



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Roy Cooper, Governor
Erik A. Hooks, Secretary

Timothy D. Moose, Chief Deputy Secretary
William L. Lassiter, Deputy 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: Erik A. Hooks, Secretary
Timothy D. Moose Chief Deputy Secretary

RE: Annual Evaluation of Community Programs

DATE: March 1, 2021

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.)



**Annual Evaluation of Community Programs and Multipurpose Group Homes Report
Submitted March 1, 2021**

**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:

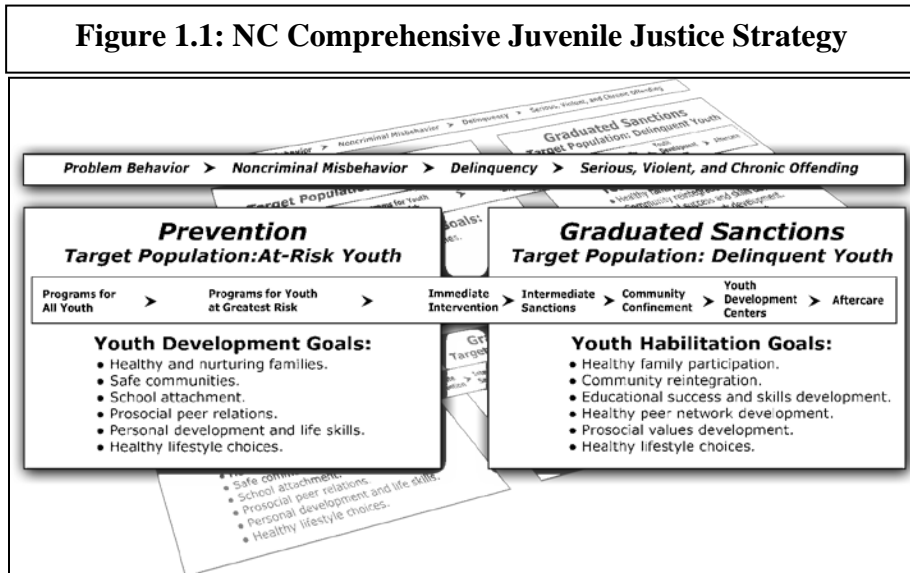
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. 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 nine (9) 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

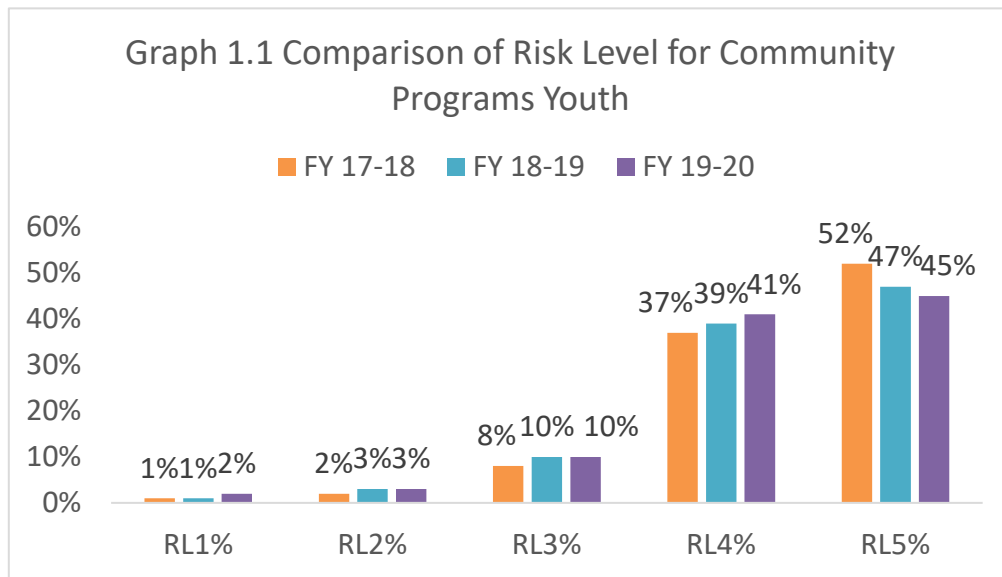


foundation of North Carolina’s comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local communities where JCPCs dollars are not abundant enough to serve 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 contracts and JCPC-endorsed 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 prompts us to provide a systematic response appropriate that youth’s or juvenile’s level of risk.

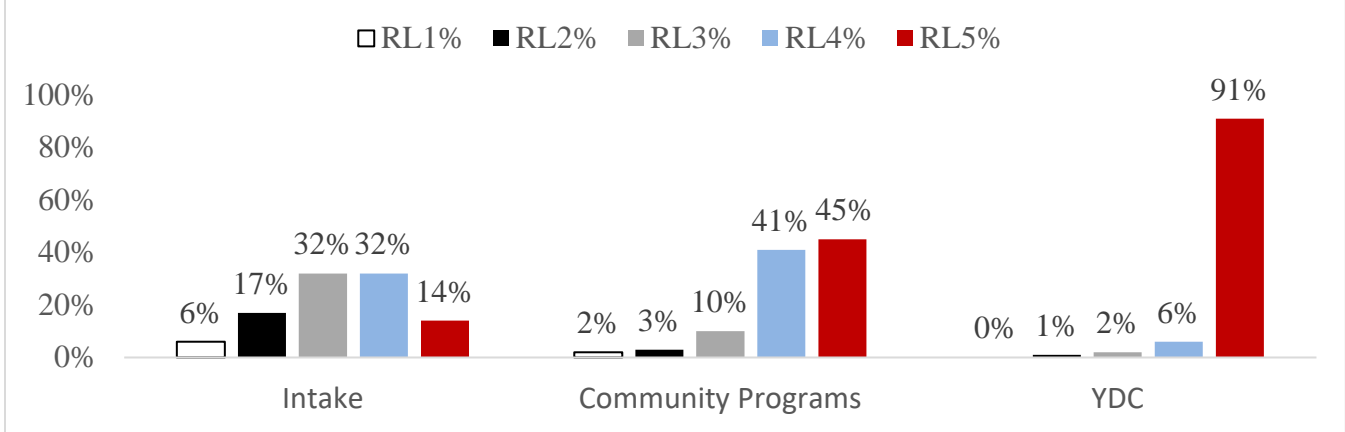
The Department has been utilizing the NCAR tool since 2001. A juvenile’s risk for re-offending is scored into one of 5 distinct risk levels (RL): RL1 (lowest) to RL5 (highest). Graph 1.1 compares risk score percentage totals for FY 17-18, FY 18-19, and FY 19-20, clearly indicating higher risk youth are served by the intensive services evaluated in this report.



