



North Carolina Department of Public Safety

Prevent. Protect. Prepare.

Pat McCrory, Governor

Frank L. Perry, Secretary

MEMORANDUM

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

FROM: Frank L. Perry, Secretary
W. David Guice, Commissioner

RE: Annual Evaluation of Community Programs

DATE: March 1, 2015

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.)

MAILING ADDRESS:

4233 Mail Service Center
Raleigh, NC 27699-4233

Telephone: (919) 733-4060
Fax: (919) 733-8002



An Equal Opportunity employer

OFFICE LOCATION:

430 N. Salisbury Street
Suite 2056
Raleigh, NC 27603-5926
www.ncdps.gov



**Annual Evaluation of Community Programs and Multipurpose Group Homes Report
Submitted March 1, 2015**

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

Table of Contents

| | |
|---|----|
| Section I | |
| Introduction..... | 2 |
| Section II | |
| JCPC Endorsed Level II Programs..... | 7 |
| Section III | |
| Community-Based Contractual Programs..... | 10 |
| Section IV | |
| Residential Contractual Programs..... | 17 |
| Section V | |
| Transitional Services..... | 29 |

Section I – Introduction

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

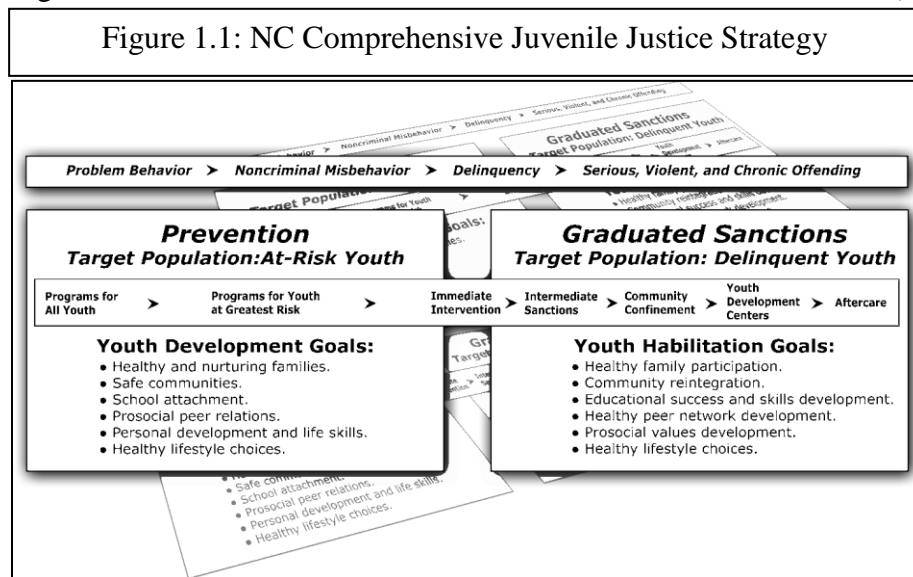
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. 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 three (3) 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, providing a cost efficient alternative to youth development centers and detention centers, and reducing the number of juveniles likely to reoffend.

Targeted Approach

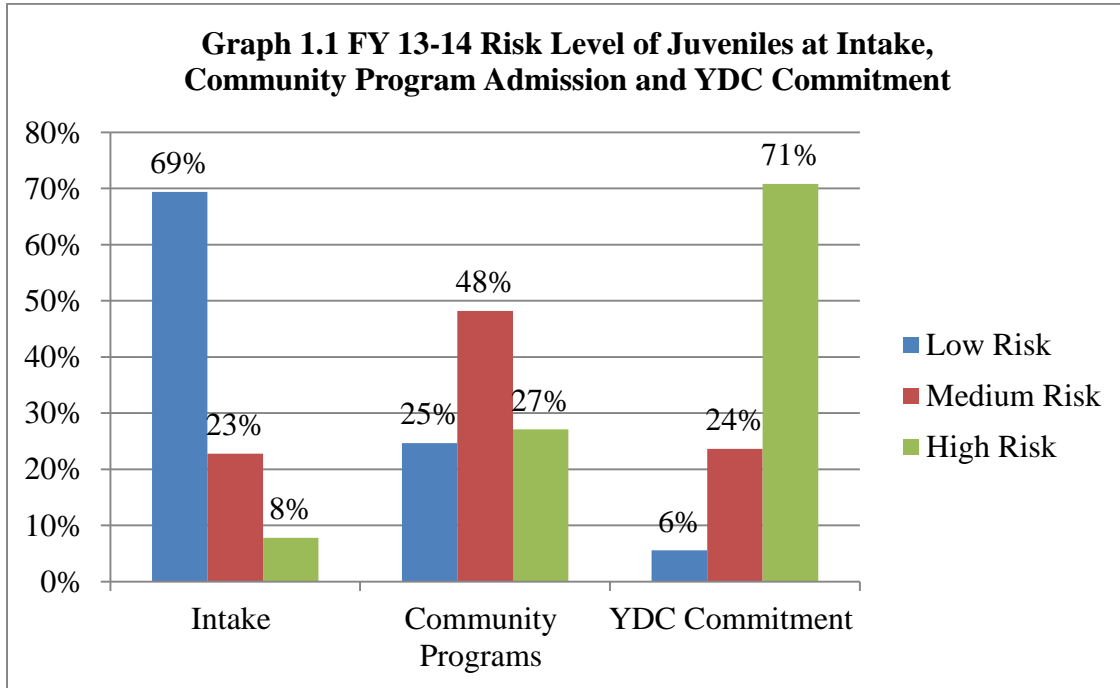
Figure 1.1 below illustrates how Juvenile Crime Prevention Council (JCPC) funded programs



