



North Carolina Department of Public Safety

Adult Correction and Juvenile Justice

Roy Cooper, Governor
Erik A. Hooks, Secretary

Reuben F. Young, Interim Chief Deputy Secretary
William L. Lassiter, Deputy Secretary

MEMORANDUM

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

FROM: Erik A. Hooks, Secretary *EAH*
Reuben F. Young, Interim Chief Deputy Secretary *RFY*

RE: Annual Evaluation of Community Programs

DATE: March 1, 2019

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

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



Annual Evaluation of Community Programs and Multipurpose Group Homes Report
Submitted March 1, 2019

Submitted by:
Department of Public Safety
Division of Adult Correction and Juvenile Justice
Juvenile Community Programs Section

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Section I – Introduction

This report is required by General Statute § 143B-811 which states:

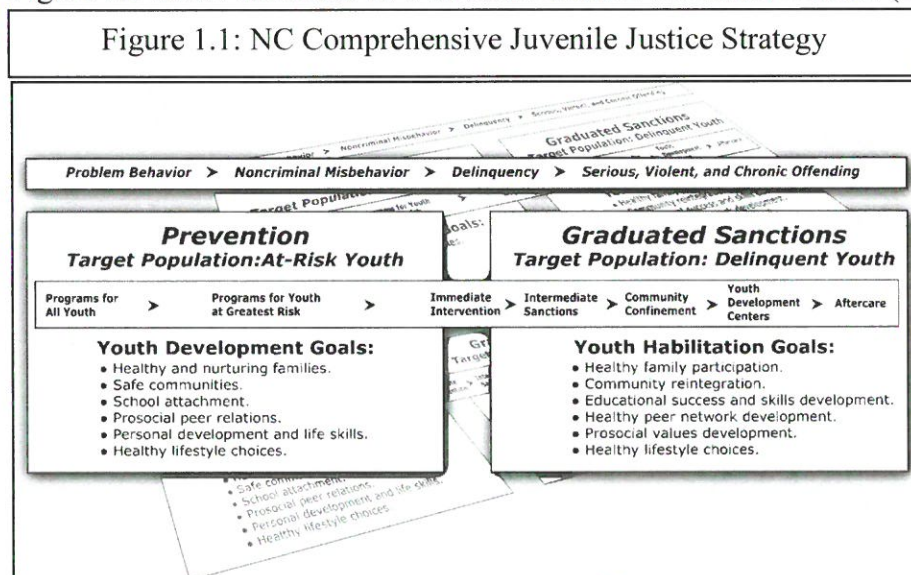
The Department of Public Safety shall conduct an annual evaluation of the community programs and of multipurpose group homes. In conducting the evaluation of each of these, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles.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

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

In FY 2011-12, the Department developed and implemented new evidence-based contractual services for youth receiving a Level II disposition. After seven years of data collection and analysis, the Department is pleased to announce that these new contractual services have accomplished the goals set forth by the North Carolina General Assembly through targeting those juveniles most at-risk of further penetration into the juvenile justice system, providing a cost-efficient alternative to youth development centers and detention centers, and reducing the number of juveniles likely to reoffend.

Targeted Approach

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



foundation of North Carolina's comprehensive juvenile justice strategy, which allows judges, court counselors, district attorneys, and law enforcement to have access to the right dispositional alternatives, for the right child, at the right time. State contractual services fill the gaps in local communities where JCPCs dollars are not abundant enough to serve higher risk juveniles who need intensive services, holding to the

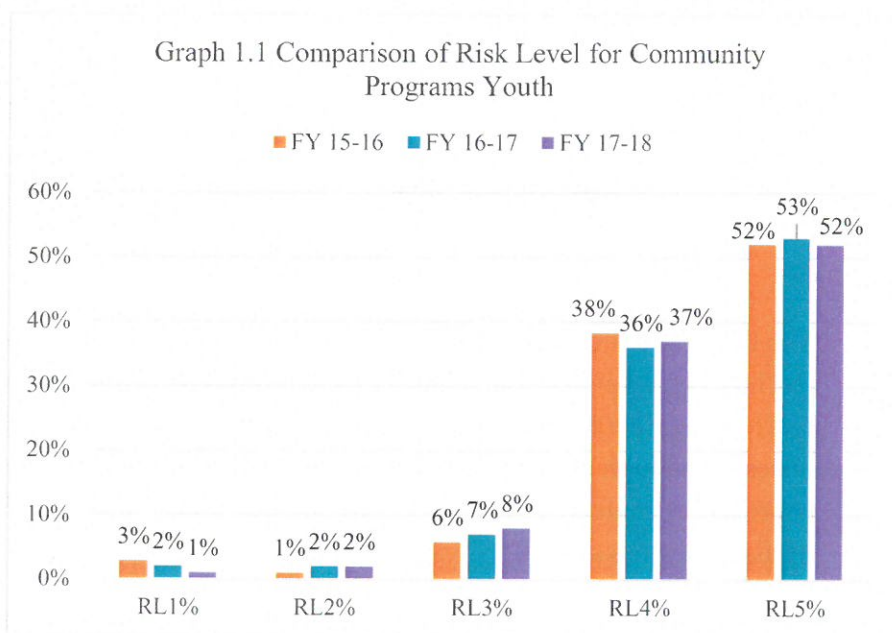
Department's mission of protect the public and habilitate the juvenile. Having these separate funding sources is imperative to ensure youth are not forced deeper into the system which comes at a far greater cost to the state.

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 state-level contracts and JCPC-endorsed localized regional programs are designed to target youth who are at greatest risk of further involvement in the juvenile justice system including commitment to a state-operated youth development center. These programs specifically target youth who have received a Level II disposition or demonstrate heightened risk factors for recidivism. Their risk scores, obtained from the North Carolina Assessment of Juvenile Risk for Juvenile Offending (NCAR, see Appendix A) are used as a predictor for recidivism and prompt us to provide a systematic response appropriate that youth’s or juvenile’s level of risk.