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 indicates 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.

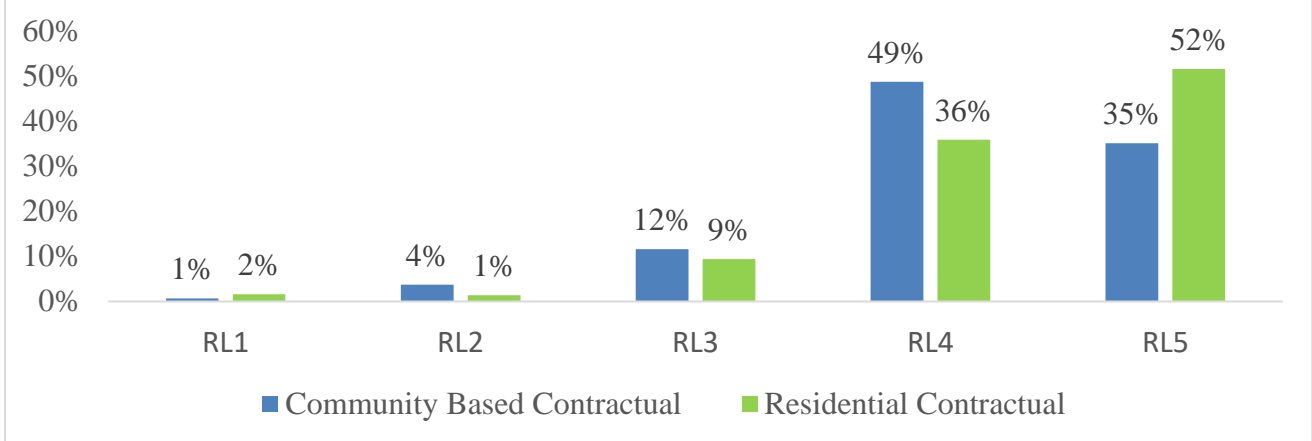
The Department recognizes that youth receiving a Level II disposition may have varying levels of risk for reoffending. Although the majority of youth risk scores were considered medium to high risk for reoffending, there were some youth (5%) that presented with a low risk factors for reoffending, but 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. This practice became fully supported by the legislature with the enactment of HB593, which allows access to intensive services, formerly Level II disposition option programming, to be determined based on a youth’s criminogenic needs, and solely not the youth’s disposition level.

Graph 1.2 FY 19-20 Risk Level Of Juveniles at Intake, Community Program Admission and YDC Commitment



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.

Graph 1.3 Risk Level per Contract Type: FY 19-20



The trend continues to show that youth with higher risk (RL5) and (RL4) are served in residential and community-based contractual services, respectively.

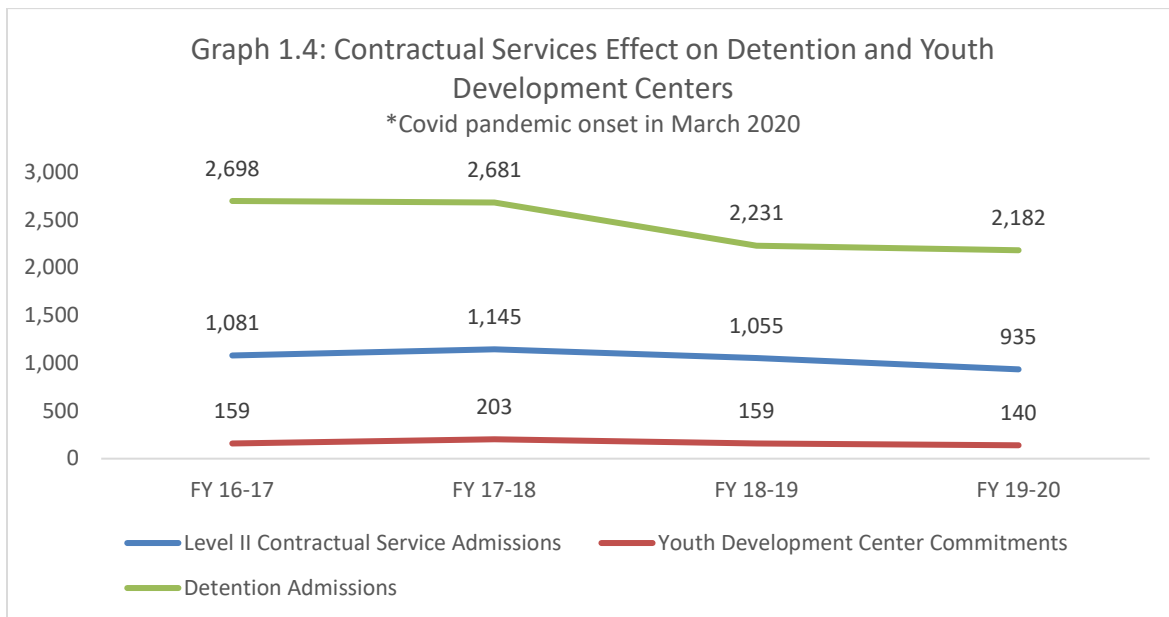
Cost Efficient Alternative

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 2019-2020.

