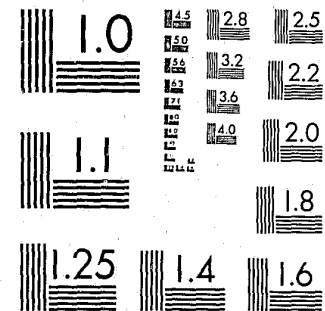


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The Mecklenburg Youth Services Action Board

An Assessment of Delinquency Prevention and
Treatment Services Needed in Charlotte
and Mecklenburg County, North Carolina

1980-1981

77292

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INTRODUCTION

Each year since 1974 the Mecklenburg Youth Services Action Board (YSAB) has prepared a report designed to identify the delinquency prevention and treatment needs of Charlotte-Mecklenburg youth. Community youth-serving professionals were asked to develop a priority listing of programs required to divert youth from the juvenile justice system and to assist youth already involved with the juvenile court. The Action Board then worked to create the needed services.

As a method for creating appropriate new programs, this needs assessment process has worked exceptionally well. Over a 6 year period a network of delinquency prevention and treatment services has come into being. Seven of the 8 priority programs identified in past needs assessments have been created. The one exception is a long-term residential program for girls. Six years ago it was not possible to speak of a local delinquency prevention and treatment system; now an extensive network of services, both public and private, exists.

In recognition of the increased variety and availability of delinquency prevention and treatment programs for Charlotte-Mecklenburg youth, the Youth Services Action Board has altered the format of its 1980-81 needs assessment. This year the Action Board proposes to examine the entire network of local services, both public and private, which serve delinquent, undisciplined and at-risk¹ youth between the ages of 7 and 17. A number of these programs do not utilize funds allocated by the Mecklenburg County Board of Commissioners and have, therefore, not been considered in the past. But the Action Board is convinced that County funded delinquency prevention and treatment programs can no longer be considered in isolation from the service system that exists county-wide, that any meaningful priority ranking of programs must include all the services currently available and that questions related to service gaps and new program creation cannot be asked without considering the full spectrum of services already in place.

Therefore, the 1980-81 YSAB needs assessment is cast in the form of a resource assessment. Needs assessment respondents are called upon to answer the following general questions:

What kinds of services are needed by at-risk and court involved youth?

Do existing programs offer the best response to these needs?

What changes, if any, should be made in the existing service network?

Answers to these questions will, for the first time, provide an overall evaluation of Charlotte-Mecklenburg's juvenile justice system. County funded programs can be examined as part of this total system and information will be generated to help ensure the survival of needed programs and the formation of appropriate new services.

1. "At-risk" refers to youth whose actual behavior could result in court involvement.

METHODS AND PROCEDURES

Information for the Youth Services Action Board's 1980-81 needs assessment has been derived from a variety of sources. As in the past the chief information-gathering tool is the needs assessment questionnaire. Supplementing this questionnaire is city and county juvenile arrest data, Community-Based Alternatives program performance information and statistics collected from the Clerk of Court's Office, Juvenile Court Counseling Service and the Gatling Juvenile Diagnostic Center.

Needs assessment questionnaires were sent to a select group of 53 direct service workers, supervisors, directors, principals and judges involved in delinquency prevention and treatment. Forty-three questionnaires (81%) were completed and returned. These respondents are among the best informed, most concerned sources of information on the whole spectrum of community delinquency prevention and treatment services. But the Action Board recognizes that information obtained exclusively from service providers contains an inherent bias and that a more balanced picture of program performance and community need would include comments from service consumers - youth and their parents. YSAB program monitoring activities planned for the forthcoming year will include consumer comments. This information will be included in the 1981-82 needs assessment.

The needs assessment questionnaire used this year consists of 2 parts. Part I, "Validating the Need", identifies the general types of services needed for an effective countywide delinquency prevention and treatment program. Part II, "Validating the Program", examines the specific local programs which exist to satisfy these needs.

In Part I, respondents were asked to examine a list of 15 general service areas (Adult Volunteers, Alternative Schools, etc.) and to decide if these services were necessary components of an effective juvenile justice system. Respondents were also asked to rank these services by priority and to add or delete services as they saw fit. Part I is a mapping exercise designed to identify the general kinds of services needed to assist court involved and at-risk youth. The performance or effectiveness of specific local programs was not considered in Part I.

Part II, "Validating the Program", examines 25 specific programs which exist locally to satisfy the needs identified in Part I. Respondents were asked to identify their level of familiarity with each program, to measure the program's effectiveness in satisfying its stated objectives and to decide if the program was an appropriate response to one of the needed services identified in Part I. Respondents were also asked to suggest alternative programs - if needed - and to point out any weaknesses in existing programs.

Information from the needs assessment questionnaire is used to establish a priority ranking of local services and to rank by priority the degree to which specific local programs satisfy their self-proclaimed goals and also

the broader juvenile justice needs of the community. Also included in this report is statistical data on the number of local youth who actually penetrated the juvenile justice system during the previous year. An examination of these numbers provides one method of measuring the effectiveness of Charlotte-Mecklenburg's delinquency prevention and treatment system. Charts and tables used in the following 2 sections of this report rank programs on a point basis. Appendix A contains a sample needs assessment questionnaire with a count of actual responses.

THE CHARLOTTE-MECKLENBURG
JUVENILE JUSTICE SYSTEM

This year, for the first time, the Mecklenburg Youth Services Action Board has reviewed the entire spectrum of delinquency prevention and treatment programs available to Charlotte-Mecklenburg youth. This review consists of 2 parts. Part 1 identifies the types of service needed by court involved and at-risk youth. Part 2 examines specific local programs within the framework established by Part 1.

Needs assessment respondents were given a list of 15 services (Table I, page 6) and asked to decide if these services were needed for an effective countywide juvenile justice system. They were also asked to add or remove services from the list, as necessary. No service received more than 3 negative votes (7%) or 7 "Don't Know" votes (16%). Several additional services were suggested (Appendix A, page 29). Thus the 15 services listed in Table I may be viewed as the key components of an effective local juvenile justice system.

Needs assessment respondents were then asked to establish the relative importance of these service categories by assigning a priority (High, Medium, Low) to each service. By applying a point value to each response it is possible to rank these services in descending order of importance (Table I). Counseling emerges as the number 1 priority; Adult Volunteers as the lowest priority. Generally speaking, services which promise to intervene most directly and intensively in the life of the child receive the highest ranking. Residential programs and alternative education receive high priority. Counseling is identified as the basic delinquency prevention and treatment tool. Recreation and job training programs are given a lower ranking. Although respondents were asked to consider these service areas apart from any existing programs, information from other portions of the needs assessment questionnaire indicate that some dissatisfaction with existing programs influenced the service ranking process.

After completing the priority ranking, needs assessment respondents were asked to examine the 25 local programs which exist to satisfy the needs of court involved and at-risk youth and to decide if these programs were appropriate responses to identified needs. As a control device, respondents were first asked to identify their level of familiarity with each program. Table II, page 7 ranks local juvenile justice programs by familiarity.

No direct correlation can be drawn between program familiarity and the number of youth served by the program. Residential and counseling programs are among the better-known programs, while the newest programs are the least well-known. No apparent relationship exists between program size and familiarity. Programs that raise money from private sources or that have well developed public information programs do rank notably higher on the familiarity table. A low level of familiarity within the professional community should be considered a danger signal and an indication that the program's services are not being effectively promoted or fully utilized.

Next, needs assessment respondents were asked to evaluate these same 25 programs in terms of how well the programs were satisfying their stated objectives. Respondents rated each program's performance (Excellent, Good, Adequate, Needs Improvement, Don't Know) and a point value was assigned to each response. Program effectiveness, as seen through the eyes of fellow service providers, is reported in Table III, page 8. As a control device, the responses of persons who indicated limited familiarity with the program, or who were employed by the program, were disregarded. If a program received more than 1/3 "Don't Know" responses, it was not given a priority ranking, but was listed separately at the bottom of Table III. Nine programs are included in this "Don't Know" group. The remaining 16 programs are ranked by priority and this ranking measures program performance as seen by the youth-serving community.

