



North Carolina Department of Public Safety

Juvenile Justice and Delinquency Prevention

Roy Cooper, Governor
Eddie M. Buffaloe, Jr., Secretary

William L. Lassiter, Deputy Secretary

MEMORANDUM

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

FROM: Eddie M. Buffaloe, Jr., Secretary 
William L. Lassiter, Deputy Secretary 

RE: Annual Evaluation of Community Programs

DATE: March 1, 2023

Pursuant to G.S. 143B-811, *The Department of Public Safety shall conduct an annual evaluation of intensive intervention services. Intensive intervention services are evidence-based or research-supported community-based or residential services that are necessary for a juvenile, in order to (i) prevent the juvenile's commitment to a youth development center or detention facility or (ii) facilitate the juvenile's successful return to the community following commitment. In conducting the evaluation, the Department shall consider whether participation in intensive intervention services 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; 2020-83, s. 1; 2021-123, s. 6(c).)

Pursuant to G.S. 143B-853, *The Division of Juvenile Justice of the Department of Public Safety shall report to the Senate and House of Representatives Appropriations Subcommittees on Justice and Public Safety no later than March 1, 2006, and annually thereafter, on the results of intensive intervention services. Intensive intervention services are evidence-based or research-supported community-based or residential services that are necessary for a juvenile in order to (i) prevent the juvenile's commitment to a youth development center or detention facility, (ii) facilitate the juvenile's successful return to the community following commitment, or (iii) prevent further involvement in the juvenile justice system. Specifically, the report shall provide a detailed description of each intensive intervention service, including the numbers of juveniles served, their adjudication status at the time of service, the services and treatments provided, the length of service, the total cost per juvenile, and the six- and 12-month recidivism rates for the juveniles after the termination of program services. (1998-202, s. 1(b); 2000-137, s. 1(b); 2005-276, s. 16.11(c); 2011-145, s. 19.1(l), (x), (ggg); 2017-186, s. 2(l)(lll); 2020-83, s. 5; 2021-123, s. 6(e).)*



**Annual Evaluation of Intensive Intervention Services
Submitted March 1, 2023**

**Submitted by:
Department of Public Safety
Division of Juvenile Justice and Delinquency Prevention
Juvenile Community Programs Section**

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Section I – Introduction

This report is required by General Statutes § 143B-811 and 143B- 853 which state:

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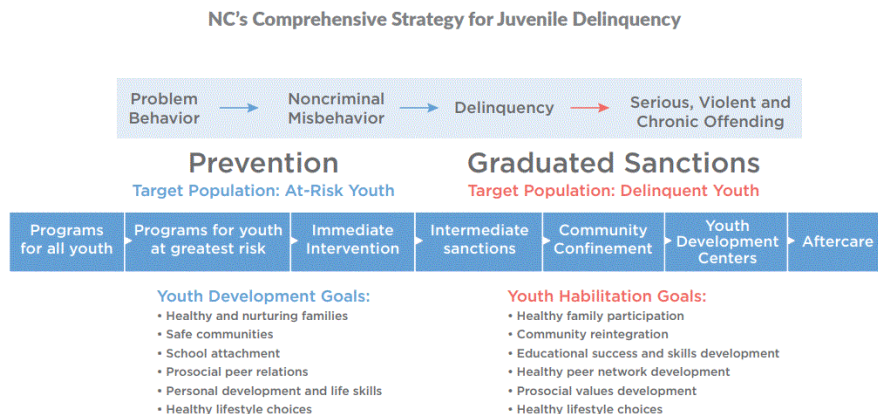
This legislative report is an evaluation of state contracted residential services, which include short-term residential male and female sites, multipurpose group homes, transitional living homes, and juvenile crisis and assessment centers; state contracted non-residential community-based services, which include functional family therapy; and intensive intervention services.

Under previous legislation, the Juvenile Community Programs Section was required to report on programs known as Alternatives to Commitment Demonstration Programs and Level II Disposition Programs in separate reports until G. S.143B-1104 was recodified as G.S. 143B-854 to identify these programs as Intensive Intervention Services. Under S.L. 114B-811, the Juvenile Community Programs Section shall conduct an annual evaluation report on Intensive Intervention Services which shall include all localized Intensive Intervention funds allocated via JCPC endorsement and Intensive Intervention residential and community-based state-contracted services.

Targeted Approach

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

Figure 1.1: NC Comprehensive Juvenile Justice Strategy



foundation of North Carolina's comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to access the right dispositional alternatives, for the right child, at the right time. State contractual services and the newly formed intensive intervention services provide broad reaching community

based and residential interventions or behavior-specific targeted interventions in communities where JCPC dollars are not abundant enough to serve higher risk juveniles who need intensive services. This strategy is used to augment existing services in the local service continuum to protect the public and to habilitate the juvenile. Having these separate funding sources is imperative to ensure youth are not forced deeper into the system, which comes at a far greater cost to the state.

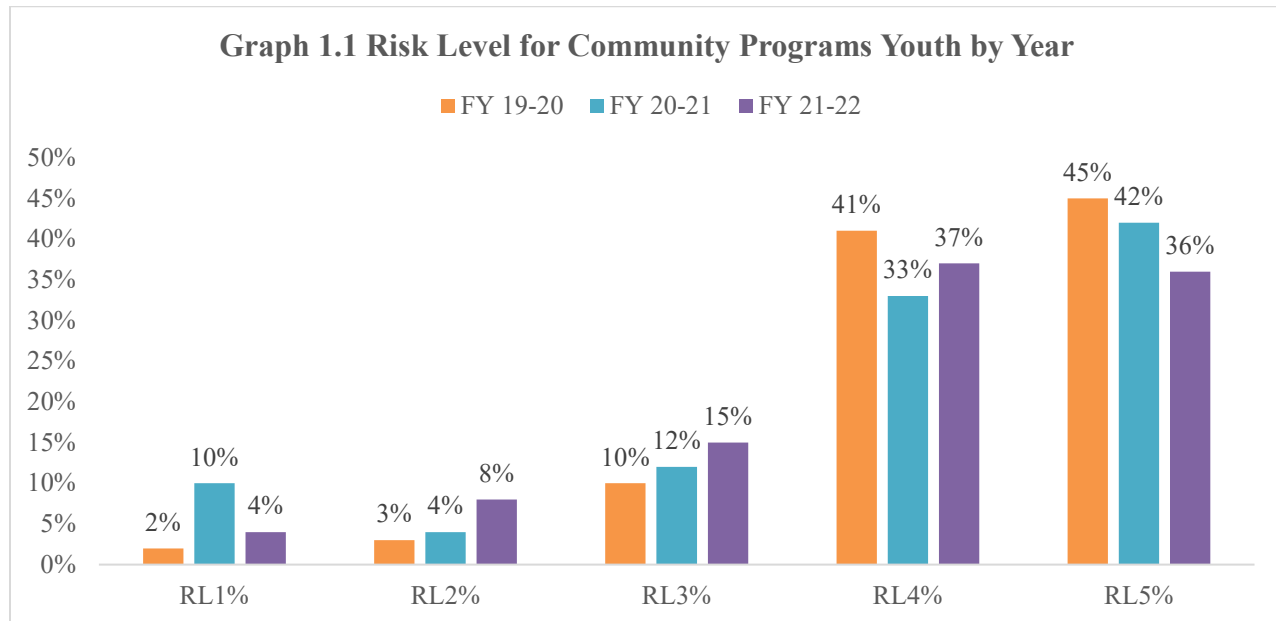
The Department of Public Safety's Juvenile Community Programs Section contracts with a number of providers engaged to provide a variety of programming as allowed through *Session Law 2011-391, Section 41*. These contracts and intensive intervention services are designed to target youth who are at greater risk of further involvement in the juvenile justice system, including commitment to a state-operated youth development center. These programs specifically target youth who have received a Level II disposition or demonstrate heightened risk and needs factors that are targeted for intervention to reduce recidivism.

Beginning January 1, 2021, in the Juvenile Court Services section, the Youth Assessment and Screening Instrument (YASI) was implemented to capture risk, needs, and strengths details across a myriad of domains. Community Programs, for purposes of target population evaluation, decided to continue using risk scores and levels obtained from the North Carolina Assessment of Juvenile Risk for Juvenile Offending (NCAR, see Appendix A).

The Department has been utilizing the NCAR tool since 2001. A juvenile's risk for re-offending is scored into one of five distinct risk levels (RL): RL1 (lowest) to RL5 (highest). Graph 1.1 compares risk score percentage totals for FY 19-20, FY 20-21, and FY 21-22, clearly indicating higher risk youth are served by the intensive intervention services evaluated in this report.

