



Department of Juvenile Justice and Delinquency Prevention

Multipurpose Juvenile Homes

**Annual Report
Fiscal Year 2002-2003
Submitted April 2004**

2002-2003 Report to the Legislature regarding *Multipurpose Juvenile Homes*

Executive Summary

Multipurpose Juvenile Homes have offered effective services to law violating youth and their families for more than a decade in approximately one third of North Carolina's most economically deprived and service barren judicial districts. Currently operational programs exist in Hertford, Chowan, Craven, Wayne, Robeson, and Alamance Counties serving 12 judicial districts and 29 counties.

During FY2002-2003, these six programs served 223 youth admissions to residential and in-home services at an annual average cost per child service of \$12,749. The total cost per individual youth for the 152 youth served is \$17,979. The Department has decreased the utilization of the residential placements for short-term alternatives to detention and increased the number of placements for treatment services for youth under court supervision.

The program provider, Methodist Home for Children, is using evidence based best practice intervention strategies such as cognitive behavioral therapy, mentoring, tutoring, and self help skills to effect positive behavioral change. DJJDP case management for juveniles includes plans for sufficient lengths of stay to maximize the program benefits of treatment services.

Five of the original six multipurpose juvenile homes are currently funded and fully operational in state owned facilities. One of the original homes, located in Macon County, was closed due to state budget reductions. Additionally, state budget reductions prevented the opening or continuation of three of the four expansion homes authorized through the *Juvenile Justice Reform Act*. The one expansion home that remained operational with state funding is a six-bed facility owned by the provider and located in Alamance County.

Outcome measures for the youth served are very positive. Of the 121 youth terminated from the residential component, 88 (73%) completed the program in accordance with placement expectations. Only 4 (3%) were terminated to detention or to a Youth Development Center. Most of the youth terminated, 117 (97%) were enrolled in school upon completion of the residential service. During their placement, which included home visits, the youth showed a reduction in court referrals (96%) and runaway behavior (82%). Of the 72 youth served in the continuing care in-home service, 45 (74%) completed the program meeting service and behavior expectations. The number of court referrals for these youth was reduced while in this in-home program by 92%, runaway behavior by 82% and school suspensions by 83%.

Historical Background

Supported by funds authorized through the *1990 Prison Bond Referendum*, North Carolina's *Department of Health and Human Services, Division of Youth Services* partnered with six of the State's most economically and service deprived rural judicial districts to establish residential facilities for juvenile offenders. The programs offered through these facilities are designed to meet the needs of youth requiring secure detention, long-term treatment, or a safe transition for youth between institutional confinement and the local community. The facilities providing these services are called *Multipurpose Juvenile Homes*. Initial construction located homes in Hertford, Chowan, Craven, Wayne, Robeson, and Macon counties. All began receiving clients in 1993.

Positive client outcomes and community acceptance caused the *General Assembly* to authorize program expansion in 1998. At that time, the *Juvenile Justice Reform Act* provided for the construction of four additional Multipurpose Juvenile Homes. Unfortunately, declining budget revenues during subsequent years required drastic budget reductions. Ultimately, program expansion was limited to a single facility in Alamance County in the 15th Judicial District.

2003 Services Rendered and Staffing Provided

Each Multipurpose Juvenile Home is designed to provide a *system of care* for youth and families in the judicial district(s) that it serves. Any youth under the jurisdiction of a juvenile court may be admitted to one or more of several programs offered in each of the Homes. For example, a youth identified as requiring *Secure Custody* may be admitted, assessed, and provided care for a period of time before being returned to court for *Adjudication*. The court's *Disposition* may return the same youth to the Multipurpose Juvenile Home for *Treatment* as a component of court supervision. Once residential treatment goals have been realized, the youth may return home and be served through the *Continuing Care* program component. Another Multipurpose Juvenile Home client may progress through treatment and be released to some other community *Plan of Care* that has been coordinated by Multipurpose Home staff and the youth's court counselor.

