



Youth Home

TO: Wendell Davis, Durham County Manager

FROM: Angela G. Nunn, Durham County Youth Home Director

RE: New Durham County Youth Home Recommendation

DATE: December 21st, 2015

Executive Summary:

The Durham County Youth Home (DCYH) staff was directed by former Deputy County Manager Lee Worsely to study the feasibility of constructing a new DCYH and to identify alternatives to serving Durham's youth in need of juvenile detention. This report will detail the background and operation of the DCYH, discuss the needs of the DCYH, and present three options for the future of the DCYH.

As part of the process of examining the feasibility of expansion for the DCYH, a planning committee of internal and external stakeholders was formed to analyze the current DCYH and various possible models for expansion. It is the recommendation of the planning committee that Durham County build a new multi-purpose facility DCYH that would be a one-stop facility for delinquent youth and their families providing coordinated evidence-based services for youth at risk of delinquency and a resource hub for the community as well as secure detention for juveniles requiring that. This model would promote public safety and well-being for all youth and families in Durham County by supporting Goal 1: Community and Family and Goal 3: Secure Community of the Durham County Strategic Plan by improving outcomes for disconnected youth by providing access to educational and vocational opportunities.

BACKGROUND AND OPERATION OF THE DURHAM COUNTY YOUTH HOME

Historical Overview

The State of North Carolina is statutorily required to provide youth detention facilities, county's may provide county owned and operated youth detention facilities but are not required to so. Durham County is one of only two North Carolina County's that owns and operates a youth detention facility. The DCYH came into existence as the first county juvenile detention facility in North Carolina in 1947 as result of the leadership of Judge Mamie Dowd Walker who believed that youth should not be detained alongside adults.

In 1988, it was recommended that the DCYH expand its facility or that the county build a new larger facility. Rather than building a new facility or expanding the existing DCYH, the county moved the DCYH into the vacated state "Willie M" treatment facility where the DCYH remains. In 1997, staff recommended that a new DCYH was necessary to accommodate the increasing juvenile population.

Staff requested that the DCYH expand its bed capacity by six additional beds. Those needs were noted and added to the Capital Improvement Plan (CIP) in 2000 but were later removed. In October of 2002, three juveniles escaped from the DCYH. Staff was directed to expedite land acquisition and plan for a new, expanded detention facility in January 2003. That plan was added and then later removed from the CIP.

In May of 2012, then County Manager Mike Ruffin presented his 2013 budget recommendation to the Board of County Commissioners with the recommendation to close the DCYH in September 2012. The Board of County Commissioners decided to keep the DCYH open. Since that time concerns have been raised regarding community safety and the County's ability to afford a new youth detention facility. In response to those concerns, in 2013 O'Brien/Atkins Associates, P.A. conducted a building assessment and compiled a report in May 2014 with recommendations resulting in an update to the FY2016-2025 CIP for renovation and addition to the current DCYH property.

Over the past 25 years there have been several variables affecting the ability to serve the youth population in Durham County. Over the past 25 years there have been an increasing number of juveniles admitted with serious charges such as murder, rape and severe physical assaultive behavior. Although, DCYH staff has been diligent in maintaining security, they have been placed under increased pressure to ensure safety and security.

Why support the DCYH

While not a mandated service, the DCYH provides an invaluable service to the Durham County community by working to protect juveniles and the Durham County community by providing positive services, programs and care for juveniles pending court disposition. While other counties have their juveniles processed through the state juvenile detention centers, Durham County receives several unique benefits by keeping juveniles in Durham County.

The first benefit is the ability to have a comprehensive system of care that provides services to juveniles during and after detention to ensure they receive the care they need to reduce the likelihood of them returning to juvenile justice system or to enter the adult criminal justice system. This system of care is critical since the nature of the juvenile justice system is that these juveniles will be released back into the community. By ensuring a continuity of care before, during, and after custody, we can reduce the number of Durham County juveniles who are court involved, and most importantly reduce the number of juvenile offenders who transition into the adult penal system. A goal of the DCYH is not only to reduce the number of juvenile offenders but support offenders in transitioning back in to the community as productive community members. This system of care is so critical that researchers at the Center for Juvenile Justice Reform at Georgetown University have called it one of the two most important policy reforms in the juvenile justice field and is codified in federal policy. (Title V of the JJDP Act) Additionally, the National Council of Juvenile and Family Court Judges has called for much of the work in the juvenile justice system to be transferred from the states to local governments to provide greater community-based services and detention to improve juvenile offender rehabilitation.