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

Program Cost vs. Youth Development Center Cost	FY 19-20 Cost per Child
Level II Community-Based Program: JCPC-Endorsed Level II Programs and AMIkids Community-Based	\$6,977
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	\$24,089
Youth Development Center	\$106,314

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 impacted by the Department’s efforts to promote cost-saving community programming options and serve youth in Level II contractual services. In FY 2019-2020, Level II services served 1,276 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 thirty-nine (39) juveniles age 13 or younger, which was 24% 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 2018-2019 and FY 2019-2020 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 (6) months post-discharge received an additional adjudication or an adult conviction, while 22% received an additional adjudication or an adult conviction at twelve (12) months post-discharge.

While the section is pleased with the overall low recidivism percentages within this report, the recidivism percentage decreases represented in the adult criminal conviction data may have been affected by COVID-19 and closure/case backlog in the adult criminal court proceedings across North Carolina.

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	1,331	1,048
Distinct Juveniles with Complaints Adjudicated	149	172
Distinct Juveniles Adjudication Recidivism	11%	16%
Adult Convictions (Distinct Juveniles)	41	58
Adult Recidivism (% of Distinct Juveniles Convicted)	3%	6%
Distinct Juveniles with Adjudications or Convictions	190	229
Recidivism - Juvenile Adjudications + Adult Convictions	14%	22%

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

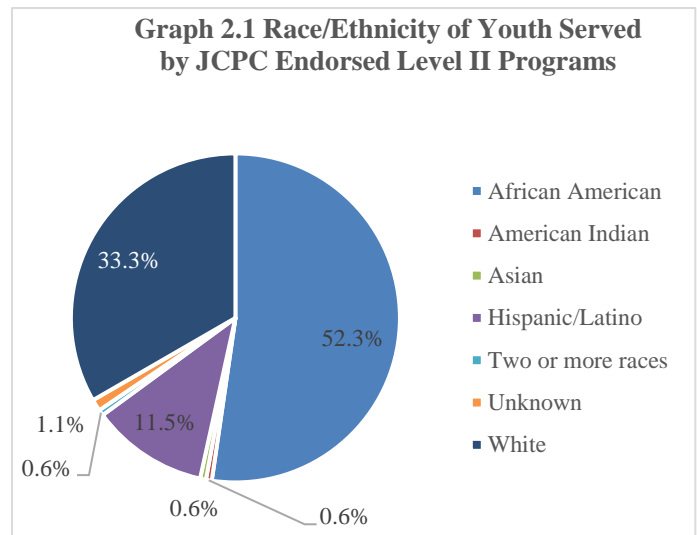
Nine years ago, the Department focused on providing a mechanism by which local communities could address gaps in services for Level II disposition adjudicated youth. To this end, the Department established an annual Request for Proposals (RFP) process that engages the local JCPC and its stakeholders with seeking those services best matching the needs of this targeted Level II disposition 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. Strategic measures are undertaken by the section to seek out state-county partnerships to sustain effective program models through identified “host” counties when expansion and regionalized program services are warranted.

Number of Youth Served

JCPC-Endorsed Level II programs served 174 youth during FY 2019-2020 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 (JCPC-Endorsed Level II)

Program Type	Youth Served
Experiential Skill Building	43
Family Counseling	30
Restitution/Community Service	21
Home Based Family Counseling	20
Sexual Offender Treatment	16
Assessments	15
Temporary Foster Care	15
Juvenile Structured Day	11
Vocational Skills	2
Specialized Foster Care	1
Total	174



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 19-20 JCPC-Endorsed Level II Programs	\$7,080
FY 19-20 Youth Development Center	\$106,314

Recidivism

This study measured the recidivism rates for youth completing programs in FY 2018-2019 and FY 2019-2020. Of the 273 youth who could be measured at six (6) months post-discharge, thirty-nine (39) or 14% received a new adjudication, and seven (7) or 3% received a new adult conviction. Total recidivism at six (6) months post-discharge was 17%.

There were 227 youth who were served by these programs that could be measured at twelve (12) months. Forty-nine (49) or 22% received a new adjudication and nine (9) or 4% received a new adult conviction. Total recidivism at twelve (12) months post-discharge is 26%. 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	273	227
Distinct Juveniles with Complaints Adjudicated	39	49
Distinct Juveniles Adjudication Recidivism	14%	22%
Adult Convictions (Distinct Juveniles)	7	9
Adult Recidivism (% of Distinct Juveniles Convicted)	3%	4%
Distinct Juveniles with Adjudications or Convictions	46	58
Recidivism - Juvenile Adjudications + Adult Convictions	17%	26%

Conclusion

The report demonstrates that during its ninth 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 focused. 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 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 male and female 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 disposition 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

In FY 2019-2020, access to AMI Functional Family Therapy was expanded to serve all 100 counties in North Carolina. AMIkids has the capacity to serve 173 youth and their families at any given time and is projected to serve 520 youth and their families in one year. The Piedmont and South teams have the capacity to serve 40 youth at any given time. The East, Central, and West teams have the capacity to serve 31 youth at any given time.

