



**Annual Evaluation of Community Programs
Report
March 2013**

**Submitted by:
Department of Public Safety
Division of Administration
Community Programs Section**

In accordance with the following legislation, the Department submits this report:

ANNUAL EVALUATION OF COMMUNITY PROGRAMS

SECTION 17.2. The Department of Juvenile Justice and Delinquency Prevention shall conduct an evaluation of the wilderness camp programs and of Multi-Purpose group homes.

In conducting the evaluation of each of these programs, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. The Department also shall identify 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 Joint Legislative Corrections, Crime Control, and Juvenile Justice Oversight Committee, the chairs of the Senate and House of Representatives Appropriations Committees and the chairs of the Subcommittees on Justice and Public Safety of the Senate and House of Representatives Appropriations Committees by March 1 of each year.

Introduction

In accordance with the following legislation, changes were made in how the Community Programs Section's miscellaneous contractual services dollars are spent by the Department.

SESSION LAW 2011-391, SECTION 41: Section 17.3 of Session Law 2011-145 is rewritten to read:

"SECTION 17.3.(a) Funds appropriated in this act to the Department of Juvenile Justice and Delinquency Prevention for the 2011-2013 fiscal biennium for wilderness camp contracts that are not required for or used for wilderness camp contracts shall only be used for the following:

1. Other statewide residential programs that provide Level 2 intermediate dispositional alternatives for juveniles.
2. Statewide community programs that provide Level 2 intermediate dispositional alternatives for juveniles.
3. Regional programs that are collaboratives of two or more Juvenile Crime Prevention Councils which provide Level 2 intermediate dispositional alternatives for juveniles.
4. The Juvenile Crime Prevention Council grants fund to be used for the Level 2 intermediate dispositional alternatives for juveniles listed in G.S. 7B-2506(13) through (23)."

This report includes an analysis of all of those programs funded through the contractual services line item.

The following overview will explain why these dollars are no longer spent just on wilderness camping and Multi-Purpose Juvenile Homes. With the impending expiration of the contract that had been previously awarded to provide wilderness camping experiences for youth in our state, the Department of Juvenile Justice and Delinquency Prevention initiated an extensive process for identifying the most effective programming for these targeted youth which would ensure greater public safety. As part of this process, the Department reviewed the research and examined data on the effectiveness of the wilderness camping experiences and assembled a statewide advisory board of juvenile justice professionals, judges, legislators, and other stakeholders. The result was a determination that there are more efficient and effective ways to serve high-risk adjudicated juveniles with designated dollars. Although wilderness experiences have been deemed somewhat effective in changing some juvenile behaviors, the research has identified services that are far more effective at targeting and changing criminogenic behaviors or those behaviors that cause a juvenile to recidivate.

Utilizing data gleaned from the aforementioned process, the Department then developed a very deliberate approach for securing the dispositional alternatives most likely to achieve better outcomes: a combination of both residential and non-residential services; evidence-based programming found to be most effective in addressing the needs of Level II juveniles; services that fill gaps in the Department's comprehensive strategy of graduated sanctions for targeted juveniles; services that are delivered statewide, regionally, and locally; reentry services; and

programs that address the specific risks and needs of these high-risk juveniles within local communities.

To meet the needs of Level II adjudicated youth, the Department issued five (5) Requests for Proposals which included the following: three RFPs for statewide residential services, one RFP for regional community-based alternatives, and one RFP for Juvenile Crime Prevention Council (JCPC)-endorsed Level II dispositional alternatives.

Statewide Evidence-Based Residential Alternatives

The Department issued three (3) residential Requests For Proposals (RFPs) which sought providers to deliver short-term/staff-secure residential services as a dispositional alternative as defined in NCGS 7B-2506 for Level II adjudicated males and female youth. The providers were required to select an evidence-based model to serve youth in these programs. A listing of those programs funded through these RFPs can be found in Table 1 titled Evidence-Based Residential Services.

Evidence and Community-Based Dispositional Alternatives

A weakness identified in the previous wilderness experience contract was the lack of reentry services provided to youth returning from the programs. In order to address this concern, the Department released an additional RFP that sought contractors to provide community-based, effective intermediate sanctions and reentry services as a dispositional alternative as defined in NCGS 7B-2506 for high-risk Level II adjudicated youth. These services will be called upon to serve high-risk youth between the ages of 10 and 17 which would include the following: youth returning from a youth development center; youth transitioning out of some other residential placements such as a wilderness camp or Multi-Purpose Juvenile Home; youth returning home from a detention center; or as a dispositional option for Level II adjudicated youth. Priority was given to proposals which were evidence-based and targeted youth who demonstrate the most need with the greatest level of risk. A listing of those programs funded through this RFP can be found in Table 2 titled Non-residential Contractual Services

JCPC-Endorsed Evidence-Based Level II Dispositional Alternatives

Finally, 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 an 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. A listing of those programs funded through this RFP can be found in Table 3 titled New JCPC-Endorsed Evidence-Based Level II Dispositional Alternatives.

