



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Roy Cooper, Governor
Erik A. Hooks, Secretary

Timothy D. Moose, Chief Deputy Secretary
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MEMORANDUM

TO: Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety
Chairs of House of Representatives Appropriations Subcommittee on Justice and Public Safety
Chairs of Senate Appropriations Subcommittees on Justice and Public Safety

FROM: Erik A. Hooks, Secretary
Timothy D. Moose, Chief Deputy Secretary

RE: Annual Evaluation of Community Programs

DATE: March 1, 2020

Pursuant to G.S. 143B-811, *The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. The Department shall also determine whether the programs are achieving the goals and objectives of the Juvenile Justice Reform Act, S.L. 1998-202.*

The Department shall report the results of the evaluation to the Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety and the Chairs of the Senate and House of Representatives Appropriations Subcommittees on Justice and Public Safety by March 1 of each year. (2013-360, s. 16D.1.)

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Annual Evaluation of Community Programs and Multipurpose Group Homes Report

Submitted March 1, 2020

**Submitted by:
Department of Public Safety
Division of Adult Correction and Juvenile Justice
Juvenile Community Programs Section**

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Section I – Introduction

This report is required by General Statute § 143B-811 which states:

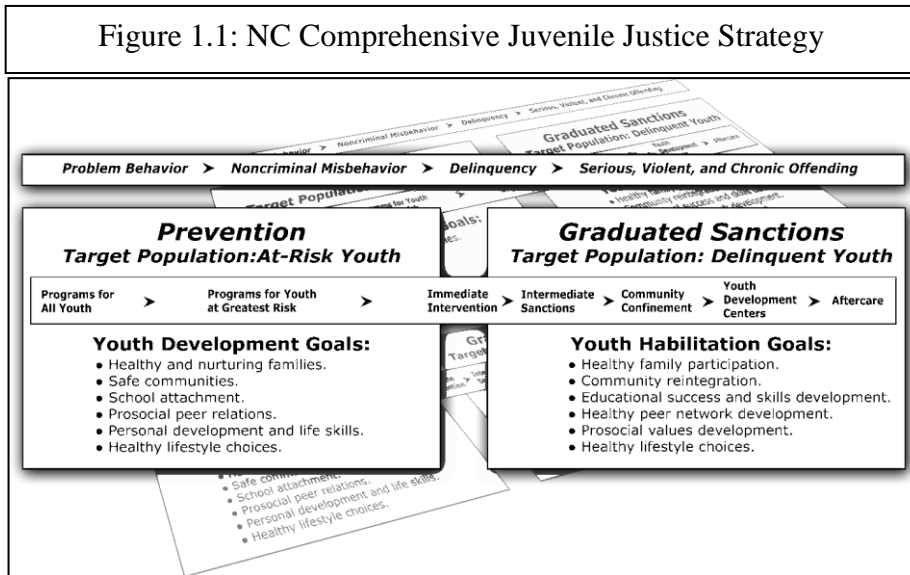
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. The Department shall also determine whether the programs are achieving the goals and objectives of the Juvenile Justice Reform Act, S.L. 1998-202.

The Department shall report the results of the evaluation to the Chairs of the Joint Legislative Oversight Committee on Justice and Public Safety and the Chairs of the Senate and House of Representatives Appropriations Subcommittees on Justice and Public Safety by March 1 of each year. (2013-360, s. 16D.1.)

In FY 11-12, the Department developed and implemented new evidence-based contractual services for youth receiving a Level II disposition. After eight (8) years of data collection and analysis, the Department is pleased to announce that these new contractual services have accomplished the goals set forth by the North Carolina General Assembly through targeting those juveniles most at-risk of further penetration in the juvenile justice system, providing a cost efficient alternative to youth development centers and detention centers, and reducing the number of juveniles likely to reoffend.

Targeted Approach

Figure 1.1 below illustrates how Juvenile Crime Prevention Council (JCPC) funded programs form the



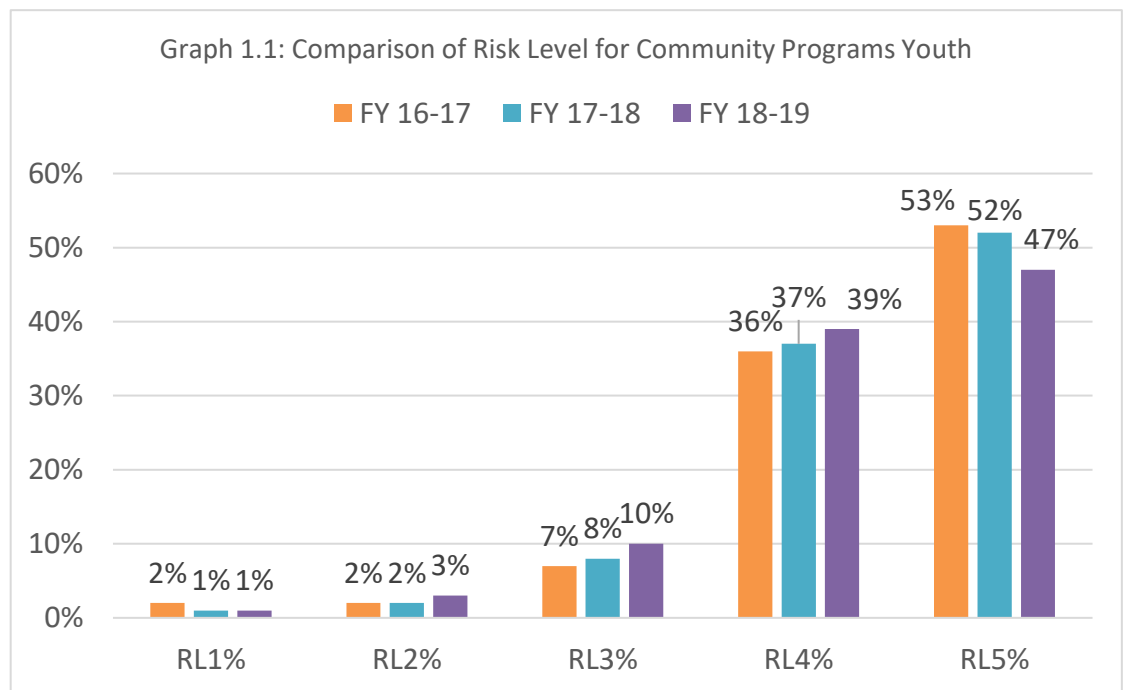
foundation of North Carolina’s comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local communities where JCPCs dollars are not abundant enough to serve higher risk juveniles who need intensive services in order to protect the

public and to habilitate the juvenile. Having these separate funding sources is imperative to ensure youth are not forced deeper into the system which comes at a far greater cost to the state.

The Department of Public Safety’s Juvenile Community Programs Section contracts with a number of providers engaged to provide a variety of programming as allowed through *Session Law 2011-391, Section 41*. These state-level contracts and JCPC-endorsed localized regional programs are designed to target youth who are at greater risk of further involvement in the juvenile justice system, including commitment to a state-operated youth development center. These programs specifically target youth who have received a Level II disposition or demonstrate heightened risk factors for recidivism. Their risk scores, obtained from the North Carolina Assessment of Juvenile Risk for Juvenile Offending (NCAR, see Appendix A) are used as a predictor for recidivism and prompt us to provide a systematic response appropriate that youth’s or juvenile’s level of risk.

The Department has been utilizing the NCAR tool since 2001, and though the risk assessment instrument had been validated, it had not been re-normed since the inception of its use. In response to the North Carolina Sentencing and Policy Advisory Commission’s (SPAC) report, *The Effectiveness of Programs Funded by Juvenile Crime Prevention Councils*, released on May 1, 2015 and the recommendations made therein, the Department conducted an internal validation study of the assessment tool for the purpose of re-norming the instrument.