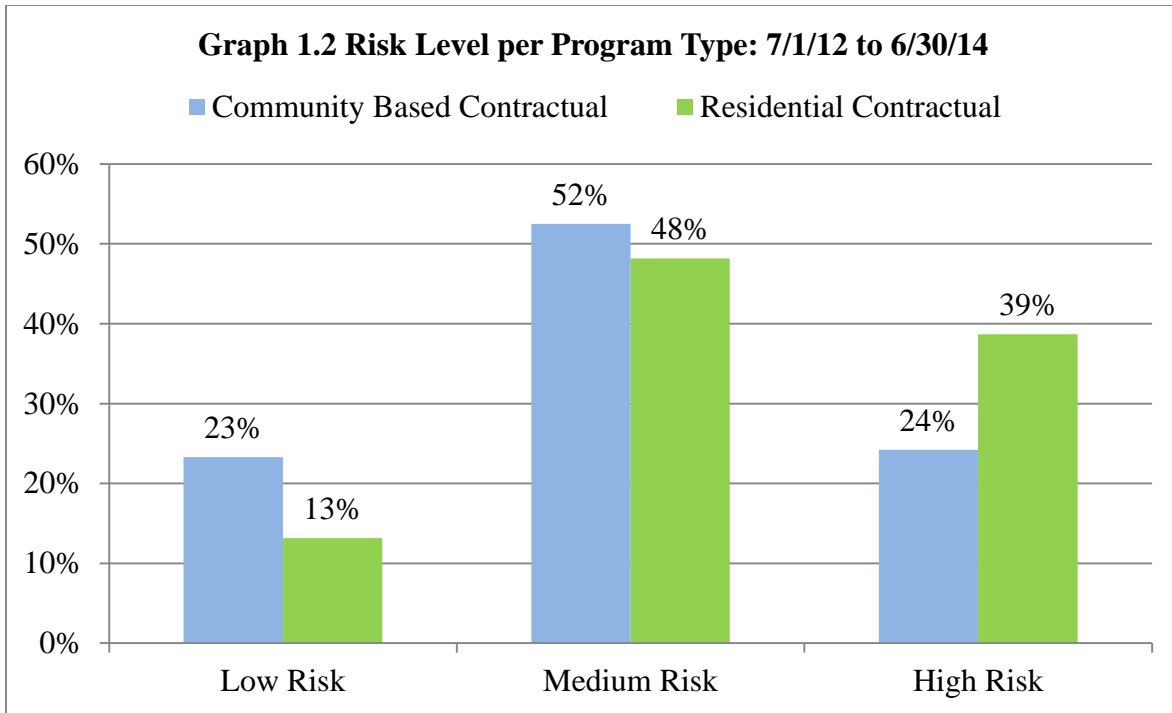
form the foundation of North Carolina’s comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local communities where JCPCs dollars

are not abundant enough to serve highly at-risk youth 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 as allowed through **SESSION LAW 2011-391, SECTION 41**. These contracts and JCPC-endorsed programs target youth who are at-risk of further involvement in the juvenile justice system including commitment to a state-operated youth development center. These programs are specifically targeted for youth who have received a Level II disposition or demonstrate heightened risk factors for recidivism. Graph 1.1 below shows that the vast majority (75%) of youth served by these programs were at medium or high risk of reoffending, meaning these programs are working with a youth population who without these services would be expected to reoffend.



In an effort to have a comprehensive approach, the Department recognized that youth receiving a Level II disposition had varying levels of risk for reoffending. Although the majority of youth fell into the medium to high risk category, there were some youth with low risk factors for reoffending. The approach has been to try and serve as many youth who fall within the low/medium risk range with more cost efficient/community-based services, while trying to reserve residential options for those juveniles on the medium to high end of the risk spectrum. Graph 1.2 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 13-14.

Table 1.1: Cost Comparison – Contractual Services versus annual Youth Development Center¹ cost

| Program Cost vs. Youth Development Center Cost | Cost per Child |
|---|-----------------------|
| Level II Community-Based Program: JCPC-Endorsed Level II Programs, Eckerd Community-Based, and AMIkids Community-Based | \$3,977 |
| Level II Residential Program: Eckerd Short-Term Residential, WestCare Female Residential, Multipurpose Group Homes, and Craven Transitional Home | \$25,547 |
| Youth Development Center | \$127,210 |

¹ Source: The Youth Development Center Annual report responds to § 143B-810 as ratified in the 2013 session of the North Carolina General Assembly

With more emphasis on programming designed to serve the medium to high-risk needs of adjudicated youth, the Level II contractual services played an important role in helping reduce the number of youth development center commitments and detention admissions for the last three (3) years. Table 1.2 below indicates how the number of youth development center commitments and detention admissions has declined while the number of youth served by Level II contractual services has risen.

Table 1.2: Contractual services effect on youth development center and detention center admissions

| | FY 11-12 | FY 12-13 | FY 13-14 |
|-------------------------------|-----------------|-----------------|-----------------|
| Level II Contractual Services | 788 | 1,581 | 1,618 |
| Youth Development Centers | 251 | 208 | 219 |
| Detention Admissions | 4,697 | 3,412 | 3,292 |

Recidivism Summary

Table 1.3 below reflects youth served by these new contractual services in FY 12-13 and FY 13-14 and how many incurred additional adjudications and/or convictions. This analysis showed 14% 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 and 25% received an additional adjudication or an adult conviction within 12 months post-discharge.

Table 1.3: Juvenile 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 | 1,877 | 1,427 |
| Distinct Juveniles with Complaints Adjudicated | 169 | 198 |
| Distinct Juveniles Adjudication Recidivism | 9% | 14% |
| Adult Convictions (Distinct Juveniles) | 95 | 161 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 5% | 11% |
| Distinct Juveniles with Adjudications or Convictions | 262 | 350 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 14% | 25% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusions

Results indicated in this report demonstrate that the effort made by the Department over three years ago to devote more dollars to serve juveniles with more significant risk and needs factors with evidence-based services has been very successful. These 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.

Although the Department recognizes the accomplishments of these programs, there still are some youth (serious and/or chronic juvenile offenders) who are in need of more services than what is currently being offered. As part of its strategic plan the Department is currently working to develop more transitional services for youth leaving the youth development centers and Level II contracted services. Services like the Craven Transitional Home and recently opened female transition home (North Hills, May 2014) will serve as the building blocks for this strategy and we are hopeful to continue the positive trend of reducing future delinquent and criminal behavior by this group of serious and/or chronic juvenile offenders. The goal is to establish a fully comprehensive approach that will include post release and transition services to those juveniles on the back end of the system.

