



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Pat McCrory, Governor
Frank L. Perry, Secretary

W. David Guice, Commissioner

MEMORANDUM

TO: Chairs of House Appropriations Subcommittee on Justice and Public Safety
Chairs of Senate Appropriations Committee 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, 2016

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

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

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**Annual Evaluation of Community Programs and Multipurpose Group Homes Report
Submitted March 1, 2016**

**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:

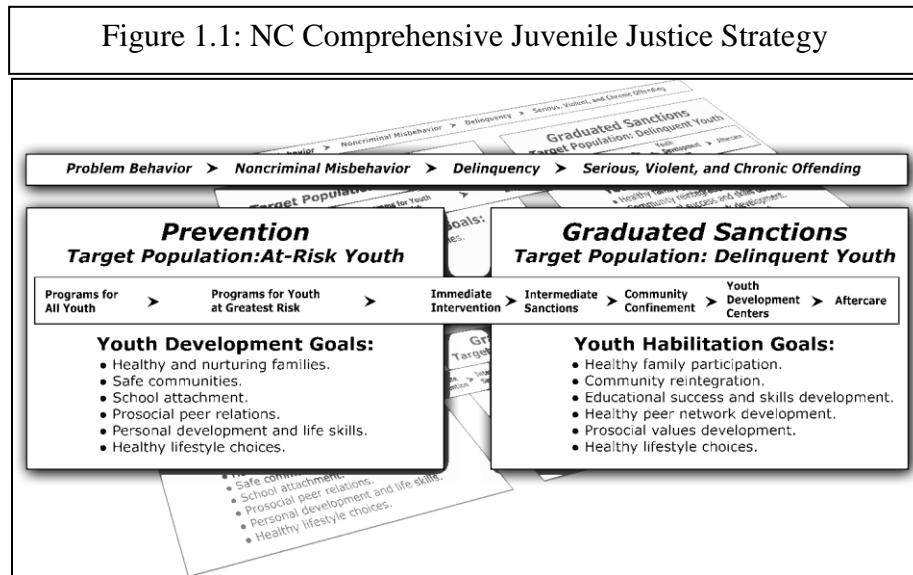
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. 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 four (4) 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

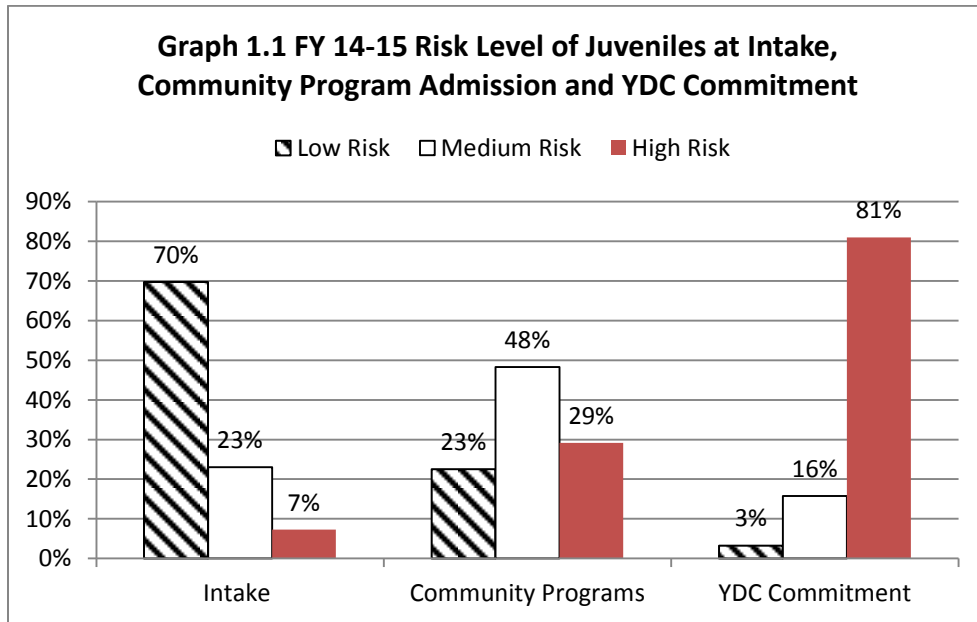
Figure 1.1 below illustrates how Juvenile Crime Prevention Council (JCPC) funded programs