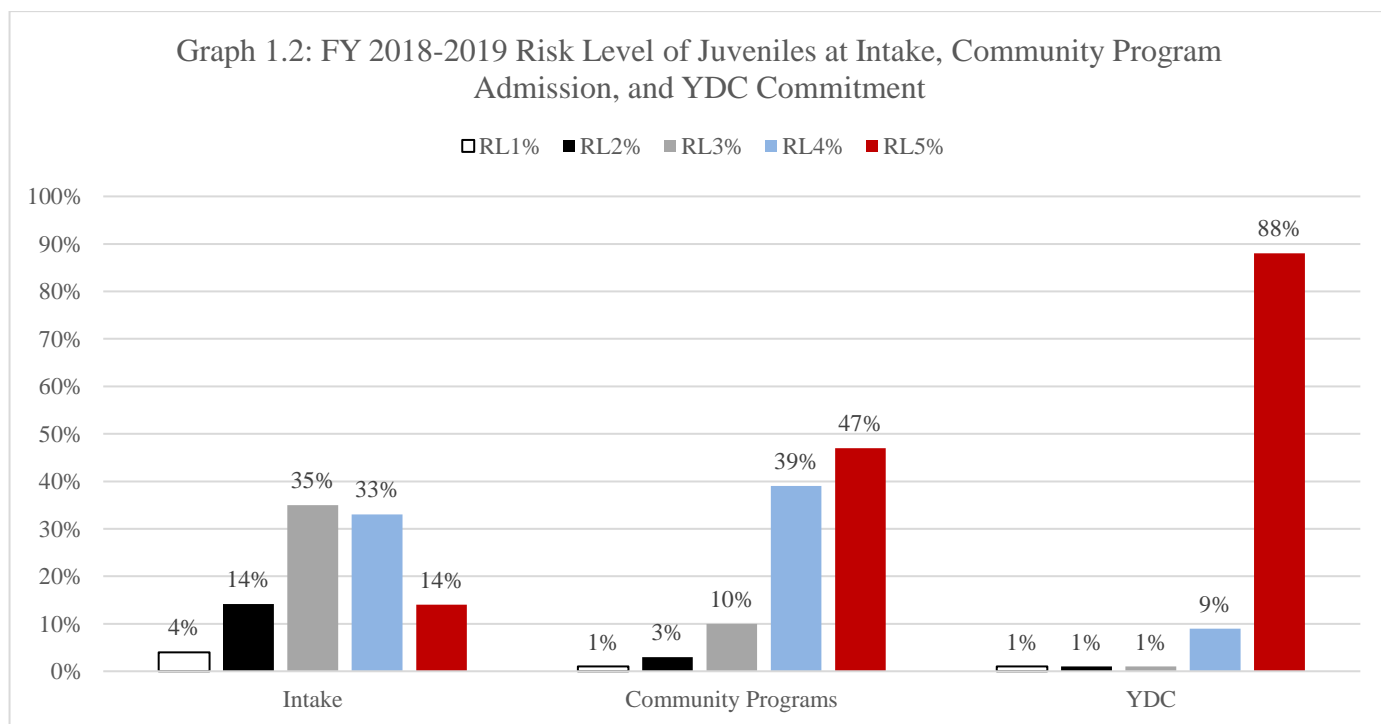
Prior to this re-norming, a juvenile’s risk for re-offending score ranges were identified as three (3) distinct categories of risk: Low (0-7 pts), Medium (8-14 pts) or High (15+ pts). However, with the completion of this re-norming process, risk levels now reflect 5 distinct risk levels (RL) to more accurately reflect the risk of a juvenile recidivating:



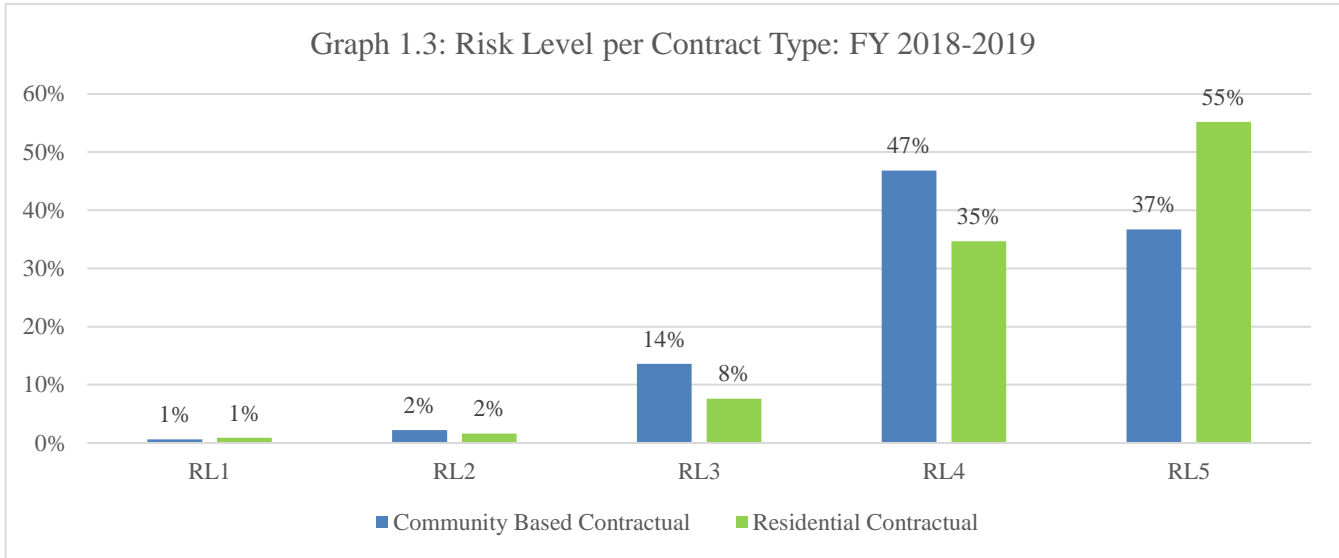
RL1 (lowest), RL2, RL3, RL4, and RL5 (highest). These re-normed groupings are statistically sound in their ability to predict the risk of reoffending based on the internal study. The re-normed instrument more accurately reflects the risk for reoffending for youth assessed. Graph 1.1, which compares re-normed risk score percentage totals for the past three fiscal years, clearly demonstrates that programs identified in this report are serving higher risk youth.

Graph 1.2 below compares the levels of risk for youth at three distinct points in the juvenile justice system: 1) at Intake (JJ entry), 2) at admission to a Community Programs contracted service, and 3) at admission to a youth development center (committed juvenile). Data clearly indicate that the programs highlighted in this report are serving those youth with higher risk for recidivating. In fact, the vast majority (96%) of youth served by these programs were at medium to high risk (RL3, RL4 and RL5) for reoffending, meaning these programs are working with a youth population who, without these services, would be expected to reoffend.

The Department recognizes that youth receiving a Level II disposition may have varying levels of risk for reoffending. Although the majority of youth risk scores were considered medium to high risk for reoffending, there were some youth (4%) that presented with a low risk factors for reoffending but instead had high need indicators for specific services. The Department chooses to take a comprehensive approach by matching services to not only the youth’s level of risk for reoffending but to the youth’s needs indicators as well.



The overall approach remains to serve as many youth who fall within the medium to high risk range by matching their service needs to the most appropriate service, either to cost effective community-based contractual or short-term residential programming services. Graph 1.3 below illustrates this prioritization.



Cost Efficient Alternative

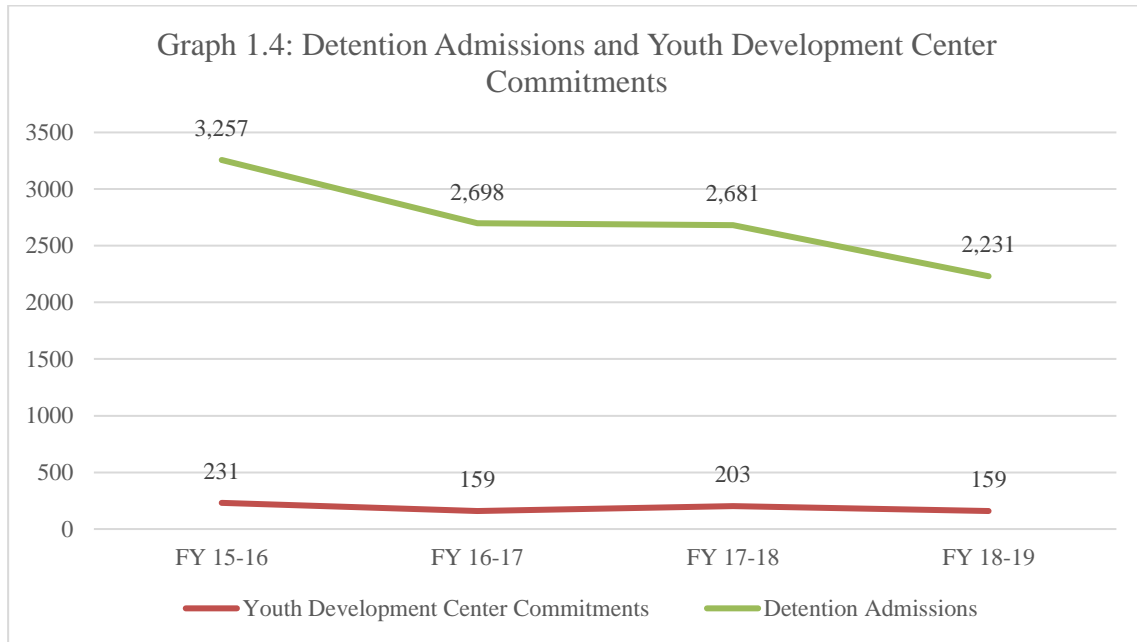
Through the implementation of these Level II contractual services, the Department has been able to achieve significant cost savings as compared to youth development centers. Table 1.1 below compares the average cost of serving youth in a Level II contracted service (residential and community-based) versus serving a youth in a youth development center for FY 2018-2019.

