

Results First Juvenile Justice Program Inventory Statewide Contracts

[The Pew-MacArthur Results Initiative](#) (Results First) helps states identify programs that are proven to work and inform policymakers and other stakeholders on how to best invest limited resources. Partnering with Results First, the Office of State Budget and Management (OSBM) works with state agencies to collect data to complete the inventory of currently funded programs, review the evidence base behind each and conduct a benefit-cost analysis.

For each policy area, OSBM publishes program inventories and reports. The program inventory starts as a comprehensive list of programs in a policy area, along with basic information on the programs' duration, frequency, delivery setting, and target population. OSBM and partner agencies use this information to match their programs to those in the Results First Clearinghouse Database,¹ which is an online resource that provides information on the effectiveness of various interventions. Included programs have different levels of evidence based on the quality, quantity, and/or scientific rigor of the research.

This inventory was created in collaboration with the Department of Public Safety's (DPS) Division of Adult Correction and Juvenile Justice (DACJJ). This inventory presents information about selected juvenile community programs that have impacts on crime outcomes, focusing specifically on the statewide contracts. The research includes outcomes verified by systematic reviews conducted by respected sources such as the [Washington State Institute of Public Policy \(WSIPP\)](#), [Crime Solutions](#), the [California Based Clearinghouse for Child Welfare](#) and [What Works for Health](#).

DPS' Juvenile Community Programs Section contracts with a number of providers to deliver a variety of programming as allowed through *Session Law 2011-391, Section 41*. These contracts and Juvenile Crime Prevention Council (JCPC)-endorsed programs are designed to target youth who are at greater risk of further involvement in the juvenile justice system including commitment to a state-operated youth development center. These programs specifically target youth who have received a Level 2 disposition or have demonstrated heightened risk factors for recidivism. Their risk scores, obtained from the North Carolina Assessment of Juvenile Risk (NCAR) for Juvenile Offending, are used as a predictor for recidivism and prompt DPS to provide a systematic response appropriate to the youth or juvenile's level of risk.

Some of DACJJ's programs included in this inventory have evidence at different units of analysis. There may be evidence at the program level, in addition to the subprogram level. For example, WestCare is a statewide female residential care center for girls that provides services, such as Cognitive Behavioral Therapy (CBT) and Seeking Safety, to assist young women in learning the skills and tools needed to successfully re-integrate with their families and communities. WestCare has an evidence rating in the Crime Solutions Clearinghouse. In addition, individual subprograms offered at WestCare, such as CBT, have an evidence rating in other clearinghouses.

DACJJ utilizes a variety of tools to ensure their programs are being implemented to have the greatest impact on recidivism. Below is more information on two such tools, the North Carolina Assessment of

¹ Results First defines programs as systematic activities that engage participants in order to achieve desired outcomes.

Juvenile Risk (NCAR) tool and the Standardized Program Evaluation Protocol (SPEP) tool. Combining these tools with the benefit-cost analysis and the program inventory from the Results First model will help enhance the work that DACJJ is already doing in this arena.

North Carolina Assessment of Juvenile Risk (NCAR)

Since 2001, DPS has been utilizing the North Carolina Assessment of Juvenile Risk (NCAR) tool. The NCAR is conducted by juvenile court counselors on every juvenile who has a complaint. The NCAR tool helps determine the presence of risk factors and the appropriate systematic response.

In response to the North Carolina Sentencing and Policy Advisory Commission's (SPAC) report, *The Effectiveness of Programs Funded by Juvenile Crime Prevention Councils*, released on May 1, 2015 and the recommendations made therein, DPS conducted an internal validation study of the assessment tool for the purpose of re-norming the instrument. Prior to this re-norming, a juvenile's risk for re-offending score ranges were identified as 3 distinct categories of risk: Low (0-7 pts), Medium (8-14 pts) or high (15+ pts), however, with the completion of this re-norming process, risk levels now reflect 5 distinct risk levels (RL) to more accurately reflect the risk of a juvenile recidivating: RL1 (lowest), RL2, RL3, RL4, and RL5 (highest). The re-normed instrument now more accurately reflects the risk for reoffending for youth assessed.

Recidivism rates of youth assessed with the Juvenile Risk Assessment indicate that a revision to current risk levels will better distinguish between juveniles who are more likely to be re-arrested or have a new complaint filed within one and three years of system involvement. In fact, such revision will allow the DACJJ to better distinguish the recidivism risk of the majority (75%) of juveniles who are presently assessed "low risk". Adoption and implementation of these new risk levels improve the DACJJ's ability to prioritize higher-risk youth for programs, but also create the foundation to address the remaining recommendations from SPAC.

