



COLORADO

Department of Corrections

Youthful Offender System Fiscal Year 2024 Annual Report



Prepared by the
Office of Planning
and Analysis

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EXECUTIVE SUMMARY

Overview of Youthful Offender System (YOS)

It is the intent of the General Assembly that:

- YOS shall benefit the state of Colorado by providing a sentencing option for certain (male and female) youthful offenders in a controlled and regimented environment. This environment affirms the dignity of self and others, promotes the value of work and self-discipline, and develops useful skills and abilities through enriched programming.
- YOS opened its doors in 1994 on the grounds of the Denver Reception and Diagnostic Center (DRDC). In 1998, YOS was relocated to Pueblo, on the grounds of the Colorado Mental Health Institute of Pueblo.
- YOS was originally designed for violent youthful offenders between the ages of 14 and 17 at the time of their offense who were direct filed or transferred as adults in accordance with Colorado Revised Statute (C.R.S.) 19-2-517, C.R.S. 19-2-518 and C.R.S. 18-1.3-407. Effective October 1, 2009, the eligibility criteria for sentencing to YOS was expanded as a result of House Bill (HB) 09-1122 to include violent young adult offenders who commit Class 3 through 6 violent felony offenses between the ages of 18 and 19 at the time of their offense and who are sentenced prior to their 21st birthday. As a result of HB 09-1122, the Young Adult Offender sentencing statute, C.R.S. 18-1.3-407.5 was passed into law.
- Public safety, academic achievement, rehabilitation, the development of prosocial behaviors, and re-entry planning are the primary focus within YOS.
- YOS is under the direction and control of the executive director of the Colorado Department of Corrections (CDOC).
- Offenders sentenced to the Youthful Offender System are housed and serve their sentences in a facility specifically designed and programmed for the Youthful Offender System. Offenders are housed separate from and not brought into daily physical contact with inmates older than 24 years who have been sentenced to the CDOC, and have not been sentenced to the Youthful Offender System.
- Sentences to YOS are determinate, day-for-day. Offenders sentenced to YOS do not receive earned time or good time credit.

Admission & Population Characteristics

- There were 47 admissions to YOS in Fiscal Year (FY) 2024 (July 1, 2023 - June 30, 2024).
- The average age of offenders admitted to YOS in FY 2024 was 19.1 years old.
- The average sentence to YOS for FY 2024 admissions was 5.9 years, while the average suspended adult sentence was 13.5 years.
- Violent offenders made up 100% of YOS admissions in FY 2024.
- Of the 228 offenders in YOS at the end of FY 2024, El Paso (57), Denver (56), Arapahoe (33), and Jefferson (22) counties had the highest number of offenders.
- In FY 2024, 53% of YOS admissions had academic needs, 34% had mental health needs, 64% had substance use needs, 2% had medical needs, and 0% had sex offender needs.

Completion Rates

- Of the 1,813 offenders who have completed YOS from inception through FY 2024:
 - 1,370 offenders successfully discharged their YOS sentence,
 - 370 offenders negatively terminated or had their YOS sentence revoked,
 - 61 received probation or reconsideration,
 - 12 are deceased.
- Of the 57 total releases in FY 2024:
 - 41 offenders successfully discharged their YOS sentence,
 - 16 negatively terminated or had their YOS sentence revoked.

Recidivism

- Pre-release recidivism, defined as new criminal activity occurring during a YOS sentence that results in termination from YOS, was 5.3% for offenders through FY 2024.
- Post-release recidivism, defined as new criminal activity that results in placement in the CDOC adult prison system following successful completion of YOS sentence, was:
 - 4.1% returned within 1 year
 - 17.3% returned within 3 years
 - 26.2% returned within 5 years

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OVERVIEW SUMMARY

The Colorado Department of Corrections (CDOC) Vision Statement

Building a safer Colorado for today and tomorrow.

CDOC Mission Statement

We are a team of dynamic and diverse professionals building a safer Colorado by cultivating transformative opportunities for those under our supervision.

YOS Mission Statement

To effectively manage an age-specific population in a secured environment, offering access to meaningful programs and services that provide the opportunity for personal growth through educational, vocational, and community service activities which are centered around prosocial development and individual success.