A second benefit to running the DCYH is the ability to keep juveniles connected to their families and the Durham community. As noted prior, juveniles in the juvenile justice system will return to the Durham community. By remaining in Durham County during detention, juveniles can stay connected with their family and support system through visitation reducing the likelihood of recidivism upon release. Research shows that families are critically important in the rehabilitation process of juvenile offenders. By keeping parents engaged during and after detention, the DCYH better prepares parents to play an active role in their youth's rehabilitation. The DCYH also is uniquely suited to support juveniles by keeping Durham Public Schools and Alliance Behavioral Health engaged with youth during and after detention to maintain the youth's educational progress.

Present Analytical Perspective of the DCYH

The DCYH is a 14-bed facility that houses both male and female juveniles. The DCYH has a staff of 25 consisting of detention counselors, support staff, supervisors, managers, and the director. The support staff consists of (1) administrative assistant, and (1) full time cook (1) part-time cook. Additionally, Durham Public Schools provides (1) teacher and (1) teacher assistant. Contracted consultative staff consist of (1) Psychologist who is at a Master's level and (1) licensed counselor. A medical doctor and nursing staff are available through an agency contracted by the county.

There are several areas of concern with the present DCYH facility. The facility has no available parking for staff or visitors other than pulling off the side of the cul-de-sac in front of the building, which is hazardous for fire/emergency personnel. Additionally, it makes it more difficult for families to visit residents.

The plumbing in the kitchen is poor condition and parts of it are not code compliant. According to O'Brien/Atkins any modifications to the kitchen would require complete replacement of the plumbing in the kitchen. The HVAC system does not work properly and is violation of the County and State fire and building codes.

The DCYH has several physical security constraints. A significant constraint is that the facility has limited lighting both in the interior and the exterior creating limited visibility in certain areas. Additionally, there is no central lighting control. Furthermore, in case of a fire the DCYH is in violation of building codes regulating the number of doors that must be opened to move residents from a secure area to a refuge area. Additionally, the only panic button in the facility is located in the control room despite industry standards calling for a greater number of panic buttons. Finally, the door control system is in poor condition and parts for the system are no longer made due to the age of the system.

The greatest security concern is the physical layout of the facility. The DCYH continues to see an increase in more difficult residents such as those who are gang affiliated, those with severe emotional and/or mental health issues, and those with severe behavioral issues. Many times these residents have to be separated from each other from security reasons as they may act in an aggressive manner towards each other that endangers their safety and the safety of the DCYH staff. Additionally, research suggests that 50-75% of juveniles held in juvenile justice facilities have a mental health disorder with at least one out of five of these having a severe mental disorder. (Cocozza and Skowrya, 2000). Internal Durham risk and needs

assessment data for FY 2013-2014 suggest that 42 % of juveniles need more mental health assessments and only 28% had their mental health needs addressed. Many of these juveniles require Level IV placement which calls for close staff supervision of them 24/7 and the ability to secure, segregate, and protect these juveniles when they are exhibiting aggressive or self-injurious behaviors. The DCYH is structurally designed to hold 14 residents but not designed to allow for segregation of residents based on security needs. DCYH staff has been able to ensure the safety and security of residents thus far but their ability to do so becomes more and more limited as the behavioral challenges of DCYH residents continue to rise creating a dangerous environment for staff and residents.