The Department also recognizes that youth receiving an intensive intervention service may have varying levels of risk for reoffending. Although the majority of youth risk scores are considered medium to high risk for reoffending, some remaining youth (12%) presented with low risk factors coupled with very high

need indicators. The Department chooses to take a comprehensive approach to serving its population by matching services not only to a youth's level of risk, but also the youth's level of needs as indicated in the YASI. This practice became fully supported by the legislature with the enactment of HB593, which allows access to intensive intervention services based on a juvenile's criminogenic needs, not placement or referral based solely upon a juvenile's disposition level.

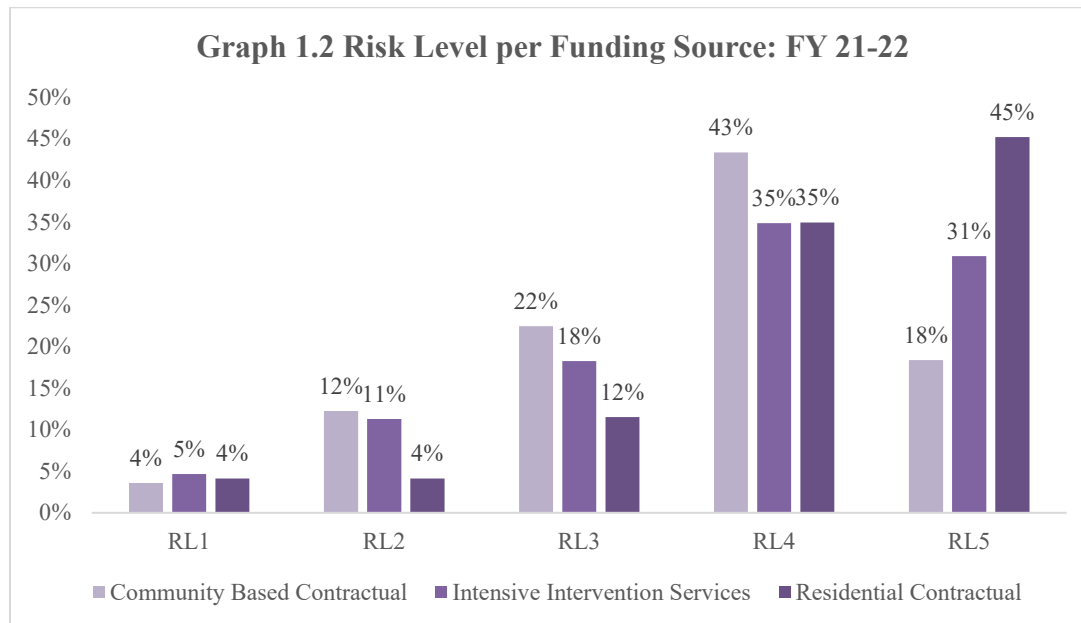


Further examination of all intensive intervention services funded, including residential and community-based contractual services and localized or regionally based JCPC endorsed intensive intervention services, indicate that 1,385 youth were served by Intensive Intervention Services (Table 1.1).

Table 1.1 FY 21-22 Youth Served by Funding Source

Funding Source	Youth Served
Community Based Contractual Services	274
Intensive Intervention Services	397
Residential Contractual Services	643
WA Multi-Purpose JCAC	71

Graph 1.2 shows similar trends with higher-risk (RL5 and RL4) juveniles being served in all Intensive Intervention Services programs.



The overall approach remains to serve as many juveniles who fall within the medium to high risk range by matching their service needs to the most appropriate service, either to cost-effective JCPC-endorsed intensive intervention programs or community-based contractual or short-term residential contractual programming services.

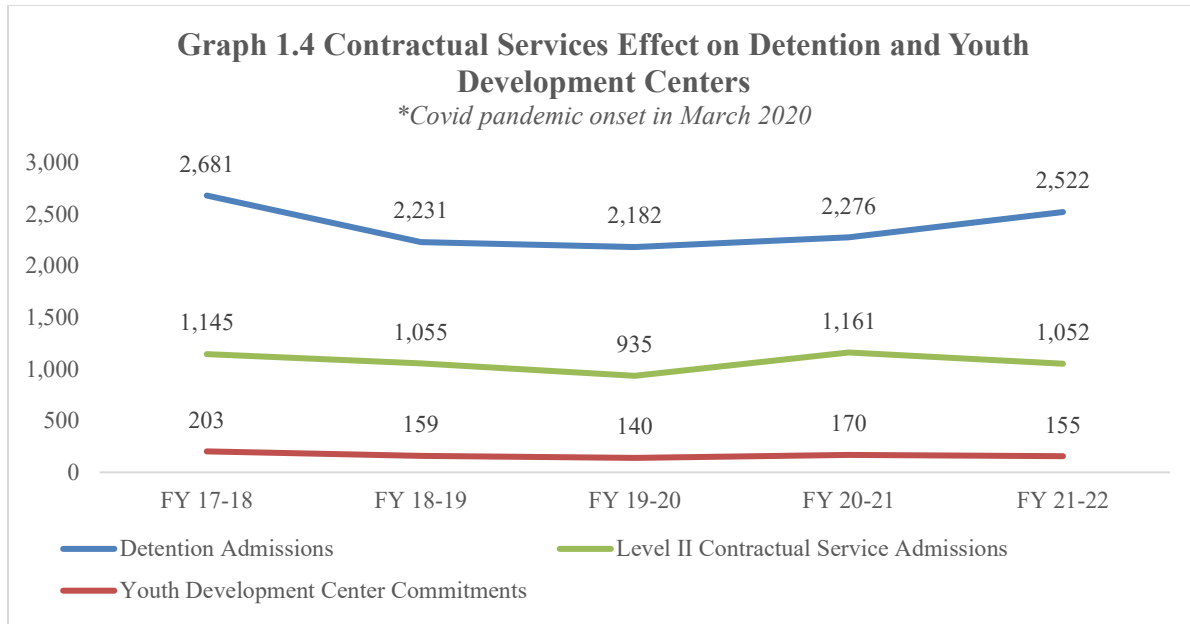
Cost Efficient Alternative

Through the implementation of these contractual services, the Department has been able to achieve significant cost savings as compared to dispositions in youth development centers. Table 1.2 below compares the average cost of serving youth in a contracted service, either residential or community-based, versus serving a youth in a youth development center for FY 2021-2022.

Table 1.2 Cost Comparison – Intensive Intervention Services versus Annual Youth Development Center Cost

Intensive Intervention Services Program Cost vs. Youth Development Center Cost	FY 21-22 Cost per Child
Level II Community-Based Program: JCPC-Endorsed Intensive Intervention Programs and AMIkids Community-Based Contractual	\$8,146
Level II Residential Program: Bridges Crisis and Assessment Center, Insight Crisis and Assessment Center, Western Area Multipurpose Crisis and Assessment Center, Eckerd Short-Term Residential Programs, Kerr Lake Academy Girls, Multipurpose Group Homes, Craven Transitional, Forsyth Transitional and North Hills Transitional and Union MP/Transitional Home	\$26,012
Youth Development Center	\$108,724

With more emphasis on programming designed to serve the medium to high risk/high needs adjudicated youth, the contractual services continue to play an important role in helping reduce the number of youth development center commitments and detention admissions for the last five years. Graph 1.4 indicates how the number of youth development center commitments and detention admissions are impacted by the Department's efforts to promote cost-saving community-based contractual programming options to serve youth. In FY 2021-2022, contractual services served 1,385 youth, allowing opportunity for interventions in lieu of the use of detention and youth development centers. Of these served youth, Juvenile Crisis and Assessment Centers served 79 juveniles aged 13 or younger, a total of 27.3% of the overall population served by the centers for the year. Focus for the Division is to immediately intervene for this younger population, routing them away from the potential harms of secure detention environments and toward more therapeutic environments.



Recidivism Summary

Table 1.3 below reflects youth terminated by contractual services in FY 2020-2021 and FY 2021-2022 and how many incurred additional juvenile adjudications and/or adult convictions. This analysis showed 13% of those juveniles served by a Juvenile Community Programs Section contractual service who could be followed for a full six months post-discharge received an additional adjudication or an adult conviction, while 19% received an additional adjudication or an adult conviction at 12 months post-discharge.

While the section is pleased with the overall low recidivism percentages within this report, it is important to note that the recidivism percentage decreases represented in the adult criminal conviction data may have been affected by COVID-19 and closure/case backlog in the adult criminal court proceedings across North Carolina or may be the result of the impacts of the Raise the Age legislation and changes in jurisdiction.