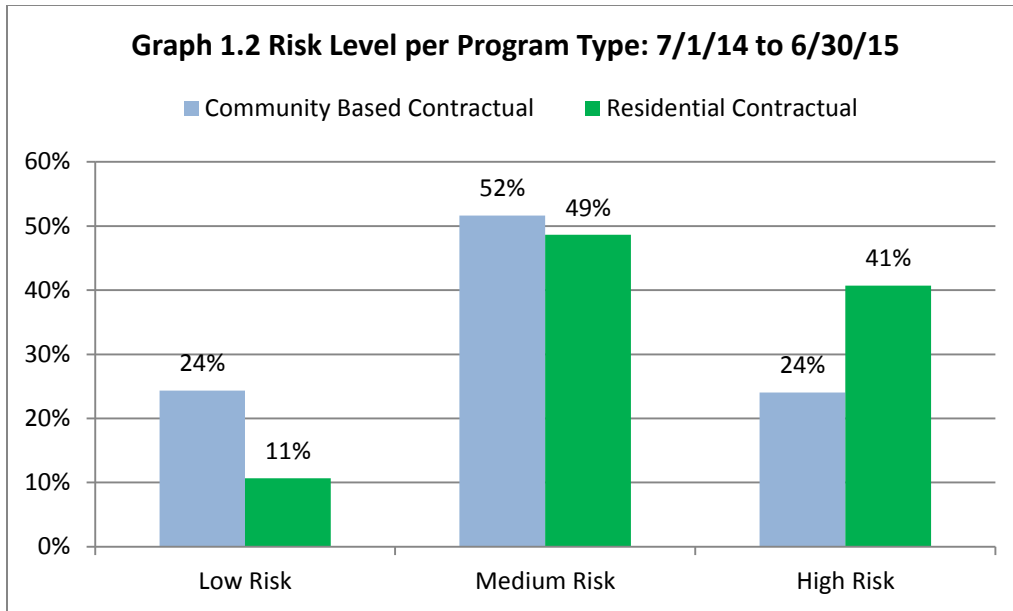
form the foundation of North Carolina’s comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local 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 as allowed through **SESSION LAW 2011-391, SECTION 41**. These contracts and JCPC-endorsed programs 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 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 (77%) 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 recognizes that youth receiving a Level II disposition have 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 that were assessed to have indicators of high need for specific services. The overall approach, however, has been to serve as many youth who fall within the low/medium risk range with more cost efficient/community-based services, while reserving 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 14-15.

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	\$4,912
Level II Residential Program: Eckerd Short-Term Residential, WestCare Female Residential, Multipurpose Group Homes, Craven Transitional Home and North Hills Transitional Home	\$25,817
Youth Development Center	\$126,481

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/high 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 four (4) 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 remained at a high volume.

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

	FY 11-12	FY 12-13	FY 13-14	FY 14-15 ²
Level II Contractual Services	788	1,581	1,618	1,319
Youth Development Centers	251	208	219	186
Detention Admissions	4,697	3,412	3,292	3,253

Recidivism Summary

Table 1.3 below reflects youth served by these new contractual services in FY 13-14 and FY 14-15 and how many incurred additional adjudications and/or convictions. This analysis showed 16% of those juveniles served by a Juvenile Community Programs Section contractual service who could be followed for a full six months post-discharge received an additional adjudication or an adult conviction and 23% received an additional adjudication or an adult conviction at 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	1,879	1,525
Distinct Juveniles with Complaints Adjudicated	180	193
Distinct Juveniles Adjudication Recidivism	10%	13%
Adult Convictions (Distinct Juveniles)	117	164
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	11%
Distinct Juveniles with Adjudications or Convictions ³	293	350
Recidivism - Juvenile Adjudications + Adult Convictions	16%	23%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Although the time span 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.

² It is noteworthy that the Department in partnership with Eckerd conducted a phase down process of community-based services for Level II adjudicated youth in FY 14-15. This allowed the Department to solicit a single, qualified vendor to deliver statewide evidence-based services through an open-competitive bid process. The phase-down process resulted in no new referrals or admissions to Eckerd Community-Based Services for a three (3) month period during FY 14-15; thus resulting in fewer youth served.

³ At 6 months, 4 juveniles had a juvenile adjudication and an adult conviction; at 12 months, 7 juveniles had a juvenile adjudication and an adult conviction.

Conclusions

Results indicated in this report demonstrate that the effort made by the Department over four 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 additional Level II programming and re-entry transitional services to support the needs of youth exiting residential programming and Youth Development Centers. To that end, two new Crisis and Assessment Centers, the Dillon Insight Project, which opened in November 2015 and the Forsyth Project, slated to open in March 2016, have been developed to meet the needs of Level II youth. An additional multi-purpose home located in Buncombe County is projected to begin services in July, 2016. Services like the recently opened female transition home (North Hills, May 2014), in addition to the development of strategically placed transitional living homes, should continue the positive trend of reducing future delinquent and criminal behavior by this targeted group of serious and/or chronic juvenile offenders. The goal is to establish a fully comprehensive approach that includes pre-placement and post release/transition services to those juveniles that are more deeply involved in the juvenile justice system.

Enclosed in this report you will find sections devoted to the variety of contracted programs, each including a summary evaluation for FY14-15. 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