Length of service data:

- Average number of sessions for completed cases: 12.45.
- Average length of service for completed cases: 147.70 days.

Referrals received in FY 19-20:

- Total number of referrals: 358

Measurable Objectives:

- 94% of completed cases saw the youth remain at home upon termination.
- 95% of completed cases had the youth was enrolled in an educational program or working.
- 82% of completed cases saw the youth acquire no new probation violations during the program.

Program Effectiveness Based on FFT’s Youth Outcome Measure Questionnaires

- 95% of youth reported in general, their family has changed for the better since they began counseling.
- 94% of youth reported their family has changed its communication for the better.
- 96% of youth reported their behavior has changed for the better.
- 94% of youth reported their parents improved their parenting skills.
- 83% of youth reported their parents changed their ability to supervise them for the better.
- 92% of youth reported a change in family conflict level for the better.

Program Effectiveness Based on FFT’s Parent Outcome Measure Questionnaires

- 95% of parents reported in general, their family has changed for the better since they began counseling.
- 98% of parents reported family has changed its communication for the better
- 93% of parents reported their adolescent’s behavior has changed for the better
- 98% of parents reported improvement in their parenting skills.
- 90% of parents reported a change in their ability to supervise their adolescent for the better.
- 96% of parents reported a change in family conflict level for the better.

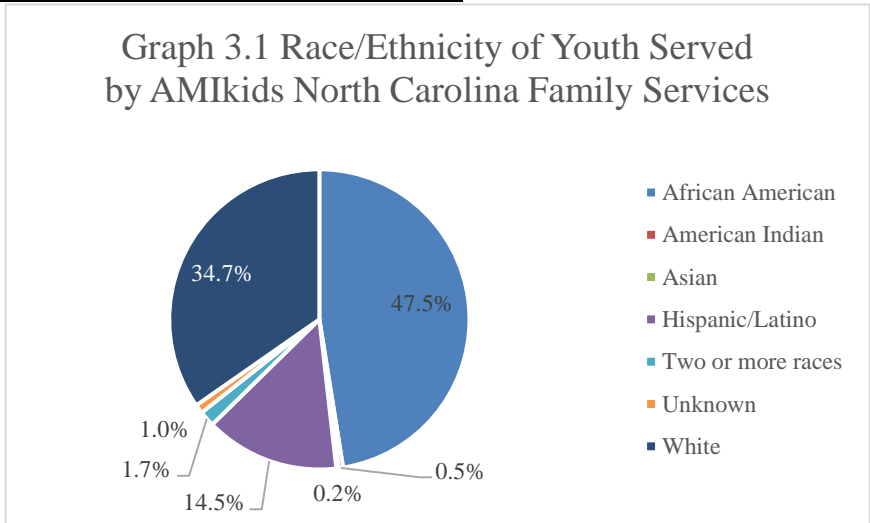
Cost Comparison

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 19-20 AMIkids North Carolina Family Services	\$6,934
FY 19-20 Youth Development Center	\$ 106,314

Demographic Information about the Youth Served during FY 2019-2020

- The total number of youth served by the program in FY 19-20 was 415.
- The average age of the youth served in the program was 14.8.
- 325, or 78%, of youth served were male.
- 90, or 22%, of youth served were female.



Recidivism

FY 2018-2019 and FY 2019-2020 recidivism data compiled by the Department shows that of the 641 youth who had been in post-discharged status from AMIkids for six (6) months, forty (40) youth, or 6%, had received a new adjudication and fifteen (15) youth, or 2%, had received a new adult conviction. The total recidivism rate at six months post-discharge was 9%.

At twelve (12) months post-discharge, there were 485 youth who could be analyzed for this report. Fifty-four (54), or 11%, received a new adjudication and twenty-three (23) youth, or 5%, received a new adult conviction. The total recidivism rate at twelve (12) months post-discharge was 16%. 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	641	485
Distinct Juveniles with Complaints Adjudicated	40	54
Distinct Juveniles Adjudication Recidivism	6%	11%
Adult Convictions (Distinct Juveniles)	15	23
Adult Recidivism (% of Distinct Juveniles Convicted)	2%	5%
Distinct Juveniles with Adjudications or Convictions	55	77
Recidivism - Juvenile Adjudications + Adult Convictions	9%	16%

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 all of North Carolina's 100 counties. Outcome and recidivism data at six (6)- and twelve (12)-months post discharge reflects very positive results with 91% and 84% of youth, respectively, having no new adjudications or adult convictions.

Section IV

Residential Contractual Programs

Juvenile Crisis and Assessment Centers

Overview

The Juvenile Crisis and Assessment 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. There are three centers: Insight (located in Butner), which serves the Central and Eastern areas; Bridges (located in Winston-Salem), which serves the Piedmont region; and the Western Multipurpose Center (located in Asheville), which serves the Western region of the state. The assessment takes place under the supervision of a licensed psychologist and licensed clinical case managers. The average length of stay is 30 days.

The Juvenile Assessment Centers serve juvenile offenders with Level II dispositions between the ages of ten (10) and seventeen (17) and those juveniles with Level I dispositions with high risk and/or needs indicators. 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 includes 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.

