

Juvenile Crime Prevention Council Grant Report – MAY 2007

Special Provision – Part XXIV Department of Juvenile Justice and Delinquency Prevention Section 24.2

Submitted by:
Department of Juvenile Justice
and Delinquency Prevention
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EXECUTIVE SUMMARY

This report provides the Department of Juvenile Justice and Delinquency Prevention's response to the legislative requirements cited in the Special Provision 24.2 of the 2001 Session of the North Carolina General Assembly titled Juvenile Crime Prevention Council Grant Reporting, Certification and Funding of Research-Based Programs:

- Special Provision 24.2. (a) requires information regarding the Juvenile Crime Prevention Councils (JCPCs) and the local services, programs or projects funded with JCPC funds;
- Special provision 24.2. (b) requires county annual certification that funds are not used to duplicate or supplant other programs within the county; and
- Special Provision 24.2. (c) requires the implementation of a system by July 2003 to collect and report on information and data regarding the expenditures and impact of the Juvenile Crime Prevention Council formula grant funds.

Information contained in the report is data from the JCPC program operation and system development that occurred during Fiscal Year 2005-06. Outcome measures are reported for clients served during that fiscal year.

The Department of Juvenile Justice and Delinquency Prevention has responded to the requirements of Special Provision 24.2 by establishing a system of evaluation of JCPC programs based upon research identifying the characteristics of juvenile justice services that are effective in reducing delinquency recidivism. The Department has further developed a technical assistance and training protocol for local JCPC planning in selecting effective programs to provide a continuum of juvenile justice programs that match the risk and needs of the local juvenile population.

During 2005-06, JCPCs implemented the revised JCPC planning process that requires review of program service operation based on comparison to research based characteristics of effective juvenile justice programs using the Standardized Program Evaluation Protocol (SPEP). These services are also evaluated based on the level of need at various points in the juvenile justice continuum.

This system of evaluating JCPC programs was created through a research partnership with the Lipsey-Howell Standardized Program Evaluation Protocol (SPEP) Project and by improvements to the JCPC database and linkages to NC JOIN.

Recidivism outcomes for the legislative success factors are provided in this report by James C. Howell, Ph.D., NC Criminologist, Mark Lipsey, Ph.D., and Simon Tidd, Ph.D. of the Center for Research and Evaluation Methodology at Vanderbilt University using both the JCPC database and NC-JOIN data. Six month recidivism data is included in the report, but the data for 12 month follow up is not yet available. For prevention (diverted and at-risk) clients, the 6 month recidivism rate measured by subsequent court complaints was 12.8%. The recidivism rates on the second more restrictive measure (subsequent adjudications) at 6 month follow-up was 6.6%. Because of their higher risk level, the respective recidivism rates were higher for court

supervision (adjudicated) clients on the new complaint measure at 23.3% after 6 months. The respective rates on the second recidivism measure (subsequent adjudications) was 14.4%.

This report also provides program costs and outcome results of the legislative success factors for juveniles at the point of completion or termination from JCPC services during 2005-06 using the JCPC database. Those outcomes indicate success in meeting standards for reducing substance abuse, reducing recidivism, increasing parental accountability and increasing involvement of juveniles in community support services.

This report shows that JCPC programs are providing needed structures and sanctions to reduce the opportunity for additional delinquency and to increase the opportunity for program treatment services to be effective with juveniles and their families. The client population is primarily diverted or adjudicated youths (55%). The first year of data (FY 2005) reflecting the statewide risk level of clients at program admission and the recidivism rates for those clients indicate the opportunity to make improvements in program effectiveness.

Introduction

The Department of Juvenile Justice and Delinquency Prevention has partnered with Juvenile Crime Prevention Councils (JCPCs) to establish a JCPC planning process to determine services, programs, and intervention strategies most likely to change the behaviors of juvenile offenders. The Department has also established a system to evaluate the effectiveness of JCPC programs. In addition, the Department and its research partners have provided FY 2005 baseline data of JCPC client outcomes and interim implementation data. This report addresses Special Provision 24.2 (a) (b) (c) and offers Part One and Part Two in response to annual report requirements.

Special Provision 24.2.(a)

Fiscal Year 2005-2006

The North Carolina General Assembly allocated \$ 22,652,860 for Fiscal Year 2005-2006 to the Department of Juvenile Justice and Delinquency Prevention for local services, programs or projects. The Fiscal Year 2005-2006 county allocation chart and the notification letter from Secretary George Sweat to the Chairman of each Board of County Commissioners are attached. (Attachments 1 & 2) February 2007, the Department provided to the Fiscal Research Division of the General Assembly detailed reports on recipients of grants awarded, JCPC memberships, descriptions of local programs, and a list projects that are no longer funded.

The Department provided the formula funds for Fiscal Year 2005-06 to the 100 counties for intervention and prevention programs recommended to the Boards of County Commissioners by Juvenile Crime Prevention Councils. Effective planning by local councils assisted by state staff resulted in \$22,441,299 being disbursed to local governments for 505 program agreements and 100 certified JCPCs for administrative costs. Local and other state and federal funds were provided in the amount of \$19,718,297. The combined total of \$42,122,629 accounted for services to 36,106 youths and their families during Fiscal Year 2005-2006. (Attachment 3)

Admissions to the JCPC programs totaled 24,601, with 66% being referred by Court Services, Law Enforcement, School Resource Officers (SROs), Detention Centers, Youth Development Centers and Multipurpose Juvenile Homes. (Attachment 4)

The effectiveness of services was measured by clients successfully or satisfactorily completing the programs and by the change in the problem behaviors indicated by court complaints, runaways, and out-of-school suspensions. Of the 22,154 youths exiting the programs, 78% were reported to have successfully or satisfactorily completed to program. For those youth exiting these programs, there was evidence of considerable positive behavioral impact. Data for these youths reveals a 62% reduction in court complaints during program participation, a 60% reduction in runaway events during program participation, and a 72% reduction in out-of-school suspensions during program participation. (Attachment 5)

Special Provision 24.2.(b)

Annually, every JCPC funded program submits a program agreement approved and signed by the county that certifies the following: *This is to certify that the Department of Juvenile Justice and Delinquency Prevention funds in this Program Agreement will not be used to duplicate or to supplant other programs whose primary intent is to provide community based alternatives for delinquents, undisciplined youth or youth at risk of juvenile delinquency.*

Special Provision 24.2.(c)

NC General Assembly Session 2000 Special Provision Section 24.2.(c) directed the Department of Juvenile Justice and Delinquency Prevention to develop an outcome evaluation system for serving youths adjudicated and diverted for delinquent offenses and to report impact and cost effectiveness of the JCPC programs. The Department began reporting in April 2002 on progress in developing the system as recommended by the NC Sentencing Commission, the Governor's Crime Commission and the Juvenile Justice Institute at North Carolina Central University. The Department completed implementation of this system for collecting data for the reporting on the effectiveness of serving this population in 2004.

The collecting of significant data to measure progress with the success factors is incorporated in the North Carolina Juvenile Online Information Network (NC-JOIN). This web-based application allows approved users to access juvenile information at a security level according to their particular needs. Department staff members enter basic demographic, offense and court history information and document work with juveniles and their families. NC-JOIN provides the database of information for structured decision-making throughout the juvenile system. This information includes juvenile risk and needs data used to generate community needs profiles that JCPCs use in decision making.

JCPC programs document services to youths using a client-specific information system. The programs record demographic information and juvenile justice related information on each client at the time of admission and when a youth exits the program. This reporting system collects admission data for youths served regarding race, gender, referral reason, referral source, and level of delinquent, undisciplined or at-risk behavior. The reporting system also collects data on services provided and behavior changes measured at the time the juvenile exits the program. This exit information includes information on parental progress and positive involvement with their children. Court actions during programming are also recorded.

PART ONE

DJJDP Report on the annual report Requirements Cited in the Special Provision Section 24.2.(c)

1. The number of diverted and adjudicated youths served by JCPC programs:

Fifty-five percent of youths exiting JCPC programs in 2005-2006 were either adjudicated by the juvenile court or diverted from juvenile court at Intake when they were referred to the programs. The remaining category labeled as “At-Risk Youths” refers to juveniles whose behaviors indicate substantial risk for juvenile justice involvement but had not been formally processed by the court system..

Status at Admission for Youths Exiting JCPC Programs	# of Youths	Percentage
Adjudicated Youths	8,252	37.2%
Diverted Youths	3,846	17.4%
At-Risk Youths	10,056	45.4%
Total Youths Exiting JCPC Programs	22,154	100%

2. The JCPC methodology for determining services, programs, intervention strategies most likely to change behaviors

The JCPC planning process is the method each county uses to determine the services, programs, and intervention strategies most likely to change behaviors of troubled youths. This method is documented by the JCPC Continuum Building Tool, parts of which are included in this report. The JCPC follows a planning protocol that is a data-driven, research-based model for decision-making based on risk assessment and an assessment of resources available in the community. This model is followed for selecting the programs for the community continuum including prevention, intervention, and treatment programs. The components of that planning protocol are:

- A. Examining the demand for services at various key points in the county’s juvenile justice system,
- B. Reviewing risk and needs of youths in the community, and
- C. Matching research-based, effective services with priority risk and needs areas.

A. Examining the demand for services at various key points in the county’s juvenile justice system

This first task is accomplished by reviewing the number of incidents of juveniles entering the various levels of involvement with juvenile court. Those levels of juvenile justice involvement range from no involvement, through the levels of risk of involvement, intake, intake plans and contracts (diversion), approved for court, adjudicated, supervision, commitment and post release supervision. The JCPC then reviews the provision of program services by JCPC programs at each of these levels of juvenile justice involvement. This assessment of juvenile justice needs and program service delivery indicates whether program services are delivered at the needed points in the system. The System and Services Flow graphic on the next page provides statewide data for the level of need and provision of services for 2005-06.

IV. System & Services Flow

		Comprehensive Strategy													
		Delinquency Prevention				Court Supervision									
NCJOIN & CTF Data for the period 7/01/2005 - 6/30/2006	All Youth	Youth At Greatest Risk			Immediate Intervention			Graduated Sanctions							
	County Youth ages 6-17	School Year Short & Long Term Out- of-School Suspension	JCPC Non- Court Admissions	Juveniles at Intake	Diversion Plans/ Contracts	Juveniles Appr'd for Court		Adju- dicated Juvnrls	Prote- ctive Super- vision	Super- vised Probat- ion	Deten- tion Adms	YDC Comm- itments	Post Release Supvs		
	1,419,257	252116/3169	10186	23,383	6152	12115		9125	1204	6375	7755	445	482		
			Youth At-Risk	Court Counselor Consultation		Intake/Diverted	Petition Filed	Referred from Court	Adjudicated	Protective Supervision	Supervised Probation		Community Commitment		Program Totals
		Program Services & Structures							Supervision						
Structured Activities	Experiential Skill Building		15	3		0	0	0	1	0	0		0		19
	Guided Growth Program		814	15		86	32	3	95	98	11		0		1154
	Interpersonal Skill Building		929	29		142	49	12	71	319	27		0		1578
	Parent/Family Skill Building		246	27		165	14	6	55	229	63		1		806
	Prevention Services		335	5		3	0	0	0	2	0		0		345
	Tutoring/Academic Enhancement		369	18		25	4	0	13	40	0		0		469
	Vocational Development		0	0		1	0	0	2	5	10		0		18
Restorative Services	Mediation/Conflict Resolution		1061	35		399	41	49	83	74	8		0		1750
	Restitution		548	17		1635	61	40	968	2631	96		1		5997
	Teen Court		1320	110		678	33	412	4	21	6		0		2584
Community Day Programming	JCPC Demonstration Projects		0	0		0	3	0	14	46	2		19		84
	Juvenile Structured Day		809	111		166	54	3	138	663	72		2		2018
	Mentoring		309	20		20	14	0	4	8	21		0		396
	One-on-One		377	43		69	14	0	17	49	4		2		575
Clinical Treatment	Counseling		1684	86		575	147	9	236	944	123		2		3806
	Crisis Counseling		4	4		7	0	0	5	13	0		1		34
	Home Based Family Counseling		90	23		78	31	0	27	184	30		0		463
	Psychoeducation/Supportive Counseling		0	0		4	8	0	31	3	15		1		62
	Psychological Assessments		167	46		229	249	6	171	832	117		2		1819
	Sexual Offender Treatment		8	0		2	8	0	23	3	0		3		47
Residential	Group Home Care		50	6		10	14	0	29	69	2		1		181
	Multipurpose Continuing Care		0	0		0	2	0	18	34	0		0		54
	Multipurpose Group Home		0	0		0	7	0	46	25	0		0		78
	Multipurpose Specialized Foster Care		0	0		0	0	0	0	2	0		0		2
	Runaway Shelter Care		211	1		6	47	0	48	7	1		0		321
	Specialized Foster Care		5	1		1	4	0	13	5	4		0		33
	Temporary Foster Care		3	0		0	2	0	2	0	0		0		7
	Temporary Shelter Care		212	20		29	78	1	40	197	32		1		610
Court Services	Court Supervision														0
	Intensive Supervision														0
	Detention Pre - Adjudication														0
	Detention As Disposition														0
	YDC Commitment														0
	Commitment Programming														0
Post Release Supervision														0	
Total Served by County			9566	620		4330	916	541	2154	6503	644	0	36	0	25310