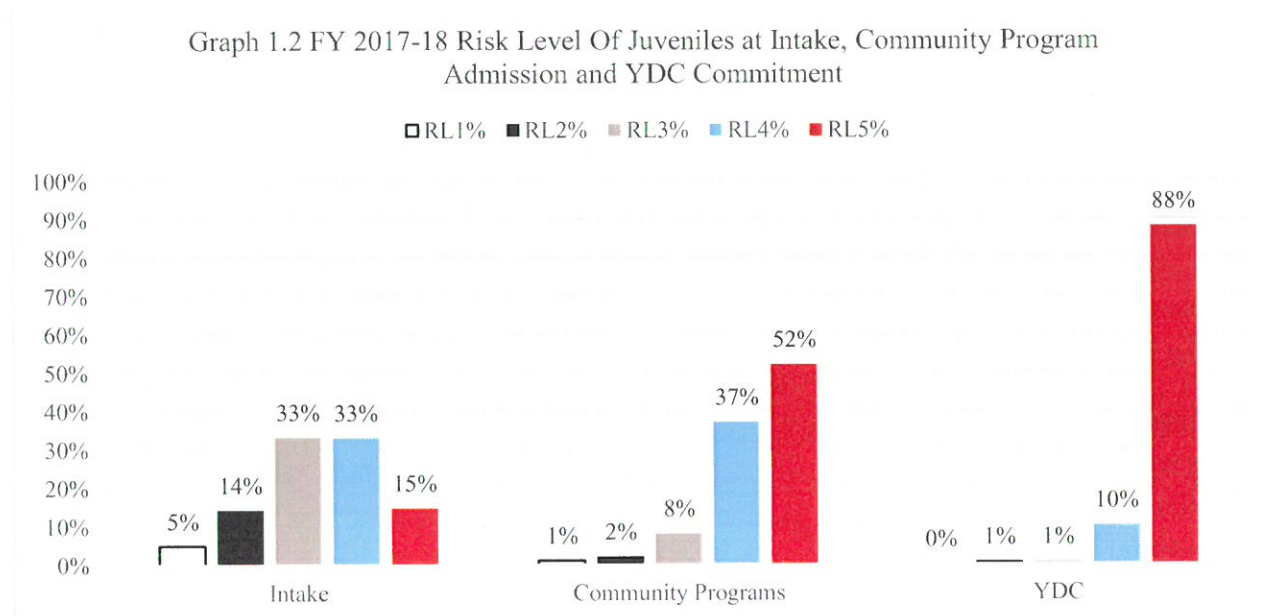
The Department utilized the NCAR tool beginning in 2001, and though the risk assessment instrument had been validated, it had not been re-normed since the inception of its use. In response to the North Carolina Sentencing and Policy Advisory Commission’s (SPAC) report, *The Effectiveness of Programs Funded by Juvenile Crime Prevention Councils*, released on May 1, 2015 and the recommendations made therein, the Department conducted an internal validation study of the risk assessment tool for the purpose of re-norming the instrument.

Prior to this re-norming, a juvenile’s risk for re-offending score ranges were identified as 3 distinct categories of risk: Low (0-7 pts), Medium (8-14 pts) or high (15+ pts). However, with the completion of this re-norming process, risk levels now reflect 5 distinct risk levels (RL) to more accurately reflect the risk of a juvenile recidivating: RL1 (lowest), RL2, RL3, RL4, and RL5 (highest). These newly re-normed groupings are statistically sound in their ability to predict the risk of reoffending based on the internal study. The re-normed

instrument now more accurately reflects the risk for reoffending for youth assessed. To demonstrate this, Graph 1.1 which compares re-normed risk score percentage totals for the past three fiscal years, clearly demonstrates that programs identified in this report are serving higher risk youth.



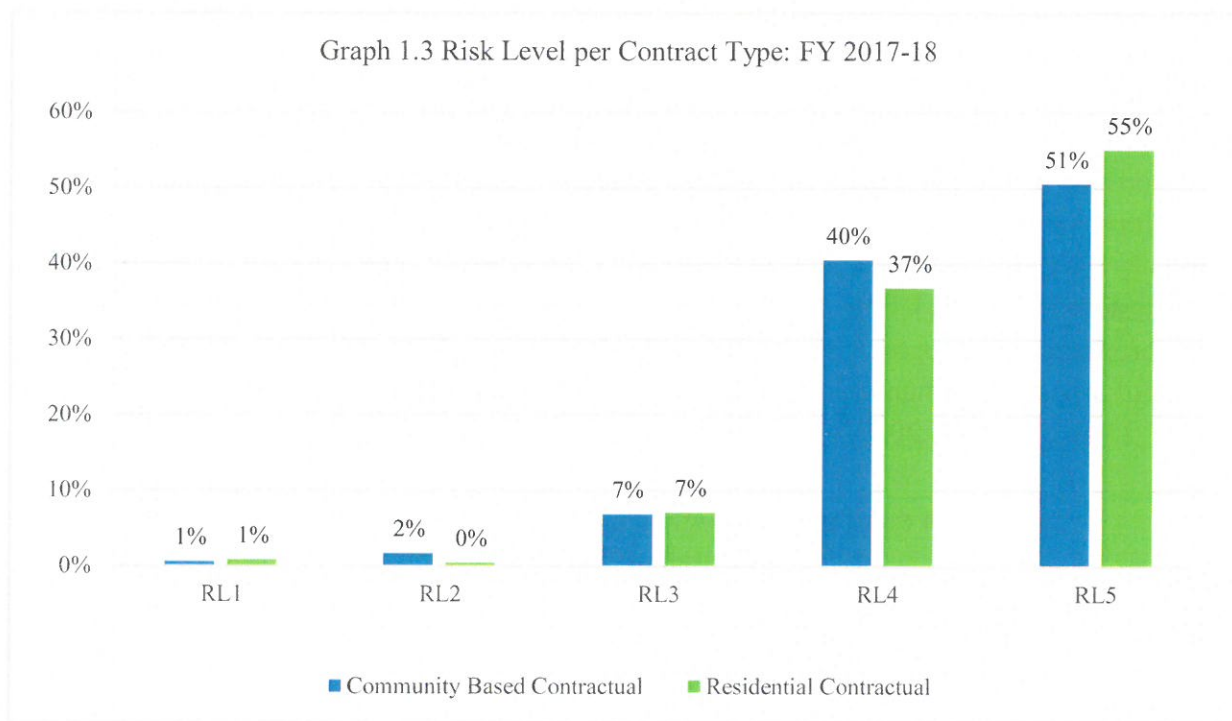
Graph 1.2 below compares the levels of risk for youth at three distinct points in the juvenile justice system: 1) at Intake (JJ entry); 2) at admission to a Community Programs contracted service; and 3) at admission to a youth development center (committed juvenile). Data clearly indicate that the programs highlighted in this report are serving youth with a higher risk for recidivating. In fact, the vast majority (97%) of youth served by these programs were at medium to high risk (RL3, RL4 and RL5) for reoffending, meaning these programs are working with a youth population who, without these services, would be expected to reoffend.



The Department recognizes that youth receiving a Level II disposition may have varying levels of risk for reoffending. Although the majority of youth risk scores were considered medium to high risk for reoffending, there were some youth (3%) that presented with a low risk factors for reoffending, but instead, had high need indicators for specific services. The Department chooses to take a comprehensive approach by matching services to not only the youth's level of risk for reoffending but to the youth's needs indicators as well.

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 community-based

contractual or short-term residential programming services. Graph 1.3 below illustrates this prioritization.