Table IV, page 9, measures program appropriateness. An important distinction exists between this information and the program effectiveness data reported in Table III: A program can fulfill its stated purpose most effectively and still be inappropriate, redundant or superfluous. Respondents were therefore asked to decide if the program was genuinely needed. This was done by determining if the program was an appropriate response to the juvenile justice needs of local youth. These needs are listed and ranked in Table I. Six responses were suggested: Yes - the program is indispensable; Yes - an important community resource; Yes - moderately helpful; No - other programs do the job more effectively; No - not needed; Don't know. If respondents offered a "no" response, they were asked to explain why the program was inappropriate and what alternative they might suggest.

Six programs were not ranked in Table IV because of excessive "Don't Know" responses. These programs are listed at the bottom of the table. The remaining 19 programs are ranked according to the degree that the specific program serves as an appropriate response to an established local need. The Relatives receives highest ranking for program appropriateness. It was recognized as the preeminently appropriate response to the emergency shelter care needs of local youth. Tied for second place were Youth Homes, Inc. (group homes) and Youth Services Bureau (counseling). See Appendix A, pages 30 through 54, for additional information.

In this portion of the needs assessment services have been identified and ranked by type (Table I) and specific local programs have been considered in terms of familiarity (Table II), effectiveness (Table III) and appropriateness (Table IV). In the opinion of needs assessment respondents, the areas of greatest need (counseling, group homes, emergency shelter care) were also the areas with the most appropriate and effective programs. Throughout Tables I-IV there is a connection between the level of general need (Table I) and the ranking of individual programs. Special notice should be given to any program whose ranking varies considerably in Tables II-IV. While the Action Board believes that it would be inappropriate to closely examine programs not receiving county funds, a more detailed scrutiny of county funded programs will be provided in the following section of this report. Appendix A offers additional comments on the full spectrum of local programs.

TABLE I
PRIORITY RANKING OF
JUVENILE JUSTICE SERVICES

	Points	Rank	
Counseling	121	1	
Group Homes	114	2	
Emergency Shelter Care	113	3	
Alternative Schools	108	4	
Temporary Shelter Care	104	5	
Drug/Alcohol Treatment	103	6	
Specialized Foster Care	97	7	
In-Patient Psychiatric	94	8	
Job Placement	93	9	
Drug/Alcohol Education	88	10	
Intensive Psychiatric/Psychological Care	85	11	Tie
Recreation Confidence Building	85	11	Tie
Vocational Education	84	12	
In-School Suspension	83	13	
Adult Volunteers	82	14	

TABLE II
FAMILIARITY RANKING
OF JUVENILE JUSTICE PROGRAMS

	Points	Rank	
The Relatives	104	1	
Juvenile Court Counseling Service	94	2	
Youth Services Bureau	93	3	
Youth Homes, Inc.	92	4	
Lutheran Family Services Group Homes	88	5	
Mental Health Out-Patient Services	86	6	
Street Academy	82	7	
Family and Children's Services	81	8	
Boy's Town of North Carolina	80	9	Tie
Mental Health Adolescent Cottage	80	9	Tie
Straight-Up	79	10	
Baptist Children's Homes Emergency Youth Care Center	77	11	Tie
Open House Counseling Services	77	11	Tie
Boys' Homes of North Carolina	76	12	
Employment Security Commission	74	13	
In-School Suspension (Bethlehem Center)	73	14	Tie
In-School Suspension (C-M School System)	73	14	Tie
Charlotte Drug Education Center Ombudsman Program	71	15	Tie
Mecklenburg Court Volunteers	71	15	Tie
Specialized Foster Care	68	16	Tie
Temporary Shelter Care/Non-Secure Detention	68	16	Tie
Charlotte-Mecklenburg Youth Council	66	17	
Vocational Education (C-M School System)	61	18	
Youth Self-Sufficiency ("Renaissance")	60	19	
Outdoor Education/Skills Program	59	20	

TABLE III
PROGRAM EFFECTIVENESS

	Points	Rank	
The Relatives	79	1	
Youth Homes, Inc.	73	2	
Lutheran Family Services Group Homes	71	3	
Baptist Children's Homes Emergency Youth Care Center	70	4	
Juvenile Court Counseling Service	69	5	
Youth Services Bureau	63	6	
Family and Children's Services	57	7	
Boys' Homes of North Carolina	53	8	
Mental Health Adolescent Cottage	51	9	
Mental Health Out-Patient Services	48	10	
Boys' Town of North Carolina	47	11	Tie
Straight-Up	47	11	Tie
Street Academy	39	12	
Specialized Foster Care	37	13	
Open House Counseling Service	31	14	
Mecklenburg Court Volunteers	29	15	
In-School Suspension (Bethlehem Center)	40	*	
Charlotte-Mecklenburg Youth Council	39	*	
Charlotte Drug Education Center Ombudsman Program	37	*	
In-School Suspension (Charlotte-Mecklenburg School System)	30	*	
Youth Self-Sufficiency ("Renaissance Program")	28	*	
Temporary Shelter Care/Non-Secure Detention	20	*	
Vocational Education (Charlotte-Mecklenburg School System)	20	*	
Outdoor Education Skills Program	19	*	
Employment Security Commission	14	*	

*More than 40% of the needs assessment respondent do not know if this program satisfies its stated objectives.

TABLE IV
PROGRAM APPROPRIATENESS

	Points	Rank	
The Relatives	95	1	
Youth Homes, Inc.	83	2	Tie
Youth Services Bureau	83	2	Tie
Lutheran Family Services Group Homes	82	3	
Juvenile Court Counseling Service	79	4	
Baptist Children's Homes Emergency Youth Care Center	74	5	Tie
Mental Health Out-Patient Services	74	5	Tie
Mental Health Adolescent Cottage	74	5	Tie
Street Academy	68	6	
Family and Children's Services	66	7	
In-School Suspension (Bethlehem Center)	64	8	
Boys' Homes of North Carolina	60	9	
Open House Counseling Service	59	10	
Charlotte Drug Education Center Ombudsman Program	54	11	
Specialized Foster Care	52	12	
Straight-Up	50	13	
Boys' Town of North Carolina	49	14	
In-School Suspension (Charlotte-Mecklenburg School System)	46	15	
Mecklenburg Court Volunteers	43	16	
Temporary Shelter Care/Non-Secure Detention	50	*	
Vocational Education (Charlotte-Mecklenburg School System)	49	*	
Charlotte-Mecklenburg Youth Council	48	*	
Employment Security Commission	42	*	
Youth Self-Sufficiency ("Renaissance Program")	39	*	
Outdoor Education Skills Program	19	*	

*More than 40% of the needs assessment respondents do not know if this program is an appropriate response to the needs of court involved and at-risk youth.

COUNTY-FUNDED DELINQUENCY
PREVENTION AND TREATMENT PROGRAMS

Among the 25 programs included in this year's needs assessment, 10 receive Mecklenburg County tax dollars or are the recipients of federal or state grant revenue for which the county is administratively responsible.¹ The purpose of this portion of the needs assessment is to examine these programs in greater detail in order to determine if they represent the most appropriate responses to local juvenile justice needs. The following programs will be included in this review:

- Lutheran Family Services Group Homes
- Mecklenburg Court Volunteers
- The Relatives
- Street Academy
- Youth Homes, Inc.
- Youth Services Bureau

Four additional programs currently receiving county funds will not be reviewed. Bethlehem Center's In-School Suspension Program has elected not to seek CBA funds to continue operation and will no longer be a recipient of county funds. The Specialized Foster Care Program operated by Youth Homes, Inc. will not continue operation in its present form after the expiration of LEAA funding in November of this year. In addition, 2 new programs - Temporary Shelter Care/Non-Secure Detention and Renaissance - have not generated sufficient statistical information or public familiarity to make program review possible.¹

This year, needs assessment respondents were asked to rate program performance for the entire spectrum of local juvenile justice programs. These responses, as they apply to the 10 programs currently receiving county funds, are reported in the following tables.

Table I, page 15, ranks programs by order of familiarity. Programs that are most accessible to the professional community - or potentially accessible - appear to be best known. The highest ranking programs also have the most aggressive public information programs. The lowest ranking programs, specifically Temporary Shelter Care/Non-Secure Detention and Renaissance, are new or restructured programs. Hard data are not yet available on these programs.