Table 1: Residential Contractual Services

Service Provider	Contractual Services	Start Date	Contract Amount	Number of Youth to be Served
Eckerd, Inc.	Short-term juvenile justice residential services designed to provide a complete rehabilitative experience in 3 months for 48 adjudicated male youth between the ages of 13-17. Staff-secure residential services are delivered at two of the former wilderness camps sites in Candor and Boomer, NC. The residential therapeutic model has been redesigned to provide a complete rehabilitative experience with a shorter length of stay. This program provides evidence-based programming including Cognitive Behavioral Therapy, life-skills development, restorative justice principles, and skill-appropriate educational services.	Contract began July 1, 2011 Youth admissions began August 1, 2011	\$4,500,000	48 at a time Approximately 192 annually (based on average LOS of 90 days)
WestCare Foundation, Inc.	Short-term/staff secure residential services as a dispositional alternative for up to 16 Level II adjudicated female youth. Identified risks of youth to be served include substance abuse, early onset of sexual activity. An evidence-based model of care that includes assessment, individualized services, academic and life-skills education, recreation, and skill building is utilized. Client/staff interactions are directed toward engaging all clients in a collective process of healing, growth, and change that benefits them, their families, and communities.	Contract began October 1, 2011 First admission March 1, 2012	\$1,500,000	16 at a time Approximately 32 annually

Service Provider	Contractual Services	Start Date	Contract Amount	Number of Youth to be Served
Multi-Purpose Juvenile Homes	Methodist Home for Children operates five Multi-Purpose Juveniles homes that provide secure non-institutional alternatives to a youth development center and secure detention. The five homes are located in Chowan, Hertford, Wayne, Robeson, and Macon County. These eight-bed facilities feature the Model of Care Program which addresses antisocial behaviors by implementing a social and life skills curriculum that has been individualized for each youth.. The homes primarily serve court-ordered, Level II youth in the judicial districts they are located.	Current renewal of contract began October 01, 2012 and runs through September 30, 2013	\$3,168,121	40 at a time Approximately 80 youth annually (males and females)

Table 2: Non-Residential Contractual Services

Service Provider	Contractual Services	Start Date	Contract Amount	Number of Youth to be Served
AMIkids, Inc.	The Department selected AMI to provide Functional Family Therapy in catchment areas 2, 7, and 8.	Contract began August 1, 2011 Referrals began October 1, 2011	\$1,500,000	102 youth at time Approximately 204 youth annually
Eckerd Youth Alternatives	The Department selected Eckerd to provide Cognitive Behavioral Treatment, wrap-around, and aftercare services for catchment areas 1,3,4,5, and 6.	Contract began August 1, 2011 Referrals began October 1, 2011	\$2,500,000	225 youth at a time Approximately 450 youth annually

Table 3: JCPC Endorsed Evidence--Based Level II Dispositional Alternatives

Western Region					
County	Provider	Program Name	Service	Supplemental Service	Award
Buncombe (Madison, Mitchell, Yancey)	Barium Springs Home for Children	Community - Based Services for Juveniles that Sexually Offend	Sex Offender Treatment	Individual Therapy	\$110,606.00
Lincoln (Cleveland, Gaston)	Alexander Youth Network	Alexander Youth Network	Sex Offender Treatment	N/A	\$173,749.00
					\$284,355.00

JCPC Endorsed Evidence-Based Level II Dispositional Alternatives

Piedmont Region					
County	Provider	Program Name	Service	Supplemental Service	Award
Iredell (Alexander)	Barium Springs Home for Children	Sexual Abuse Intervention Services	Family Counseling - Clinical Treatment	N/A	\$100,000.00
Rockingham (Stokes, Surry)	Rockingham Co. Youth Services	Alternatives to Commitment Expansion	Family Therapy (Home-Based Intensive)	Parent Training & Mentoring	\$100,000.00
Rowan	Rowan County Youth Services Bureau, Inc.	Trauma- Focused Cognitive Behavioral Therapy	Trauma-Focused Cognitive Behavioral Therapy	Bio-/neuro-feedback	\$85,000.00
Forsyth	Family Services, Inc.	Family Therapy	Family Counseling	Counseling	\$146,000.00
Guilford	City of Greensboro Parks and Recreation Dept	2nd Chance Program: An Extension of the Hope Project	Counseling	Parent/Youth Skill Building	\$147,000.00
					\$578,000.00

JCPC Endorsed Evidence-Based Level II Dispositional Alternatives

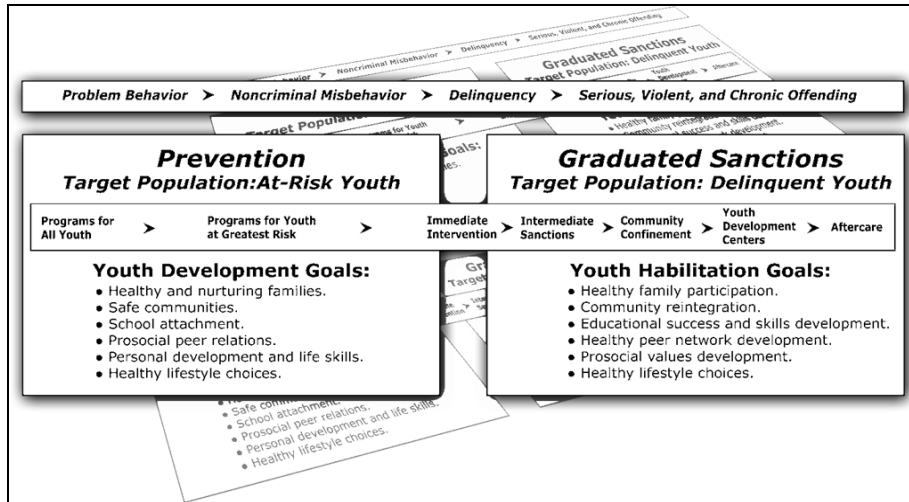
Central Region					
County	Provider	Program Name	Service	Supplemental Service	Award
Cumberland	Cumberland County LME	Juvenile Court Outreach Services	Counseling	Parent Training & Individual Counseling	\$50,000.00
Wake	Haven House Services	Community Detention Program	Structured Day - Skill Building Program	N/A	\$150,000.00
Cumberland	Fayetteville Urban Ministry	Find-A-Friend's Gang Awareness Through Education (GATE)	Interpersonal Skills	Mentoring & Tutoring	\$50,000.00
Durham	Ligo Dojo of Budo Karate	Young Warriors CBT (Cognitive Behavioral Therapy)	Interpersonal Skill Building	Cognitive Behavioral Therapy (CBT)	\$45,000.00
Harnett (Johnston)	Eleventh Judicial District ReEntry	Healthy Choices Family Enrichment	Interpersonal Skills	Parent/Family Skill Building, Substance Abuse	\$50,000.00
Granville (Franklin, Vance, Warren)	Kerr-Tar Council of Governments	Community Connections	Counseling	Family Therapy	\$140,000.00
Scotland (Hoke)	Scots for Youth	Mentoring for Success	Mentoring	Substance Abuse Counseling	\$59,000.00
					\$544,000.00