Standardized Program Evaluation Protocol (SPEP)

North Carolina is one of more than 10 states that have embraced the Standardized Program Evaluation Protocol (SPEP) as an evaluation tool to identify the most effective services that have the highest potential to reduce juvenile recidivism. North Carolina was the first state to pilot the SPEP instrument. North Carolina General Statutes require that Juvenile Crime Prevention Councils (JCPCs) fund only effective programs and SPEP is DPS's response to comply with this mandate. It allows for an examination of how a specific program is performing compared to the effective practice for that service type in the research. This research-based process is instituted to push programs to model best practices to have the greatest impact on the reduction of recidivism. The four components of the SPEP instrument are:

- 1) Primary and supplemental service,
- 2) Quality of service,
- 3) Service dosage (frequency of the contact and duration within the program service), and
- 4) Risk level of youth served.

SPEP meta-analysis studies indicate that adherence to frequency and duration parameters effectively reduce recidivism. The program inventory below includes the average duration for each program, which

DACJJ defined as the average number of programming days from admission to exit that a juvenile receives.² Frequency of service is defined as the number and duration of session or classes.

Tiered Levels of Evidence

Each of the definitions below outline the criteria needed to qualify for each level of evidence. The tiers of evidence are ordered based on the direction of impact, with positive impact at the top and negative impact at the bottom. These definitions for tiered levels of evidence were incorporated in the program inventory for DACJJ’s statewide contracts. OSBM cross-walked the Results First Clearinghouse Database rating levels into the North Carolina definitions.

Rating Category	Definition
Proven Effective	A service or practice that is proven effective offers a high level of research on effectiveness for at least one outcome of interest. This is determined through multiple qualifying evaluations outside of North Carolina or one or more qualifying North Carolina-based evaluations. Qualifying evaluations use rigorously implemented experimental or quasi-experimental designs.
Promising	A promising service or practice has some research demonstrating effectiveness for at least one outcome of interest. This may be a single qualifying evaluation that is not contradicted by other such studies but does not meet the full criteria for the proven effective designation. Qualifying evaluations use rigorously implemented experimental or quasi-experimental designs.
Theory-based	A theory-based service or practice has no research on effectiveness or research designs that do not meet the standards for “promising” or “proven effective.” These services and practices may have a well-constructed logic model or theory of change that has not been tested. This ranking is neutral. Services may move to another category after research reveals their causal impact on measured outcomes.
Mixed Effects	A mixed effects service or practice offers a high level of research on the effectiveness of multiple outcomes. However, the outcomes have contradictory effects, and there is not additional analysis to quantify the overall favorable or unfavorable impact of this service. This is determined through multiple qualifying studies outside of North Carolina or one or more qualifying North Carolina-based evaluations. Qualifying evaluations use rigorously implemented experimental or quasi-experimental designs.
No Effect	A service or practice with no effects has no impact on the measured outcome. It does not include the service’s potential effect on other outcomes. Qualifying evaluations use rigorously implemented experimental or quasi-experimental designs.
Proven Harmful	A service or practice that is proven harmful offers a high level of research that shows participation adversely affects outcomes of interest. This is determined through multiple qualifying evaluations outside of North Carolina or one or more qualifying North Carolina-based evaluations. Qualifying evaluations use rigorously implemented experimental or quasi-experimental designs.

² The average duration is the average length of stay as reported annually to the NC Legislature in [The Annual Evaluation of Community Programs Report](#).