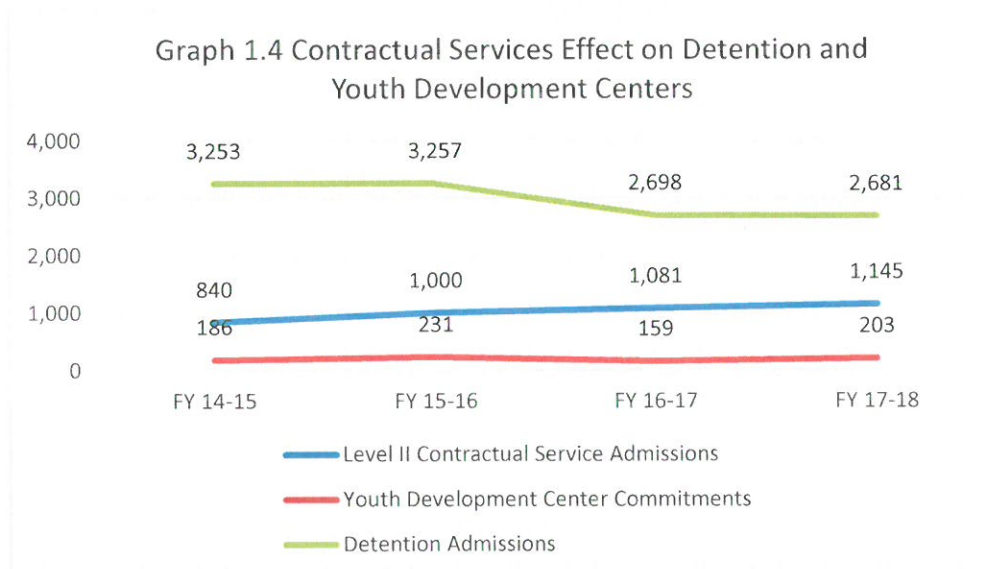
Cost Efficient Alternative

Through the implementation of these Level II contractual services, the Department has been able to achieve significant cost savings as compared to youth development centers. Table 1.1 below compares the average costs of serving youth in Level II contracted services (residential and community-based) versus serving a youth in a youth development center for FY 2017-18.

Table 1.1 FY 2017-18 Cost Comparison - Contractual Services versus Annual Youth Development Center

Program Cost vs. Youth Development Center Cost	FY 2017-18 Cost per Child
Level II Community-Based Program: JCPC-Endorsed Level II Programs and AMIkids Community-Based	\$4,793
Level II Residential Program: Bridges Crisis and Assessment Center, Insight Crisis and Assessment Center, Western Area Multipurpose Crisis and Assessment Center, Eckerd Short-Term Residential Programs, WestCare Girls Program, Multipurpose Group Homes, Craven Transitional Home and North Hills Transitional Home	\$19,982
Youth Development Center	\$108,862

With more emphasis on programming designed to serve the medium to high risk/high needs of adjudicated youth, the Level II contractual services continue to play an important role in helping reduce or hold steady the number of youth development center commitments and detention admissions for the last four years. Graph 1.4 below indicates how the number of youth development center commitments and detention admissions are impacted by the Department's efforts to promote cost-saving community programming options and serve youth in Level II contractual services. Overall, youth receiving services through Community Programs' contractual programming has increased by 36% since FY 2014-15, from 840 juvenile admissions in FY 2014-15 to 1,145 juvenile admissions in FY 2017-18. This increase has occurred despite programming impacts felt from Hurricane Matthew in 2016 and closure of one of the Department's multipurpose group homes located in Wayne County for approximately one full year, affecting both FY 2016-17 and FY 2017-18 admissions.



Anticipated effects of Raise the Age legislation will greatly impact the use of Community Programs contractual services. Projected service needs for the 16 and 17-year-old population include expansion of Community Programs residential and community-based contracts to support a regionalized approach to services for an emerging adult population. All expansion recommendations have been reviewed and approved by the Juvenile Jurisdiction Advisory Committee in an effort to plan, develop, and expand evidence-based program models to serve the projected 16 and 17-year-old population.

Recidivism Summary

Table 1.2 below reflects youth served by these new contractual services in FY 2016-17 and FY 2017-18 and how many incurred additional adjudications and/or convictions. This analysis showed 17% 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 24% received an additional adjudication or an adult conviction at 12 months post-discharge.

Table 1.2: Juvenile Community Programs – Recidivism

All Community Programs, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	1,475	1,137
Distinct Juveniles with Complaints Adjudicated	147	152
Distinct Juveniles Adjudication Recidivism	10%	13%
Adult Convictions (Distinct Juveniles)	102	129
Adult Recidivism (% of Distinct Juveniles Convicted)	7%	11%
Distinct Juveniles with Adjudications or Convictions	249	277
Recidivism - Juvenile Adjudications + Adult Convictions	17%	24%

Note: 4 juveniles had both a juvenile adjudication and an adult conviction in the 12-month period

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*¹, 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division, in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

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

¹ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspaciuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

impacts of these evidence-based programming models are clearly evidenced by lower than expected recidivism rates based on risk levels of juveniles served.

Section II

JCPC-Endorsed Level II Programs

JCPC-Endorsed Level II Programs

Overview

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

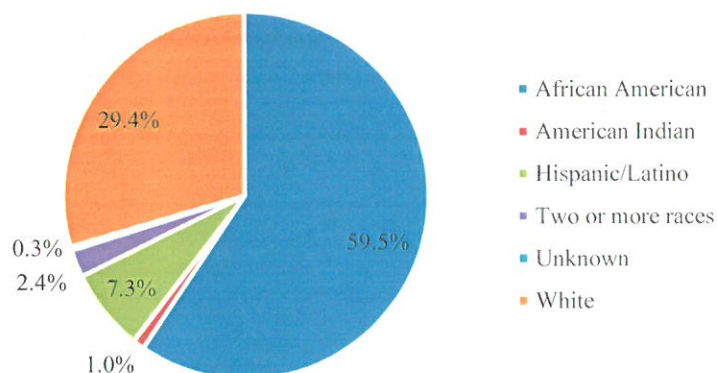
Number of Youth Served

Table 2.1 indicates the number of youth served by JCPC-Endorsed Level II program type. JCPC-Endorsed Level II programs served 289 youth during FY 2017-2018. Graph 2.1 represents the percentage of youth served by JCPC-Endorsed Level II programs by race/ethnicity.

Table 2.1: Youth served by Program Type

Program Type	Youth Served
Experiential Skill Building	97
Juvenile Structured Day	59
Restitution/Community Service	42
Home Based Family Counseling	32
Family Counseling	28
Sex Offender Treatment	26
Temporary Foster Care	5
Total	289

Graph 2.1 Race/Ethnicity of Youth Served by JCPC Endorsed Level II Programs



Cost Comparison

Table 2.2: The cost-per-youth comparison for JCPC-Endorsed Level II programs versus annual youth development center cost.

Program vs Youth Development Center	Cost
FY 2017-18 JCPC-Endorsed Level II Programs	\$3,294
FY 2017-18 Youth Development Center	\$108,862

Recidivism

This study measured the recidivism rates for youth completing programs in FY 2016-17 and FY 2017-18. Of the 322 youth who could be measured at 6 months post-discharge, 35 (11%) received a new adjudication, and 16 (5%) received a new adult conviction. Total recidivism at 6 months post discharge was 16%.

There were 252 youth who were served by these programs that could be measured at 12 months. Thirty-six (14%) received a new adjudication and 26 or 10% received a new adult conviction. Total recidivism at 12 months post-discharge is 24%. See Table 2.3.