B. Reviewing risk and needs of youths in the community.

The determination of juvenile risk and needs is accomplished by a review of the county summary of risk and needs data collected on adjudicated juveniles. This JCPC review began in 2004-05 as the first data-based assessment of the research-based risk and needs identified for the local population of juvenile offenders. The data reviewed includes statewide data to provide a comparison of local to statewide needs. This aspect of data driven assessment was a new addition for JCPC planning that was possible due to the development and implementation of the NC Assessment of Juvenile Risk of Re-Offending and incorporation of the data collection into NC-JOIN in January 2004. County reports were available to each JCPC for the planning process conducted in 2005-2006. The JCPC planning tool includes a risk summary of JCPC clients served during the same time period using data derived from a risk assessment instrument developed by Vanderbilt University Institute for Public Policy, Center for Evaluation and Research Methodology. The JCPC compares the risk levels of JCPC clients served to the risk and needs levels of adjudicated youths in the county. The following visual from the JCPC planning tool provides statewide data for youth risk and needs for 2005-06.

		<u>Risk & Needs Status of Adjudicated Juveniles July 2005 - June 2006</u>					
Adjudicated Juveniles	Total # of Dispositions	OFFENDER RISK					
	<u>9376</u>						
	Percentage per Risk Assessment	LOW		MEDIUM		HIGH	
		42.8%	4013	41.7%	3910	14.1%	1322
		OFFENDER NEEDS					
	Percentage per Needs Assessment	LOW		MEDIUM		HIGH	
		42.1%	3947	48.0%	4500	8.5%	797
		Conclusions & Observations:					
		1.3% or 124 juveniles were not assessed in 2005-06. There has been an increase in high risk juveniles and the percentage of low and medium risk juveniles is within 1.1%.					
		Conclusions & Observations:					
		1.3% or 124 juveniles were not assessed in 2005-06. There has been a very slight increase in high risk juveniles of .5% and the percentage of medium risk juveniles has increased slightly within 3%.					
	Observations:	While there was a fairly significant increase in the high risk juvenile, from 8% to 14%, the overall needs of juveniles have remained consistent from 2004-05 to 2005-06. Juveniles with medium risk and needs continue to increase. Medium risk juveniles increased from 40% to nearly 42% in 2005-06 and medium needs juveniles increased from 45% to 48% in 2005-06.					

A list of these research based program types, definitions, and examples is attached to this report. **(Attachment 6)**

**3. Total Cost Per program and Per Juvenile and Essential Elements of Program
100 Counties (100%), JCPC Database**

JCPC PROGRAM COST ANALYSIS FY 2005-2006

Type of Program	Total Budget	DJJDP Allocation	# of Youths Served	Average Cost per Youth	Average DJJDP Cost per Youth
Residential Services	\$9,058,733	\$3,787,487	1,152	\$7,863	\$3,288
Assessment Services	\$1,891,239	\$1,285,109	1,819	\$1,040	\$707
Restorative Services	\$7,766,219	\$5,331,349	10,331	\$752	\$516
Clinical Treatment Services	\$9,045,178	\$4,992,472	4,412	\$2,050	\$1,132
Community Day Services	\$7,325,222	\$2,679,122	2,414	\$3,034	\$1,110
Structured Activities	\$6,422,532	\$3,825,488	4,389	\$1,463	\$872
Total	\$41,509,123	\$21,901,027	24,517	\$1,693	\$893

4. Extent to which JCPC programs:

a) Are researched based for prevention and early intervention strategies for juvenile offenders

All counties have addressed the classification of programs and the assessment of service requirements for identifying current services as research-based services. There were 505 program components provided in JCPC program agreements during 2005-06. Fifty of these components were Psychological Assessment services. Part Two of this report contains more detailed information on the use and effectiveness ratings of research based services.

b) Project outcomes and report resulting data

All funded JCPC programs provide measurable objectives for client improvement in the program agreement contract required for County and State approval. Programs report on the progress in meeting these objectives in a 6-month report.

The JCPC client tracking data system provides a report to the Department, agencies and JCPCs regarding the demographics, legal status and behavior history of clients being admitted, the services being delivered, and the client behavior outcomes during the program. These reports are reviewed regularly by the JCPC and by Department staff.

c) **Include an evaluation component**

During 2005-06, all counties were able to use SPEP ratings for programs that could be classified as one of the effective program service types and had served the minimum number of clients for valid evaluation. JCPCs were able to use research based evaluation guidelines to assess the programs that were currently funded and to identify best practice for new programs under consideration.

In October 2005, SPEP ratings were provided by DJJDP Area Offices to all JCPCs. Area Consultants reviewed the program ratings with JCPCs to assist them in assessing the value of existing programs and the need for new services. Next steps included identification of needed program improvements which could be achieved by adding a supplemental service, extending the length of program service to juveniles, increasing the number of contacts with juveniles during the program service, or targeting the service to a different age population or a different legal level. Other next steps included consideration of new programs for funding that matched best practices for services needed for the county juvenile justice continuum.

d) **Have a demonstrable impact on success factors**

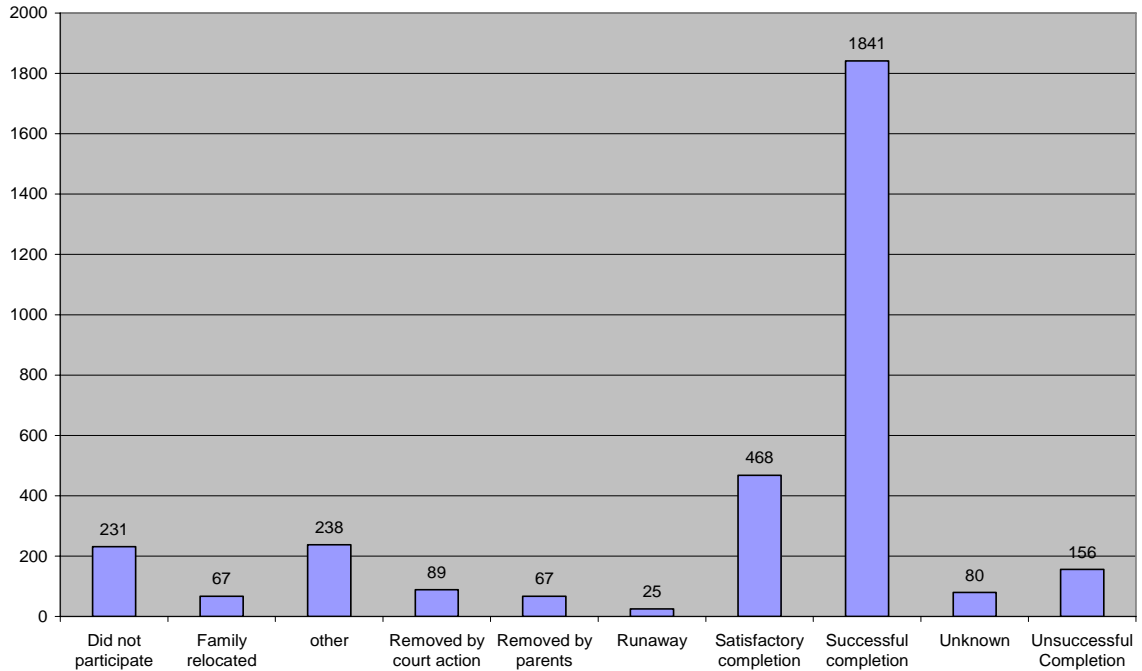
Program progress in meeting standards of the success factors is reported below using the system as described.

Section 24.2.(c) Success Factors

- 1) Programs shall indicate a reduced use of alcohol or controlled substances by measuring seven indicators of behavior changes in youths referred to JCPC programs for substance abuse services.**

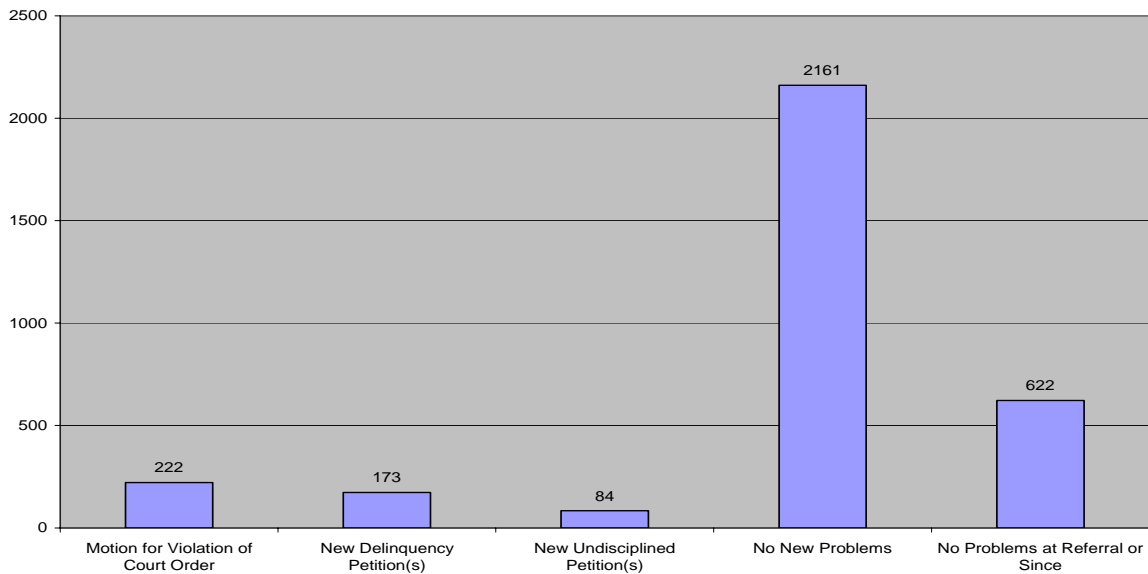
- **By measuring the successful or satisfactory completion of the program by the majority of youths referred to the program for substance abuse services,**

