



**Multipurpose Juvenile Home
Annual Evaluation Report
March 2010**

**Special Provision: S.L. 2009-451
Section 18.1**

Submitted by:
Department of Juvenile Justice and Delinquency Prevention

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Table of Contents

Executive Summary	3
Introduction.....	5
Historical Background	5
Contracted Provider	5
Scope of Services Rendered.....	6
Admission Characteristics: Who is served?.....	6
Outcomes – What are the results?.....	9
Scholarship Program.....	15
Staff Enhancement	15
Compliance with the Goals of the <i>Juvenile Justice Reform Act</i>	15
Program Cost	16
Summary	16

Executive Summary

Multipurpose Juvenile Home Program

Responding to the requirement of *Session Law 2009-451, Section 18.1, Annual Evaluation of Community Programs*, the Department of Juvenile Justice and Delinquency Prevention undertook careful evaluation of the contracted provider's compliance with the requirements of the existing contract and the *Juvenile Justice Reform Act, S.L. 1998-202*. In so doing, the Department also considered whether participation in the Multipurpose Juvenile Home Program results in a reduction of court involvement among those youth who participate in the program.

The Department's findings document the following:

- The program has been contracted to Methodist Home for Children since 1993.
- The Homes are viewed as a valuable community resource that served sixteen (16) judicial districts and forty-four (44) North Carolina counties during FY 08-09.
- The Homes utilize a model of care that is grounded in evidence-based practices.
- All youth received in the Multipurpose Juvenile Homes were referred by their local juvenile court and ranged in age from 10 to 18.
- Most residents are minority males from a single parent home.
- 80% of those youth admitted are still enrolled in school but are typically performing poorly in all academic pursuits.
- Of the 91 youth admitted during FY 2008-09, 49 (54%) were referred for a crime against a person and 42 (46%) were referred for a crime against property.
- A total of 249 youth were served through the Multipurpose Juvenile Homes' programs during FY 2008-09.
- 73% of the youth served returned to the home of their parent(s) upon discharge.
- 83% of discharged youth reenrolled in a public school in their home community, 2% returned to home schooling, 10% were active in a GED or ABE program, 2% were expelled, and 2% dropped out.
- 74% of the youth served in continuing care (180 days of post discharge support) had no violations of their community supervision standards while receiving continuing care.
- Evaluation data show that in the six months prior to admission to a Multipurpose Juvenile Home, 261 complaints and 112 adjudications occurred, but during the six months subsequent to discharge only 59 complaints and 23 adjudications occurred.

- Only six (6) youth received new delinquency petitions during the time they were receiving continuing care. Only 10 youth were adjudicated for new offenses during the six month period following their release from continuing care.
- Forty-seven of the fifty-seven youth (83%) admitted to a Multipurpose Juvenile Home with a court ordered requirement to make restitution or perform community service completed this requirement successfully while receiving services in or from a Multipurpose Juvenile Home.
- Parental accountability/involvement was improved in a majority (62%) of cases.
- 32% of the admitted youth were functioning at grade level in reading and math at the time of admission, while 54% were functioning at grade level in reading and math at the time of discharge.
- Three (3) Multipurpose Juvenile Home youth received a post secondary scholarship through Methodist Home for Children.
- Overall, the Multipurpose Juvenile Homes operated at 81% of capacity at a cost per bed day of \$190.07.

Introduction

Responding to the requirements of *Session Law 2009-451, Section 18.1, Annual Evaluation of Community Programs*, the Department of Juvenile Justice and Delinquency Prevention (hereafter the “Department”) is submitting the evaluation of its Multipurpose Juvenile Home’s Program for FY 2008-2009. In so doing, the Department has considered whether a youth’s participation in the Multipurpose Juvenile Home Program results in a reduction of court involvement and whether the Multipurpose Juvenile Home Program is achieving the goals and objectives of the *Juvenile Justice Reform Act, S. L. 1998-202*.