Table 1.3: All Juvenile Community Programs- Intensive Intervention Services Recidivism

All Community Programs, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	1,434	1,118
Distinct Juveniles with Complaints Adjudicated	169	191
Distinct Juveniles Adjudication Recidivism	12%	17%
Adult Convictions (Distinct Juveniles)	19	30
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	3%
Distinct Juveniles with Adjudications or Convictions	186	216

Recidivism - Juvenile Adjudications + Adult Convictions	13%	19%
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Conclusions

Contractual services have proven they are targeting the appropriate youth, providing cost-efficient services, and helping reduce the number of youth development center commitments and detention admissions.

Section II

Intensive Intervention Services

***(Formerly JCPC-Endorsed Level II Programs
and Alternatives to Commitment Programs)***

JCPC-Endorsed Intensive Intervention Services

(Formerly Level II JCPC-Endorsed Programs and Alternatives to Commitment Programs)

Overview

Twelve years ago, the Department focused on providing a mechanism by which local communities could address gaps in services for Level II disposition adjudicated youth. To this end, the Department established an annual Request for Proposals (RFP) process that engages the local Juvenile Crime Prevention Council (JCPC) and its stakeholders with seeking those services best matching the needs of youth with a Level II disposition. Following changes in legislation, the RFP process now allows funded programs to admit youth based on their assessed risk *and* needs, a shift away from program admission based solely on disposition level. The programs funded are designed as interventions for some of the highest risk and high needs youth in juvenile justice system. The Section's annual RFP process is designed to identify the state's high-risk and high needs youth, understand their criminogenic needs, and appropriately match them with evidence-based, best-practice models to effectively reduce juvenile delinquency. To effectively scale up intensive intervention services for targeted populations, services are geographically planned to provide services across multiple counties within a judicial district or across multiple judicial districts, a strategy that demonstrates the collaborative efforts of multiple JCPCs to build an effective, local juvenile justice service continuum. The Community Programs Section continues to embrace the local community in its effort to develop effective programming to meet the needs of these targeted youth through intensive intervention services. Strategic measures are undertaken by the section to seek state-county partnerships to sustain effective program models through identified "host" counties and JCPC endorsement when regionalized or specialized program services are warranted.

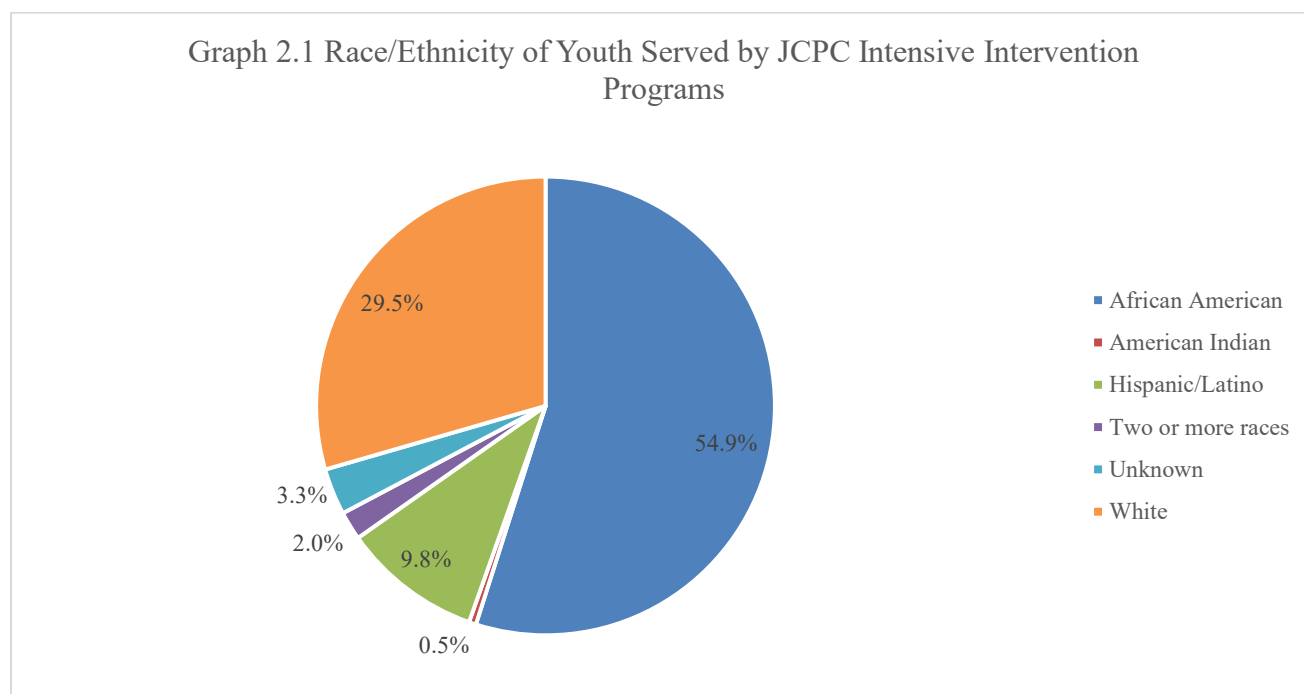
Table 2.1: JCPC- Endorsed Intensive Intervention Services Youth Served by Program Type in FY 2021-2022

Program Type	Youth Served
Assessments	38
Experiential Skill Building	53
Family Counseling	62
Home Based Family Counseling	47
Individual Counseling	26
Interpersonal Skill Building	19
Mentoring	27
Parent/Family Skill Building	12
Restitution/Community Service	29
Services Addressing Problem Sexual Behavior	35
Specialized Foster Care	4
Temporary Foster Care	1
Vocational Skills	44

Total	397
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Number of Youth Served

Table 2.1 indicates the number of youth served by Intensive Intervention Services. JCPC-Endorsed Intensive Intervention Services served 397 youth during FY 2021-2022. Graph 2.1 represents the percentage of youth served by Intensive Intervention Services by race/ethnicity.



Cost Comparison

Table 2.2: The cost per youth comparison for Intensive Intervention Services programs versus annual youth development center cost.

JCPC-Endorsed Intensive Intervention Services Program vs Youth Development Center	Cost
FY 21-22 Intensive Intervention Services	\$6,519
FY 21-22 Youth Development Center	\$108,724

Recidivism

This study measured the recidivism rates for youth completing JCPC-Endorsed Intensive Intervention programs in FY 2020-2021 and FY 2021-2022. Of the 501 youth who could be measured at six months

post-discharge, 39, or 8%, received a new adjudication, and eight, or 2%, received a new adult conviction. Total recidivism at six months post-discharge was 9%.

There were 365 youth who were served by these programs that could be measured at 12 months. Forty-eight or 13% received a new adjudication and 12 or 3% received a new adult conviction. Total recidivism at 12 months post-discharge is 16%. See Table 2.3.

Table 2.3: JCPC-Endorsed Intensive Intervention Services – Recidivism

Intensive Intervention Services Programs, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	501	365
Distinct Juveniles with Complaints Adjudicated	39	48
Distinct Juveniles Adjudication Recidivism	8%	13%
Adult Convictions (Distinct Juveniles)	8	12
Adult Recidivism (% of Distinct Juveniles Convicted)	2%	3%
Distinct Juveniles with Adjudications or Convictions	46	58
Recidivism - Juvenile Adjudications + Adult Convictions	9%	16%

Note: One juvenile had both a juvenile adjudication and an adult conviction in the 6-month period

Note: Two juveniles had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusion

The report demonstrates that localized or regional-based JCPC- Endorsed Intensive Intervention Services programs were able to serve a significant number of high risk and high needs youth in their home communities in a cost-efficient manner versus placement in a youth development center

Section III

Community-Based Contractual Programs

AMIkids North Carolina Family Services – Community-Based Contractual Services

Overview

AMIkids North Carolina Family Services is contracted with FFT LLC to provide Functional Family Therapy to all youth/families referred by DJJDP. Functional Family Therapy (FFT) is a highly effective short-term, strength-based model for working with at-risk youth and their families. The guiding principles of FFT include a respect for differences, maintaining family-focused involvement, ensuring non-judgmental professionalism, keeping therapy interventions individualized, and ensuring an overriding relational focus as opposed to problem focused. FFT therapists are relentless in engaging families and maintain a balanced alliance between all family members throughout treatment. FFT focuses on reducing risk factors and increasing protective factors through a phase-based model.

All FFT therapists hold a minimum of a master's degree in a licensable human service field such as counseling, psychology, marriage and family therapy, or social work. All FFT therapists must complete 40 hours of certification training through FFT LLC and participate in weekly clinical supervision with their certified FFT site supervisor to ensure model fidelity.

AMIkids North Carolina Family Services serves DJJP-referred youth in all 100 counties in the state with the ability to serve a maximum of 529 juveniles and families annually.