One program in Table I calls for special attention: Despite a major public information effort during the past 2 years, and despite a substantial referral base, Specialized Foster Care ranks unduly low on the familiarity table.

Table II, page 16, considers these same programs in terms of ability to fulfill

1. Several other programs receive county funds - Vocational Education and In-School Suspension operated by the public school system - but these programs are outside the scope of Action Board involvement.

their stated objectives. The 2 newest programs received more than 40% "Don't Know" responses and were therefore not ranked. Surprisingly, the In-School Suspension Program operated by Bethlehem Center also received a 40% "Don't Know" response. Among the 7 programs that were ranked, The Relatives received the highest effectiveness ranking by a considerable margin, followed by Youth Homes, Inc., Lutheran Family Services and Youth Services Bureau. Street Academy, Specialized Foster Care and Mecklenburg Court Volunteers trailed the frontrunners by a wide margin.

In Table III, page 17, respondents were asked to decide if specific programs represent an appropriate response to an identified local juvenile justice need. Once again, The Relatives received the highest rating and once again the 2 newest programs fell into the "Don't Know" category. Programs with a low ranking are viewed by respondents as less appropriate responses to community need; therefore, the low ranking of Specialized Foster Care and Mecklenburg Court Volunteers is of special concern.

On the basis of information derived from the needs assessment questionnaire and from a variety of other sources, the Action Board has developed a profile and comments on each of the following 6 county funded juvenile justice programs.

The Relatives

The Relatives is an emergency shelter providing a safe, legal and responsible environment for runaway and throwaway youth under the age of 18. Residential services are provided from 1-14 days. The Relatives counsels children and parents by phone and on a walk-in basis. Direct access to all services is offered round-the-clock.

	<u>FY 1979-80 Budget</u>	<u>Anticipated FY 1980-81 Budget</u>
CBA	8,891	12,743
JJDP	18,047	35,195
HEW	78,000	78,000
HEW (Nonrecurring)	4,000	0
County	7,200	7,200
City	13,200	14,256
CETA	5,866	0
Private Fundraising	10,276	10,276
	<u>\$145,480</u>	<u>\$157,670</u> (8% increase)

During 1978-79 a total of 2068 youth were served, 401 as residents. Nearly 200 of these youth were referred by law enforcement personnel, human service agencies and school personnel. Cost per child per day was \$29.00 compared to a statewide median cost of \$44.87 for comparable services. Preliminary data indicate that during 1979, 71% of all youth successfully completed their stay at The Relatives, compared to 58% statewide.

In the opinion of needs assessment respondents, no local program, irrespective of funding source, rivaled The Relatives in fulfilling its self-established goals. In addition, this program was seen as a highly appropriate response to the number 3 priority in Charlotte-Mecklenburg's juvenile justice system - emergency shelter care.

The Action Board therefore concludes that The Relatives is a vital component of the local juvenile justice system and an appropriate recipient of county funds.

Three other programs also received strong endorsement from needs assessment respondents.

Youth Homes, Inc.

Youth Homes, Inc. operates 4 group home treatment units for children, ages 10-16, whose behavior makes it difficult for them to adjust to natural or foster homes.

	<u>FY 1979-80 Budget</u>	<u>Anticipated FY 1980-81 Budget</u>
CBA	105,431	128,376
County	37,826	72,369
LEAA	31,984	0
State	2,559	0
	<u>\$177,800</u>	<u>\$200,745</u> (13% increase)

During 1978-79 a total of 26 youth were served at a per-child-per-day cost of \$39.02 (during the last 6 months of 1978). Statewide media cost for comparable programs was \$37.37 per child per day.

Needs assessment respondents ranked Youth Homes, Inc. second only to The Relatives in program appropriateness and effectiveness. They identified Youth Homes, Inc. as an indispensable response to the number 2 priority component of Charlotte-Mecklenburg's juvenile justice system - Group Homes. The Action Board therefore concludes that Youth Homes, Inc. is a key component in the local juvenile justice system and an appropriate recipient of county funds.

Youth Services Bureau

The Youth Services Bureau furnishes intervention and referral services and intensive counseling and casework services to undisciplined, delinquent and at-risk youth. Intensive counseling is provided in the home or at school at times convenient to those being served. Parent skills development classes are offered on a regular basis.

	<u>FY 1979-80 Budget</u>	<u>Anticipated 1980-81 Budget</u>
County	<u>\$200,030</u>	<u>\$197,868</u> (1% decrease)

During 1978-79 a total of 340 children were served, including 167 who received intensive counseling and casework services. Three month follow-up information on youth receiving intensive counseling indicates the following results:

Regular school attendance	70%
Appropriate school behavior	70%
Exhibiting pre-delinquent behavior	8%

Needs assessment respondents indicated that counseling was the most important single component of an effective local juvenile justice system. They also reported that the Youth Services Bureau was both an effective and an appropriate response to this need. The YSB was ranked number 5 in effectiveness among 25 programs and number 3 in appropriateness.

The Action Board therefore concludes that the Youth Services Bureau performs an important delinquency prevention and treatment role and that it is an appropriate recipient of county funds.

Lutheran Family Services Group Homes

The Mecklenburg County Department of Social Services contracts with North Carolina Lutheran Family Services to Families and Children to operate 4 five-person group homes and to provide 1-60 day temporary shelter care for children in DSS custody.

	<u>FY 1979-80 Budget</u>	<u>Anticipated FY 1980-81 Budget</u>
CBA	34,187	
County	212,133	
State	13,680	
	<u>\$260,000</u>	<u>\$330,000</u> (22% increase)

During 1978-79 a total of 187 children were served in 4 group homes. Per-child-per-day costs for the last 6 months of 1978 were \$34.56 compared to a statewide median of \$37.37. Needs assessment respondents gave Lutheran Family Services a number 3 ranking for both appropriateness and effectiveness among 25 county juvenile justice programs, and rated Temporary Shelter Care as the Number 5 priority in a local delinquency prevention and treatment system.

The Action Board believes that Lutheran Family Services Group Homes is an appropriate recipient of County funds.

Street Academy

The Street Academy offers alternative educational services to children, grades 7-12, who have academic and social deficiencies or who are unable to make a successful adjustment to their "home" school.

	<u>FY 1979-80 Budget</u>	<u>Anticipated FY 1980-81 Budget</u>
Charlotte-Mecklenburg Schools	127,000	150,000
Human Service Fund	10,000	0
	<u>\$137,000</u>	<u>\$150,000</u> (9% increase)

Needs assessment respondents gave alternative schools a number 4 ranking among the 15 services needed for an effective local juvenile justice system. However, the Street Academy received relatively low ranking in program appropriateness (10) and a notable low ranking (13) in program effectiveness (i.e., satisfying its stated objectives). The dissatisfaction that surrounds this program relates to the closing of satellite schools and the restructuring of the program. Representative comments are recorded in Appendix A, page 32.

Needs assessment respondents clearly identify the need for local alternative schools, but they expressed limited support for the Street Academy. The Action Board therefore concludes that the effects of the program restructuring must be examined before the YSAB can comment on the appropriateness of the Street Academy as an appropriate recipient of county funds.

Mecklenburg Court Volunteers

Volunteers work on a one-to-one basis with juveniles on probation or under court supervision and seek to improve the youth's self-image and behavior.

<u>FY 1979-80 Budget</u>	<u>Anticipated FY 1980-81 Budget</u>	
CBA	7,351	35,127
Community Development	23,061	17,385
JJDP	18,047	0
	\$48,459	\$52,512 (8% increase)

During 1978-79 a total of 102 youth were served by Mecklenburg Court Volunteers at a cost per child per day of \$1.20 compared to a state-wide median of \$3.27.

Among the 15 services identified as necessary components of an effective local juvenile justice system, adult volunteers received the lowest ranking. Mecklenburg Court Volunteers also received the lowest ranking in both program appropriateness and program effectiveness, whether compared to other county funded programs or as part of the entire spectrum of local juvenile justice services. Mecklenburg Court Volunteers tied with Open House Counseling Services in receiving the highest number of "Needs Improvement" votes. However, 57% of all respondents did conclude that MCV was an important or moderately helpful community resource and 36% rated overall performance as excellent or good.