Substance Abuse Assessment Services- Program Completion Outcomes



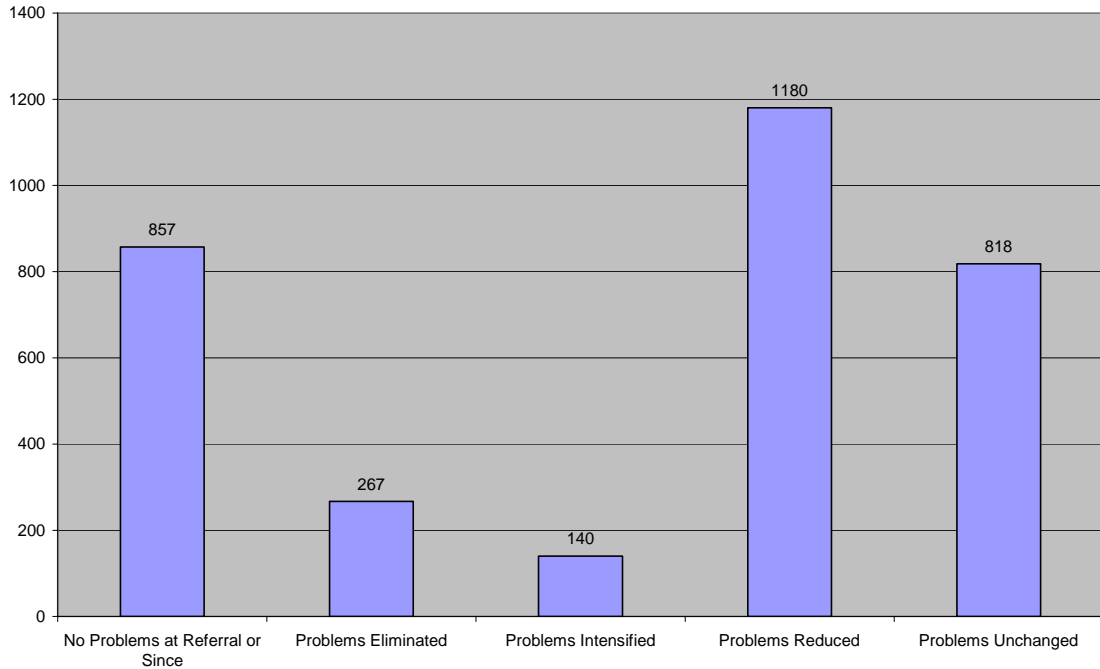
- **By the majority of youths completing programs with no additional complaints or probation violations,**

Substance Abuse Assessment Services - Court Progress



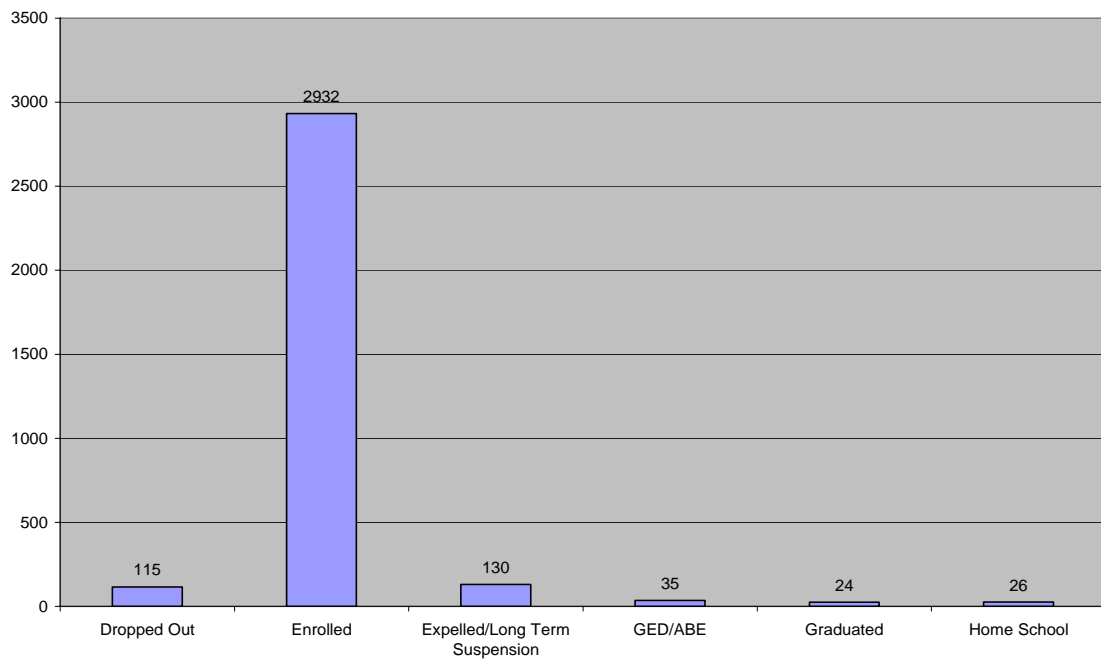
- **By majority of youths completing programs showing progress with school, reduction in out of school suspensions while active in program,**

Substance Abuse Assessment Services - School Progress



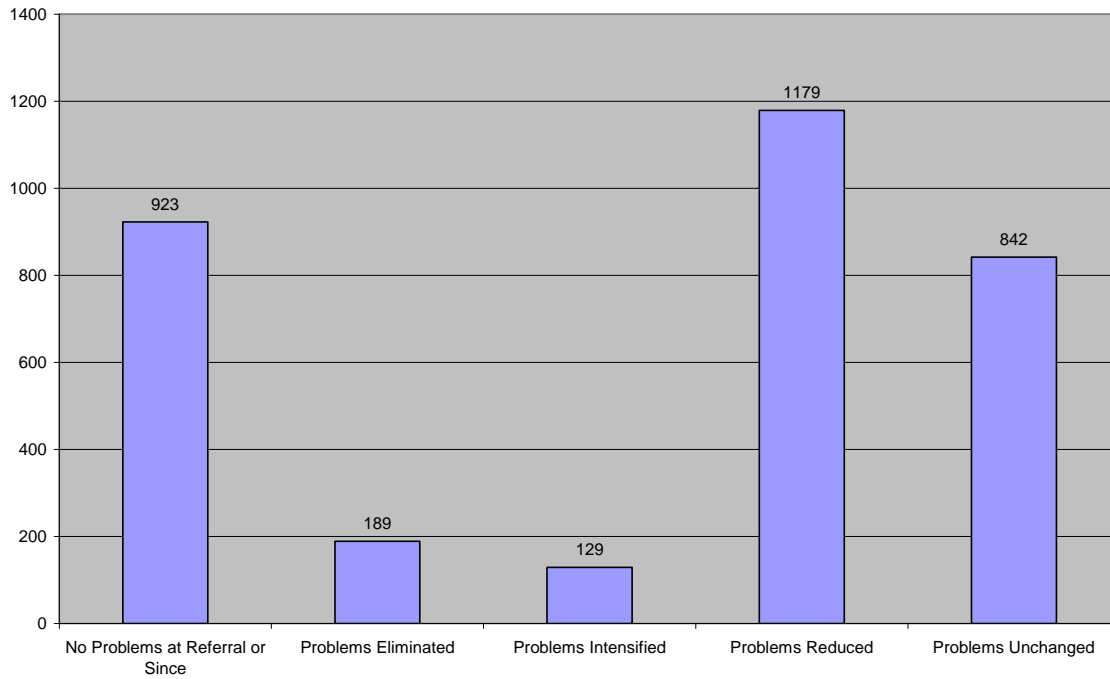
- **By majority of youths enrolled or graduated from school when completing program,**

Substance Abuse Assessment Services - School Status



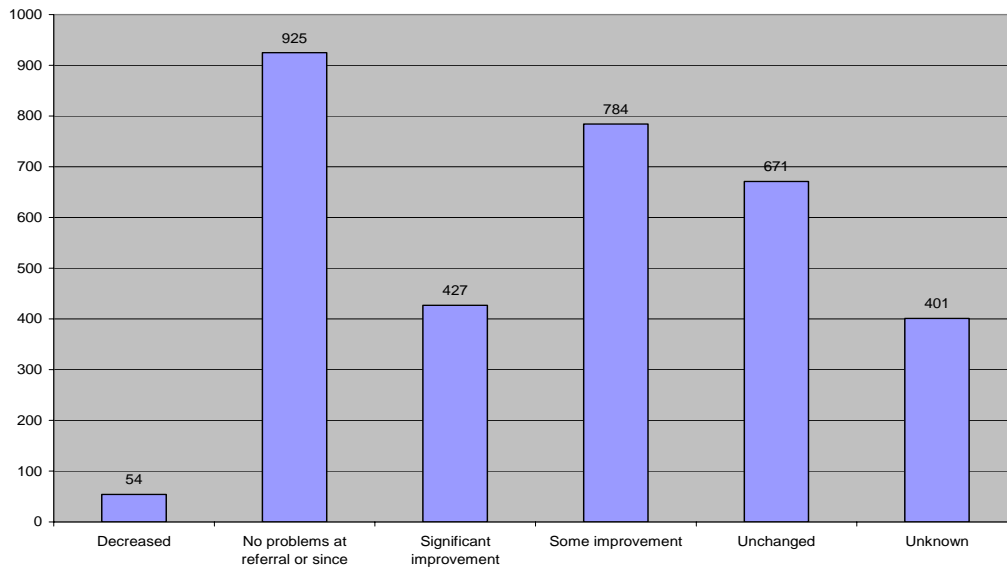
- **By youths completing the program showing progress in their behavior at home,**

Substance Abuse Assessment Services - Progress at Home



- **By youths whose parents show increased positive parental involvement while youths are in the program.**

Substance Abuse Assessment Services - Parental Involvement



2) **Programs shall indicate a reduced number of subsequent complaints**

This data analysis is reported in Part Two of this report.

3) **Programs shall reduce violations of terms of community supervision**

Of the 7,157 adjudicated youths served by JCPC programs, 5,700 (80%) had no violations of court orders or new complaints during the program.

# of Adjudicated Youths Served Statewide	Violation of court order or complaints	No violation of court order or complaints
7,157	1,457	5,700

4) **Programs shall reduce convictions for subsequent offenses**

NC-JOIN

These data are reported in Part Two of this report.

5) **Restitution Programs shall indicate the fulfillment of restitution by adjudicated or diverted youths to victims by measuring successful or satisfactory restitution program completion.**

Of the 5,601 youths terminated from restitution programs in 2005-06, 4809 (86%) completed the program successfully or satisfactorily.

Restitution Program Completion

# of Youths Exiting Restitution Programs	Satisfactory or Successful Completion	Percentage
5,601	4,809	86%

6) **Programs shall indicate increased parental accountability by measuring increased positive parental involvement with youths during the program.**

Although these data are encouraging, actively involving parents in treatment programs for themselves and with their problem children continues to present a challenge.

Of the parents of 11,200 at risk youths served by JCPC programs:

- 2,026 (18%) showed increased positive involvement during 2005-06
- 5,071 (45%) were assessed to not have had problems with involvement at admission or during the program.

Of the parents of 4,261 diverted youths:

- 927 (22%) showed increased positive involvement during 2005-06.
- 1,904 (45%) were assessed to not have had problems with involvement at admission or during the program.

Of the parents of the 9,140 adjudicated youths served by JCPC Programs:

- 2,150 (24%) parents showed increased positive involvement during 2005-06.
- 2,722 (30%) were assessed to not have had problems with involvement at admission or during the program.

7) **Programs shall indicate improvement of juvenile life skills by supporting youth connection to supportive community structures. (*Advisory Group Success Factor Selection*)**

Legal Status of Youths at Admission to Programs	# of Youth	Community Support Services Involvement	Percentage
At risk	11,200	7,063	63%
Intake Diverted	4,261	2,424	57%
Adjudicated	9,140	6,151	67%
Total	24,601	15,638	64%

PART TWO

A Practical Approach to Evaluating and Improving Juvenile Justice Programs Utilizing the Standardized Program Evaluation Protocol (SPEP)

An Interim Report:

JCPC Program Effectiveness and Improvement Based upon SPEP Implementation:

Dr. Mark Lipsey, Ph.D.
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Vanderbilt Institute for Public Policy
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James C. (Buddy)Howell, Ph.D. Criminologist Pinehurst, NC

Simon Tidd, Ph.D.
Consultant

May 15, 2007

Project Background

The 1998 Juvenile Justice Reform Act required that the JCPCs “shall evaluate each funded program as a condition of continued funding” (Sec. 147-33.54(c) (2)). No funds were appropriated for this purpose. This necessitated an innovative approach to fulfilling the statutory evaluation requirement.

