center. The intake and release area of Detention Center North will also have to be monitored and scheduled to ensure that no adult inmates are being transferred from this area when juveniles are present.



*Intake and Release*

- **Increased Transports to Court** - With an anticipated average daily population of 82 Mecklenburg County juveniles (or more) being held in juvenile detention, court transport will increase. Currently the Sheriff's Office transports juveniles to the Cabarrus County Juvenile Detention Center and receives reimbursement from the North Carolina Department of Public Safety for the transportation cost (mileage reimbursement only, not time of officers doing the transport).

The Raise the Age legislation that goes into effect December 1, 2019 requires the Department of Public Safety to provide transportation of all juveniles going from juvenile detention to court. Additional funding for vehicles and staff to provide transport was added to the DPS funding request, but these arrangements must be reviewed with Mecklenburg County to ensure the increased level of transport to and from court will be covered by DPS. Video court appearances are not considered best practice for juvenile offenders, with face to face interaction preferred for all court appearances.





- **Education and Treatment Programming-** Federal law requires 5.5 hours of academic education per day for youth under 18. There are 12 classrooms at Detention Center North, and these classrooms are used by adults and youthful offenders. The current population of youthful offenders at Detention Center North (40-45 average daily population) attend classes in the classrooms provided in close proximity to the youthful offender housing wing. These 12 classrooms will be sufficient for operation of a 96-capacity juvenile detention center. However, with the expansion of juvenile detention capacity to serve 96 juveniles the amount of classroom instruction will increase. The complexity will also increase due to the age span of youth from 11 to 17 years old.

Based on the profile characteristics of Mecklenburg County's juvenile and youthful offenders and the population of up to 96 juveniles in detention, the amount of treatment, counseling and case management services will also increase.



*Classroom*



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**Staff Increases Required to Operate a Juvenile Detention Center at Detention Center North**

Table 7 shows the current and proposed staffing level to operate a 96-bed juvenile detention center. Each of these staff allocations will be described below.

<b>Table 7 MECKLENBURG COUNTY, NC CURRENT AND PROPOSED DETENTION CENTER NORTH JUVENILE DETENTION CENTER STAFFING</b>				
<b>POSITION TITLE</b>	<b>CURRENT STAFF</b>	<b>PROPOSED ADDITIONS</b>	<b>TOTAL STAFF</b>	<b>Notes</b>
<b><u>Admin/Education</u></b>				
Program Director	1		1	
Program Manager		1	1	
Case Manager	2	2	4	
Mental Health Liaison	1	2	3	
Admin Assistant	1	1	2	
Librarian	2		2	already in budget
GED Staff	3		3	already in budget
Teacher (CMS)	5	3	8	see increase for teachers CMS
Dean of Students	0.5	0.5	1	see increase for teachers CMS
Guidance Counselor	0.5	0.5	1	see increase for teachers CMS
<b>Subtotal</b>	<b>16</b>	<b>10</b>	<b>26</b>	
<b><u>Security/Direct Care</u></b>				
Intake/Release		5.4	5.4	.8 shift relief calculation added
Rover/Relief		5.4	5.4	
Shift Supervisor		5.4	5.4	
Youth Counselors	65.8 <sup>1</sup>	6.2	72 <sup>2</sup>	(8) 12 bed units for 96 total capacity
<b>Subtotal</b>	<b>65.8</b>	<b>22.4</b>	<b>88.2</b>	
<b><u>Services</u></b>				
Medical		2	2	mental health clinicians added to current contract
Food Service				
Admin/Security/Laundry/Maintenance				already in budget
<b>Subtotal</b>	<b>0</b>	<b>2</b>	<b>2</b>	
<b>Total Staffing</b>	<b>81.8</b>	<b>34.4</b>	<b>116.2</b>	
<b><u>Note:</u></b> 1. This includes all security staff, not just at housing. Back out 16.2 (3 post positions) for adult housing unit and rover relief, shift supervisor. Currently 65.8 Detention Officers assigned to Youthful Offender Housing. Detention Officers currently for 163 population: A Shift           21 B Shift           20 C Shift           21 D Shift           20 Total             82 2. 1:6 ratio day; 1:12 ratio overnight with .8 shift relief calculation added.				
Source: Chinn Planning, Inc.				