A major valid threat to the ranking of Mecklenburg Court Volunteers is the fact that professionals tend to question the appropriateness and effectiveness of volunteer programs, irrespective of merit. In the absence of hard data on program performance the Action Board cannot adequately take this bias into account. The Action Board therefore concludes that a more detailed scrutiny of this program is required before an appropriate funding recommendation can be made.

TABLE I
FAMILIARITY RANKING
OF JUVENILE JUSTICE PROGRAMS

	Points	Rank
The Relatives	104	1
Youth Services Bureau	93	2
Youth Homes, Inc.	92	3
Lutheran Family Services Group Homes	88	4
Street Academy	82	5
Bethlehem Center In-School Suspension Program	73	6
Mecklenburg Court Volunteers	71	7
Specialized Foster Care	68	8 Tie
Temporary Shelter Care/Non-Secure Detention	68	8 Tie
Renaissance (Formerly Youth Self-Sufficiency)	60	9

TABLE II
PROGRAM EFFECTIVENESS

	Points	Rank
The Relatives	79	1
Youth Homes, Inc.	73	2
Lutheran Family Services Group Homes	71	3
Youth Services Bureau	63	4
Street Academy	39	5
Specialized Foster Care	37	6
Mecklenburg Court Volunteers	29	7
Bethlehem Center In-School Suspension Program	40	*
Renaissance (Formerly Youth Self-Sufficiency)	28	*
Temporary Shelter Care/Non-Secure Detention	20	*

TABLE III
PROGRAM EFFECTIVENESS

	Points	Rank	
The Relatives	95	1	
Youth Homes, Inc.	83	2	Tie
Youth Services Bureau	83	2	Tie
Lutheran Family Services Group Homes	82	3	
Street Academy	68	4	
Bethlehem Center In-School Suspension Program	64	5	
Specialized Foster Care	52	6	
Mecklenburg Court Volunteers	43	7	
Temporary Shelter Care/Non-Secure Detention	50	*	
Renaissance (Formerly Youth Self-Sufficiency)	39	*	

*More than 40% of the needs assessment respondents do not know if this program is meeting its stated objectives.

*More than 40% of the needs assessment respondents do not know if this program is an appropriate response to the needs of court involved and at-risk youth.

NUMBER OF CHARLOTTE-MECKLENBURG YOUTH
INVOLVED WITH POLICE, COURT AND
TRAINING SCHOOL

For over a decade there has been a strong nationwide trend towards diversion of juveniles away from the juvenile justice system. The rationale for this movement is based on the belief that contact with the official juvenile justice system is unproductive and often harmful. The use of alternative programs, especially for undisciplined youth, is advocated on the grounds that these programs can be no worse than the official system and that they are almost certainly not as harsh, rigid or destructive as the formal system. Moreover, use of alternative programs will reduce the "stigma" of court involvement and also the danger that the child will be labeled - and think of himself - as criminal.

The Youth Services Action Board supports the concept of diversion as a key component of an effective local delinquency prevention and treatment program, and has spoken on behalf of this concept since YSAB inception in 1974. Increasing amounts of county revenue, in addition to Community-Based Alternatives (CBA), Juvenile Justice and Delinquency Prevention Act (JJDP) and Law Enforcement Assistance Administration (LEAA) funds, have been used to develop viable alternatives to court involvement for at-risk and court involved youth. The effectiveness of this diversion effort can be measured in the following 7 tables.

Table I, page 20, records the number of juveniles under 16 years of age arrested by Charlotte-Mecklenburg police. Arrests declined by 4% between 1978 and 1979, and 14% between 1977 and 1979. Reduction of arrests was especially significant in the areas of burglary and larceny. During this same 1977-79 period Charlotte-Mecklenburg's juvenile population, ages 7 through 15, declined 9%. Therefore, juvenile arrests declined during this period both in absolute numbers and also as a percentage of the total juvenile population. This decline is directly contrary to national trends.¹

Declining arrest statistics do not guarantee that fewer juvenile crimes were committed in Charlotte-Mecklenburg. Statistics are not available on youth apprehended but not arrested. However, it seems likely that in the case of less severe crimes, delinquency prevention and treatment programs were used as alternatives to arrest, this diverting youth from the juvenile justice system.

Table II, page 21, records the number of undisciplined petitions filed against Charlotte-Mecklenburg youth. During FY 1978-79 petitions were reduced by 47%. Compared to 1973-74 the overall decline totaled 74%. This decline results from changes in juvenile law and the increased availability of community-based alternatives to the court.

Effective July 1, 1978, North Carolina youth could not be sent to training school for committing an undisciplined act. As a consequence of this law (House Bill 456) increasing numbers of youth were diverted to local programs designed to work with youth exhibiting undisciplined behavior. House Bill 456 served as enabling

1. Charlotte-Mecklenburg's juvenile population in the high risk ages of 14-16 actually increased during 1977-79. Black population as a percentage of total juvenile population remained about the same.

legislation for the Community-Based Alternatives program designed to create local treatment alternatives to the court and training school. Although it is impossible to document a decline in undisciplined behavior, the creation of local alternatives designed to serve undisciplined youth has unquestionably resulted in reduced numbers of undisciplined petitions and a probably decline in undisciplined acts.

Table III, page 22, registers a 5% year-to-year decline in misdemeanor and felony petitions and a 33% decline since the beginning of the reporting periods (FY 1973-74). As with the declining juvenile arrest rate (Table I), the decline in delinquency petitions suggests that increasing numbers of youth are diverted to community programs designed to provide appropriate assistance. Available information suggests a decline in recidivism by delinquent youth but the data do not demonstrate this conclusively.

Tables IV and V, pages 23 and 24, reveal that total population of the Gatling Juvenile Diagnostic Center was reduced by 33% during the most recent reporting year and 66% since FY 1973-74. The same conditions that effected total arrests and petitions also acted to reduce Diagnostic Center population. Average daily population declined 23% between FY 1977-78 and FY 1978-79. Population statistics at the Diagnostic Center were also influenced by the fact that House Bill 474 (the North Carolina Revised Juvenile Code) prohibits the secure detention of undisciplined youth for longer than 24 hours and also precludes use of secure detention for certain categories of delinquent youth. Although this bill did not go into effect until January 1, 1980, its impact was felt locally in 1979 and perhaps earlier.

Table VI, page 25, records the number of Charlotte-Mecklenburg youth sent to training school. The most recent year-to-year statistics record a 21% reduction in training school commitments. Certainly one reason for this decline is the 1978 prohibition of training school for undisciplined youth. The availability and effectiveness of local delinquency prevention and treatment programs can also be presumed to reduce delinquent activity and training school commitments.

Table VII, page 26, documents the declining caseload of juvenile court counselors. Overall, caseloads have been reduced by 45% since 1973, thus providing counselors with the opportunity to work more effectively and creatively with youth under their charge.

The Youth Services Action Board is proud to report that each table used to measure criminal activity and court involvement of Charlotte-Mecklenburg youth has declined during this reporting period. New laws account for part of this change, but credit must also be given to the creation and effective utilization of community-based alternatives to the court. Available statistics cannot speak with certainty to the question of actual decline of criminal activity among Charlotte-Mecklenburg's youth population, but without question, diversion of delinquent, undisciplined and at-risk youth is now a reality.

