



North Carolina Department of Public Safety

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Pat McCrory, Governor

Frank L. Perry, Secretary

MEMORANDUM

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

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

RE: Annual Evaluation of Community Programs

DATE: March 1, 2014

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, 2014**

**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:

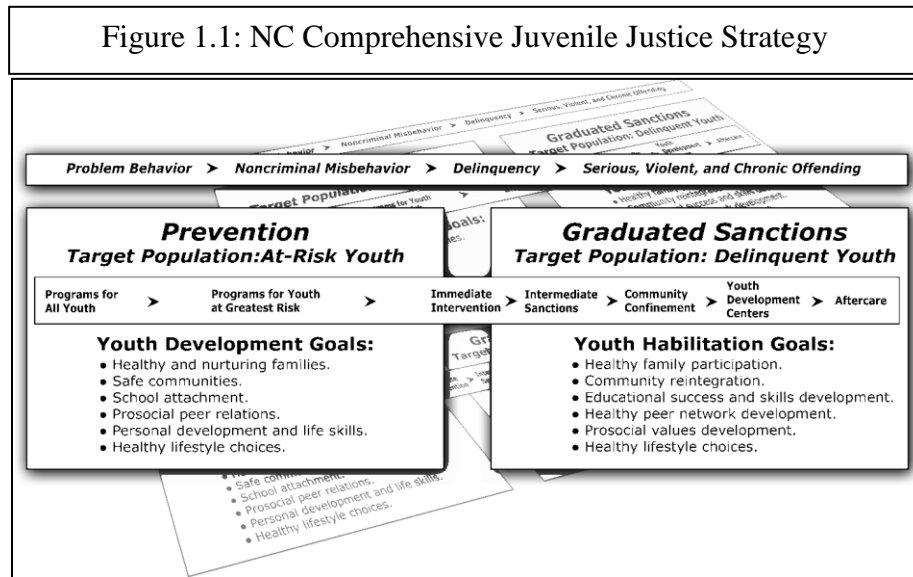
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. 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 two (2) years of data collection and analysis, the Department is pleased to announce that these new contractual services have accomplished the goals set forth by the North Carolina General Assembly through targeting those juveniles most at-risk, providing a cost efficient alternative to youth development centers and detention centers, and reducing the number of juveniles likely to reoffend.

Targeted Approach

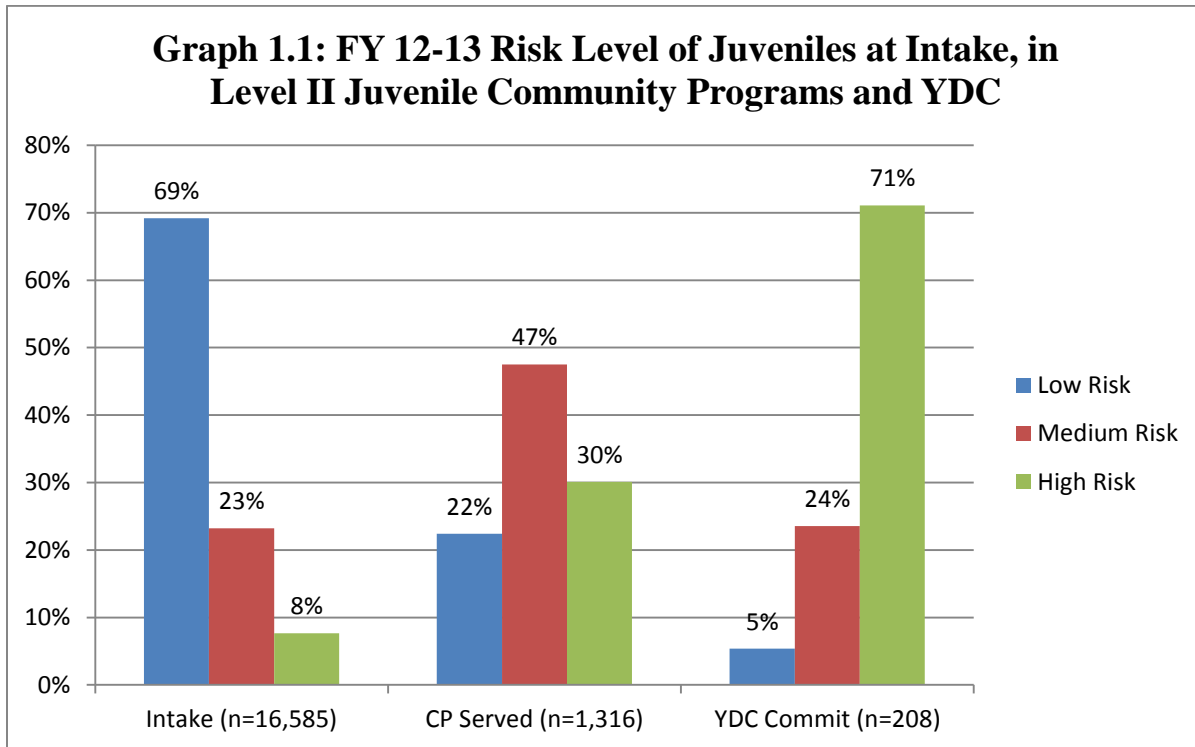
Figure 1.1 below illustrates how Juvenile Crime Prevention Council (JCPC) funded programs