Table 1.1 Cost Comparison - Contractual Services versus Annual Youth Development Center Cost

Program Cost vs. Youth Development Center Cost	FY 2018-2019 Cost per Child
Level II Community-Based Program: JCPC-Endorsed Level II Programs and AMIkids Community-Based	\$5,409
Level II Residential Program: Bridges Crisis and Assessment Center, Insight Crisis and Assessment Center, Western Area Multipurpose Crisis and Assessment Center, Eckerd Short-Term Residential Programs, WestCare Girls Program, Multipurpose Group Homes, Craven Transitional Home and North Hills Transitional Home	\$20,925
Youth Development Center	\$107,533

With more emphasis on programming designed to serve the medium to high risk/high needs of adjudicated youth, the Level II contractual services continue to play an important role in helping reduce the number of youth development center commitments and detention admissions for the last four (4) years. Graph 1.4 below indicates how the number of youth development center commitments and detention admissions are declining, impart due to the Department’s efforts to promote cost-saving community programming options

and serve youth in Level II contractual services In FY 2018-2019, Level II services served 1,405 youth, allowing for opportunity for interventions in lieu of the use of detention and youth development centers. Of these served youth, Juvenile Crisis and Assessment Centers served fifty-seven (57) juveniles age 13 or younger, which was 23% of their population for the year. These younger juveniles are routed toward more therapeutic services and secure facilities to reduce exposure to detention center environments.



Recidivism Summary

Table 1.2 below reflects youth served by these new contractual services in FY 2017-2018 and FY 2018-2019 and how many incurred additional adjudications and/or convictions. This analysis showed 16% of those juveniles served by a Juvenile Community Programs Section contractual service, who could be followed for a full six months post-discharge, received an additional adjudication or an adult conviction, while 26% received an additional adjudication or an adult conviction at 12 months post-discharge. Please note, although the recidivism data in the juvenile jurisdiction appears to increase, there is residual effect on the adult conviction rate. Raise the Age legislation will allow for greater opportunity to impact adult recidivism.

Table 1.2: Juvenile Community Programs – Recidivism

All Community Programs, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	1,385	1,071
Distinct Juveniles with Complaints Adjudicated	156	171
Distinct Juveniles Adjudication Recidivism	11%	16%
Adult Convictions (Distinct Juveniles)	72	106
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%

Distinct Juveniles with Adjudications or Convictions	228	276
Recidivism - Juvenile Adjudications + Adult Convictions	16%	26%

Note: 1 juvenile had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

Contractual services have proven they are targeting the appropriate youth, providing cost-efficient services, and helping reduce the number of youth development center and detention admissions.

Section II

JCPC-Endorsed Level II Programs

JCPC-Endorsed Level II Programs

Overview

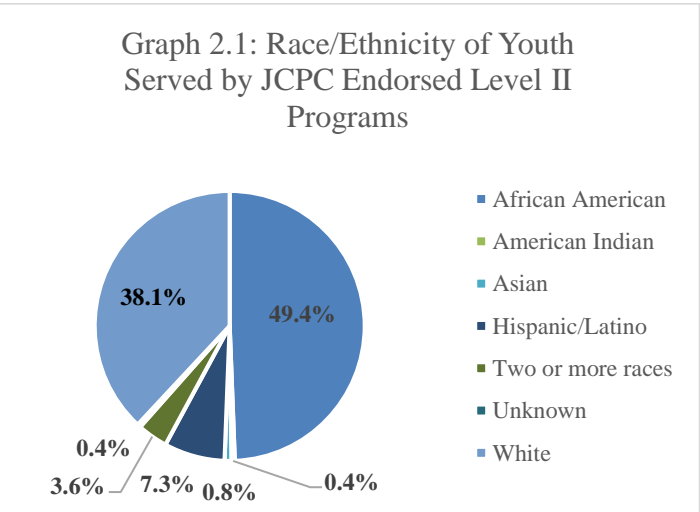
Eight years ago, the Department focused on providing a mechanism by which local communities could address gaps in services for Level II adjudicated youth. To this end, the Department established an annual Request for Proposals (RFP) process that engages the local JCPC and its stakeholders with seeking those services best matching the needs of this targeted Level II youth population. Request for Proposals are annually designed to identify high-risk youth and their criminogenic needs and match them with evidence-based best practice models to effectively reduce juvenile delinquency. Services provided often serve youth within multiple counties within a judicial district, demonstrating the collaborative efforts of multiple Juvenile Crime Prevention Councils in order to build the local juvenile justice service continuum. The Community Programs Section continues to embrace the local community in its effort to develop effective programming to meet the needs of these targeted youth through the JCPC-Endorsed Level II programs.

Number of Youth Served

JCPC-Endorsed Level II programs served 247 youth during FY 2018-2019 and Table 2.1 indicates the number of youth served by JCPC-Endorsed Level II program type. Graph 2.1 represents the percentage of youth served by JCPC-Endorsed Level II programs by race/ethnicity.

Table 2.1: Youth served by Program Type

Program Type	Youth Served
Experiential Skill Building	57
Restitution/Community Service	39
Home Based Family Counseling	33
Juvenile Structured Day	28
Family Counseling	27
Sexual Offender Treatment	22
Temporary Foster Care	20
Assessments	16
Temporary Shelter Care	5
Total	247



Cost Comparison

Table 2.2: The cost per youth comparison for JCPC-Endorsed Level II programs versus annual youth development center cost.

Program vs Youth Development Center	Cost
FY 18-19 JCPC-Endorsed Level II Programs	\$3,943
FY 18-19 Youth Development Center	\$107,533

Recidivism

This study measured the recidivism rates for youth completing programs in FY 2017-2018 and FY 2018-2019. Of the 324 youth who could be measured at six (6) months post-discharge, forty-one (41) or 13% received a new adjudication, and ten (10) or 3% received a new adult conviction. Total recidivism at six (6) months post discharge was 16%. Please note, although the recidivism data in the juvenile jurisdiction appears to increase, there is residual effect on the adult conviction rate. Raise the Age legislation will allow for greater opportunity to impact adult recidivism.

There were 257 youth who were served by these programs that could be measured at twelve (12) months. Forty-five (45) or 18% received a new adjudication and eighteen (18) or 7% received a new adult conviction. Total recidivism at twelve (12) months post-discharge is 25%. See Table 2.3.

Table 2.3: JCPC-Endorsed Level II Programs – Recidivism

JCPC Level II Dispositional Alternatives, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	324	257
Distinct Juveniles with Complaints Adjudicated	41	45
Distinct Juveniles Adjudication Recidivism	13%	18%
Adult Convictions (Distinct Juveniles)	10	18
Adult Recidivism (% of Distinct Juveniles Convicted)	3%	7%
Distinct Juveniles with Adjudications or Convictions	51	63
Recidivism - Juvenile Adjudications + Adult Convictions	16%	25%

Conclusion

The report demonstrates that during its eighth year of operations, JCPC-Endorsed Level II programs were able to serve a significant number of high risk/high needs youth in their home communities in a cost-efficient manner versus placement in a youth development center.

Section III

Community-Based Contractual Programs

AMIkids North Carolina Family Services – Community-Based Services

Overview

AMIkids North Carolina Family Services is contracted with FFT LLC to provide Functional Family Therapy to all youth/families referred by NCDPS. Functional Family Therapy (FFT) is a highly effective short-term, strength-based model for working with at-risk youth and their families. The guiding principles of FFT include a respect for differences, maintaining family focused involvement, ensuring non-judgmental professionalism, keeping therapy interventions individualized, and ensuring an overriding relational focus as opposed to problem focus. FFT therapists are relentless in engaging families and maintaining a balanced alliance between all family members throughout treatment. FFT focuses on reducing risk factors and increasing protective factors through a phase-based model

All FFT therapists hold a minimum of a master's degree in a licensable human service field such as Counseling, Psychology, Marriage and Family Therapy, or Social Work. All FFT therapists must complete forty (40) hours of certification training through FFT LLC and participate in weekly clinical supervision with their certified FFT site supervisor to ensure model fidelity.