Youth Profile

AMIkids delivers FFT to male and female juveniles who are at medium and high risk of reoffending, while case-by-case exceptions are made for some Level I youth with high needs indicators. The inclusion of Level I youth follows risk responsivity practices. The criminogenic needs of juveniles lead to younger juveniles with a higher needs and possible lower disposition level to be admitted to the program, with intervention being offered earlier in the juvenile justice continuum. Typically, youth served were adjudicated for person and/or property offenses and have often been previously served through one or more other types of community-based intervention programs. A majority of youth referred to FFT presented school disciplinary problems that resulted in both short and long-term suspensions and family discord. Other frequently noted characteristics of these youth included substance abuse, gang involvement, and mental health diagnosis.

Service Capacity

AMIkids has the capacity to serve 173 youth and their families at any given time and is projected to serve 529 youth and their families in one year. The Piedmont and South teams have the capacity to serve 40 youth at any given time. The East, Central, and West teams have the capacity to serve 31 youth at any given time.

Length of service data:

- Average grade level of youth served: 8.6

Total Number of Youth Referrals in FY 21-22:

- Total number of referrals: 274

Measurable Objectives:

- 192 youth responses reported

Clients will have no new adjudications for a complaint with an offense date after the admission date.

Goal is 80% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
81%	88%	95%	93%	94%

Clients will reduce specific problem behaviors presented at referral and targeted in the individual service plan.

Goal is 80% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
84%	88%	85%	91%	82%

Clients and families will demonstrate enhanced family functioning as a result of program services.

Goal is 80% or higher for completed cases.

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
90%	96%	83%	89%	80%

Clients will demonstrate improvement in replacement behaviors targeted in the individual service plan.

Goal is 80% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
84%	96%	85%	91%	82%

Clients will demonstrate improvement in targeted skills identified in the individual service plan.

Goal is 80% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
87%	96%	85%	86%	80%

Clients will successfully or satisfactorily complete services as intended by the program design/service plan.

Goal is 70% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
81%	88%	73%	75%	78%

Clients will have no new complaints with an offense date after the admission date.

Goal is 80% or higher

<i>East</i>	<i>Central</i>	<i>South</i>	<i>Piedmont</i>	<i>West</i>
77%	67%	78%	77%	84%

Program Effectiveness Based on FFT's Youth Outcome Measure Questionnaires

- *169 youth responses reported*
 - 98% of youth reported in general, their family has changed for the better since they began counseling.
 - 86% of youth reported their family has changed its communication for the better.
 - 98% of youth reported their behavior has changed for the better.
 - 95% of youth reported their parents improved their parenting skills.
 - 90% of youth reported their parents changed their ability to supervise them for the better.
 - 95% of youth reported a change in family conflict level for the better.
 - 99% of youth reported a reduction in their illegal behavior

Program Effectiveness Based on FFT's Caregiver Outcome Measure Questionnaires

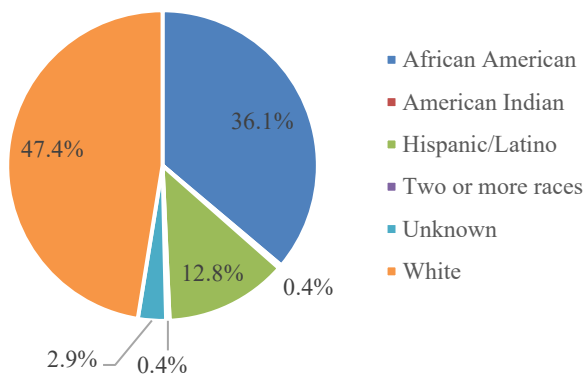
- *201 responses reported, some including multiple parent figures per youth.*
 - 98% of parents reported in general, their family has changed for the better since they began counseling.
 - 87% of parents reported their family has changed its communication for the better
 - 94% of parents reported their adolescent's behavior has changed for the better
 - 79% of parents reported improvement in their parenting skills.
 - 93% of parents reported a change in their ability to supervise their adolescent for the better.
 - 96% of parents reported a change in their family conflict level for the better.
 - 94% of parents reported a reduction in their youth illegal behavior.

Cost Comparison

Table 3.1: The cost per youth comparison for AMikids North Carolina Family Services versus youth development centers.

AMI Kids Community-Based Contractual Program vs. Youth Development Center	Cost
FY 21-22 AMIkids North Carolina Family Services	\$10,502
FY 21-22 Youth Development Center	\$108,724

Graph 3.1 Race/Ethnicity of Youth Served by AMIkids North Carolina Family Services



Demographic Information about Youth Served during FY 2021-2022

- The total number of youth served by the program in FY 21-22 was 274.
- The average age of the youth served in the program was 15.2.
- 27% of youth served were female, and 73% were male.
- The average length of stay in the service was 132 days or 4.3 months.

Recidivism

FY 2020-2021 and FY 2021-2022 recidivism data compiled by the Department shows that of the 444 youth who had been in post-discharged status from AMIkids for six months, 39 youth, or 9%, had received a new adjudication and six youth, or 1%, had received a new adult conviction. The total recidivism rate at six months post-discharge was 10%.

At 12 months post-discharge, there were 350 youth who could be analyzed for this report. Forty youth, or 11%, received a new adjudication and nine youth, or 3%, received a new adult conviction. The total recidivism rate at 12 months post-discharge was 13%. See Table 3.2.

Table 3.2: AMIkids North Carolina Family Services Recidivism

Community Based Contractual, Recidivism		
Post-Discharge Time Frame	0 to 6 Mo	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Month	444	350
Distinct Juveniles with Complaints Adjudicated	39	40
Distinct Juveniles Adjudication Recidivism	9%	11%
Adult Convictions (Distinct Juveniles)	6	9
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	3%
Distinct Juveniles with Adjudications or Convictions	45	47

Recidivism - Juvenile Adjudications + Adult Convictions	10%	13%
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Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 6-month period

Note: 2 juveniles had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

The findings reflected in this report demonstrate that AMIkids North Carolina Family Services, through its delivery of the evidence-based service model of functional family therapy, has successfully implemented services in all of North Carolina's 100 counties. Outcome and recidivism data at six - and 12-months post discharge reflects very positive results with 90% and 87% of youth, respectively, having no new adjudications or adult convictions.

Section IV

Residential Contractual Programs

Juvenile Crisis and Assessment Centers

Overview

The Juvenile Crisis and Assessment Centers provide a comprehensive juvenile assessment in a residential setting with the primary goal of matching the youth to the most appropriate services in their community. There are three centers: Insight (located in Butner), which serves the Central and Eastern areas; Bridges (located in Winston-Salem), which serves the Piedmont region; and the Western Area Multipurpose Center (located in Asheville), which serves the Western region of the state. The assessment takes place under the supervision of a licensed psychologist and licensed clinical case managers. The length of stay is between 21-45 days.

The Juvenile Crisis and Assessment Centers serve juvenile offenders between the ages of 10 and 17. The service includes a systematic evaluation that includes testing in the areas of education, behavior, personality, and intelligence. As indicated, additional testing is provided in particular areas such as sexual predation, substance abuse, and trauma. Testing information is combined with information obtained through the daily living aspects of the program. This combination allows for a more complete look at the youth's strengths, areas of concern, and goals. At discharge the youth, family, and court counselor are provided a comprehensive and user-friendly evaluation report accompanied by a clear and actionable plan of care including specific recommendations.

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

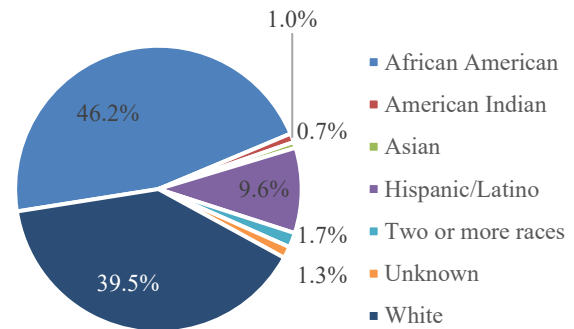
In addition to assessment and crisis care, the Western Area Multipurpose JCAC has four secure custody beds for short-term secure custody stays.

Each center utilizes the Model of Care in addition to crisis and assessment services and provides a structured environment that includes recreation, personal hygiene, self-care, school, meals, individual rooms, group interaction, socialization skill-building activities, independent living skills, and crisis counseling.