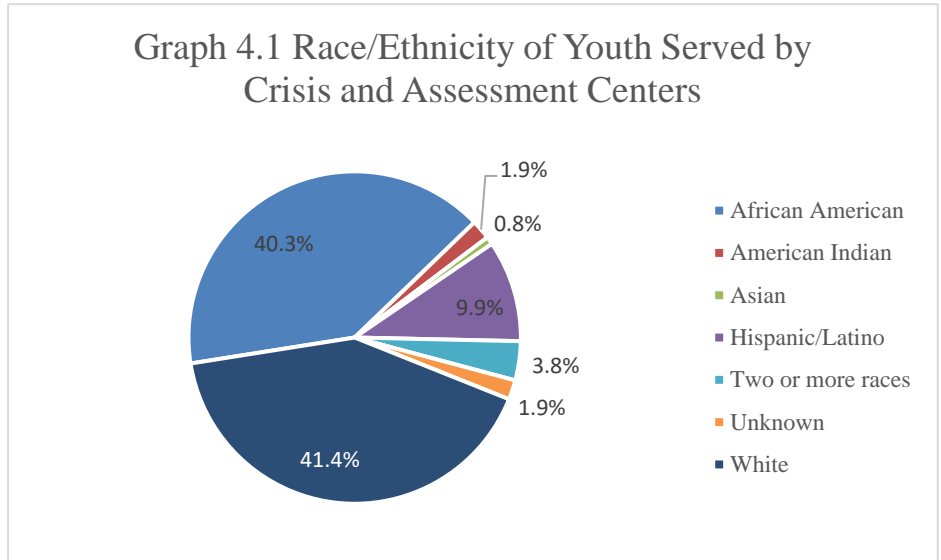
The centers also provide crisis care or respite stays for youth in need of a short-term residential intervention. The Center poses a viable placement option for juveniles twelve (12) and younger who are in need of an alternative to detention secure placement. Crisis care/respite stays are usually between five (5) and fourteen (14) days.

In addition to assessment and crisis care, the Western Area Multipurpose JCAC has two secure custody beds for short-term secure custody stays.

Each center utilizes the Model of Care in addition to crisis and assessment services and provides a structured environment which includes recreation, school, meals, individual rooms, group interaction, socialization skill-building activities, and counseling.

Demographics for youth served in FY 2019-2020

- 100% of youth served were under juvenile court supervision.
- 161 youth were served in FY 19-20. Five (5) of those were under protective supervision.
- 14.4 was the average age of youth being served in the Juvenile Crisis and Assessment Centers.
- 65% of youth served were male, 35% of youth served were female.
- The average length of stay for the youth was 30 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 19-20 Crisis and Assessment Centers	\$15,083
FY 19-20 Youth Development Center	\$106,314

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 thirty (30) days and use of assessments in service delivery, recidivism is not tracked for this service.

Eckerd Connects Short-Term Residential Programs

Overview

FY 2019-2020 marked the ninth 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 187 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. However, the sites are not restricted to only accepting referrals from their primary catchment.

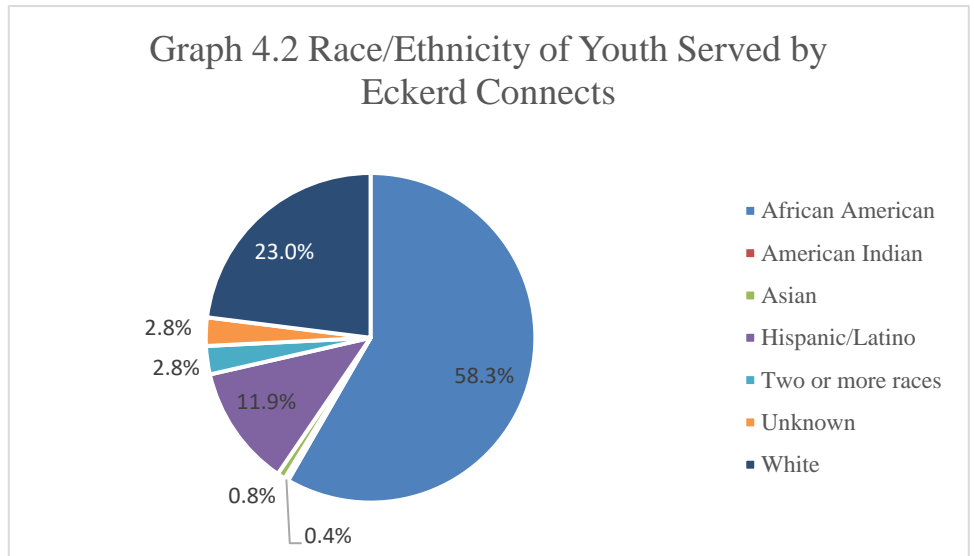
Cost Comparison

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 19-20 Eckerd Short-Term Residential	\$26,062
FY 19-20 Youth Development Centers	\$106,314

Demographics for youth served in FY 2019-2020

- 100% of youth served were under juvenile court supervision.
- 252 youth were served in FY19-20.
- 252 youth were discharged in FY19-20, of whom 83% completed the program successfully.
- 226 of the 252-youth served were between the ages of 14-17.



Outcome Data for Youth Exiting in FY 2019-2020

The majority of youth served by Eckerd in FY 2019-2020 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 2019-2020, results show an average increase in reading scores of 1.6 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	5.1	6.7	1.6
Mathematics	6.0	8.0	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 completing the program in FY 2019-2020, 98% showed mental health gains. These are youth who presented in the

clinical range at 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, 99% 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 2018-2019 and FY 2019-2020 recidivism data shows that of the 347 youth who had been in post-discharged status from Eckerd Short-Term Residential for more than six (6) months, fifty-six (56) youth, or 16%, received a new adjudication and thirteen (13) youth, or 4%, received a new adult conviction. The total recidivism rate at six (6) months post-discharge was 20%.