TABLE I

NUMBER OF JUVENILES UNDER SIXTEEN YEARS
OF AGE ARRESTED BY CHARLOTTE POLICE AND
BY MECKLENBURG COUNTY POLICE

	1977	1978	1979
Murder and Nonnegligent Manslaughter	1	0	1
Forcible Rape	4	10	6
Robbery	33	19	30
Aggravated Assault	24	25	19
Burglary - Breaking and Entering	387	319	279
Larceny - Theft (Except Motor Vehicle Theft)	613	534	536
Motor Vehicle Theft	53	65	37
Other Assaults - Not Aggravated	119	86	98
Arson	13	15	18
Forgery and Counterfeiting	4	3	2
Fraud	1	2	2
Stolen Property (Buying, Receiving, Possession)	5	3	8
Vandalism	115	129	122
Weapons: Possession, etc.	16	22	10
Prostitution and Commercial Vice	0	1	1
Sex Offenses (Except Forcible Rape and Prostitution)	6	7	3
Drug Abuse Violations	86	76	71
Disorderly Conduct, Disturbing the Peace	7	11	13
All other Offenses (Except Traffic)	370	339	380
Runaway Juveniles Apprehended	39	26	11

Totals: 1896 1692 1640

TABLE II

Number of Juvenile Petitions Filed
Alleging the Commission of Undisciplined Acts¹

Fiscal Year July 1 - June 30	Truancy	Other ²	Total Petitions Filed for Undisciplined Acts
FY 73 - 74	55	501	556
FY 74 - 75	24	238	262
FY 75 - 76	48	295	343
FY 76 - 77	42	282	324
FY 77 - 78	33	243	276
FY 78 - 79	7	142	149

1. Source of Data: Mrs. Judy Adams, Deputy Clerk of Superior Court, Mecklenburg County, North Carolina.
2. Undisciplined acts under this classification included being ungovernable at home or running away from home.
3. The number of juvenile petitions filed against children for committing undisciplined acts generally reflects the actual number of children who were alleged to have committed these acts.

TABLE III

Number of Misdemeanor and Felony Offenses
Alleged in Juvenile Petitions⁴

Fiscal Year July 1 - June 30	Misdemeanor Offenses ⁵	Felony Offenses ⁶	Total Delinquent Offenses Alleged in Juvenile Petitions ⁷
FY 73 - 74	1,116	1,017	2,133
FY 74 - 75	971	1,091	2,062
FY 75 - 76	869	896	1,765
FY 76 - 77	632	729	1,361
FY 77 - 78	715	784	1,499
FY 78 - 79	673	765	1,438

4. Source of Data: Mrs. Judy Adams, Deputy Clerk of Superior Court, Mecklenburg County, North Carolina.

5. Misdemeanor Offense is defined in Black's Law Dictionary (1951) as "offenses lower than felonies and generally those punishable by a fine or imprisonment, otherwise than in a penitentiary" (i.e., larceny of an item which has a fair market value of less than \$200.00.)

6. Felony offense is defined in Black's Law Dictionary (1951) as "a crime of a graver or more atrocious nature than those designated as misdemeanors", (i.e., larceny of an item which has a fair market value of greater than \$200.00).

7. The number of delinquent offenses alleged in juvenile petitions filed in Mecklenburg County does not indicate the actual number of children who allegedly committed delinquent acts because a single juvenile petition may have stated that a child was charged with committing more than one delinquent act.

TABLE IV

Number of Children Detained in the Gatling
Juvenile Diagnostic Center⁸

Fiscal Year July 1 - June 30	Males	Females	Total Number of Children Detained
FY 73 - 74	445	241	686
FY 74 - 75	352	171	523
FY 75 - 76	313	196	509
FY 76 - 77	254	195	449
FY 77 - 78	248	196	444*
FY 78 - 79	189	116	305

8. Source of Information: Mr. John Dietrick, Director, Gatling Juvenile Diagnostic Center.

* This figure does not include Lincoln and Gaston County children who were detained at the Center.

TABLE V

Gatling Juvenile Diagnostic Center - Average
Daily Population from Mecklenburg County⁹

Fiscal Year July 1 - June 30	Average Daily Population		
FY 73 - 74	18.8		
FY 74 - 75	16.0		
FY 75 - 76	18.6		
FY 76 - 77	17.8		
FY 77 - 78	14.6		
FY 78 - 79	11.3		

9. Source of Information: Mr. John Dietrick, Director, Gatling Juvenile Diagnostic Center.
This figure does not include Lincoln and Gaston County children who were detained at the Center

TABLE VI

Number of Children From Mecklenburg County
Incarcerated in North Carolina Juvenile Correctional Institutions¹⁰

Fiscal Year July 1 - June 30	Males	Females	Total Number of Children Incarcerated
FY 73 - 74	77	36	113
FY 74 - 75	53	24	77
FY 75 - 76	63	20	83
FY 76 - 77	48	15	64
FY 77 - 78	59	18	77
FY 78 - 79	42	19	61

10. Sources of Information: Mr. John Dietrick, Director, Gatling Juvenile Diagnostic Center
Mr. James Yancey, Supervisor, 26th Judicial District Court Counselor Services

TABLE VII

Average Monthly Caseload for Juvenile Court Counselors
In Mecklenburg County¹¹

Fiscal Year July 1 - June 30	Average Monthly Caseloads		
FY 73 - 74	49		
FY 74 - 75	42		
FY 75 - 76	37		
FY 76 - 77	32		
FY 77 - 78	32		
FY 78 - 79	27		

11. Source of Information: Mr. Eugene Deal, Chief Court Counselor, 26th Judicial District Court Counselor Services.

CONCLUSIONS

The first overview of Charlotte-Mecklenburg's juvenile justice system has yielded the following conclusions:

- The Service Network** The 15 services identified in the needs assessment and ranked by order of priority are the key components of an effective local juvenile justice system.
- Program Ranking** The effectiveness and appropriateness ranking of 25 local delinquency prevention and treatment programs represents the considered opinion of a representative group of community youth-serving professionals.
- Program Funding** County funding decision for local juvenile justice programs should be based on effectiveness and appropriateness ranking.
- Program Monitoring** The Action Board must conduct individual program monitoring to supplement information provided by needs assessment respondents.
- Local Juvenile Justice Statistics** Data pertaining to involvement of Charlotte-Mecklenburg youth with the juvenile court system continues to reflect a long-term decline in all reporting categories.
- Diversion of Youth From Juvenile Court** Successful diversion of youth from the juvenile court system can be attributed to changes in juvenile law, increased availability of community-based diversion and treatment programs and local support for the concept of community-based alternatives to juvenile court.
- New Program Creation** Needs assessment respondents report a continuing need for long-term residential programs for girls, for inpatient psychiatric services and for improved program coordination. But no single program was identified as a top-priority unmet need. Therefore the Action Board will stress program monitoring as its primary activity during 1980-81.

APPENDIX A

THE 1980-81 NEEDS ASSESSMENT

Your Name: _____

Agency: _____

Agency Address: _____

Agency Phone: _____

Individual questionnaires will be treated as strictly confidential. Needs Assessment results will be reported only in the aggregate.

Part I 10 No response

Validating the Need 43 Respondents

This portion of the needs assessment is intended to identify and confirm the kinds of services needed by delinquent, undisciplined and "at-risk" youth.

- A. Are the following services needed for an effective countywide delinquency prevention and treatment program? (Answer Yes, No, Don't Know). Please consider these needs completely apart from actual programs existing in the county.
- B. Please assign each service a priority ranking of High (H), Medium (M) or Low (L), in terms of its importance in a countywide delinquency prevention and treatment program.

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>	<u>Priority</u>
1. Adult Volunteers	<u>35</u>	<u>3</u>	<u>4</u>	(H) 12 (M) <u>19</u> (L) 8
2. Alternative Schools	<u>39</u>	<u>0</u>	<u>4</u>	(H) 29 (M) <u>10</u> (L) 1
3. Counseling	<u>40</u>	<u>1</u>	<u>0</u>	(H) 36 (M) <u>6</u> (L) 1
4. Drug/Alcohol Education	<u>37</u>	<u>2</u>	<u>3</u>	(H) 18 (M) <u>13</u> (L) 8
5. Drug/Alcohol Treatment	<u>38</u>	<u>0</u>	<u>4</u>	(H) 22 (M) <u>17</u> (L) 1
6. Emergency Shelter Care	<u>39</u>	<u>0</u>	<u>3</u>	(H) 33 (M) <u>7</u> (L) 0
7. Group Homes	<u>40</u>	<u>0</u>	<u>2</u>	(H) 32 (M) <u>9</u> (L) 0
8. In-Patient Psychiatric	<u>37</u>	<u>0</u>	<u>5</u>	(H) 19 (M) <u>17</u> (L) 3

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>	<u>Priority</u>
9. In-School Suspension	<u>34</u>	<u>1</u>	<u>7</u>	(H) 19 (M) <u>12</u> (L) 2
10. Intensive Psychiatric/Psychological Care	<u>35</u>	<u>2</u>	<u>6</u>	(H) 20 (M) <u>11</u> (L) 3
11. Job Placement	<u>37</u>	<u>1</u>	<u>6</u>	(H) 22 (M) <u>13</u> (L) 1
12. Recreation/Confidence Building	<u>35</u>	<u>2</u>	<u>6</u>	(H) 15 (M) <u>16</u> (L) 8
13. Specialized Foster Care	<u>35</u>	<u>0</u>	<u>4</u>	(H) 23 (M) <u>14</u> (L) 0
14. Temporary Shelter Care	<u>37</u>	<u>1</u>	<u>2</u>	(H) 25 (M) <u>14</u> (L) 1
15. Vocational Education	<u>39</u>	<u>0</u>	<u>2</u>	(H) 24 (M) <u>10</u> (L) 2
C. Should additional services be included?				
16. <u>Youth advocacy by youth</u>	___	___	___	___
17. <u>Work service for youth on probation</u>	___	___	___	___
18. _____	___	___	___	___
19. _____	___	___	___	___

- D. If you responded "No" to any service, please identify the service and explain.