Demographics for youth served in FY 2021-2022

- 301 youth were served in FY 21-22. Twelve of those were under secure custody orders.
- 14.6 was the average age of youth being assessed in the Juvenile Crisis and Assessment Centers.
- 13.6 was the average age of youth in secure custody at the crisis and assessment centers.
- 67% of youth served were male, 33% of youth served were female. Of the youth in secure placement, 25% were female, and 75% were male.
- The average length of stay for the youth was 27 days for assessments and 33 days for youth in secure custody.

Graph 4.1 Race/Ethnicity of Youth Served by Crisis and Assessment Centers



Outcomes

Change in a youth's social and emotional functioning is 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 during care or treatment being provided, as opposed to assigning diagnoses. The assessment looks at six areas (intrapersonal distress, somatic distress, interpersonal relations, critical items, social problems, and behavioral dysfunction) and produces a total score. After a close analysis, it is evident that youth come into care with a higher-than-average score of 58, which decreases significantly while in care to 31. This demonstrates the positive impact that the environment of the centers has on youth served.

Ninety seven percent of youth were able to remain in care and successfully complete the assessment process. Youth who complete the assessment process leave with a comprehensive psychological assessment and plan of care that has recommendations and actions steps for the youth to follow in order to ensure that they receive the most appropriate interventions and avoid further court or legal sanctions.

Twenty-seven percent of youth who were assessed had a change in diagnosis. This change could include removal of previous diagnoses that may no longer apply or the correction of and change to a different more appropriate diagnosis. This allows for more accurate recommendations to be made as they are based on the most current data.

Primary Recommendations Based on Assessments

Juvenile Crisis and Assessment Centers make primary treatment/service recommendations based on individualized assessments. Secure custody and crisis youth do not receive assessments; however, there are situations whereby the centers initially respond as crisis caregivers and then the juveniles remain at the center to obtain assessments as more information is gathered about the juvenile's needs. The primary recommendations for assessment youth served FY 21-22 who completed the assessment process are noted in Table 4.1 below.

Table 4.1: Crisis and Assessment Center Primary Recommendations

Program Name or Type	Primary Recommendation Percentage
Psychiatric Residential Treatment Facility (PRTF)	18%
Level 3 Mental Health Group Home	15%
Multi-systemic Therapy	13%
Functional Family Therapy	11%
Level II JJ Residential Placement	10%
Intensive In-Home	7%
Transitional Living Program	6%
In-Home Services	4%
Substance Abuse Treatment Program	4%
Foster Care Services	3%
Level 2 Mental Health Group Home	3%
Short-Term Residential Program	3%
IDD Evaluation/Programming	2%
Outpatient Therapy	2%
Therapeutic Foster Care	1%

Cost Comparison

Table 4.2: The cost per youth comparison for crisis and assessment centers versus youth development centers.

Juvenile Crisis and Assessment Center Program vs. Youth Development Center	Cost
FY 21-22 Crisis and Assessment Centers	\$13,871
FY 21-22 Youth Development Center	\$108,724

Conclusions

Methodist Home for Children’s evidenced-based therapeutic environment, including its Model of Care, is the treatment model utilized within crisis and assessment centers; however, assessment services are not considered a therapeutic treatment intervention intended to effect recidivism. Due to the typical length of stay of less than 30 days and use of assessments in service delivery, recidivism is not tracked for this service.

Eckerd Connects Short-Term Residential Programs: Male Short-Term Residential

Overview

FY 2021-2022 marked the eleventh year of a contractual partnership with Eckerd to provide short-term residential programming as a Level II court-ordered disposition. Eckerd's residential program model offers a complete rehabilitative experience delivered in an average of four to six months to adjudicated male youth ages 13 to 17 referred by the Division of Juvenile Justice and Delinquency Prevention. These services are delivered on two campuses: Candor, located in Montgomery County, and Boomer, located in Wilkes County.

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

Youth Profile

Most referrals made to these short-term residential programs are males possessing a Level II disposition. All males referred are assessed as medium or high risk and typically have high needs. These youth have had multiple adjudications for person and property offenses and have received multiple community-based interventions. These youth also have histories of significant school discipline problems, often resulting in short and long-term suspensions. Other indicators found in these youth include histories of substance abuse, gang involvement, unmet mental health needs, and family discord.

Service Capacity

The Eckerd campuses at Candor and Boomer are contracted to serve 80 youth at a time and approximately 198 youth annually. Both campuses are designed to serve juveniles referred statewide—Eckerd Boomer primarily serves youth referred from the Piedmont and Western region while Eckerd Candor primarily serves youth referred from the Central and Eastern region of the state. However, the sites are not restricted to only accepting referrals from their primary catchment.

Cost Comparison

Table 4.3: The cost per youth comparison for Eckerd Short-Term Residential services versus youth development centers.

Male Short-Term Residential Program vs. Youth Development Center	Cost
FY 20-21 Eckerd Short-Term Residential	\$37,514
FY 20-21 Youth Development Centers	\$108,724

Demographics for youth served in FY 2021-2022

- 191 youth were served in FY 21-22.
- 100% of the youth served were males.
- The average length of stay at the program was 147 days or 4.8 months.
- Average age at admission was 15.2.

Outcome Data for Youth

Academic Growth

Most of the youth served by Eckerd in FY 2021-2022 achieved academic progress through experiential learning. Eckerd administers the STAR Reading and Math Assessment to measure academic progress in reading and math. Youth are given a pre-test upon their arrival and post-test at their program completion. For youth successfully completing the program in FY 2021-2022, results show an average increase in reading scores of 1.5 grade levels and an average increase in math scores 1.6 grade levels. See the Table 4.4 below, which represents the youth that completed the program successfully, and who, at intake, presented below average in scoring.

Table 4.4: Academic Growth –STAR Reading and Math Assessment Average Test Score

Subject	Average Grade Level at Intake	Average Grade Level at Exit	Average Grade Level Improvement
Reading	5.2	6.7	1.5
Mathematics	5.8	7.3	1.6

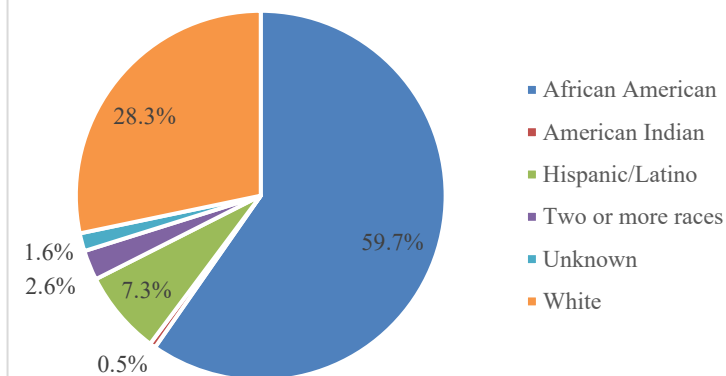
Mental Health Gains

Mental health gains are measured by the Youth Outcome Questionnaire-Self Report (YOQ-SR), a brief 64-item self-report measure of treatment progress for adolescents (ages 12-18) receiving mental health intervention. The YOQ-SR is meant to track actual change in functioning as opposed to assigning diagnoses. The YOQ-SR is completed at intake, at discharge, and as needed throughout the course of services. The instrument domains address intrapersonal distress, somatic complaints, interpersonal relations, social problems, behavioral dysfunction, and suicidal ideation. The YOQ has very strong reliability with a .79-.84 test/retest rate (OQ Analyst, 2007). Of youth who successfully completed the program in FY 2021-2022, 100% showed mental health gains. These are youth who presented in the clinical range at intake and successfully completed the program.

Social Skill Gains

Social skills gains are measured by the Social Skill Improvement System (SSIS). This instrument, by

Graph 4.2 Race/Ethnicity of Youth Served by Eckerd Connects



Pearson Assessments, is a pre/post measure of social skills (interpersonal behaviors that help the individual in society), normed by age and gender. The SSIS assesses both positive and problem social skills behavior. Specific categories assessed are as follows: Social Skills that include cooperation, empathy, assertion, self-control, responsibility, communication, and engagement; and Problem Behaviors including externalizing behavior (aggression), hyperactivity/inattention, bullying, and internalizing behavior (sadness, anxiety). This instrument serves a dual purpose of providing important structured feedback for individual service plan development and providing an outcome assessment instrument to gauge the success of wraparound services rendered. Of those youth who successfully completed the Eckerd Short-Term Residential programs, 97% showed social skills gains. These are youth that presented with below average scoring in Social Skills at the time of intake and successfully completed the program.

Recidivism

FY 2020-2021 and FY 2021-2022 recidivism data shows that of the 304 youth who had been in post-discharge status from Eckerd Short-Term Residential for more than six months, 57 youth, or 19%, received a new adjudication and four youth, or 1%, received a new adult conviction. The total recidivism rate at six months post-discharge was 20%.