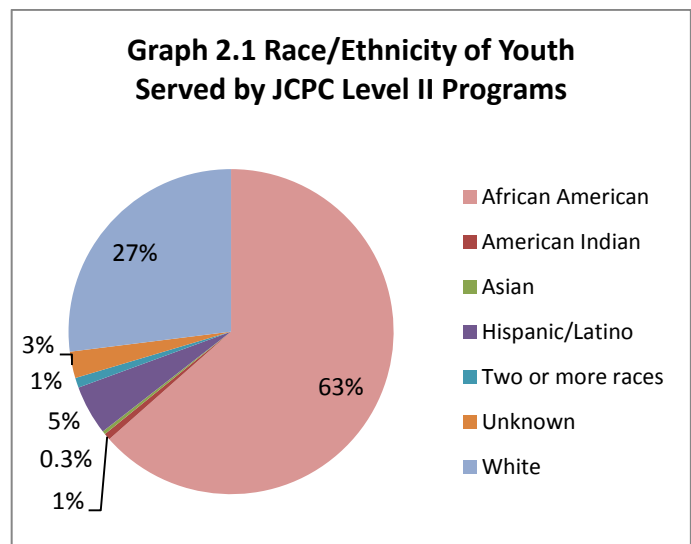
Four years ago the Department focused on providing a mechanism by which local communities could address localized gaps in services for Level II adjudicated youth. To this end, the Department established an annual Request for Proposals (RFP) process that engages the local JCPC and its stakeholders with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

Number of Youth Served

JCPC-Endorsed Level II programs served 304 youth during FY 2014-2015.

Table 2.1: Youth served by Program Type

Program Type	Youth Served
Experiential Skill Building	66
Family Counseling	35
Home Based Family Counseling	28
Individual Counseling	39
Interpersonal Skill Building	11
Juvenile Structured Day	58
Restitution/Community Service	53
Sexual Offender Treatment	6
Specialized Foster Care	5
Temporary Foster Care	1
Vocational Skills	2
Total	304



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 14-15 JCPC-Endorsed Level II Programs	\$2,849
FY 14-15 Youth Development Center	\$126,481

Recidivism

This study measured the recidivism for youth completing programs in FY 13-14 and FY 14-15. Of the 509 youth who could be measured at 6 months post-discharge 58 or 11% received a new adjudication and 19 or 4% received a new adult conviction. Total recidivism at 6 months post discharge was 15%.

There were 419 youth who were served by these programs that could be measured at 12 months. Sixty (60) or 14% received a new adjudication and 38 or 9% received a new adult conviction. Total recidivism as 12 months post-discharge is 23%. 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	509	419
Distinct Juveniles with Complaints Adjudicated	58	60
Distinct Juveniles Adjudication Recidivism	11%	14%
Adult Convictions (Distinct Juveniles)	19	38
Adult Recidivism (% of Distinct Juveniles Convicted)	4%	9%
Distinct Juveniles with Adjudications or Convictions ⁴	75	97
Recidivism - Juvenile Adjudications + Adult Convictions	15%	23%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Although the time span 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 fourth year of operation, 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 higher cost youth development center. In addition, the youth served had a lower recidivism rate while achieving better overall outcomes.

⁴ At 6 months, 2 juveniles had a juvenile adjudication and an adult conviction; at 12 months, 1 juvenile had a juvenile adjudication and an adult conviction.

Section III

Community-Based Contractual Programs

Eckerd Community-Based Services

Overview

The Department of Public Safety, Division of Adult Correction and Juvenile Justice contracted 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 provided these services in fifty North Carolina counties and operated 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 evidence-based program 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.

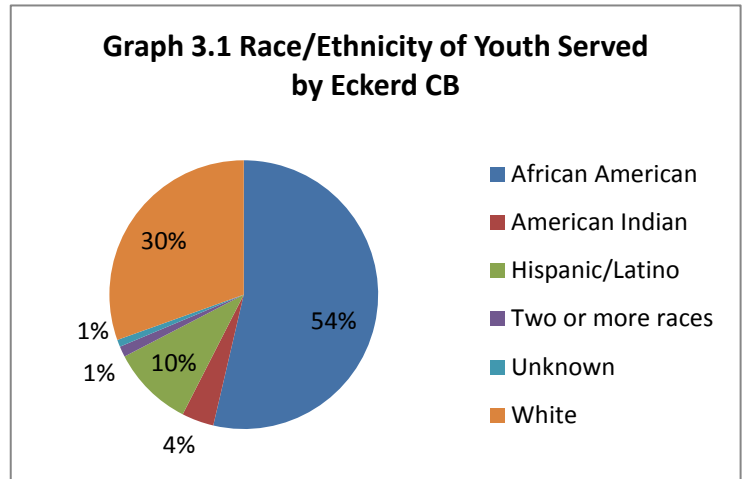
Cost Comparison

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 14-15 for Eckerd Community-Based Services	\$9,007
FY 14-15 Youth Development Centers	\$126,481

Demographic Information for Served during FY 14-15

- Total number of youth served by the program between 7/1/2014 and 6/30/15 was 233
- The average age of the youth served through the program was 15.1
- Number of males served in the program was 195 or 84%
- Number of females served in the program was 38 or 16%



Outputs and Process Measures

- 73% of those admitted into the program successfully completed the program.
- 96% of the youth admitted into the program showed an increase in social skills (*Social Skill Improvement System*).
- 97% 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 for youth completing in FY 13-14 and FY 14-15. Of the 530 youth who could be measured at 6 months post-discharge 42 or 8% received a new adjudication and 39 or 7% received a new adult conviction. Total recidivism at 6 months post discharge was 15%.