Table 2.3: JCPC-Endorsed Level II Programs – Recidivism

JCPC Level II Dispositional Alternatives, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	322	252
Distinct Juveniles with Complaints Adjudicated	35	36
Distinct Juveniles Adjudication Recidivism	11%	14%
Adult Convictions (Distinct Juveniles)	16	26
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	10%
Distinct Juveniles with Adjudications or Convictions	51	61
Recidivism - Juvenile Adjudications + Adult Convictions	16%	24%

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

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*², 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the

² Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspacjuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

The report demonstrates that during its seventh year of operations JCPC-Endorsed Level II programs were able to serve a significant number of high risk/high needs youth in their home communities in a cost efficient manner versus placement in a youth development center.

Section III

Community-Based Contractual Programs

AMikids North Carolina Family Services – Community-Based Services

Overview

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

All FFT therapists hold a minimum of a master's degree in a licensable human service field such as Counseling, Psychology, Marriage and Family Therapy, or Social Work. All FFT therapists must complete 40 hours of certification training through FFT LLC and participate in weekly clinical supervision with their certified FFT site supervisor to ensure model fidelity.

Youth Profile

AMikids delivers FFT to male and female juveniles who are at medium and high risk of reoffending, while exception is made for some Level I youth on a case-by-case basis with high needs indicators. Typically, youth were adjudicated for person and/or property offenses and have often been previously served through one or more other types of community-based intervention programs. 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 190 youth and their families at any given time, and has an annual capacity to serve 520 youth and their families. The Piedmont and South teams have the capacity to serve 44 youth at any given time. The East, Central, and West teams have the capacity to serve 34 youth at any given time.

Length of service data:

- Average number of sessions for completed cases: 14.04
- Average length of service for completed cases: 137 days

Referrals received in FY 2017-18:

- Total number of referrals: 413

Measurable Objectives:

- 69.8% of youth enrolled in the program completed all three phases of Functional Family Therapy

- Completed cases in which youth remains at home upon termination: 94.0%
- Completed cases in which youth was enrolled in an educational program or working: 91.6%
- Completed cases in which youth acquired no new probation violations during program: 75.4%

Program Effectiveness Based on FFT's Youth Outcome Measure Questionnaires

- 95.0% of youth reported in general, their family has changed for the better since they began counseling.
- 95.4% of youth reported their family has changed its communication for the better.
- 97.5% of youth reported their behavior has changed for the better.
- 92.9% of youth reported their parents improved their parenting skills.
- 92.0% of youth reported their parents changed their ability to supervise them for the better.
- 94.1% of youth reported a change in family conflict level for the better.

Program Effectiveness Based on FFT's Parent Outcome Measure Questionnaires

- 97.9% of parents reported in general, their family has changed for the better since they began counseling.
- 97.5% of parents reported family has changed its communication for the better.
- 96.1% of parents reported their adolescent's behavior has changed for the better.
- 97.5% of parents reported improvement in their parenting skills.
- 96.5% of parents reported a change in their ability to supervise their adolescent for the better.
- 96.1% of parents reported a change in family conflict level for the better.

Cost Comparison

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

Program vs. Youth Development Center	Cost
FY 2017-18 AMIkids North Carolina Family Services	\$5,642
FY 2017-18 Youth Development Center	\$108,862

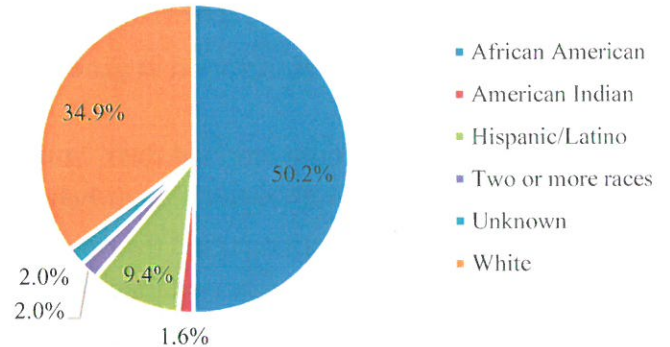
Demographic Information about the Youth Served during FY 2017-18

- Total number of youth served by the program between FY 17-18 was 510
- The average age of the youth served in the program was 15.3
- 397 (78%) of youth served were male
- 113 (22%) of youth served were female

Outputs and Process Measures

- 70% of those admitted into the program successfully completed the full course of FFT
- Youth remained in the home upon termination in 94% of completed cases
- Youth enrolled in an educational program, or were working, in 92% of completed cases
- Youth acquired no probation violations during the program in 75% of all completed cases

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



Recidivism

FY 2016-17 and FY 2017-18 recidivism data compiled by the Department shows that of the 795 youth who had been in post-discharged status from AMIkids for more than six months, 55 youth (7%) had received a new adjudication and 45 youth (6%) had received a new conviction. The total recidivism rate at six months post-discharge was 13%.

At 12 months post discharge there were 633 youth who could be analyzed for this report. Sixty-nine (11%) received a new adjudication and 54 youth (9%) received a new adult conviction. The total recidivism rate at 12 months post-discharge was 19%. See Table 3.2.

Table 3.2: AMIkids North Carolina Family Services Recidivism

North Carolina Family Services (AMI), Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	795	633
Distinct Juveniles with Complaints Adjudicated	55	69
Distinct Juveniles Adjudication Recidivism	7%	11%
Adult Convictions (Distinct Juveniles)	45	54
Adult Recidivism (% of Distinct Juveniles Convicted)	6%	9%
Distinct Juveniles with Adjudications or Convictions	100	121
Recidivism - Juvenile Adjudications + Adult Convictions	13%	19%

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

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*³, 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

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 89 of North Carolina's 100 counties. Outcome and recidivism data at 6 and 12 months post discharge reflect very positive results with 87% and 81% of youth, respectively, having no new adjudications or convictions.

³ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspaciuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

Section IV

Residential Contractual Programs

Juvenile Crisis and Assessment Centers

Overview

The Juvenile Crisis and Assessment Centers are newer programs with the first center, Insight, located in Butner, NC and the second center, Bridges, located in Winston-Salem, NC. The third center, The Western Area Multipurpose Juvenile Crisis and Assessment Center, located in Asheville, NC, opened in late October 2016. These 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. The assessment takes place under the supervision of a licensed psychologist and licensed clinical case managers. The length of stay is between 14 and 30 days. Additionally, the Western Area Center also has four secure custody beds available for short term secure stays (3-7 days).

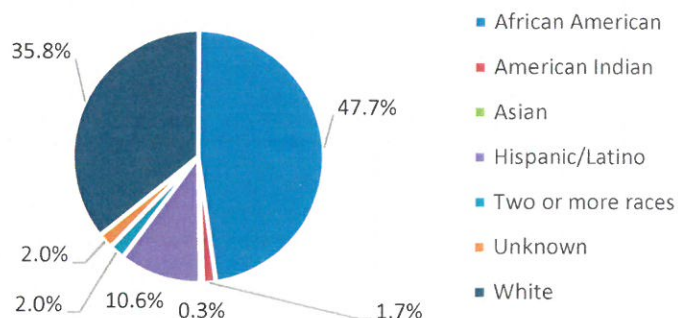
The Juvenile Assessment Centers serve Level II offenders between the ages of 10 and 17. Some exceptions are made for offenders that are not in the Level II category such as high risk and/or high needs Level I youth. The service includes a systematic evaluation that includes testing in the areas of education, behavior, personality, and intelligence. Additional testing is provided areas such as sexual predation, substance abuse, and trauma. Testing information is combined with information obtained through the daily living aspects of the program. This combination allows for a more complete look at the youth's strengths, areas of concern, and goals. At discharge, the youth, family, and Court Counselor are provided a comprehensive and user friendly evaluation report accompanied by clear and actionable recommendations.