Enclosed in this report you will find inserts devoted to each contracted Level II program that provides a summary evaluation for FY13-14. The Juvenile Community Programs Section continues to plan, implement, and evaluate the evidence-based practices delivered by our community partners.

Section II
JCPC-Endorsed Level II Programs

JCPC-Endorsed Level II Programs

Overview

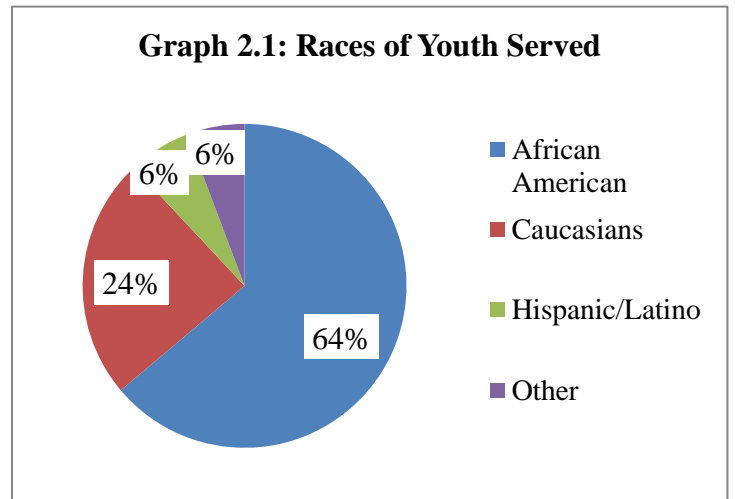
Three years ago the Department wanted local communities to be able to address their localized gaps in services for Level II adjudicated youth. To meet this goal the Department established an annual Request for Proposals (RFP) that seeks applications for services matching characteristics of programs effective in reducing juvenile recidivism of youth under the supervision of the court while filling gaps in the communities' local juvenile justice continuum.

Number of Youth Served

JCPC-Endorsed Level II programs served 401 youth during FY 2013-2014.

Table 2.1: Youth served by Program Type

| Program Type | Youth Served |
|-------------------------------|--------------|
| Juvenile Structured Day | 84 |
| Interpersonal Skill Building | 79 |
| Family Counseling | 68 |
| Restitution/Community Service | 61 |
| Experiential Skill Building | 26 |
| Home Based Family Counseling | 26 |
| Vocational Skills | 20 |
| Sexual Offender Treatment | 16 |
| Temporary Foster Care | 11 |
| Specialized Foster Care | 10 |
| Total | 401 |



Cost Comparison

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

| Program vs Youth Development Center | Cost |
|--|-----------|
| FY 13-14 JCPC-Endorsed Level II Programs | \$2,224 |
| FY 13-14 Youth Development Center | \$127,210 |

Recidivism

This study measured the recidivism rates for youth completing programs in FY 12-13 and FY 13-14. Of the 600 youth who were in post-discharge status for least 6 months 59 or 10% received a new

adjudication and 21 or 4% received a new adult conviction. Total recidivism within 6 months post-discharge was 13%.

There were 457 youth who were in post-discharge status for at least 12 months. Seventy-one (71) or 16% received a new adjudication and 45 or 10% received a new adult conviction. Total recidivism within 12 months post-discharge was 25%. See Table 2.3.

Table 2.3: JCPC Endorsed Level II 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 | 600 | 457 |
| Distinct Juveniles with Complaints Adjudicated | 59 | 71 |
| Distinct Juveniles Adjudication Recidivism | 10% | 16% |
| Adult Convictions (Distinct Juveniles) | 21 | 45 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 4% | 10% |
| Distinct Juveniles with Adjudications or Convictions | 79 | 113 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 13% | 25% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusion

The report demonstrates that during its third 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. Seventy-five percent (75%) did not have a new adjudication or conviction within twelve months. In addition, the youth served had a lower recidivism rate while achieving better overall outcomes.

Section III

Community-Based Contractual Programs

Eckerd Community-Based Services

Overview

The Department of Public Safety, Division of Adult Correction and Juvenile Justice contracts with Eckerd Youth Alternative, Inc. to provide cognitive behavioral treatment, wrap-around, and aftercare services to adjudicated, Level II juvenile offenders. Each of these approaches is an evidence-based program model for working with adjudicated juveniles. Eckerd provides these services in fifty North Carolina counties and operates site management offices in Asheville, Charlotte, Greensboro, Lumberton, and Raleigh.

Eckerd’s Community-Based Services are designed as a juvenile justice dispositional alternative to address the emotional and behavioral needs of youth and their families. Referrals are made in the following situations: (1) to maintain youth in their communities as a dispositional alternative to residential placement; (2) to maintain youth in their communities while they await residential placement; (3) to provide support and services to the family while the youth is receiving treatment in a residential placement; and, (4) to provide transitional services for youth returning to their home communities from a residential placement. Eckerd’s Community-Based delivery system in North Carolina is designed to rehabilitate and improve outcomes for the youth and families served.

All services are family-focused and evidence-based. Individualized treatment plans direct the delivery of all provided interventions and guide the delivery of family support through a network of community resources designed to strengthen the family unit and promote eventual self-sufficiency. Each catchment area’s staff members are trained in the provided evidence-based practices and include a Community Intervention Manager, Licensed Clinical Specialist, and four Community Intervention Counselors who maintain an average caseload of 12 youth.

Service Capacity and Eligibility Criteria

Eckerd’s Community-Based Services has the capacity to serve 240 youth and their families at any given point in time or, up to 460 youth and their families in a year. The average length of service for a youth enrolled in the program ranges between 4 and 6 months.