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- **Direct Care (Youth Counselor)** – An increase of 6.2 direct care staff will be required to comply with PREA staffing ratios. Due to the fact the housing units are 12 beds, compliance will require (2) direct care staff during awake hours, and (1) direct care staff during sleeping hours in the housing unit to comply with PREA standards. For direct care staff positions, which are in the facility 365 days a year, 24 hours per day, a shift relief calculation of .8 is added to show the total number of positions required to operate each shift in the facility. This is also true for the all security positions to account for coverage in the facility 24/7.
- **Shift Supervisor-** An additional 5.4 Shift Supervisor positions will be required to operate a 96-capacity juvenile detention center. This position will oversee all security aspects of the juvenile detention center and Youth Counselors that provide direct supervision in the housing units. This position also serves as back up as needed to all security positions in the facility.
- **Intake and Release-** The intake and release area of Detention Center North will have to become operational. An additional 5.4 positions have to be added to allow for intake, release, and staging of court transports. This position also serves as back up as needed to all security positions in the facility.
- **Rover/Relief-** An additional 5.4 positions should be added to account for relief and assistance in movement in the juvenile detention center. This position would provide relief/back-up and breaks for direct care staff located in the housing units, or in any area in the detention center day or night.
- **Education-**Three additional teaching positions will be required to meet the needs of a juvenile detention population of 96 youth. Based on the varied age of juveniles in detention, this will require middle school, high school and specialized instruction requirements. In addition, the part time positions of Dean of Students and School Guidance Counselor should become full time positions with a 96-bed detention center.
- **Treatment Programming-** An additional 8 treatment staff will be required to safely operate the juvenile detention center. This includes a Program Manager and additional case managers and mental health liaisons. In addition, at least two mental health clinicians should be added to the current medical contract to serve youth with mental health treatment needs in juvenile detention.
- **Other Services -** Other services (food, medical) are already provided for a population of roughly 160 capacity at Detention Center North under contractual agreements for certain capacity levels.



### **Operational Cost Increase Associated with Juvenile Detention at Detention Center North**

Table 8 presents a cost summary of the increased positions associated with operation of a juvenile detention center at Detention Center North. An additional 34.4 positions will be needed to operate a 96-capacity juvenile detention center at Detention Center North, and the estimated annual cost for the additional positions (2019 dollars) is \$2,860,773. Several assumptions were used to arrive at the total annual FY 20 operational cost and the per diem rate at Detention Center North associated with operating juvenile detention. These include:

- In FY 17 the operational capacity of Detention Center North was 157 beds. The annual budget in FY 17 was \$17,654,000 which translates to a per diem cost of \$308.66.
- In FY 18 and FY 19 Detention Center North capacity fluctuated due to females being moved to Detention Center North while security upgrades were untaken at Detention Center Central. Females will be moved back to Detention Center Central by FY 20, which will then bring the operating capacity at Detention Center North more in line with the FY 17 capacity level.
- In FY 20 the operational capacity of Detention Center North had been set at 163 beds. This includes (1) 56 bed adult housing unit, and the 107-capacity youthful offender housing wing and associated programs. Since the cost calculation for operation of Detention Center North will include the adult housing unit and the total capacity at the campus will be similar to the FY 17 capacity, the FY 17 operational budget of \$17,654,000 was used as a base to calculate the total Detention Center North operational budget for FY 20. A 3% annual increase for inflation has been added to the FY 17 budget, which totals \$18,713,240.
- The inflated FY 17 budget is then added to the annual cost of new positions required to operate a 96-bed juvenile detention center, which results in an annual operational cost of \$21,574,013 in FY 20 at Detention Center North. Based on the total operational capacity of 163 at Detention Center North the per diem rate in FY 20 is \$362.62.

The per diem cost of \$362.62 to operate Detention Center North at a capacity of 163 is substantially higher than the North Carolina Department of Public Safety per diem rate of \$244 for juveniles placed in detention centers. Mecklenburg County is currently paying half of the per diem cost or \$122 per day to house youth in the Cabarrus County Juvenile Detention Center. This increased per diem rate must be presented to the North Carolina Department of Public Safety to determine the cost sharing approach for Mecklenburg County, as well as other counties that may place youth at the Mecklenburg County juvenile detention center if space is available.