JCPC Endorsed Evidence-Based Level II Dispositional Alternatives (Continued)

Eastern Region					
County	Provider	Program Name	Service	Supplemental Service	Award
New Hanover	New Hanover County Youth Empowerment Services	Community Service & Restitution	Restitution	N/A	\$40,000.00
Onslow (Pitt)	Methodist Home for Children	Temporary Emergency Shelter Beds	Temporary Shelter Care	Parent/Family Skill Building, Interpersonal Skills	\$217,000.00
Lenoir (Wayne, Greene)	Prevention and Treatment Center of Lenoir County	8th Judicial District Community Intervention Program	Structured Day	Home-Based Services, Interpersonal Skill Building	\$117,000.00
					\$374,000.00

Overview of Contractual Services, Community Programs Section

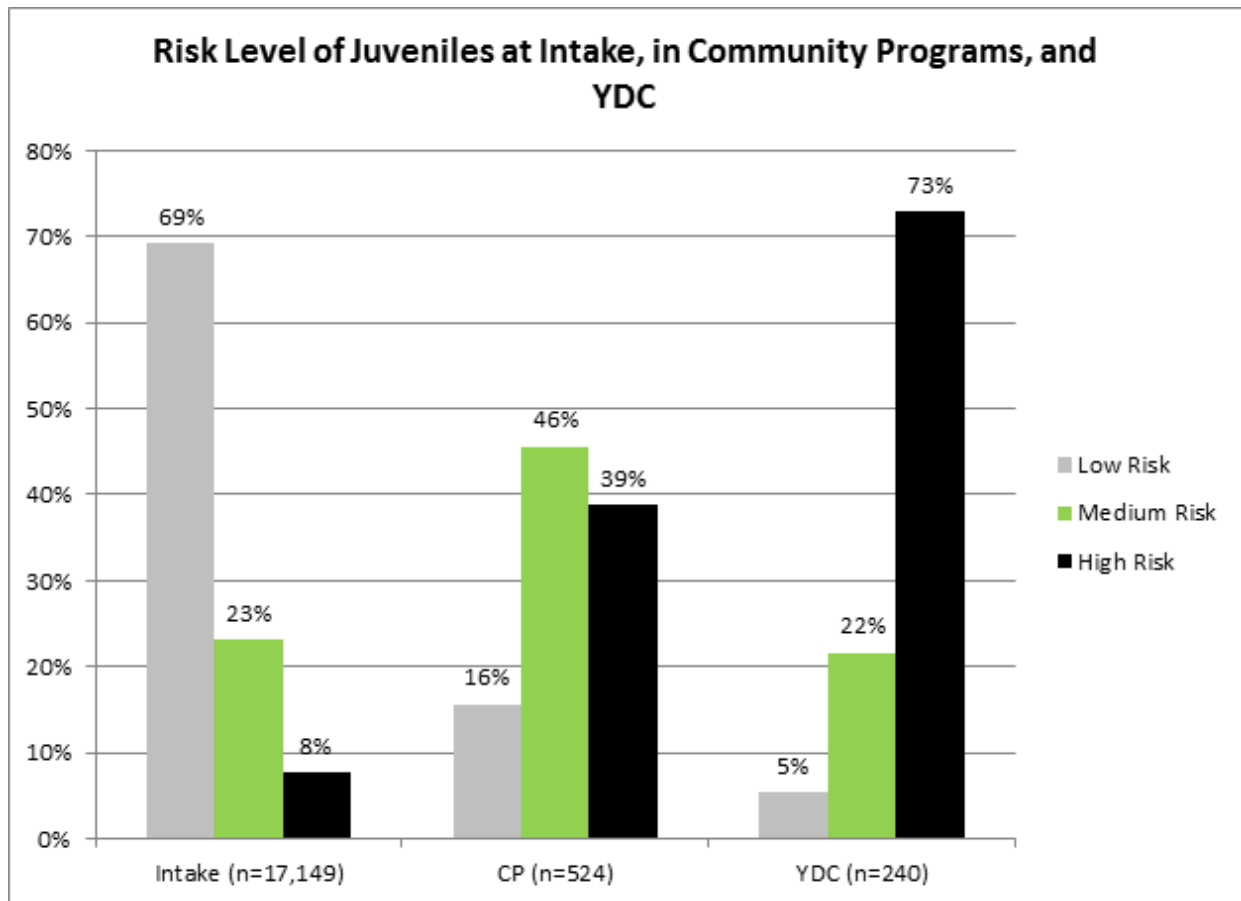
Juvenile Crime Prevention Councils (JCPC) funded programs form the foundation of North



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 do not drop through the system, so youth are not forced deeper into the system which comes at a far greater cost to the state.

The Department of Public Safety's 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. The graphic below shows that the vast majority of youth served by these programs were at medium or high risk (85%) of reoffending, meaning these programs are working with a youth population who without these services would be expected to reoffend.