Presently, the DCYH houses many juveniles who are functioning below grade level requiring increased educational support. There has also been an increase in a number of residents who have experienced some form of trauma requiring increased psychological support. A lack of family support also plagues many of the residents of DCYH. Although the aforementioned factors are prevalent there are attempts being made to address such adversities. The educational staff does provide classroom work during the weekdays. There is a contractual psychologist who comes during the week for four hours. The psychologist provides consultation and some training as well. Group and individual counseling services are provided. A significant concern though is that once residents leave DCYH, they still require the same level of services but there is no case management system in place to ensure continuity of care and services upon release. There are agencies who provides services to residents upon release, but a lack of a case management system means that not all residents are able to access these services upon release increasing the likelihood of them returning to the DCYH or entering the adult penal system upon turning 16.

The DCYH is working with the DSS to pilot a program where a school-based social worker will be assigned to the DCYH to provide services to juveniles. Eight weeks of social services will be provided to families that voluntarily consent to services. This pilot program will begin in January 2016. The goal of this pilot is to provide service to juveniles and their family who are not yet court-involved thusly are not eligible for certain services but are at-risk of becoming court-involved if they do not receive those services. Additionally, this social worker may be able to provide services to juveniles released from the DCYH as they transition back into the community, this is especially important for juveniles who require ongoing counseling and mental health services.

Currently, North Carolina is one of two states where the juvenile age is below eighteen. Legislation (HB 399: Youth Accountability Act) is pending that would shift the juvenile age from fifteen to eighteen. Raising the juvenile age in North Carolina would significantly increase the population of the DCYH as 16 and 17 years currently detained in the Durham County Detention Facility would have to be transferred to the DCYH.

The current DCYH facility cannot provide a safe and secure environment for the long term. Durham County needs a new facility that would address design issues, meet safety standards, and provide adequate space for youth home services.

EXPANSION OPTIONS

The current DCYH facility has served Durham and surrounding counties for 27 years. Historically, the DCYH housed youth who were charged with truancy and other minor offenses. Recently though, the DCYH has seen a shift towards housing youth charged with significantly more serious charges while suffering from severe behavioral, emotional, and mental health issues. The current DYCH is not designed to handle these youth and any expansion of the DCYH must be designed to serve those youth.

The planning committee examined three models for possible expansion of the DCYH. Those models are: building a new multi-purpose youth home with both a detention center and an assessment center, build a new detention only youth home, or expand and renovate the current DCYH.

1. Build A New Multi-Purpose Youth Home Detention/Assessment Center

One approach to constructing a new facility would be to create one that would provide a holistic approach to supporting juveniles beyond simply detention. This approach would create a facility that would provide detention services but also services to juveniles who do not require detention services but either are, or are at risk of becoming, court involved. The planning committee looked at two models of this approach.

The first model is the Juvenile Detention Center in Newport News, Virginia operated by the Department of Juvenile Services. There are several components of this particular program that would serve Durham County's needs. The facility in Durham County would need 25-30 beds. The Newport News facility provides the following:

- (1) A Secure Detention Pre-Dispositional Program: This program provides a positive experience for detained youth awaiting adjudication in a safe and secure environment while protecting the public safety
- (2) Secure Detention Post-Disposition Program: This is a diversified strength-based approach that provides education enrichment and works to build self-esteem, teamwork, and personal commitment for youth with suspended commitment while protecting the public safety.
- (3) Day/Evening Program: This provides an intense highly structured day/evening supervision program for youth not temporarily placed in an established educational program. This program also includes Electronic Monitoring Outreach and a Community Work Alternative program.

The model that we believe would best serve Durham County's needs is the multi-purpose facility in Calcasieu Parish, New Orleans. The facility provides a multi-faceted approach to addressing security, mental health, and the educational needs of juveniles. It is a 40 bed individual secure facility divided into four units allowing for gender separation. There are day rooms and large multipurpose activity rooms allowing for juveniles to engage in activities that support their growth as well as indoor and outdoor basketball courts and an outdoor recreational yard. Additionally, there is an educational area with three classrooms and a library that helps ensure educational progress during detention. In contrast to the current DCYH, there are visitation areas that adequately accommodate outside counsel and family visitation. The facility also has processing and intake areas to ease the processing and intake process. The facility also has proper medical space with two exams rooms as well as secure medication storage and offices for medical staff. From a security perspective it has a centralized control center, card access

readers, and 128 cameras. The offices are adequate; however the administrative offices are non-secure. A separate assessment component is therefore built into the facility, separate from the secure detention component of the facility. It is a multi-agency resource center for juveniles and their families. Juveniles can be referred to the resource center by law enforcement, family members, school officials or other concerned adults. During the assessment process each individual is assessed with evidenced-based assessment tools to determine the strengths as well as the needs of the youth so that appropriate services that can be provided. (See Appendix Calcasieu Parish MARC)