At twelve (12) months post discharge, there were 263 youth who could be analyzed for this report. Sixty (60) youth, or 23%, received a new adjudication and seventeen (17) youth, or 6%, received a new adult conviction. The total recidivism rate at twelve (12) months post-discharge was 29%. 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	347	263
Distinct Juveniles with Complaints Adjudicated	56	60
Distinct Juveniles Adjudication Recidivism	16%	23%
Adult Convictions (Distinct Juveniles)	13	17
Adult Recidivism (% of Distinct Juveniles Convicted)	4%	6%
Distinct Juveniles with Adjudications or Convictions	69	76
Recidivism - Juvenile Adjudications + Adult Convictions	20%	29%

Conclusion

Eckerd Short-Term Residential facilities provide intensive, residential services to Level II serious and/or chronic juvenile offenders with elevated risks and needs that have 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 71% 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 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 five (5) Multi-Purpose Group Homes combined can serve forty (40) youth at a time and approximately ninety-four (94) youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

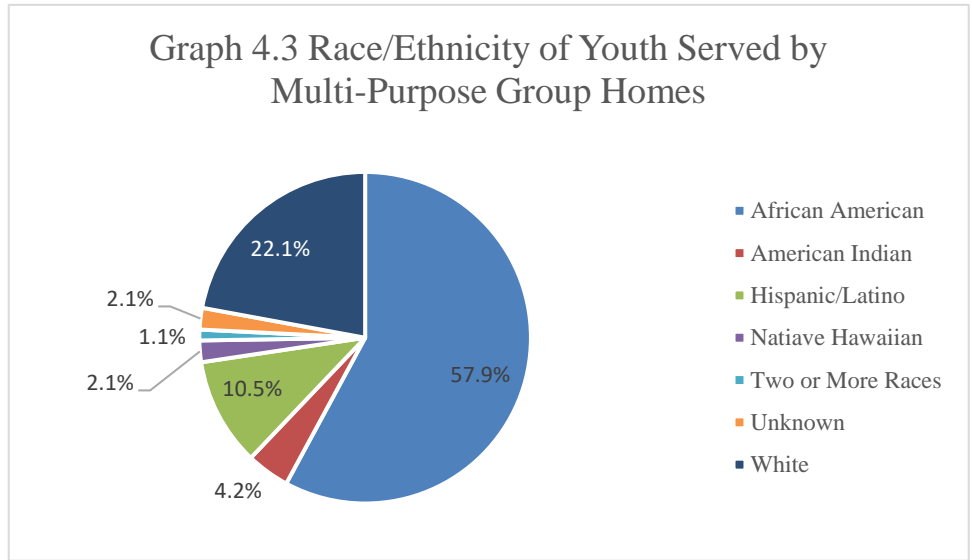
Cost Comparison

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 19-20 MPGH Residential Program	\$34,191
FY 19-20 Youth Development Centers	\$106,314

Demographics for youth served in FY 2019-2020

- 100% of youth served were under juvenile court supervision.
- 95 youth were served in FY 19-20.
- 80% of youth terminated completed the program successfully.
- 14.6 was the average age of youth being served in the Multi-Purpose Group Homes.
- 73% of youth served were male, 27% of youth served were female.



Outcome Data for Youth Exiting in FY 2019-2020

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. 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. 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	6.9	8.76	1.86	27%
Mathematics	5.16	5.76	0.6	12%

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 2019-2020. 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	70%
Regular contact with parent, relative or caregiver	10%
Acceptance of authority	62%
School performance is at grade level	61%
Reading ability	33%
Age appropriate social behavior	55%
Positive self-image	55%
Empathetic towards others	61%
Appropriate friends	81%
Positive goal oriented	79%
School/Community activity involvement	60%
Religious community involvement	81%
Good personal health habits	33%
Decision making skills	85%
Honesty behavior	78%
Substance-free behavior	56%
Personal development activities	34%

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 Multi-Purpose Group Home. Listed in Table 4.7 below are data from the surveys completed during FY 2019-2020.

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	99%
Maintaining a positive on-going relationship with a caring, responsible adult	98%
Attending School/Work regularly	83%
Engaged in Positive Development Activities	70%
Attended Routine Health Appointments	84%
Attending MH apt or Participating in Treatment	72%
Following substance abuse recovery plan	77%
Regularly participating in pro-social community activities	70%

Recidivism

FY 2018-2019 and FY 2019-2020 recidivism data shows that of the 125 youth who had been in post-discharged status from Multi-Purpose Group Homes for six (6) months, twenty-one (21) youth, or 17%, received a new adjudication and four (4) youth, or 3%, received a new conviction. The total recidivism rate at six (6) months post-discharge was 20%.

At twelve (12) months post-discharge, there were ninety-four (94) youth who could be analyzed for this report. Twenty-three (23) youth, or 24%, received a new adjudication and five (5) youth, or 5%, received a new adult conviction. The total recidivism rate at twelve (12) months post-discharge was 30%. 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	125	94
Distinct Juveniles with Complaints Adjudicated	21	23
Distinct Juveniles Adjudication Recidivism	17%	24%
Adult Convictions (Distinct Juveniles)	4	5
Adult Recidivism (% of Distinct Juveniles Convicted)	3%	5%
Distinct Juveniles with Adjudications or Convictions	25	28
Recidivism - Juvenile Adjudications + Adult Convictions	20%	30%

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 risk and need levels of youth served.