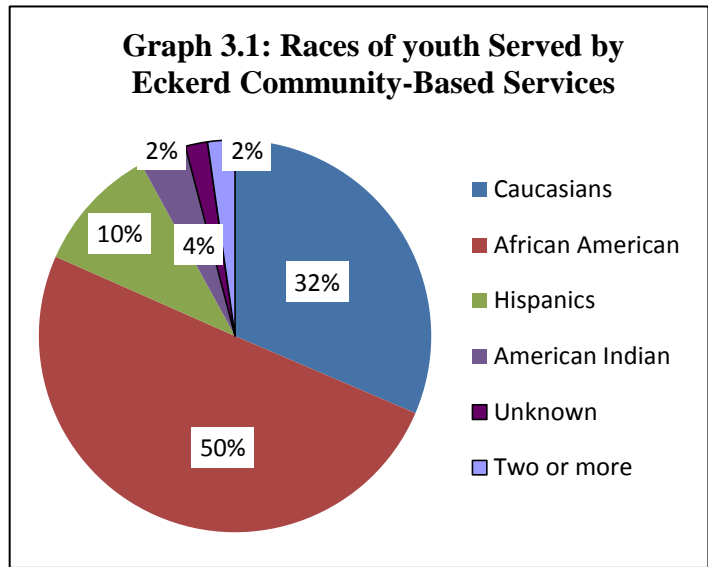
Cost Comparison

Table 3.1: The cost per child comparison for Eckerd Community-Based Services versus annual youth development center cost.

| Program vs. Youth Development Center | Cost |
|--|-------------|
| FY 13-14 for Eckerd Community-Based Services | \$5,423 |
| FY 13-14 Youth Development Centers | \$127,210 |

Demographic Information for Served during FY 13-14

- Total number of youth served by the program between 7/1/2013 and 6/30/14 was 481
- The average age of the youth served through the program was 15.4
- Number of males served in the program was 416 or 86%
- Number of females served in the program was 65 or 14%



Outputs and Process Measures

- 79% of those admitted into the program successfully completed the program.
- 95% of the youth admitted into the program showed an increase in social skills (*Social Skill Improvement System*).
- 94% of the youth discharged from the program participated in an educational/academic program, vocational program, or they were employed.

Recidivism

This study measured the recidivism rates for youth completing in FY 12-13 and FY 13-14. Of the 512 youth who were in post-discharge status for at least 6 months, 34 or 7% received a new adjudication and 25 or 5% received a new adult conviction. Total recidivism within 6 months post-discharge was 11%.

There were 402 youth in post-discharge status for at least twelve (12) months. Of this group, 36 youth or 9% had acquired another juvenile adjudication and 50 youth or 12% received an adult conviction for a total recidivism rate of 21% within 12 months.

Table 3.2: Eckerd Community-Based Services – Recidivism

| Post-Discharge Time Frame | 0 to 6 Months | 0 to 12 Months |
|--|----------------------|-----------------------|
| Distinct Juveniles in the Community for At Least 6 and 12 months | 512 | 402 |
| Distinct Juveniles with Complaints Adjudicated | 34 | 36 |
| Distinct Juveniles Adjudication Recidivism | 7% | 9% |
| Adult Convictions (Distinct Juveniles) | 25 | 50 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 5% | 12% |
| Distinct Juveniles with Adjudications or Convictions | 58 | 83 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 11% | 21% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC's study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusions

The findings reflected in this report demonstrate that Eckerd's Community-Based Services have been able to successfully meet their projected service target and provide a variety of behavior changing services to a large number of youth and families with diverse needs. Outcome and recidivism data reflects very positive results with 79% of youth having no new adjudications or convictions within 12 months post-discharge.

AMIkids– Community-Based Services

Overview

The Department of Public Safety, Division of Adult Correction and Juvenile Justice contracts with AMIkids North Carolina Family Services to provide Functional Family Therapy (FFT), an evidence-based program for adjudicated juveniles and their families in fifty counties statewide. AMIkids operates offices in Winston-Salem, Greenville, and Wilmington areas also referred to as Catchment areas 2, 7, and 8.

FFT is an in-home family and community-based model that promotes the use of strong motivational and engagement techniques which emphasize behavioral change and skill building. Considerable research has shown that FFT substantially increases youth and family communication, interaction, and problem-solving, while promoting involvement with positive peers and activities. In addition, this evidence-based practice has been shown to improve relationships with teachers and the involved youth's commitment to school. Overall, the family unit is strengthened with a renewed sense of hope and expectation. Also, the intense conflicts that are often characteristic in families with delinquent youth are diminished while parenting effectiveness is enhanced. In short, FFT has shown to be effective in supporting positive change in the lives of delinquent youth and their families.

During FY13-14 all AMIkids North Carolina Family Services sites were in phase three of FFT implementation and certification, meaning each site has a certified AMIkids on-site supervisor that had completed the FFT externship and supervision training requirements. In accordance with FFT and LLC requirements, the program ensures model fidelity and all FFT therapist receive competency scores to assist with the identification of areas of growth. All AMIkids FFT therapists completed the required FFT training and participated in weekly clinical supervision from a certified FFT site supervisor.

Youth Profile

AMIkids delivers FFT to youth of both genders who are at medium and high risk of reoffending. Typically, these youth have been adjudicated for person and/or property offenses and have often been previously served through one or more other types of community-based intervention programs. Significant numbers of the youth referred have also presented school discipline problems that resulted in both short and long-term suspensions. Other frequently noted characteristics of these youth include substance abuse, gang involvement, mental health diagnosis, and family discord.

Service Capacity

AMIkids has the capacity to serve 102 youth and their families at any given time (34 at each site) and projects to serve 306 youth and their families in a year. Per FFT standards, the average length of service for each youth/family enrolled in FFT is estimated at 3-5 months and the average number of sessions that each youth/family are expected to have is 12 to 14.