2. Build a new facility providing detention service only

Another option is to build a new facility providing only detention services at the current level of service provided by the DCYH. This would be less costly than the Calcasieu model; but not innovative and evidence-based on modern best practices across the country. Current best practices call for one-stop facilities for juveniles that house juveniles but also provide services to prevent them from further penetrating the penal system by meeting their needs before formal charges occur. Statistics show that the further a juvenile penetrates the juvenile justice system the more likely he/she is to end up in the adult penal system and be unable to successfully achieve educational, economic, and social outcomes. Our goal for Durham County youth is to meet our youth where they are and follow up with appropriate services with immediate and swift delivery of service needs based on individual assessment and follow up. Building a new facility would require land acquisition in an appropriate location for detention services. This cost was not included in O'Brien/Atkins study but was included in the 2012-2021 CIP at cost of \$400,000.

Construction of a new DCYH would require a significant increase in the number of beds. Juvenile detention facility population is very cyclical due to demographic trends but also shifts in criminal justice policy at the local, state, and federal level. Of critical importance in determining the size of a new facility, is the population of 16-17 years held at the Durham County Detention Facility. As mentioned before, North Carolina is one of only two states in the nation that detains 16 and 17 year olds alongside adults at the jail and prison level. Currently, legislation is pending in the North Carolina General Assembly that would raise the juvenile age to 18. If that legislation passes, we estimate (based on jail population data from 2011-2014) that the average daily population of the DCYH would increase by an average of 25 which is 1.78 times larger than the current capacity of the DCYH without considering the existing population of the DCYH. Population prediction models estimate that the DCYH would need to expand from 14 beds to 25-30 beds in order to be able to adequately handle the juvenile offender population if North Carolina does raise the juvenile age to 18.

Renovate the Current Youth Home

In 2013 O'Brien/Atkins Associates, P.A. conducted a building assessment and compiled a report in May 2014 with recommendations to remodel the DCYH with the addition of 10 beds expanding the facility to a 24 bed capacity. O'Brien/Atkins Associates, P.A estimated that renovation of the existing DCYH would cost between \$4.01 and \$4.58 million. (See appendix 2016-2025 CIP Plan and Building Assessment). Renovation of the current DCYH would pose the following barriers and/or concerns.

- Length of project: The project is projected to last 12-18 months during which the DCYH would have to be closed. Durham County would either have to find a suitable location to temporarily relocate staff and residents or they would have to send residents out of county raising the question of what Durham County would do with existing staff. It would be costly to layoff and then hire and certify employees. The only possible options for temporary local relocation would be the Durham County Detention Facility (subject to approval from the Department of Public Safety and the Durham County Sheriff), find other suitable housing within the county or to lease space at the C.A. Dillions campus from the Department of Public Safety.
- Property Zoning: Currently, the DCYH property is zoned O-I (office and institutional) which does not allow for correctional jail facilities. Renovation would require the City Council and BOCC to pass a special use permit. It is unknown if such a special use permit would be granted.

Planning Committee Recommendation:

The planning committee recommends that Durham County construct a new multi-purpose DCYH that would include a detention center and a separate assessment center. The model in New Orleans would be appropriate in meeting Durham County's needs as it would serve as a one stop shop to deal with delinquent youth and their families providing coordinated evidence-based services for youth at risk of delinquency and a resource hub for the community. This model would promote public safety and wellbeing for all youth and families in Durham County. The facility should be built with 25-30 individual detention beds. The facility would require collaboration with other partners in the juvenile justice system to ensure support. While the capital construction costs would be absorbed by the DCYH, many of the programmatic elements could be funded through existing programs that would just need to adjust to allow for service delivery at the DCYH. Particularly key partners could include Durham County DSS, Durham Public Schools, Alliance Behavioral Health, the Criminal Justice Resource Center and the North Carolina Department of Public Safety Juvenile Justice Division.

