



**Multipurpose Juvenile Home
Annual Evaluation Report
March 2009**

**Special Provision: S.L. 2007-323
Section 18.4**

Submitted by:
Department of Juvenile Justice and Delinquency Prevention

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Executive Summary

Multipurpose Juvenile Home Program

Responding to the requirement of *Section 18.4: Annual Evaluation of Community Programs, of Session Law 2007-323*, the Department of Juvenile Justice & Delinquency Prevention undertook careful evaluation of the contracted providers' 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 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 valuable community resources that serve sixteen judicial districts.
- The Homes utilize a model of care that is grounded in evidence-based practices.
- All youth received in the Multipurpose Homes are referred by their local juvenile court and range in age from 11 to 17.
- Most residents are minority males from a single parent home.
- Two-thirds of those youth admitted are still enrolled in school but are performing poorly in all academic pursuits
- Of the 91 youth admitted during FY 2007-08, 43 were referred for a crime against a person and 48 were referred for a crime against property.
- A total of 218 youth were served through the Multipurpose Homes' programs during FY 2007-08.
- 81% of the youth served returned to the home of their parent(s) upon discharge.
- 86% of discharged youth reenrolled in their home school.
- 35 of the 44 youth served in continuing care 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 Home, 108 adjudications occurred, but during the six months subsequent to discharge, only 28 adjudications occurred.
- Based on a follow-up survey, the youth self-reported that 60% were avoiding criminal activities one year after discharge.
- All youth successfully completed their restitution requirements while in residence.

- Parental accountability/involvement was improved in a vast majority (72%) of cases.
- 27% of the admitted youth were functioning at grade level in reading at the time of admission, with 48% functioning at grade level at the time of discharge.
- Two youths received a post-secondary scholarship through Methodist Home for Children.
- Overall, the Homes operated at 83% of capacity at a cost per bed day of \$173.00.

Introduction

Responding to the requirements of *Session Law 2007-323, Section 18.4, Annual Evaluation of Community Programs*, the Department of Juvenile Justice & Delinquency Prevention (hereafter the “Department”) is submitting the evaluation of its Multipurpose Home’s Program for FY 2007-2008. In so doing, the Department has considered whether a youth’s participation in the Multipurpose Home Program results in a reduction of court involvement and whether the Multipurpose Home Program is achieving the goals and objectives of the *Juvenile Justice Reform Act, S. L. 1998-202*.

Historical Background

The Multipurpose 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 to 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 Home’s treatment component while continuing to serve as a place of safe transition between Youth Development Centers and local communities.

Multipurpose Homes are currently operational in Alamance, Chowan, Craven, Hertford, Macon, Robeson, and Wayne Counties. Jointly, these Homes serve Judicial Districts 1, 2, 3A, 3B, 6A, 6B, 8, 9A, 15A, 15B, 16A, 16B, 17A, 17B, 19B, and 30. Youths served through the Alamance Home may be either a Department Level 1 or a Department Level 2 offender who is admitted to residential care in the facility or into one of three contracted Foster Care beds. Each of the other Multipurpose Homes accepts both Department Level 2 and Level 3 offenders.

The Macon County 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 operated at near capacity since that time; however, details regarding the Home’s overall performance are not included in this report because only one month of FY 07-08 data was accumulated.

Contracted Provider

Methodist Home for Children (MHC) has served as the Department’s contracted provider since the Homes opened. The Agency has 110 years of experience serving children, youth, and families. It employs 191 trained and professionally competent staff and holds two national accreditations. The Methodist Home’s service continuum includes a five star child care center, ten group care facilities, supervisory and management services for 98 foster families, adoption services, in-home family counseling, substance abuse counseling, and program consultation, as well as staff training.

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 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.

The program of the Alamance Home is unique in that it serves both Department Level 1 and Level 2 youth through placement in the Home's residential or foster care components. As in all of the other Homes, treatment that includes continuing care flows from an individualized service plan. The Alamance Home relies on public school placements for all admitted clients.