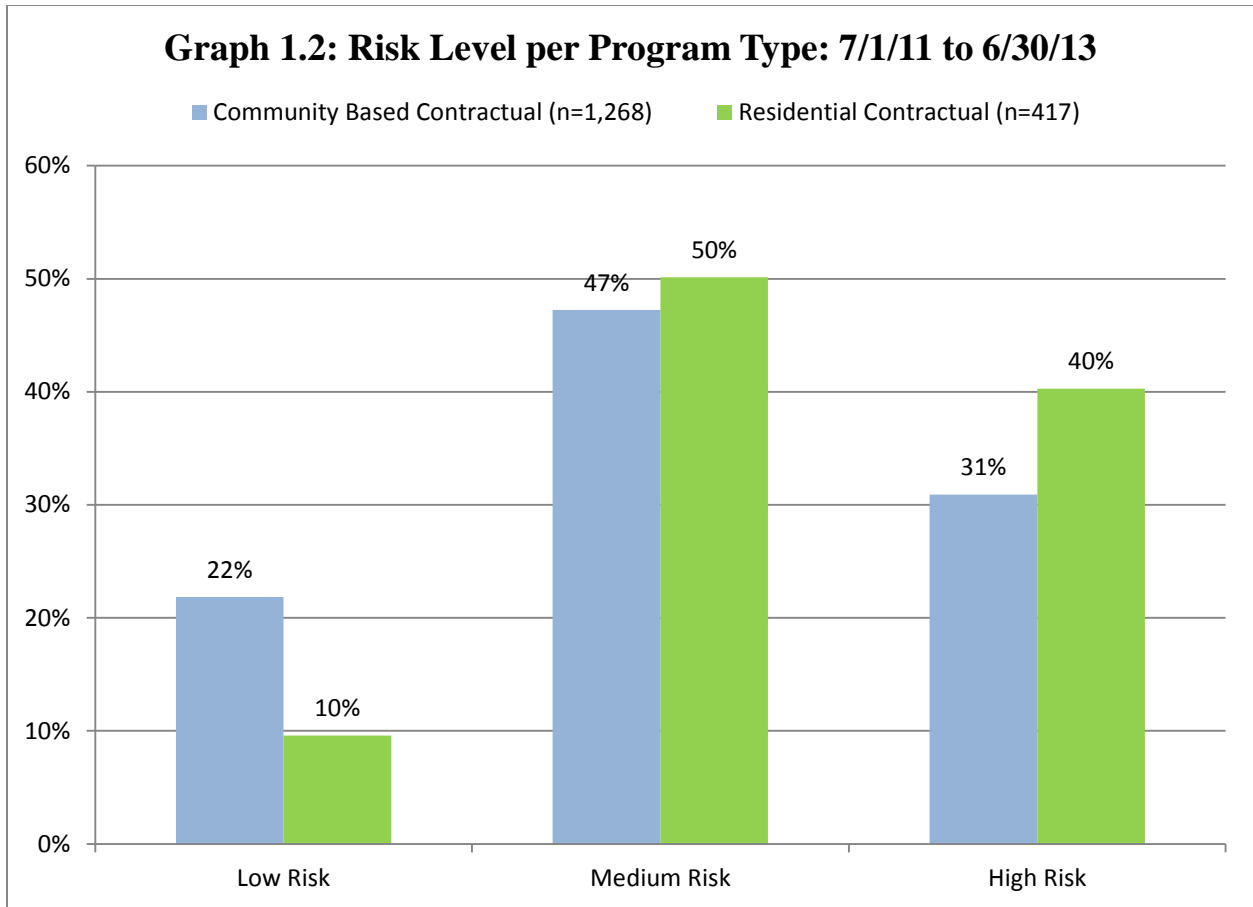
form the foundation of North Carolina’s comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local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

are not abundant enough to serve highly at-risk youth who need intensive services in order to protect the public and to habilitate the juvenile. Having these separate funding sources is imperative to ensure youth are not forced deeper into the system which comes at a far greater cost to the state.

The Department of Public Safety’s, Juvenile Community Programs Section contracts with a number of providers as allowed through **SESSION LAW 2011-391, SECTION 41**. These contracts and JCPC-endorsed programs target youth who are at-risk of further involvement in the juvenile justice system including commitment to a state-run 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 of youth served by these programs were at medium or high risk (77%) of reoffending, meaning these programs are working with a youth population who without these services would be expected to reoffend.



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



Cost Efficient Alternative

Through the implementation of these Level II contractual services, the Department has been able to achieve significant cost savings as compared to youth development centers. Table 1.1 below compares the average cost of serving youth in a Level II contracted service (residential and community-based) vs. serving a youth in a youth development center for FY 12-13.

Table 1.1: Cost Comparison – Contractual Services versus Youth Development Center

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	\$4,457
Level II Residential Program: Eckerd Short-Term Residential, WestCare Female Residential, Multipurpose Group Homes, and Craven Transitional Home	\$27,146
Youth Development Center	\$138,872

With more emphasis on programming designed to serve the medium to high-risk needs of adjudicated youth, the Level II contractual services played an important role in helping reduce the number of youth development center commitments and detention admissions for the last two (2) years. Table 1.2 below indicates how the number of youth development center commitments and detention admissions has declined while the number of youth served by Level II contractual services has risen.