Overall Recidivism

With most of these programs starting in the last fiscal year, the time period that the Department can report on for recidivism is short, and the number of youth in the sample is reduced from what the Department will be able to report on in the coming years. With these disclaimers made, it is very clear from this preliminary data that these programs are achieving the desired results the Department was seeking when it rebid these contracts. These programs are now serving more challenging youth with heightened risk factors and are reducing their chances of recidivating. As seen in the table below, this study showed 65, or only 12.4%, of those juveniles served by a Community Programs Contractual Service who could be followed for a full six month post-discharge received an additional adjudication or an adult conviction.

All Contractual Programs Recidivism Measure 1: Youth Receiving Additional Adjudication or an Adult Conviction	
Distinct youth who had at least 6 months post-discharge to be studied	525
Juveniles receiving an additional adjudicated post-discharge	47
Youth receiving an adult conviction post-discharge	18
Youth with an adjudication or conviction post-discharge	65
Percentage of youth receiving a juvenile adjudication or an adult conviction post-discharge	12.4%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% 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.

The Department also studied whether a juvenile had further involvement in the North Carolina juvenile justice system by reviewing the number of youth completing a Community Programs Contractual Program who received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full six months of time from the time of discharge to be studied, only 68 or 13% had another juvenile complaint filed against them.

All Contractual Programs Recidivism Measure 2: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	525
Juveniles receiving an additional juvenile complaint post-discharge	68
Percentage of distinct juveniles with complaints post-discharge	13%

Conclusion

By rebidding these contractual services, the Department has been able to serve more juveniles who are exhibiting a great number and a higher severity of risk factors for reoffending while, according to preliminary data, achieving better outcomes for both the juvenile and the state. The following sections of this report will highlight each of the contractual programs and the results of their services.

Residential Contractual **Programs**

Eckerd Short-Term Residential Programs

Overview

Fiscal Year 2011-2012 marked the first 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 48 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 on-site accredited education and work together in small group settings with assigned counselors.

Youth Profile

All referrals made to these short-term residential programs are male and have a Level II disposition. Typically these youth have had multiple adjudications for person and property offenses and have received some 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

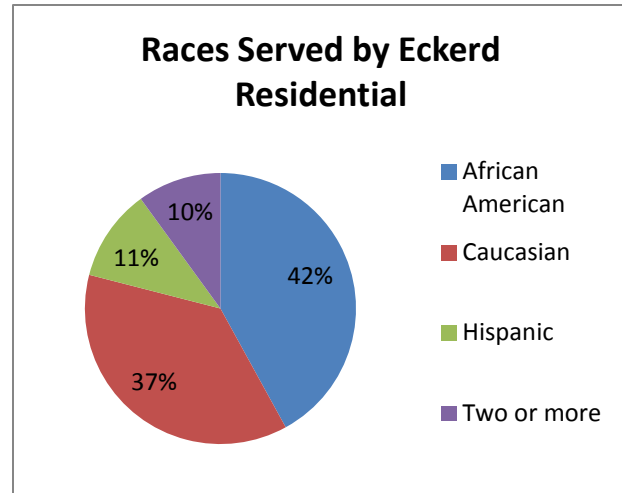
The Eckerd Campus at Candor and Boomer can serve 48 youth at a time and approximately 180 youth annually. The catchment area for these programs is statewide, with Eckerd Boomer serving most of the piedmont and western areas, while Eckerd Candor serves primarily counties located in the central and eastern part of the state.

Residential Cost Comparison

Cost per child FY 11/12 for Eckerd Short-Term Residential (including start-up costs)	\$30,450
Projected Cost per Child FY 12/13 for Eckerd Short-Term Residential	\$25,000
Cost per child FY 11/12 Youth Development Centers	\$126,401

Demographics for FY 2011-2012

- 100% of youth served were under court supervision and received a Level II disposition by the court.
- 93 youth were served in FY 2011-2012.
- 68 youth were discharged in FY 2011-2012 of which 62% completed the program successfully
- 86 of the 93 youth served were between the ages of 14-17.



Outcome Data for Youth Exiting in FY 2011-2012

Academic Growth

The majority of youth served by Eckerd in FY 2011-2012 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 2011-2012, results show an average increase in reading scores of 1.4 grade levels and an average increase in math scores of 1.3 grade levels (n = 38).

Woodcock-Johnson III Average Test Score Growth

Subject	Average Intake Score	Average Exit Score	Average Grade Level Improvement
Reading	7.4	8.8	1.4
Mathematics	6.6	7.9	1.3

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 2011/2012, 82% showed mental health gains (n = 38).

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, taking approximately 10-25 minutes to complete. The SSIS assesses both positive and problem social skills behaviors. Specific categories are: (1) Social Skills including 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, 80% showed social skills gains.

Recidivism

Since the Eckerd Short-Term Residential Programs started in the last fiscal year, the Department was only capable of conducting a six month recidivism study on those youth discharged from the programs. This study showed only 13 or 18.3% of juveniles served by Eckerd Short-Term Residential who had a full six month after discharge received an additional adjudication or an adult conviction.

Recidivism Measure 1: Youth Receiving an Additional Adjudication or Receiving an Adult Conviction	
Distinct youth who had at least 6 months post-discharge to be studied	71
Juveniles receiving an additional adjudicated post-discharge	11
Youth receiving an adult conviction post-discharge	2
Youth with an adjudication or conviction post-discharge	13
Percentage of Distinct Juveniles with Adjudications or Adult Convictions	18.3%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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.

The Department also studied whether a juvenile had further involvement in the juvenile justice system by reviewing the number of youth completing the Short-Term Residential Programs who received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full six months of time from the time of discharge, only 16 or 22% had another juvenile complaint filed against them.