Data revealed that 473 youth had been in post-discharge status for up to twelve (12) months. Of this number, 48 youth or 10% had acquired another juvenile adjudication and 61 youth or 13% received an adult conviction for a total recidivism rate of 22% at 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 or 12 Months	530	473
Distinct Juveniles with Complaints Adjudicated	42	48
Distinct Juveniles Adjudication Recidivism	8%	10%
Adult Convictions (Distinct Juveniles)	39	61
Adult Recidivism (% of Distinct Juveniles Convicted)	7%	13%
Distinct Juveniles with Adjudications or Convictions ⁵	80	106
Recidivism - Juvenile Adjudications + Adult Convictions	15%	22%

⁵ At 6 months, 1 juvenile had a juvenile adjudication and an adult conviction; at 12 months, 3 juveniles had a juvenile adjudication and an adult conviction.

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% 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 span for the Sentencing and Policy Advisory Commission's study was longer than the recidivism study conduct 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 satisfactorily met their projected service target of 240 and provided a variety of behavior changing services to youth and families with diverse needs. Outcome and recidivism data reflects progressive results with 78% 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 forty-eight 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 model 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. FFT significantly reduces the frequency and intensity of family conflicts that are often characteristic in families with delinquent youth. In short, FFT has shown to be effective in supporting positive change in the lives of delinquent youth and their families.

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, and Social Work. All FFT therapists must complete forty hours of certification training through FFT LLC, participate in weekly clinical supervision from their certified FFT site supervisor to ensure model fidelity, and receive adherence and competency scores to help them identify areas of growth.

Youth Profile

AMIkids delivers FFT to male and female juveniles who are at medium and high risk of reoffending. Typically, these youth 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. Significant numbers of the youth referred also presented with school disciplinary problems that resulted in both short and long-term suspensions. Other frequently noted characteristics of these youth included 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 within each catchment area) and has the capacity 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 receive is 12 to 14.

During FY 14-15, AMIkids North Carolina Family Service’s average youth enrolled per day/per office was 32.5 youth reflecting a 95.5% utilization rate. Additional length of service data includes the following:

- Average number of sessions for completed cases: 13.8
- Average length of service for completed cases: 137 days
- Average length of service for incomplete cases: 96 days
- Average length of service for all terminations: 129 days

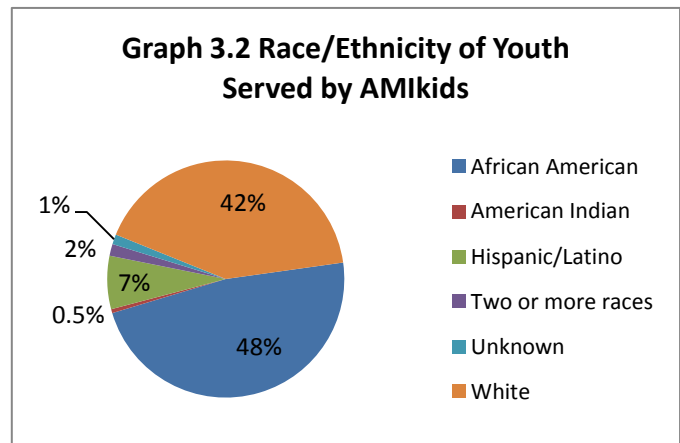
Cost Comparison

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

Program vs. Youth Development Center	Cost
FY 14-15 AMIkids North Carolina Family Services	\$4,032
FY 14-15 Youth Development Center	\$126,481

Demographic Information about the Youth Served during FY 14-15

- Total number of youth served by the program between 7/1/2014 and 6/30/15 was 372
- The average age of the youth served in the program was 15.2
- 278 or 75% of youth served were male
- 94 or 25% of youth served were female



Outputs and Process Measures

- 79% of those admitted into the program successfully completed the full course of FFT
- 95% 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 working
- 86% of all youth served demonstrated a reduction in specific behaviors for which they referred

Recidivism

FY 13-14 and FY 14-15 recidivism data compiled by the Department shows that of the 574 youth who had been in post-discharged status from AMIkids for more than six months, 41 youth or 7% had received a new adjudication and 32 youth or 6% had received a new conviction. The total recidivism rate at six months post discharge was 13%.

At 12 months post discharge there were 431 youth who could be analyzed for this report. Forty-three youth or 10% received a new adjudication and 41 youth or 10% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 19%. 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 or 12 Months	574	431
Distinct Juveniles with Complaints Adjudicated	41	43
Distinct Juveniles Adjudication Recidivism	7%	10%
Adult Convictions (Distinct Juveniles)	32	41
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	10%
Distinct Juveniles with Adjudications or Convictions ⁶	72	81
Recidivism - Juvenile Adjudications + Adult Convictions	13%	19%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% 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 span for the Sentencing and Policy Advisory Commission'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 AMIkids North Carolina Family Services, 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 at 6 and 12 months post discharge reflects very positive results with 87% and 81% of youth having no new adjudications or convictions.

⁶ At 6 months, 1 juvenile had a juvenile adjudication and an adult conviction; at 12 months, 3 juveniles had a juvenile adjudication and an adult conviction.