This approach involves extracting program principles or guidelines for effective interventions from evaluation research on such interventions and applying them to program practice. This strategy does not require that each program replicate all aspects of an effective brand name “model” program with consistent high fidelity or that regular outcome evaluations be undertaken to provide feedback on the effectiveness of each program individually. However, it does require a sufficient body of evaluation research and a valid identification of the features that differentiate effective programs from ineffective ones. The key assumption of this approach is that incorporation of a suitable selection of those features into the practice of routine programs will ensure their effectiveness.

The first step in this project involved gathering very detailed information on the variety of program services in use across the state. This information identified 10 dominant service types and components that are commonly used in JCPC programs. As seen in Table 1, these 10 service types are used for both prevention (non-adjudicated) and for court supervision cases (adjudicated juvenile offenders).¹ These service components for the North Carolina programs were coded using the same categories and definitions that characterized the programs represented in a large database describing the results of evaluation studies of delinquency prevention and intervention programs. This database, compiled by Dr. Lipsey, describes the services and recidivism outcomes for more than 500 studies that compared specific programs with control groups that did not receive the program. Data on programs in this database with service components that aligned with those of the North Carolina programs were then analyzed to identify the features associated with the largest effects on recidivism. This procedure enabled Dr. Lipsey to develop a version of the Standardized Program Evaluation Protocol (SPEP) that applies specifically to North Carolina programs (Lipsey, Howell, & Tidd, 2003).

The SPEP instrument’s rating scheme assigns points for the respective program characteristics according to their relationship to recidivism outcomes in the available research. Each program’s summary rating thus indicates how similar the key features of that program are to what the evaluation research literature shows to be the best practices for reducing recidivism. The program ratings (which can range from 40 to 100) thus reveal the extent to which each JCPC program matches the best practice profile that research shows is effective with juvenile offenders.

¹ Only 9 of the 10 services are listed for prevention clients; restitution is listed only for court supervision clients because it is not commonly used for prevention clients. Only 9 of the 10 services are listed for court supervision clients because parent training was not commonly funded by JCPCs for these clients.

Table 1: Primary Services Used in NC JCPC Programs

Level	Program Type
Prevention	Interpersonal Skills
Prevention	Parent Training/Counseling
Prevention	Tutoring; Remedial Education
Prevention	Drug, Alcohol Therapy/Counseling
Prevention	Employment-related
Prevention	Group Counseling
Prevention	Family Counseling
Prevention	Individual Counseling
Prevention	Mentoring
Court Supervision	Family Counseling
Court Supervision	Mentoring
Court Supervision	Tutoring; Remedial education
Court Supervision	Drug/Alcohol Counseling
Court Supervision	Interpersonal Skills
Court Supervision	Employment-related
Court Supervision	Group Counseling
Court Supervision	Individual Counseling
Court Supervision	Restitution

Revisions were made to the SPEP format and in the DJJDP client-tracking database to make it possible to rate JCPC programs directly from the client-tracking data that each program is required to submit to DJJDP. Hence, the DJJDP now has the capability of evaluating JCPC programs statewide using the data routinely compiled in its electronic databases as directed in the statute (reporting requirement 4a).

Project Evaluation Objectives

The SPEP project is now nearing the end of the evaluation phase. This phase of the project was extended a year to incorporate continuum building considerations (formulated in a new JCPC Planning Tool) aimed at enhancing research-based, data-driven and outcome-focused program planning. SPEP guidelines are now considered in the context of an analysis of existing JCPC programs, youth and family needs, system flow (numbers of youths needing services at each system stage) and service gaps in the continuum. This JCPC Planning Tool, a spin-off of the SPEP project, was designed to help JCPCs analyze the range of programs available as well as the effectiveness of each individual program. Decision making on program improvement guidelines recommended in the SPEP instruments were delayed until each county completed the systematic assessment of priority program needs using this new Tool.

The overall SPEP Project evaluation consists of three research objectives:

- 1) Determine the success of SPEP implementation;
- 2) Determine the effectiveness of JCPC programs as assessed by the SPEP ratings and whether program improvements were made based on the guidelines provided by those ratings;
- 3) Determine whether recidivism reductions are associated with effective programs as defined by the SPEP and with SPEP-induced program improvements.

The third of these research objectives addresses a key reporting requirement in the 2003 Special Provision, requiring DJJDP to make “An assessment of the extent to which programs funded by Juvenile Crime Prevention Council grants (d) have a demonstrable impact on success factors.

Section 24.2 (c) of the Special Provision specified six success factors:

- 1) Reduce the use of alcohol or controlled substances
- 2) Reduce subsequent complaints
- 3) Reduce violations of terms of community supervision
- 4) Reduce convictions for subsequent offenses
- 5) Fulfill restitution to victims
- 6) Increase parental accountability.

This interim report provides data on subsequent complaints (# 2) and convictions for subsequent offenses (# 4) for juveniles participating in JCPC programs during Fiscal Years 2004-2005 and 2005-2006.

The first section of this interim report provides information on DJJDP’s implementation of the outcome-based requirement for JCPC programs (reporting requirement 4b).

Implementation of the SPEP project to date indicates that virtually all of the JCPC-funded programs can be rated for effectiveness with the SPEP instrument; meeting reporting requirement 4c.

The SPEP project partially addresses reporting requirement 4d (impact of JCPC programs on success factors) in its measurement of recidivism. These results are reported below. Recidivism is measured by subsequent complaints, as required in Sec. 24.2. (c)(2), and by convictions for subsequent offenses, as required in Sec. 24.2. (c)(4).

Preliminary results of the SPEP project in relation to the three research objectives follows.

Objective 1: Determine the success of SPEP implementation

The SPEP instrument was originally developed and refined in 8 pilot counties in 2002 and early 2003. DJJDP personnel and service providers were integrally involved in this process to maximize the practical utility of the tool. The initial instrument was then revised to integrate it with the DJJDP client-tracking database to which service providers contribute data on clients they serve. During 2003-04, trainings were conducted statewide to inform JCPC members, service providers, and court personnel about the development of the SPEP and the research methodology supporting it.

In FY 2004-2005, the pilot counties began implementing the SPEP and it was introduced simultaneously in seven metropolitan counties to facilitate statewide rollout in the most populous areas. In FY 2005-2006, both the SPEP instrument and the JCPC Planning Tool were disseminated to all the JCPCs across the state. In addition, the project was successful in producing SPEP scores electronically for nearly all the JCPC programs from the client-tracking database. Those SPEP scores, with their rating criteria, thus provided an evaluation of the effectiveness of most of the JCPC funded programs in North Carolina.

Beginning in late March, 2006, a survey was undertaken of JCPC service providers and JCPC members. The service provider responses yield an additional window on SPEP implementation. Surveys were sent to 203 providers and 142 were eventually returned (70%), representing 189 service programs. These responses revealed the following about the providers experience with SPEP implementation:

- 96% had attended at least one SPEP training session,
- 76% felt they understood the SPEP relatively well or better (49% “very well” or nearly so), and
- 67% reported that their program had received a SPEP rating; of those saying they had not receiving a rating, half were not appropriate for SPEP scoring (e.g., psychological assessments or program “structures” that did not have the service elements identified).

Surveys were returned by 161 of the 252 JCPC members contacted (64%). Their responses about SPEP implementation were as follows:

- 95% had attended at least one SPEP training session, and
- 76% felt they understood the SPEP relatively well or better (55% “very well” or nearly so)

Overall, therefore, the SPEP was implemented for virtually all JCPCs and nearly all the appropriate JCPC service providers. Moreover, nearly all JCPC members and service providers had received training on the SPEP and a large majority felt they understood it. All the programs that could be rated on the SPEP were rated and most of the providers of services appropriate for SPEP rating were aware that they had received a rating.

Objective 2: Determine the effectiveness of JCPC programs as assessed by the SPEP ratings and whether program improvements were made based on the guidelines provided by those ratings

Summaries of the SPEP ratings of the JCPC programs are presented below for both the FY 2004-2005 baseline and pilot implementation year and the FY 2005-2006 full implementation year. Other evaluative information was gathered from the surveys of JCPC service providers and JCPC members.

As indicated above, the Standardized Program Evaluation Protocol (SPEP) itemizes the characteristics of effective programs (Lipsey, Howell, & Tidd, 2002) and assigns points to specific program characteristics according to their relationship to recidivism outcomes in the available research (Howell & Lipsey, 2004a, 2004b). Different ratings and point allocations are defined for different programs, classified and scored according to the primary and supplemental JCPC Legislative Report May 2007

services they provide, the amount of service provided (measured in terms of frequency, duration, and proportion of clients that receive them), and the characteristics of the clients that receive specific services. SPEP instruments could not be developed for two program types that were listed earlier in Table 1 (Life Skills and Mediation). Life Skills services differed substantially in content across the state, and thus it was not possible to find comparable matches in the research literature to serve as a basis for identifying the most effective features of these types of services as used in North Carolina. The research base was insufficient at that time to develop a SPEP instrument for Mediation services. In addition, a SPEP instrument was not developed for Behavior Management for use in North Carolina because this service was rarely used in the JCPC programs at the time the SPEP instruments were developed (2001-2002).

Table 2, below, contains a summary of SPEP scores for prevention programs funded by the JCPCs across the state in fiscal years 2004-2005 and 2005-2006. Program types seen in this table reflect the primary services that are commonly funded by JCPCs across the state. For each of the two fiscal years, the table shows the number of programs that were rated (only programs that served a minimum of 10 clients with JCPC funds were rated), the mean (average) SPEP score, and the average percent of the maximum possible SPEP score. The latter measure is the most important item in the table because the maximum possible SPEP score represents program performance in relation to evidence based guidelines for the particular type of program service. Some services are potentially more effective than others and the SPEP instrument takes this into account by allocating more points to them.² In other words, this column permits one to examine the percent of maximum effectiveness of the particular programs now in place, which is a measure of their estimated current level of effectiveness versus their potential level.

Thus table 2 shows that, for JCPC prevention programs across the state that were classified as prevention programs (that is they served pre-adjudicated clients) and rated with SPEP guidelines (a total of 50) in fiscal year 2004-2005, the average score was 72% of maximum effectiveness.

This overall average score is in the quite positive range showing a 72% "match" with the best practice profiles derived from research, though there is clearly room for improvement. In both fiscal years, Family Counseling programs showed the closest correspondence (78% and 76%) with the best practice guidelines and Parent Training/Counseling evidenced the lowest level of correspondence (63-64%).

² Only the most effective primary services can earn a total of 100 points. Lipsey's meta-analyses provided the basis for dividing the above list of effective interventions into three groups, depending on the relative degree to which they reduce recidivism, on average. "Effective, but average" primary interventions can earn a maximum of 90 points and "effective, but below average" primary interventions can earn a maximum of 80 points. Again, these values represent the relative effectiveness of the primary interventions as revealed in prior studies.

Comparing the panels of data for FY 2004-05 and FY 2005-06 shows a slight 2 point increase in the overall average SPEP scores for prevention programs from the pilot year to the full implementation year (64 to 66), but that did not translate into an increase in the overall percent of the maximum score attained (72% in both periods). However, certain program types did show improvements in both the average SPEP score and percent of maximum. Interpersonal Skills programs improved from 67% of their maximum possible score to 71%. Parent Training/Counseling programs and Tutoring/Remedial Education programs also showed slight gains, though there are relatively few programs in these categories. On the other hand, Family Counseling and the relatively few Drug-Alcohol Therapy/Counseling, and Individual Counseling programs showed decreases over this period.