### **Facility Modifications to Enhance Juvenile Detention at the Detention Center North**

Mecklenburg County should consider facility modifications to enhance the environment of the juvenile detention center at Detention Center North so that it reflects more of a therapeutic environment. This can include an upgrade to the lighting and color in the housing unit, and softer furnishings and fixtures in the dayroom. If it can be accomplished a larger indoor or outdoor recreation area would enhance the environment for juvenile offenders and provide a positive activity for youth by reducing idle time in the housing units.



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**Table 8  
CURRENT & PROPOSED DETENTION CENTER NORTH JUVENILE DETENTION CENTER STAFFING  
OPERATIONAL COSTS  
Mecklenburg County, North Carolina**

POSITION TITLE	CURRENT STAFF	PROPOSED ADDITIONS	TOTAL STAFF	ADDITIONAL COST
<b><u>Admin/Education</u></b>				
Program Director	1		1	
Program Manager <sup>1&amp;2</sup>		1	1	\$105,191
Case Manager <sup>3</sup>	2	2	4	\$152,807
Mental Health Liaison <sup>4</sup>	1	2	3	\$152,807
Admin Assistant <sup>5</sup>	1	1	2	\$59,259
Librarian	2		2	
GED Staff <sup>6</sup>	3		3	
Teacher (CMS) <sup>7</sup>	5	3	8	\$409,092
Dean of Students	0.5	0.5	1	
Guidance Counselor	0.5	0.5	1	
<b>Subtotal</b>	<b>16</b>	<b>10</b>	<b>26</b>	<b>\$879,155</b>
<b><u>Security/Direct Care</u><sup>8</sup></b>				
Intake/Release		5.4	5.4	\$385,898
Rover/Relief		5.4	5.4	\$385,898
Shift Supervisor (Shift Premium)		5.4	5.4	\$516,752
Youth Counselors-96 Capacity <sup>9</sup>	65.8	6.2	72	\$443,068
<b>Subtotal<sup>10</sup></b>	<b>65.8</b>	<b>22.4</b>	<b>88.2</b>	<b>\$1,731,617</b>
<b><u>Services</u></b>				
Medical <sup>11</sup>		2	2	\$250,000
<b>Subtotal</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>\$250,000</b>
<b>Total Staffing</b>	<b>81.8</b>	<b>34.4</b>	<b>116.2</b>	<b>\$2,860,773</b>

**Notes:**

- (1) A 48.5% Fringe Benefit factor is added to all salaries to derive total additional cost per new position.
- (2) Program Manager mid range salary is \$70,836.
- (3) Case Manager mid range salary is \$51,450 (called Inmate Program Specialist III).
- (4) Mental Health Liaison mid range salary is \$51,450.
- (5) Admin Assistant mid range salary is \$39,905.
- (6) GED Contract with Q Foundation - \$288,379 is already in budget (reimbursed from resident funds).
- (7) CMS cost estimate is \$802,623 in 2020, \$393,531 is already in the FY17 budget (\$409,092 added).
- (8) A .8 shift relief calculation factor is added to cover 24/7 staffing.
- (9) 72 Youth Counselors are needed for 96 capacity at a 1:6 day and 1:12 night staffing ratio.
- (10) 22.4 more Youth Counselors will be needed at a cost of \$48,123 (market rate - 20% above entry). Shift Supervisor \$64,441.
- (11) Medical Contract with Correctional Care Solutions for 160 ADP, so no increased unit cost. Add 2 additional mental health clinicians for \$250,000. HB 108 cost to county for medical care could increase total costs substantially for inpatient hospitalization.

**Additional Notes - What is not included:**

- (1) Holiday pay for staff that work on a holiday.
- (2) Overtime.
- (3) Proposed across the board 5.5% pay increase.
- (4) One-time expenses: uniforms, cell phones, other.

*Source: Chinn Planning, Inc.*



## **RECOMMENDATION**

The feasibility study undertaken by Mecklenburg County was to assess whether or not vacant housing at Detention Center North could be converted into statewide juvenile detention capacity. The assessment of vacant housing, based on standards and best practices, lead to the conclusion that the only suitable housing for juvenile detention is the youthful offender housing wing, with smaller 12-bed housing units. The juvenile detention projections developed by the state indicate that a 96-capacity juvenile detention center at Detention Center North will primarily serve Mecklenburg County youth. Unless juvenile detention capacity requirements for Mecklenburg County are reduced in the future there will be very limited availability to serve other counties requiring juvenile detention.