Section IV
Residential Contractual Programs

Eckerd Short-Term Residential Programs

Overview

FY 14-15 marked the fourth 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 135 days to 60 adjudicated male youth, ages 13 to 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 serve 60 youth at a time and approximately 180 youth annually. Both campuses are designed to serve juveniles referred statewide—Eckerd Boomer serves primarily those youth referred from the piedmont and western region counties while Eckerd Candor serves primarily those counties located in the central and eastern region of the state.

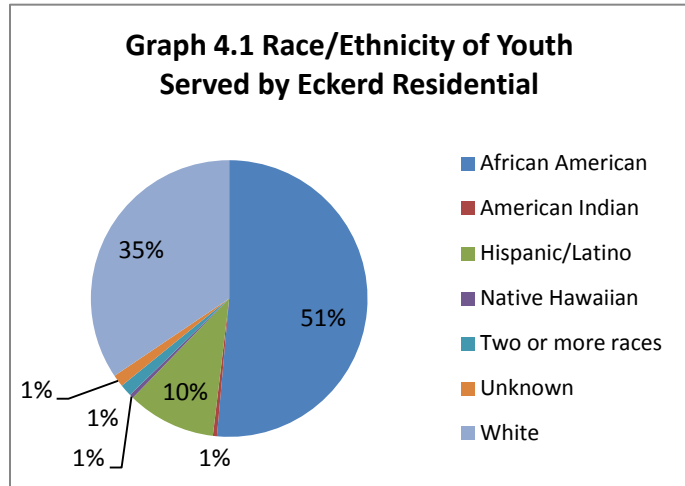
Cost Comparison

Table 4.1: The cost per child comparison for Eckerd Short-Term Residential services versus Youth Development Centers.

Program vs. Youth Development Center	Cost
FY 14-15 Eckerd Short-Term Residential	\$23,540
FY 14-15 Youth Development Centers	\$126,481

Demographic information about Youth Served for FY 14-15

- 100% of youth served were under court supervision and received a Level II disposition by the court.
- 212 youth were served in FY 14-15
- 156 youth were discharged in FY 14-15 of which 79% completed the program successfully
- 194 of the 212 youth served were between the ages of 14-17



Outcome Data for Youth Exiting in FY 14-15

Academic Growth

The majority of youth served by Eckerd in FY 14-15 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 14-15, results show an average increase in reading scores of 1.6 grade levels and an average increase in math scores of 2.1 grade levels. 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	6.2	7.8	1.6
Mathematics	7.3	9.4	2.1

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 14-15, 96% showed mental health gains. These are youth that completed the program successfully who 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. 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, 93% showed social skills gains. These are the youth that completed the program successfully, while at the time of intake initially presented with below average scoring in Social Skills.

Recidivism

FY 13-14 and FY 14-15 recidivism data shows that of the 311 youth who had been in post-discharged status from Eckerd Short-Term Residential for more than six months, 40 youth or 13% received a new adjudication and 27 youth or 9% received a new conviction. The total recidivism rate at six months post discharge was 21%.

At 12 months post discharge there were 227 youth who could be analyzed for this report. Thirty-nine (39) youth or 17% received a new adjudication and 34 youth or 15% received a new adult conviction. The total recidivism rate at 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 or 12 Months	311	227
Distinct Juveniles with Complaints Adjudicated	40	39
Distinct Juveniles Adjudication Recidivism	13%	17%
Adult Convictions (Distinct Juveniles)	27	34
Adult Recidivism (% of Distinct Juveniles Convicted)	9%	15%
Distinct Juveniles with Adjudications or Convictions ⁷	66	72
Recidivism - Juvenile Adjudications + Adult Convictions	21%	32%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% 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 span for the Sentencing and Policy Advisory Commission's study was longer than the

⁷ At 6 months, 1 juvenile had a juvenile adjudication and an adult conviction; at 12 months, 1 juvenile had a juvenile adjudication and an adult conviction.

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 provide intensive, residential services to Level II serious and/or chronic, juvenile offenders with elevated risks and needs that have not been able to change behavior 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 youth in the state are served at the Eckerd Short-Term Residential Programs.

The results of this analysis show that these short-term residential programs are achieving positive outcomes for youth who are served, with 68% of those participating in the program not reoffending at 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 the practice and use of learned skills meet each youth's the learning-style needs of each youth and leads to an internalization of learned skills and also while also teaching 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 where the residential homes they are located.

Youth Profile

Youth being referred to the multi-purpose group homes have received a Level II court ordered disposition. Typically, these male and female juveniles 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 substance abuse, gang involvement, unmet 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.