Each Multipurpose Juvenile Home provides at least double staff coverage during normal program hours and overnight awake supervision while clients sleep. A program manager, family services specialist and certified teacher contribute to treatment and education services in addition to the Home's resident counselors and overnight awake staff.

During FY 2002-2003, Multipurpose Juvenile Homes operated at 89% of capacity on any given day. Program costs are reasonable. Total contract disbursements amounted to \$2,843,041 during FY2002-2003. These dollars served 152 youth in residential care and 71 youth through Continuing Care. Data counts reveal that 43 youth were being served in residence on July 1, 2002 and that an additional 109 juveniles were admitted to the Multipurpose Juvenile Homes before June 30, 2003. In addition, data show 12 youth being served in Continuing Care on July 1, 2002 and 59 others accepted into the Continuing Care program component during FY 2002-2003. The combined total of youth served through the Multipurpose Juvenile Home program during the 2002-2003 Fiscal Year is 223. While there was variance in the amount of time various youth were provided care and treatment, the average annual cost per youth served was \$12,749.

Contract Provider

The Methodist Home for Children has provided contract services to the *North Carolina Department of Juvenile Justice & Delinquency Prevention* for the operation of the Multipurpose Juvenile Homes from the time the Homes opened. This nationally prominent child serving agency has 105 years of experience, employs 250 trained and professionally competent staff, holds two national accreditations and, administers a service continuum that includes two *Five Star* child care centers, 15 group care facilities and 175 foster families. Methodist Home is also licensed as a child-placing agency.

Profile of Youth Served during FY 2002-2003

Number of youth served through residential care: 152

Number of youth served through *Continuing Care*: 71

Total number of youth receiving service: 223

Number of youth admitted in pre-adjudicatory status: 38 (25%)

Number of youth admitted in post-adjudicatory status: 114 (75%)

Number of youth admitted in pre-adjudicatory status that remained in a Home following adjudication: 21 (17%)

Number of youth by race: Caucasian 43 (28.3%); Black 86 (56.6%); other minority: 7 (4.6%); Native American: 16 (10.5%)

Most frequently recorded offenses: probation violations: (22%); assaults (18%); larceny (9%); breaking & entering (7%); weapon possession (7%); possession of stolen property (7%); injury to personal property (7%)

The average length of stay for youth admitted in pre-adjudicatory status was: 93 days.

The average length of stay for youth admitted in post-adjudicatory status was 99 days

The average length of stay for youth who went from pre to post- adjudicatory status was: 138 days.

The vast majority of youth (80%) were discharged to their parents. An additional 3% went to live with relatives. Only six youth were discharged to a secure detention facility and only one youth was discharged to a Youth Development Center.

The demand for Multipurpose Juvenile Home bed space and services remained high throughout FY 2002-2003. The occupancy rate for the five original homes was 89%. Occupancy at the new Alamance home has progressed according to plan. Five of the six beds in the home are typically filled.

Outcomes

The Multipurpose Juvenile Home program continues to prepare clients for positive community reintegration. Service termination reports from the court counselors show that 73% of the Home's clients successfully completed the Post Release Supervision process. While individualized circumstances such as parental relocation or runaway caused several youth to miss receiving maximum benefit during their Post Release Supervision experience, only 16 youth (13%) were removed by court action.

During the follow-up period, only three youth experienced problems in school that resulted in expulsion or long-term suspension. One other client dropped out of school. However, a remarkable 97% of the Multipurpose Home clients tracked this fiscal year were enrolled in educational programs as FY 2002-2003 came to a close. Moreover, slightly more than two-thirds (69%) were identified as experiencing fewer or no problems in school. A similar number are reported to have fewer or no significant problems adjusting in their own home.