Historical Background

The Multipurpose Juvenile Home Program has been a mainstay of the Department’s early intervention and prevention strategy since 1993. This program represents a state-community partnership with sixteen of North Carolina’s most economically and service-deprived rural judicial districts for the provision of residential care and treatment for juvenile offenders.

Originally, these facilities offered secure detention, long term treatment, and a place of safe transition between institutional confinement and a youth’s local community. Development of additional detention capacity and passage of the *Juvenile Justice Reform Act* allowed the Department to strengthen the Multipurpose Juvenile Home’s treatment component while continuing to serve as a place of safe transition between Youth Development Centers and local communities.

During FY 08-09, Multipurpose Juvenile Homes were operational in Alamance, Chowan, Craven, Hertford, Macon, Robeson, and Wayne Counties. Jointly, these homes served Judicial Districts 1, 2, 3A, 3B, 6A, 6B, 8, 9A, 15A, 15B, 16A, 16B, 17A, 17B, 19B, and 30. The Alamance Multipurpose Juvenile Home, which closed in April 2009 as a result of the nation’s economic downturn, was unique in that it admitted both DJJDP Level 1 and DJJDP Level 2 offenders and provided three contracted foster care beds. The Alamance home also relied on public school placements for all admitted youth. Each of the other Multipurpose Juvenile Homes accepts only Department Level 2 and/or Department Level 3 offenders and provides an academic program in the facility. In all of the Multipurpose Juvenile Homes, treatment that includes continuing care flows from an individualized treatment plan.

The Macon County Multipurpose Juvenile Home, which serves Judicial District 30, was refitted with “start up” funds provided by the General Assembly between January and May 2008 and reopened in June 2008. It has been fully operational since that time.

Contracted Provider

The Methodist Home for Children, Inc. (MHC) has served as the Department’s contracted provider since the Multipurpose Juvenile Homes opened. The Agency has 111 years of experience serving children, youth, and families. It employs 175 trained and professionally competent staff members and is nationally accredited. During FY 08-09, the Methodist Home’s service continuum included a five star child care center, ten group care facilities, supervisory and management services for 95 foster families, adoption services, in-home family counseling, substance abuse counseling, gang prevention education, program consultation, and staff training activities.

Scope of Services Rendered

The nature and duration of the services rendered by each of the Multipurpose Juvenile Homes are diverse. They are, however, always directed toward serving the needs of court ordered youth, their families, the court, and the community. The process begins with the development and implementation of an individualized service plan for each youth and family served. In all of the Multipurpose Juvenile Homes, any youth known to the court for the commission of a Level 2 offense may be admitted to one or more of the several programs offered. For example, a youth categorized as requiring secure custody may be admitted, assessed, and provided care for a period of time before being returned to court for adjudication. Disposition may see the same youth returned to the Multipurpose Juvenile Home for treatment as a component of probation. Once residential treatment goals have been realized, the youth may be served through the Multipurpose Juvenile Home's continuing care program. Another Multipurpose Juvenile Home client may progress through treatment and be released to some other community plan of care coordinated by the Multipurpose Juvenile Home's staff and the youth's court counselor.

Each Multipurpose Juvenile Home maintains a staff of residential counselors and at least two staff members are always assigned to be on the premises during normal program hours. Overnight awake supervision is provided while clients sleep. A program manager, family services specialist, and certified teacher round out the treatment team.

Methodist Home for Children continues to strengthen the model of care relied upon in these facilities. The model focuses on evidence-based treatment principles¹ in its programming. The primary principles relied upon are the following:

- addressing antisocial/pro-criminal attitudes and antisocial personality factors such as impulsiveness, risk taking, and low self control;
- applying effective interventions that involve behavioral, social learning, and cognitive behavioral change strategies;
- delivering treatment and academic education in a style and mode that are consistent with the learning styles of the offenders.