At 12 months post discharge, there were 248 youth who could be analyzed for this report. Seventy-three youth, or 29%, received a new adjudication and four youth, or 2%, received a new adult conviction. The total recidivism rate at 12 months post-discharge was 31%.

Table 4.5: Eckerd Short-Term Residential – Recidivism

Eckerd Male Short-term Residential, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	304	248
Distinct Juveniles with Complaints Adjudicated	57	73
Distinct Juveniles Adjudication Recidivism	19%	29%
Adult Convictions (Distinct Juveniles)	4	6
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	2%
Distinct Juveniles with Adjudications or Convictions	60	78
Recidivism - Juvenile Adjudications + Adult Convictions	20%	31%

Note: one juvenile had both a juvenile adjudication and an adult conviction in the 6-month period

Note: one juvenile had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusion

Eckerd short-term residential facilities provide intensive, residential services to Level II serious and/or chronic juvenile offenders with elevated risks and needs. Programming offers an experiential learning environment that promotes academic improvement and pro-social skill building through the use of

evidence-based cognitive behavioral interventions. This residential program often serves as the final intervention before a youth is committed to a youth development center. Ultimately, some of the highest risk male youth in the state are served at the Eckerd short-term residential programs. The results of this analysis show that these short-term residential programs are achieving positive outcomes for youth who are served, with 69% of those participating in the program not reoffending at 12 months post completion.

Eckerd Connects Short-Term Residential Programs: Female Short-Term Residential

Overview

The Eckerd Girls Academy at Kerr Lake, also referred to as Eckerd Kerr Lake, is a gender-responsive, short-term, residential treatment option for adolescent females between 13 and 17 years of age. Youth accepted into the 20-bed program are typically adjudicated Level II offenders referred by Juvenile Justice and Delinquency Prevention. The average length of stay ranged between four and six months and the site has the ability to serve approximately 60 youth annually. The program is licensed as a residential treatment facility by the North Carolina Department of Health and Human Services and sits on an expansive lakefront property leased from the Army Corps of Engineers. The Eckerd Kerr Lake program accepts referrals from all 100 counties in the state.

The primary goal of the Eckerd Kerr Lake Program is to assist adolescent females with learning the skills and developing the tools needed to successfully transition back to their families and reintegrate into their communities. Individualized service plans guide the development of the services based on the need to facilitate the social and emotional growth within each adolescent. The program utilizes Girls Circle, a structured support group that addresses the needs of girls, and Seeking Safety, a therapeutic program for females suffering from trauma, substance abuse, and/or post-traumatic stress disorder.

Youth Profile

Most referrals made to these short-term residential programs are females possessing a Level II disposition. All females referred are assessed as medium or high risk and typically have high needs and exposure to severe traumatic events. These youth have had multiple adjudications for person and property offenses and have received more than one community-based intervention prior to referral. In some cases, juveniles come with a history of prior unsuccessful residential placements. A significant number of these adolescents have also experienced school discipline problems resulting in both short and long-term suspensions. Other indicators found in the referred population include trauma, substance abuse, gang involvement, mental health diagnosis, and family discord.

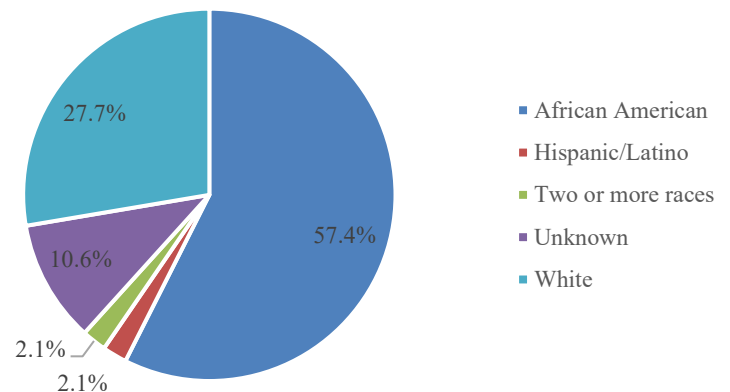
Table 4.6: The cost per youth comparison for the Eckerd Kerr Lake program versus youth development centers.

Female Short-Term Residential Program vs. Youth Development	Cost
FY 21-22 Eckerd Kerr Lake	\$46,251
FY 21-22 Youth Development Center	\$108,724

Demographics for youth served in FY 2021-2022

- A total of 47 clients were provided services.
- 100% of the youth served were female.
- The average length of in the program was 155 days or 5.1 months.
- The average age of the population was 15.3 years.

Graph 4.3 Race/Ethnicity of Youth Served by the Kerr Lake Academy Program



Outcome Data for Youth

Academic Growth

Most of the youth served by Eckerd in FY 2021-2022 achieved academic progress through experiential learning. Eckerd administers the STAR Reading and Math Assessment to measure academic progress in reading and math. Youth are given a pre-test upon their arrival and post-test at their program completion. For youth successfully completing the program in FY 2021-2022, results show an average increase in reading scores of 1.5 grade levels and an average increase in math scores 1.6 grade levels. See the table below, which represents the youth who completed the program successfully, and who, at intake, presented below average in scoring.

Table 4.7: Academic Growth –STAR Reading and Math Assessment Average Test Score

Subject	Average Grade Level at Intake	Average Grade Level at Exit	Average Grade Level Improvement
Reading	5.2	6.7	1.5
Mathematics	5.8	7.3	1.6

Recidivism

FY 2020-2021 and FY 2021-2022 recidivism data (Table 4.8) shows that of the 59 youth who had been in post-discharge status from Kerr Lake for six months, nine youth, or 15%, received a new adjudication and zero youth, or 0%, received a new adult conviction. The total recidivism rate at six months post-discharge was 15%.

At 12 months post-discharge, there were 45 youth who could be analyzed for this report. Nine youth, or 20%, received a new adjudication and zero youth, or 0%, received a new adult conviction. The total recidivism rate at 12 months post-discharge was 20%.

Table 4.8: Eckerd Girls Academy at Kerr Lake- Female Short-Term Residential Recidivism

Female Short-term Residential, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	59	45
Distinct Juveniles with Complaints Adjudicated	9	9
Distinct Juveniles Adjudication Recidivism	15%	20%
Adult Convictions (Distinct Juveniles)	0	0
Adult Recidivism (% of Distinct Juveniles Convicted)	0%	0%
Distinct Juveniles with Adjudications or Convictions	9	9
Recidivism - Juvenile Adjudications + Adult Convictions	15%	20%

Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 6-month period

Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

The outcome and recidivism data from the Eckerd Kerr Lake program is positive and reflects noteworthy change in youths' adjustments, indicative of effective services addressing trauma-related issues, despite the small number of youth who were analyzed.

Multi-Purpose Group Homes

Overview

The Division of Juvenile Justice and Delinquency Prevention currently contracts with Methodist Home for Children to operate five multi-purpose group homes that provide secure non-institutional alternatives to secure detention and youth development centers. The five homes are located in the following counties: Chowan, Hertford, Robeson, Wayne, and Macon. These eight-bed facilities feature the Model of Care program, recognized by the Federal Office of Juvenile Justice and Delinquency Prevention as a Promising Practice, which addresses antisocial behaviors by implementing a social and life skills curriculum that has been individualized for each youth. Implementation involves consistent and continuous behavioral teaching and the practice of selected skills. This focus on practice and skills meets the learning style needs of each youth and leads to an internalization of skills and the values of honesty, respect, responsibility, empowerment, compassion, and spirituality. In FY 20-21 a sixth blended model program was opened in Monroe, in Union County. This blended model program has seven multipurpose home program beds as part of its service array. The site also maintains two transitional living beds and one dedicated emergency placement bed for Union County DSS use. This unique partnership with Union County government allows for use of the home for a modest annual rental fee of \$1 per year. Since the blended model group home is funded under the Intensive Intervention Services appropriation, data on its use is reported under this section.

Each home is staffed with a program manager, residential counselors, a certified teacher, and a family services specialist who works with youth and their families. The homes serve court-ordered Level II youth in the judicial districts where the homes are located, but also offer flexibility to address the needs of juveniles from other judicial districts and counties.

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 indicators found in these youth include substance abuse, gang involvement, mental health needs, and family discord.

Service Capacity

The five multi-purpose group homes combined with the additional beds at the Union County blended program can serve 47 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.