Table 3 contains a similar summary of SPEP scores for the primary court supervision programs funded by the JCPCs across the state in fiscal years 2004-2005 and 2005-2006. Identical in format to Table 2 for prevention programs, Table 3 shows for each of the two fiscal years the number of programs that were rated (only programs that served a minimum of 10 clients with JCPC funds were rated), the mean (average) SPEP score, and the percent of maximum SPEP score.

The court supervision programs show about the same general pattern seen in Table 2 for prevention programs. The overall average SPEP scores (59) and percent of maximum scores (68%) are identical for the two fiscal years and in a positive range that shows a substantial match with best practice. These overall scores are slightly lower than those for prevention programs (72%), however. Court supervision programs have the greatest potential for delinquency reduction because they serve higher risk youths who, therefore, have the most room for improvement in behavior. If there is any differential, it would thus be best for them to have the higher scores.

As noted, there was no change in the overall average SPEP score or percent of maximum score from FY 2004-05 to FY 2005-06 for these court supervision programs. Among the individual program types, the few Tutoring/Remedial Education programs improved sharply, from 70% to 78% of their maximum possible score. Interpersonal Skills and Parent Training/Counseling programs also showed increases. In contrast, the scores for Family Counseling and the few Drug/Alcohol Counseling programs dropped a few points over this period.

Table 2. SPEP Scores for Prevention Programs with Closed Cases for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Maximum Possible SPEP Score	FY 2004-05			FY 2005-06		
		Number of programs	Mean SPEP Score	% of Max Score	Number of programs	Mean SPEP Score	% of Max Score
Interpersonal Skills	100	13	67	67%	15	71	71%
Parent Training/Counseling	100	4	63	63%	4	64	64%
Tutoring; Remedial Education	100	6	73	73%	6	75	75%
Drug, Alcohol Therapy/Counseling	90	4	63	70%	3	58	64%
Group Counseling	90	1	69	77%	--		
Family Counseling	80	16	62	78%	16	61	76%
Individual Counseling	80	6	58	73%	5	57	71%
ALL PROGRAMS		50	64	72%	49	66	72%

Table 3. SPEP Scores for Court Supervision Programs with Closed Cases for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Maximum Possible SPEP Score	FY 2004-05			FY 2005-06		
		Number of programs	Mean SPEP Score	% of Max Score	Number of programs	Mean SPEP Score	% of Max Score
Family Counseling	100	16	67	67%	15	78	78%
Tutoring; Remedial Education	100	5	63	63%	4	78	78%
Drug, Alcohol Therapy/Counseling	90	4	73	73%	3	64	71%
Interpersonal Skills	90	14	63	70%	14	67	74%
Parent Training/Counseling	90	4	69	77%	4	62	69%
Individual Counseling	80	9	62	78%	7	52	65%
Restitution	80	61	58	73%	61	51	64%
ALL PROGRAMS		113	59	68%	108	59	68%

Tables 4 and 5 array the same data shown in Tables 2 and 3 according to DJJDP regions-- Western, Piedmont, Central, and Eastern. Prevention program data are shown in Table 4 and the data for court supervision programs are shown in Table 5.

For the Piedmont and Eastern regions, there were small improvements in both prevention and court supervision program ratings for FY 2005-06 compared to the pilot and baseline year (2004-2005). The overall program scores declined in the Western region for both prevention and court supervision programs. In the Central region, they showed a mixed pattern with a small increase for prevention programs and a slight decrease for court supervision programs.

The most positive feature of the SPEP rating summarized above is the rather high level of the overall scores, representing 72% and 68% matches with the research-based best practice profiles respectively for JCPC prevention and court supervision programs. Less positive is the lack of significant improvement in the overall average scores from FY 2004-05, the pilot and baseline year, to FY 2005-06, the full implementation year. The responses of the service providers to the survey shed some light on these results. First, many service providers reported good intentions. For example:

- 56% reported that the SPEP was a useful tool for improving their program,
- 31% said they planned to implement a SPEP service element and most of those were able to identify the specific service they had in mind, and
- 20% claimed that they had already made changes as a result of the SPEP; of those, 38% said they had added a supplementary service, 27% reported increasing the frequency or duration of services, 3% indicated that they had strengthened or added a primary service, and 32% identified other improvements or changes.

Despite these good intentions and whatever changes the providers were actually able to implement, little improvement was seen in the overall SPEP scores for the initial year of statewide SPEP implementation. Any improvements that result, of course, are expected to be gradual and incremental. It may well be that whatever service changes the providers have made or are making have simply not yet shown up in the SPEP scores, which are based only on closed cases and thus necessarily lag behind current service practice. On the other hand, many of the service providers identified obstacles to change and there is some resistance among providers to the idea of modifying their practice on the basis of the guidance the SPEP offers. This is indicated clearly in some of the survey responses:

- 31% said they had no plans to implement a SPEP service element; of those, 42% thought it was unnecessary or impractical, 29% indicated that they would need more help or guidance to do so, and 21% cited funding limitations,
- 50% identified obstacles to implementing the SPEP recommendations; of those, 17% mentioned funding limitations, 24% noted system impediments (e.g., short-term restitution orders that limited duration of service), 21% said they needed more training or technical assistance, and 38% reported a wide range of other obstacles,
- 53% reported at least some difficulty working with the SPEP with a lack of understanding about how to use it for program change, system impediments, and lack of funding mentioned most frequently,
- 64% said the SPEP had created more work or complications for the program,

Table 4. SPEP Scores by Region for Prevention Programs with Closed Cases for FY 2004-05 and FY 2005-06

Prevention: Program Region	FY 2004-05			FY 2005-06		
	Number of Programs	Mean SPEP Score	% of Max Score	Number of programs	Mean SPEP Score	% of Max Score
Western	5	68	79%	5	65	76%
Piedmont	15	64	74%	14	65	75%
Central	14	62	66%	16	64	68%
Eastern	16	66	72%	14	69	73%
ALL PROGRAMS	50	64.	72%	49	66	72%

Table 5. SPEP Scores by Region for Court Supervision Programs with Closed Cases for FY 2004-05 and FY 2005-06

Court Supervision Region	FY 2004-05			FY 2005-06		
	Number of Programs	Mean SPEP Score	% of Max Score	Number of programs	Mean SPEP Score	% of Max Score
Western	16	60	70%	15	58	68%
Piedmont	36	61	69%	36	62	70%
Central	33	58	68%	30	58	67%
Eastern	28	55	65%	27	57	67%
ALL PROGRAMS	113	59.	68%	108	59	68%

35% did not like working with the SPEP and the same percentage did not think it was a useful tool for program improvement, and 23% did not think they had received much assistance from the JCPC about using the SPEP and 11% did not think they had received much assistance from the JCPC consultant for understanding and using the SPEP.

The lack of positive change in the SPEP scores between the pilot and baseline FY 2004-05 and the full implementation year, FY 2005-06, therefore, reflects, at least in part, significant obstacles among the service providers. Some do not find the SPEP useful and are not willing to use it to guide program changes. Others may be more willing to undertake program improvements but feel constrained by funding limitations, system imperatives, or lack of sufficient technical assistance or support.

Objective 3: Determine whether recidivism reductions are associated with effective programs as defined by the SPEP and with SPEP-induced program improvements.

It is readily apparent that the data cannot show overall reduced recidivism associated with SPEP-induced program improvements because analysis for objective two showed that significant program improvements were not made. Nevertheless, we report baseline recidivism data for clients served in JCPC programs statewide during fiscal year 2004-2005 and preliminary recidivism data for clients served in these programs during fiscal year 2005-2006. These data are examined separately for prevention programs serving pre-adjudicated youths and for court supervision programs. As noted earlier, the 2003 Special Provision defined recidivism reductions two ways—reduction of subsequent complaints for delinquency filed with the courts and subsequent adjudications (convictions) for delinquent offenses. Both measures are examined in the preliminary data reported here and for both six- and twelve-month follow-up periods, where available. The data presented below are preliminary in two respects. First, to calculate recidivism for a particular program, the minimum threshold was set at 20 cases to ensure some minimal statistical stability. Thus a number of programs did not have sufficient clients for this analysis. Second, a twelve-month follow-up period is considered to be more reliable than only six months. Insufficient numbers of clients had accumulated the requisite 12-months following their release from programs to calculate twelve-month recidivism rates for FY 2005-06. Thus comparisons cannot be made at this juncture on 12-month recidivism rates. One other caveat is important. These recidivism data do not encompass all JCPC programs statewide; only the JCPC programs that were rated with a SPEP instrument.

Table 6 displays court complaint recidivism data for the pilot and baseline year, FY 2004-2005, and the full implementation year, FY 2005-2006) for JCPC prevention programs. As shown there, recidivism was relatively low, as would be expected for prevention programs dealing with lower risk youth. The 6-month comparison reveals that recidivism was unchanged during the one-year implementation period (12.6% vs. 12.8%).

Table 6. Court Complaint Recidivism of Juveniles in SPEP-Rated Prevention Programs for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Number of programs	FY 2004-05			FY 2005-06			
		Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint	Number of programs	Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint
Interpersonal Skills	13	344	14.8%	23.5%	15	228	7.9%	--
Parent Training/Counseling	4	107	20.8%	29.3%	4	86	13.0%	--
Tutoring; Remedial Education	6	121	5.1%	7.1%	6	95	4.8%	--
Drug, Alcohol Therapy/Counseling	4	21	1.2%	52.8%	3	44	17.9%	--
Group Counseling	--	--	--	--	--	--	--	--
Family Counseling	16	260	10.9%	16.4%	16	199	18.5%	--
Individual Counseling	6	85	11.8%	20.7%	5	61	21.1%	--
ALL PROGRAMS	50	938	12.6%	20.4%	49	713	12.8%	--

Table 7. Court Adjudication Recidivism of Juveniles in SPEP-Rated Prevention Programs for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Number of programs	FY 2004-05			FY 2005-06			
		Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint	Number of programs	Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint
Interpersonal Skills	13	344	10.9%	18.3%	15	228	5.3%	--
Parent Training/Counseling	4	107	14.5%	18.6%	4	86	0.0%	--
Tutoring; Remedial Education	6	121	1.7%	2.2%	6	95	2.2%	--
Drug, Alcohol Therapy/Counseling	4	21	0.0%	34.1%	3	44	5.8%	--
Group Counseling	--	--	--	--	--	--	--	--
Family Counseling	16	260	5.3%	7.7%	16	199	11.4%	--
Individual Counseling	6	85	8.6%	13.6%	5	61	12.4%	--
ALL PROGRAMS	50	938	8.1%	13.2%	49	713	6.6 %	--

Table 8. Court Complaint Recidivism of Juveniles in SPEP-Rated Court Supervision Programs for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Number of programs	FY 2004-05			FY 2005-06			
		Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint	Number of programs	Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint
Family Counseling	16	62	29.9%	61.0%	15	73	30.1%	--
Tutoring; Remedial Education	5	55	41.6%	60.3%	4	72	51.4%	--
Drug, Alcohol Counseling	4	20	16.1%	30.8%	--			--
Interpersonal Skills	14	174	24.2%	40.1%	14	143	23.6%	--
Parent Training/Counseling	4	26	22.8%	59.0%	4	18	28.7%	--
Individual Counseling	9	154	26.1%	35.9%	7	86	18.6%	--
Restitution	61	3634	16.1%	27.1%	61	3292	22.6%	--
ALL PROGRAMS	113	4125	17.4%	29.1%	108	3684	23.3%	--

Table 9. Court Adjudication Recidivism of Juveniles in SPEP-Rated Court Supervision Programs for FY 2004-05 and FY 2005-06

Prevention: Primary Service	Number of programs	FY 2004-05			FY 2005-06			
		Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint	Number of programs	Number of Juveniles	6-Month Court Complaint	12-Month Court Complaint
Family Counseling	16	62	15.9%	37.3%	15	73	18.6%	--
Tutoring; Remedial Education	5	55	17.3%	41.1%	4	72	44.6%	--
Drug, Alcohol Counseling	4	20	12.8%	--	3			--
Interpersonal Skills	14	174	13.8%	20.4%	14	143	16.9%	--
Parent Training/Counseling	4	26	22.8%	46.8%	4	18	21.3%	--
Individual Counseling	9	154	22.1%	29.0%	7	86	12.5%	--
Restitution	61	3634	9.6%	16.8%	61	3292	13.6%	--
ALL PROGRAMS	113	4125	10.6%	18.2%	108	3684	14.4%	--

A similar comparison is shown in Table 7 for JCPC prevention programs for court adjudication recidivism (subsequent adjudication). Of course, one would expect these recidivism rates to be smaller than those for court complaint recidivism because this is a more conservative measure than court complaints. As seen in this table, only a minimal recidivism reduction occurred (8.1% vs. 6.6%), with a slight decrease in FY 2005-06.