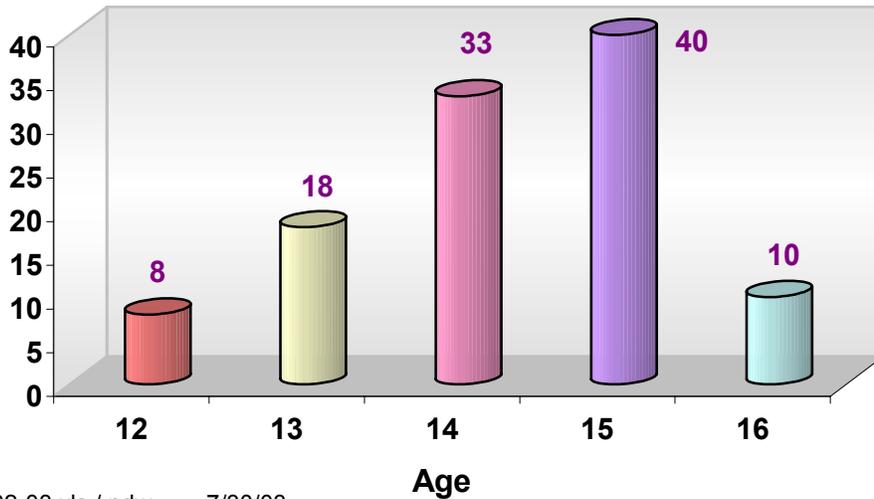
Of the 121 youth tracked through Post Release Supervision during FY 2002-2003, only two had new delinquency petitions filed against them. Four others were petitioned into juvenile court in response to Complaints for Undisciplined Behavior.

The Department of Juvenile Justice & Delinquency Prevention funds program options that are intended to provide youth habilitation. Experience and *Best Practice Research* both support the Department's intent to further reduce

short-term secure placements in Multipurpose Juvenile Homes in favor of enhancing the Homes long-term treatment component. Actions in support of these ends have already been implemented.

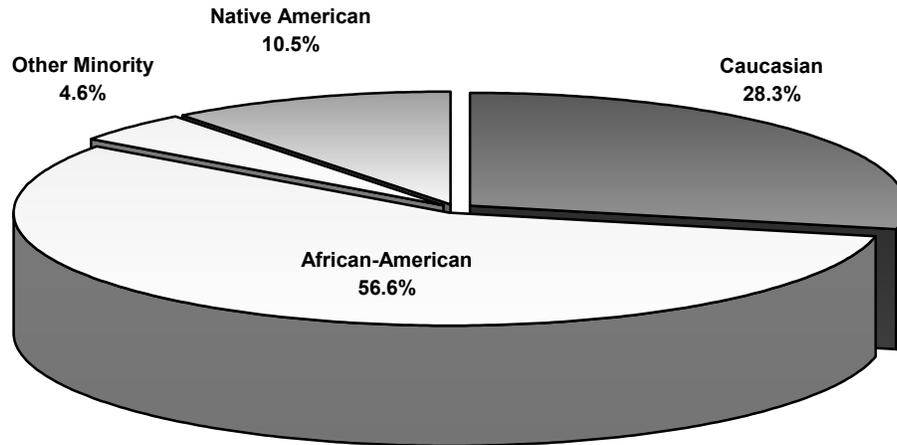
Additional statistical information regarding the programs offered through the Multipurpose Juvenile Homes is provided below:

**Multipurpose Juvenile Homes Admissions by Age
FY 2002 -2003**
Total Admissions: 109



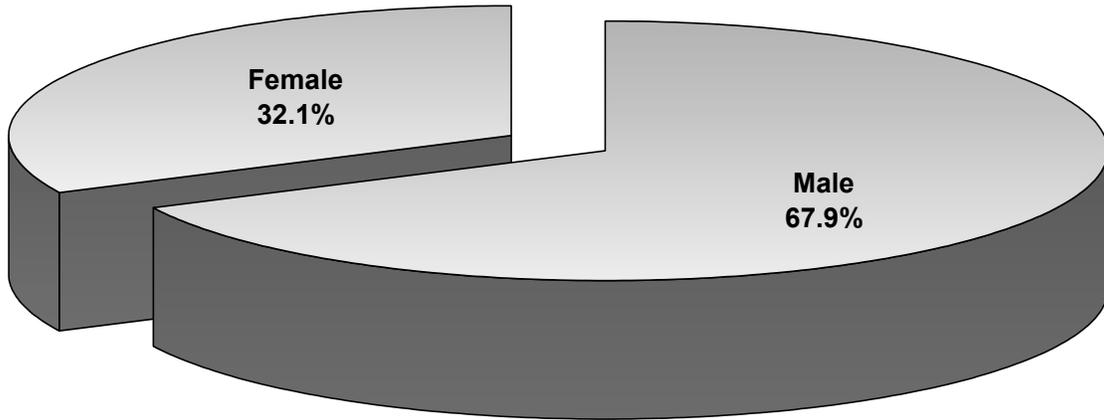
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**Multipurpose Juvenile Homes
Youth Served by Race
FY 2002 - 2003**
Total Served: 152



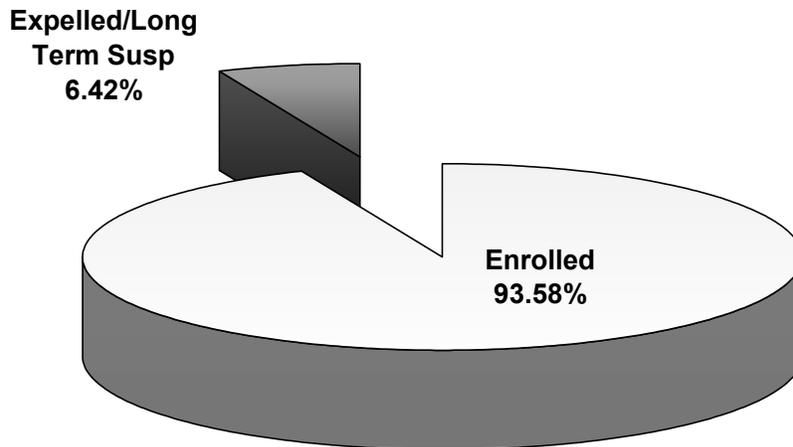
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**Multipurpose Juvenile Homes
Admissions by Gender
FY 2002 - 2003
Total Admissions: 109**