Overview of YOS

YOS was established under the direction and control of the Executive Director of the Colorado Department of Corrections (CDOC) by special legislation enacted in 1993 through Senate Bill (SB) 93S-009. The 1993 special session of the Colorado Legislature was convened by Governor Roy Romer as part of a 14-point plan for a comprehensive response to youth violence. In response to Governor Romer's call for innovative action, SB 93S-009 was developed and provided the state with a new "middle tier" sentencing option, whereby eligible youthful offenders could be sentenced as adults directly to the Youthful Offender System. YOS opened its doors in 1994 on the grounds of the Denver Reception and Diagnostic Center (DRDC). In 1998, YOS was relocated to the grounds of the Colorado Mental Health Institute of Pueblo. In 2009, YOS sentencing consideration was expanded to include young adult offenders.

All YOS offenders serve their sentence in a controlled and regimented environment that affirms dignity of self and others, promotes values of work and self-discipline, and develops useful skills and abilities through enriched programming. YOS blends security, treatment, case management, and reentry to provide a comprehensive "middle-tier" correctional sentencing option. Public safety, academic achievement, rehabilitation, the development of prosocial behaviors, and reentry planning are the primary focus within YOS. Sentences to YOS are determinate, day-for-day. Offenders sentenced to YOS do not receive earned time or good time credit.

A sentence to YOS consists of four distinct components or phases:

- **An Intake, Diagnostic, and Orientation (IDO) Phase:** This is referred to as the Orientation Training Phase (OTP), encompassing the first 30 to 45 days of the YOS sentence. During this time, a thorough needs assessment and evaluation is completed,

an individualized progress plan is developed, reentry challenges are identified, and offenders are acclimated to the facility.

- **Phase I:** During this time, a range of core programming, supplemental activities, treatment services, and educational / vocational programs and services are provided to the offenders.
- **Phase II (Pre-Release):** This is administered during the last 3 months of the period of institutional confinement, continuing the reentry focus and providing a foundation for an effective and well-planned transition to Phase III.
- **Phase III (Community Supervision):** This is administered for the period of community supervision that remains after the completion of Phase II, during which the offender's reintegration into society is closely monitored. This phase serves as the final 6 to 12 months of a YOS sentence.

YOS utilizes a system of incentives and sanctions to motivate offenders. During the period of incarceration, privileges include, but are not limited to televisions, radios, telephone calls, and access to free weights. Privileges are not available for an offender unless they have been earned under the merit system.

Intent of the General Assembly

The General Assembly recognized that the increased number of violent juvenile crimes is a problem faced by all states. By creating YOS, Colorado stands at the forefront of the states in addressing and solving the problem of sentencing, managing, and rehabilitating violent youthful offenders.

It is the intent of the General Assembly that:

- YOS shall benefit the state of Colorado by providing as a sentencing option for certain male and female youthful offenders a controlled and regimented environment. This environment affirms dignity of self and others, promotes the value of work and self-discipline, and develops useful skills and abilities through enriched programming.
- Female and male offenders for whom charges have been directly filed and convicted in the district court, in accordance with C.R.S. 19-2-517, will receive equitable treatment in sentencing, particularly to the option of being sentenced to YOS. Accordingly, it is the General Assembly's intent that necessary measures be taken by the CDOC to establish separate housing for female and male offenders who are sentenced to YOS without compromising the equitable treatment of either.
- Offenders sentenced to YOS are housed and serve their sentences in a facility specifically designed and programmed for YOS. They are housed separate from and not brought into daily physical contact with inmates older than 24 years sentenced to the CDOC who have not been sentenced to YOS.

- Offenders sentenced to YOS are sentenced as adults, are subject to the CDOC's rules, regulations, and standards pertaining to adult offenders, and are subject to all laws except as otherwise provided in C.R.S. 18-1.3-407.

YOS System Eligibility

18-1.3-407: YOS is designed for violent youthful offenders who are between the ages of 14 and 17 at the time of their offense, and who are less than 21 years old at time of sentencing; who commit class 2 through class 6 felony offenses; who are direct filed or transferred and sentenced as adults in accordance with C.R.S. 19-2-517/19-2-518; and who would otherwise be sentenced to and placed in one of the CDOC adult facilities.