The next two tables contain data for the same comparison of recidivism rates for youth in JCPC court supervision programs. One would expect court supervision programs to produce higher recidivism rates than prevention programs because the court programs work with higher-risk youth who have been adjudicated delinquent. Indeed, Table 8 indicates that this is the case for the court complaint recidivism indicator for youth served in FY 2004-05 and 2005-06 (17.4% and 23.3%) during the 6-month follow-up period. It is surprising to see an increase over this one-year period. This may reflect the relative instability of 6-month recidivism data; the 12-month follow-up period will provide a better comparison when sufficient data for FY 2005-06 become available.

Table 9 also presents recidivism data for the court adjudication measure of recidivism. This six-month comparison also shows the oddity seen in the complaints data—the 6-month rates for juveniles served during 2005-2006 (14.4%) are a bit higher than during the baseline period (2004-2005), which is 10.6%. Again, we expect to see more stability in the 12-month recidivism data when they are available for FY 2005-06.

A longer follow-up period is needed, with more juveniles represented, to ensure sufficient stability in the recidivism estimates to allow confident conclusions about any changes between FY 2004-05 and 2005-06. It will also be necessary to examine the risk levels of the juveniles entering JCPC programs in each fiscal year—increases in risk can be expected to lead to increases in recidivism even if the programs are generally effective. These results will be examined in the final study report for this project. The final report will also contain a more probing analysis of the relationship between the SPEP scores for the services youth experience and their subsequent recidivism as part of the final evaluation and validation of the SPEP for this overall project.

Concluding Observations

Considerable progress was made during FY 2005-06 in implementing the SPEP statewide. High proportions of the JCPC members and service providers received training and are now familiar with the SPEP instrument and its intended uses. Virtually all the programs for which ratings were possible and appropriate have received their SPEP scores and are aware of them. The SPEP rating process thus is clearly in place as a program evaluation tool that extends to nearly all the relevant JCPC programs. Most important, the overall scores across all the programs for both the pilot and baseline year (FY 2004-05) and the full implementation year (FY 2005-06) are in a solidly positive range that shows around a 70% match between program performance and the research-based best practice profiles embodied in the SPEP.

Less encouraging is the lack of any positive change in the overall SPEP scores between the pilot/baseline and full implementation year. This raises questions about whether, beyond its role

as an evaluation instrument, the SPEP has also been used, or will be used, to stimulate and guide significant program improvement. There are several possible explanations for the flat overall SPEP scores across the two fiscal years covered in this interim report. First, the SPEP promotes gradual incremental program improvements, so large changes from one year to the next would not be expected. Moreover, 2005-2006 was the first full year of implementation. Also, SPEP scores are computed on closed cases so that any service improvements would appear in the scores only after sufficient numbers of cases receiving those services had closed and accumulated for analysis.

The fact that DJJDP was implementing a new JCPC Planning Tool across the state during the same period as the SPEP rollout may also be a factor. The JCPC Planning Tool facilitates building a continuum of programs through data-driven, research-based strategic planning. The SPEP instrument was embedded in it to promote consideration of program improvements in the context of continuum-wide program needs. The simultaneous implementation of both tools may have been difficult for many of the JCPCs to manage.

The most significant impediment to SPEP-induced program improvement, however, may simply be that organizational change is difficult and attempts to induce it almost always encounter some resistance. The JCPC service providers are no exception and their survey responses showed more rhetorical support for program change than evidence of actual change. Along the way, they identified a number of impediments, a need for more assistance in making changes, and some outright objections to the whole idea of responding to the SPEP with any program changes at all. If the SPEP initiative is to bring about improvement in the JCPC programs and not simply provide a passive evaluation of how those programs are currently performing, we believe a sustained effort by DJJDP personnel will be required. The service providers will not only need assistance in overcoming obstacles such as funding limitations, but also good reason to believe that DJJDP is serious enough about program improvement to make it unwise for programs that want to continue receiving JCPC contracts for service to be unresponsive.

The DJJDP Area Administrators and Area Consultants, along with the JCPC Chairs, are the key liaison personnel with the service providers. If the SPEP is to actuate significant program improvements, these key personnel must take an assertive role with the JCPCs and the service providers. That, in turn, will require that they receive top-down managerial support and clear signals about the priority DJJDP places on SPEP implementation and JCPC program improvement.

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PART XXIV.

DEPARTMENT OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION

JUVENILE CRIME PREVENTION COUNCIL GRANT REPORTING
CERTIFICATION, AND FUNDING OF RESEARCH-BASED PROGRAMS

SECTION 24.2.(a) On or before May 1 each year, the Department of Juvenile Justice and Delinquency Prevention shall submit to the Joint Legislative Commission on Governmental Operations and the Appropriations Committees of the Senate and House of Representatives a list of the recipients of the grants awarded, or pre-approved for award, from funds appropriated to the Department for local Juvenile Crime Prevention Council grants. The list shall include for each recipient the amount of the grant awarded, the membership of the local committee or council administering the award funds on the local level, and a short description of the local services, programs, or projects that will receive funds. The list shall also identify any programs that received grant funds at one time but for which funding has been eliminated by the Department of Juvenile Justice and Delinquency Prevention. A written copy of the list and other information regarding the projects shall also be sent to the Fiscal Research Division of the General Assembly.

SECTION 24.2.(b) Each county in which local programs receive Juvenile Crime Prevention Council grant funds from the Department of Juvenile Justice and Delinquency Prevention shall certify annually through its local council to the Department that funds received are not used to duplicate or supplant other programs within the county.

SECTION 24.2.(c) The General Assembly recognizes the importance of evaluation and outcome measurements of the programs serving adjudicated juvenile offenders in order to ensure the cost-effective use of Juvenile Crime Prevention Council grant funds. The Department of Juvenile Justice and Delinquency Prevention shall establish and implement a system to collect and report on information and data regarding the expenditures and impact of the Juvenile Crime Prevention Council formula grant funds used by the individual counties to serve juveniles who have been adjudicated delinquent or who have been diverted for delinquent offenses.

The Department of Juvenile Justice and Delinquency Prevention, in consultation with the North Carolina Sentencing Commission, the Governor's Crime Commission, and the Juvenile Justice Institute, shall develop standards for measuring the effectiveness of programs that receive Juvenile Crime Prevention Council grant funds and that serve juveniles who have been adjudicated delinquent or who have been diverted for delinquent offenses. The standards shall include methods for measuring success factors following intervention, including those factors that:

- (1) Reduce the use of alcohol or controlled substances.
- (2) Reduce subsequent complaints.
- (3) Reduce violations of terms of community supervision.
- (4) Reduce convictions for subsequent offenses.
- (5) Fulfill restitution to victims.
- (6) Increase parental accountability.

The Department of Juvenile Justice and Delinquency Prevention shall report to the Chairs of the Appropriations Committees of the Senate and House of Representatives, the Chairs of the Joint Legislative Corrections, Crime Control, and Juvenile Justice Oversight Committee, and the

Fiscal Research Division no later than April 1, 2002, on the progress of the establishment of the system mandated by this section. The system shall be implemented no later than June 30, 2003.

After June 30, 2003, on or before April 1 each year, the Department of Juvenile Justice and Delinquency Prevention shall report to the Chairs of the Appropriations Committees of the Senate and House of Representatives and the Chairs of the Joint Legislative Corrections, Crime Control, and Juvenile Justice Oversight Committee on the following:

- (1) The number of diverted and adjudicated juveniles served.
- (2) The specific methods used by the Juvenile Crime Prevention Councils to determine services, programs, and intervention strategies most likely to change behaviors of juvenile offenders.
- (3) The total cost for each funded program, including the cost per juvenile and the essential elements of the program.
- (4) An assessment of the extent to which programs funded by Juvenile Crime Prevention Council grants:
 - a. Are compatible with research that shows prevention and early intervention strategies that are effective with juvenile offenders.
 - b. Are outcome-based in that the grantee describes what outcomes will be achieved or what outcomes have already been achieved.
 - c. Include an evaluation component.
 - d. Have a demonstrable impact on success factors.

Requested by: Senators Jordan, Ballance, Rand, Clodfelter, Plyler, Odom, Lee; Representatives Culpepper, Haire, Justus, Luebke, Easterling, Oldham, Redwine, Thompson