Results First Juvenile Justice Program Inventory – Statewide Contracts

Program	Subprogram	Program Description	Target Population	Delivery Setting	Source of Evidence	Evidence Ranking	Other Evidence
	Multi-purpose Group Homes	Multi-purpose Group Homes serve male and female youth who received an adjudication. Following the Value-Based Therapeutic Environment (VBTE) model, a variety of services are provided to meet individualized needs, including educational services, participation in community service, vocational services, and individualized service plans to address the behaviors that led to involvement in the juvenile justice system. The program is a non-punitive treatment model that concentrates on enhancing the youth's use of appropriate social skills. There are 5 group homes across the state, with a bed capacity of 8 at each site. <u>Average Duration of Program:</u> 156 days <u>Frequency of Service:</u> 16 weeks at 24 hours	Youth ages 11-17 are referred by juvenile court services and are identified as Level 2 disposition.	Residential Facility	Methodist Home for Children's Value-Based Therapeutic Environment (VBTE) Model (Crime Solutions)	Proven Effective	
	Craven Transitional Living Program	Craven Transitional Living Program serves male juveniles who received an adjudication. The program utilizes the Value-Based Therapeutic Environment (VBTE) model, which is a non-punitive treatment model that concentrates on enhancing the youth's use of appropriate social skills. Youth receive services to earn a GED or high school diploma; identify career aspirations and goals; find and maintain jobs; and learn independent living skills, such as interviewing, creating a resume, earning a driver's license, and more. <u>Average Duration of Program:</u> 154 days <u>Frequency of Service:</u> 16 weeks at 24 hours	Males ages 16-18 in need of a safe, residential placement to develop education and vocational skills. Admittance includes one of the following qualifiers: a) Identified as post-release supervision or Level 3 disposition; b) Identified as a Level 2 disposition and transitioning from a residential care program.	Residential Facility	Methodist Home for Children's Value-Based Therapeutic Environment (VBTE) Model (Crime Solutions)	Proven Effective	
	North Hills Transitional Living Program	North Hills Transitional Living Program serves female juveniles who received an adjudication. The program utilizes the Value-Based Therapeutic Environment (VBTE) model, which is a non-punitive treatment model that concentrates on enhancing the youth's use of appropriate social skills. Youth receive services to earn a GED or high school diploma; identify career	Females ages 16-18 in need of a safe, residential placement to develop education and vocational skills. Admittance includes one of the following qualifiers: a) Identified as	Residential Facility	Methodist Home for Children's Value-Based Therapeutic Environment (VBTE) Model	Proven Effective	

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		<p>aspirations and goals; find and maintain jobs; and learn independent living skills, such as interviewing, creating a resume, earning a driver's license, and more.</p> <p><u>Average Duration of Program:</u> 201 days</p> <p><u>Frequency of Service:</u> 16 weeks at 24 hours</p>	<p>post-release supervision or Level 3 disposition; b) Identified as a Level 2 disposition and transitioning from a residential care program.</p>		(Crime Solutions)		
WestCare North Carolina Girls Program		<p>WestCare NC is a statewide 20-Bed female residential care center for girls that provides gender-responsive services to assist young women in learning the skills and tools needed to successfully re-integrate with their families and communities. The program provides an array of services helping to address behavioral issues, academic failure, trauma, mental health diagnosis, substance use, poor family functioning, and/or negative peer associations.</p> <p><u>Average Duration of Program:</u> 125 days</p> <p><u>Frequency of Service:</u> 3 hours a week for 15 weeks</p> <p><u>Subprograms Include:</u> Cognitive Behavioral Therapy; Criminal Conduct and Substance Abuse Treatment for Adolescents; Pathways to Self-Discovery, Seeking Safety, Girls Circle, A Woman's Way Through the 12 Steps, Voices: A Program of Self-Discovery and Empowerment, LifeSkills Vocational Success</p>	<p>Females ages 13-17, who are identified as a Level 2 disposition and who have behavioral and academic challenges as well as are in need of a supportive residential environment to address their special needs.</p>	Residential Facility	Gender-Responsive Intervention for Female Juvenile Offenders (Crime Solutions)	Promising	
	CBT: Criminal Conduct and Substance Abuse Treatment for Adolescents; Pathways to Self-Discovery	<p>WestCare NC utilizes Cognitive Behavioral Therapy (CBT) and Cognitive Behavioral approach following the Pathways to Self-Discovery and Change curriculum. CBT is a psychotherapy treatment that focuses on cognitive restructuring delivered in both individual and group settings. The Pathways to Self-Discovery curriculum focuses on addressing personal and prosocial adjustment for at-risk youth. The curriculum is delivered in 3 phases, which include 1) Preparation to Change in which the juvenile accepts that changes needs to be made and agrees to treatment; 2) Action to Achieve Goals where juveniles work towards their goals</p>	<p>All girls who participate in WestCare</p>	Residential Facility	Cognitive Behavioral Therapy for Offenders (What Works for Health)	Proven Effective	