The facility provides a structured environment including recreation, school, meals, individual rooms, group work, socialization skills, and counseling.

Demographics for youth served in FY 2017-18

- 100% of youth served were under court supervision
- 302 youth were served in FY 2017-18. 64 of those were in secure custody at the Western Area Center
- 15 was the average age of youth being served in the Juvenile Crisis and Assessment Centers
- 72% of youth served were male, 28% of youth served were female
- The average length of stay for the youth was 23 days

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



Cost Comparison

Table 4.1: The cost per youth comparison for crisis and assessment centers versus youth development centers.

Program vs. Youth Development Center	Cost
FY 2017-18 Crisis and Assessment Centers	\$10,129
FY 2017-18 Youth Development Center	\$108,862

Conclusions

The Model of Care is the treatment model utilized within crisis and assessment centers; however, assessment services are not considered a therapeutic treatment intervention intended to affect 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

Overview

FY 2017-18 marked the seventh 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 4 to 6 months to adjudicated male youth, ages 13 to 17, referred by the North Carolina Department of Public Safety. These services are delivered on two campuses: Candor, located in Montgomery County, and Boomer, located in Wilkes County.

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

Youth Profile

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

Service Capacity

The Eckerd campuses at Candor and Boomer are contracted to serve 80 youth at a time and approximately 184 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.

Cost Comparison

Table 4.2: The cost per youth comparison for Eckerd Short-Term Residential services versus youth development centers.

Program vs. Youth Development Center	Cost
FY 2017-18 Eckerd Short-Term Residential	\$23,456
FY 2017-18 Youth Development Centers	\$108,862

Demographics for youth served in FY 2017-18

- 100% of youth served were under court supervision and received a Level II disposition by the court
- 225 youth were served in FY 2017-18
- 159 youth were discharged in FY 2017-18 of which 78% completed the program successfully
- 200 of the 225-youth served were between the ages of 14-17

Outcome Data for Youth Exiting in FY 2017-18

Academic Growth

The majority of youth served by Eckerd in FY 2017-18 achieved academic progress through experiential learning. Eckerd administers the STAR Reading and Math Assessment as a way to measure academic progress in reading and math. Youth are given a pre-test upon their arrival and post-test at their completion. For youth successfully completing the program in FY 2017-18, results show an average increase in reading scores of 1.6 grade levels and an average increase in math scores 2.1 grade levels. See Table 4.3. These are youth that completed the program successfully, and at intake presented as below average in scoring.

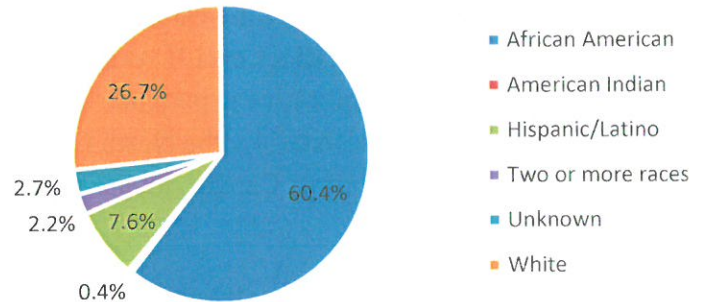
Table 4.3 Academic Growth –STAR Reading and Math Assessment Average Test Score

Subject	Average Grade Level at Intake	Average Grade Level at Exit	Average Grade Level Improvement
Reading	5.4	7.1	1.6
Mathematics	5.9	8.0	2.1

Mental Health Gains

Mental Health gains are measured by The Youth Outcome Questionnaire – Self Report (YOQ - SR) a brief 64-item self-report measure of treatment progress for adolescents (ages 12 – 18) receiving mental health intervention. The YOQ-SR is meant to track actual change in functioning as opposed to assigning diagnoses. The YOQ-SR is completed at intake, at discharge, and as needed throughout the course of services. The instrument domains address intrapersonal distress, somatic complaints, interpersonal relations, social problems, behavioral dysfunction, and suicidal ideation. The YOQ has very strong reliability with a .79-.84 test/retest rate (OQ Analyst, 2007). Of youth who successfully completed the program in FY 2017-18, 97% showed mental health gains. These are youth that completed the program successfully who at the time of intake presented in the clinical range.

Graph 4.2 Race/Ethnicity of Youth Served by Eckerd Connects



Social Skill Gains

Social skills gains are measured by the Social Skill Improvement System (SSIS). This instrument, by Pearson Assessments, is a pre/post measure of social skills (interpersonal behaviors that help the individual in society), normed by age and gender. The SSIS assesses both positive and problem social skills behavior. Specific categories assessed are as follows: (1) Social Skills, which include cooperation, empathy, assertion, self-control, responsibility, communication, and engagement; and (2) Problem Behaviors, including externalizing behavior (aggression), hyperactivity/inattention, bullying, and internalizing behavior (sadness, anxiety). This instrument serves a dual purpose of (1) providing important structured feedback for individual service plan development, and (2) providing an outcome assessment instrument to gauge the success of wraparound services rendered. Of those youth who successfully completed the Eckerd Short-Term Residential programs, 97% showed social skills gains. These are the youth that completed the program successfully, and at the time of intake initially presented with below average scoring in Social Skills.

Recidivism

FY 2016-17 and FY 2017-18 recidivism data show that of the 290 youth who had been in post-discharged status from Eckerd Short-Term Residential for more than six months, 36 youth (12%) received a new adjudication and 21 youth (7%) received a new conviction. The total recidivism rate at six months post discharge was 20%.

At 12 months post discharge there were 198 youth who could be analyzed for this report. Thirty-six youth (18%) received a new adjudication and 26 youth (13%) received a new adult conviction. The total recidivism rate at 12 months post-discharge was 31%. See Table 4.4.

Table 4.4: Eckerd Short-Term Residential – Recidivism

Eckerd Residential, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	290	198
Distinct Juveniles with Complaints Adjudicated	36	36
Distinct Juveniles Adjudication Recidivism	12%	18%
Adult Convictions (Distinct Juveniles)	21	26
Adult Recidivism (% of Distinct Juveniles Convicted)	7%	13%
Distinct Juveniles with Adjudications or Convictions	57	62
Recidivism - Juvenile Adjudications + Adult Convictions	20%	31%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*⁴, 21% of all juveniles who were adjudicated received an

⁴ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspacjuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

Eckerd Short-Term Residential facilities provide intensive, residential services to Level II serious and/or chronic juvenile offenders with elevated risks and needs that have not been able to change behavior through multiple community-based interventions. This residential program often serves as the final intervention before a youth is committed to a youth development center. Ultimately, some of the highest risk 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.