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

	FY 10-11	FY 11-12	FY 12-13
Level II Contractual Services	*224	788	1,581
Youth Development Centers	325	251	208
Detention Admissions	6,380	5,240	4,036

**Represents the approximate number of Level II youth previously served in the Wilderness Camps and MPGH for FY 10-11. Level II contract services did not begin admitting youth until August 2011.*

Recidivism Summary

Table 1.3 below reflects youth served by these new contractual services in FY 11-12 and FY 12-13 and who incurred additional adjudications and/or convictions. This analysis showed 15% of those juveniles served by a Juvenile Community Programs Section contractual service who could be followed for a full six month post-discharge received an additional adjudication or an adult conviction and 24% received an additional adjudication or an adult conviction at 12 months post-discharge.

Table 1.3: Juvenile Community Programs - Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	1,226	772
Distinct Juveniles with Complaints Adjudicated	121	114
Distinct Juveniles Adjudication Recidivism	10%	15%
Adult Convictions (Distinct Juveniles)	61	71
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	9%
Distinct Juveniles with Adjudications or Convictions	181	185
Recidivism, Juvenile Adjudications + Adult Convictions	15%	24%

In comparison, according to the NC Sentencing and Policy Advisory Commission’s SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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.

Conclusions

Results indicated in this report demonstrate that the effort made by the Department over 2 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 (chronic juvenile offenders) who are in need of more services than what is currently being offered. As part of its strategic plan the Department is currently working to develop more transitional services for youth leaving the youth development centers and Level II contracted services. Services like the Craven Transitional Home and soon to open female transition home will serve as the building blocks for this strategy and we are hopeful to continue the positive trend of reducing future delinquent and criminal behavior by this group of chronic juvenile offenders. The goal is to establish a fully comprehensive approach that will include post release and transition services to those juveniles on the back end of the system.

Enclosed in this report you will find inserts devoted to each contracted Level II program that provides a summary evaluation for FY 12-13. 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

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

Number of Youth Served

JCPC-Endorsed Level II Programs served 446 youth during FY 12-13.

Cost Comparison

Table 2.1: The cost per child comparison for JCPC-Endorsed Level II Programs versus youth development centers.

Program vs. Committed	Cost per Child
FY 12-13 for JCPC-Endorsed Level II Programs	\$3,414
FY 12-13 Youth Development Centers	\$138,872

Recidivism

This study measured the recidivism rates for youth completing in FY 11-12 and FY 12-13. Of the 401 youth who could be measured at 6 months post-discharge 40 or 10% received a new adjudication and 19 or 5% received a new adult conviction. Total recidivism at 6 months post discharge was 14%.

There were 252 youth who were served by this programs that could be measured at 12 months. Thirty-seven or 15% received a new adjudication and 19 or 8% received a new conviction. Total recidivism at 12 months post-discharge is 22%. See Table 2.2.

Table 2.2: JCPC-Endorsed Level II Programs - Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	401	252
Distinct Juveniles with Complaints Adjudicated	40	37
Distinct Juveniles Adjudication Recidivism	10%	15%
Adult Convictions (Distinct Juveniles)	19	19
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	8%
Distinct Juveniles with Adjudications or Convictions	58	56
Recidivism - Juvenile Adjudications + Adult Convictions	14%	22%

In Comparison, according to the NC Sentencing and Policy Advisory Commission's SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time horizon 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

This report demonstrates that during its second 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. In addition, the youth served had a lower recidivism rate while achieving better overall outcomes.

Section III

Community-Based Contractual Programs

Eckerd Community-Based Services

Overview

The Department of Public Safety, Juvenile Community Programs Section, contracted with Eckerd Youth Alternatives to provide cognitive behavioral treatment, wrap-around, and aftercare services to adjudicated, Level II juvenile offenders in 2011. Each of these approaches is an evidence-based program model for working with adjudicated juveniles. Eckerd provides these services in fifty North Carolina counties and operates site management offices in Asheville, Charlotte, Greensboro, Lumberton, and Raleigh.

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

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

Service Capacity and Eligibility Criteria

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

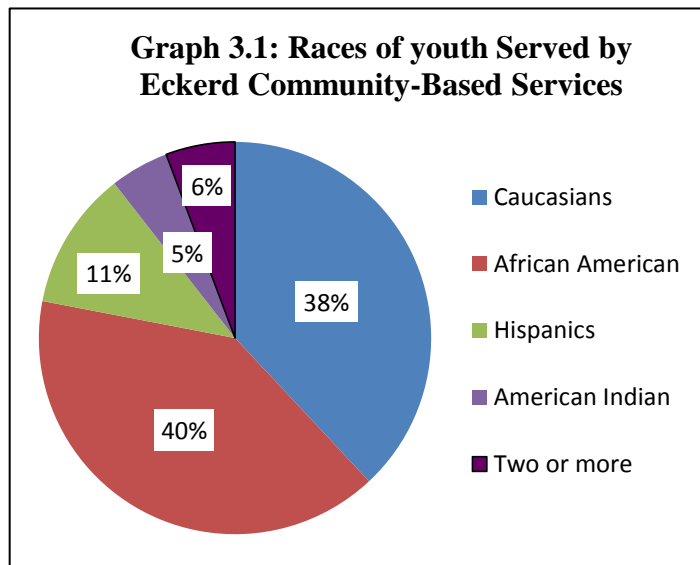
Cost Comparison

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

Program vs. Youth Development Center	Cost per Child
FY 12-13 for Eckerd Community-Based Services	\$5,470
FY 12-13 Youth Development Centers	\$138,872

Demographic Information for Served during FY 12-13

- Total number of youth served by the program between 7/1/2012 and 6/30/13 was 457
- The average age of the youth served through the program was 15
- Number of males served in the program was 389 or 85%
- Number of females served in the program was 68 or 15%



Outputs and Process Measures

- 84% of those admitted into the program successfully completed the program.
- 96% of the youth admitted into the program showed an increase in social skills.
- 98% of the youth discharged from the program participated in an educational/academic program, vocational program, or they were employed.