The planning committee recommends that the facility include the following physical components:

- A. Home-like physical environment, including building design that eliminates the need for exterior fencing and provides flexible housing options(for age/gender/offense separation)
- B. Adequate individual meeting space for attorneys, clinicians, families, and other community partners to meet with youth one on one
- C. Onsite/satellite offices for court counselors, social workers, and healthcare providers
- D. Adequate recreation/multipurpose space for group enrichment and educational programming
- E. Adequate waiting areas and intake space for non-detained youth
- F. Separate non-secure assessment center

The planning committee recommends that the facility provide the following services and practices:

- G. Use of evidence-based assessment and screening tools to identify individual risks and needs (physical, social, mental, economic, academic, etc.) and create tailored treatment/service plans. This would be an expansion of a current service provided by Alliance Behavioral Health.

- H. Comprehensive staff training/cross-training, allowing all facility staff to understand the complete spectrum of services
- I. Data-sharing through centralized databases, enabling all participants in the juvenile justice system(from assessment to adjudication to detention) to access information about youth
- J. Care Management System that would allow for continuity and coordination of care for juveniles requiring services

The planning committee further recommends that the County use the following performance measures to assess the success of any new DCYH facility:

- A. Reduction in juvenile complaints and petitions
- B. Reduction in Detention and Youth Development Center admissions
- C. Reduction in recidivism rate
- D. Reduction in lengths of stay in detention
- E. Build capacity for advocating raising the age in North Carolina
- G. Reduction in intermittent confinement and failure to appear

The Planning Committee graciously thanks the following community stakeholders for their feedback and insights on the juvenile justice system:

Brenda Howerton, Durham County Commissioner

Gudrun Parmer, Director of the Durham County Criminal Justice Resource Center

Lee Worsley, former Durham County Deputy County Manager and current Executive Director of the Triangle J Council of Governments

Tasha Jones-Butts, Chief Court Counselor for the North Carolina Department of Public Safety District 14

The Honorable Marcia Morey, Chief District Court Judge of the 14th Judicial District

Fungai Muzorewa-Bennett, Assistant District Attorney - 14th Judicial District

Ameshia Cooper, Assistant District Attorney – 14th Judicial District

Phylicia Powers, Assistant Public Defender - 14th Judicial District

Harold Williams, Psychologist

Arnold Dennis, Director North Carolina Central University Juvenile Justice Institute

Elizabeth Shearer, Executive Director for Student Support Services Durham Public Schools

Stephanie Williams, Community Relations Supervisor Alliance Behavioral Health

Bill Lassiter, Deputy Commissioner of Juvenile Justice North Carolina Department of Public Safety

Dave Hardesty, Facility Operations North Carolina Department of Public Safety

Cindy Porterfield, Director of Community Programs North Carolina Department of Public Safety

Lao Rubert, Director Carolina Justice Policy Center

Lawrence Campbell, Chief Public Defender - 14th Judicial District

Mattie Sue Stevens, Management Analyst City of Durham

Rafael Baptista, ICMA Fellow Durham City/County

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Appendix

FY 2016-2025 CIP
Project Description Form

Project Title: Youth Home Renovation and Addition

Project Manager/Department: Peri Manns/ Engineering and Environmental Services

Project Description: The Durham County Youth Home located at 2432 Broad Street was originally built in 1983. The facility has not had any significant renovations with many of the building systems nearing the end of their useful. This project involves a renovation and addition to the existing facility in order to accommodate anticipated growth and to achieve current code requirements for detention facilities providing adequate food preparation space and separation of admissions and visitation.

Project Justification: The renovation will achieve current code requirements for detention facilities while addressing privacy and security improvements needed for continued use of the facility. The facility currently accommodates 14 beds with a 20 year projected growth to 24 beds. The addition will accommodate growth and facilitate separation of admissions and visitation while providing additional space for staff, food preparation, storage and sleeping rooms for ten additional youths.