Job Placement reduces personal incentive.

In-School Suspension is costly and often prevents schools from getting parents involved in the problems of children.

Confidence Building should focus on job training.

Part II

Validating the Program

In this portion of the needs assessment you will be asked to answer specific questions about local programs that provide the services identified in Part I. The following list of service providers is not inclusive, but focuses on programs that devote all or a substantial portion of their resources to the needs of delinquent, undisciplined or at-risk youth.

ADULT VOLUNTEERS

Mecklenburg Court Volunteers

Volunteers work on a one-to-one basis with juveniles on probation or under court supervision and seek to improve the youth's self-image and behavior.

1. Identify your level of familiarity with this program:	High	19%
	General knowledge	38%
	Limited familiarity	43%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	11%
	Good	25%
	Adequate	14%
	Needs improvement	17%
	Don't know	33%
3. Is this program an appropriate response to the Adult Volunteer needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	8%
	Yes - an important community resource	30%
	Yes - moderately helpful	27%
	No - other programs do the job more effectively	0%
	No - not needed	3%
	Don't know	32%

4. What alternative programs would you suggest?

Expand services for pre-delinquent and at-risk youth.

Established Court Counselor network in areas where people live, using the "Natural Helper" in the community.

ALTERNATIVE SCHOOL

Street Academy

Alternative educational services to children, grades 7-12, who have academic or social difficulties and who are unable to make a successful adjustment to their home or school.

1. Identify your level of familiarity with this program:	High	33%
	General knowledge	51%
	Limited familiarity	15%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	10%
	Good	31%
	Adequate	23%
	Needs improvement	15%
	Don't know	21%
3. Is this program an appropriate response to the alternative school needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	23%
	Yes - an important community resource	43%
	Yes - moderately helpful	18%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	18%

4. What alternative programs would you suggest?

Street Academy becoming more and more like the school the child has rejected and which failed the child. Need stronger commitment to alternative education.

Reinstitute Satellites.

Add staff to work with youth with severe emotional problems who are not now admitted to the Street Academy.

Expand to include youth who wish to participate without being referred, labeled or tracked.

Street Academy is not fulfilling its stated purpose.

Increase vocation emphasis.

COUNSELING

Family and Children's Services

Professional counseling to improve parent-child relationships

1. Identify your level of familiarity with this program:	High	38%
	General knowledge	46%
	Limited familiarity	16%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	16%
	Good	49%
	Adequate	11%
	Needs improvement	3%
	Don't know	22%
3. Is this program an appropriate response to the counseling needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	22%
	Yes - an important community resource	51%
	Yes - moderately helpful	16%
	No - other programs do the job more effectively	5%
	No - not needed	0%
	Don't know	5%

4. What alternative programs would you suggest?

Fees restrict clients.

Mental Health Child-Adolescent Outpatient can do longer-term counseling/treatment.

Develop a "Parent Center" to help parents work with the schools as well as their children.

Juvenile Court Counseling Services

Supervision and support for youth adjudicated undisciplined or delinquent.

1. Identify your level of familiarity with this program:	High	56%
	General knowledge	36%
	Limited familiarity	8%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	23%
	Good	44%
	Adequate	23%
	Needs improvement	3%
	Don't know	8%
3. Is this program an appropriate response to the counseling needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	47%
	Yes - an important community resource	32%
	Yes - moderately helpful	8%
	No - other programs do the job more effectively	5%
	No - not needed	0%
Don't know	8%	

4. What alternative programs would you suggest?

Not an appropriate resource for undisciplined youth.

Counselors should be required to have an MA in psychology or social work.

Youth Services Bureau

Intensive counseling and casework services to undisciplined, delinquent and "at-risk" youth plus intervention and referral services.

1. Identify your level of familiarity with this program:	High	<u>58%</u>
	General knowledge	<u>37%</u>
	Limited familiarity	<u>5%</u>
	I am employed by this agency	<u> </u>
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	<u>18%</u>
	Good	<u>47%</u>
	Adequate	<u>18%</u>
	Needs improvement	<u>3%</u>
	Don't know	<u>13%</u>
3. Is this program an appropriate response to the counseling needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	<u>41%</u>
	Yes - an important community resource	<u>41%</u>
	Yes - moderately helpful	<u>7%</u>
	No - other programs do the job more effectively	<u>0%</u>
	No - not needed	<u>0%</u>
	Don't know	<u>10%</u>

4. What alternative programs would you suggest?

Limited incorporation with Juvenile Court Intake.

DRUG/ALCOHOL EDUCATION

Charlotte Drug Education Center
Ombudsman Program

As a deterrent to drug use, "high-risk" elementary and junior high school youth are taught decision-making, communication and esteem-enhancing skills.

1. Identify your level of familiarity with this program:	High	<u>24%</u>
	General knowledge	<u>32%</u>
	Limited familiarity	<u>44%</u>
	I am employed by this agency	<u> </u>
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	<u>20%</u>
	Good	<u>12%</u>
	Adequate	<u>17%</u>
	Needs improvement	<u>10%</u>
	Don't know	<u>41%</u>
3. Is this program an appropriate response to the drug/alcohol education needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	<u>20%</u>
	Yes - an important community resource	<u>32%</u>
	Yes - moderately helpful	<u>15%</u>
	No - other programs do the job more effectively	<u>5%</u>
	No - not needed	<u>0%</u>
	Don't know	<u>29%</u>

4. What alternative programs would you suggest?

Drug Education Center has moved from the area it knows best in drug education. Ombudsman and other programs should be evaluated.

Drug Education Center should stress street workers, outreach, community education.

Direct counseling should be offered for youth whose drug problems do not warrant Open House type services.

DRUG/ALCOHOL TREATMENT

Open House Counseling Service

In-patient drug-free residential program plus out-patient treatment and individual counseling.

1. Identify your level of familiarity with this program:	High	26%
	General knowledge	54%
	Limited familiarity	21%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	19%
	Good	33%
	Adequate	8%
	Needs improvement	17%
	Don't know	23%
3. Is this program an appropriate response to the drug/alcohol treatment needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	21%
	Yes - an important community resource	39%
	Yes - moderately helpful	16%
	No - other programs do the job more effectively	3%
	No - not needed	0%
	Don't know	21%

4. What alternative programs would you suggest?

Out-patient is excellent. The rest needs improvement.

Need programs for young drug abusers.

More outreach.

Need to improve relationship with police department.

Straight-Up (A component of Open House)

Self-esteem, self-confidence building through stress-challenge situations including obstacle courses and other physical challenges.

1. Identify your level of familiarity with this program:	High	38%
	General knowledge	30%
	Limited familiarity	33%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	13%
	Good	43%
	Adequate	5%
	Needs improvement	10%
	Don't know	30%
3. Is this program an appropriate response to the drug/alcohol treatment needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	10%
	Yes - an important community resource	40%
	Yes - moderately helpful	18%
	No - other programs do the job more effectively	3%
	No - not needed	0%
Don't know	30%	

4. What alternative programs would you suggest?

Program should serve a wider range of youth.

A Straight-Up type program should be offered to youth with learning problems.