The model of care 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 practice and skills focus meets the learning-style needs of the youth served and leads to an internalization of these skills and the values of honesty, respect, responsibility, empowerment, compassion, and spirituality. Throughout FY 2008-2009, staff continued to become more proficient in employing the model. The youth in care have become more consistent in learning and using the social and life skills taught.

Admission Characteristics – Who is served?

Multipurpose Juvenile Homes routinely compile data on the youth, but not the families of the youth served through its programs. During FY 2008-09, a total of 91 youth were admitted to Multipurpose Juvenile Homes. These 91 youth joined 44 youth already in residential care and 34 in continuing care on July 1, 2008. Demographically, the diverse nature of those admitted to care is reflected in the tables and charts that follow:

¹ Howell, J.C. 2003. Preventing & Reducing Juvenile Delinquency: A Comprehensive Framework. p. 212-213. Sage Publications Inc., Thousand Oaks, California.

Table 1 – Multipurpose Juvenile Homes: Admission Characteristics

	<i>N</i>	%
Admissions By Referral Source:	91	Court =100%
Admissions By Age:	91	100%
10 Years Old	1	1.1%
11 Years Old	2	2.2%
12 Years Old	2	2.2%
13 Years Old	12	13.2%
14 Years Old	23	25.3%
15 Years Old	32	35.1%
16 Years Old	15	16.5%
17 Years Old	3	3.3%
18 Years Old	1	1.1%
Admissions By Gender:	91	100%
Male	81	89%
Female	10	11%
Admissions By Race:	91	100%
African American	44	48%
Hispanic	4	4%
Multiracial	7	8%
Native American	5	6%
Other	2	2%
White	29	32%

Table 1 (Continued) - Multipurpose Juvenile Homes: Admission Characteristics

	<i>N</i>	<i>%</i>
Living Arrangements Upon Admission:	91	
Both Parents		9.9%
Father & Stepmother		4.4%
Father Only		3.3%
Foster Care		3.3%
Group Home		6.6%
Institution (YDC)		4.4%
Mother & Stepfather		5.5%
Mother Only		36.3%
Adoptive Parent		1.1%
Relatives		14.3%
Secure Custody (Detention Center)		10.9%
School Status Upon Admission:	91	
Enrolled		80.2%
GED/ABE Program		3.3%
Home School		3.3%
Expelled or on a Long Term Suspension:		11.0%
Dropped Out		2.2%
Legal Status Upon Admission:	91	
Probation		41%
Adjudicated Delinquent		56%
Petition Filed Against Youth		3%
Admissions By Referral Reason:	91	100%
Problem Behavior (Person Crime)	49	54%
Problem Behavior (Property Crime)	42	46%
Admissions By Disposition:	91	100%
Level I	4	5%
Level II	84	91%
Level III - Post Release Supervision Plan	3	4%

During FY 08-09, Multipurpose Juvenile Homes served youth and families through the provision of residential care, continuing care, and/or foster care. The continuing care component of each Multipurpose Juvenile Home program is provided for at least 180 days following discharge. Some youth were already being served through residential, continuing care, or foster care when the fiscal year began. New admissions caused the numbers of youth served to expand.

Table 2 - Total Served Characteristics

	<i>N</i>
Number of Youth Served Through All Program Components:	249
In Residence On 7/1/08	44
Admitted In 2008-2009	91
Total Served In Residence 2008-2009	135
In Continuing Care On 7/1/08	34
Admitted To Continuing Care 2008-2009	77
Total Served In Continuing Care 2008-2009	111
In Foster Care On 7/1/08	2
Admitted To Foster Care 2008-2009	1
Total Served Through Foster Care 2008-2009	3

The Alamance Multipurpose Juvenile Home was licensed as a Residential Child Care Facility by the Department of Social Services and had a capacity of six youth. Each of the other Multipurpose Juvenile Homes has a capacity of eight youth. Demand varied in accord with the resources and needs of the judicial district(s) served. See Table 3 below:

Table 3 - Percent Capacity Filled During FY 08-09

	%
Alamance	49.3
Chowan	85.1
Craven	73.3
Hertford	85.0
Macon	71.8
Robeson	89.7
Wayne	92.3
All Homes	81.0

Outcomes – What are the results?