During FY 13-14, AMIkids North Carolina Family Services average youth enrolled per day/per office was 32.8 youth reflecting a 96.6% utilization rate. Additional length of service data include the following:

- Average number of sessions for completed cases: 12.9
- Average length of service for completed cases: 127 days

- Average length of service for incomplete cases: 95 days
- Average length of service for all terminations: 120 days

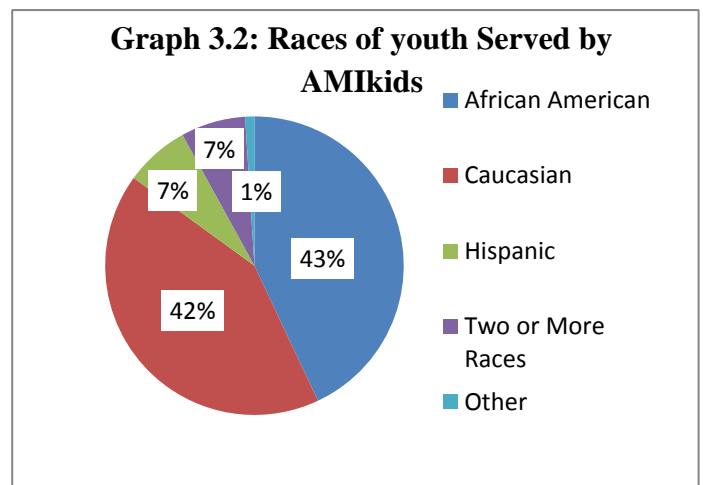
Cost Comparison

Table 3.3: The cost per child comparison for AMIkids North Carolina Family Services versus annual youth development center cost.

| Program vs. Youth Development Center | Cost |
|---|-------------|
| FY 13-14 AMIkids North Carolina Family Services | \$4,076 |
| FY 13-14 Youth Development Center | \$127,210 |

Demographic Information about the Youth Served during FY 13-14

- Total number of youth served by the program: 368
- The average age of the youth served in the program was 15.2
- 268 or 73% of youth served were male
- 100 or 27% of youth served were female



Outputs and Process Measures

Of those parents and youth completing surveys, the data shows:

- 89% of completed cases the therapist reported a positive outcome
- 96% of completed cases in which the youth remains in the home upon termination
- 95% of completed cases in which the youth was enrolled in an educational program or employed

Recidivism

FY 12-13 and FY 13-14 recidivism data compiled by the Department shows that of the 535 youth who had been in post-discharge status from AMIkids for at least six months, 31 youth or 6% had received a new adjudication and 25 youth or 5% received a new conviction. The total recidivism rate within six months post-discharge was 10%.

There were 395 youth who were in the community for at least 12 months post-discharge. Forty-four youth or 11% received a new adjudication and 39 youth or 10% received a new adult conviction. The total recidivism rate within 12 months post-discharge was 21%. See Table 3.4.

Table 3.4: AMIkids North Carolina Family Services Recidivism

| Post-Discharge Time Frame | 0 to 6 Months | 0 to 12 Months |
|--|----------------------|-----------------------|
| Distinct Juveniles in the Community for At Least 6 and 12 Months | 535 | 395 |
| Distinct Juveniles with Complaints Adjudicated | 31 | 44 |
| Distinct Juveniles Adjudication Recidivism | 6% | 11% |
| Adult Convictions (Distinct Juveniles) | 25 | 39 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 5% | 10% |
| Distinct Juveniles with Adjudications or Convictions | 56 | 82 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 10% | 21% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusions

The findings reflected in this report demonstrates that AMIkids, through its delivery of the evidence-based service model of functional family therapy, has been able to successfully meet its projected service targets and provide behavior changing services to 306 youth and families of need. Outcome and recidivism data reflects very positive results with 79% of youth having no new adjudications or convictions within 12 months post-discharge.

Section IV
Residential Contractual Programs

Eckerd Short-Term Residential Programs

Overview

FY 13-14 marked the third year of operation for Eckerd’s new Short-term residential programs as a Level II court ordered disposition. The residential programs are a complete rehabilitative experience delivered in an average of 90 days to 60 adjudicated male youth, ages 13 to 17, as referred by the North Carolina Department of Public Safety. These services are delivered at two campuses, located in Candor (Montgomery County) and Boomer (Wilkes County).

This 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 male, have a Level II disposition, have been assessed as medium and high risk, and can be 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 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 Eckerd Campus at Candor and Boomer can serve 60 youth at a time and approximately 180 youth annually. The catchment area for these programs is statewide, with Eckerd Boomer serving most of the piedmont and western areas, while Eckerd Candor serves primarily counties located in the central and eastern parts of the state.

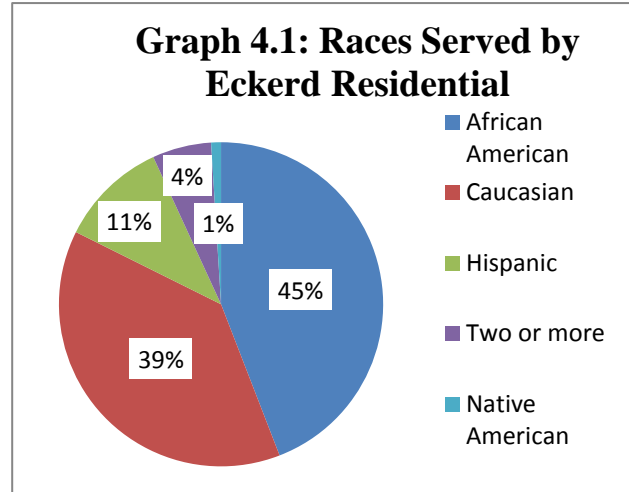
Cost Comparison

Table 4.1: The cost per child comparison for Eckerd Short-Term Residential services versus annual youth development center cost.

| Program vs. Youth Development Center | Cost |
|---|-------------|
| FY 13-14 Eckerd Short-Term Residential | \$23,479 |
| FY 13-14 Youth Development Centers | \$127,210 |

Demographic information about Youth Served for FY 13-14

- 100% of youth served were under court supervision and received a Level II disposition by the court.
- 201 youth were served in FY 13-14
- 142 youth were discharged in FY 13-14 of which 85% completed the program successfully
- 183 of the 201 youth served were between the ages of 14-17



Outcome Data for Youth Exiting in FY 13-14

Academic Growth

The majority of youth served by Eckerd in FY 13-14 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 13-14, results show an average increase in reading scores of 2.0 grade levels and an average increase in math scores of 2.5 grade levels (n = 105). See Table 4.2. These are youth that completed the program successfully, and at intake, presented below average in scoring.

Table 4.2 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 | 5.8 | 7.8 | 2.0 |
| Mathematics | 6.5 | 9.0 | 2.5 |

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 those youth successfully completing the program in FY 13-14, 92% showed mental health gains (n = 60). These are youth that completed the program successfully, and at the time of intake presented in the clinical range.