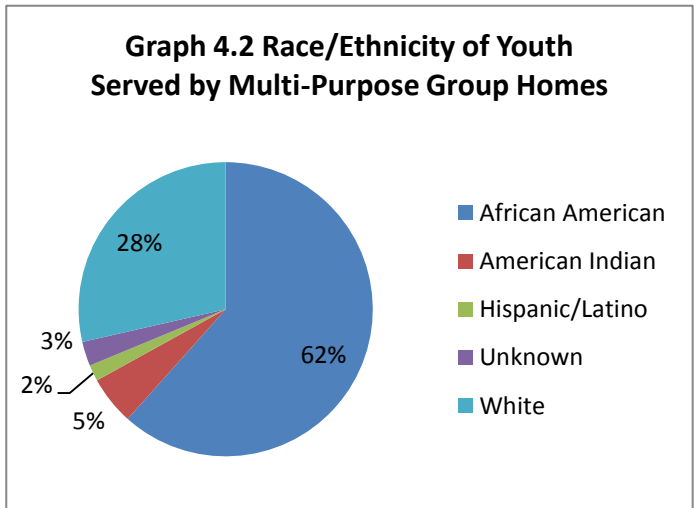
Cost Comparison

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

Program vs. Youth Development Center	Cost
FY 14-15 MPJH Residential Program	\$28,287
FY 14-15 Youth Development Centers	\$126,481

Demographics for youth served in FY 14-15

- 100% of youth served were under court supervision
- 112 youth were served in FY 14-15
- 79% of youth served completed the program successfully
- 15.1 was the average age of youth being served in the Multi-Purpose Group Homes
- 79% of youth served were male, 21% female



Outcome Data for Youth Exiting in FY 14-15

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 14-15, the *Wide Range Achievement Test* was administered to 69 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	8.25	9.71	1.46
Mathematics	6.88	8.19	1.31

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 14-15. 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 90 youths. See Table 4.6.

Table 4.6: Change in Risk & Protective Factors

Category	Admission	Discharge
Involvement with adult mentor or friend	20%	47%
Regular contact with parent, relative, or other caregiver	91%	92%

Category	Admission	Discharge
Acceptance of Authority	50%	86%
School Performance is at Grade Level	65%	86%
Reading Ability	62%	88%
Age appropriate social behavior	70%	83%
Youth has Positive Self-Image	67%	86%
Empathetic towards others	46%	64%
Appropriate friends	61%	75%
Religious Community Involvement	24%	58%
Good Personal Health Habits	80%	97%
Decision-making Skills	7%	56%
Honesty Behavior	46%	56%
Substance-Free Behavior	46%	89%
Personal Development Activities	59%	89%

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 Multi-Purpose Juvenile Home. Listed in Table 4.7 below are data from the surveys completed during FY 14-15.

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	96%
Maintaining a positive on-going relationship with a caring, responsible adult	96%
Maintaining optimal health functioning with needed and appropriate supports	95%
Attending School/Work regularly	88%
Avoided Criminal Activity	80%
Engaged in Positive Development Activities	84%
Attended Routine Health Appointments	95%
Attending MH appointments or Participating in Treatment	92%
Following substance abuse recovery plan	79%
Regularly participating in pro-social community activities	81%

Recidivism

FY 13-14 and FY 14-15 recidivism data shows that of the 164 youth who had been in post-discharged status from Multi-Purpose Group Homes for more than six months, 15 youth or 9% received a new adjudication and six (6) youth or 4% received a new conviction. The total recidivism rate at six months post discharge was 13%.

At 12 months post discharge there were 124 youth who could be analyzed for this report. Twenty-one (21) youth or 17% received a new adjudication and six (6) youth or 5% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 22%. 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 or 12 Months	164	124
Distinct Juveniles with Complaints Adjudicated	15	21
Distinct Juveniles Adjudication Recidivism	9%	17%
Adult Convictions (Distinct Juveniles)	6	6
Adult Recidivism (% of Distinct Juveniles Convicted)	4%	5%
Distinct Juveniles with Adjudications or Convictions	21	27
Recidivism - Juvenile Adjudications + Adult Convictions	13%	22%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. This is the best comparison available, although the youth being served at the multi-purpose group homes represent a higher level of adjudicated youth. This subset includes youth with multiple adjudications, serving a Level II disposition, and having been assessed medium to high risk. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time span for the Sentencing and Policy Advisory Commission’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

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.

WestCare Female Residential Program

Overview

The WestCare North Carolina Girls Program is a gender specific, 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 female youth referred from across 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 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

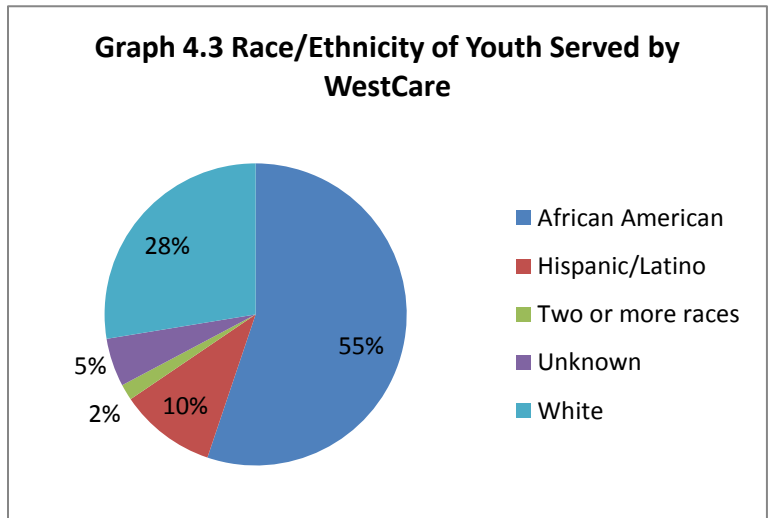
All referrals originate with a Juvenile Court Counselor. Typically, those admitted have had multiple adjudications for person and property offenses and have received more than one community-based intervention. A significant number of these adolescents have also experienced school discipline problems 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. Most, if not all, of the female population served at this site have been victims of trauma, often choosing to disclose during their length of stay in the program. Sexual abuse is reported most often, including sexual assault or rape.