Youth Profile

AMIkids delivers FFT to juveniles who are at medium and high risk of reoffending, while exception is made for some Level I youth with high needs indicators on a case-by-case basis. The inclusion of Level I youth follows risk responsivity practices. The criminogenic needs of juveniles lead to younger juveniles with a higher needs and possible lower dispositional level to be admitted to the program, with intervention being offered earlier in the juvenile justice continuum. Typically, youth served were adjudicated for person and/or property offenses and have often been previously served through one or more other types of community-based intervention programs. A majority of youth referred to FFT presented school disciplinary problems that resulted in both short and long-term suspensions and family discord. Other frequently noted characteristics of these youth included substance abuse, gang involvement, and mental health diagnosis.

Service Capacity

AMIkids has the capacity to serve 190 youth and their families at any given time and projected annual capacity to serve 492 youth and their families. The Piedmont and South teams have the capacity to serve 44 youth at any given time. The East, Central, and West teams have the capacity to serve 34 youth at any given time.

Length of service data:

- Average number of sessions for completed cases: 14.12
- Average length of service for completed cases: 151.76 days

Referrals received in FY 18-19:

- Total number of referrals: 369

Measurable Objectives:

- 66.82% of youth enrolled in the program completed all three phases of Functional Family Therapy
- 93.4% of completed cases saw the youth remain at home upon termination
- 91.4% of completed cases had the youth enrolled in an educational program or working
- 79.9% of completed cases saw youth acquire no new probation violations during program

Program Effectiveness Based on FFT’s Youth Outcome Measure Questionnaires

- 96.3% of youth reported in general, their family has changed for the better since they began counseling.
- 96.7% of youth reported their family has changed its communication for the better.
- 94.9% of youth reported their behavior has changed for the better.
- 95.3% of youth reported their parents improved their parenting skills.
- 92.6% of youth reported their parents changed their ability to supervise them for the better.
- 96.3% of youth reported a change in family conflict level for the better.

Program Effectiveness Based on FFT’s Parent Outcome Measure Questionnaires

- 98% of parents reported in general, their family has changed for the better since they began counseling.
- 98.4% of parents reported family has changed its communication for the better
- 95.9% of parents reported their adolescent’s behavior has changed for the better
- 98.8% of parents reported improvement in their parenting skills.
- 96.3% of parents reported a change in their ability to supervise their adolescent for the better.
- 97.1% of parents reported a change in family conflict level for the better.

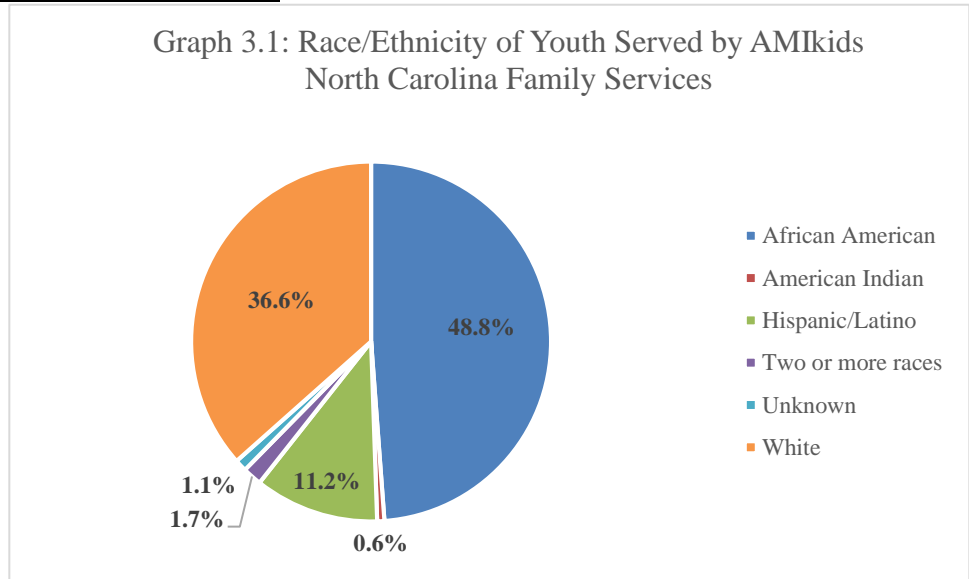
Cost Comparison

Table 3.1: The cost per youth comparison for AMIkids North Carolina Family Services versus youth development centers.

Program vs. Youth Development Center	Cost
FY 2018-2019 AMIkids North Carolina Family Services	\$6,188
FY 2018-2019 Youth Development Center	\$ 107,533

Demographics for Youth Served in FY 2018-2019

- Total number of youth served by the program during FY 2018-2019 was 465
- The average age of the youth served in the program was 14.9
- 356 or 77% of youth served were male
- 109 or 23% of youth served were female



Recidivism

FY 2017-2018 and FY 2018-2019 recidivism data compiled by the Department shows that of the 683 youth who had been in post-discharged status from AMIkids for more than six months, forty-six (46) youth or 7% had received a new adjudication and thirty-two (32) youth or 5% had received a new conviction. The total recidivism rate at six months post discharge was 11%.

At twelve (12) months post discharge there were 518 youth who could be analyzed for this report. Sixty-seven (67) or 13% received a new adjudication and fifty (50) youth or 10% received a new adult conviction. The total recidivism rate at twelve (12) months post-discharge was 22%. See Table 3.2.

Table 3.2: AMIkids North Carolina Family Services Recidivism

North Carolina Family Services (AMI), Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	683	518
Distinct Juveniles with Complaints Adjudicated	46	67
Distinct Juveniles Adjudication Recidivism	7%	13%
Adult Convictions (Distinct Juveniles)	32	50
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%
Distinct Juveniles with Adjudications or Convictions	78	116
Recidivism - Juvenile Adjudications + Adult Convictions	11%	22%

Note: 1 juvenile had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

The findings reflected in this report demonstrate that AMikids North Carolina Family Services, through its delivery of the evidence-based service model of Functional Family Therapy, has successfully implemented services in 89 of North Carolina's 100 counties. Outcome and recidivism data at 6- and 12-months post discharge reflects very positive results with 89% and 78% of youth, respectively, having no new adjudications or convictions.

Section IV

Residential Contractual Programs

Juvenile Crisis and Assessment Centers

Overview

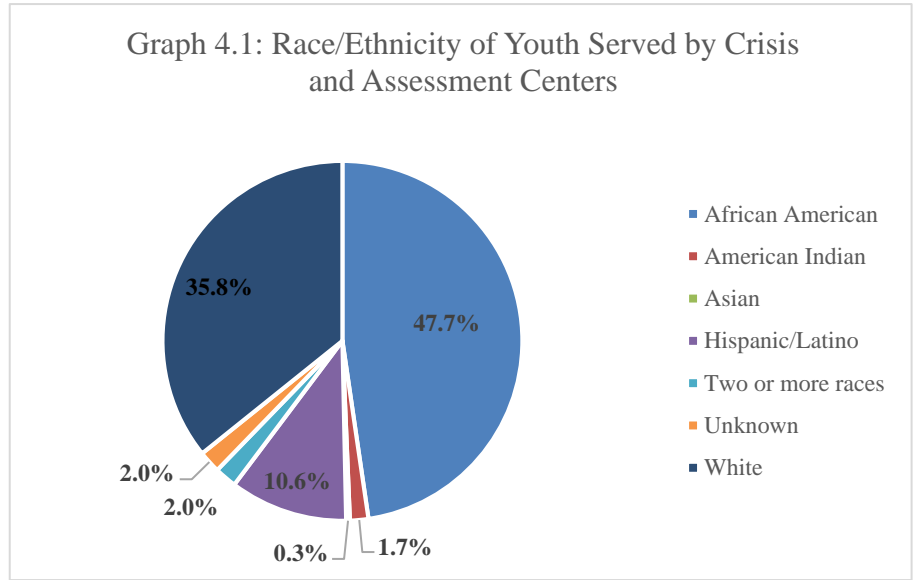
The Juvenile Crisis and Assessment Centers are newer programs with the first center, Insight, located in Butner, NC and the second center, Bridges, located in Winston-Salem, NC. The third center, The Western Area Multipurpose Juvenile Crisis and Assessment Center, located in Asheville, NC, opened in late October 2016. These centers provide a comprehensive juvenile assessment in a residential setting with the primary goal of matching the youth to the most appropriate services in their community. The assessment takes place under the supervision of a licensed psychologist and licensed clinical case managers. The average length of stay is 28 days. The average length of stay has increased as the wait for placement in appropriately assessed services has increased. The Assessment Centers have faced challenges in finding appropriate placements with availability. Additionally, the Western Area Center also has four secure custody beds available for short term secure stays (3-7 days).