18-1.3-407.5: Effective October 1, 2009, the eligibility criteria for sentencing to YOS was expanded as a result of House Bill (HB) 09-1122 to include violent young adult offenders who commit Class 3 through Class 6 violent felony offenses between the ages of 18 and 19 at the time of their offense and are sentenced prior to their 21st birthday. As a result of HB 09-1122, the Young Adult Offender sentencing statute, C.R.S. 18-1.3-407.5 was passed into law.

In order to sentence an offender to YOS, the court shall first impose a sentence to the CDOC. The court shall thereafter suspend such sentence, conditional upon successful completion of a determinate (day-for-day) sentence to the YOS of not fewer than two (2) years, nor more than six (6) years, except that a youthful offender convicted of a class 2 felony may be sentenced for a determinate period up to seven (7) years. All YOS sentences include a mandatory 90-day period of intensive pre-release programming (Phase II) along with a mandatory 6- to 12-month period of community supervision (Phase III).

The following offenses are eligible for sentencing to YOS:

- Murder in the first degree if during the commission of or attempt to commit arson, robbery, burglary, kidnapping, sexual assault or escape, resulting in a plea agreement to a class 2 felony.
- Crimes of violence as defined in C.R.S. 18-1.3-406 (formerly 16-11-309) including crimes against an at-risk adult or at-risk juvenile, first- or second-degree assault, kidnapping, aggravated robbery, first-degree arson, first-degree burglary, escape, and criminal extortion.
- Felonies involving the use or possession and threatened use of a deadly weapon .
- Vehicular homicide and vehicular assault.
- Criminal attempt, conspiracy, solicitation, or complicity to any of the offenses listed above also makes an individual eligible for YOS sentencing. Juvenile offenders with histories of delinquent acts, which would constitute felonies and habitual juvenile offenders as defined in C.R.S. 19-1-103, are specifically identified in the statute as eligible for YOS.

Legislative Authority

The original legislation establishing YOS was enacted in SB 93S-009 with several legislative revisions passed subsequently to modify and improve the initial intent of the YOS. The more significant pieces of legislation are discussed below.

SB 93S-009: Signed into law on September 23, 1993, the original legislation provided a determinate sentence to YOS of at least one (1) year, but no more than five (5) years to be followed by an additional mandatory parole period of 12 months.

SB 94-201: The sentencing structure was changed such that the minimum sentence is at least two (2) years, and the maximum not more than six (6) years. The 12-month parole period was eliminated, and a two-phased community supervision component was added, transferring supervision authority from the Colorado Parole Board to the Division of Community Corrections within the CDOC. Community supervision was set at 6 to 12 months of the total sentence with Phase II operating as a 3-month pre-release period prior to Phase III.

SB 94-155: This legislation expanded juvenile eligibility for YOS to include habitual juvenile offenders as defined in C.R.S. 19-1-103.

HB 96-1128: The three-month Phase II pre-release supervision, which previously applied to the community supervision portion of the sentence, was changed to the period of incarceration.

SB 99-130: This legislation eliminated the provision that previously precluded class 2 juvenile felons from being sentenced to YOS. Juveniles less than 16 years of age convicted of a class 2 felony that was not the result of a plea agreement, charged as a class 1 felony and without a conviction or adjudication for a crime of violence, became eligible for YOS under this legislation. The YOS sentence for a class 2 felony may be up to seven (7) years.

SB 99-131: The original legislation (SB 93S-009) established a sunset provision for YOS on June 30, 1999. This legislation extended the repeal date for five (5) years to June 30, 2004.

SB 00-140: Minor changes to YOS were provided through this legislation. A pre-sentence investigation must be conducted prior to sentencing a juvenile to YOS. Offenders may be transferred to another facility for up to 60 days for diagnostic validation of mental illness or developmental disabilities. This legislation specified that the district court shall review the offender's sentence within 120 days after notification when the CDOC has determined the offender is not able to complete YOS.

SB 01-015: This legislation required the CDOC to notify local law enforcement in the jurisdiction where an offender will be placed for Phase III. Local law enforcement may appeal the placement with the executive director as the final authority.

SB 04-123: This legislation reauthorized YOS, removing the sunset provision established in SB 99-131, which slated the program to close on June 30, 2004. The facility was changed from a Level V to a Level III facility, and the capacity was capped at 256 beds.