Because the timeline structure of this report is limited to twelve (12) months, multi-year results of program participation are not identified. Available short-term (single year) results are outlined below.

Youth Outcome Survey

In order to follow the progress of program-served youth, the contracted provider conducts outcome surveys at six and twelve months post discharge from the continuing care program. These surveys help all parties understand the success of post discharged youth served through a Multipurpose Juvenile Home. Listed in Table 4 below are data from the surveys completed during FY 2008-2009.

Table 4 – 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%
Maintains a positive on-going relationship with a caring, responsible adult	87%
Is maintaining optimal health functioning with needed and appropriate supports	90%
Avoiding subsequent complaints at 6 months post discharge	59%

Change in Risk & Protective Factors by Discharge

The information provided in Figure 1 below reflects data from the *Risk and Protective Factors Worksheet* for youth served during FY 2008-2009. 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.

**Figure 1: FY 2008-2009
Protective Factors**

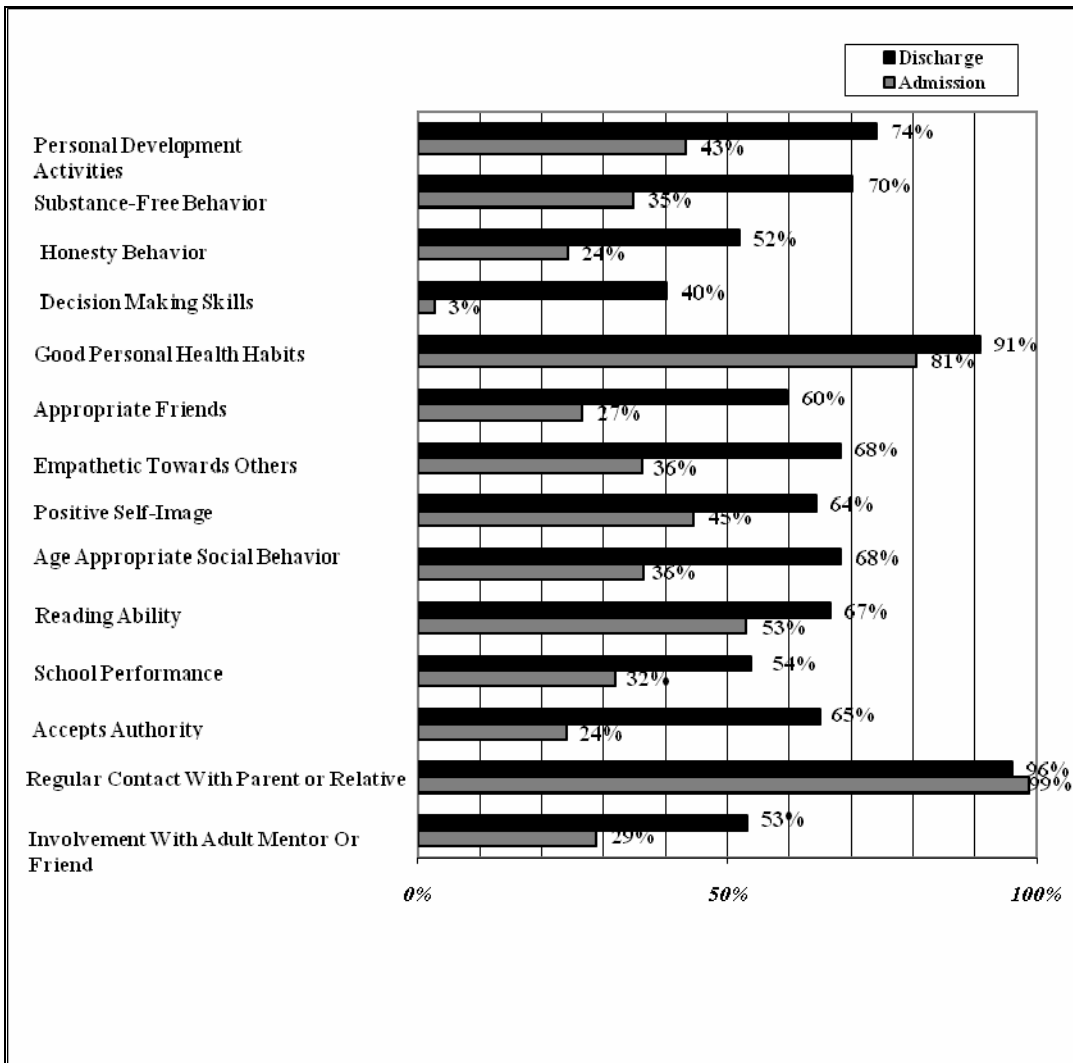


Table 5 below shows that a significant majority of youth resided with their family and enrolled in school following discharge from a Multipurpose Juvenile Home.

Table 5 - Multipurpose Juvenile Homes: Discharge Characteristics

	<i>N</i>	<i>%</i>
Living Arrangements Upon Discharge:	96	100%
DSS Foster Care		2.1%
Group Home		6.2%
Parent's Home		73.0%
Institution (YDC)		1.0%
Relatives		2.1%
Secure Custody (Detention Center/Jail)		3.1%
County Jail		2.1%
Therapeutic Wilderness Camp		2.1%
Runaway		4.2%
Therapeutic Foster Care		1.0%
Shelter		1.0%
Psychiatric Hospital/Substance Abuse Treatment Facility		2.1%
School Status Upon Discharge:	96	100%
Enrolled		83.3%
GED/ABE		10.4%
Home School		2.1%