Project Alternatives: As an alternative, a new facility can be constructed in conjunction with the proposed Detention Center Annex. It should be noted that the cost will increase significantly due to land acquisition and annual construction cost escalations.

Project Status/Updated: New Project

Relationship to Other Projects:

Explanation of Annual Operating Costs and Operations Related to Project

2004-2013 Summary

Durham County 10 Year Capital Improvement Plan 30005968

10/23/2014

Project Cost Form

	Current	1	2	3	4	5	6	7	8	9	10
Project Cost Estimates	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	Total
Planning		\$550,000									\$550,000
Land Acquisition											
Construction			\$3,511,546								\$3,511,546
Equip/Furnishings			\$450,000								\$450,000
Other											
Contingencies			\$500,000								\$500,000
Project Total	\$0	\$550,000	\$4,461,546	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,011,546
Operating Impact											
Personnel											
Utilities											
Operating Costs											
Capital											
Minus Savings											
Net Additional Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Minus New Revenues											
Operating Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Project Title: Youth Home Renovation and Addition
Start Date/Comp. Date: July 2015 - July 2017

Department: Engineering

MODELS FOR YOUTH DETENTION EXECUTIVE SUMMARY

RECOMMENDATIONS FOR DURHAM COUNTY

A review of youth detention and assessment center models in other jurisdictions revealed the following components as keys to success. Some or all of these elements may be suitable for a new youth services facility in Durham County.

FACILITY

- A. **Home-like physical environment**, including building design that eliminates the need for exterior fencing and provides flexible housing options (for age/gender/offense separation)
- B. **Adequate individual meeting space** for attorneys, clinicians, families, and other community partners to meet with youth one-on-one
- C. **Onsite/satellite offices** for court counselors, social workers, and healthcare providers
- D. **Adequate recreation/multipurpose space** for group enrichment and educational programming
- E. **Adequate waiting areas and intake space** for non-detained youth

SERVICES/PRACTICES

- F. **Use of evidence-based assessment and screening tools** to identify individual risks and needs (physical, social, mental, economic, academic, etc.) and create tailored treatment/service plans
- G. **Centralized intake services**, allowing one single entry point for all youth arrested or picked up by law enforcement
- H. **Comprehensive staff training/cross-training**, allowing all facility staff to understand the complete spectrum of services
- I. **Data-sharing** through centralized databases, enabling all participants in the juvenile justice system (from assessment to adjudication to detention) to access information about youth

MODELS IN OTHER JURISDICTIONS

NEW ORLEANS JUVENILE JUSTICE CENTER (DETENTION & COURT SERVICES)

The Youth Study Center, which opened in February 2014, relies on building design and sophisticated security systems to avoid exterior fencing. The approximately 60,000 SF facility includes:

- 40 individual secure beds, divided into 4-bed units (allows flexibility for gender separation and fluctuating population)
- Inmate intake and processing areas
- Visitation areas to accommodate outside counsel and family visitation
- Education area with 3 classrooms and a library
- Day rooms and large multipurpose activity rooms

- Medical area with 2 exam rooms, secure medication storage, and offices for doctors, nurses, and psychologists
- Cafeteria and full-service kitchen
- Indoor and outdoor basketball courts and large interior courtyard (serves as a recreation yard)
- Centralized control center, card access readers, and 128 cameras
- Non-secure administrative offices
- 1,700 SF conference center

The **Juvenile Justice Center**, which will open in late March 2015, is a 47,000 SF facility immediately adjacent to the Study Center. The complex will house the Orleans Parish Juvenile Court and will contain four new courtrooms, four judge's chambers, and offices for the Juvenile District Attorney and the local nonprofit that provides juvenile public defense.

CALCASIEU PARISH MARC (INTAKE & ASSESSMENT)

The Multi-Agency Resource Center (MARC) serves as a single entry point for providing coordinated evidence-based services to local youth under the age of 18 and their families. MARC's overview explains the intake process:

Law Enforcement Brings In Youth or Requests Services

- Upon custody transfer to the MARC, the parents are notified.
- An intake interview is completed and the JIFF Assessment is administered.
- If the family consents, a diversion program is set up to address pending issues.
- If the family declines diversion, the case is referred to the DA's Office for possible formal charges.