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		and participate in all program modalities; and 3) Focus on Consistency and Transition to Home Communities in which juveniles have achieved their goals are focused on transitioning back to their home communities with their new skills. <u>Average Duration of Program:</u> 3-6 months <u>Frequency of Service:</u> 3 hours per week					
	Seeking Safety	Seeking Safety is a present-focused, coping skills therapy to help youth who present with trauma. Seeking Safety consists of 25 topics that help address trauma and improve coping skills. Topics included are Coping with Triggers, Recovery Thinking, Setting Boundaries in Relationships, etc. <u>Average Duration of Program:</u> 3-6 months <u>Frequency of Service:</u> 1 hour per week	Optional for all girls who participate in WestCare and present with trauma	Residential Facility	Seeking Safety for Adolescents (California Evidence-Based Clearinghouse for Child Welfare)	Promising	
	Girls Circle	Girls Circle is a structured support group for girls. Trained Residential Counselors integrate relational theory, resiliency practices, and skills training, to increase positive connection, personal and collective strengths, and competence in girls. No more than 10 youth at a time participate in a group. <u>Average Duration of Program:</u> 3 months <u>Frequency of Service:</u> 1 hour per week	All girls who participate in WestCare	Residential Facility	Girls Circle (National Registry of Evidence-Based Programs and Practices)	Promising	
	A Woman's Way Through the 12 Steps	A Woman's Way through the 12 Steps is a group therapy program following the traditional 12 Steps program but designed to meet the needs of women and teenage girls who are trying to recover from addiction. A facilitator provides 12 group sessions, one for each step. Youth receive workbooks with simple exercises and journaling. Youth also participate in Substance Abuse Treatment in a group setting weekly, on campus. <u>Average Duration of Program:</u> 3-6 months <u>Frequency of Service:</u> 1-3 hours per week	All girls who participate in WestCare who identify with a substance use disorder	Residential Facility	A Woman's Way Through the 12 Steps (California Evidence-Based Clearinghouse for Child Welfare)	Theory-based	

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	Voices: A Program of Self-Discovery and Empowerment	Voices is a focus group that was created to address the unique needs of adolescent girls and young women. Facilitators provide 18 sessions through four modules, covering topics such as self, connecting with others, healthy living, and the journey ahead. Groups are separated into younger versus older ages and contain no more than 10 participants each. <u>Average Duration of Program:</u> 3-6 months <u>Frequency of Service:</u> 1 hour per week	All girls who participate in WestCare who express interest	Residential Facility	Voices: A Program of Self-Discovery and Empowerment for Girls (California Evidence-Based Clearinghouse for Child Welfare)	Theory-based	
	LifeSkills Vocational Success	Life Skills groups/lessons are conducted following Botvin's Curriculum. Botvin <i>LifeSkills Training</i> (LST) is a substance abuse prevention program that aims to reduce the risks of alcohol, tobacco, drug abuse, and violence by targeting the major social and psychological factors that promote the initiation of substance use and other risky behaviors. Some skills are taught in a group setting and others are taught in the community following role-modeling. <u>Average Duration of Program:</u> 3-6 months <u>Frequency of Service:</u> 3 hours per week	All girls who participate in WestCare	Residential Facility		Theory-based	Use the Botvin LifeSkills Training curriculum. LifeSkills Vocational Success is similar to LifeSkills Training , but is not school-based
Eckerd Short Term Residential		Eckerd Connects is a short-term residential service that provides a rehabilitative experience at two locations in NC, Eckerd Candor and Eckerd Boomer. Youth receive a variety of services to address their identified needs, including individualized treatment provided by a Licensed Mental Health Professional, tailored academic plans, community service opportunities, behavioral health interventions, and family counseling. Each Eckerd site has a fully accredited private school on	Adjudicated males ages 13-17 who demonstrated a behavior or a series of behaviors that indicate that it is not appropriate to remain in their home community and a residential intervention would best serve their needs. Behaviors	Residential Facility		Theory-based	