Now that the increased staffing and associated costs have been calculated, Mecklenburg County must determine the reimbursement rate from the Department of Public Safety to operate a juvenile detention center at Detention Center North. If a 96-capacity juvenile detention center is not developed at Detention Center North Mecklenburg County would be faced with three options.

The first option would be to rely on the Department of Public Safety to expand (new construction or renovation of existing structure) juvenile detention capacity in close proximity to Mecklenburg County, and continue sharing the cost for juvenile detention. The second option would be to place juveniles from Mecklenburg County around the state in whatever detention beds might be available, which will be limited due to increased demand for juvenile detention in all of North Carolina counties. This option would place youth far from their home community, and would present transportation challenges for court proceedings. The third option would be for Mecklenburg County to construct their own juvenile detention center. For cost comparison the per diem cost to operate a new facility would be similar to the per diem cost calculation for operation of juvenile detention at Detention Center North. However, the construction cost alone for a new 100-bed juvenile detention could exceed \$40 million, assuming 1,000 SF per juvenile and \$400 per SF construction costs.

With the time frame for implementation of the Raise the Age legislation looming, Mecklenburg County may have to provide juvenile detention at Detention Center North—at least for the immediate time frame. This is preferable to the option of sending Mecklenburg County youth all over the state to be placed in detention, and it is also unlikely that beds would even be available based on the deficit of juvenile detention beds statewide.

This report concludes that it is feasible to develop juvenile detention capacity at Detention Center North, but it will cost substantially more to operate than the current per diem rate charged for juvenile detention by the North Carolina Department of Public Safety (\$362.62 vs. \$244). Mecklenburg County will have to negotiate new reimbursement rates with the Department of Public Safety based on the analysis of operational cost.

If the County and the North Carolina Department of Public Safety reach agreement on reimbursement rates/cost sharing approaches and juvenile detention is developed at Detention Center North additional staff should be hired, and facility improvements (however minor) should be implemented to enhance the physical environment. The Sheriff's Office would have to develop policies and procedures to ensure sight and sound separation of adult and juvenile offenders, and procedures for intake of youth from other counties (if capacity is available) would have to be established. Finally, Mecklenburg County should develop a new job description for Youth Counselors to reflect the skill set necessary to ensure juvenile and staff safety in the facility, with a focus on rehabilitative treatment in an environment that supports therapeutic interventions.

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APPENDIX **A**

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**Interview List**

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**INTERVIEWS CONDUCTED IN APRIL AND MAY 2019**

**Email and Phone Contact**

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**Email and Phone Contact**

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APPENDIX **B**

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**American Correctional  
Association Standards for  
Local Juvenile Detention  
Facilities**

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**AMERICAN CORRECTIONAL ASSOCIATION STANDARDS FOR LOCAL JUVENILE DETENTION FACILITIES**