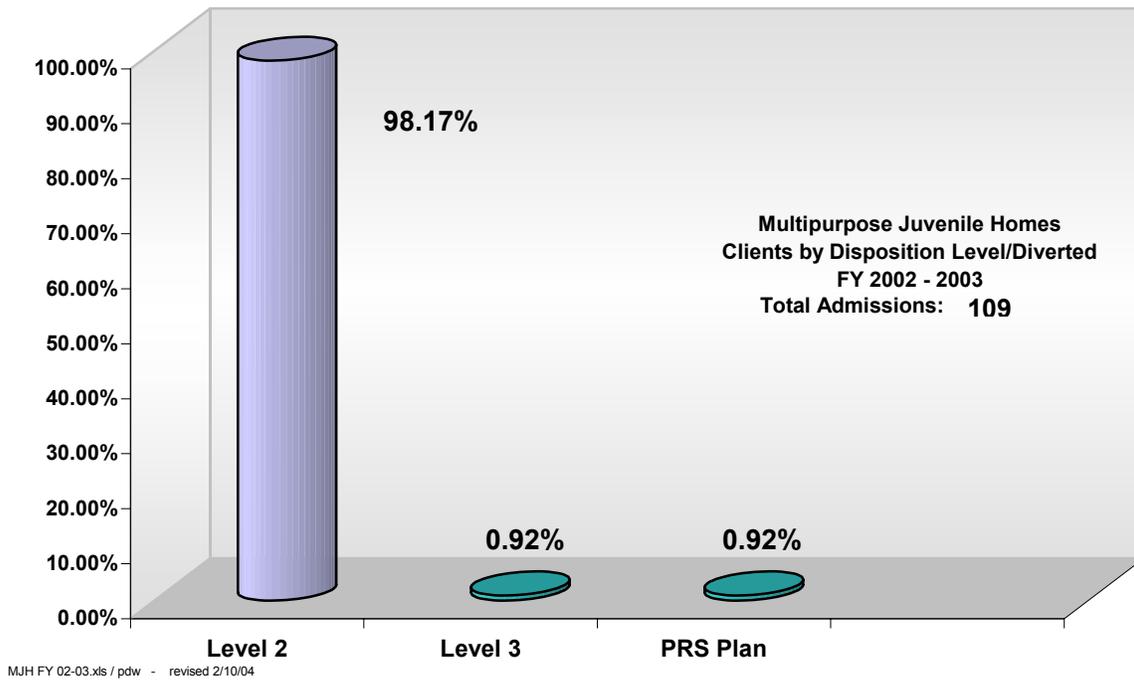
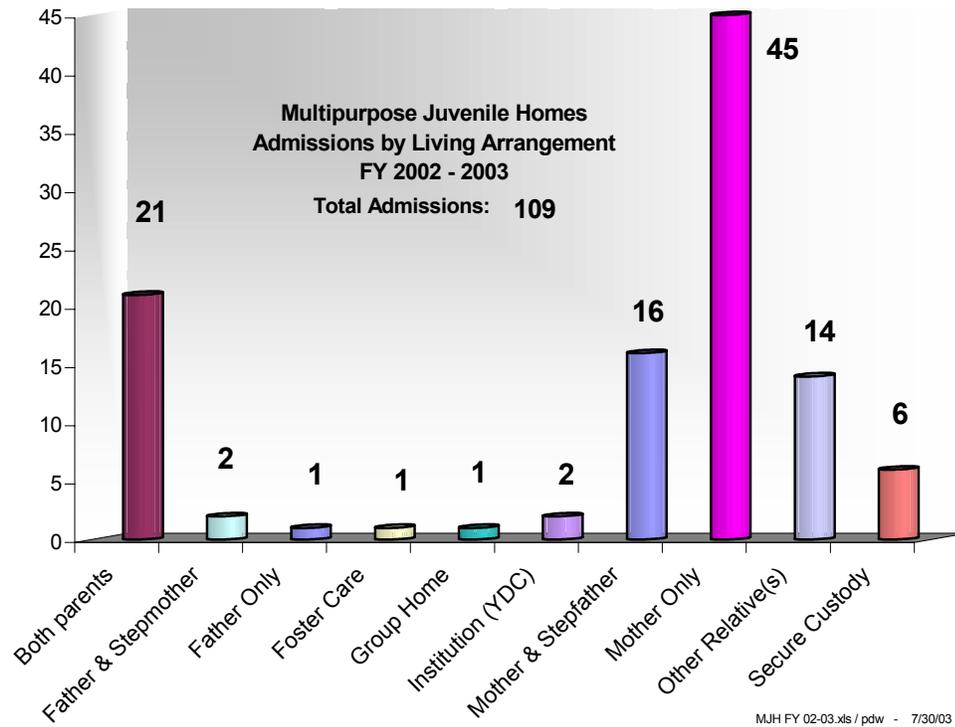