EMERGENCY SHELTER CARE

Baptist Children's Homes of North Carolina -
Emergency Youth Care Center

Emergency shelter care for girls, 6-17 years of age, until the immediate crisis can be resolved or until a suitable permanent placement can be found.

1. Identify your level of familiarity with this program:	High	30%
	General knowledge	40%
	Limited familiarity	30%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	35%
	Good	33%
	Adequate	5%
	Needs improvement	0%
	Don't know	28%
3. Is this program an appropriate response to the emergency shelter care needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	43%
	Yes - an important community resource	25%
	Yes - moderately helpful	8%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	25%

4. What alternative programs would you suggest?

Need a comparable program for boys.

Program should include acting-out girls.

The Relatives

Emergency shelter care for youth who have run away from home or who are experiencing a crisis at home and need a safe, legal place to stay.

1. Identify your level of familiarity with this program:	High	71%
	General knowledge	24%
	Limited familiarity	5%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	50%
	Good	26%
	Adequate	3%
	Needs improvement	0%
	Don't know	12%
3. Is this program an appropriate response to the emergency shelter care needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	62%
	Yes - an important community resource	28%
	Yes - moderately helpful	3%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	8%

4. What alternative programs would you suggest?

Enlarge program capacity.

GROUP HOME

Youth Homes, Inc.

Group homes for youth, ages 10-16, experiencing emotional and behavioral problems that less restrictive forms of intervention have failed to resolve.

1. Identify your level of familiarity with this program:	High	61%
	General knowledge	29%
	Limited familiarity	11%
	I am employed by this agency	---
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	44%
	Good	41%
	Adequate	0%
	Needs improvement	0%
	Don't know	15%
3. Is this program an appropriate response to the group home needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	42%
	Yes - an important community resource	53%
	Yes - moderately helpful	0%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	6%

4. What alternative programs would you suggest?

Need group home for predelinquent children, ages 6-12.

Youth Self-Sufficiency Program
(Operated by Youth Homes, Inc.)

A group home for young women, 15-19 years of age, who lack workable families and who require help in acquiring skill that will enable them to function as self-sufficient, self-reliant adults.

1. Identify your level of familiarity with this program:	High	15%
	General knowledge	28%
	Limited familiarity	58%
	I am employed by this agency	---
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	13%
	Good	15%
	Adequate	3%
	Needs improvement	0%
	Don't know	69%
3. Is this program an appropriate response to the group home needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	20%
	Yes - an important community resource	18%
	Yes - moderately helpful	3%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	60%

4. What alternative programs would you suggest?

Need similar program for boys.

Boy's Homes of North Carolina, Inc.

Year-round care for dependent-neglected or pre-delinquent boys to age 16.

1. Identify your level of familiarity with this program:	High	35%
	General knowledge	28%
	Limited familiarity	38%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	18%
	Good	33%
	Adequate	18%
	Needs improvement	3%
	Don't know	30%
3. Is this program an appropriate response to the group home needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	25%
	Yes - an important community resource	38%
	Yes - moderately helpful	8%
	No - other programs do the job more effectively	8%
	No - not needed	0%
	Don't know	23%

4. What alternative programs would you suggest?

Need similar program for girls.

Program tends to accept dependent youth with few behavior problems - not acting out.

Boy's Town of North Carolina, Inc.

Year-round care for dependent-neglected 14 and 15 year old boys.

1. Identify your level of familiarity with this program:	High	27%
	General knowledge	49%
	Limited familiarity	24%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	16%
	Good	38%
	Adequate	28%
	Needs improvement	6%
	Don't know	13%
3. Is this program an appropriate response to the group home needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	18%
	Yes - an important community resource	37%
	Yes - moderately helpful	8%
	No - other programs do the job more effectively	8%
	No - not needed	0%
	Don't know	29%

4. What alternative programs would you suggest?

Will not accept undisciplined or delinquent youth.

IN-PATIENT PSYCHIATRIC

Mental Health Adolescent Cottage

Residential treatment for disturbed youth.

1. Identify your level of familiarity with this program:	High	26%
	General knowledge	45%
	Limited familiarity	29%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	14%
	Good	38%
	Adequate	12%
	Needs improvement	10%
	Don't know	26%
3. Is this program an appropriate response to the in-patient psychiatric needs of <u>undisciplined, delinquent and at-risk</u> youth?	Yes - the program is indispensable	33%
	Yes - an important community resource	33%
	Yes - moderately helpful	12%
	No - other programs do the job more effectively	2%
	No - not needed	0%
	Don't know	19%

4. What alternative programs would you suggest?

Needs to be expanded.

IN - SCHOOL SUSPENSION

Bethlehem Center In-School Suspension Program

Time-out rooms in junior high school, plus after-school support services, serve youth with behavior problems.

1. Identify your level of familiarity with this program:	High	25%
	General knowledge	40%
	Limited familiarity	35%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	5%
	Good	40%
	Adequate	13%
	Needs improvement	8%
	Don't know	35%
3. Is this program an appropriate response to the in-school suspension needs of <u>undisciplined, delinquent and at-risk</u> youth?	Yes - the program is indispensable	25%
	Yes - an important community resource	43%
	Yes - moderately helpful	5%
	No - other programs do the job more effectively	5%
	No - not needed	0%
	Don't know	23%

4. What alternative programs would you suggest?

Needs to be expanded systemwide.

Oppose concept of In-School Suspension (and Out-of-School Suspension) because removal from classroom stigmatizes the child.

Public Schools

Nine junior high school in-school suspension classrooms operated by the Charlotte-Mecklenburg school system.

1. Identify your level of familiarity with this program:	High	<u>17%</u>
	General knowledge	<u>51%</u>
	Limited familiarity	<u>32%</u>
	I am employed by this agency	_____
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	<u>8%</u>
	Good	<u>18%</u>
	Adequate	<u>26%</u>
	Needs improvement	<u>8%</u>
	Don't know	<u>41%</u>
3. Is this program an appropriate response to the in-school suspension needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	<u>20%</u>
	Yes - an important community resource	<u>24%</u>
	Yes - moderately helpful	<u>17%</u>
	No - other programs do the job more effectively	<u>12%</u>
	No - not needed	<u>0%</u>
	Don't know	<u>27%</u>

4. What alternative programs would you suggest?

Limited availability.

Bethlehem Center's In-School Suspension approach is more appropriate.

Should have professional staff.

INTENSIVE-PSYCHIATRIC/PSYCHOLOGICAL CARE

County Mental Health

Trained psychologists offer out-patient services to children and adolescents.

1. Identify your level of familiarity with this program:	High	<u>39%</u>
	General knowledge	<u>39%</u>
	Limited familiarity	<u>22%</u>
	I am employed by this agency	_____
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	<u>11%</u>
	Good	<u>34%</u>
	Adequate	<u>34%</u>
	Needs improvement	<u>0%</u>
	Don't know	<u>20%</u>
3. Is this program an appropriate response to the intensive-psychiatric/psychological care needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	<u>23%</u>
	Yes - an important community resource	<u>48%</u>
	Yes - moderately helpful	<u>23%</u>
	No - other programs do the job more effectively	<u>0%</u>
	No - not needed	<u>0%</u>
	Don't know	<u>8%</u>

4. What alternative programs would you suggest?

Needs to be more readily available.

Needs more flexibility about requiring the entire family to participate.

Emergency services should be more receptive to on-site visits.

Need to force disturbed youth to accept treatment as opposed to relying on individual to accept treatment.

JOB PLACEMENT

Charlotte-Mecklenburg Youth Council

Employment counseling, testing and job training for Charlotte-Mecklenburg youth, ages 14-21.

1. Identify your familiarity with this program:	High	20%
	General knowledge	29%
	Limited familiarity	51%
	I am employed by this agency	
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	15%
	Good	20%
	Adequate	15%
	Needs improvement	2%
	Don't know	49%
3. Is this program an appropriate response to the job placement needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	22%
	Yes - an important community resource	20%
	Yes - moderately helpful	15%
	No - other programs do the job more effectively	2%
	No - not needed	0%
	Don't know	41%

4. What alternative programs would you suggest?

Services restricted to youth in specific income and geographic areas - should broaden access to services.

Employment Security Commission

Employment counseling, job referral and placement for youth 16 and older.