SB 08-066: This bill reduced first-degree murder to a class 2 felony if the defendant pled guilty to the lesser charge, which makes the defendant eligible for sentencing to YOS.

HB 08-1132: This bill allows sex offenders and individuals needing mental health treatment in YOS to obtain appropriate treatment by allowing YOS to offer juvenile and adult treatment models to provide comprehensive and appropriate treatment for sex offenders. The bill also made mental and other health services available to YOS clients without parental consent.

HB 09-1122: This bill added language to C.R.S. 18-1.3-407, extending the age of sentencing from prior to the 19th birthday to prior to the 21st birthday and created §18-1.3-407.5, C.R.S. expanding the offenders eligible for YOS to include young adults.

HB 10-1413: This bill added language to C.R.S. 19-2-517, removing juveniles who are 14 and 15 years of age at the time of the offense from direct file if any of the following circumstances apply: charge is murder in the first-degree; charged with a sex offense that is enumerated as a crime of violence; any felony sexual offense; or the offender is determined to be a habitual juvenile offender.

HB 12-1271: This bill amends the direct file statute to limit the offenses for which a juvenile may be subject to direct file to class 1 or 2 felonies, to include a crime of violence felony or sex offenses if the juvenile has any previous felony adjudications or violent sex offenses. This bill limits direct filings to juveniles aged 16 to 17. After the juvenile is charged in district court, the juvenile may petition the adult court for a reverse-transfer hearing to transfer the case to juvenile court.

SB 13-216: This bill reauthorized HB 09-1122, which extends the age of sentencing from prior to the 19th birthday to prior to the 21st birthday. It also created §18-1.3-407.5, C.R.S. expanding the offenders eligible for YOS to include young adults.

HB 15-1292: This bill grants offenders the right to a resentencing hearing of serving life without the possibility of parole as a result of a direct file or transfer. This bill only refers to offenses committed by juveniles between July 1, 1990 and June 30, 2006.

SB 15-182: This bill allows the Executive Director or their designee to transfer any offender aged 24 or younger sentenced to the Department of Corrections into or out of YOS. This can be done for the purpose of public safety, academic achievement, rehabilitation, the development of prosocial behavior, or reentry planning. This facilitates youthful offender-specific programming.

System Structure

YOS is based upon the following guiding principles:

The system helps teach offenders self-discipline by providing clear consequences for inappropriate behavior.

The system includes a daily regimen that involves offender participation in physical training, self-discipline exercises, educational and work programs, and meaningful interaction within a tiered system for swift and strict discipline for noncompliance.

The system utilizes staff models and mentors to promote offenders' development of socially accepted attitudes and behaviors.

The system provides offenders with instruction in problem-solving skills and incorporates methods to reinforce the use of cognitive behavioral strategies that change offenders' orientation toward criminal thinking and behavior.

The system promotes a transition from anti-social to pro-social behaviors within group cultures.

The system provides offenders the opportunity to gradually reenter the community while demonstrating the capacity for self-discipline and the attainment of respect for the community.

Facility Location: Originally located within DRDC, YOS was moved to the grounds of the Colorado Mental Health Institute of Pueblo in 1998. YOS is situated on a campus with 11 buildings designated for housing units, education (vocational and academic), treatment programs, recreation, food service, and administrative offices.

Staffing: YOS is a community of concerned employees committed to the principles of adolescent development. Skill development is facilitated through role modeling, mentoring, and other planned interventions. Youth offenders assist along their path to becoming law-abiding and productive citizens.

Components / Phases: YOS consists of four distinct components / phases designed to provide a continuum of core programming and specialized services tailored to each individual's needs. The phases as defined in statute are outlined in the YOS Components / Phases portion of this document.