Item	ACA Juvenile Detention Facilities (3rd Edition, 1991, with 2012 Standards Supplement)	Comments				
JUVENILE HOUSING						
3-JDF 2C-01	Living units are primarily designed for single occupancy sleeping rooms; multiple occupancy rooms do not exceed 20 percent of the bed capacity of the unit.	None				
3-JDF 2C-02	<p>Revised January 1996, Single cells/rooms and multiple-occupancy cells/rooms may be used for housing juveniles in medium/minimum custody when the classifications system, cell/room size, and level of supervision meet the following requirements:</p> <p>1. <u>Number of Occupants Amount of Unencumbered Space*</u></p> <table><tr><td>1</td><td>35 square feet per occupant</td></tr><tr><td>2-50</td><td>25 square feet</td></tr></table> <p><i>**"Unencumbered space" is usable space that is not encumbered by furnishings for fixtures. At least one dimension of the unencumbered space is no less than seven feet. In determining unencumbered space in the cell or room, the total square footage is obtained and the square footage of fixtures and equipment is subtracted. All fixtures and equipment must be in operational position and must provide</i></p> <p><i>the following minimums per person: bed, plumbing fixtures (if inside the cell/room), desk, locker, and chair or stool.</i></p> <p>2. When confinement exceeds 10 hours per day, there are at least 80 square feet of total floor space per occupant.</p> <p>3. Housing is in compliance with American Correctional Association standards 3-JDF-2C-06, 3-JDF-2C-07, 3-JDF-2C-08, and 3-JDF-2C-09.</p> <p>4. Medium-security juveniles housed in multiple-occupancy cells/rooms require direct supervision.</p> <p>A classification system is used to divide occupants into groups that reduce the probability of assault and disruptive behavior. At a minimum, the classification system evaluates the following:</p> <ul style="list-style-type: none"><li>• mental and emotional stability</li><li>• escape history</li><li>• history of assaultive behavior</li><li>• medical status</li><li>• age</li><li>• enemies of record</li><li>• male and female juveniles are housed in separate cells/rooms</li></ul>	1	35 square feet per occupant	2-50	25 square feet	None
1	35 square feet per occupant					
2-50	25 square feet					
3-JDF 2C-02-1	<p>Added August 1991. Written policy, procedure, and practice provide that single-occupancy rooms shall be available when indicated for the following:</p> <ul style="list-style-type: none"><li>• juveniles with severe medical disabilities</li><li>• juveniles suffering from serious mental illness</li><li>• sexual predators</li><li>• juveniles likely to be exploited or victimized by others</li><li>• juveniles who have other special needs for single housing</li></ul>	While standards permit the housing of juveniles in multiple rooms, there is a need for single rooms for the juvenile groups listed above. The caveat "when indicated" refers to determinations made by the classification system, medical diagnosis, or other professional conclusion.				



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Item	ACA Juvenile Detention Facilities (3rd Edition, 1991, with 2012 Standards Supplement)	Comments
3-JDF 2C-03	<p>Revised January 1996. Each sleeping room has, at a minimum, the following facilities and conditions:</p> <ul style="list-style-type: none"> <li>• sanitation facilities, including access to toilet facilities that are available for use without staff assistance 24-hours a day</li> <li>• a washbasin with hot and cold running water</li> <li>• a bed and adequate space for storage</li> <li>• a desk and chair or stool in facilities that do not have scheduled program activities outside youth sleeping rooms for eight hours or more per day</li> <li>• natural light</li> <li>• temperatures that are appropriate to the summer and winter comfort zones</li> </ul>	Sensory awareness is enhanced by providing variety in terms of space, surface textures, and colors. Natural lighting should be available either by room windows to the exterior or from a source within 20 feet of the room. The bed should be elevated from the floor and have a clean, covered mattress with blankets provided, as needed.
3-JDF 2C-04	Revised August 1995. Dayrooms with space for varied juvenile activities are situated immediately adjacent to the juvenile sleeping areas. Dayrooms provide a minimum of 35 square feet of space per juvenile (exclusive of lavatories, showers, and toilets) for the maximum number of juveniles who use the dayroom at one time, and no dayroom encompasses less than 100 square feet of space (exclusive of lavatories, showers, and toilets).	While the standard establishes a minimum square footage for any dayroom, total square footage is calculated for the maximum number of users at one time rather than the total number of juveniles served.
3-JDF 2C-05	Revised August 1998. Dayrooms provide sufficient seating and writing surfaces. Dayroom furnishings are consistent with the custody level of the juveniles assigned.	The standard provides managers and designers with flexibility designing and furnishing dayrooms and takes into consideration the range of activities that may occur (for example, dayroom activities usually include television viewing, reading, recreation, conversation, and games, and sometimes include eating and work). In lower security settings, the use of "normalized" furnishings should be considered.
3-JDF- 2C-06 (REF. 2- 8133)	Toilets are provided at a minimum ratio of one for every 12 juveniles in male facilities and one for every eight juveniles in female facilities. Urinals may be substituted for up to one-half of the toilets in male facilities. All housing units with five or more juveniles have a minimum of two toilets.	The standard ensures the availability of toilets and requires a measure of privacy and control for users. At the same time, the standard provides flexibility for designers and managers.
3-JDF- 2C-07 (REF.2- 8133)	Juveniles have access to operable wash basins with hot and cold running water in the housing units at a minimum ratio of one basin for every 12 occupants.	Provision must be made for juvenile access to wash basins in sleeping areas, dayrooms, and other parts of the facility.