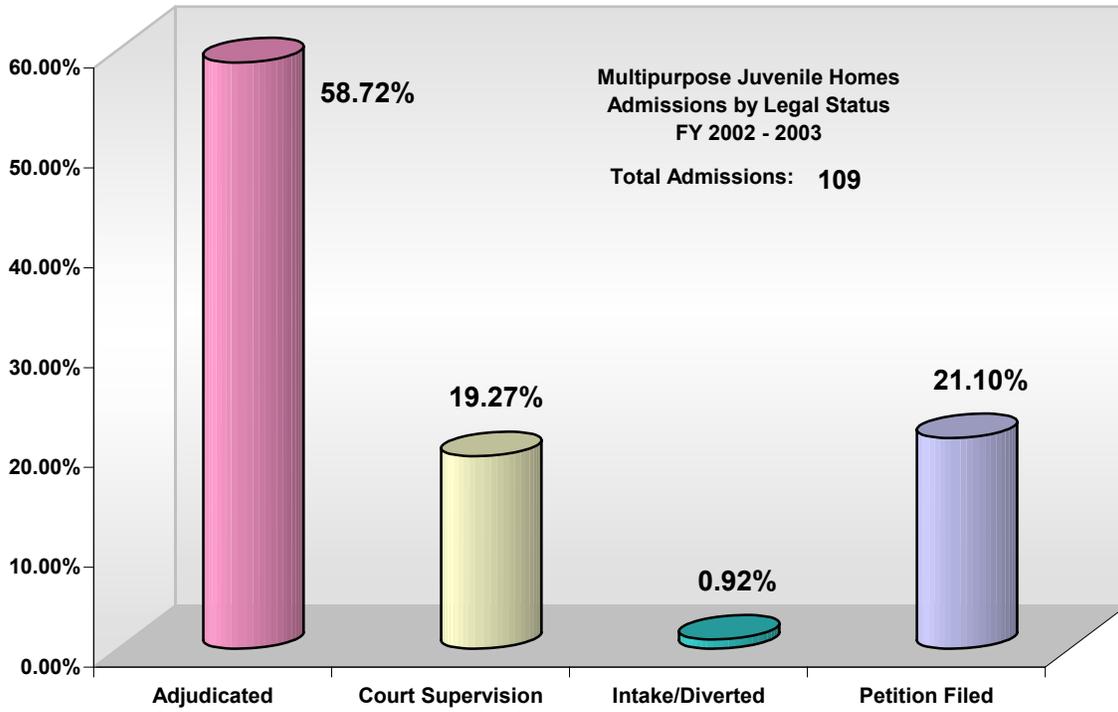
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**Multipurpose Juvenile Homes
School Status at Admission
FY 2002 - 2003
Total Admissions: 109**



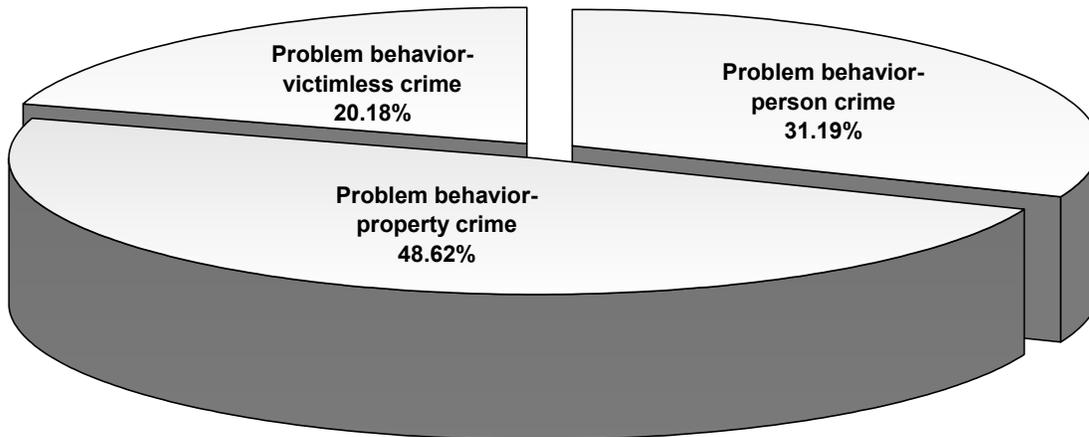
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Multipurpose Juvenile Homes Referral Reason FY 2002 - 2003

Total Admissions: 109



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Treatment Services Provided

Five of the original six Multipurpose Homes continue to operate in Hertford, Chowan, Craven, Wayne and, Robeson counties. These programs provide secure and non-secure residential options. Certified teachers render academic services in each of the original Homes. Horizon broadening experiences and family outreach services are arranged by each Home's Family Services Specialist. Youth in residence for at least 45 days are eligible for follow-up wraparound services entitled *Continuing Care*.