Cost Comparison

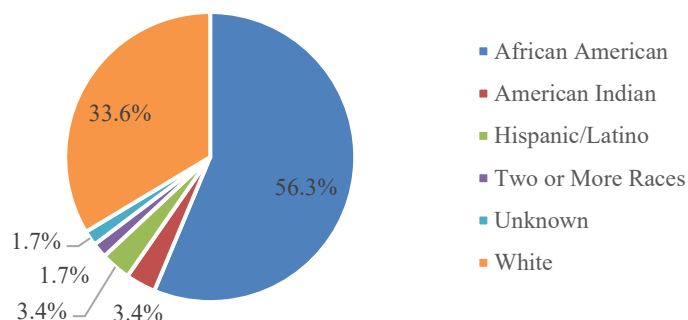
Table 4.9: The cost per youth comparison for multi-purpose group home services versus youth development centers.

Multi-Purpose Group Home Program vs. Youth Development Center	Cost
FY 21-22 MPGH Residential Program	\$28,680
FY 21-22 Youth Development Centers	\$108,724

Demographics for youth served in FY 2021-2022

- 119 youth were served in FY 21-22.
- The average length of stay in the program was 124 days or 4 months.
- 14.9 was the average age of youth being served in the multi-purpose group homes.
- 81% of youth served were male, 19% of youth served were female.

Graph 4.4 Race/Ethnicity of Youth Served by Multi-Purpose Group Homes



Provider's Outcome Data for Youth Exiting in FY 2021-2022

Academic Growth

Methodist Home for Children administers the Academic Achievement Battery (AAB) in all multipurpose group homes. The AAB is user and student-friendly while measuring four academic areas: word reading, spelling, reading comprehension, and math computation. The PariConnect feature of the AAB process provides clear and easy-to-read reports for each youth and a growth report at discharge.

Table 4.9 is a snapshot of the data gathered from the administered AAB. The first row shows the average grade level of youth entering care in the four subtest areas. The second row provides the average grade level at discharge, showing the academic growth over time. The third row shows the overall grade level improvement.

Overall, this data represents the significant academic growth youth achieved while in care. Youth grew two grade levels in word reading, one and a half grade levels in reading comprehension, almost one grade level in math, and almost two grade levels in spelling.

Table 4.9: Academic Growth - Wide Range Achievement Test

	Word Reading Grade Equivalent	Reading Comprehension Grade Equivalent	Math Computation Grade Equivalent	Spelling
Average grade level of youth at admission	8.0	2.8	5	6.7
Average grade level at discharge	10	4.3	5.8	8.4
Overall Grade level improvement	1.9	1.5	0.7	1.7

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 2021-2022. 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 in Table 4.10 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.

Table 4.10: Change in Risk & Protective Factors

Category	Admission	Discharge
Involvement with mentor or caregiver	30%	50%
Regular contact with parent, relative, or caregiver	90%	96%
Acceptance of authority	39%	75%
School performance (at grade level)	47%	75%
Reading ability	56%	75%
Age-Appropriate social behavior	38%	82%
Positive self-image	47%	88%
Empathetic towards others	42%	82%
Appropriate friends	14%	67%
Positive goal oriented	50%	88%

School/community activity involvement	14%	46%
Religious community involvement	7%	35%
Good personal health habits	69%	93%
Decision making	22%	65%
Honesty behavior	15%	62%
Substance-free behavior	29%	62%
Personal development activities	66%	92%

Youth Outcome Survey

To follow the progress of program-served youth, the contracted provider conducts outcome surveys up to 12 months post discharge from the continuing care program. These surveys help all parties understand the success of post-discharged youth served through a multi-purpose group home. Listed in Table 4.11 below are data from the surveys that were completed during FY 2021-2022.

Table 4.11: Youth Outcome Survey

Measure	% Reported
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	100%
Maintaining a positive ongoing relationship with a caring, responsible adult	94%
Attending School/Work regularly	82%
Engaged in Positive Development Activities	83%
Attended Routine Health Appointments	100%
Attending MH apt or Participating in Treatment	78%
Following substance abuse recovery plan	100%
Regularly participating in pro-social community activities	67%

Recidivism

FY 2020-2021 and FY 2021-2022 recidivism data in Table 4.12 shows that of the 145 youth who had been in post-discharged status from multi-purpose group homes for six months, 22 youth, or 15%, received a new adjudication and one youth, or 1%, received a new adult conviction. The total recidivism rate at six months post-discharge was 16%.

At 12 months post-discharge, there were 104 youth who could be analyzed for this report. Twenty-two youth, or 21%, received a new adjudication and two youth, or 2%, received a new adult conviction. The total recidivism rate at 12 months post-discharge was 23%.

Table 4.12: Multi-Purpose Group Home Recidivism

Multi-Purpose Group Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	145	104
Distinct Juveniles with Complaints Adjudicated	22	22
Distinct Juveniles Adjudication Recidivism	15%	21%
Adult Convictions (Distinct Juveniles)	1	2
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	2%
Distinct Juveniles with Adjudications or Convictions	23	24
Recidivism - Juvenile Adjudications + Adult Convictions	16%	23%

Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 6-month period

Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

Multi-purpose group homes continue to be an invaluable resource to judicial districts and local communities serving as an alternative to committing youth to a youth development center.

Section V

Transitional Services

Transitional Living Homes

Overview

For almost 12 years, Methodist Home for Children has operated transitional living programs. Currently, three transitional living programs can be found statewide, along with an additional two beds in a blended model program. The initial and longest-standing of the transitional programs is Craven Transitional Living Program in New Bern. Additionally, there is North Hills Transitional Living Program for females in Raleigh and Forsyth Transitional Living Program in Winston-Salem. Transitional living programs are six to 12-month residential programs that help youth leaving a youth development center or a Level II residential program build the skill sets they need to transition back to the community and live independently. Programs can also serve youth who are designated as in need of intensive intervention services. The Craven and Forsyth Transitional Living Programs can serve six male youth at a time, and the North Hills Transitional Living Program can serve five female youth at a time. The Union home is a blended model, allowing for flexibility in program models as needed by the population in the home. This means that the contractual number of beds available for the transitional program can vary.

Major program components of the transitional homes include education, vocational training, 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 transitional living programs are under post-release supervision or on probation transitioning from a Level II residential program, or a youth with demonstrated risk and needs. Typically, these youth have had significant juvenile court involvement including multiple adjudications for person and property offenses prior to their commitment to a youth development center or court-ordered placement into a Level II residential program. Other characteristics found in these youth include substance abuse, gang involvement, and family discord. However, the youth selected for placement have expressed a desire to make significant life changes and cannot return to their home communities due to safety concerns.

Cost Comparison

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

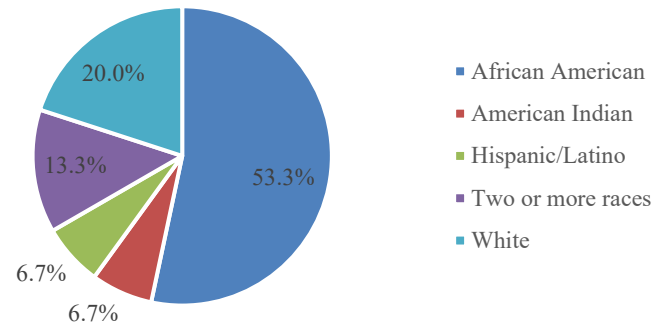
Transitional Living Program vs. Youth Development Center	Cost
FY 21-22 Craven, Forsyth, and North Hills Transitional Home	\$29,794
FY 21-22 Youth Development Center	\$108,724

Demographics of youth served during FY 2021-2022

Craven

- In FY 21-22, a total of 15 youth were served.
- 100% were males.
- 16.9 was the average age of youth being served.
- The average length of stay was 136 days or 4.4 months.

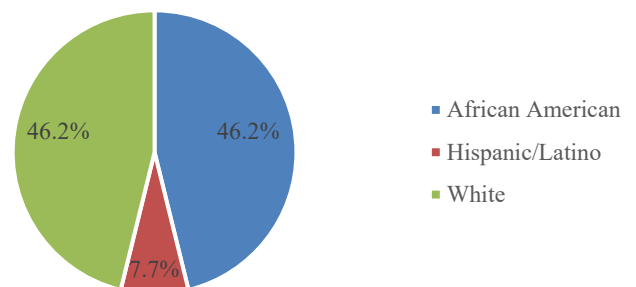
Graph 5.1 Race/Ethnicity of Youth Served by Craven Transitional Independent Living Program



North Hills

- In FY 21-22, a total of 13 youth served were served.
- 100% were females.
- 16.7 was the average age of youth being served.
- The average length of stay was 94 days or 3.1 months.