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Item	ACA Juvenile Detention Facilities (3rd Edition, 1991, with 2012 Standards Supplement)	Comments
3-JDF-2C-08	Revised August 1995. Juveniles have access to operable showers with temperature-controlled hot and cold running water, at a minimum ratio of one shower for every eight juveniles, unless national or state building or health codes specify a different ratio. Water for showers is thermostatically controlled to temperatures ranging from 100 degrees Fahrenheit to 120 degrees Fahrenheit to ensure the safety of juveniles and to promote hygienic practices.	Juveniles can use scalding showers as a weapon against, or punishment for, other juveniles. Also, accidental injury could occur when cold water is drawn in other areas, thereby unexpectedly elevating the hot water in showers to scalding temperatures. Water temperatures below 100 degrees Fahrenheit are uncomfortable and may deter an individual from pursuing good hygienic practices. The temperature controls should not preclude the use of water at higher temperatures, if needed, in other areas of the institution, such as kitchens.
3-JDF-2C-09	Revised August 1995. Juveniles with disabilities are housed in a manner that provides for their safety and security. Housing used by juveniles with disabilities is designed for their use and provides for integration with other juveniles. Programs and services are accessible to juveniles with disabilities who reside in the facility.	If the facility accepts individuals with disabilities, it must provide for their housing and use of facility resources. Housing includes, but is not limited to, sleeping quarters/areas, furnishings, dayrooms, toilets, washbasins, facilities, showers/bathing, and other common elements. Program and service areas include, but are not limited to exercise and recreation areas, visiting rooms, laundry facilities,  private counseling space, group meeting rooms, dining rooms, telephone facilities, admission and intake areas, and administrative areas, where appropriate.
3-JDF-2D-01	Revised January 2008. Written policy, procedure, and practice require that all housing areas provide at a minimum the following: <ul style="list-style-type: none"> <li>• lighting of at least 20 foot-candles at desk level and in the personal grooming area, as documented by a qualified source, at least once per accreditation cycle.</li> <li>• Natural light available from an opening or window that has a view to the outside, or from a source within 20 feet of the room.</li> <li>• Other lighting requirements for the facility determined by tasks to be performed.</li> <li>• Access to drinking fountain.</li> <li>• Heating, ventilation, and acoustical systems to ensure healthful and comfortable living and working conditions for juveniles and staff.</li> </ul>	None
3-JDF-2E-01 (REF. 2-8143)	Principle: Adequate space must be provided for the various program and service functions conducted in the facility. Spatial requirements are best determined by careful assessment of how, when, and by how many juveniles such spaces are used.	Space requirements for living units, day room, dining room, and school classrooms are stated specifically in other standards, as are outdoor space requirements.



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Item	ACA Juvenile Detention Facilities (3rd Edition, 1991, with 2012 Standards Supplement)	Comments
	The total combined indoor activity area, which includes the gymnasium, multi-purpose room(s), library, arts and crafts room(s), and all other leisure areas outside the living unit, provides space equivalent to a minimum of 100 square feet per juvenile.	
3-JDF-2E-02 (Ref. New)	Outdoor and covered/enclosed exercise areas for general population juveniles are provided in sufficient number to ensure that each juvenile is offered at least one hour of access daily.	None
3-JDF-2E-03 (Ref. 2-8147)	Sufficient space is provided for a visiting room or areas for contact visiting. There is adequately designed space to permit screening and searching of both juveniles and visitors. Space is provided for the proper storage of visitors' coats, handbags, and other personal items not allowed into the visiting area.	None
3-JDF-2E-04 (Ref. 2-8152)	There is interview space available in or near the living unit.	Juveniles waiting to see their social worker or probation officer need a place to wait next to the office but away from their group. Use of such a room, with a door into the office, can save time and make for more effective interviews. A small alcove can serve the same purpose.
3-JDF-2D-05 (Ref. 2-8146)	School classrooms are designed in conformity with local or state educational requirements.	None
3-JDF-2E-06 (Ref. 2-8144)	There is at least 15 square feet of floor space per person using the dining room or dining area; space is provided for group dining except where security or safety considerations justify otherwise.	In addition to provisions for the maximum number of juveniles that utilize the dining area, allowances should be made for staff or guests who may use the dining area at the same time.