Recidivism Measure 2: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	71
Juveniles receiving an additional juvenile complaint post-discharge	16
Percentage of juveniles receiving an additional complaints	22.5%

Conclusion

Eckerd Short-Term Residential facilities are working with intensive Level II youth who are at risk of youth development center commitment and are achieving better than expected outcomes within their first year of operation.

Multi-Purpose Juvenile Homes

Overview

The NC Department of Public Safety currently contracts with Methodist Home for Children to operate five Multi-Purpose Juvenile homes that provide secure non-institutional alternatives to youth development centers and secure detention. The five homes are located in Chowan, Hertford, Wayne, Robeson, and Macon County. These eight-bed facilities feature the Model of Care Program, recognized by the U. S. Office of Juvenile Justice as a Promising Practice, addressing 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 where they are located.

Youth Profile

Youth being referred to the Multi-Purpose Juvenile 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 some 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

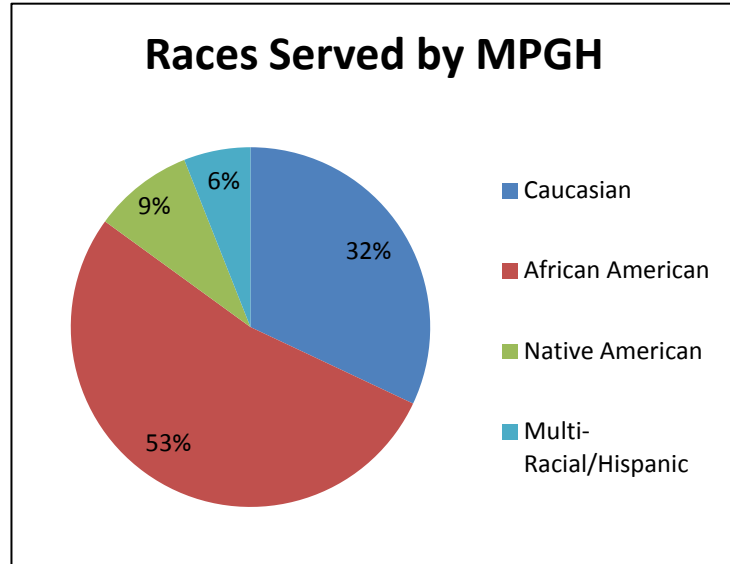
The Multi-Purpose Juvenile Homes can serve 40 youth at a time and approximately 100 youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

Residential Cost Comparison

Residential Program	Cost per Child Served
Multi-Purpose Juvenile Homes	\$28,801 (per child served)
Youth Development Centers	\$126,401

Demographics for FY 2011-2012

- 100% of youth served were under court supervision
- 110 youth were served in FY 2011-2012
- 88% of youth served completed the program successfully
- 15.5 was the average age of youth being served in the Multi-Purpose Group Homes
- 82% of youth served were male, 18% female



Outcome Data for Youth Exiting in FY 2011-2012

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 2011-2012, the *Wide Range Achievement Test* was administered to 81 youth. See table below for the average improvement youth were able to make.

Wide Range Achievement Test

Subject	Average Grade Level at Admission	Average Grade Level at Discharge	Average Grade Level Improvement
Reading	6.6	7.7	1.7
Mathematics	6.4	7.2	.80

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 2011-2012. 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.

Category	Admission	Discharge	%Change
Personal Development Activities	46%	89%	43%
Substance Free Behavior	29%	76%	47%
Honest Behavior	21%	59%	38%
Decision Making Skills	17%	48%	31%
Good Personal Health Habits	86%	98%	12%
Age Appropriate Friends	33%	77%	44%
Empathetic Towards Others	48%	80%	32%
Youth has Positive Self Image	46%	80%	34%
Age Appropriate Social Behavior	43%	80%	37%
Reading Ability	51%	68%	17%
School Performance is at Grade Level	38%	68%	30%
Accepts Authority	32%	71%	39%
Regular Contact with Parent, Relative, or other Caregiver	98%	100%	2%
Involvement w/Adult Mentor or Friend	43%	64%	21%

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 Multi-Purpose Juvenile Home. Listed in the table below are data from the surveys completed during FY 2011-2012.

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	84%
Maintaining a positive on-going relationship with a caring, responsible adult	78%
Maintaining optimal health functioning with needed and appropriate supports	86%
Following substance abuse recovery plan	70%
Regularly participating in pro-social community activities	48%

Recidivism

The Department conducted a 6 month and 12 month recidivism study of those youth discharged from the Multi-Purpose Juvenile Homes in the FY 2011/2012. This study showed only 13% of juveniles served by the homes who had a full 12 months after discharge to be studied received an additional adjudication or an adult conviction.

Recidivism Measure 1: Youth receiving an additional adjudication or adult conviction		
	0 to 6 months	6 to 12 months
Distinct Juveniles in the Community for At Least 6 or 12 Months	72	46
Juveniles receiving an additional adjudicated post-discharge	7	4
Youth receiving an adult conviction post-discharge	2	2
Youth with an adjudication or conviction post-discharge	9	6
Recidivism, Measure 2 - Juvenile Adjudications + Adult Convictions	12.5%	13.0%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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.

The Department also studied whether a juvenile had further involvement in the juvenile justice system by reviewing the number of youth completing the Multi-Purpose group home programs who received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full 12 months of time from the time of discharge to be studied, only 9 or 19.6% had another juvenile complaint filed against them.

Recidivism Measure 2: Youth Receiving an Additional Delinquent Complaint		
	0 to 6 months	6 to 12 months
Distinct juveniles who had at least 6 or 12 months post-discharge to be studied	72	46
Juveniles receiving an additional juvenile complaint post-discharge	14	9
Percentage of Distinct Juveniles with Complaints	19.4%	19.6%

Conclusion

Multi-Purpose Juvenile Homes continue to be an effective and cost efficient alternative to committing youth to a youth development center.