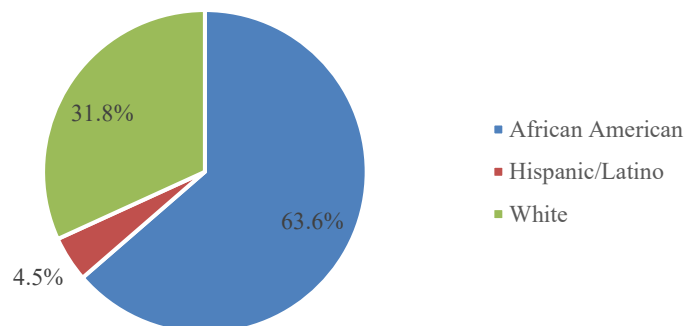
Graph 5.2 Race/Ethnicity of Youth Served by North Hills Transitional Independent Living Program



Forsyth

- In FY 21-22, a total of 22 youth served were served.
- 100% were males.
- 17.0 was the average age of youth being served.
- The average length of stay was 87 days or 2.9 months.

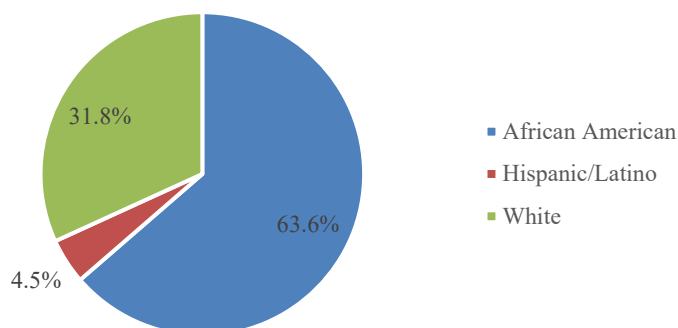
Graph 5.3 Race/Ethnicity of Youth Served by Forsyth Transitional Independent Living Program



Union

- In FY 21-22, a total of 6 youth served were served in the transitional living component at the Union home.
- 100% were males.
- 16.0 was the average age of youth being served.
- The average length of stay was 87.3 days or 2.9 months.

Graph 5.4 Race/Ethnicity of Youth Served by Union Transitional Independent Living Program



Outcome Data for Youth Exiting in FY 2021-2022

Academic Achievement

During their stay at the Craven, North Hills, and Forsyth Transitional Living Programs, 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/HiSET or high school curriculum at the same time. The education track is determined after interviewing youth to determine their career goals and interests and assessment of the youth's previous academic achievements. The Transitional Living Specialist will monitor the progress the youth are making on their decided tracks to ensure youth are able to make their discharge plans.

Craven Transitional Living Program and Craven Community College (CCC) have developed an effective relationship by allowing the youth to partner with CCC in certain trades while obtaining their GED or high school diploma. For North Hills, effective partnerships have been established with Sanderson High School as well as Wake Technical College. Forsyth has formed relationships with the local community colleges and all programs have access to Edgenuity and Penn Foster online programs.

Education Participation:

Craven

Of 15 youth served at Craven last year, 11 participated in educational programming.

- Youth completed educational tracks with some youth completing more than one.
 - 4 youth were enrolled in HiSET Equivalent program
 - 1 youth enrolled in Edgenuity program
 - 5 youth completed and Graduated from Penn Foster
 - 1 youth enrolled and continuing Penn Foster
 - 4 youth graduated high school/completed HiSet prior to admission

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

- 15 youth participated in the Core Curriculum Class
- 12 youth graduated the Core Curriculum Class
- 1 youth currently taking the Core Curriculum Class when data was captured
- 11 youth took trade courses
- 4 youth completed the Forklift Class and earned a certificate
- 1 youth completed the Diesel Engine and Diesel systems technology
- 1 youth completed small engine repair
- 1 youth completed the Carpentry course
- 1 youth completed the Welding Level 1 and 2 Course
- 1 youth is currently taking HVAC
- 1 youth currently enrolled in the Forklift class

North Hills

Of the 13 youth served, 10 participated in educational programming.

- 8 youth were enrolled in Penn Foster
- 5 youth obtained their high school diploma while in the program through Penn Foster
- 2 youth participated in public alternative school
- 2 youth graduated prior to admission
- 2 youth were First Aid and CPR certified

Forsyth

Out of the 22 youth served, 21 participated in educational programming, one youth graduated prior to joining program.

- 14 youth participated in the HiSet track
- 1 youth graduated the HiSet program
- 4 youth were enrolled in Penn Foster
- 2 youth were enrolled in the adult diploma Program at FTCC
- 1 youth took community college courses at FTCC
- 2 youth graduated high school before admission

Union

Out of the six youth served, four participated in educational programming, two were not enrolled due to length of stay.

- 1 youth participated in the GED track
- 3 youth were enrolled in Penn Foster

Employment

The Craven, North Hills, and Forsyth Transitional Homes strive to have every youth employed during their residency in the program. The programs teach and enhance job seeking skills from the moment a youth enters the home. During the first level of the program, youth learn how to search for appropriate job placements. The Transitional Living Specialist actively engages with each youth to foster skills needed to navigate search engines, build resumes, complete online applications, and understand business etiquette and appropriate attire for local employment opportunities. The Specialist facilitates mock interviews to assist youth enhance interview skills and ask pertinent questions about the work environment and salary negotiations.

After a youth gains employment, staff provide ongoing individual sessions to ensure they are utilizing the skills acquired during their participation in the program. Employment is a core component of the transitional home as it empowers the youth by giving them confidence and improves their self-esteem as well as allowing them to be a positive contributor to the community and workforce.

Employment Results:

Craven

Of the 15 youth served, 14 gained employment (some of the youth held jobs in more than one area):

- 11 youth worked in the food service industry
- 6 youth worked retail

North Hills

Of the 13 youth served, four of the youth obtained employment. Nine did not due to length of stay or time in the program.

- 2 youth worked in the family dining/food service industry
- 1 youth worked at an animal hospital
- 1 youth worked in retail

Forsyth

Of the 22 youth served, six of the youth obtained employment. Sixteen did not due to length of stay or time in the program (some of the youth held jobs in more than one area)

- 6 youth worked in the food service industry
- 1 youth worked in retail

Union

Of the six youth served in Transitional Living, one of the youth obtained employment. Three were not yet eligible due to motivation level and two were not employed due to length of stay.

- 1 youth worked in the food service industry

Youth Outcome Survey

To follow the progress of program-served youth, the contracted provider conducts outcome surveys up to twelve (12) months post-discharge from the aftercare program. These surveys help all parties understand the success of post-discharged youth served through a transitional living program. Table 5.2 below shows the data from the surveys completed during FY 2021-2022.

Table 5.2: Youth Outcome Survey

Measure	% Reported
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 ongoing relationship with a caring, responsible adult	73%
Attending School/Work regularly	82%
Engaged in Positive Development Activities	64%
Attended Routine Health Appointments	91%
Attending MH apt or Participating in Treatment	80%
Following substance abuse recovery plan	100%
Regularly participating in pro-social community activities	33%

Recidivism

The data provided in Table 5.3 below represents promising results. Of the 80 youth, 6-month post discharge recidivism studies show that 6% of youth recidivated with juvenile adjudications and one youth, or 1%, obtained an adult conviction. The overall recidivism rate at 6-month post discharge was 8%. Overall, recidivism at 12 months post-discharge showed that out of the 59 youth, two juveniles or 3% had a juvenile adjudication and three youth, or 5%, had an adult conviction. The recidivism rate at post discharge 12-months was 7%.

Table 5.3: Transitional Homes Recidivism

Craven, Forsyth, Union, and North Hills Transitional Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	80	59
Distinct Juveniles with Complaints Adjudicated	5	2
Distinct Juveniles Adjudication Recidivism	6%	3%
Adult Convictions (Distinct Juveniles)	1	3
Adult Recidivism (% of Distinct Juveniles Convicted)	1%	5%
Distinct Juveniles with Adjudications or Convictions	6	4
Recidivism - Juvenile Adjudications + Adult Convictions	8%	7%

Note: 0 juveniles had both a juvenile adjudication and an adult conviction in the 6-month period

Note: 1 juvenile had both a juvenile adjudication and an adult conviction in the 12-month period

Conclusions

The Transitional Living Homes are a four-level program based on the Teaching-Family Model that is also used in some youth development centers. These residential programs help youth build the skill sets they need to live independently. When youth start the program, each day is highly structured, but as they take on new responsibilities and demonstrate positive behavior change, they earn their independence and develop the skills necessary to sustain independence. Youth who are internally motivated and goal-orientated are successful candidates for this model, one which significantly reduces the likelihood of recidivism. Additionally, the outcome data for academic achievement and employment placement demonstrates the program model's success, significantly improving opportunities and leading to skill development for youth to become productive members of society. Also, based on recidivism studies, youth are highly likely to remain law-abiding citizens post-discharge.