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 14-15 WestCare North Carolina Girls Program	\$24,497
FY 14-15 Youth Development Center	\$126,481

Demographics for youth served by WestCare

- A total of 57 clients were provided services (1 client entered twice for a total of 58 intakes)
- 100% of the youth served were under court supervision
- 100% of the youth served were between the ages of 13-17
- 46 clients were discharged through June 2015 with a 78% successful completion rate.
- The average length of stay for discharged clients was 134 days.
- The average age of the population was 15.4 years.



Outcome Data for Youth Exiting in FY 14-15

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.
- 71% of clients showed decreased symptoms of depression from intake to discharge (*Beck Depression Inventory*).
- 67% of clients showed increased self-esteem from intake to discharge (*Rosenberg Self Esteem Scale*).
- Clients in the program advanced an average of 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	7.9	9.6	1.7
Mathematics	7.0	9.0	2.0
Writing	9.6	12.1	2.5

Life Skills

- 91% could read a bus schedule, use public transportation, develop a budget, and cook 5 basic meals.

Job Skills

- 98% of clients who successfully completed the program created a professional resume at discharge.

Discharge Data

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

Recidivism

FY 13-14 and FY 14-15 recidivism data shows that of the 89 youth who had been in post-discharged status from WestCare for more than six months, seven (7) youth or 8% received a new adjudication and two (2) youth or 2% received a new conviction. The total recidivism rate at six months post discharge was 10%.

At 12 months post discharge there were 68 youth who could be analyzed for this report. Nine (9) youth or 13% received a new adjudication and three (3) youth or 4% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 18%. See Table 4.8.

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	89	68
Distinct Juveniles with Complaints Adjudicated	7	9
Distinct Juveniles Adjudication Recidivism	8%	13%
Adult Convictions (Distinct Juveniles)	2	3
Adult Recidivism (% of Distinct Juveniles Convicted)	2%	4%
Distinct Juveniles with Adjudications or Convictions	9	12
Recidivism - Juvenile Adjudications + Adult Convictions	10%	18%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. This is the best comparison available, although the youth being served at the girls program represent a higher level of adjudicated youth. This subset includes youth with multiple adjudications, serving a Level II disposition, and having been assessed medium to high risk. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time span for the Sentencing and Policy Advisory Commission'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 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.

Section V
Transitional Services

Craven and North Hills Transitional Homes

Overview

FY 14-15 marked the fourth year of operation for the Craven Transitional Home (male program) located in New Bern, NC and the first full fiscal year of operation for the North Hills Transitional Home (female program) located in Raleigh, NC. Building on the successful transition model established at Craven, the Department welcomed the addition of the North Hills Transitional Home for females in 2014.

Both Transitional Homes are six to twelve month residential programs that serve as a step-down service from a youth development center and/or serves as a Level II residential program designed to build the skill sets a youth may need to live independently. The Craven Transitional Living Program can serve six youth at a time and approximately 16 youth annually. The North Hills Transitional Living Program can serve five youth at a time and approximately 10 youth annually.

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

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

Youth Profile

All referrals made to the Craven and North Hills Transitional Homes are either currently on probation, transitioning from a Level II residential program, or on post-release supervision having been discharged from a youth development center. 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. Youth selected for placement have an expressed desire to make significant life changes and also a desire to learn independent living skills to later support themselves. Additionally, the program is designed to assist those youth that often cannot return to their home communities due to safety concerns such as prior gang involvement.

Cost Comparison

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

Program vs. Youth Development Center	Cost
FY 14-15 Craven Transitional Home	\$36,667
FY 14-15 North Hills Transitional Home	\$35,042
FY 14-15 Youth Development Center	\$126,481

Demographics of Youth Served during FY 14-15

Craven

60% of youth served were discharged from a youth development center and 40% came from another residential placement

- 100% were males
- 15 total youth were served
- 17.1 was the average age of youth being served

North Hills

54% of youth served were discharged from a youth development center and 46% were discharged from residential placement

- 100% were females
- 13 total youth were served
- 17.1 was the average age of youth being served

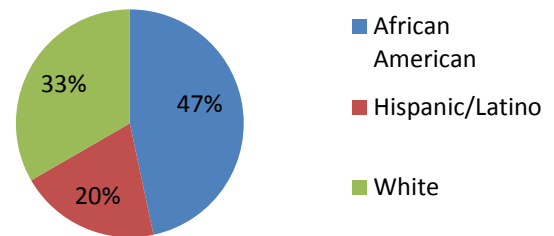
Outcome Data for Youth Exiting in FY 14-15