The Juvenile Assessment Centers serve Level II offenders between the ages of ten (10) and seventeen (17). Some exceptions are made for offenders that are not in the Level II category such as high risk and/or high needs Level 1 youth. The service provides a systematic evaluation that includes testing in the areas of education, behavior, personality, and intelligence. As indicated, additional testing is provided in particular areas such as sexual predation, substance abuse, and trauma. Testing information is combined with information obtained through the daily living aspects of the program. This combination allows for a more complete look at the youth's strengths, areas of concern, and goals. At discharge the youth, family, and Court Counselor are provided a comprehensive and user-friendly evaluation report accompanied by clear and actionable recommendations.

The facility provides a structured environment including recreation, school, meals, individual rooms, group work, socialization skills, and counseling.

Demographics for Youth Served in FY 2018-2019

- Close to 100% of youth served were under court supervision (2 youth of 298 were not Juvenile Justice involved)
- 298 youth were served in FY 2018-2019. 48 of those were in secure custody.
- The average age of youth being served in the Juvenile Crisis and Assessment Centers was 14.3
- 74% of youth served were male, 26% of youth served were female
- The average length of stay for the youth was 29 days



Cost Comparison

Table 4.1: The cost per youth comparison for crisis and assessment centers versus youth development centers.

Program vs. Youth Development Center	Cost
FY 18-19 Crisis and Assessment Centers	\$12,614
FY 18-19 Youth Development Center	\$107,533

Conclusions

The Model of Care is the treatment model utilized within crisis and assessment centers; however, assessment services are not considered a therapeutic treatment intervention intended to effect recidivism. Due to the typical length of stay of less than 30 days and use of assessments in service delivery, recidivism is not tracked for this service.

Eckerd Connects Short-Term Residential Programs

Overview

FY 2018-2019 marked the eighth year of a contractual partnership with Eckerd to provide short-term residential programming as a Level II court ordered disposition. Eckerd’s residential program model offers a complete rehabilitative experience delivered in an average of four (4) to six (6) months to adjudicated male youth, ages thirteen (13) to seventeen (17), referred by the North Carolina Department of Public Safety. These services are delivered on two campuses: Candor, located in Montgomery County, and Boomer, located in Wilkes County.

Eckerd’s short-term residential treatment concept combines promising and evidence-based practices with a strong family transition component. Intensive, short-term services include individualized treatment and academic plans that combine formal and experiential education, vocational education, community service, behavioral health, and family counseling designed to address the youth’s behavioral challenges through a strength-based approach. Youth also receive accredited education on-site and work together in small group settings with assigned counselors.

Youth Profile

All referrals made to these short-term residential programs are males possessing a Level II disposition and assessed as medium or high risk, and defined as serious, chronic juvenile offenders. Typically these youth have had multiple adjudications for person and property offenses and have received multiple community-based interventions. These youth also have histories of significant school discipline problems, often resulting in short and long-term suspensions. Other indicators found in these youth include histories of substance abuse, gang involvement, unmet mental health needs, and family discord.

Service Capacity

The Eckerd campuses at Candor and Boomer are contracted to serve 80 youth at a time and approximately 209 youth annually. Both campuses are designed to serve juveniles referred statewide—Eckerd Boomer primarily serves youth referred from the Piedmont and Western region while Eckerd Candor primarily serves youth referred from the Central and Eastern region of the state.

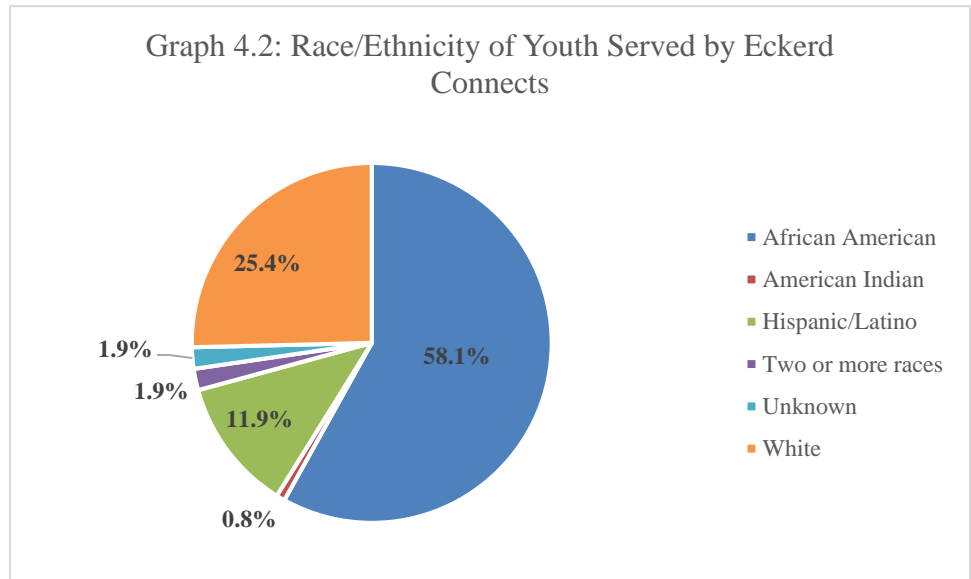
Cost Comparison

Table 4.2: The cost per youth comparison for Eckerd Short-Term Residential services versus youth development centers.

Program vs. Youth Development Center	Cost
FY 2018-2019 Eckerd Short-Term Residential	\$22,357
FY 2018-2019 Youth Development Centers	\$107,533

Demographics for Youth Served in FY 2018-2019

- 100% of youth served were under court supervision
- 260 youth were served in FY 2018-2019
- 247 youth were discharged in FY 18-19 of whom 74% completed the program successfully
- 228 of the 260 youth served were between the ages of 14-17



Outcome Data for Youth Exiting in FY 2018-2019

The majority of youth served by Eckerd in FY 2018-2019 achieved academic progress through experiential learning. Eckerd administers the STAR Reading and Math Assessment as a way to measure academic progress in reading and math. Youth are given a pre-test upon their arrival and post-test at their completion. For youth successfully completing the program in FY 2018-2019, results show an average increase in reading scores of 1.7 grade levels and an average increase in math scores 2.0 grade levels. See Table 4.3, which represents the youth that completed the program successfully and, at intake, presented below average in scoring.

Table 4.3 Academic Growth –STAR Reading and Math Assessment Average Test Score

Subject	Average Grade Level at Intake	Average Grade Level at Exit	Average Grade Level Improvement
Reading	5.3	7.0	1.7
Mathematics	6.4	8.4	2.0

Mental Health Gains

Mental Health gains are measured by The Youth Outcome Questionnaire – Self Report (YOQ - SR) a brief 64-item self-report measure of treatment progress for adolescents (ages 12 – 18) receiving mental health intervention. The YOQ-SR is meant to track actual change in functioning as opposed to assigning diagnoses. The YOQ-SR is completed at intake, at discharge, and as needed throughout the course of services. The instrument domains address intrapersonal distress, somatic complaints, interpersonal relations, social problems, behavioral dysfunction, and suicidal ideation. The YOQ has very strong reliability with a .79-.84 test/retest rate (OQ Analyst, 2007). Of youth who successfully completed the

program in FY 2018-2019, 100% showed mental health gains. These are youth who presented in the clinical range at the time of intake and successfully completed the program.

Social Skill Gains

Social skills gains are measured by the Social Skill Improvement System (SSIS). This instrument, by Pearson Assessments, is a pre/post measure of social skills (interpersonal behaviors that help the individual in society), normed by age and gender. The SSIS assesses both positive and problem social skills behavior. Specific categories assessed are as follows: (1) Social Skills, which include cooperation, empathy, assertion, self-control, responsibility, communication, and engagement, and (2) Problem Behaviors, including externalizing behavior (aggression), hyperactivity/inattention, bullying, and internalizing behavior (sadness, anxiety). This instrument serves a dual purpose of (1) providing important structured feedback for individual service plan development, and (2) providing an outcome assessment instrument to gauge the success of wraparound services rendered. Of those youth who successfully completed the Eckerd Short-Term Residential programs, 100% showed social skills gains. These are youth that presented with below average scoring in Social Skills at the time of intake and successfully completed the program.