Recidivism

This study measured the recidivism rates for youth completing in FY 11-12 and FY 12-13. Of the 315 youth who could be measured at 6 months post-discharge 23 or 7% received a new adjudication and 15 or 5% received a new adult conviction. Total recidivism at 6 months post discharge was 12%.

Data revealed that 178 youth had been in post-discharge status for up to twelve (12) months. Of this number, 21 youth, or 12%, had acquired another juvenile adjudication and 17 youth or 10% received an adult conviction for a total recidivism rate of 21% at 12 months.

Table 3.2: Eckerd Community-Based Services - Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	315	178
Distinct Juveniles with Complaints Adjudicated	23	21
Distinct Juveniles Adjudication Recidivism	7%	12%
Adult Convictions (Distinct Juveniles)	15	17
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%
Distinct Juveniles with Adjudications or Convictions	38	38
Recidivism - Juvenile Adjudications + Adult Convictions	12%	21%

In Comparison, according to the NC Sentencing and Policy Advisory Commission's SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time horizon 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 have been able to successfully meet their projected service target and provide a variety of behavior changing services to a large number of youth and families with diverse needs. Outcome and recidivism data reflects very positive results with 78% of youth having no new adjudications or convictions at 12 months post-discharge.

AMikids Community-Based Services

Overview

The Department of Public Safety's, Juvenile Community Programs Section contracted with AMikids to provide Functional Family Therapy, an evidence-based program for adjudicated juveniles and their families in 2011. AMikids operates offices in Winston-Salem, Greenville, and Wilmington and serves fifty North Carolina counties.

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

Youth Profile

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

Service Capacity

AMikids has the capacity to serve 102 youth and their families at any given time and projects to serve 336 youth and their families in a year. The average length of service for a youth and family enrolled in the program is 4.5 months.

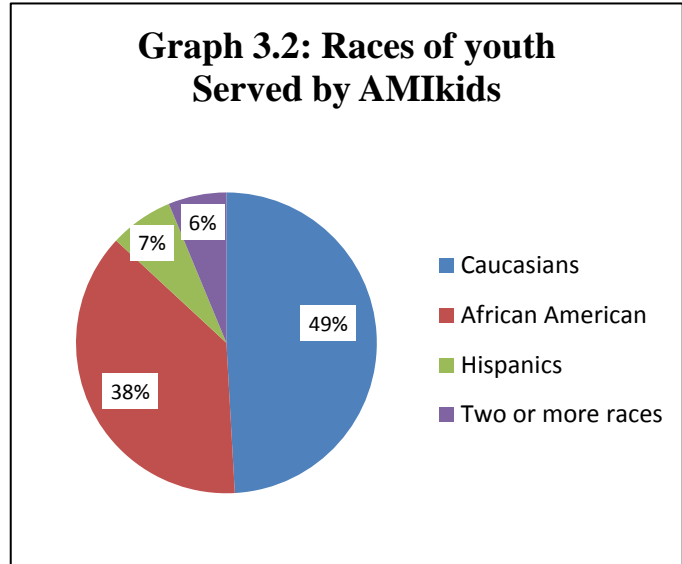
Cost Comparison

Table 3.3: The cost per child comparison for AMikids Community-Based Services versus youth development centers.

Program vs. Youth Development Center	Cost per Child
FY 12-13 for AMikids Community-Based Services	\$4,464
FY 12-13 Youth Development Centers	\$138,872

Demographical Information about the Youth Served during FY 12-13

- Total number of youth served by the program: 336
- The average age of the youth served in the program was 15.1
- 238 or 70% of youth served were male
- 98 or 30% of youth served were female



Outputs and Process Measures

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

- 90% of completed cases the therapist reported a positive outcome
- 94% of completed cases in which the youth remains in the home upon termination
- 96% of completed cases in which the youth was enrolled in an educational program or working
- 95% of parents and 94% of youth reported positive family change
- 94% of parents and 90% of youth reported positive improvement in communication skills
- 87% of parents and 96% of youth reported positive change in the youth’s behavior
- 95% of parents and 93% of youth reported positive parent’s improved parenting skills
- 92% of parents and 92% of youth reported positive change in the parent’s ability to supervise
- 92% or parents and 96% of youth reported positive change in the level of family conflict.

Recidivism

FY 11-12 and FY 12-13 recidivism data compiled by the Department shows that of the 315 youth who had been in post-discharged status from AMIkids for up to 6 months, 21 youth or 6% had received a new adjudication and 15 youth or 5% had received a new conviction. The total recidivism rate at six (6) months post discharge was 11%.

At 12 months post discharge there were 168 youth who could be analyzed for this report. Twenty youth or 12% received a new adjudication and 17 youth or 10% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 22%. See Table 3.4.