Academic Achievement

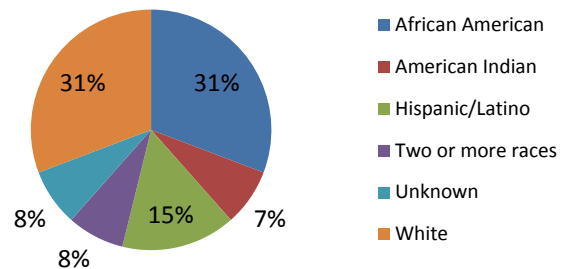
During their stay at the Craven and North Hills Transitional Homes, youth have a choice of four educational tracks that include community college classes, vocational trade, GED, or high school. Youth who are participating in a vocational trade may simultaneously complete their GED or earn a high school diploma. The educational track is determined after interviewing youth to determine career goals and interests in addition to an assessment of youth's previous academic achievements. A Transitional Living Specialist monitors the progress all youth make to ensure successful goal attainment and discharge planning.

The Craven Transitional Home has developed an effective relationship with Craven Community College whereby youth are allowed to learn a trade while obtaining a GED or high school diploma. The North Hills Transitional Home has effectively established partnerships with Sanderson High School, Wake Technical College, and the YES Program operated through Community Partnerships Inc. These alliances continue to offer supportive educational opportunities and vocational skill development services to youth served at the North Hills home.

Graph 5.1 Race/Ethnicity of Youth Served by Craven Transitional Home



Graph 5.2 Race/Ethnicity of Youth Served by North Hills Transitional Home



Education Participation

Craven

Out of 15 youth served, only 12 participated in education tracks due to their length of stay. Of the 12 youth participating in Education tracks:

- 9 youth participated in the GED track
 - 6 youth completed their GED
- 2 youth participated in on-line high school
 - 1 youth graduated the on-line high school program
- 1 youth completed Vocational Trade
- 6 youth completed certificate trade courses with Craven Community College:
 - 2 Fork Lift Certificates
 - 1 Administration Certificate
 - 2 Welding Certificates
 - 1 Construction Certificate

North Hills

Out of 13 youth served, 12 participated in an educational track. One did not participate in an educational track due to the short length of stay. Of the 12 youth participating in Education tracks:

- 3 youth participated in GED track
 - 1 youth completed her GED
- 4 youth participated in High School classes at Sanderson High School
- 1 youth participated in On-Line High School
- 3 youth participated in college courses at Wake Tech Community College
- 1 youth completed Vocational Trade
- 4 youth completed certificate trade courses with Wake Tech Community College:
 - 2 ServSafe Certificates
 - 1 Administrative Assistant Certificate
 - 1 Vet Tech basic certificate

Employment

The Craven and North Hills Transitional Homes strive to keep every youth gainfully employed while residing in the programs. The programs teach and enhance job-seeking skills from the moment youth enter the homes. During the first level of the program, youth work on how to search for appropriate jobs. The Transitional Living Specialist work with each youth on how to navigate search engines, build resumes, fill out on-line applications and dress for face-to-face contact with prospective employers. The Specialists work with youth on practice job interviews, appropriate dress for an interview, and how to negotiate a salary. After a youth is offered a job, staff assists youth with their employment skill

development 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 through improvement and development of life skills, thus promoting youth to become positive contributors to the community and workforce.

Employment Results

Craven

- Of the 15 youth served, all 15 volunteered in some capacity at the RCS soup kitchen, Habitat for Humanity, or the Food Bank in Craven County.
- Of the 15 youth served, 10 were eligible for employment
- 100% of eligible youth obtained employment and successfully held their employment until discharge
 - 8 youth worked in the food services industry
 - 1 youth worked in retail
 - 1 youth worked in the customer service field

North Hills

- Of the 13 youth served, all 13 completed a minimum of 40 volunteer hours at Meals on Wheels, North Raleigh Ministries, or Habitat for Humanity.
- Of the 13 youth served, 9 were eligible for employment
- 100% of eligible youth obtained employment and successful held their employment until discharge
 - 7 youth worked in the fast food industry
 - 1 Youth worked in the Hospitality Industry
 - 1 Youth worked in food service

Recidivism

The data provided in Table 5.2 below represents promising results. Youth leaving the Craven and North Hills Transitional Homes only had a 15% recidivism rate at 6 months post discharge and only a 20% recidivism rate at 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 Craven and North Hills Transitional Homes, coupled with separating the youth from their unhealthy home environments are significantly reducing recidivism rates.

Table 5.2: 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	33	25
Distinct Juveniles with Complaints Adjudicated	0	0
Distinct Juveniles Adjudication Recidivism	0%	0%
Adult Convictions (Distinct Juveniles)	5	5
Adult Recidivism (% of Distinct Juveniles Convicted)	15%	20%
Distinct Juveniles with Adjudications or Convictions	5	5
Recidivism - Juvenile Adjudications + Adult Convictions	15%	20%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission’s (SPAC) *Juvenile Recidivism Study: Sample FY 2010/11*, 36.0% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. This is the best comparison available, although the youth being served at the Craven and North Hills Transitional Homes represent a higher risk level of adjudicated youth. This subset includes youth with multiple adjudications, serving a Level III disposition, and having been assessed as mostly “high risk.” Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time span for the Sentencing and Policy Advisory Commission’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.