Recidivism

FY 2017-2018 and FY 2018-2019 recidivism data shows that of the 333 youth who had been in post-discharged status from Eckerd Short-Term Residential for more than six months, fifty-three (53) youth or 16% received a new adjudication and twenty-one (21) youth or 6% received a new adult conviction. The total recidivism rate at six months post discharge was 22%.

At 12 months post discharge, there were 241 youth who could be analyzed for this report. Fifty-three (53) youth or 22% received a new adjudication and twenty-three (23) youth or 10% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 32%. See Table 4.4.

Table 4.4: Eckerd Short-Term Residential – Recidivism

Eckerd Residential, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	333	241
Distinct Juveniles with Complaints Adjudicated	53	53
Distinct Juveniles Adjudication Recidivism	16%	22%
Adult Convictions (Distinct Juveniles)	21	23
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	10%
Distinct Juveniles with Adjudications or Convictions	74	76
Recidivism - Juvenile Adjudications + Adult Convictions	22%	32%

Conclusion

Eckerd Short-Term Residential facilities provide intensive, residential services to Level II serious and/or

chronic juvenile offenders with elevated risks and needs who have not demonstrated behavior change through multiple community-based interventions. This residential program often serves as the final intervention before a youth is committed to a youth development center. Ultimately, some of the highest risk male youth in the state are served at the Eckerd Short-Term Residential Programs. The results of this analysis show that these short-term residential programs are achieving positive outcomes for youth who are served, with 68% of those participating in the program not reoffending at twelve (12) months post completion.

Multi-Purpose Group Homes

Overview

The NC Department of Public Safety, Division of Adult Correction and Juvenile Justice currently contracts with Methodist Home for Children to operate five (5) multi-purpose group homes that provide secure non-institutional alternatives to secure detention and youth development centers. The five (5) homes are located in Chowan, Hertford, Macon, Robeson, and Wayne Counties. These eight-bed facilities feature the Model of Care Program, recognized by the Office of Juvenile Justice and Delinquency Prevention as a Promising Practice, which addresses antisocial behaviors by implementing a social and life skills curriculum that has been individualized for each youth. Implementation involves consistent and continuous behavioral teaching and the practice of selected skills. This focus on practice and skills meets the learning-style needs of each youth and leads to an internalization of skills and the values of honesty, respect, responsibility, empowerment, compassion and spirituality. Each home is staffed with a program manager, residential counselors, a certified teacher, and a family services specialist that works with youth and their families. The homes serve court-ordered Level II youth in the judicial districts they are located.

Youth Profile

Youth being referred to the multi-purpose group homes have received a Level II court-ordered disposition. Typically, these juveniles have had multiple adjudications for person and property offenses and have received multiple community-based interventions. These youth have also experienced significant school discipline problems resulting in short and long-term suspensions. Other characteristics found in these youth include substance abuse, gang involvement, mental health needs, and family discord.

Service Capacity

The five (5) Multi-Purpose Group Homes combined can serve forty (40) youth at a time and approximately ninety-seven (97) youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

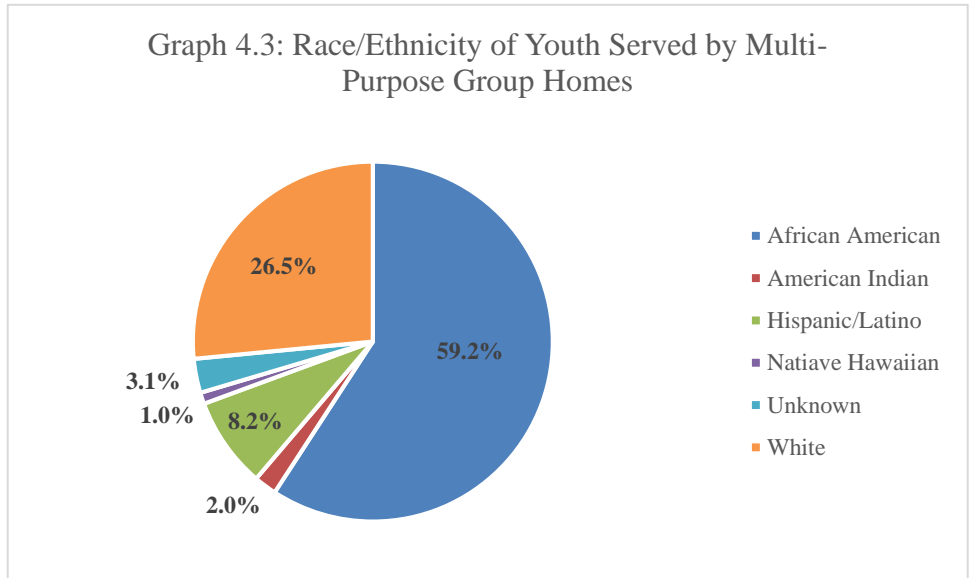
Cost Comparison

Table 4.5: The cost per youth comparison for Multi-Purpose Group Home Services versus youth development centers.

Program vs. Youth Development Center	Cost
FY 18-19 MPGH Residential Program	\$33,144
FY 18-19 Youth Development Centers	\$107,533

Demographics for Youth Served in FY 2018-2019

- 100% of youth served were under court supervision
- 98 youth were served in FY 2018-2019.
- 86% of youth terminated completed the program successfully
- The he average age of youth being served in the Multi-Purpose Group Homes was 14.7
- 74% of youth served were male, 26% of youth served were female



Outcome Data for Youth Exiting in FY 2018-2019

Academic Growth

Results indicate significant improvements in reading and math as evidenced by Wide Range Achievement Test (WRAT) scores. Youth are tested on their reading ability upon entry into the program and at intervals while in residence. During FY 2018-2019, the Wide Range Achievement Test was administered to seventy-two (72) youth. Tests were not administered for those youth in secure custody and those youth attending public school. See the table below for the average improvement youth were able to make during the participation in the program.

Table 4.6: Academic Growth - Wide Range Achievement Test

Subject	Average Grade Level at Admission	Average Grade Level at Discharge	Average Grade Level Improvement	Percentage Improvement
Reading	7.295	10.05	2.75	38%
Mathematics	6.38	8.775	2.39	37%

Change in Risk & Protective Factors

The information provided in the table below reflects data from the *Risk and Protective Factors Worksheet* for youth served during FY 2018-2019. Risk factors are evidence-based characteristics that increase the likelihood of a youth being at high risk for committing delinquent acts and therefore needing continuous services to manage functioning. Likewise, protective factors are characteristics that protect the youth and reduce this risk.

This assessment is completed for each youth at admission and at discharge. The categories listed represent a set of protective factors that have a positive correlation to youth resiliency and success. The data show a significant positive increase in critical protective factors for youth while in care. See Table 4.7.

Table 4.7: Change in Risk & Protective Factors

Category	Difference/Improvement from Admission to Discharge (percentage)
Involvement with adult mentor or caregiver	80%
Regular contact with parent, relative or caregiver	3%
Acceptance of authority	49%
School performance is at grade level	62%
Reading ability	34%
Age appropriate social behavior	50%
Positive self-image	44%
Empathetic towards others	44%
Appropriate friends	75%
Positive goal oriented	51%
School/Community activity involvement	70%
Religious community involvement	72%
Good personal health habits	23%
Decision making skills	87%
Honesty behavior	58%
Substance-free behavior	68%
Personal development activities	41%

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys up to twelve months post discharge from the continuing care program. These surveys help all

parties understand the success of post-discharged youth served through a Multipurpose Juvenile Home. Listed in Table 4.7 below are data from the surveys completed during FY 2018-2019.

Table 4.8: Provider’s Outcome Survey

Living in a safe home environment that is either in the child’s permanent home or the next logical, most appropriate setting towards a permanent home	89%
Maintaining a positive on-going relationship with a caring, responsible adult	90%
Attending School/Work regularly	81%
Engaged in Positive Development Activities	66%
Attended Routine Health Appointments	85%
Attending MH apt or Participating in Treatment	89%
Following substance abuse recovery plan	72%
Regularly participating in pro-social community activities	70%

Recidivism

FY 2017-2018 and FY 2018-2019 recidivism data shows that of the 112 youth who had been in post-discharged status from Multi-Purpose Group Homes for more than six months, eighteen (18) youth or 16% received a new adjudication and six (6) youth or 5% received a new conviction. The total recidivism rate at six months post discharge was 21%.