Expelled/Long Term Suspension:		2.1%
Dropped Out		2.1%

The Department's ability to accumulate data regarding youth who are no longer subject to a juvenile court's jurisdiction is limited. All discharged youth are followed for 180 days post discharge by the contracted provider. Additional outcome related data are presented in Table 6 below:

Table 6 - Outcome Characteristics within Six Months of Release

	<i>N</i>
N = 104 Distinct Juveniles	
Reduction In Subsequent Complaints:	
Number of Complaints Six Months Prior to Admission to a Multipurpose Juvenile Home	261
Number of Complaints Six Months Subsequent to Discharge from a Multipurpose Juvenile Home	59
Reduction In Subsequent Adjudications:	
Number of Adjudications Six Months Prior to Admission to a Multipurpose Juvenile Home	112
Number of Adjudications Six Months Subsequent to Discharge from a Multipurpose Juvenile Home	23
Distinct Number Of Juveniles With Complaints:	
Six Months Prior to Multipurpose Juvenile Home Admission	69
Six Months Subsequent to Discharge from a Multipurpose Juvenile Home	20
Distinct Number Of Juveniles With Adjudicated Juvenile Complaints:	
Six Months Prior to Admission to a Multipurpose Juvenile Home	59
Six Months Subsequent to Discharge from a Multipurpose Juvenile Home	15

Table 7 below reflects findings that only four new petitions were filed against youth while they were in residence at a Multipurpose Home and that 77 youth (81%) had no new court involvement. Motions for Review were filed on behalf of 15 youth in residential care for various reasons. A sizable portion of the Motions for Review and new delinquency petitions filed were for offenses that occurred prior to admission but were not known to the court when the Multipurpose Juvenile Home placement was made. Forty-seven of the fifty-seven youth (83%) with a restitution or community service requirement as a part of their court order successfully completed the requirement.