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		<p>campus. All interventions are delivered in a non-punitive environment designed to address the behavioral challenges the juveniles have faced in their home community and assist with transitioning home.</p> <p><u>Average Duration of Program:</u> 159 days <u>Frequency of Service:</u> 16 weeks at 24 hours <u>Subprograms and Approaches include:</u> Restorative Justice, Cognitive Behavioral Therapy: Forward Thinking Interactive Journaling, Motivational Interviewing, Botvin LifeSkills, Trauma Informed Care Trained</p>	<p>demonstrated can range from aggression and theft to substance use and gang involvement. The juveniles often come from homes with ongoing family conflict and can have a history of traumatic events. Almost every male in the program has an unmet academic or educational need.</p>				
	Restorative Justice	<p>Eckerd Connects creates a sense of community within the program environment that teaches youth how to contribute in safe and healthy ways. It utilizes a trauma-informed lens when reacting to problem behaviors throughout the entire system. Each youth is required to acknowledge his crime and all service plans include accountability and restoration components. The program is highly centered on victim awareness and taking responsibility for one's actions in everyday living. As part of a restorative community service program, youth participate in meaningful projects that involve community members.</p> <p><u>Average Duration of Program:</u> 159 days <u>Frequency of Service:</u> 16 weeks at 24 hours</p>	<p>All males who participate in Eckerd</p>	<p>Residential Facility</p>	<p>The Restorative Approach (California Evidence-Based Clearinghouse for Child Welfare)</p>	<p>Theory-based</p>	
	CBT: Forward Thinking Interactive Journaling	<p>Eckerd provides Cognitive Behavioral Therapy (CBT) utilizing the Forward Thinking Interactive Journaling curriculum. CBT is a psychotherapy treatment that focuses on cognitive restructuring delivered in both individual and group settings. Interactive Journaling is an experiential writing process that motivates and guides youth toward positive change. The journaling component encourages youth to internalize or “try on” new knowledge. Counselors lead the journaling activities and provide other activities that correlate</p>	<p>All males who participate in Eckerd</p>	<p>Residential Facility</p>	<p>Cognitive Behavioral Therapy for Offenders (What Works for Health)</p>	<p>Proven Effective</p>	

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		<p>with the content of the journals and the journal objectives. The journaling activities challenge participants' distorted thinking, identify maladaptive behaviors and consequences, identify practical alternative behaviors, and guide practice of new skills. <u>Average Duration of Program:</u> 159 days <u>Frequency of Service:</u> 16 weeks at 24 hours</p>					
	Motivational Interviewing	<p>Motivational interviewing is a counseling method that helps people resolve ambivalent feelings and insecurities to find the internal motivation they need to change their behavior. Motivational interviewing is utilized as an approach to change, both campus wide and at various points in a juvenile's treatment, on Eckerd's campus. Motivational Interviewing relies on the theory that internal change is more powerful than counselor led behavioral change. <u>Average Duration of Program:</u> 159 days <u>Frequency of Service:</u> 16 weeks at 24 hours</p>	All males who participate in Eckerd	Residential Facility		Theory-based	
	Substance Abuse Behaviors Group	<p>Substance Abuse Behaviors Group is a group counseling approach. The modality is cognitive behavioral therapy, which uses Interactive Journaling, a structured writing technique that motivates and guides participants toward positive life change. The underlying assumption is that behavior change is a process involving several stages progressing thorough contemplation, preparation, action, maintenance, and finally termination. It is a directive, non-confrontational, therapeutic approach whereby clients are led through assessing their current situation and determining what strategies might be employed to assist them in identifying and achieving behavior change. The group centers on the tenets addressed in the journal, with emphasis on education and process. <u>Average Duration of Program:</u> 4 to 6 months <u>Frequency of Service:</u> Weekly</p>	All males who participate in Eckerd who screen as having substance abuse behaviors			Theory-based	

Program	Subprogram	Program Description	Target Population	Delivery Setting	Source of Evidence	Evidence Ranking	Other Evidence
<p>AMIkids North Carolina Family Services</p>		<p>Functional Family Therapy (FFT) is a short-term community-based therapeutic intervention for delinquent youth at risk for institutionalization and their families. With a family-based approach, FFT is designed to improve within-family attributions, family communication and supportiveness, while decreasing intense negativity and dysfunctional patterns of behavior. Parenting skills, youth compliance, and the complete range of behavior domains (cognitive, emotional, and behavioral) are targeted for change based on the specific risk and protective factor profile of each family. There are 5 phases in this model, which consist of: Engagement; Motivation; Assessment; Behavior Change; and, Generalization. <u>Average Duration of Program:</u> 137 days <u>Frequency of Service:</u> 12 to 14 one-hour sessions on average; as few as 8 and as many as 30</p>	<p>FFT is intended for youth ages 10-18 who are at risk for, and/or presenting with, delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. Youth must have intellectual capacity to benefit from FFT and not be receiving other family therapy/counseling concurrently. At minimum, 1 guardian must participate, and youth must be living with long term family. Youth must be Level 2, on post release supervision returning to their communities, or High risk/need Level 1 juvenile offenders.</p>	<p>Community Program</p>	<p>Functional Family Therapy (Crime Solutions)</p>	<p>Proven Effective</p>	