WestCare North Carolina Girl’s Short-Term Residential Program

Overview

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

The primary goal of the WestCare North Carolina Girls Program was 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 were an integral component of the program. Individualized service plans guided the development of the services based on the need to facilitate the social and emotional growth within each adolescent.

In FY 2019-2020, the contract for the Female Gender Specific Residential services came up for bid. Following the Request for Bid Process (RFP), the Community Programs Section awarded the contract to a new provider beginning October 1, 2020. Due to this change, limited statistics are available from the WestCare North Carolina Girls Program for this report. The FY 2020-2021 report will include statistics from the new provider.

Youth Profile

All referrals originated 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.

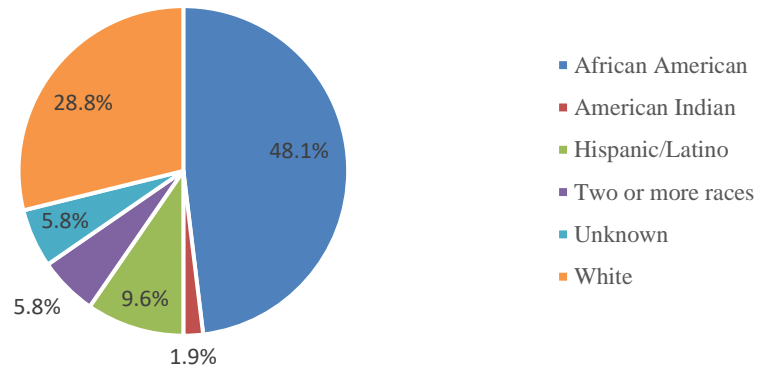
Table 4.10: The cost per youth comparison for the WestCare North Carolina Girls Program versus youth development centers.

Program vs. Youth Development	Cost
FY 19-20 WestCare North Carolina Girls Program	\$34,181
FY 19-20 Youth Development Center	\$106,314

Demographics for Youth Served in FY 2019-2020

- A total of 52 clients were provided services.
- 100% of the youth served were under court supervision.
- 60% of youth terminated completed the program successfully.
- The average length of stay for discharged clients was 145 days.
- The average age of the population was 14.9 years.

Graph 4.4 Race/Ethnicity of Youth Served by the WestCare Girls Program



Recidivism

FY 2018-2019 and FY 2019-2020 recidivism data shows that of the eighty (80) youth who had been in post-discharge status from WestCare for six (6) months, six (6) youth, or 8%, received a new adjudication and zero (0) youth, or 0%, received a new adult conviction. The total recidivism rate at six (6) months post-discharge was 8%.

At twelve (12) months post-discharge, there were sixty-two (62) youth who could be analyzed for this report. Five (5) youth, or 8%, received a new adjudication and one (1) youth, or 2%, received a new adult conviction. The total recidivism rate at twelve (12) months post-discharge was 10%. 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	62
Distinct Juveniles with Complaints Adjudicated	6	5
Distinct Juveniles Adjudication Recidivism	8%	8%
Adult Convictions (Distinct Juveniles)	0	1
Adult Recidivism (% of Distinct Juveniles Convicted)	0%	2%
Distinct Juveniles with Adjudications or Convictions	6	6
Recidivism - Juvenile Adjudications + Adult Convictions	8%	10%

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.

Section V

Transitional Services

Craven, North Hills and Forsyth Transitional Homes

Overview

FY 2019-2020 marked the ninth year of operation for the Craven Transitional Home for males located in New Bern and the fifth year of operation for the North Hills Transitional Home for females located in Raleigh. 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 skill sets they need to live independently. The Craven Transitional Living Program can serve six (6) youth at a time and approximately eleven (11) youth annually and the North Hills Transitional Living Program can serve five (5) youth at a time and approximately ten (10) youth annually.

In the third quarter of FY 2019-2020, a third transitional living program was added to the contract between the state and Methodist Home for Children. The Forsyth Transitional Home, located in Forsyth County, can serve up to six (6) males at any given time and in a full year of service is projected to serve eleven (11) youth. FY 2020-2021 will be the first full fiscal year this program will be in operation, and as a result more complete data and statistics will be reported at a later date.

Major program components of the transition 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

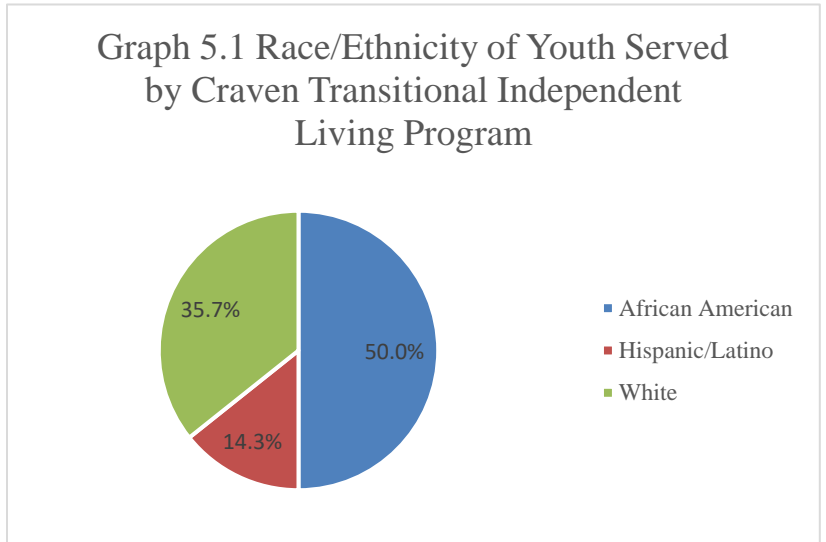
Table 5.1: The cost per youth comparison for Craven and North Hills Transitional Home versus youth development centers.