Table 7

	<i>N</i>	%
Reduction In Violations Of Community Supervision Of Discharged Youth While In Residence	96	100%
No New Problems	77	80%
Motion(s) for Violation of Court Order	15	16%
New Delinquency Petition(s)	4	4%
Increased Parental Accountability/Involvement Of Discharged Youth While The Youth Were In Residence:	96	100%
Appropriate and Acceptable Parent Child Relationship	14	15%
Significant Improvement	26	27%
Some Improvement	34	35%
Unchanged	18	19%
Unknown	1	1%
Decreased	3	3%
Fulfillment Of Court Ordered Restitution And/Or Community Service	47 of 57	83%

As reflected in Table 7 above, evaluation showed that of the 96 youth discharged from a Multipurpose Juvenile Home during FY 2008-2009, fourteen sets of parents were deemed to display appropriate acceptable involvement with their child at admission and during his/her period of residence. Thirty-four parents demonstrated some improvement in involvement with their child, and twenty-six parents reflected significant positive change in their degree of involvement with their child during his/her residence at a Multipurpose Juvenile Home. Eighteen parents remained unchanged in their degree of involvement with their child, and three sets of parents showed a decrease in involvement with their child. The nature of the relationship between one parent and his/her child could not be assessed.

Of the 69 youth discharged from the continuing care program during FY 2008-2009, only six (9%) of this number had new delinquency petitions filed against them during the time they were receiving continuing care. Another eight youth demonstrated behavior that caused the court counselor to file a motion to review or vacate their order of community supervision. Four other youth were charged with being undisciplined. The clear majority of 51 of 69 (74%) successfully completed their order of community supervision without a violation. This positive outcome is likely linked to an improvement in parental accountability/involvement.

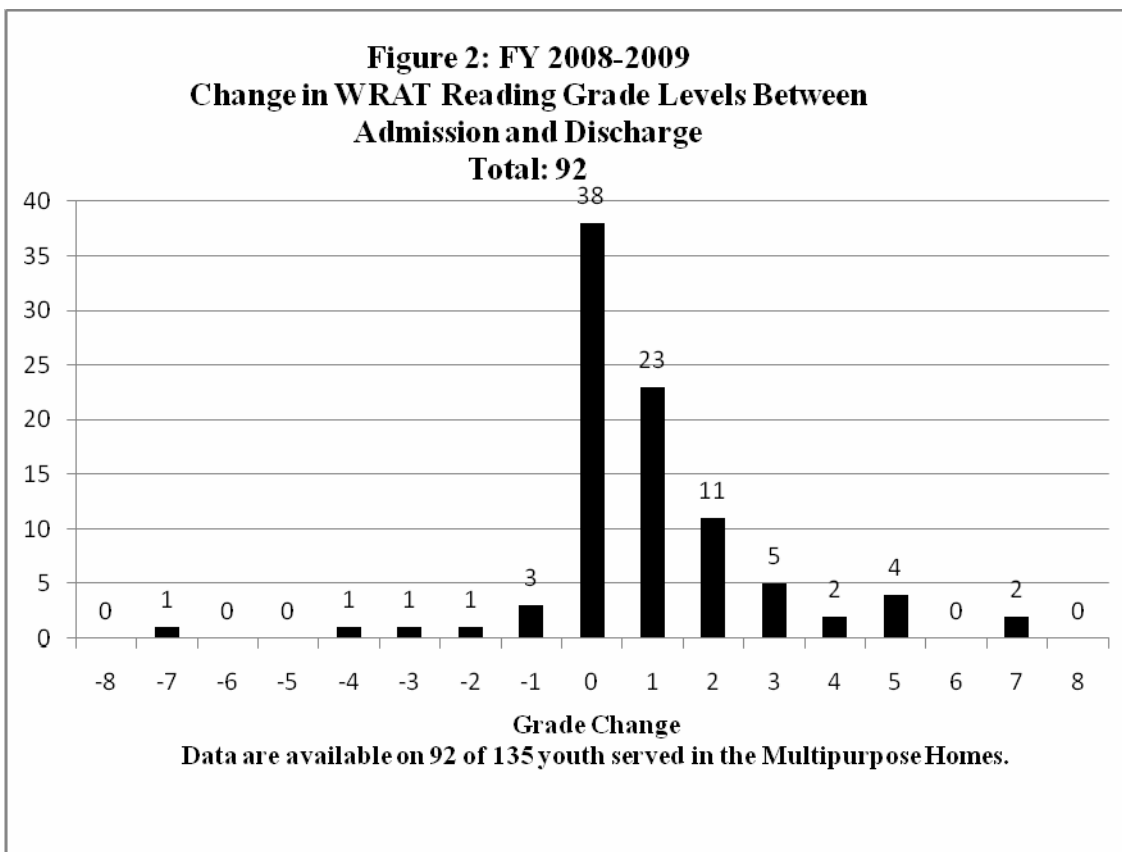
Additional analysis of the data displayed in Table 8 below showed that fourteen parents demonstrated acceptable appropriate involvement with their child at the time that he/she was admitted to continuing care. During the time that continuing care was offered, twenty parents were deemed to demonstrate some improvement in involvement with their child, and ten others were rated as showing significant improvement in involvement with their child. Sixteen parents remained unchanged in the degree of involvement demonstrated during the period of continuing care, and three parents were viewed as having a decrease in involvement with their child. The status of the relationship between parent and child was not rated in six cases at the time of termination.