Each Multipurpose Juvenile Home provides for at least two staff on the premises during normal program hours and overnight awake supervision while clients sleep. A program manager, family services specialist, and certified teacher contribute to treatment services in addition to the Multipurpose Juvenile Home's residential counselors. Moreover, several areas of the Multipurpose Juvenile Home program continue to positively evolve. For example:

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:

- 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 is 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 2007-2008, staff continued

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

to become more proficient in employing the model. The youths 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 youths, but not the families of the youths, served through its programs. During FY 2007-08, a total of 91 youths were admitted to Multipurpose Homes. These 91 youth joined 44 youth already in residential care and 15 in continuing care on July 1, 2007. Demographically, the diverse nature of those admitted to care is reflected in the tables and charts that follow:

**Table 1
Multipurpose Homes: Admission Characteristics**

	<i>N</i>	%
Admissions By Referral Source:	91	Court =100%
Admissions By Age:	91	100%
11 Years Old	2	2%
12 Years Old	3	2%
13 Years Old	6	6%
14 Years Old	22	25%
15 Years Old	44	49%
16 Years Old	14	16%
Admissions By Gender:	91	100%
Male	76	84%
Female	15	16%
Admissions By Race:	91	100%
White	23	26%
Black	55	61%
Hispanic	3	2%
Native American	6	6%
Multiracial	4	5%

Table 2
Multipurpose Homes: Admission Characteristics (Continued)

	<i>N</i>	<i>%</i>
Living Arrangements Upon Admission:	91	
Both Parents		4%
Father & Stepmother		6%
Father Only		7%
Foster Care		1%
Group Home		1%
Institution (YDC)		1%
Mother & Stepfather		13%
Mother Only		45%
Multipurpose Home		1%
Adoptive Parent		1%
Relatives		12%
Secure Custody (Detention Center)		9%
School Status Upon Admission:	91	
Enrolled		80.2%
GED/ABE Program		1.1%
Graduated		2.2%
Expelled or Long Term Suspended:		12.1%
Dropped Out		4.4%
Legal Status Upon Admission:	91	
Probation		3.3%
Adjudicated Delinquent		59.3%
Petition Filed Against Youth		37.4%
Admissions By Referral Reason:	91	100%
Problem Behavior (Person Crime)	43	48%
Problem Behavior (Property Crime)	48	52%
Admissions By Disposition:	91	100%
Level I	5	5%
Level II	86	95%

Table 3
Living Arrangements Upon Admission
Total Admissions: 91

	%
Both Parents	4
Father and Stepmother	6
Father Only	7
Foster Care	1
Group Home	1
Institution	1
Mother and Stepfather	13
Mother Only	45
Multi-purpose Home	1
Adoptive Parent	1
Relatives	12
Secure Custody (Detention Center)	9

Table 4
School Status Upon Admission
Total Admissions: 91

	%
Dropped Out	4.4
Enrolled	80.2
Expelled or Long-Term Suspended	12.1
GED/ABE	1.1
Graduated	2.2

Multipurpose Juvenile Homes serve youth and families through the provision of residential care, continuing care, or foster care. The continuing care component of each Home's program lasts for at least 180 days following discharge. Some youth are always already being served through residential, continuing care, or foster care when the fiscal year begins. New placements cause the numbers of youth served to expand.

Table 5
Total Served Characteristics

	<i>N</i>
Number of Youth Served Through All Program Components:	218
In Residence on 7/1/07	44
Admitted in 2007-2008	91
Total Served in Residence 2007-2008	135
In Continuing Care on 7/1/07	15
Admitted to Continuing Care 2007-2008	63
Total Served in Continuing Care 2007-2008	78
In Foster Care on 7/1/07	1
Admitted to Foster Care 2007-2008	4
Total Served through Foster Care 2007-2008	5

The Alamance Multipurpose Home is licensed as a residential child care facility by the Department of Social Services and has a capacity of six youth. Each of the other Multipurpose Homes has a capacity of eight youth. Demand varies in accord with the resources and needs of the judicial districts served. See Table 6 below.

Table 6
Percent Capacity Filled - Multipurpose Homes

	%
Alamance	71.8
Chowan	83.7
Craven	90.4
Hertford	88.5
Robeson	75.4
Wayne	86.5
All Homes	83.2

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. Because the Macon County Home was in “start up” status for all but one month of FY 2007-2008, no data regarding program operations are included in this report.

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. These surveys help all parties understand the success of post-discharged youth served through a Multipurpose Home. Listed in Table 7 below are data from the surveys completed during FY 2007-2008.