Table 3.4: AMIkids Community-Based Services– Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	315	168
Distinct Juveniles with Complaints Adjudicated	21	20
Distinct Juveniles Adjudication Recidivism	6%	12%
Adult Convictions (Distinct Juveniles)	15	17
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%
Distinct Juveniles with Adjudications or Convictions	36	37
Recidivism - Juvenile Adjudications + Adult Convictions	11%	22%

In Comparison, according to the NC Sentencing and Policy Advisory Commission’s SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. Analysis from the SPAC report indicates that youth assessed as medium to high risk are much more likely to recidivate. Although the time horizon 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

AMIkids is meeting its projected service target of annually rendering FFT to approximately 336 youth and families with need. More importantly, while additional study is required, the available recidivism data indicates that 78% of the youth that participated in the FFT program remained adjudication/conviction free in their community after twelve months without services and, strongly suggests that although additional efforts are required with the relatively small component of chronic offenders, the Department’s approach to reducing continued criminal behavior on the part of youth experiencing contact with the state’s juvenile justice system is producing positive results.

Section IV
Residential Contractual Programs

Eckerd Short-Term Residential Programs

Overview

FY 12-13 marked the second year of operation for Eckerd’s new Short-term residential programs as a Level II court ordered disposition. The residential programs are a complete rehabilitative experience delivered in an average of 90 days to 52 adjudicated male youth, ages 13 to 17, as referred by the North Carolina Department of Public Safety. These services are delivered at two campuses, located in Candor (Montgomery County) and Boomer (Wilkes County).

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

Youth Profile

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

Service Capacity

The Eckerd Campus at Candor and Boomer can serve 52 youth at a time and approximately 180 youth annually. The catchment area for these programs is statewide, with Eckerd Boomer serving most of the piedmont and western areas, while Eckerd Candor serves primarily counties located in the central and eastern parts of the state.

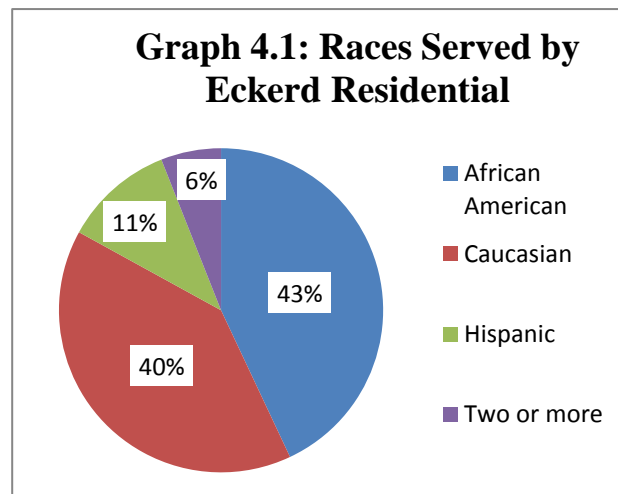
Cost Comparison

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

Program vs. Youth Development Center	Cost per Child
FY 12-13 for Eckerd Short-Term Residential	\$25,568
FY 12-13 Youth Development Centers	\$138,872

Demographics information about youth served for FY 12-13

- 100% of youth served were under court supervision and received a Level II disposition by the court.
- 176 youth were served in FY 12-13
- 127 youth were discharged in FY 12-13 of which 85% completed the program successfully
- 160 of the 176 youth served were between the ages of 14-17



Outcome Data for Youth Exiting in FY 12-13

Academic Growth

The majority of youth served by Eckerd in FY 12-13 achieved academic progress through experiential learning. Eckerd administers the Woodcock Johnson III Tests of Achievement 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 2012-2013, 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 (n = 84). See Table 4.2.

Table 4.2 Academic Growth -Woodcock-Johnson III Average Test Score

Subject	Average Grade Level at Intake	Average Grade Level at Exit	Average Grade Level Improvement
Reading	6.4	8.0	1.6
Mathematics	6.3	8.4	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 12-13, 90% showed mental health gains (n = 45).

Social Skill Gains

Social skills gains are measured by the Social Skill Improvement System (SSIS). This instrument, by Pearson Assessments, is a pre/post measure of social skills (interpersonal behaviors that help the individual in society), normed by age and gender, and which takes approximately 10-25 minutes to complete. The SSIS assesses both positive and problem social skills behaviors. Specific categories are: (1) Social Skills which includes cooperation, empathy, assertion, self-control, responsibility, communication, and engagement, and (2) Problem Behaviors including externalizing (aggression), hyperactivity/inattention, bullying, and internalizing (sadness, anxiety). This instrument serves a dual role of providing important structured feedback for individual service plan development, as well as providing an outcome assessment instrument by which to gauge the success of wraparound services. Of those youth who successfully completed the Eckerd Short-Term Residential programs, 98% (n = 46) showed social skills gains.

Recidivism

FY 11-12 and FY 12-13 recidivism data compiled by the Department shows that of the 185 youth who had been in post-discharged status from Eckerd Short-Term Residential for up to six (6) months, 28 youth or 15% had received a new adjudication and 11 youth or 6% had received a new conviction. The total recidivism rate at six (6) months post discharge was 21%.

At 12 months post discharge there were 114 youth who could be analyzed for this report. Twenty-seven youth or 24% received a new adjudication and 19 youth or 16% received a new adult conviction. The total recidivism rate at 12 months post-discharge was 40%. See Table 4.3.