WestCare Girls Program

Overview

The WestCare North Carolina Girls Program is a gender responsive, short-term residential treatment facility for females between 13 and 17 years of age. All of the females accepted into this 16 bed program are adjudicated, Level II offenders referred by the North Carolina Division of Juvenile Justice and Delinquency Prevention (DJJ). The 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.

The primary goal of the WestCare Girls 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 evidence based services available to them:

- Health Care
- Psychological, Psychiatric, and Social Assessments
- Cognitive Behavioral Treatment
- Education- through the WestCare Girls 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.
- Trauma-Informed 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 short and long-term suspensions. Other characteristics found in the referred population include: substance abuse, gang involvement, mental health problems, and family discord.

Service Capacity

The WestCare Girls Program has a licensed capacity of 16 youths and plans to serve between 32 and 48 youth annually. The catchment area for this program is statewide,

Residential Cost Comparison

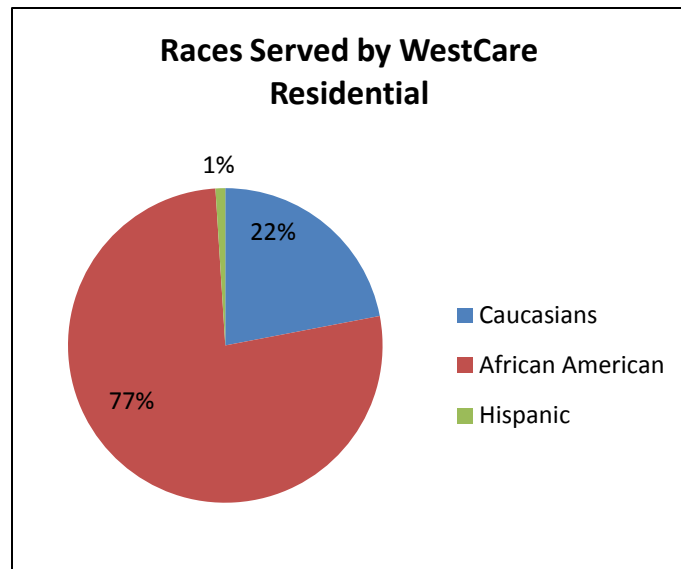
Cost per child FY 11/12 for the WestCare Girls Program (including start-up costs of \$640,000 for converting a Wilderness Camp into a Residential Treatment Facility)	\$56,961.37
Projected Cost per Child FY 12/13 for the WestCare Girls Program	\$31,250.00
Cost per child FY 11/12 Youth Development Centers	\$126,401

Demographics for FY 2011-2012

- 100% of the youths served were under court supervision
- 18 youths were served in FY 2011-2012
- 100% of the youth served were between the ages of 13-17

Outcome Data for Youth Exiting in FY 2011-2012

The WestCare Girls Program began accepting clients on March 26, 2012 and was operating at licensed capacity within 60 days of opening. Between March 26, 2012 and June 30, 2012 a total of 18 females were admitted with no one successfully discharged during this timeframe. One of the youth admitted was transferred to a psychiatric facility and another was returned to her home court for further action.



Effectiveness Measures Utilized

The WestCare Girls Program utilizes the following effectiveness measures: Beck Depression Inventory, Child Behavior Checklist, Rosenberg Self Esteem Scale, Youth Self Report, random drug tests, Cognitive Behavioral Therapy, and educational attainment.

Objectives

WestCare attained the following objectives with the first 18 youths admitted into the program:

- 100% (18/18) clients were assessed within 24 hours of arriving to the program.
- 78% (14/18) of clients had an individualized service plan within the first 30 days of admission. Two clients left the program in less than 30 days (one disciplinary removal and one medical transfer) before their individualized service plan could be fully completed.
- 100% of youth admitted with court-ordered community service hours successfully completed them while in residence.
- 100% (18/18) of clients were enrolled in school within 7 days of admission.
- 94% (17/18) of clients participated in family strengthening activities.
- 100% (18/18) of clients participated in job functions. 94% (17/18) of clients had a résumé by the time they were discharged from the program.

Recidivism

Since the WestCare Residential did not accept clients until March 26, 2012, the Department was only capable of conducting a six month recidivism study on those youth discharged from the programs. Even with limiting the follow-up study to 6 months, only 2 girls were eligible to be studied and neither of those girls had further adjudications or adult convictions. Since the sample size is so small, the Department cannot derive any valid conclusions from this study.

Recidivism Measure 1: Adjudications and Convictions	
Distinct youth who had at least 6 months post-discharge to be studied	2
Juveniles receiving an additional adjudicated post-discharge	0
Youth receiving an adult conviction post-discharge	0
Youth with an adjudication or conviction post-discharge	0
Percentage of distinct youth with adjudications or adult convictions within 6 months after their discharge	0%

As seen in the table below neither of the juveniles received an additional delinquency complaint.

Recidivism Measure 2: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	2
Juveniles receiving an additional juvenile complaint post-discharge	0
Percentage of Distinct Juveniles with Complaints	0%

Conclusions: Program activities began so late in FY 11-12 that little meaningful outcome data is available; however, the information which has been obtained and all reports from the females' communities, their families, and the youth themselves are positive and promising. Almost all have been effectively reintegrated into their local communities while remaining offense free.

Non-Residential Contractual **Programs**

Eckerd Non-Residential Services

Overview

The Department of Public Safety, Community Programs Section has contracted with Eckerd to provide Cognitive Behavioral Therapy, wrap-around, and aftercare services, all evidence-based program models for working with adjudicated juveniles. Eckerd operates offices in Asheville, Charlotte, Greensboro, Lumberton, and Raleigh and serves fifty counties in the state.