At 12 months post discharge there were 89 youth who could be analyzed for this report. Eighteen (18) youth or 20% received a new adjudication and seven (7) youth or 8% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 28%. See Table 4.9.

Table 4.9: Multi-purpose Group Home Recidivism

Multipurpose Group Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	112	89
Distinct Juveniles with Complaints Adjudicated	18	18
Distinct Juveniles Adjudication Recidivism	16%	20%
Adult Convictions (Distinct Juveniles)	6	7
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	8%
Distinct Juveniles with Adjudications or Convictions	24	25
Recidivism - Juvenile Adjudications + Adult Convictions	21%	28%

Conclusions

Multi-Purpose Group Homes continue to be an invaluable resource to judicial districts and local communities serving as an alternative to committing youth to a youth development center. The recidivism results are extremely positive given the risks and needs of youth served.

WestCare North Carolina Girl’s Short-Term Residential Program

Overview

The WestCare North Carolina Girls Program is a gender responsive, short-term, residential treatment option for adolescent females between thirteen (13) and seventeen (17) years of age. All of the youth accepted into this twenty (20) bed program are adjudicated Level II offenders referred by the North Carolina Division of Adult Correction and Juvenile Justice. The average length of stay ranges between four (4) and six (6) months and the site has the capacity to serve about fifty (50) youth annually. The program is licensed as a Residential Treatment Facility by the North Carolina Department of Health and Human Services and serves the entire state.

The primary goal of the WestCare North Carolina Girls Program is to assist adolescent females with learning the skills, and developing the tools needed to successfully re-integrate with their families and back into their respective communities. Family support services are an integral component of the program. Individualized service plans guide the development of the services based on the need to facilitate the social and emotional growth within each adolescent. Residents have the following services available on-site:

- Cognitive Behavioral Treatment
- Educational Services (*The WestCare Girls Academy provides educational services and curricula aligned with the North Carolina Standard Course of Study. Classes are administered by a Licensed Special Education Teacher.*)
- Health Care
- Life and Social Skills education and practice
- Psychological, Psychiatric, and Social Assessments
- Recreation (Exercise, Outdoor Activities, Drama, Art, and Creative Expression)
- Substance Abuse Education
- Trauma Informed Care

Youth Profile

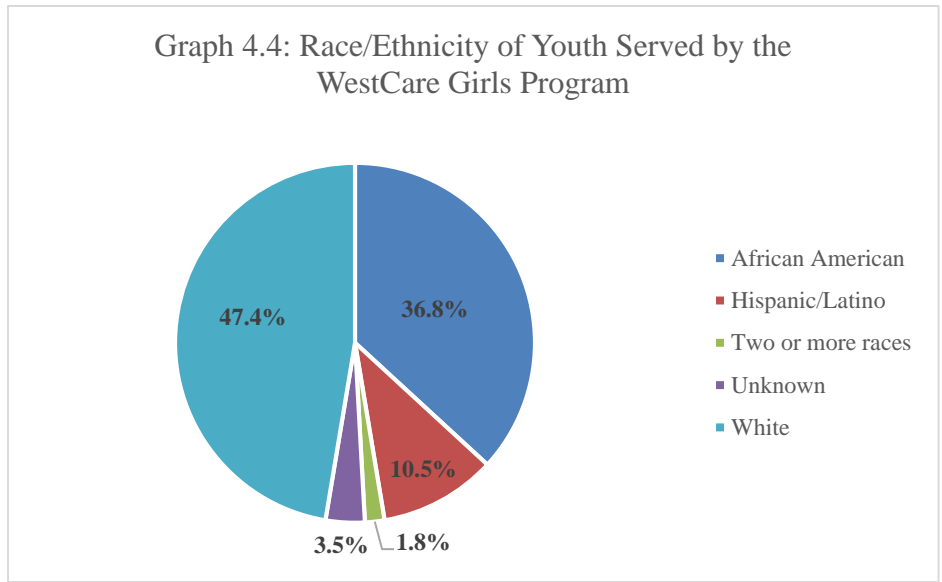
All referrals originate with a Juvenile Court Counselor. Typically, those admitted have had multiple adjudications for person and property offenses and have received more than one community-based intervention. A significant number of these adolescents have also experienced school discipline problems resulting in both short and long-term suspensions. Other characteristics found in the referred population include trauma, substance abuse, gang involvement, mental health diagnosis, and family discord. The most common traumatic event disclosed during the length of stay is sexual abuse, either assault or rape.

Table 4.10: The cost per youth comparison for the WestCare North Carolina Girls Program versus youth development centers.

Program vs. Youth Development	Cost
FY 18-19 WestCare North Carolina Girls Program	\$29,568
FY 18-19 Youth Development Center	\$107,533

Demographics for Youth Served in FY 2018-2019

- A total of 57 clients were provided services
- 100% of the youth served were under court supervision
- 72% of youth terminated completed the program successfully
- The average length of stay for discharged clients was 146 days.
- The average age of the population was 14.9 years



Outcome Data for Youth Exiting in FY 2018-2019

Multiple assessments were used at intake and discharge to measure growth. Below are some of the highlights achieved by the youth at WestCare.

- 100% of clients participated in therapeutic and educational didactic groups, house governance meetings, recreation activities, school, life skills practices, job functions, and post-discharge planning.
- 90% of clients showed decreased symptoms of depression from intake to discharge (*Beck Depression Inventory*).
- 80% of clients showed increased self-esteem from intake to discharge (*Rosenberg Self Esteem Scale*)
- Clients in the program who completed both the Entrance and Exit Woodcock Johnson Test advanced an average of more than three full grades. See Table 4.11 below:

Table 4.11: Academic Growth – Woodcock Johnson Average Test Score

Subject	Average Grade Level at Admission	Average Grade Level at Discharge	Average Grade Level Improvement
Reading	8.9	13.3	4.3
Mathematics	7.4	10.6	3.2
Writing	11.3	14	2.7

Life Skills

- 90% could read a bus schedule, use public transportation, develop a budget, and cook 5 basic meals.

Job Skills

- 85% of clients who successfully completed the program created a professional resume at discharge.

Discharge Data

- 90% of those clients who successfully completed the program were reunified with their family at discharge.

Recidivism

FY 2017-2018 and FY 2018-2019 recidivism data shows that of the eighty (80) youth who had been in post-discharge status from WestCare for more than six months, eight (8) youth or 10% received a new adjudication and one (1) youth or 1% received a new adult conviction. The total recidivism rate at six months post discharge was 11%.

At 12 months post discharge there were fifty-eight (58) youth who could be analyzed for this report. Seven (7) youth or 12% received a new adjudication and three (3) youth or 5% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 17%. See Table 4.12.

Table 4.12: WestCare North Carolina Girls Program Recidivism

WestCare Girls Program, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	80	58
Distinct Juveniles with Complaints Adjudicated	8	7
Distinct Juveniles Adjudication Recidivism	10%	12%
Adult Convictions (Distinct Juveniles)	1	3
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	5%
Distinct Juveniles with Adjudications or Convictions	9	10
Recidivism - Juvenile Adjudications + Adult Convictions	11%	17%

Conclusions

The outcome and recidivism data from the WestCare North Carolina Girls Program is positive and reflects noteworthy change in the youth's adjustments and effective services addressing trauma related issues. Outcome data for academic attainment showed significant gains in reading, mathematics, and reading with youth improving on average by 3.4 grade levels during their residency in the program for FY 2018-2019.

Section V

Transitional Services

Craven and North Hills Transitional Homes

Overview

FY 2018-2019 marked the eighth year of operation for the Craven Transitional Home for males located in New Bern, North Carolina and the fourth year of operation for the North Hills Transitional Home for females located in Raleigh, North Carolina. Both are six (6) to twelve (12) month residential programs that help youth leaving a youth development center and/or a Level II residential program build the skillsets they need to live independently. The Craven Transitional Living Program can serve six (6) youth at a time and approximately seventeen (17) youth annually and the North Hills Transitional Living Program can serve five (5) youth at a time and approximately eleven (11) youth annually.

Major program components of these transitional homes include education, employment, group activities, money management, mental health services, substance abuse counseling, community volunteering, and independent living group activities.

With the assistance of on-site staff and community partners, the youth learn how to budget, meal plan, develop a resume, interview for a job, negotiate salary, manage a cell phone, earn their driver's license, and open a bank account.