Multi-Purpose Group Homes

Overview

The NC Department of Public Safety, Division of Adult Correction and Juvenile Justice currently contracts with Methodist Home for Children to operate five multi-purpose group homes that provide secure non-institutional alternatives to secure detention and youth development centers. The five (5) homes are located in Chowan, Hertford, Macon, Robeson, and Wayne Counties. These eight-bed facilities feature the Model of Care Program, recognized by the Office of Juvenile Justice and Delinquency Prevention as a Promising Practice, which addresses antisocial behaviors by implementing a social and life skills curriculum that has been individualized for each youth. Implementation involves consistent and continuous behavioral teaching and the practice of selected skills. This focus on practice and skills meets the learning style needs of each youth and leads to an internalization of skills and the values of honesty, respect, responsibility, empowerment, compassion, and spirituality. Each home is staffed with a program manager, residential counselors, a certified teacher, and a family services specialist that works with youth and their families. The homes serve court-ordered Level II youth in the judicial districts they are located.

Youth Profile

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

Service Capacity

The five (5) Multi-Purpose Group Homes combined can serve forty (40) youth at a time and approximately ninety-six (96) youth annually. The homes are located in rural judicial districts and serve as an alternative to detention and youth development centers.

Cost Comparison

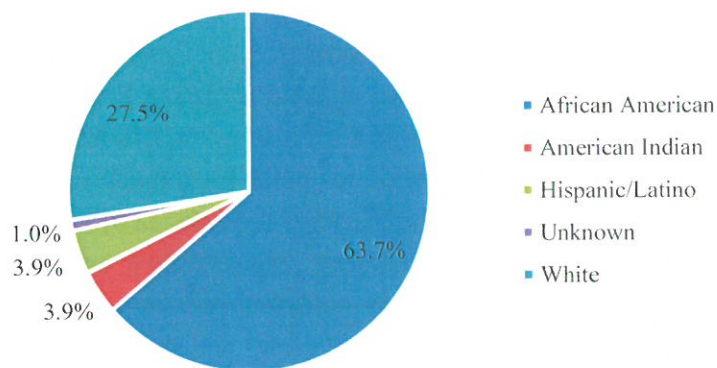
Table 4.5: The cost per youth comparison for Multi-Purpose Group Home Services versus youth development centers.

Program vs. Youth Development Center	Cost
FY 2017-18 MPGH Residential Program	\$31,910
FY 2017-18 Youth Development Centers	\$108,862

Demographics for youth served in FY 2017-18

- 100% of youth served were under court supervision
- 102 youth were served in FY 2017-18. 2 of these youth were under secure custody at the Macon County Multipurpose Group home.
- 84% of youth served completed the program successfully
- 15 was the average age of youth being served in the Multi-Purpose Group Homes
- 80% of youth served were male, 20% of youth served were female

Graph 4.3 Race/Ethnicity of Youth Served by Multi-Purpose Group Homes



Outcome Data for Youth Exiting in FY 2017-18

Academic Growth

Results indicate significant improvements in reading and math as evidenced by Wide Range Achievement Test (WRAT) scores. Youth are tested on their reading ability upon entry into the program and at intervals while in residence. During FY 2017-18, the Wide Range Achievement Test was administered to 72 youth. Tests were not administered for those youth in secure custody and those youth attending public school. See the table below for the average improvement youth were able to make during the participation in the program.

Table 4.6: Academic Growth - Wide Range Achievement Test

Subject	Average Grade Level at Admission	Average Grade Level at Discharge	Average Grade Level Improvement
Reading	6.05	7.8	1.75
Mathematics	5.04	6.10	1.06

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 2017-18. Risk factors are evidence-based characteristics that increase the likelihood of a youth being at high risk for committing delinquent acts and, therefore, needing continuous services to manage functioning. Likewise, protective factors are characteristics that protect the youth and reduce this risk.

This assessment is completed for each youth at admission and at discharge. The categories listed represent a set of protective factors that have a positive correlation to youth resiliency and success. The data show a significant positive increase in critical protective factors for youth while in care. The Risk & Protective Factors was administered for 60 youth. See Table 4.7

Table 4.7: Change in Risk & Protective Factors

Category	Admission	Discharge
Involvement with adult mentor or caregiver	23%	57%
Regular contact with parent, relative or caregiver	93%	95%
Acceptance of authority	42%	70%
No involvement in legal system	15%	7%
School performance is at grade level	35%	77%
Reading ability	55%	77%
Age appropriate social behavior	50%	80%
Positive self-image	40%	73%
Empathetic towards others	30%	82%
Appropriate friends	27%	68%
Positive goal oriented	28%	67%
School/Community activity involvement	17%	58%
Religious community involvement	20%	55%
Good personal health habits	68%	88%
Decision making skills	8%	47%
Honesty behavior	27%	65%
Substance-free behavior	40%	68%
Personal development activities	40%	80%

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys up to twelve months post-discharge from the continuing care program. These surveys help all parties understand the success of post-discharged youth served through a Multipurpose Juvenile Home. Listed in Table 4.7 below are data from the surveys completed during FY 2017-18.

Table 4.8: Provider's Outcome Survey

Living in a safe home environment that is either in the child's permanent home or the next logical, most appropriate setting towards a permanent home	83%
Maintaining a positive on-going relationship with a caring, responsible adult	83%
Attending School/Work regularly	74%
Avoided Criminal Activity	81%
Engaged in Positive Development Activities	78%
Attended Routine Health Appointments	87%
Attending MH apt or Participating in Treatment	76%
Following substance abuse recovery plan	81%
Regularly participating in pro-social community activities	75%

Recidivism

FY 2016-17 and FY 2017-18 recidivism data show that of the 130 youth who had been in post-discharged status from Multi-Purpose Group Homes for more than six months, 16 youth (12%) received a new adjudication and 11 youth (8%) received a new conviction. The total recidivism rate at six months post discharge was 21%.

At 12 months post discharge there were 97 youth who could be analyzed for this report. Eighteen youth (19%) received a new adjudication and 14 youth (14%) received a new adult conviction. The total recidivism rate at 12 months post-discharge was 32%. See Table 4.9.

Table 4.9: Multi-purpose Group Home Recidivism

Multipurpose Group Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	130	97
Distinct Juveniles with Complaints Adjudicated	16	18
Distinct Juveniles Adjudication Recidivism	12%	19%
Adult Convictions (Distinct Juveniles)	11	14
Adult Recidivism (% of Distinct Juveniles Convicted)	8%	14%

Distinct Juveniles with Adjudications or Convictions	27	31
Recidivism - Juvenile Adjudications + Adult Convictions	21%	32%

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

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*⁵, 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

Multi-Purpose Group Homes continue to be an invaluable resource to judicial districts and local communities serving as an alternative to committing youth to a youth development center. The recidivism results are extremely positive given the risk and need levels of youth served.

⁵ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspaciuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

WestCare North Carolina Girl's Short-Term Residential Program

Overview

The WestCare North Carolina Girls Program is a gender responsive, short-term, residential treatment option for adolescent females between 13 and 17 years of age. All of the youth accepted into this 20 bed program are adjudicated Level II offenders referred by the North Carolina Division of Adult Correction and Juvenile Justice. The average length of stay ranges between 4 and 6 months. The program is licensed as a Residential Treatment Facility by the North Carolina Department of Health and Human Services and serves the entire state.