1. Identify your familiarity with this program:	High	26%
	General knowledge	31%
	Limited familiarity	43%
	I am employed by this agency	
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	2%
	Good	17%
	Adequate	12%
	Needs improvement	20%
	Don't know	51%
3. Is this program an appropriate response to the job placement needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	7%
	Yes - an important community resource	24%
	Yes - moderately helpful	21%
	No - other programs do the job more effectively	7%
	No - not needed	2%
	Don't know	40%

4. What alternative programs would you suggest?

Should work with younger children.

Insensitive to employment needs of youth. Need for a community job "clearinghouse" for youth.

RECREATION/CONFIDENCE BUILDING

Outdoor Education Skills Program
(Operated by The Relatives)

Stress challenge and self-esteem building activities for youth, ages 14-18, who do not have constructive daily activities available to them.

1. Identify your familiarity with this program:	High	18%
	General knowledge	23%
	Limited familiarity	59%
	I am employed by this agency	
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	8%
	Good	13%
	Adequate	10%
	Needs improvement	10%
	Don't know	59%
3. Is this program an appropriate response to the recreation/confidence building needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	10%
	Yes - an important community resource	12%
	Yes - moderately helpful	14%
	No - other programs do the job more effectively	7%
	No - not needed	7%
	Don't know	50%

4. What alternative programs would you suggest?

Seems to duplicate other services.

Program especially beneficial for the suspended youth.

Program concept is sound.

SPECIALIZED FOSTER CARE

Specialized Foster Care
(Operated by Youth Homes, Inc.)

Recruitment, training and support for families who will provide homes for youth in DSS custody who have special behavior problems.

1. Identify your familiarity with this program:	High	24%
	General knowledge	43%
	Limited familiarity	32%
	I am employed by this agency	
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	8%
	Good	33%
	Adequate	19%
	Needs improvement	8%
	Don't know	31%
3. Is this program an appropriate response to the recreation/confidence building needs of <u>undisciplined, delinquent and at-risk youth</u> ?	Yes - the program is indispensable	25%
	Yes - an important community resource	39%
	Yes - moderately helpful	8%
	No - other programs do the job more effectively	0%
	No - not needed	6%
	Don't know	22%

4. What alternative programs would you suggest?

Needs more homes.

TEMPORARY SHELTER CARE

Lutheran Family Services Group Homes

Provides temporary placement for youth in DSS custody until appropriate long-term or therapeutic placement can be found.

1. Identify your familiarity with this program:	High	39%
	General knowledge	44%
	Limited familiarity	17%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	44%
	Good	23%
	Adequate	5%
	Needs improvement	0%
	Don't know	28%
3. Is this program an appropriate response to the temporary shelter care needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	46%
	Yes - an important community resource	29%
	Yes - moderately helpful	2%
	No - other programs do the job more effectively	0%
	No - not needed	0%
	Don't know	22%

4. What alternative programs would you suggest?

Temporary Shelter Care for Non-DSS Youth

This program will go into operation during 1980 and will provide 1-90 day temporary shelter care for youth not in custody of the Department of Social Services.

1. Identify your familiarity with this program:	High	26%
	General knowledge	31%
	Limited familiarity	44%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	10%
	Good	10%
	Adequate	0%
	Needs improvement	0%
	Don't know	80%
3. Is this program an appropriate response to the temporary shelter care needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	31%
	Yes - an important community resource	18%
	Yes - moderately helpful	0%
	No - other programs do the job more effectively	0%
	No - not needed	0%
Don't know	51%	

4. What alternative programs would you suggest?

Potentially a very useful service.

VOCATIONAL EDUCATION

Charlotte-Mecklenburg Public Schools
Vocational Education Program

A variety of vocational education programs are available in junior and senior high schools.

1. Identify your familiarity with this program:	High	13%
	General knowledge	35%
	Limited familiarity	53%
	I am employed by this agency	—
2. How would you rank the effectiveness of this program in satisfying its stated objectives?	Excellent	7%
	Good	20%
	Adequate	7%
	Needs improvement	20%
	Don't know	46%
3. Is this program an appropriate response to the vocational education needs of <u>undisciplined, delinquent and at-risk youth?</u>	Yes - the program is indispensable	22%
	Yes - an important community resource	20%
	Yes - moderately helpful	17%
	No - other programs do the job more effectively	2%
	No - not needed	0%
	Don't know	40%

4. What alternative programs would you suggest?

Would like to see an extensive vocational training program.

Do you have recommendations, comments or complaints about this needs assessment or about any delinquency prevention and treatment programs?

Should examine existing programs in depth and determine which ones should be continued, rather than introducing new programs.

Need for more in-patient psychiatric care.

YSAB should review each agency and report the following information:

1. Number of youth served as ratio of those in need.
2. Characteristics of those served in comparison to the target population.
3. Success-failure rate.
4. Evaluation of the program by those receiving services.
5. Statement of goals for the future.

Improved cooperation and information sharing interagency.

Need more of most programs, but especially group homes and residential programs.

APPENDIX B

NEEDS ASSESSMENT RESPONDENTS

NEEDS ASSESSMENT RESPONDENTS

Bruce Alexander, Director, Specialized Foster Care Program (Youth Homes, Inc.)

Phillip J. Anderson, Resource Officer, Charlotte Police Department

Dianne Austin, Social Worker, Mecklenburg County Department of Social Services

Walter Bennett, District Court Judge, 26th Judicial District

H. Douglas Boyd, Director, Bethlehem Center

Mary Chamblee, Assistant Public Defender, Public Defender's Office

Billie Clark, Clinical Psychologist, Gatling Juvenile Diagnostic Center

John T. Crawford, Director, Youth Services Department, Charlotte Housing Authority

Paul Crocker, Resource Officer, Mecklenburg County Police Department

Robert L. Davis, Principal, Street Academy

John R. Dietrick, Director, Gatling Juvenile Diagnostic Center

Burt Fitch, Caseworker, Mecklenburg County Department of Social Services

Jo Ann Greyer, Assistant Director, The Relatives

Richard Halback, Criminal Justice Instructor, Central Piedmont Community College

John Hayes, UNCC Urban Institute Anti-Crime Program

Janet Haywood, Supervisor, Gatling Juvenile Diagnostic Center

William O. Hoey, Director, Mecklenburg Court Volunteers

Gerald Horn, Assistant Director, Bethlehem Center

Pat Hughston, Social Worker, Youth Homes, Inc.

William G. Jones, District Court Judge, 26th Judicial District

Patsy Keith, School Counselor, Wilson Junior High School

Gail Kemp, Supervisor, Child and Adolescent Services, Mecklenburg County Mental Health Services

Sam Killman, Charlotte Police Department

Bruce L. Kirk, Jr., Resident Director, Boys and Girls Homes of North Carolina

Sandra P. Lanier, Juvenile Court Counselor, Juvenile Court Counselor Services

Charles R. McAdams III, Lutheran Family Services - Group Homes

Cebby Mann, Counselor/Coordinator, Mecklenburg Youth Services Bureau

Patrick Martin, Director, Mecklenburg Youth Services Bureau

Gladys Massey, Youth Work Experience Program, Employment Security Commission

Jerald A. Moore, Director, Educational Disabilities, Charlotte-Mecklenburg Schools

Phillip R. Morrow, Director, Family Resource Center, Baptist Children's Homes of North Carolina

Stephen Newman, Director, Charlotte Drug Education Center

Carol Phelps, Associate Director of Client Services, Family and Children's Services

Kathryn B. Powell, Director, Renaissance Program (Youth Homes, Inc.)

Sheila A. Quinn, Juvenile Court Counselor, Juvenile Court Counseling Service

Lynne Reyburn, Associate Director, Young Women's Christian
Association

Liisa Salosaari, Director, Outpatient Clinic, Open House
Counseling Service

Dan Shearer, Executive Director, Youth Homes, Inc.

Dennis Smirl, Title I Coordinator, Charlotte-Mecklenburg
Schools

Elaine Thomas, Director, The Relatives, Inc.

Linda Walker, ESAA Coordinating Counselor, Charlotte-
Mecklenburg Schools

H. C. "Woody" Woodward, Executive Director, Charlotte Outdoor
Education Center, Inc.

END