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APPENDIX **C**

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**OVERVIEW OF PRISON RAPE  
ELIMINATION ACT (PREA)  
STANDARDS**

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## OVERVIEW OF PREA STANDARDS

### Understanding the Impact of the Prison Rape Elimination Act (PREA) Standards on Facilities That House Youth

Passed in 2003, the Prison Rape Elimination Act (PREA) is the first federal civil statute focused specifically on addressing sexual violence in juvenile facilities, jails, prisons, lockups, and other facilities. PREA established the National Prison Rape Elimination Commission, which held hearings about sexual misconduct in custody, issued reports on the problem of sexual victimization in secure facilities, and proposed standards for the prevention, detection, and response to sexual misconduct in criminal and juvenile justice settings. The law provided for data collection, technical assistance, early funding to assist states, and periodic reviews of facilities with high and low rates of victimization.

PREA required the Bureau of Justice Statistics (BJS) to examine the prevalence of sexual misconduct in juvenile facilities. To meet this requirement, BJS surveyed youth in 195 juvenile confinement facilities across the country. Over one in eight youth reported experiencing one or more incidents of sexual victimization by another youth or facility staff from 2008 to 2009.

Finally, PREA required the Department of Justice to issue standards outlining the steps that facilities must take to address sexual misconduct prevention, detection, and response. On June 20th, 2012, the Department of Justice officially published the final standards for four types of facilities: juvenile facilities, adult prisons and jails, lockups, and community confinement facilities. The final standards and the Justice Department commentary are available at <http://www.gpo.gov/fdsys/pkg/FR-2012-06-20/pdf/2012-12427.pdf>.

### What do the standards mean for facilities that house youth?

The PREA standards apply to certain categories of facilities. For example, the standards establish a set of standards for “juvenile facilities,” defined as facilities “primarily used for the confinement of juveniles pursuant to the juvenile justice system or criminal justice system.” The Justice Department made clear that facilities such as group homes fall within the juvenile facility standards, not the adult community confinement facility standards.

For the purposes of PREA, a “juvenile” is any person under the age of 18 “unless under adult court supervision and confined or detained in a prison or jail.” In states with extended age of juvenile court jurisdiction, the juvenile standards still apply to facilities that confine youth over the age of 18, so long as the facility confines *primarily* youth under the age of 18. The standards for adult prisons, jails, and lockups also contain special provisions for youth housed in those criminal justice facilities pursuant to the adult criminal justice system, which are discussed later in this document.

Under the PREA standards, State governors must certify that all facilities “under the operational control of the State’s executive branch” fully comply with the PREA standards, including facilities operated by private entities on behalf of the State. Otherwise, the State may lose five percent of any Department of Justice grant funds that it receives for “prison purposes.” The Department of Justice has not yet specified which funding streams could be in jeopardy for non-compliance. Additionally, correctional accreditation organizations that receive any federal funding must ensure that their standards conform to the PREA standards.



## OVERVIEW OF PREA STANDARDS *(continued)*

**Note:** Even though a facility such as a county-operated juvenile detention center does not officially fall within the scope of the governor's certification, an agency and facility administrators may be subject to litigation for noncompliance with the standards to the extent that courts interpret the PREA standards as "generally accepted professional standards."

### **What do the PREA standards require for youth in juvenile facilities?**

Officials should read the PREA standards and commentary in full to understand the requirements that apply to their facilities. This section provides a summary of the key requirements in each area. It is intended for individuals who wish to understand the new standards but who do not have responsibility for implementing the details of the requirements.

- Prevention Planning
- Response
- Training and Education
- Screening
- Reporting
- Responding to Misconduct
- Investigations
- Discipline
- Medical and Mental Health Care
- Data Collection and Review
- Audits

Source: Center for Children's Law and Policy, Washington DC, [www.cclp.org](http://www.cclp.org), 2012.



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APPENDIX **D**

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**SAMPLE OF YOUTH  
COUNSELOR JOB  
DESCRIPTION**

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## SAMPLE YOUTH COUNSELOR JOB DESCRIPTION



STATE OF NORTH CAROLINA  
invites applications for the position of:  
**Youth Counselor  
Technician**

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**JOB CLASS TITLE:** Youth Counselor Technician