The Alamance Home is piloting a new program model that combines *Residential* and *Foster Care* options in a more comprehensive service continuum. Residential care admissions are preplanned and limited to six youth who can be effectively served in a staff secure environment. Foster Care admissions are capped at three. Youth assigned to both programs attend local schools, participate in community activities and are eligible for community wraparound services following completion of the program's residential component.

Foster Care admissions are coordinated, if appropriate, with the local *Department of Social Services* and planned for initial stays of approximately 120 days. Youth admitted into this facet of the program have a history of law violating behavior but are also likely to be identified as being at risk of becoming, dependent, abused, or neglected children who are in need of an out-of-home placement.

Effectiveness of Multipurpose Juvenile Homes

Multipurpose Juvenile Homes function as a primary intervention strategy for the *Department of Juvenile Justice & Delinquency Prevention*. They are effective in interrupting commitment to a Youth Development Center and allow the Department opportunity to test promising intervention techniques. The *Foster Care* model being piloted at the Alamance Home serves as a good example of this practice.

The five original Homes have a long history of community acceptance and cooperation. Physical location and staff-community interactions promote community awareness, involvement, and support of the Multipurpose Home programs. Although the new Alamance Home's community neighborhood offered some initial resistance, the Contractor and DJJDP have used prior experience with relevant programs to educate neighbors as to the nature and professionalism of the program. The results are positive community relationships. An example is the neighborhood adoption of the Home's residents during the

holiday season. Their support included visits, gifts, exclamations of encouragement, and positive follow-up interactions.

Independent researchers have identified the program services provided through the Multipurpose Juvenile Home Program Model as interventions effective in reducing recidivism. Reliance on specific counseling approaches such as cognitive behavioral therapy and coupling a primary intervention with supplemental services like mentoring, academic tutoring, and interpersonal skills building serve to provide effective treatment ingredients within a comprehensive program structure. Such actions are supported by the nationally recognized meta-analysis research of DJJDP consultants Dr's. Mark Lipsey and Buddy Howell.

The delivery of multiple overlapping service components allows the Multipurpose Juvenile Homes to target a client's key needs and risks. By directing staff time and expertise toward meeting a youth's specific needs, the risk of continuing law-violating behavior is reduced. Overall program effectiveness is additionally strengthened through practiced client selection and service duration decisions. For example, the vast majority of pre-adjudication admissions are directed toward short term secure stays and a growing number of post-adjudication admissions are provided treatment within a 120 and 240-day timeframe. These actions are taken because best practice research shows that the rendering of services in these dosages to the appropriate juveniles increases the likelihood of reduced delinquent behavior and increased, related positive outcomes for the youth and the youth's family.

Experience with the operation of the Multipurpose Juvenile Home has led the Department to rely more heavily on the use of the home for treatment services and to pilot an enhanced program model. This model relies on best practice determinations and increases the involvement with community resources. The model provides for the youth to attend public school, offers group home and foster home placements, and provides in-home family counseling. Early indicators are positive that this model offers increased opportunity for success in increasing positive behaviors and reducing additional delinquency.

For more than a decade Multipurpose Juvenile Homes have functioned as community accepted and supported intervention strategies. The *Department of Juvenile Justice & Delinquency Prevention* is pleased to count them among the programmatic efforts that reduce recidivism, interrupt commitments to Youth Development Centers, and well serve youth and their families at reasonable cost to the taxpayer.