Table 7
Providers’ 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	70%
Maintains a positive on-going relationship with a caring, responsible adult	67%
Is maintaining optimal health functioning with needed and appropriate supports	82%
Avoiding Subsequent Complaints at 6 Months Post Discharge	50%

Change in Risk & Protective Factors by Discharge

The chart that immediately follows reflects data from the *Risk and Protective Factors Worksheet* for youth served during FY 2007-2008. 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 2007-2008
Protective Factors
Admission Assessments: 91
Discharge Assessments: 61
Total Assessments: 152**

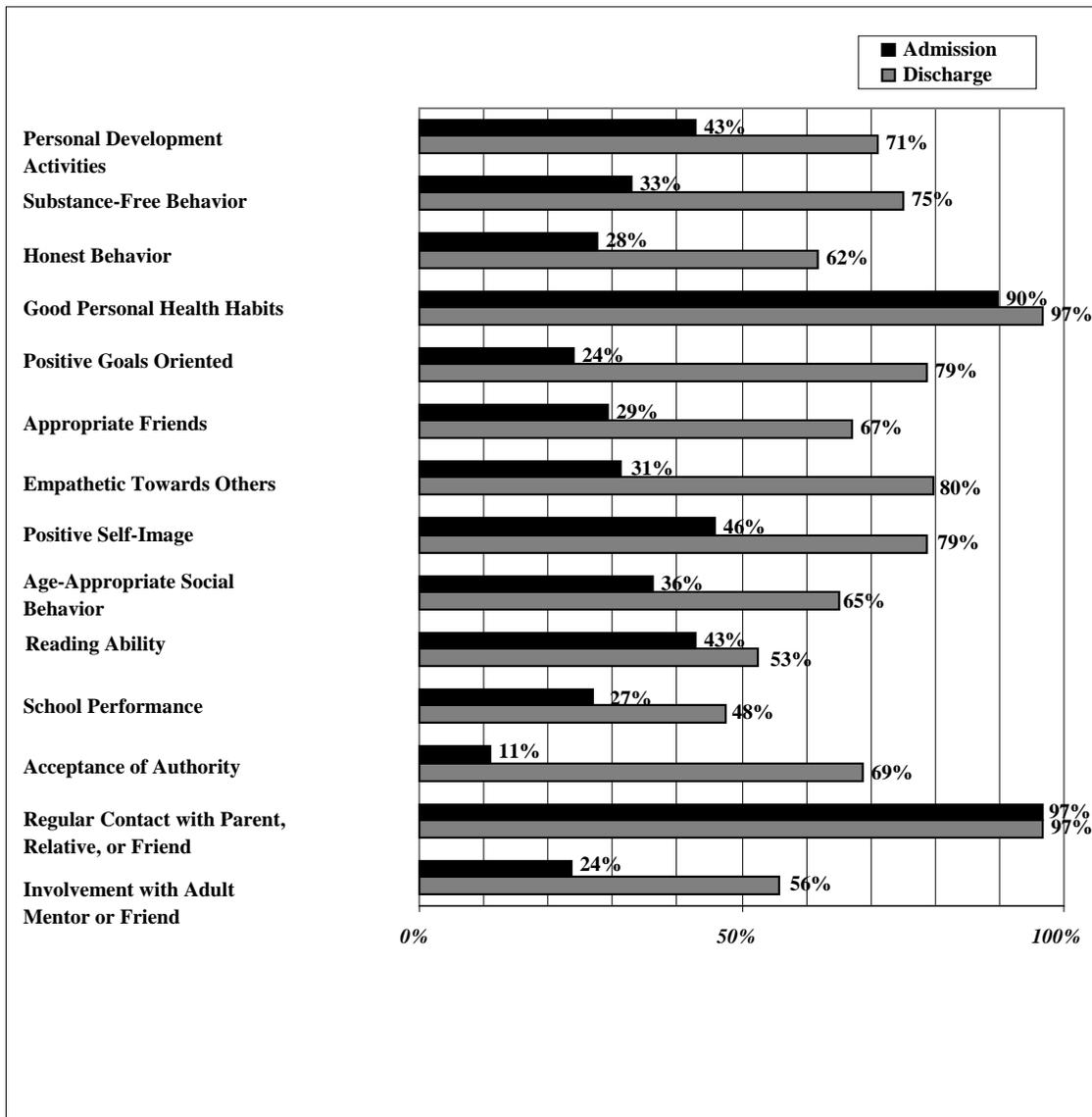


Table 8 below shows that a significant majority of youth resided with their family and enrolled in school following discharge from a Multipurpose Home.