**POSITION NUMBER:** 31000210

**DEPARTMENT:** Dept of Public Safety

**SALARY RANGE:** \$25,486.00 - \$40,450.00 Annually

**SALARY GRADE / SALARY GRADE EQUIVALENT:** GN04

**COMPETENCY LEVEL:** Not Applicable

**APPOINTMENT TYPE:** Permanent Full-Time

**WORK LOCATION:** Statewide

**OPENING DATE:** 05/14/18

**CLOSING DATE:** Continuous

**DESCRIPTION OF WORK:**

**\*\*Recruitment Range-\$31,200.00-\$38,229.00\*\***

**Candidates for this position are eligible to receive a shift premium (10%) when assigned to either 2nd or 3rd shift.**

**This is a continuous posting and may or may not reflect a current vacancy.**

The Juvenile Justice Section is committed to the reduction and prevention of juvenile delinquency by effectively intervening, educating and treating youth in order to strengthen families and increase public safety. Click [here](#) to learn more about the North Carolina Department of Public Safety's Juvenile Justice Overview. If you have a passion for making a difference in the lives of North Carolina's youth, we would welcome you to be part of the team.

Daily responsibilities include, but are not limited to, duties such as: housekeeping, physical and mechanical restraint of juveniles, medication administration and recreational activities.

Positions directly monitor and supervise juveniles in both Youth Development Centers and Youth Detention Centers. Juveniles are supervised while housed, at school, and all daily activities. The work is subject to close personal and physical contact with juveniles. Safety and security duties include: maintaining a secure environment, routinely monitoring and observing juveniles, maintaining compliance with cleanliness and sanitation standards. Positions provide feedback to the treatment team on juveniles. Daily records are completed to include: documenting safety violations and security breaches, activity briefing for shift personnel, crisis intervention events, behavioral problems/issues, and youth progress updates.

**Shift work is required for this position. Weekend and holiday shifts required.**

**KNOWLEDGE, SKILLS AND ABILITIES / COMPETENCIES:**

Listed below are the knowledge, skills, and abilities (KSAs) associated with this position. These KSAs, along with the minimum education and experience listed, are



required in order to be deemed 'eligible' for the position. You must demonstrate through documented experience or provide supporting information within the body of your application to demonstrate your possession of ALL KSAs listed.

- Effective oral and written communication skills and the ability to establish rapport and successfully interact with a variety of individuals;
- Possess visual acuity, alertness and awareness of surrounding activities;
- Ability to apply the proper methods and procedures to physically restrain juveniles and defend self if properly trained.

**Management Preferences:**

- General knowledge of institutional programming techniques for delinquent juveniles;
- General knowledge of behaviors exhibited by adjudicated juveniles;
- General knowledge of supportive counseling techniques.

For current State employees, please note that as of June 1, 2018, promotional priority and salary administration will be made based on the new Statewide NC Classification System.

**MINIMUM EDUCATION AND EXPERIENCE REQUIREMENTS:**

Associate's degree in a human services field, criminal justice or related human services field from an appropriately accredited institution; or

High school or General Educational Development diploma and two years of related human services experience; or

an equivalent combination of education and experience.

**Necessary Special Qualification:**

Applicants for positions designated as Juvenile Justice Officers are subject to and must meet the hiring and training standards established by the North Carolina Criminal Justice Education and Training Standards Commission, as defined in Title 12, Chapter 9 of the NC Administrative Code, by the statutory authority of GS 17C.

Selected applicant must attend and successfully complete and pass the Juvenile Justice Officer Basic Training certification program. The certification requires four weeks to complete and is comprised of classroom and physically demanding training. This training is carried out at regional training centers and requires consecutive overnight stays. In addition the selected candidate must:

- Have or be able to obtain required documentation for certification as a Juvenile Justice Officer (i.e. a diploma).
- Pass a Criminal Background check
- Pass a Drug Screening test
- Pass a Psychological test
- Pass a Sexual Risk Screening test
- Pass a Physical
- Be a US citizen
- Be at least 20 years of age
- Have a valid driver's license

-If applying for a position certified through the North Carolina Department of Justice-Criminal Justice Standards Division, click [here](#) for specific certification requirements.

**SUPPLEMENTAL AND CONTACT INFORMATION:**

The N.C. Department of Public Safety (DPS) is an Equal Opportunity Employer and encourages qualified men and women to apply. DPS uses the Merit-Based Recruitment and Selection Plan to fill positions subject to the State Personnel Act with the most qualified individuals. Hiring salary will be based on relevant qualifications, internal equity and budgetary considerations pertinent to the advertised position.