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, and takes approximately 10-25 minutes to complete. The SSIS assesses both positive and problem social skills behaviors. Specific categories are: (1) Social Skills which includes cooperation, empathy, assertion, self-control, responsibility, communication, and engagement, and (2) Problem Behaviors including externalizing (aggression), hyperactivity/inattention, bullying, and internalizing (sadness, anxiety). This instrument serves a dual role of providing important structured feedback for individual service plan development, as well as providing an outcome assessment instrument by which to gauge the success of wraparound services. Of those youth who successfully completed the Eckerd Short-Term Residential programs, 100% (n = 37) showed social skills gains. These are the youth that completed the program successfully, and at the time of intake presented as below average scoring in Social Skills.

Recidivism

FY 12-13 and FY 13-14 recidivism data shows that of the 283 youth who had been in post-discharge status from Eckerd Short-Term Residential for at least six months, 34 youth or 12% received a new adjudication and 17 youth or 6% received a new conviction. The total recidivism rate within six months post-discharge was 18%.

There were 203 youth who were in the community for at least 12 months. Thirty-four (34) youth or 17% received a new adjudication and 31 youth or 15% received a new adult conviction. The total recidivism rate within 12 months post-discharge was 32%. See Table 4.3.

Table 4.3: Eckerd Short-Term Residential – Recidivism

| Post-Discharge Time Frame | 0 to 6 Months | 0 to 12 Months |
|--|----------------------|-----------------------|
| Distinct Juveniles in the Community for At Least 6 and 12 Months | 283 | 203 |
| Distinct Juveniles with Complaints Adjudicated | 34 | 34 |
| Distinct Juveniles Adjudication Recidivism | 12% | 17% |
| Adult Convictions (Distinct Juveniles) | 17 | 31 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 6% | 15% |
| Distinct Juveniles with Adjudications or Convictions | 51 | 65 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 18% | 32% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusion

Eckerd Short-Term Residential facilities are working with intensive Level II youth that can be defined as serious and/or chronic, juvenile offenders with elevated risks and needs who have not been able to change their behavior through multiple community-based interventions. This residential program often serves as the final intervention before the youth is committed to a youth development center. As a result, some of the highest risk youth in the state are being 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 within 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 multi-purpose group homes that provide secure non-institutional alternatives to a youth development center and secure detention. The five (5) homes are located in Chowan, Hertford, Wayne, Robeson, and Macon 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 counselor 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 males and females 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 Multi-Purpose Group Homes can serve forty (40) youth at a time and approximately eighty (80) youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

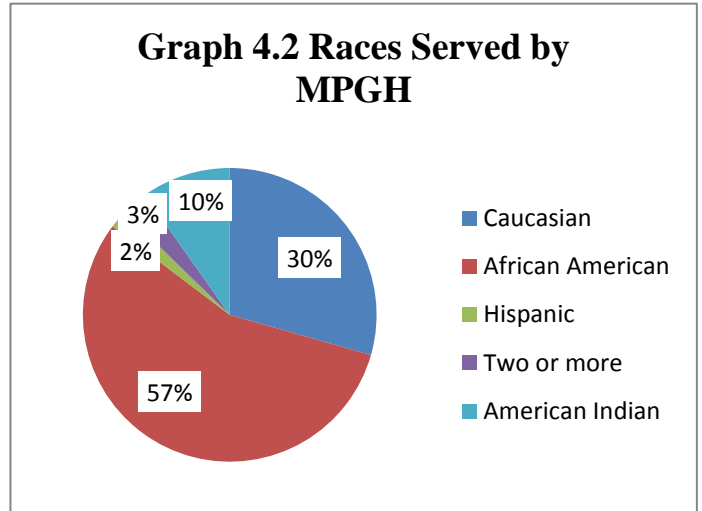
Cost Comparison

Table 4.4: The cost per child comparison for Multi-Purpose Group Home Services versus annual youth development center cost.

| Program vs. Youth Development Center | Cost |
|---|-------------|
| FY 13-14 MPJH Residential Program | \$28,542 |
| FY 13-14 Youth Development Centers | \$127,210 |

Demographics for youth served in FY 13-14

- 100% of youth served were under court supervision
- 111 youth were served in FY 13-14
- 83% of youth served completed the program successfully
- 15.2 was the average age of youth being served in the Multi-Purpose Group Homes
- 84% of youth served were male, 16% female



Outcome Data for Youth Exiting in FY 13-14

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 several intervals while in residence. During FY 13-14, the *Wide Range Achievement Test* was administered to 82 youth. See table below for the average improvement youth were able to make.

Table 4.5: Academic Growth - Wide Range Achievement Test

| Subject | Average Grade Level at Admission | Average Grade Level at Discharge | Average Grade Level Improvement |
|-------------|----------------------------------|----------------------------------|---------------------------------|
| Reading | 7.67 | 8.6 | .93 |
| Mathematics | 5.83 | 7.7 | 1.87 |

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 13-14. 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. The Risk & Protective Factors was administered for 98 youths. See Table 4.6.

Table 4.6: Change in Risk & Protective Factors

| Category | Admission | Discharge |
|---|------------------|------------------|
| Involvement with adult mentor or friend | 20% | 78% |
| Regular contact with parent, relative, or other caregiver | 99% | 100% |
| Acceptance of Authority | 35% | 83% |
| School Performance is at Grade Level | 49% | 88% |
| Reading Ability | 62% | 88% |
| Age appropriate social behavior | 59% | 92% |
| Youth has Positive Self-Image | 66% | 93% |
| Empathetic towards others | 52% | 92% |
| Appropriate friends | 60% | 91% |
| Religious Community Involvement | 18% | 66% |
| Good Personal Health Habits | 81% | 94% |
| Decision-making Skills | 13% | 68% |
| Honesty Behavior | 37% | 82% |
| Substance-Free Behavior | 35% | 88% |
| Personal Development Activities | 60% | 97% |

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 13-14.