Table 4.3: Eckerd Short-Term Residential – Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	185	114
Distinct Juveniles with Complaints Adjudicated	28	27
Distinct Juveniles Adjudication Recidivism	15%	24%
Adult Convictions (Distinct Juveniles)	11	19
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	16%
Distinct Juveniles with Adjudications or Convictions	39	46
Recidivism - Juvenile Adjudications + Adult Convictions	21%	40%

Comparatively, the latest research completed by the NC Sentencing and Policy Advisory Commission’s SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, indicate 40.1% of juveniles who were either adjudicated or convicted within 36 months. This is the best comparison available, although the youth being served at Eckerd represent a higher level of adjudicated youth. This subset includes youth with multiple adjudications, serving a Level II disposition, and having been assessed as 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 horizon 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

Eckerd Short-Term Residential facilities are working with intensive Level II youth that can be defined as serious, chronic, juvenile offenders with elevated risks and needs who have not been able to change their behavior through multiple community-based interventions. This residential program often serves as the final intervention before the youth is committed to a youth development center. As a result, some of the highest risk youth in the state are being served at the Eckerd Short-Term Residential Programs.

The results of this analysis show that these short-term residential programs are achieving positive outcomes for youth who are served, with 60% of those participating in the program not reoffending at 12 months post completion.

Multi-Purpose Group Homes

Overview

The NC Department of Public Safety, Juvenile Community Programs Section 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 as a Promising Practice, which addresses antisocial behaviors by implementing a social and life skills curriculum that has been individualized for each youth. Implementation involves consistent and continuous behavioral teaching and the practice of selected skills. This focus on practice and skills meets the learning-style needs of each youth and leads to an internalization of skills and the values of honesty, respect, responsibility, empowerment, compassion and spirituality. Each home is staffed with a program manager, residential counselors, a certified teacher, and a family counselor that works with youth and their families. The homes serve court ordered, Level II youth in the judicial districts they are located.

Youth Profile

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

Service Capacity

The Multi-Purpose Group Homes can serve forty (40) youth at a time and approximately eighty (80) youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

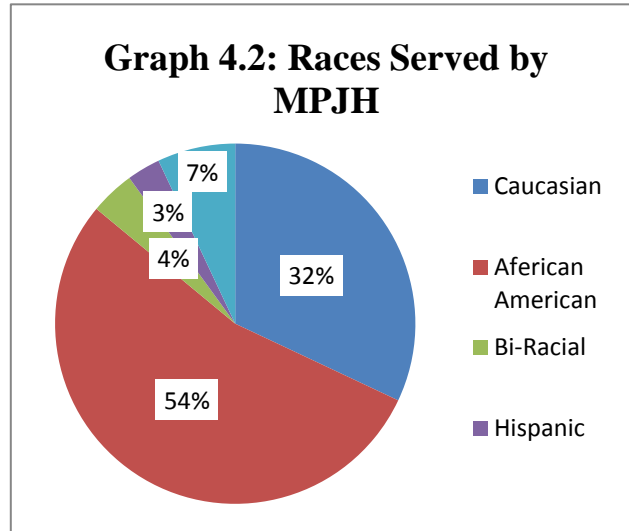
Cost Comparison

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

Program vs. Youth Development Center	Cost per Child
FY 12-13 Residential Programs	\$27,549
FY 12-13 Youth Development Centers	\$138,872

Demographics for youth served in FY 12-13

- 100% of youth served were under court supervision
- 115 youth were served in FY 12-13
- 80% of youth served completed the program successfully
- 15.3 was the average age of youth being served in the Multi-Purpose Group Homes
- 83% of youth served were male, 17% female



Outcome Data for Youth Exiting in FY 12-13

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 12-13, the *Wide Range Achievement Test* was administered to 81 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	6.7	7.2	.50
Mathematics	6.0	7.1	1.1

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 12-13. 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 4.6.

Table 4.6: Change in Risk & Protective Factors

Category	Admission	Discharge	%Change
Involvement with adult mentor or friend	34%	53%	19%
Regular contact with parent, relative, or other caregiver	98%	100%	2%
Acceptance of Authority	26%	80%	54%
School Performance is at Grade Level	54%	57%	3%
Reading Ability	60%	67%	7%
Age appropriate social behavior	28%	87%	59%
Youth has Positive Self-Image	48%	83%	35%
Empathetic towards others	66%	90%	24%
Appropriate friends	36%	67%	31%
Religious Community Involvement	10%	50%	40%
Good Personal Health Habits	78%	90%	12%
Decision-making Skills	14%	67%	53%
Honesty Behavior	22%	63%	41%
Substance-Free Behavior	26%	57%	31%
Personal Development Activities	52%	77%	25%

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys at six and twelve months post discharge from the continuing care program. These surveys help all parties understand the success of post-discharged youth served through a Multipurpose Juvenile Home. Listed in Table 4.7 below are data from the surveys completed during FY 12-13.

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	82%
Maintaining a positive on-going relationship with a caring, responsible adult	76%
Maintaining optimal health functioning with needed and appropriate supports	84%
Following substance abuse recovery plan	57%
Regularly participating in pro-social community activities	36%

Recidivism

The Department conducted a 6 and 12 month recidivism study of those youth discharged from the multi-purpose group homes in the FY 11-12 and 12-13. This study showed only 13% of juveniles served by the multi-purpose group homes received an additional adjudication or an adult conviction at 6 months post completion, and 23% at 12 months post completion. These are promising results and indicate that the “Model of Care” being implemented in the multi-purpose group homes is demonstrating a reduction in recidivism. See Table 4.8.