Individualized Planning: Individualized case planning is critically important for each offender's successful outcome. The offender works with an assigned Case Manager to develop individualized case plans. Case plans are developed around identified criminogenic needs and four general areas to be addressed during the offenders' sentence at YOS. The criminogenic needs assessed include antisocial attitudes, anti-social peers, antisocial personality, family / marital relationships, substance abuse, employment/education and prosocial activities. Areas of information shared as part of the assessment process include: Criminal history, education, employment, and social

support, substance abuse and mental health, criminal attitudes and behavioral patterns, obstacles to successful transition, and case manager comments and recommendations. The Case Manager through collaboration with the offender will develop individualized interventions for each offender by identifying and defining key problems and goals for each identified area of need. The case plan clearly outlines goals and objectives with successful completion of the goal. Case plans are measurable and observable. Case plans continue to evolve and are updated as objectives are met. Offender assessments are updated annually using the re-entry tool (RT) or the supplemental reentry tool (SRT) depending on the length of the offender's incarceration status. Following four (4) years of incarceration, the reentry tool (RT) will replace the supplemental re-entry tool (SRT) annually.

The YOS offender also meets with a progress team to develop plans to aid the offender in successful participation within the YOS program. Criteria is employed to ensure minimum requirements are met in relation to: attendance and participation in facility activities, achievement of satisfactory monthly progress ratings by the individual and primary advisor, and development of prosocial behaviors. Progress ratings are completed monthly by the progress team.

Reentry: Reentry services including planning for employment, housing, and medical needs, begins in Phase II and continues through supportive aftercare in Phase III. Phase II also includes a new partnership with the Colorado Workforce Center of Pueblo, where offenders are taken to the workforce center and are paired with career coaches that help them focus on employment searches, mock interviews, financial literacy and budgeting, resume writing and much more.

Classification: In accordance with C.R.S. 17-1-104.3, the YOS facility is a secure Level III (medium custody) correctional facility. Unlike the adult system, where offenders are placed into facilities according to their custody classification, YOS offenders' classification is based on their assigned phase within the program and physical plant location.

Cognitive Education

Peer Culture: It is widely known that peer groups can have a tremendous influence on adolescents. The peer culture at YOS is aimed to develop self-worth, significance, dignity, and responsibility in each individual as they become committed to the positive values of helping and caring for others. YOS incorporates portions of a positive peer culture model to develop positive values which promote individual change while allowing the opportunity to assist and support fellow peers and staff.

Cognitive-Behavioral Redirection: Redirection training includes Quick Skills, seven (7) conditions of feedback, mentoring and role modeling, Thinking for a Change, and individual and family interaction.

Restorative Justice Classes and Support Circles: With the Community Justice Center of Nebraska (CJC), YOS offers a peer-led onsite program where the mission is to advance community safety, respect, responsibility, repair, reintegration, and healing in the aftermath of harm through evidence-based restorative justice practices. This one-day course teaches offenders how restorative justice puts power back in the hands of those affected most: the victims. It elevates victim voices, through the CJC's victim impact curriculum and victim harm statements. The class and follow-up Support Circles focus on holding those individuals accountable by facing the impact of their victims, shows them the harm of their actions, has the opportunity for the offenders to develop empathy and responsibility and improves the offenders emotional hygiene and gives them the tools necessary for better decision making.

Quick Skills: Quick Skills is a cognitive-behavioral skill-building curriculum designed to assist the offender population in developing pro-social skills. The theoretical foundation of Quick Skills is cognitive restructuring, cognitive skills development, and structured skill building. Courses are taught independently, or they are combined for a more comprehensive treatment unit. Offenders participate in courses at least weekly, depending on their specific plan and problem areas.

The Quick Skills courses are delivered in OTP, Phase I, and Phase II. In OTP, offenders attend the seven (7) basic learning skills courses, and an anger control course. A wide range of learning skills are provided including listening, asking for help, asking questions, saying thank you, being prepared, ignoring distractions, making corrections, bringing material to class, following instructions, contributing to discussions, and offering help. Offenders in Phase I attend thinking traps, problem solving, and aggression replacement modules. Phase II modules include financial management and employment skills (getting hired for those who will soon be released into the community).

Incentives and Sanctions

During the period of incarceration in the YOS, incentives and privileges are not available for an offender unless such privileges have been earned under a merit system. These privileges include but are not limited to: televisions, radios, telephone calls, access to free weights, and canteen privileges. Privileges increase with the offender's status level but can also be lost through unacceptable behavior or rule infractions. Offender status level is determined through progress team consensus about the individual's behavior and progress. When issues or problems are identified, they are addressed. Each offender must meet the minimum terms and conditions of their sentence, show positive progress, and attain the minimum required goals prior to moving to the next status level.