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 | 86% |
| Maintaining a positive on-going relationship with a caring, responsible adult | 89% |
| Maintaining optimal health functioning with needed and appropriate supports | 87% |
| Following substance abuse recovery plan | 68% |
| Regularly participating in pro-social community activities | 76% |

Recidivism

FY 12-13 and FY 13-14 recidivism data shows that of the 151 youth who had been in post-discharge status from Multi-purpose Group Homes for more than six months, 14 youth or 9% received a new adjudication and 9 youth or 6% received a new conviction. The total recidivism rate within six months post-discharge was 15%.

There were 117 youth who were in the community for at least 12 months. Twenty-one youth or 18% received a new adjudication and 14 youth or 12% received a new adult conviction. The total recidivism rate within 12 months post-discharge was 29%. See Table 4.8.

Table 4.8: Multi-purpose Group Home Recidivism

| Post-Discharge Time Frame | 0 to 6 Months | 0 to 12 Months |
|--|----------------------|-----------------------|
| Distinct Juveniles in the Community for At Least 6 and 12 Months | 151 | 117 |
| Distinct Juveniles with Complaints Adjudicated | 14 | 21 |
| Distinct Juveniles Adjudication Recidivism | 9% | 18% |
| Adult Convictions (Distinct Juveniles) | 9 | 14 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 6% | 12% |
| Distinct Juveniles with Adjudications or Convictions | 23 | 34 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 15% | 29% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusion

Multi-purpose Group Homes continue to be an effective and cost efficient alternative to committing youth to a youth development center. The recidivism results are extremely positive given the risk levels of the youth being served in the homes, with 71% of youth having no new adjudications or convictions within 12 months post-discharge from the program.

WestCare Female Residential Program

Overview

The WestCare North Carolina Girls Program is a gender responsive, short-term, residential treatment option for adolescent females between 13 and 17 years of age. All of the youth accepted into this 16-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 4 and 6 months. 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.

Service Capacity

The WestCare North Carolina Girls Program has a licensed capacity of 16 youth and served 56 youth during FY 13-14. While 63 referrals were made to the program, the Department is cognizant of the waiting list for admissions which averaged at least 90 days. The program has the organizational capacity to expand residential services to a 24 bed facility; however, due to funding constraints the waiting list for gender responsive, short-term residential treatment continues to increase.

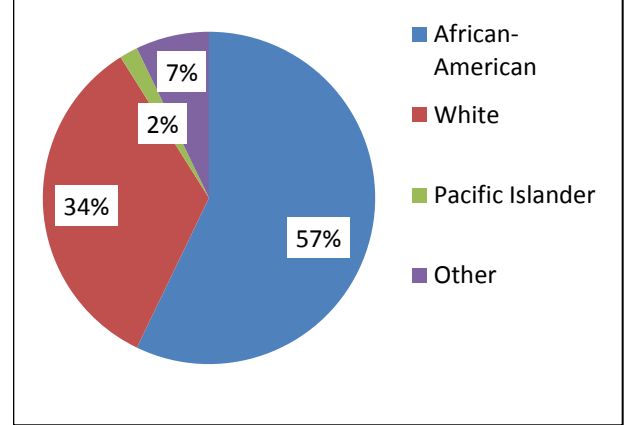
Table 4.9: The cost per child comparison for the WestCare North Carolina Girls Program versus youth development centers.

| Program vs. Youth Development | Cost |
|--|-------------|
| FY 13-14 WestCare North Carolina Girls Program | \$25,877 |
| FY 13-14 Youth Development Center | \$127,210 |

Demographics for youth served by WestCare in FY13-14

- A total of 56 clients were provided services
- 100% of the youth served were under court supervision
- 100% of the youth served were between the ages of 13-17
- Forty-two clients were discharged with a 95% successful completion rate.
- The average length of stay for discharged clients was 143 days.
- The average age of the population was 14.5 years.

Graph 4.3: Races Served by WestCare



Outcome Data for Youth Exiting WestCare in FY 13-14

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.
- 81% of clients showed decreased symptoms of depression from intake to discharge (*Beck Depression Inventory*).
- 86% of clients showed increased self-esteem from intake to discharge (*Rosenberg Self Esteem Scale*).
- All clients in the program advanced almost two full grades. See Table 4.10 below:

Table 4.10: Academic Growth – Woodcock Johnson Average Test Score

| Subject | Average Grade Level at Admission | Average Grade Level at Discharge | Average Grade Level Improvement |
|----------------|---|---|--|
| Reading | 7.8 | 10.4 | 2.6 |
| Mathematics | 6.3 | 8.2 | 1.9 |
| Writing | 9.7 | 11.4 | 1.7 |

Life Skills

- 58% could read a bus schedule, use public transportation, develop a budget, and cook 5 basic meals.

Job Skills

- 97% of clients who successfully completed the program created a professional resume at discharge.

Discharge Data

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

Recidivism

FY 12-13 and FY 13-14 recidivism data shows that of the 81 females who had been in post-discharge status from WestCare for at least six 6 months, 9 youth or 11% received a new adjudication and 4 youth or 5% received a new adult conviction. The total recidivism rate within 6 months post-discharge was 16%. There were 59 females in post-discharge status for at least 12 months. Eight (8) youth or 14% received a new adjudication and 5 youth or 8% received a new adult conviction. The total recidivism rate within 12 months post-discharge was 22%.

Table 4.11: WestCare North Carolina 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 | 81 | 59 |
| Distinct Juveniles with Complaints Adjudicated | 9 | 8 |
| Distinct Juveniles Adjudication Recidivism | 11% | 14% |
| Adult Convictions (Distinct Juveniles) | 4 | 5 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 5% | 8% |
| Distinct Juveniles with Adjudications or Convictions | 13 | 13 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 16% | 22% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusion

The outcome and recidivism data from the WestCare North Carolina Girls Program is positive and reflects noteworthy change in the youth’s adjustments, academic accomplishments, and resolution of trauma related issues with 78% of youth having no new adjudication or adult conviction within 12 months post-discharge from the program.