Eckerd's non-residential 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 new non-residential delivery system in North Carolina is designed to rehabilitate youth and improve outcomes.

All services are family-focused and evidence-based. Individualized treatment plans direct the delivery of all interventions provided as well as 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 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

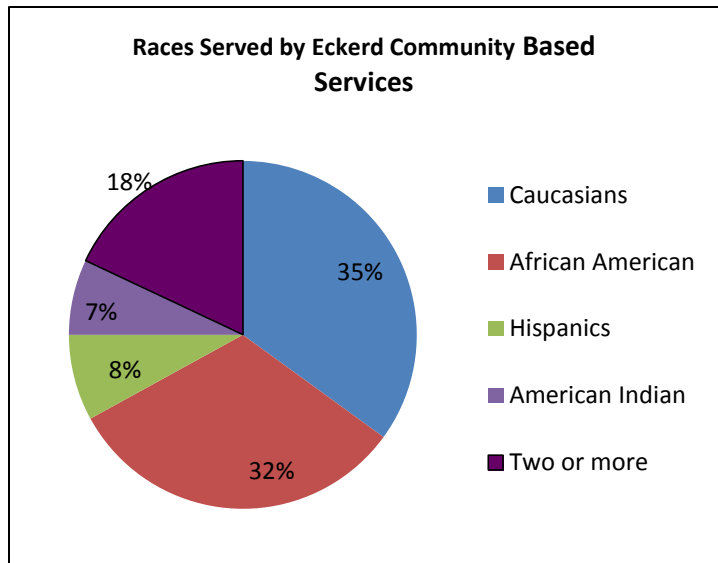
Eckerd has the capacity to serve 240 youth and their families at any given point in time or up to an average of 460 youth and their families in a year. The average length of service for a youth enrolled in the program is 4 to 6 months.

Cost Per Child

Cost per child FY 11/12 for Eckerd Non-Residential Services (including start-up costs)	\$10,427
Projected Cost per Child FY 12/13 for Eckerd Non-Residential Services	\$5,280
Cost per child FY 11/12 Youth Development Centers	\$126,401

Demographical Information about Youth Served

- Total number of youth served by the program between 10/21/11 and 6/30/12 was 197
- The average age of youth served in the program was 15
- Number of males served in the program was 174 or 88%
- Number of females served in the program was 23 or 12%



Outputs and Process Measures

1. 78% of those admitted into the program successfully completed the program.
2. 100% of the youths admitted into the programs who were identified as being in need of mental health and/or substance abuse treatment will have a specific goal in their individual service plan addressing how these services shall be provided.

The established goal for clients with mental health problems was 60%. The attained outcome was 79%.

3. 68% of youth admitted into the program showed an increase in social skills.
4. 98% of the youth discharged from the program were enrolled and participated in an educational/academic program, vocational program, or employed.
5. 100% of parents/guardians who responded to surveys reported satisfaction with the services received.

Outcome Data

Recidivism

As Eckerd's non-residential programs began offering services during the last fiscal year; the Department was only capable of conducting a six month recidivism study on those youth discharged from the programs. This study showed only 10 or 11% of those juveniles served by Eckerd's non-residential programs who could be followed for a full six month post-discharge received an additional adjudication or an adult conviction.

Recidivism Measure 1: Adjudications and Convictions	
Distinct youth who had at least 6 months post-discharge to be studied	91
Juveniles receiving an additional adjudicated post-discharge	9
Youth receiving an adult conviction post-discharge	1
Youth with an adjudication or conviction post-discharge	10
Percentage of distinct youth with adjudications or adult convictions within 6 months after their discharge	11.0%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% 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.

The Department also studied whether a juvenile had further involvement in the North Carolina juvenile justice system by reviewing the number of youth completing the Community Based Non-residential Program who received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full six months of time from the time of discharge to be studied, only 16 or 22% had another juvenile complaint filed against them.

Recidivism Measure 1: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	91
Juveniles receiving an additional juvenile complaint post-discharge	13
Percentage of Distinct Juveniles with Complaints	14.3%

Conclusion

This report demonstrates that during its first year of operations Eckerd's non-residential programs have been able to serve youth in their home communities at approximately 1/12 the expense of placement in a youth development center while achieving a much lower than anticipated recidivism rate and better than expected overall outcomes.

AMIkids Overview and Results

Overview

The Department of Public Safety, Community Programs Section has contracted with AMIkids to provide Functional Family Therapy, which is an evidence-based program for adjudicated juveniles, and their families. AMIkids operates offices in Winston-Salem, Greenville, and Wilmington and serves fifty counties in the state.

Functional Family Therapy is an in-home family and community-based model that promotes the use of strong motivational and engagement techniques that 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 a 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 proven to be effective in supporting positive change in the lives of troubled youths and their families.

Youth Profile

All referrals made to these short-term residential programs are male and have a Level II disposition. Typically these youth have had multiple adjudications for person and property offenses and have received some 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

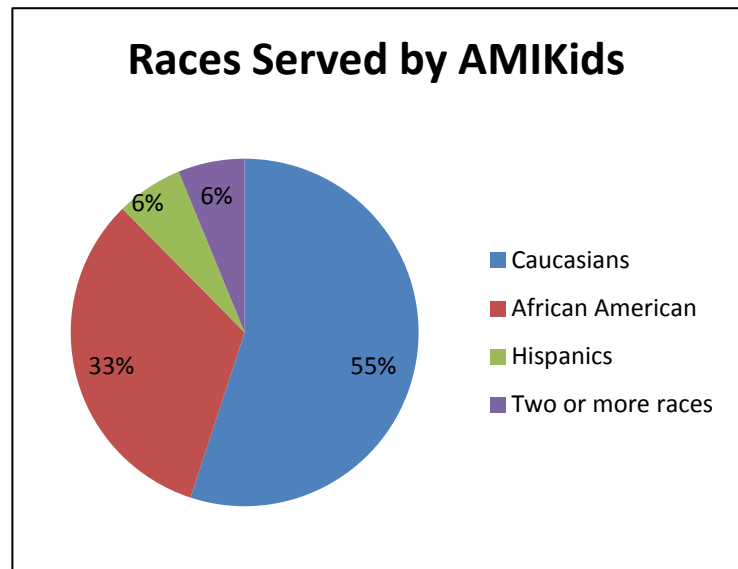
AMIkids, Inc. has the capacity to serve 102 youth and their families at any given point in time or an average of 221 youth and their families in a year. The average length of service for a youth enrolled in the program is 4.5 months.