Table 8
Multipurpose Homes: Discharge Characteristics

	<i>N</i>	<i>%</i>
Living Arrangements Upon Discharge:	91	100%
DSS Foster Care		2.2%
Therapeutic Foster Care (Private Agency)		1.1%
Parent's Home		81.3%
Child Caring Institution		2.2%
Relatives		4.4%
Secure Custody (Detention Center/Jail)		1.1%
County Jail		1.1%
Transferred to other MHC Multipurpose Home		1.1%
Therapeutic Wilderness Camp		2.2%
Runaway		3.3%
School Status Upon Discharge:	91	100%
Enrolled		86%
GED/ABE		7%
Home School		1%
Expelled or Long-Term Suspended:		4%
Dropped Out		2%

The Department's ability to accumulate data regarding youths 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 and as long as they are subject to the court's jurisdiction by the Department. Outcome-related data are presented below.

Table 9
Outcome Characteristics within Six Months of Release

	<i>N</i>
Reduction In Subsequent Complaints:	
Number of Complaints Six Months Prior to Multipurpose Home Admission	208
Number of Complaints Six Months Subsequent to Multipurpose Home Termination	62
Reduction In Subsequent Adjudications:	
Number of Adjudications Six Months Prior to Multipurpose Home Admission	108
Number of Adjudications Six Months Subsequent to Multipurpose Home Termination	28
Distinct Number of Juveniles With Complaints:	
Six Months Prior to Multipurpose Home Admission	63
Six Months Subsequent to Multipurpose Home Termination	23
Distinct Number of Juveniles with Adjudicated Juvenile Complaints:	
Six Months Prior to Multipurpose Home Admission	60
Six Months Subsequent to Multipurpose Termination	17

Table 9 above shows that, in the six months prior to admission to a Multipurpose Home, the youth admitted to care accumulated a total of 208 complaints. In the six months subsequent to discharge, only 62 new complaints were filed against them.

Table 10 below reflects findings that only five new petitions were filed against youths while they were in residence at a Multipurpose Home and that 64 youths (71%) had no new problems. Motions for review were filed on behalf of 22 youths 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 Home placement was made. All of the youth with a restitution requirement as a part of their court order successfully completed the requirement.

Table 10
Outcome Characteristics While in Residence

	<i>N</i>	<i>%</i>
Reduction in Violations of Community Supervision of Discharged Youths While in Residence	91	100%
No New Problems	64	71%
Motion(s) for Violation of Court Order	22	25%
New Delinquency Petition(s)	5	4%
Increased Parental Accountability/Involvement of Discharged Youths While the Youth Was in Residence:	91	100%
No Problems at Referral or Since	10	11%
Significant Improvement	31	34%
Some Improvement	34	38%
Unchanged	14	6%
Unknown	1	1%
Decreased	1	1%
No Problems at Referral or Since	10	9%
Fulfillment of Restitution to Victims for Youth Having Such a Court-Ordered Requirement:	21	100%

As reflected in Table 10 above, evaluation showed that, of the 91 youths discharged from a Multipurpose Home during FY 2007-2008, ten sets of parents were deemed to display appropriate acceptable involvement with their children at admission and during their period of residence. Thirty-four parents demonstrated some improvement in involvement with their children, and thirty-one parents reflected significant positive change in their degree of involvement with their children during their residence at a Multipurpose Home. Fourteen parents remained unchanged in their degree of involvement with their children, and one set of parents showed a decrease in involvement with their child. The nature of the relationship between one parent and their child could not be assessed.

A total of 44 youths received continuing care in their home communities during FY 2007-2008. Only four of this number had new delinquency petitions filed against them. Another four youths demonstrated behavior that caused the court counselor to file a motion to vacate their orders of community supervision. One other youth was charged with being undisciplined. The clear majority, 35 of 44 (80%), successfully completed their orders of community supervision without a violation. This positive outcome is likely linked to an improvement in parental accountability/involvement.

Additional analysis of the data showed that two 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, eighteen parents were deemed to demonstrate some improvement in involvement with their children and seventeen others were seen as showing significant improvement in involvement with their children. Four 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.