Program vs. Youth Development Center	Cost
FY 19-20 Craven and North Hills Transitional Home	\$39,547
FY 19-20 Youth Development Center	\$106,314

Demographics of Youth Served during FY 2019-2020

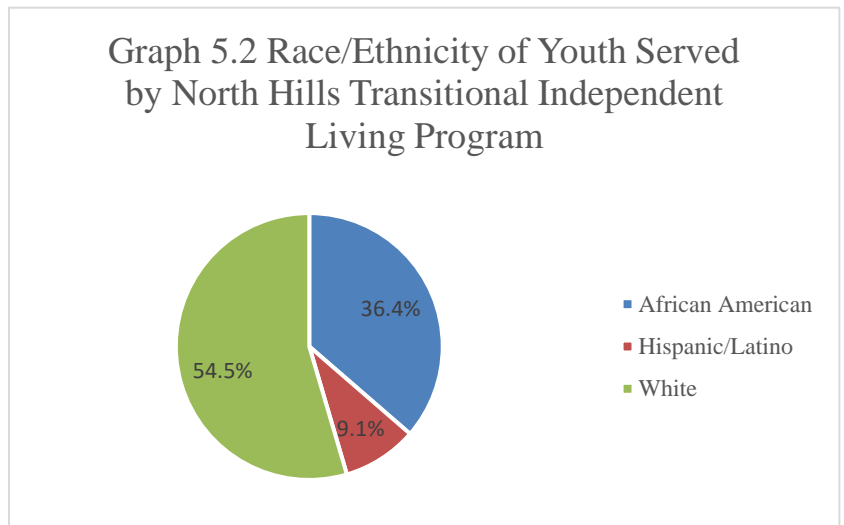
Craven

- In FY 19-20, a total of 14 youth were served.
- 100% were males.
- 16.4 was the average age of youth being served.



North Hills

- In FY 19-20, a total of 10 youth served were served.
- 100% were females.
- 16.5 was the average age of youth being served.



Forsyth

- A total of 4 youth were served in the partial fiscal year.
- 100% were males.
- 16.5 was the average age of the 4 youth being served.
- 1 youth was white, and three youth were African American.

Outcome Data for Youth Exiting in FY 2019-2020

Academic Achievement

During their stay at the Craven, North Hills, and Forsyth 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 Transitional 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. Forsyth has started to form relationships with the local community college and all programs have access to Edgenuity and Penn Foster on-line programs.

Education Participation:

Craven

All fourteen (14) youth served last year participated in educational programming.

- All youth completed educational tracks, with some youth completing more than one.
- 6 completed HiSET Equivalent program.
- 6 completed and graduated from on-line high school through Penn Foster.
- 1 completed high school and graduated.
- 2 enrolled in and attended community college.

Craven has a partnership with Craven Community College's VOLT (vocational training center).

- 7 youth completed the Core Curriculum Class.
- 11 youth completed the forklift class and earned a certificate.
- 1 youth completed the welding course.
- 1 youth completed the Career Readiness and CFC/ERA Certification.

North Hills

All ten (10) youth served last year participated in educational programming.

- 6 obtained their high school diploma while in the program.
- 6 participated in on-line high school through Penn Foster.
- 2 attended Wake Technical Community College.

Forsyth

All four (4) youth served during the partial fiscal year participated in an educational track.

- 2 youth participated in the GED track.
- 1 youth was enrolled in trade programming as he earned his GED.
- 1 youth was enrolled in on-line high school through Penn Foster.

Employment

The Craven, North Hills, and Forsyth 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 engage with each youth to foster skills needed to

navigate search engines, build resumes, complete on-line applications, understand business etiquette and appropriate attire for local employment opportunities. The Specialist facilitates mock interviews to assist youth enhance interview skills and ask 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

Of the fourteen (14) youth served, thirteen (13) were employed:

- 11 youth worked in the food service industry.
- 2 youth worked in retail.

North Hills

Of the ten (10) youth served, eight (8) of the youth obtained employment. Two did not due to length of stay.

- 6 youth worked in the family dining/food service industry.
- 1 youth worked in the veterinarian industry.
- 1 youth worked in retail.

Forsyth

Youth were not enrolled in the program long enough at the time of reporting to have obtained employment.

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. Forsyth was not included in this list as youth were all still in the program. Listed in Table 4.7 below are data from the surveys completed during FY 2019-2020.

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	90%
Maintaining a positive on-going relationship with a caring, responsible adult	97%
Attending School/Work regularly	90%
Engaged in Positive Development Activities	86%
Attended Routine Health Appointments	86%
Attending MH apt or Participating in Treatment	86%
Following substance abuse recovery plan	80%

Regularly participating in pro-social community activities	72%
Obtained or maintained employment	80%

Recidivism

The data provided in Table 5.2 below represents promising results. Youth leaving the Craven and North Hills Transitional Homes only had a 11% recidivism rate at six (6) months post-discharge, and only a 13% 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.

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	38	30
Distinct Juveniles with Complaints Adjudicated	2	1
Distinct Juveniles Adjudication Recidivism	5%	3%
Adult Convictions (Distinct Juveniles)	2	3
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%
Distinct Juveniles with Adjudications or Convictions	4	4
Recidivism - Juvenile Adjudications + Adult Convictions	11%	13%

Conclusions

The Transitional Living Programs are a four-level program based on the Teaching- Family Model used in some youth development centers. 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.