**DEPARTMENT OF JUVENILE JUSTICE DELINQUENCY PREVENTION
JCPC - COUNTY ALLOCATION FY 2005-2006 FINAL**

		2004-2005	Reduction	2005-2006			2004-2005	Reduction	2005-2006
COUNTY	MATCH	Allocation	0.02577	Allocation	COUNTY	MATCH	Allocation	0.025772	Allocation
Alamance	30%	\$ 345,311	\$ 8,899	\$ 336,412	Johnston	20%	\$ 258,117	\$ 6,652	\$ 251,465
Alexander	30%	\$ 118,347	\$ 3,050	\$ 115,297	Jones	20%	\$ 92,741	\$ 2,390	\$ 90,351
Alleghany	20%	\$ 61,581	\$ 1,587	\$ 59,994	Lee	30%	\$ 170,176	\$ 4,396	\$ 165,791
Anson	10%	\$ 111,925	\$ 2,885	\$ 109,041	Lenoir	10%	\$ 218,340	\$ 5,627	\$ 212,712
Ashe	20%	\$ 92,859	\$ 2,393	\$ 90,466	Lincoln	30%	\$ 172,257	\$ 4,439	\$ 167,817
Avery	30%	\$ 79,479	\$ 2,048	\$ 77,431	Macon	30%	\$ 94,181	\$ 2,427	\$ 91,754
Beaufort	10%	\$ 161,256	\$ 4,156	\$ 157,100	Madison	20%	\$ 83,668	\$ 2,156	\$ 81,512
Bertie	10%	\$ 99,135	\$ 2,555	\$ 96,580	Martin	20%	\$ 122,226	\$ 3,150	\$ 119,076
Bladen	10%	\$ 153,238	\$ 3,949	\$ 149,289	McDowell	20%	\$ 136,116	\$ 3,508	\$ 132,608
Brunswick	20%	\$ 184,175	\$ 4,747	\$ 179,429	Mecklenburg	30%	\$ 1,460,859	\$ 37,650	\$ 1,423,209
Buncombe	30%	\$ 532,734	\$ 13,730	\$ 519,004	Mitchell	20%	\$ 75,015	\$ 1,933	\$ 73,081
Burke	30%	\$ 241,435	\$ 6,222	\$ 235,212	Montgomery	20%	\$ 105,036	\$ 2,707	\$ 102,329
Cabarrus	30%	\$ 321,635	\$ 8,289	\$ 313,345	Moore	30%	\$ 190,333	\$ 4,905	\$ 185,428
Caldwell	20%	\$ 221,940	\$ 5,720	\$ 216,221	Nash	20%	\$ 252,312	\$ 6,503	\$ 245,809
Camden	20%	\$ 55,299	\$ 1,425	\$ 53,874	New Hanover	20%	\$ 455,361	\$ 11,736	\$ 443,625
Carteret	30%	\$ 178,303	\$ 4,595	\$ 173,707	Northampton	10%	\$ 100,043	\$ 2,578	\$ 97,465
Caswell	10%	\$ 103,592	\$ 2,670	\$ 100,922	Onslow	30%	\$ 448,788	\$ 11,566	\$ 437,222
Catawba	30%	\$ 346,650	\$ 8,934	\$ 337,716	Orange	30%	\$ 291,463	\$ 7,512	\$ 283,951
Chatham	30%	\$ 150,963	\$ 3,891	\$ 147,073	Pamlico	10%	\$ 69,283	\$ 1,786	\$ 67,497
Cherokee	20%	\$ 90,880	\$ 2,342	\$ 88,538	Pasquotank	10%	\$ 140,690	\$ 3,626	\$ 137,064
Chowan	10%	\$ 80,911	\$ 2,085	\$ 78,825	Pender	10%	\$ 118,920	\$ 3,065	\$ 115,855
Clay	20%	\$ 55,639	\$ 1,434	\$ 54,205	Perquimans	10%	\$ 68,427	\$ 1,764	\$ 66,664
Cleveland	20%	\$ 292,043	\$ 7,527	\$ 284,516	Person	20%	\$ 130,225	\$ 3,356	\$ 126,869
Columbus	10%	\$ 210,406	\$ 5,423	\$ 204,983	Pitt	20%	\$ 344,323	\$ 8,874	\$ 335,449
Craven	20%	\$ 268,103	\$ 6,910	\$ 261,193	Polk	20%	\$ 70,888	\$ 1,827	\$ 69,061
Cumberland	20%	\$ 965,757	\$ 24,890	\$ 940,867	Randolph	30%	\$ 334,055	\$ 8,609	\$ 325,446
Currituck	30%	\$ 86,560	\$ 2,231	\$ 84,329	Richmond	20%	\$ 168,681	\$ 4,347	\$ 164,334
Dare	30%	\$ 93,384	\$ 2,407	\$ 90,978	Robeson	10%	\$ 448,851	\$ 11,568	\$ 437,283
Davidson	30%	\$ 409,648	\$ 10,558	\$ 399,091	Rockingham	20%	\$ 280,503	\$ 7,229	\$ 273,274
Davie	30%	\$ 115,384	\$ 2,974	\$ 112,410	Rowan	30%	\$ 337,552	\$ 8,699	\$ 328,852
Duplin	10%	\$ 178,271	\$ 4,594	\$ 173,677	Rutherford	20%	\$ 190,918	\$ 4,920	\$ 185,998
Durham	30%	\$ 561,490	\$ 14,471	\$ 547,019	Sampson	10%	\$ 176,089	\$ 4,538	\$ 171,551
Edgecombe	10%	\$ 229,141	\$ 5,905	\$ 223,235	Scotland	10%	\$ 161,063	\$ 4,151	\$ 156,912
Forsyth	30%	\$ 743,397	\$ 19,159	\$ 724,238	Stanly	30%	\$ 183,225	\$ 4,722	\$ 178,503
Franklin	10%	\$ 143,290	\$ 3,693	\$ 139,598	Stokes	30%	\$ 143,188	\$ 3,690	\$ 139,498
Gaston	20%	\$ 557,691	\$ 14,373	\$ 543,318	Surry	20%	\$ 204,308	\$ 5,265	\$ 199,042
Gates	20%	\$ 65,208	\$ 1,681	\$ 63,527	Swain	10%	\$ 69,546	\$ 1,792	\$ 67,753
Graham	10%	\$ 59,350	\$ 1,530	\$ 57,820	Transylvania	30%	\$ 110,475	\$ 2,847	\$ 107,628
Granville	20%	\$ 148,524	\$ 3,828	\$ 144,696	Tyrrell	10%	\$ 50,400	\$ 1,299	\$ 49,101
Greene	10%	\$ 85,453	\$ 2,202	\$ 83,251	Union	30%	\$ 301,556	\$ 7,772	\$ 293,784
Guilford	30%	\$ 1,030,472	\$ 26,558	\$ 1,003,915	Vance	10%	\$ 169,301	\$ 4,363	\$ 164,938
Halifax	10%	\$ 219,100	\$ 5,647	\$ 213,453	Wake	30%	\$ 1,197,115	\$ 30,852	\$ 1,166,263
Harnett	10%	\$ 232,566	\$ 5,994	\$ 226,572	Warren	10%	\$ 86,759	\$ 2,236	\$ 84,523
Haywood	20%	\$ 153,870	\$ 3,966	\$ 149,905	Washington	10%	\$ 80,330	\$ 2,070	\$ 78,259
Henderson	30%	\$ 208,354	\$ 5,370	\$ 202,985	Watauga	30%	\$ 121,102	\$ 3,121	\$ 117,981
Hertford	10%	\$ 114,245	\$ 2,944	\$ 111,300	Wayne	20%	\$ 354,886	\$ 9,146	\$ 345,739
Hoke	10%	\$ 126,242	\$ 3,254	\$ 122,989	Wilkes	20%	\$ 201,856	\$ 5,202	\$ 196,654
Hyde	10%	\$ 53,600	\$ 1,381	\$ 52,219	Wilson	10%	\$ 250,723	\$ 6,462	\$ 244,261
Iredell	30%	\$ 297,074	\$ 7,656	\$ 289,418	Yadkin	20%	\$ 120,195	\$ 3,098	\$ 117,097
Jackson	20%	\$ 108,954	\$ 2,808	\$ 106,146	Yancey	20%	\$ 77,633	\$ 2,001	\$ 75,632

TOTALS

\$23,034,962	\$593,663	\$ 22,441,299
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**STATE OF NORTH CAROLINA
DEPARTMENT OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
1801 MAIL SERVICE CENTER
RALEIGH, NORTH CAROLINA 27699-1801
TELEPHONE: (919) 733-3388**

Michael F. Easley
Governor

George L. Sweat
Secretary

September 27, 2005

Dear Chairman:

The 2005 Session of the North Carolina General Assembly provided direction to the Department of Juvenile Justice and Delinquency Prevention in a number of budgetary matters affecting local government and juvenile justice prevention, intervention and treatment services.

I regret to inform you of the 2.5% reduction in the formula funds for County Juvenile Crime Prevention Council allocations. The JCPC County Allocation Table for 2005-06 is enclosed that identifies each county allocation and the amount of reduction from the 2004-05 funding level.

Please advise your Juvenile Crime Prevention Council to review the current JCPC funding plan and make recommendations to adjust funding levels to match the availability of state funds. Submission of locally approved program agreement revisions must be made to the DJJDP Area Office prior to January 1, 2006.

In other action, the General Assembly has provided funding for special provisions to support local programming for two statewide competitive County JCPC initiatives.

- The first is the expansion of the JCPC Demonstration Project to provide services to youth committed to Youth Development Centers (Level 3) and youth at risk of commitment (Level 2). DJJDP is currently funding 10 projects covering 45 counties. The Department is issuing a Request for Proposal with this correspondence for additional projects to be funded with \$250,000 in annual state program costs for a 17-month period beginning February 2006 as per the attached guidelines. The enclosed forms can be accessed on the DJJDP website for application purposes.
- A second initiative is one time funding in the amount of \$2 million for County JCPC efforts for Street Gang Violence Prevention and Intervention Services. Our Department is developing guidelines to implement a competitive application process and a public awareness campaign. You will receive notification soon of the process for participation in this initiative.

As Secretary of the Department, I have the opportunity to speak with juvenile justice administrators and researchers across the country. I continue to feel great pride in speaking about the excellent partnership between the State and County in our Juvenile Crime Prevention Council operation. North Carolina has developed the partnership and the very excellent planning process to develop and maintain effective community youth services programs. I am especially proud of our JCPC cooperative efforts in the research project developing a Standardized Program Evaluation Project (SPEP) to measure and improve program effectiveness. The implementation of this program evaluation process has created exceptional interest throughout the national juvenile justice community.

I appreciate the efforts of your community, especially the efforts of the Juvenile Crime Prevention Council, and the support of your County Board of Commissioners in providing effective services to local youth. Together, we can anticipate another productive year.

Sincerely,

George L. Sweat
Secretary

GLS/SW/sw

pc: County Manager
County Finance Officer
JCPC Chairperson
DJJDP Area Offices

Attachment 3

**JCPC Community Program Allocation
Funds Committed as of June 30, 2005
Client Report as of February 2006
100 JCPC Certifications
542 Program Agreements**

**\$23,034,962
99.8% \$23,002,904**

	# of Programs		Total Budget	Youth Served Fiscal Year 2005
RESIDENTIAL				
Group Home	18	\$	4,194,540	295
Temporary Shelter	45	\$	4,497,678	890
Runaway Shelter	2	\$	734,974	190
Specialized Foster	2	\$	570,654	102
Temporary Foster	1	\$	18,056	3
	68	\$	10,015,902	1,480
			21.9%	
ASSESSMENT				
Psychological Services	51	\$	1,741,054	2,285
			3.8%	
RESTORATIVE SERVICES				
Restitution	80	\$	4,607,742	8,125
Mediation/Conflict Resolution	38	\$	1,352,643	2,444
Teen Court	33	\$	1,907,253	3,733
	151	\$	7,867,638	14,302
			17.2%	
CLINICAL TREATMENT				
Home Based Family	34	\$	2,856,208	872
Counseling	79	\$	6,470,974	6,404
Sex Offender	5	\$	252,606	81
Psychological Education/SC	1	\$	63,075	92
	119	\$	9,642,863	7,449
			21.1%	
COMMUNITY DAY PROGRAMS				
Mentoring	7	\$	274,699	407
Structured Day Programs	29	\$	9,829,674	1,970
	36	\$	10,104,373	2,377
			22.1%	
STRUCTURED ACTIVITIES				
Parent/Family Skill Building	22	\$	570,879	647
Interpersonal Skill Building	19	\$	1,013,934	1034
Tutoring	12	\$	393,377	640
Prevention	7	\$	525,256	457
Guided Growth	57	\$	3,293,595	3569
	117	\$	5,797,041	6,347
			12.7%	
JCPC ADMINISTRATIVE COST				
	100	\$	612,570	
			1.3%	
GRAND TOTALS				
	642	\$	45,781,441	34,240
DJJDP JCPC FUNDS			\$23,002,904	50%
LOCAL & OTHER MATCHING FUNDS			\$ 22,778,537	50%