The primary goal of the WestCare North Carolina Girls Program is to assist adolescent females with learning the skills and developing the tools needed to successfully re-integrate with their families and back into their respective communities. Family support services are an integral component of the program. Individualized service plans guide the development of the services based on the need to facilitate the social and emotional growth within each adolescent. Residents have the following services available on-site:

- Cognitive Behavioral Treatment
- Educational Services
- (The WestCare Girls Academy provides educational services and curricula aligned with the North Carolina Standard Course of Study. Classes are administered by a Licensed Special Education Teacher.)
- Health Care
- Life and Social Skills education and practice
- Psychological, Psychiatric, and Social Assessments
- Recreation (Exercise, Outdoor Activities, Drama, Art, and Creative Expression)
- Substance Abuse Education
- Trauma Informed Care

Youth Profile

All referrals originate with a Juvenile Court Counselor. Typically, those admitted have had multiple adjudications for person and property offenses and have received more than one community-based intervention. A significant number of these adolescents have also experienced school discipline problems resulting in both short and long-term suspensions. Other characteristics found in the referred population include: trauma, substance abuse, gang involvement, mental health diagnosis, and family discord. The most common traumatic event disclosed during the length of stay is sexual abuse, either assault or rape.

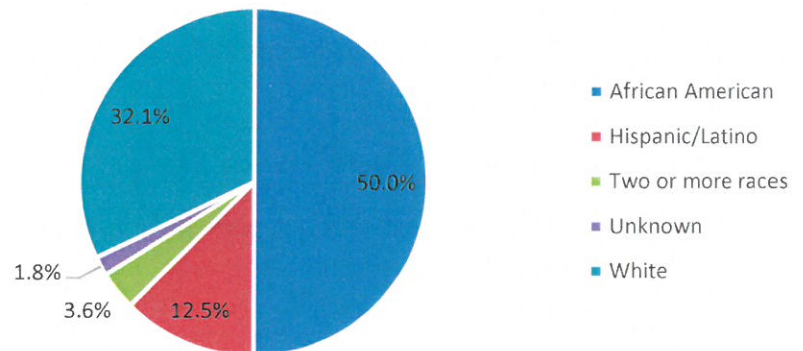
Table 4.10: The cost-per-youth comparison for the WestCare North Carolina Girls Program versus youth development centers.

Program vs. Youth Development	Cost
FY 2017-18 WestCare North Carolina Girls Program	\$29,206
FY 2017-18 Youth Development Center	\$108,862

Demographics for youth served in FY 2017-18

- A total of 56 clients were provided services
- 100% of the youth served were under court supervision
- 100% of the youth served were between the ages of 13-17
- 41 clients were discharged through June 2018 with a 78% successful completion rate.
- The average length of stay for discharged clients was 125 days.
- The average age of the population was 15.6 years

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



Outcome Data for Youth Exiting in FY 2017-18

Multiple assessments were used at intake and discharge to measure growth. Below are some of the highlights achieved by the youth at WestCare.

- 100% of clients participated in therapeutic and educational didactic groups, house governance meetings, recreation activities, school, life skills practices, job functions, and post-discharge planning.
- 92% of clients showed decreased symptoms of depression from intake to discharge (*Beck Depression Inventory*).
- 64% of clients showed increased self-esteem from intake to discharge (*Rosenberg Self Esteem Scale*)
- Clients in the program who completed both the Entrance and Exit Woodcock Johnson Test, advanced an average of more than three full grades. See Table 4.11 below:

Table 4.11: Academic Growth – Woodcock Johnson Average Test Score

Subject	Average Grade Level at Admission	Average Grade Level at Discharge	Average Grade Level Improvement
Reading	8.3	11.2	2.9
Mathematics	7.3	9.2	1.9
Writing	11.0	13.9	2.9

Life Skills

- 72% could read a bus schedule, use public transportation, develop a budget, and cook 5 basic meals.

Job Skills

- 94% of clients who successfully completed the program created a professional resume at discharge.

Discharge Data

- 91% of those clients who successfully completed the program were reunified with their family at discharge.

Recidivism

FY 2016-17 and FY 2017-18 recidivism data show that of the 82 youth who had been in post-discharged status from WestCare for more than six months, eleven youth (13%) received a new adjudication and four youth (5%) received a new conviction. The total recidivism rate at six months post discharge was 18%.

At 12 months post discharge there were 61 youth who could be analyzed for this report. Nine youth (15%) received a new adjudication and four youth (7%) received a new adult conviction. The total recidivism rate at 12 months post-discharge was 21%. See Table 4.12.

Table 4.12: WestCare North Carolina Girls Program Recidivism

WestCare Girls Program, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	82	61
Distinct Juveniles with Complaints Adjudicated	11	9
Distinct Juveniles Adjudication Recidivism	13%	15%
Adult Convictions (Distinct Juveniles)	4	4
Adult Recidivism (% of Distinct Juveniles Convicted)	5%	7%
Distinct Juveniles with Adjudications or Convictions	15	13
Recidivism - Juvenile Adjudications + Adult Convictions	18%	21%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*⁶, 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

The outcome and recidivism data from the WestCare North Carolina Girls Program is positive and reflects noteworthy change in the youth's adjustments and effective services addressing trauma related issues. Outcome data for academic attainment showed significant gains in reading, mathematics, and reading with youth improving on average by 2.9 grade levels during their residency in the program for FY 2017-18.

⁶ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspacjuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

Section V

Transitional Services

Craven and North Hills Transitional Homes

Overview

FY 2017-18 marked the seventh year of operation for the Craven Transitional Home for males located in New Bern and the fourth year of operation for the North Hills Transitional Home for females located in Raleigh. Both are six-to-twelve-months residential programs that help youth leaving a youth development center and/or a Level II residential program build the skill sets they need to live independently. The Craven Transitional Living Program can serve six youth at a time and approximately fifteen youth annually, and the North Hills Transitional Living Program can serve five youth at a time and approximately ten youth annually.

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

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

Youth Profile

All referrals made to the Craven and North Hills Transitional Homes are under post-release supervision or under probation transitioning from a Level II residential program. Typically, these youth have had significant juvenile court involvement including multiple adjudications for person and property offenses prior to their commitment to a youth development center or court-ordered placement into a Level II residential program. Other characteristics found in these youth include substance abuse, gang involvement, and family discord. However, the youth selected for placement have expressed a desire to make significant life changes and cannot return to their home communities due to safety concerns.

Cost Comparison

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

Program vs. Youth Development Center	Cost
FY 2017-18 Craven and North Hills Transitional Home	\$37,037
FY 2017-18 Youth Development Center	\$108,862

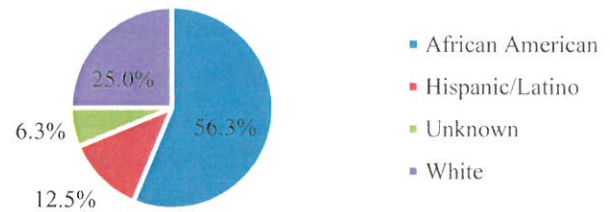
Demographics of Youth Served during FY 2017-18

Craven

In FY 2017-18 a total of 16 youth were served.