Table 4.8: Multi-purpose Group Home Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	147	115
Distinct Juveniles with Complaints Adjudicated	12	20
Distinct Juveniles Adjudication Recidivism	8%	17%
Adult Convictions (Distinct Juveniles)	7	7
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	6%
Distinct Juveniles with Adjudications or Convictions	19	27
Recidivism - Juvenile Adjudications + Adult Convictions	13%	23%

In Comparison, according to the NC Sentencing and Policy Advisory Commission’s SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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 horizon 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

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 home.

WestCare Female Residential Program

Overview

The WestCare Female Residential Program is a gender responsive, short-term, residential treatment option for adolescent females between 13 and 17 years of age. All of the youth accepted into this 16-bed program are adjudicated Level II offenders referred by the North Carolina Division of Adult Correction and Juvenile Justice. Their length of stay ranges between 4 and 6 months. The program is licensed as a Residential Treatment Facility by the North Carolina Department of Social Service and serves the entire state.

The primary goal of the WestCare Female Residential Program is to assist adolescent females with learning the skills, and developing the tools needed to successfully re-integrate with their families and communities. Individualized service plans guide the development of the services rendered. On site, residents have the following services available to them:

- Psychological, Psychiatric, and Social Assessments
- Trauma Informed Care
- Life and Social Skills education and practice
- Cognitive Behavioral Treatment
- Substance Abuse Education
- Academic services through the WestCare Academy which provides an education aligned with the North Carolina Standard Course of Study and classes provided by a regular and a special education teacher, both of whom are licensed.
- Health Care
- Recreation- exercise, drama, art, and creative expression

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 youth have also experienced significant 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 problems, and family discord.

Service Capacity

The WestCare Female Residential Program has a licensed capacity of 16 youth and served 51 youth during FY 12-13.

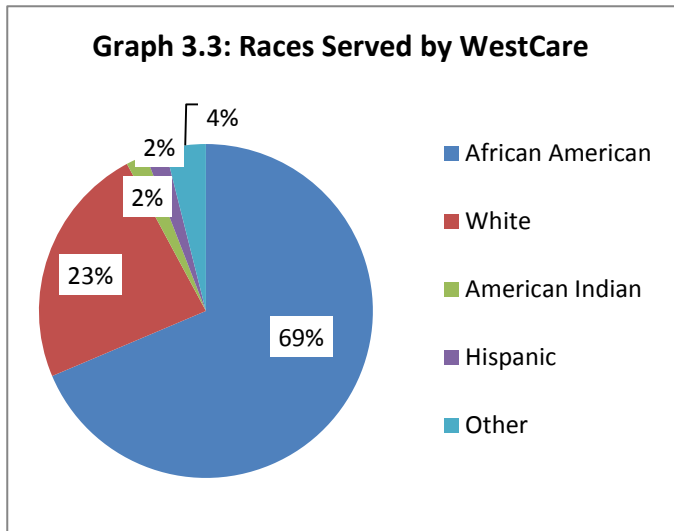
Cost Comparison

Table 4.9: The cost per child comparison for WestCare Female Residential Program versus youth development centers.

Program vs. Youth Development	Cost per Child
FY 12-13 WestCare Female Residential Program	\$29,412
FY 12-13 Youth Development Centers	\$138,872

Demographics for youth served by WestCare

- A total of 51 clients were provided services
- 100% of the youth served were under court supervision
- 100% of the youth served were between the ages of 13-17
- Thirty- five clients were discharged through June 2013 with a 94% successful completion rate.
- The average length of stay for discharged clients was 181 days.
- The average age of the population was 15.8 years.



Outcome Data for Youth Exiting in FY 12-13

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.
- 64% of clients showed decreased symptoms of depression from intake to discharge (Beck Depression Inventory)
- 100% of the caregivers that completed these assessments indicated improved behaviors (Child Behavior Checklist)
- 82% showed improved self-esteem (Rosenberg Self Esteem Scale)
- All clients in the program advanced almost one full grade. 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	6.2	9.4	3.2
Mathematics	5.5	7.6	2.1
Writing	7.1	10.5	3.4

Life Skills

- 92% could read a bus schedule, use public transportation, and develop a budget
- 86% could cook 5 basic meals

Discharge Data

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

Job Skills

- 100% of those clients who successfully completed the program created a professional resume at discharge.

Recidivism

FY 12-13 reflects information and data on thirty-eight (38) females who had been in post-discharge status for at least six (6) months and eighteen (18) females who had been in post-discharge status for up to twelve (12) months. Although the numbers are small, they are encouraging.

Two youth or, (5%) were adjudicated of a new offense and 4 youth or, 11% received new convictions at 6 months post discharge. Total recidivism at 6 months post discharge was 16%. For youth who could be measured at 12 months discharge, 2 received new adjudications and 1 received a new conviction for a total recidivism rate of 17%. This data is very positive as it reflects only a 1% change in recidivism from 6 to 12 months post discharge.