Attachment 4

Age			Gender		
Under 7	215	0.87%	Male	16221	65.94%
7 to 9	931	3.78%	Female	8380	34.06%
10 to 13	7312	29.72%	Total	24601	100.00%
14 to 17	15923	64.73%			
Over 17	220	0.89%	Referral Source		
Total	24601	100.00%	Juvenile Court	13710	55.73%
			School	4103	16.68%
			Parent/Guardian	1489	6.05%
			Other	1458	5.93%
			School Resource Officer	1277	5.19%
			Law Enforcement	1268	5.15%
			DSS	731	2.97%
			Mental Health	328	1.33%
			Self	192	0.78%
			Multi-purpose Home	27	0.11%
			YDC	8	0.03%
			Secure Custody	6	0.02%
			Clergy	4	0.02%
			Total	24601	100.00%
Race			Referral Reason		
Black	12206	49.62%	Problem behavior (person crime)	6679	27.15%
White	10358	42.10%	Problem behavior (property crime)	5635	22.91%
Hispanic	921	3.74%	Problem behavior (victimless crime)	4135	16.81%
Multiracial	613	2.49%	Ungovernable	3722	15.13%
Indian	279	1.13%	Other	2885	11.73%
Asian	116	0.47%	Truancy	858	3.49%
Other	94	0.38%	Runaway	304	1.24%
Unknown	14	0.06%	Neglected	147	0.60%
Total	24601	100.00%	Abused	128	0.52%
			Dependent	108	0.44%
			Total	24601	100.00%
Legal Status			Disposition Level / Diverted		
Adjudicated	2073	8.43%	Diversion Contract	2521	10.25%
Commitment	34	0.14%	Diversion Plan	2154	8.76%
Court Counselor Consult	577	2.35%	Level 1	6329	25.73%
Intake/Diverted	4261	17.32%	Level 2	1839	7.48%
Petition Filed	893	3.63%	Level 3	61	0.25%
Probation	6393	25.99%	N/A	9950	40.45%
Protective Supervision	640	2.60%	Other	597	2.43%
Referred from District Court	538	2.19%	Prot. Supervision	1112	4.52%
Referred from Superior Court	3	0.01%	PRS Plan	38	0.15%
Youth-at-Risk	9189	37.35%	Total	24601	100.00%
Total	24601	100.00%			
Living Arrangement					
Both Parents	5376	21.85%			
Father & Stepmother	596	2.42%			
Father Only	1378	5.60%			
Foster Care	513	2.09%			
Group Home	784	3.19%			
Independent Living	29	0.12%			
Institution (child caring)	14	0.06%			
Institution (YDC)	27	0.11%			
Mother & Stepfather	2297	9.34%			
Mother Only	10352	42.08%			
Multi-purpose Home	31	0.13%			
Other	325	1.32%			
Other Relative(s)	2276	9.25%			
Secure Custody	116	0.47%			
Unknown	466	1.89%			
Wilderness Camp	21	0.09%			
Total	24601	100.00%			

Attachment 5

BEHAVIOR IMPACT FY 05-06			
	Incidents Prior to Program	Incidents During Program	% Change
Court Referral	24067	9040	-62.44
Runaway	19171	7687	-59.90
Suspensions/Expulsions	45180	12580	-72.16
Secure Custody	17757	7612	-57.13
INTENSITY OF SERVICE			
AvgOfAVGLENGTHOFSTAY			
	86.48		
AvgOfDAYSOFFACETOFACE SERVICE			
	14.17		

Standardized Program Evaluation Protocol (SPEP) GLOSSARY
Primary Services

Behavior Management/Behavioral Contracting

[Behavior Modification; Rewards; Shaping of Specific Behaviors; Reinforcement for Desired Behaviors; Behavioral Contracting/Contingency Management]

This treatment operates on the basic principle that individuals will adapt their behavior in response to positive (rewards) and negative (punishment) responses from their environment. Typically, a set of goals reflecting specific behaviors is agreed upon. If the goals are achieved the individual is rewarded, if not there is a cost or penalty either in terms of not receiving the reward or other sanctions.

Example: Each youth has an individual program plan that describes the goals and time line the youth must abide by to successfully complete the program. Positive behaviors are rewarded and privileges are withheld for non-achievement.

Example: The program rewards positive behavior at schools, homes, and within the program. Certain days are set aside for incentives. Clients may earn certain activities by performing well and demonstrating consistent and positive behaviors.

Cognitive-Behavioral

Cognitive-Behavioral - The goal of cognitive behavioral therapy is to correct an individual's faulty cognitions or perceptions of themselves or the world around them. Additionally, this type of therapy provides skills individuals can use to monitor their thought patterns and correct their behavior as situations unfold around them. This type of treatment element may also focus specifically on relapse prevention by having juveniles evaluate situations that may lead to a relapse of delinquent behavior and plan for how to either avoid them or cope with them effectively.

Example: The program utilized a cognitive-behavioral, relapse approach-changing distorted thought patterns, reducing deviant sexual interests, and developing healthy patterns of thought and behavior.

Example: Counseling focuses on understanding relationships between behavior/attitude and consequences.

Drug, Alcohol Therapy/Counseling/Education

[Drug/Alcohol Education, Counseling, Therapy]

Education focused on teaching about the effects of drugs/alcohol as well as treatment aimed at dealing with the use or abuse of illegal drugs or alcohol. May also include 12-step programs such as Alcoholics Anonymous or Narcotics Anonymous.

Example: A program seeks to influence major social and psychological factors that promote the initiation and early use of substances. Curricula are delivered in a series of elementary and middle school classroom sessions over 3 years. The

sessions use lecture, discussion, coaching, and practice to enhance students' self-esteem, feelings of self-efficacy, ability to make decisions, and ability to resist peer and media pressure to use alcohol and other drugs.

Example: Referrals are made to community professionals who are trained and educated to provide substance abuse assessments, counseling, and support to youth who are experiencing problems with substance abuse or who are living with family members with addiction problems

Employment: Career Counseling; Job Placement; Job Training/Education

[Employment/Job Placement of Individual Juveniles; Work Service; Job Training; Career Counseling]

The overall emphasis is on preparing the juvenile to enter the work force. Program may include employment, job placement, non-paid work service (non-restitution based), job training or career counseling.

Example: The program encourages youth to train for and enter the work force to improve their self-esteem, independence, employment skills and marketability. The program focuses on increasing basic skills, as well as focusing on computer and other technology skills that will improve the opportunities of participants in a competitive job market.

Example: Juveniles conducted supervised work with various public service agencies throughout the community. Volunteers and the Program Manager monitor the juvenile for his/her progress.

Family Counseling/Therapy

[Family Counseling, Family Systems Intervention, Functional Family Therapy; Family Crisis Counseling]

A treatment technique focusing on family interactions/dynamics and their link to delinquent behavior. This type of treatment involves the entire family, but at a minimum involves the child and his/her parent(s). May also include the availability of a trained individual to respond either over the phone or in person to a crisis involving the juvenile and/or his or her family.

Example: The program conducts intensive family counseling with parents, juveniles, and other family members. Family treatment plans are developed to assist families in creating goals, which will help them change dysfunctional behavior patterns. Treatment issues addressed include family communication skills, anger control in the home, setting clear rules and boundaries for behavior, and parenting skills.

Example: Family therapy intervention includes family preservation services, face-to-face and telephone consultation with family members, home visits, referral and consultation with schools and other community agencies, family assessment and evaluation.

Group Counseling/Therapy

[Group Counseling, Therapy, Psychotherapy; Guided Group/Peer Interaction]

A treatment technique based on group interaction – typically involving or facilitated by a therapist or counselor – focusing on psychological and/or interpersonal problems.

Example: Through guided discussions in a group counseling format and planned activities youth have the opportunity to be part of a group where positive interaction occurs, and encouragement of positive behavior is provided through modeling and social reinforcement.

Individual Counseling/Therapy

[Individual Counseling, Therapy, Psychotherapy, or Guidance]

A treatment technique based on one-on-one meetings with a therapist or counselor focusing on psychological and/or interpersonal problems.

Example: The student becomes a participant in ongoing individual counseling sessions, which will be held to address individual problems as well as family and community obligations. These sessions provide time to discuss the student's disruptive behavior in the classroom, community, and home.

Example: Youth at risk for and/or presenting with delinquency, violence, substance use, conduct disorder, oppositional defiant disorder, or disruptive behavior disorder receive individual counseling. Clinicians use such behavioral change techniques as clear specification of rules and consequences, contingency contracting, and social reinforcement.

Intensive Supervision

Intensive Supervision/Reduced Caseload - The goal is to monitor and control the behavior of an individual through increased levels of contact by juvenile justice authorities. Often this goal is aided by reducing the caseload of probation officers.

Example: The program involves intensive interventions, 12-15 hours per week per child & family, so caseloads are small: no more than three open cases per counselor at one time.

Example: Home progress checks are completed regularly to monitor the behavior of the child in the home.

Interpersonal Skills

[Interpersonal Skill Building, Problem Solving]

Interpersonal skill building is a treatment technique focusing on developing the social skills required for an individual to interact in a positive way with others. The basic skills model begins with an individual's goals, progresses to how these goals should be translated into appropriate and effective social behaviors, and concludes with the impact of the behavior on the social environment. Typical training techniques are instruction, modeling of behavior, practice and

rehearsal, feedback, reinforcement. May also include training in a set of techniques, such as conflict resolution or decision making, that focus on how to effectively deal with specific types of problems or issues that an individual may confront in interacting with others

Example: The program helps youth and their families learn appropriate positive communication skills. Subjects are given an opportunity to practice skills in listening, talking with respect, setting and maintaining appropriate house rules and negotiating conflicts.

Example: The program offers classes on conflict resolution and making appropriate decisions concerning behaviors and consequences.

Life Skills Training: Personal/Daily Life Management

Managing Daily Life Problems; Personal Management; Life Skills Training - This treatment element focuses on effectively dealing with everyday living. This may include a wide range of issues such as general problem solving, social/moral reasoning, balancing responsibilities, how to deal with housing issues, time and money management.

Example: The life skills training addresses family management, dealing with disruptive school environment/peers, work ethics, and accountability for one's own actions.

Example: Personal Care Instruction includes teaching and then monitoring adaptive skills related to self and home care and independent living. Individual attention is given to the youths to teach them life skills such as laundry, washing dishes, and setting the table.

Mentoring

The mentor – an individual providing support, friendship, advice, and/or assistance – spends time with the juvenile on a regular basis engaged in activities such as sports, movies, helping with homework, etc. The mentor does not necessarily have to be an adult, but may be an older child in the same school or a youth volunteer.

Example: The presence of a consistent positive role model provides the youth an opportunity to bond with another person in their community who establishes clear rules and boundaries for both behavior and academic performance.

Example: The program consists of matching an appropriate adult volunteer to an at-risk youth. Volunteers provide positive role modeling behaviors and mentoring of appropriate behaviors, monitoring of school and community behaviors, constant discussion of life choices, access to knowledge, guidance to families, and exposure to new experiences and opportunities.

Parent Training/Counseling

[Parent Counseling; Parent Training]

A type of treatment technique that focuses on psychological or interpersonal problems or issues faced by a parent(s) of a juvenile. The problems and issues faced by the parent(s) may or may not directly overlap with issues faced by the juvenile or family dynamics in general. This type of counseling occurs without the juvenile being present and may involve individual parents or parent groups. May also include training for the parent(s) of the juvenile in child management skills such as communicating with adolescents, providing positive reinforcement, positive discipline, and resolving conflicts.

Example: Parents are provided courses on drug education, conflict mediation, and positive communication. In addition, classes are offered for parents on Parenting, Child abuse, and Substance abuse.

Example: The parent groups provide a forum to discuss techniques, challenges, and obstacles. The program will also serve to educate them on parenting techniques.

Restitution

Restitution focuses on making the offender accountable to the community and/or victim through some form of service/payment or through an apology or acceptance of guilt. Three typical forms are: contact with victim (e.g., letter of apology, apology in person, etc.); fines or payment/service to the victim; community service.

Example: The program provides the means for juveniles to become accountable for their crimes while compensating victims for their loss. Youthful offenders are held accountable for their conduct by performing a work service for the community in an effort to aid the rehabilitation of the delinquent youth and/or to compensate the victims for losses suffered.

Example: The program is comprised chiefly of community service activities as restitution. The program works with Habitat for Humanity, Special Olympics, food drives, the Humane Society, tutoring and convalescent homes.

Tutoring, Remedial Education Classes or Activities [Tutoring; Special Classes or Education Field Trips]

Juvenile receives assistance with understanding and completing schoolwork and/or classes or trips designed to be an enrichment of or supplemental experience beyond the basic educational curriculum.

Example: Each week the volunteers help the youth with any homework or reading assignments.

Example: The youth are exposed to various recreational and enrichment activities such as arts and crafts, movies, or field trips to museums.