Table 11
Outcome Characteristics During Continuing Care

Reduction in Violations of Community Supervision Standards of Youth Completing Continuing Care:	44
No New Problems	35
Motion(s) for Violation of Court Order	4
New Delinquency Petition(s)	4
New Undisciplined Petition(s)	1
Increased Parental Accountability/Involvement of Youth Completing Continuing Care:	44
No Problems at Referral or Since	2
Significant Improvement	17
Some Improvement	18
Unchanged	4
Decreased	3

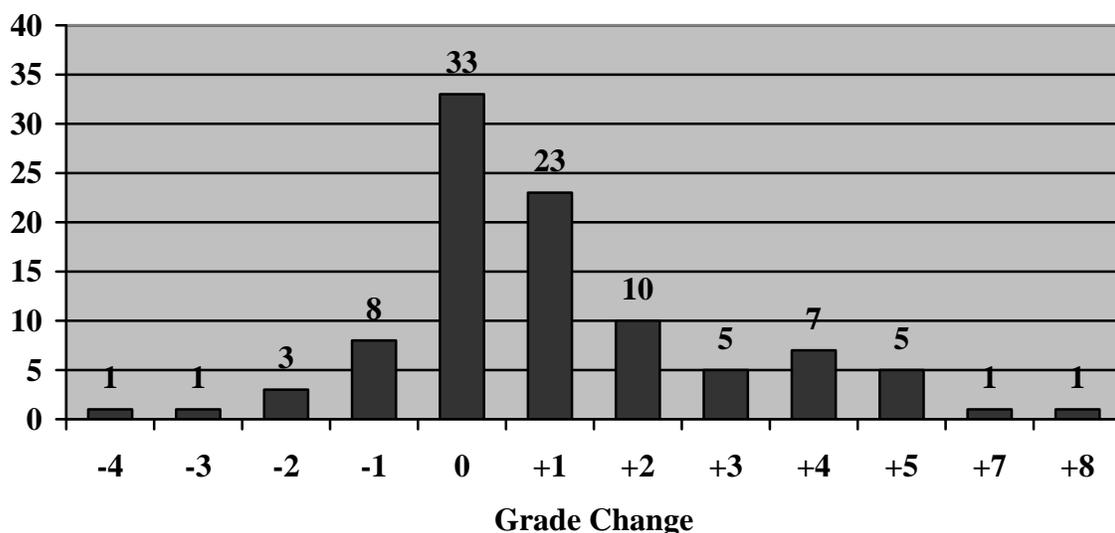
During FY 2007-2008, there were 108 adjudications for youths admitted to a Multipurpose Home during the six months prior to their admission. During the six months subsequent to discharge from a Multipurpose Home, there were 28 adjudications. Evaluation data show that only two youths were adjudicated while receiving continuing care and that only ten youths were adjudicated for offenses six months subsequent to release from continuing care.

Youth 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 2007-2008, the *Wide Range Achievement Test* was administered to 98 youths. Test results revealed that thirteen youth experienced a decrease in reading ability. The reading ability of 33 other youth remained at their entrance score grade level while twenty-three additional youth demonstrated an

improvement in reading ability equal to one grade level. Ten youth raised their reading ability by two grade levels. Five youth increased their reading ability by three grade levels. Seven youth raised their reading ability by four grade levels. Five other youth increased their reading scores by five grade levels. One youth increased his reading ability by seven grade levels, and one youth raised his reading ability by eight grade levels (see Figure 2 below).

Figure 2: FY 2007-2008
Change in WRAT Reading Grade Levels Between
Admission and Discharge
Total: 98



Data are available on 98 of 135 youth served in the Multipurpose Homes.

Overall Academic Functioning

Overall academic functioning showed a positive change as well. The risk and protective factors assessments showed that at admission, 27% of youth had an overall functioning at grade level while at discharge, 48% were functioning at grade level. 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 spend 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. Two Multipurpose Home youth benefited from this program during FY 2007-2008.

Staff Enhancement

Only one staff member earned resident counselor certification during FY 2007-2008. The certification process is being revamped and is currently ‘on hold’ until further notice so that improvements can be made. 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 away from the traditional operational processes of 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
- Assistance to 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. 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 Home’s program service, outreach has been broadened to embrace the youth’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 2007-2008, the Multipurpose Juvenile Home program operated at 83% of capacity. The cost per bed day was \$173.00.

Summary

February 2009 marks the Department's sixteenth (16) year of experience in the operation of Multipurpose Juvenile Homes. Each annual evaluation has shown the program to be an effective means of interrupting placement in a detention facility and commitment to a Youth Development Center. 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 have accumulated a long history of acceptance by, and in 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 Drs. Mark Lipsey and Buddy Howell, consultants to numerous state juvenile justice systems, including the North Carolina's Department of Juvenile Justice & 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 indispensable 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.