Youth Profile

All referrals made to the Craven and North Hills Transitional Homes are under post-release supervision or under probation transitioning from a Level II residential program. Typically these youth have had significant juvenile court involvement including multiple adjudications for person and property offenses prior to their commitment to a youth development center or court ordered placement into a Level II residential program. Other characteristics found in these youth include substance abuse, gang involvement, and family discord. However, the youth selected for placement have expressed a desire to make significant life changes and cannot return to their home communities due to safety concerns.

Cost Comparison

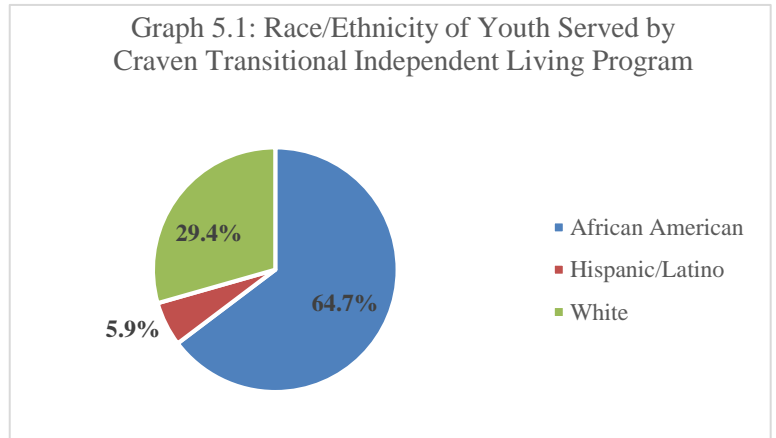
Table 5.1: The cost per youth comparison for Craven and North Hills Transitional Home versus youth development centers.

Program vs. Youth Development Center	Cost
FY 18-19 Craven and North Hills Transitional Home	\$35,715
FY 18-19 Youth Development Center	\$107,533

Demographics of Youth Served during FY 2018-2019

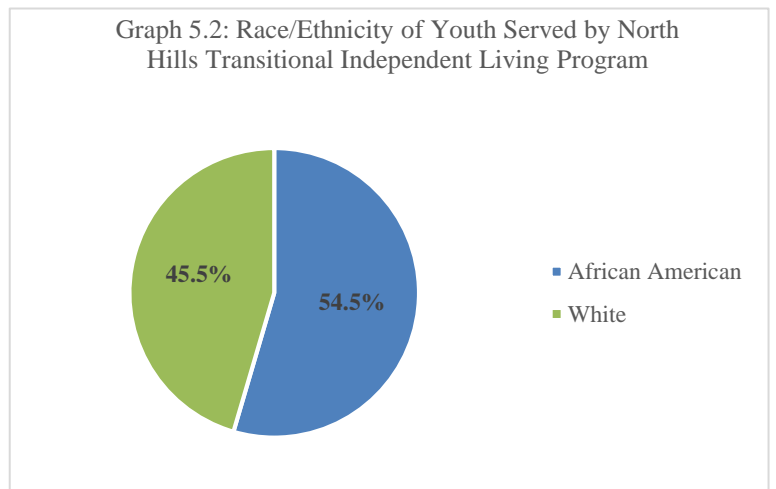
Craven

- In FY 2018-2019 a total of 17 youth were served.
- 100% were males
- The average age of youth being served was 16



North Hills

- A total of 11 youth served were served.
- 100% were females
- The average age of youth being served was 16.8



Outcome Data for Youth Exiting in FY 2018-2019

Academic Achievement

During their stay at the Craven and North Hills Transitional Homes, youth have a choice of four (4) educational tracks that include community college classes, vocational trade, GED, or high school. Youth who are participating in a vocational trade can also complete their GED or high school curriculum at the same time. The appropriate educational track is determined after interviewing youth to determine career goals and interest and an assessment of youth's previous academic achievements. The Transitional Living Specialist monitors the progress youth are make on their decided tracks to ensure youth are able to achieve benchmarks identified in their discharge plans.

The Craven Transitional Home has developed an effective relationship with the Craven Community College through an agreement to allow youth pursue training in select trades while concurrently obtaining

their GED or high school diploma. For North Hills, effective partnerships have been established with Sanderson High School and Wake Technical College.

Education Participation:

Craven Transitional Independent Living Program

All seventeen (17) youth served at Craven last year participated in educational programming.

- All youth completed educational tracks, with some youth completing more than one.
- 10 completed GED
- 3 completed high school
- 16 completed trades/certificates/college classes
 - 12 Forklift Operation
 - 2 Career Readiness
 - 1 Completed a semester of college courses

North Hills Transitional Independent Living Program

All eleven (11) youth served at North Hills last year participated in an educational track.

- 7 obtained their high school diploma while in the program
- 9 participated in on-line high school through Penn Foster
- 4 youth attended Wake Tech

Employment

The Craven and North Hills Transitional Homes strive to have every youth employed during his/her residency in the program. The programs teach and enhance job seeking skills from the moment a youth enters the home. During the first level of the program, youth learn how to search for appropriate job placements. The Transitional Living Specialist actively engages with each youth to foster skills needed to navigate search engines, build resumes, complete on-line applications, and understand business etiquette and appropriate attire for local employment opportunities. The Specialist facilitates mock interviews to develop youths' interview skills, including asking pertinent questions about the work environment and salary negotiations.

After a youth becomes gainfully employed, staff provide ongoing individual sessions to ensure they are utilizing the skills acquired during their participation in the program. Employment is a core component of the transitional home as it empowers the youth by giving them confidence and improves their self-esteem as well as allowing them to be a positive contributor to the community and workforce.

Employment Results:

Craven Transitional Independent Living Program

Of the twelve (12) youth served, eleven (11) were employed. All of these youth worked in the food industry.

North Hills Transitional Independent Living Program

Of the eleven (11) youth served, seven (7) of the youth obtained employment. Three (3) did not due to length of stay. One (1) youth was not eligible to work until after the fiscal year had ended. Of those seven (7) employed, two (2) were let go from their employment before discharge.

- 5 youth worked in the family dining/food service industry
- 1 youth worked in the grocery industry
- 1 youth worked in retail

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys up to twelve (12) months post discharge from the continuing care program. These surveys help all parties understand the success of post-discharged youth served through a Transitional Living Program. Listed in Table 4.7 below are data from the surveys completed during FY 2018-2019.

Table 4.7: Provider’s Outcome Survey

Living in a safe home environment that is either in the child’s permanent home or the next logical, most appropriate setting towards a permanent home	92%
Maintaining a positive on-going relationship with a caring, responsible adult	92%
Attending School/Work regularly	74%
Engaged in Positive Development Activities	88%
Attended Routine Health Appointments	92%
Attending MH apt or Participating in Treatment	80%
Following substance abuse recovery plan	100%
Regularly participating in pro-social community activities	87%
Obtained or maintained employment	75%

Recidivism

The data provided in Table 5.2 below represents promising results. Youth leaving the Craven and North Hills Transitional Homes only had a 6% recidivism rate at six (6) months post discharge, and only a 20% recidivism rate at twelve (12) months post discharge. These results are truly significant given the delinquency histories and backgrounds the youth possessed. The data indicates that intense educational and vocational services being delivered at the Transitional Homes, coupled with separating the youth from their home environments, are significantly reducing recidivism rates.

Please note, in FY 2018-2019, the juveniles served in transitional homes were age 16 and older on average. These youth would not have had the opportunity to reoffend within the juvenile justice system. However, with Raise the Age legislation, the homes will be able to have an impact on juvenile recidivism numbers moving forward.

Table 5.2: Craven and North Hills Transitional Homes Recidivism

Craven and North Hills Transitional Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	35	25
Distinct Juveniles with Complaints Adjudicated	0	0
Distinct Juveniles Adjudication Recidivism	0%	0%
Adult Convictions (Distinct Juveniles)	2	5
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	20%
Distinct Juveniles with Adjudications or Convictions	2	5
Recidivism - Juvenile Adjudications + Adult Convictions	6%	20%

Conclusions

The Transitional Living Programs are a four-level program based on the Teaching-Family Model used in some Youth Development Centers (YDCs). These residential programs help youth build the skill sets they need to live independently. Each day is highly structured when youth start the program, but as they take on new responsibilities and gain the trust of staff, they earn their independence. Youth who are internally motivated and goal orientated have great success in this program, significantly reducing probabilities of recidivism. Additionally, the outcome data for Academic Achievement and Employment placement noted here demonstrates the program’s successes and aids youth in becoming productive members of society.