Section V
Transitional Services

Craven and North Hills Transitional Homes

Overview

FY 13-14 marked the third year of operation for the Craven Transitional Home located in New Bern, NC. This is a six to twelve month residential program that helps male youth leaving a youth development center and/or a Level II Residential Program build the skill sets they need to live independently. The Craven Transitional Living Program can serve six youth at a time and approximately 16 youth annually.

Building on the successful transition model established at Craven, the Department welcomed the addition of the North Hills Transitional Home for females in 2014. The home, located in Raleigh, is a 6 to 12 month residential program that helps female youth build the skill sets they need to live independently. The youth come to this home from a variety of referral sources including youth development centers, Level II residential programs, and other community programs. The North Hills Transitional Living Program can serve 5 youth at a time and approximately 14 youth annually. The home was able to admit 4 girls before June 30, 2014; however, because the first admission did not occur until May 19, 2014, the outcome data is limited for this fiscal year's report.

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 transitioning from a youth development center or under juvenile 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 child comparison for Craven Transitional Home versus annual youth development center cost.

| Program vs. Youth Development Center | Cost |
|---|-------------|
| FY 13-14 Craven Transitional Home | \$30,556 |
| FY 13-14 Youth Development Center | \$127,210 |

Demographics of Youth Served during FY 13-14

Craven Transitional Home

100% of youth served were discharged from a youth development center

- 100% were males
- 18 total youth were served
- 17.4 was the average age of youth being served

Outcome Data for Youth Exiting Craven in FY 13-14

Academic Achievement

During their stay at the Craven and North Hills Transitional Homes, youth have a choice of four 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 education track is determined after interviewing youth to determine career goals and interest and assessment of youth's previous academic achievements. The Vocational Independent Living Specialist will monitor the progress the youth are making on their decided tracks to ensure youth are able to make their discharge plans.

Craven Community College has developed an effective relationship with the Craven Transitional Home by letting the youth partner with them in certain trades while obtaining their GED or high school diploma. For North Hills, effective partnerships have been established with Sanderson High School, Wake Technical College and YES Program operated through Community Partnerships Inc.

Education Participation

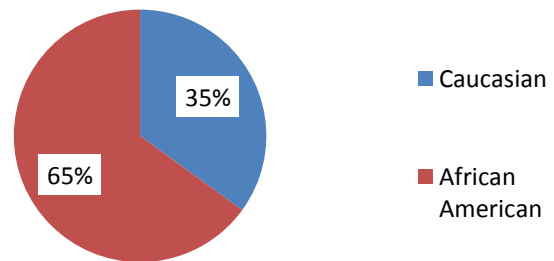
Craven

- 61% of youth served participated in the GED/High School track at Craven Community College
- 22% of youth served participated in the Trade School track at Craven Community College
- 17% of youth served participated in the College track at Craven Community College

We had five (5) youths receive certificates in specific trades while in our care:

- 1 youth received a certificate for EMT Basic
- 1 youth received a certificate for Welding
- 1 youth received a certificate for Phlebotomy

Graph 5.1 Races Served by Craven Transitional Home



- 2 youths received certificates for Nursing Aid 1

Employment

The Craven and North Hills Transitional Homes strive in having every youth employed while working through 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 are working on how to search for appropriate jobs. The Vocational Independent Living Specialist and After Care Specialist work with each youth on how to navigate search engines, build resumes, fill out on-line applications and dress for seeking job applications. Next, the Vocational Independent Living Specialist and After Care Specialist work with youth on how to obtain employment by going through practice job interviews, how to dress for an interview, what questions to ask during an interview, and how to negotiate a salary. After a youth is offered a job, staff will work with the youth on their employment skills to ensure they are becoming effective employees. Employment is a core component of the transitional home as it empowers the youth by giving them confidence and improving their self-esteem.

The Craven Transitional Home has established a relationship with Vocational Rehabilitation of New Bern, NC to help our youth with job seeking and employment maintenance. A rehabilitation specialist has provided group sessions to Craven's youth and staff, giving the home key strategies so that youth feel confident in gaining and maintaining employment. The North Hills Transitional Home has established a relationship with the YES program in connection with Community Partnerships, Inc. to help our youth with job seeking, employment maintenance as well as other programming.

Employment Results

Craven

Of the 17 youth served in the Craven Transitional Living Program, all 17 volunteered in some capacity at the soup kitchen, Habitat for Humanity or the Food Bank in Craven County.

- 82% of youth obtained employment and successfully held their employment until discharge
 - 10 youth worked in the food services industry
 - 1 youth worked in retail
 - 1 youth worked in car maintenance
 - 1 youth worked in the customer service field

Recidivism

The data provided in Table 5.2 below represents promising results. There were 26 youth who were in post-discharge status for at least six months. Zero youth or 0% had a new adjudication and 5 youth or 19% had an adult conviction within 6 months. The total recidivism rate within 6 months post-discharge was 19%.

There were 20 youth who were in post-discharge status for at least 12 months. Zero youth or 0% had a new adjudication and 4 youth or 20% had an adult conviction. The total recidivism rate of 12 months post-discharge was 20%. These numbers should be viewed with caution due to the small number of youth available for tracking.

Table 5.2: Craven Transitional Home Recidivism

| Post-Discharge Time Frame | 0 to 6 Months | 0 to 12 Months |
|--|----------------------|-----------------------|
| Distinct Juveniles in the Community for At Least 6 and 12 Months | 26 | 20 |
| Distinct Juveniles with Complaints Adjudicated | 0 | 0 |
| Distinct Juveniles Adjudication Recidivism | 0% | 0% |
| Adult Convictions (Distinct Juveniles) | 5 | 4 |
| Adult Recidivism (% of Distinct Juveniles Convicted) | 19% | 20% |
| Distinct Juveniles with Adjudications or Convictions | 5 | 4 |
| Recidivism - Juvenile Adjudications + Adult Convictions | 19% | 20% |

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time frame for the SPAC’s study was longer than the recidivism study conducted by the Department, the SPAC recidivism study shows that the average juvenile will recidivate within the first 12 months.

Conclusion

These results are truly significant given the delinquency histories and backgrounds the referred youth possess. The data indicates that intense educational and vocational services being delivered at the Craven Transitional Home, coupled with separating the youth from their home environments are significantly reducing recidivism rates.