Table 8 - Outcome Characteristics During Continuing Care

Reduction in Violations of Community Supervision Standards of Youth Completing Continuing Care:	69
No New Problems	51
Motion(s) for Review Of Court Order	8
New Delinquency Petition(s)	6
New Undisciplined Petition(s)	4
Increased Parental Accountability/Involvement of Youth Completing Continuing Care:	69
No Problems At Referral Or Since	14
Significant Improvement	10
Some Improvement	20
Unchanged	16
Decreased	3
Not Rated	6

Reading Ability

Youth continue to improve in reading ability as evidenced by *Wide Range Achievement Test* scores. Youth are tested on their reading ability upon entry into the program and at several intervals while in residence. During FY 2008-2009, the *Wide Range Achievement Test* was administered to 92 youth. Test results revealed that seven (7) youth experienced a decrease in reading ability over the course of their residency. The reading ability of 38 other youth remained at their entrance score grade level. Twenty-three youth demonstrated an improvement in reading ability equal to one grade level. Eleven youth raised their reading ability by two grade levels. Five youth increased their reading ability by three grade levels. Two (2) youth raised their reading ability by four grade levels. Four (4) other youth increased their reading scores by five grade levels. One (1) youth increased his reading ability by seven grade levels, and one (1) youth raised his reading ability by eight grade levels. See Figure 2 below:



Overall Academic Functioning

Overall academic functioning showed a positive change as well. Risk and protective factor assessments showed that at admission 32% of youth were functioning at grade level in reading and math, while at discharge 54% were functioning at grade level in reading and math. Experience and best practice options suggest that addressing problem behavior is critical to educational success. The *Value Based Therapeutic Environment Model of Care* created and offered by the contracted provider incorporates this insight. The program focuses on identifying behavioral deficits and teaching skills to perform new, more positive behaviors. Trained staff spends considerable time helping students to

see the value in engaging in appropriate school behavior and creating a living environment that promotes learning.

Scholarship Program

Methodist Home for Children continues to offer a scholarship program for post-secondary education or vocational training as a benevolent contribution to the future of these youth. All youth served by the program are eligible for this scholarship. Methodist Home for Children funds this program independent of this contract and bears all of the financial responsibility. Three Multipurpose Juvenile Home youth benefited from this program during FY 2008-2009.