Families Report to the Center

- May be referred by law enforcement, schools, or other community services providers.
- JIFF is administered and results are provided to all parties.
- Additional assessments and referrals are provided as needed.

All referred youth over age 10 receive the **Juvenile Inventory for Functioning (JIFF)**. JIFF is a brief, automated web-based instrument that identifies 12 life domains essential to the youth's growth and rehabilitation. Based on the results of the assessments and interviews, the MARC officer develops a service plan which may include referrals to programs offered by the MARC's network of providers.

JEFFERSON COUNTY JUVENILE ASSESSMENT CENTER (ASSESSMENT)*

The primary function of the Jefferson County Juvenile Assessment Center (JCJAC) is to conduct complete assessments of referred juveniles, identifying the risks and needs of the juveniles and their families. Youth enter the JCJAC in a number of ways:

- Youth are frequently **"self-referred"** to the JCJAC by their parents, often after being referred by staff from social services, mental health providers, the school system, and other community members. The JCJAC also takes referrals from the District Attorney's Office and the courts.
- The JCJAC serves law enforcement in Jefferson County as a **single point of entry for all youth that come into contact with police**. Officers call from the field when they have apprehended and charged a youth with an offense that will likely require immediate detention. Intake specialists complete the screening instrument with the youth and officer over the phone. If not detainable, the youth is transported to the JCJAC for assessment.

All referred youth complete an **intake form and motivational interview** with a trained intake specialist. Key areas explored include mental health, substance abuse, family history, school

functioning, law enforcement contact, and peer relationships. JCJAC also interviews the family and gathers information from the school system and other relevant sources.

After assessment, the JCJAC uses a **case-management process** to coordinate and centralize information collected by agencies involved with the juveniles and their families. Typically, a **contract is drawn up with the youth** which states that the successful completion of the contract will allow for dismissal of the case, and breach of the contract will cause the case to be "bumped up" to either diversion or the court. Case managers perform weekly monitoring of school attendance/employment, compliance with community safety plan(s)/contracts, and treatment participation.

MIAMI-DADE JUVENILE SERVICE DEPARTMENT

The Miami-Dade Juvenile Services Department serves as a centralized processing, referral, and evaluation center for all juveniles arrested in Miami-Dade County. The JSD concept allows representatives from law enforcement and social services to work together under one roof to provide a complete range of services in the initial stages of the juvenile's involvement with the Juvenile Justice System. JSD/JAC services and programs include four major components:

- **Intake and Screening** is responsible for the intake and triaging of arrested youth delivered to the JAC for screening and intake processing.
- **Diversion Services** offers graduated interventions based on the psychosocial assessment, the age of the youth, the alleged offense and its impact on the victim or community, and the youth's history within the system. Program services include: case management, compliance monitoring, victim/offender mediation, restitution coordination, community work service, and referrals to psycho-educational groups, substance abuse counseling, and family and individual counseling.
- **Prevention Services** identifies and addresses the issues of the at-risk population to prevent their entrance into the juvenile justice system through the use of empirically-based assessment tools and therapeutic programming.
- **The Clinical Unit** is managed by licensed clinicians who provide clinical reviews for assessments conducted by staff. This unit assists in providing appropriate interventions for children in crisis and provides clinical assistance when dealing with youth exhibiting severe mental health and substance abuse issues.

CUMBERLAND COUNTY JUVENILE ASSESSMENT CENTER

The Cumberland County Juvenile Assessment Center (JAC) is charged with assessing the underlying problems of at-risk youth for parents, schools, law enforcement and the courts. The JAC conducts assessments and provides electronic linkages and information sharing among the many agencies involved in juvenile justice.

When a youth arrives at the JAC, intake workers check the youth's juvenile history and administer assessment tools to the child and parents. If there are outstanding detention orders or other conditions that make the youth detainable, a law enforcement officer will transport the youth to the detention center. If needed, access to immediate intervention counseling will be provided to the child and family.

Based on the assessment, the JAC Case Manager and the parent will **contact the appropriate youth service agencies** to request services. Appointments will be shared and a follow up plan will be developed. The JAC Case Manager then works with the family and contact agencies regularly to follow up on treatment and outcomes.