- 100% were males
- 17 was the average age of youth being served

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

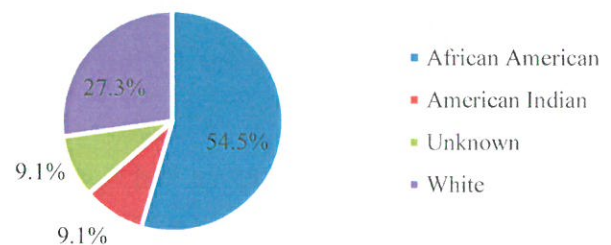


North Hills

A total of 11 youth served were served.

- 100% were females
- 16 was the average age of youth being served

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



Outcome Data for Youth Exiting in FY 2017-18

Academic Achievement

During their stay at the Craven and North Hills Transitional Homes, youth have a choice of four educational tracks that include community college classes, vocational trade, GED, or high school. Youth who are participating in a vocational trade can also complete their GED or high school curriculum at the same time. The education track is determined after interviewing youth to determine career goals and interests, and assessment of youth's previous academic achievements. The Transitional Living Specialist will monitor the progress the youth are making on their decided tracks to ensure youth are able to make their discharge plans.

Craven Community College has developed an effective relationship with the Craven Transitional Home by letting the youth partner with them in certain trades while obtaining their GED or high school diploma. For North Hills, effective partnerships have been established with Sanderson High School and Wake Technical College.

Education Participation:

Craven Transitional Independent Living Program

Out of 16 youth served at Craven last year, all participated in educational programming.

- 16 youth completed educational tracks, with some youth completing more than one.
- 10 completed GED
- 1 Completed High School
- 11 Completed Trades or Certificates
 - 9 Forklift Operation
 - 1 Electrician Trade
 - 1 Culinary Courses

North Hills Transitional Independent Living Program

Out of the 11 youth that were served, 9 participated in an educational track. Of the 9 youth participating in educational tracks:

- 7 obtained their high school diploma while in the program
- 7 participated in On-Line High School through Penn Foster
- 8 youth attended Wake Tech

Employment

The Craven and North Hills Transitional Homes strive to have every youth employed during his/her residency in the program. The programs teach and enhance job seeking skills from the moment a youth enters the home. During the first level of the program, youth learn how to search for appropriate job placements. The Transitional Living Specialist actively engages with each youth to foster skills needed to navigate search engines, build resumes, complete on-line 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 becomes gainfully employed, staff provide ongoing individual sessions to ensure they are utilizing the skills acquired during their participation in the program. Employment is a core component of the transitional home as it empowers the youth by giving them confidence and improves their self-esteem as well as allowing them to be a positive contributor to the community and workforce.

Employment Results:

Craven Transitional Independent Living Program

Of the 16 youth served, 14 were employed:

- 1 youth worked in Customer Service
- 13 youth worked in the Food Industry

North Hills Transitional Independent Living Program

Of the 11 youth served, 8 of the youth obtained employment. Two did not due to length of stay and 1 is actively looking.

- 7 youth worked in the family dining/food service industry
- 1 youth worked in the grocery industry

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys up to twelve months post discharge from the continuing care program. These surveys help all parties understand the success of post-discharged youth served through a Transitional Living Program. Listed in Table 4.7 below are data from the surveys completed during FY 2017-18.

Table 4.7: Provider's Outcome Survey

Living in a safe home environment that is either in the child's permanent home or the next logical, most appropriate setting towards a permanent home	88%
Maintaining a positive on-going relationship with a caring, responsible adult	70%
Attending School/Work regularly	78%
Avoided Criminal Activity	78%
Engaged in Positive Development Activities	83%
Attended Routine Health Appointments	78%
Attending MH apt or Participating in Treatment	50%
Following substance abuse recovery plan	75%
Regularly participating in pro-social community activities	83%
Obtained or maintained employment	83%

Recidivism

The data provided in Table 5.2 below represent promising results. Youth leaving the Craven and North Hills Transitional Homes only had a 13% recidivism rate at 6 months post discharge, and only a 19% recidivism rate at 12 months post discharge. These results are truly significant given the delinquency histories and backgrounds the youth possessed. The data indicate that intense educational and vocational services being delivered at the Transitional Homes, coupled with separating the youth from the toxicity

of some home environments or removing juveniles from the gang culture in their home communities are significantly reducing recidivism rates.

Table 5.2: Craven and North Hills Transitional Homes Recidivism

Craven and North Hills Transitional Homes, Recidivism		
Post-Discharge Time Frame	0 to 6 Months	0 to 12 Months
Distinct Juveniles in the Community for At Least 6 or 12 Months	38	27
Distinct Juveniles with Complaints Adjudicated	0	0
Distinct Juveniles Adjudication Recidivism	0%	0%
Adult Convictions (Distinct Juveniles)	5	5
Adult Recidivism (% of Distinct Juveniles Convicted)	13%	19%
Distinct Juveniles with Adjudications or Convictions	5	5
Recidivism - Juvenile Adjudications + Adult Convictions	13%	19%

In comparison, according to the most recent NC Sentencing and Policy Advisory Commission's (SPAC) *Juvenile Recidivism Study: Sample FY 2012/13*⁷, 21% of all juveniles who were adjudicated received an additional adjudication or conviction within 12 months. Also, based on the recommendation of the May 2015 NC Sentencing and Policy Advisory Commission biennial juvenile recidivism study and the subsequent re-norming analysis of the NCAR performed by DPS's Rehabilitative Programs and Services, Research and Support Division in September 2015, 38% of juveniles in the RL4 category and 49% of juveniles in the RL5 category are expected to be re-arrested or have a new complaint filed within one year. (*DPS Statistics Memo, Re-norming the North Carolina Juvenile Risk Assessment, September 2015*). Clearly, juveniles receiving Community Programs services are recidivating at a much lower rate than statistically expected, given that the majority of juveniles served are RL4 and RL5 juveniles.

Conclusions

The Transitional Living Programs promote four levels of learning based on the Teaching-Family Model, an evidence-based practice. These residential programs help youth build the skillsets they need to live independently. Each day is highly structured when youth start the program, but as they take on new responsibilities and gain the trust of staff, they earn their independence. Youth who are internally motivated and goal-orientated have great success in this program, significantly reducing probabilities of recidivism. Outcome data for FY 2017-18 show much lower recidivism rates than expected for juveniles with high risk and needs levels. Additionally, the outcome data for academic achievement and employment placement noted demonstrate the program's success with preparing youth to become productive members of society.

⁷ Juvenile Recidivism Study, FY 2013 Juvenile Sample, Raleigh, NC. Table 4.6, page 55, found at https://www.nccourts.gov/assets/documents/publications/ncspacjuvrecid_2017.pdf?WZpJWCpzLEChJpoMrwiBMtZmXlfjB840