Table 4.11: WestCare Female Residential Program Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	38	18
Distinct Juveniles with Complaints Adjudicated	2	2
Distinct Juveniles Adjudication Recidivism	5%	11%
Adult Convictions (Distinct Juveniles)	4	1
Adult Recidivism (% of Distinct Juveniles Convicted)	11%	6%
Distinct Juveniles with Adjudications or Convictions	6	3
Recidivism - Juvenile Adjudications + Adult Convictions	16%	17%

In Comparison, according to the NC Sentencing and Policy Advisory Commission's *SPAC Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. This is the best comparison available, although the female youth being served at WestCare represent a higher level of adjudicated youth. This subset includes female youth with multiple adjudications, serving a Level II disposition, and having been assessed as mostly 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 horizon 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 outcome and recidivism data from the WestCare Female Residential 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 Transitional Home

Overview

FY12-13 marked the second year of operation for the Craven Transitional Home located in New Bern, NC. This is a six to 12 month residential program that helps youth leaving a youth development center and/or a Level II Residential Program build the skill sets they need to live independently. The Craven Transitional Living Program can serve six youth at a time and approximately 16 youth annually.

Major program components 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 Transitional Home 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.

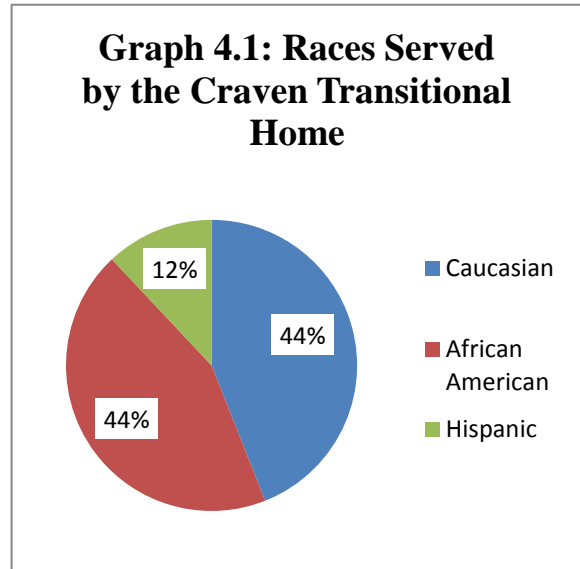
Cost Comparison

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

Program vs. Youth Development Center	Cost per Child
FY 12-13 Craven Transitional Home	\$34,375
FY 12-13 Youth Development Center	\$138,872

Demographics of youth Served during FY 12-13

- 87% of youth served were discharged from a youth development center
- 13% of youth served were discharged from Multi-Purpose Group Homes
- 100% were males
- 16 total youth were served
- 17.4 was the average age of youth being served



Outcome Data for Youth Exiting in FY 12-13

Academic Achievement

During their stay at the Craven Transitional Home, youth have a choice of four educational tracks that include community college classes, vocational trade, GED, or high school. Youth who are participating in a vocational trade can also complete their GED or high school curriculum at the same time. The education track is determined after interviewing youth to determine career goals and interest and assessment of youth’s previous academic achievements. The Vocational Independent Living Specialist will monitor the progress the youth are making on their decided tracks to ensure youth are able to make their discharge plans. Craven Community College has developed an effective relationship with the transitional home by letting the youth partner with them in certain trades while obtaining their GED or high school diploma.

Education Participation

- 69% of youth served participated in the GED/High School track at Craven Community College
- 19% of youth served participated in the Trade School track at Craven Community College
- 19% of youth served participated in the College track at Craven Community College
- 24% of youth who exited the program are currently participating in educational courses in high school or community college settings.

Employment

The Craven Transitional Home strives in having every youth employed while working through the program. The transitional home teaches and enhances job seeking skills from the moment a youth enters the home. During the first level of the program, youth are working on how to search for appropriate jobs. The Vocational Independent Living Specialist and After Care Specialist work with each youth on how to navigate search engines, build resumes, fill out on-line applications and dress for seeking job applications. Next, the Vocational Independent Living Specialist and After Care Specialist work with youth on how to obtain employment by going through practice job interviews, how to dress for an interview, what questions to ask during an interview, and how to negotiate a salary. After a youth is offered a job, staff will work with the youth on their employment skills to ensure they are becoming

effective employees. Employment is a core component of the transitional home as it empowers the youth by giving them confidence and improving their self esteem.

The Craven Transitional Home has established a relationship with Vocational Rehabilitation of New Bern, NC to help our youth with job seeking and employment maintenance. A rehabilitation specialist has provided group sessions to Craven’s youth and staff, giving the home key strategies so that youth feel confident in gaining and maintaining employment.

Employment Results

- 75% of youth obtained employment and successfully held their employment until discharge
- 67% of youth who have exited the program are currently employed in either food management; manufacturing or customer service areas.

Recidivism

The data provided in Table 5.2 below represents promising results. Youth leaving the Craven Transitional Home only had a 5% recidivism rate at 6 months post discharge, and only a 14% 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 Transitional Home, coupled with separating the youth from their home environments are significantly reducing recidivism rates.

Table 5.2: Craven Transitional Home Recidivism

Post-Discharge Timeframe	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	20	14
Distinct Juveniles with Complaints Adjudicated	0	0
Distinct Juveniles Adjudication Recidivism	0%	0%
Adult Convictions (Distinct Juveniles)	1	2
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	14%
Distinct Juveniles with Adjudications or Convictions	1	2
Recidivism - Juvenile Adjudications + Adult Convictions	5%	14%

In Comparison, according to the NC Sentencing and Policy Advisory Commission’s SPAC *Juvenile Recidivism Study: Sample FY 2008/09*, 40.1% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. This is the best comparison available, although the youth being served at the Craven Transitional Home represent a higher 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 horizon 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.