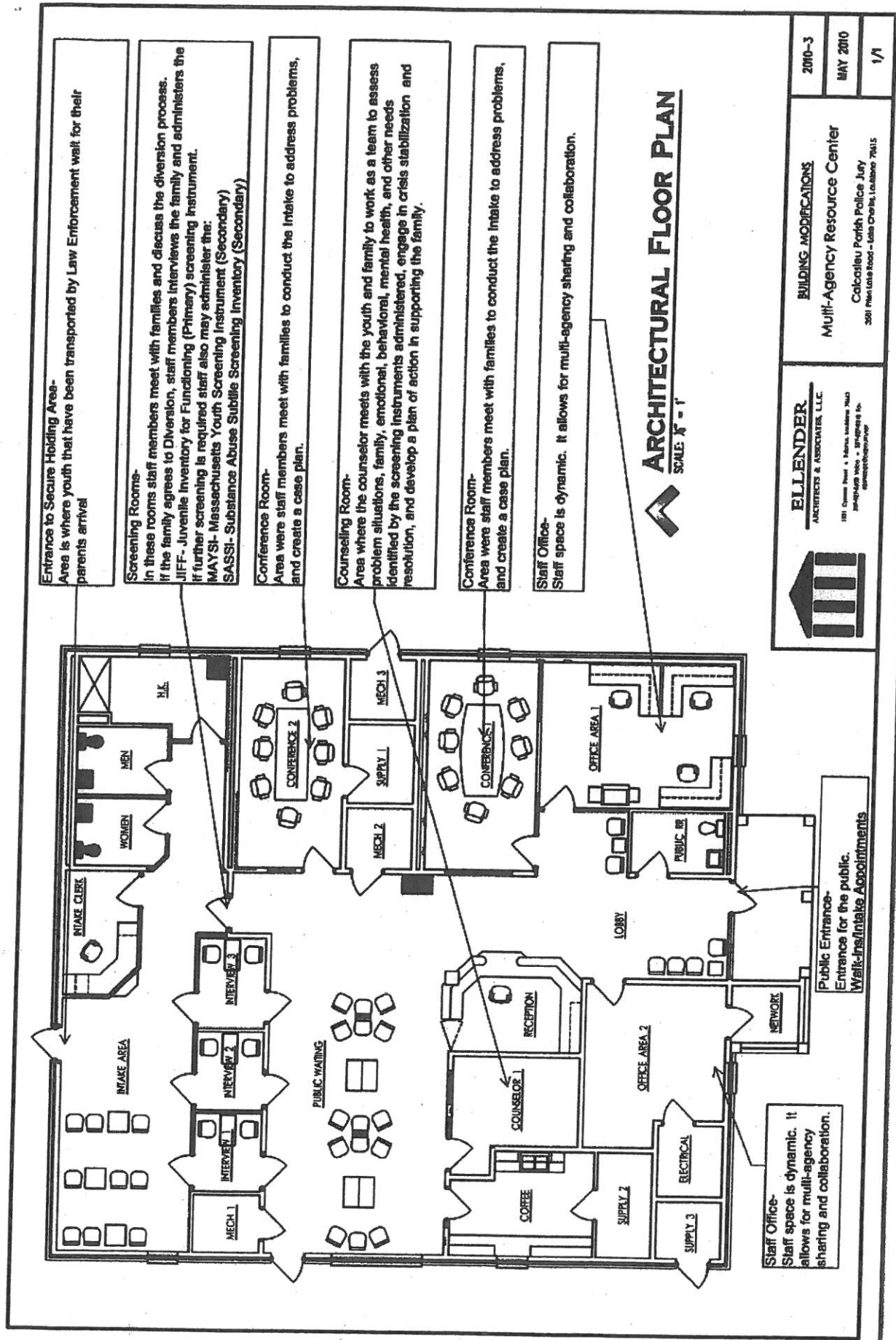


Figure 2: MARC Floorplan (Source: MARC website, <http://www.cppj.net/index.aspx?page=1115>)