Staff Enhancement

Three staff members earned their resident counselor certification during FY 2008-2009. The Department and contracted provider continue to view the certification process as an ongoing method for verifying staff competency that creates additional incentive, recognition, and reward for excellence.

Compliance with the Goals of the *Juvenile Justice Reform Act S. L. 1998-202*

The Juvenile Justice Reform Act supports change from earlier operational processes found throughout Juvenile Justice in North Carolina. Its authors foresaw the need for different outcomes and provided a road map to achieve the envisioned ends. Prominent among the established goals are:

- Development of a sound admission and intake program to juvenile facilities
- Creation and operation of programs that meet the needs of juveniles receiving services
- Adoption of rules and regulations that implement the various provisions of the Act
- Development and coordination of comprehensive multidisciplinary services and programs for the prevention of juvenile delinquency, along with early intervention, and a focus on the rehabilitation of juveniles
- Collection of data
- Assisting private agencies in the development of juvenile prevention services
- Purchase of services from private agencies
- The development of community based alternatives to YDC commitment
- Working with communities to provide services and treatment options to meet the physical, emotional, and mental health needs of juveniles and families including group homes with psychological treatment and programs

The Department and its contracted provider expend considerable effort in support of achieving compliance with the requirements of this legislation. Since their creation with 1989 Prison Bond Referendum funds, Multipurpose Juvenile Homes have consistently operated as evolving rather than static entities. Physical structures have been maintained and updated as funds have been available. Positive community relations have been enhanced, and the community partnerships that have been developed have expanded access to medical, dental, clinical, educational and recreational resources. Within the Multipurpose Juvenile Home's program, service outreach has been broadened to embrace the client's family. Staff training has been strengthened and an evidence-based model of care has been adopted. Outcome data are being amassed and utilized to guide treatment and programmatic decisions. Change, as envisioned in the *Juvenile Justice Reform Act*, is

occurring. The Department's evaluation of the Multipurpose Juvenile Home's compliance with the requirements, and tenor, of the *Juvenile Justice Reform Act* has resulted in a determination that that the compliance rating is "high."

Program Cost

During FY 2008-2009, the Multipurpose Juvenile Home program operated at 83% of capacity. The cost per bed day was \$190.07.

Summary

February 2010 marked the Department's seventeenth year of experience in the operation of Multipurpose Juvenile Homes. Each Annual Evaluation Report has shown the program to be an effective means of interrupting placement in a detention facility and commitment to a Youth Development Center. And this accomplishment occurs while serving a youth and his/her family in the youth's home community. Over the years the six (6) original Multipurpose Juvenile Homes accumulated a long history of acceptance by, and cooperation with, the communities and judicial districts served. This achievement has been due to the quality of the services rendered, the physical location of the Homes, the community's appreciation of the resource, and the desire of staff to maintain and promote positive relationships.

At the request of the Department, independent researchers have reviewed the Multipurpose Juvenile Home program model and determined that it is sound, progressive, and effective. It relies on specific counseling approaches that include cognitive-behavioral interventions, and it emphasizes the values of compassion, honesty, empowerment, respect, responsibility and, spirituality. The program model supplements these interventions and values with services such as mentoring, academic tutoring, and the improvement of interpersonal skills. Together, these options serve to provide effective treatment ingredients within a comprehensive program structure. This conclusion is supported by the nationally recognized meta-analysis research of Dr's. Mark Lipsey and Buddy Howell, consultants to numerous state juvenile justice systems, including the North Carolina's Department of Juvenile Justice and Delinquency Prevention and the federal government.

The program's emphasis on empowering youth to stay connected with, and reintegrate back into their home community on discharge has caused Multipurpose Juvenile Homes to be viewed as an integral part of the Department's habilitation strategy in the underserved communities and judicial districts where they are located. Outcome data show that the program structure of the Multipurpose Juvenile Homes allows youth to acquire the skills and values they need to be successful upon return to their local communities.