Cost Comparison

Cost per child FY 11/12 for Eckerd Short-Term Residential (including start-up costs)	\$11,718.75
Projected Cost per Child FY 12/13 for Eckerd Short-Term Residential	\$6,787.33
Cost per child FY 11/12 Youth Development Centers	\$126,401

Demographical Information about Youth Served

- Total number of youth served by the program: 129
- The average age of youth served in the program was 15.3
- Number of males served in the program: 100 (78%)
- Number of females served in the program: 29 (22%)



Outputs and Process Measures

- Contact the court counselor within 24 hours of receipt of referral. This occurred in 91% of referred cases.
- Contact family within 72 hours of receipt of referral if contact has been made with the court counselor. This occurred in 87% of referred cases.
- Youth will be assessed using FFT assessments within 7 days of contact with family, unless youth is in an out of home placement or YDC. This occurred in 74% of admitted youths. The average number of days it takes to assess a youth after contacting the family is 6 days.
- Average number of sessions/face to face home visits for completed cases: 14.2
- Range of number of sessions/face to face home visits for completed cases: 5-23
- Average length of time receiving FFT for completed cases: 134 days (approximately 4.5 months)
- Range of length of time receiving FFT for completed cases: 57-230 days

Outcome Data

Recidivism

Since the AMIKids Functional Family Therapy started in the last fiscal year, the Department was only capable of conducting a six month recidivism study on those youth discharged from the programs. This study showed only 11 or 13.8% of juveniles served by AMIKids who had a full six month after discharge received an additional adjudication or an adult conviction.

Recidivism Measure 1: Youth Receiving an Additional Adjudication or an Adult Conviction	
Distinct youth who had at least 6 months post-discharge to be studied	80
Juveniles receiving an additional adjudicated post-discharge	6
Youth receiving an adult conviction post-discharge	5
Youth with an adjudication or conviction post-discharge	11
Percentage youth receiving an additional adjudications or adult conviction post-discharge	13.8%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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.

The Department also studied whether a juvenile had further involvement in the juvenile justice system by reviewing the number of youth completing the Short-Term Residential Programs who received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full six months of time from the time of discharge, only 8 or 10% had another juvenile complaint filed against them.

Recidivism Measure 1: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	80
Juveniles receiving an additional complaint post-discharge	8
Percentage of juveniles receiving an additional complaint post-discharge	10%

Conclusions:

This report demonstrates that during its first fiscal year of operations AMIkids non-residential programs were able to serve a significant number of high risk/high needs youth in their home communities at approximately 1/11 of the expense of placement in a youth development center. In addition, the youth served had a lower recidivism rate while achieving better overall outcomes.

JCPC-Endorsed Level II Programs

JCPC-Endorsed Level II Programs

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 an 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. A listing of those programs funded through this RFP can be found in the Overview Section of this report in Table 3 titled JCPC-Endorsed Evidence-Based Level II Dispositional Alternatives.

Number of Youth Served

JCPC-endorsed Level II programs served 241 youth during FY 2011/2012.

Cost Comparison

Cost per child FY 11/12 for JCPC-endorsed Level II	\$8,298.75
Cost per child FY 11/12 Youth Development Centers	\$126,401

Recidivism

Since the JCPC-endorsed Level II programs started in the last fiscal year, the Department was only capable of conducting a six month recidivism study on those youth discharged from the programs. This study showed only 11 or 8.3% of juveniles served by a JCPC-endorsed Level II program who had a full six month after discharge received an additional adjudication or an adult conviction.

Recidivism Measure 1: Youth Receiving an Additional Adjudication or an Adult Conviction	
Distinct youth who had at least 6 months post-discharge to be studied	132
Juveniles receiving an additional adjudicated post-discharge	7
Youth receiving an adult conviction post-discharge	4
Youth with an adjudication or conviction post-discharge	11
Percentage youth receiving an additional adjudications or adult conviction post-discharge	8.3%

In comparison, according to the NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2006/07*, 38.4% of juveniles who were both adjudicated and disposed received an additional adjudication or conviction within 36 months. 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.

The Department also studied whether a juvenile had further involvement in the juvenile justice system by reviewing the number of youth completing a JCPC-endorsed Level II program who

received a subsequent delinquent complaint. It is important to note that these juveniles may never have been adjudicated for these complaints, but did require further court involvement. Of those juveniles with a full six months of time from the time of discharge, only 9 or 6.8% had another juvenile complaint filed against them.

Recidivism Measure 1: Youth Receiving an Additional Delinquent Complaint	
Distinct juveniles who had at least 6 months post-discharge to be studied	132
Juveniles receiving an additional complaint post-discharge	9
Percentage of juveniles receiving an additional complaint post-discharge	6.8%

Conclusions:

This report demonstrates that during its first fiscal 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 of the expense of placement in a youth development center. In addition, the youth served had a lower recidivism rate while achieving better overall outcomes.