Visiting: The offender visiting program is designed to ensure that all special considerations, including travel time, relationships, facility needs, family issues, and any problems can be considered. Visits are considered privileges and must be earned through an offenders' progress in YOS. Visiting sessions are available Friday,

Saturday, and Sunday with a morning and afternoon session on each day. Special visits are also reviewed as defined in policy.

Parents Association: Parents of YOS offenders have developed an association which provides support for offenders and parents. The Parent's Association works with the YOS Administration to bring families together by providing scheduled events and activities for offenders and their families, and provides a support group for parents of offenders sentenced to YOS. The Parent's Association collaborates with the YOS Administration to provide an annual event, which is held on the YOS campus and allows offenders and their parents and / or guardians to enjoy a meal together in a secure, but supportive, environment.

Three-Level Model: Positive behavior is rewarded through increased status, and higher-status offenders receive additional privileges. YOS has implemented a new three-level incentive system, with Level 3 being the highest status an offender can achieve. Offenders at Level 3 have access to unlimited visits and telephone calls, as well as additional privileges such as video games, a large screen television, free weights, and DVD movies. They are also allowed to purchase personal televisions for their rooms and have access to additional items available on Canteen.

Therapeutic Interventions

A variety of therapeutic interventions are provided to offenders as dictated by their individualized needs. Participation and progress are measured through monthly team evaluations. Therapeutic services include mental health, substance abuse, anger management, and living skills.

Mental Health Services: Mental health services are provided to all offenders at YOS. Upon arrival at YOS, all offenders undergo an initial mental health appraisal by a mental health clinician to assess for level of need based upon a clinical interview, review of available historical records, psychiatric medication history, and use of evidence-based assessment measures. This appraisal assigns each offender an individualized psychological needs level, which informs the period of follow-up assessments. Those offenders who are identified with moderate to severe mental health needs, or those on prescription medications, are assessed monthly, quarterly, or bi-annually by a mental health professional. Approximately 34% of the YOS population is currently deemed to have moderate to severe mental health needs.

Due to the unique nature of YOS, we offer a variety of mental health treatment for all offenders sentenced to YOS. We offer individual therapy, group therapy, living skills, and psychiatric services. As of July 2023, YOS is capable of offering involuntary psychiatric medications for offenders who are sentenced to YOS, develop a disorder that leads them to be a danger to self, danger to others, or gravely disabled. Historically, YOS was unable to offer this treatment and as such, medication non-compliant individuals were likely to be revoked to obtain the treatment they need in the CDOC. Now that we are able to offer this level of care, individuals are placed on involuntary medications for a period of

180-days in the hopes they will be able to successfully complete YOS programming with the addition of the psychiatric medication. If an offender needs speciality mental health treatment, we consult with other CDOC programs and Clinical Leadership on how best to offer that treatment within the YOS program.

Some mental health programming has been integrated into different aspects of the YOS program in order to promote rehabilitation and resilience. For instance the Orientation and Training Phase (OTP) now incorporates Anger Management and three Living Skills groups as part of the requirements to pass OTP. As such, all offenders at YOS are given an individualized treatment plan for group therapy. Frequency of individual therapy is assigned based upon psychological need, however, any offender can request individual therapy if they feel it would be beneficial.

In FY 2024, primary mental health programming in YOS utilized evidence-based group therapy that focused on emotion regulation, cognitive-behavioral interventions, and addressing criminal thinking. Each group is capped at 12 participants to ensure engagement and participation. The following curricula have been offered during FY 2024: SAMHSA Anger Management, Commitment to Change Volumes 1-3, Dialectical Behavior Therapy, Seeking Safety, Transgender Resilience, Corrective Actions, and Living Skills.

SAMHSA Anger Management has been offered the entirety of FY 24 and every graduating OTP class attended and completed Anger Management as part of OTP. Each Anger Management class is 12 sessions and focuses on identifying underlying triggers for anger, comorbidities of anger issues and substance use, strategies for controlling anger, and the impact of anger on their victims. We had 106 offenders complete Anger Management in FY 24.

In addition, YOS mental health offers Commitment to Change, which utilizes cognitive-behavioral strategies to target criminal thinking patterns and behaviors, and helps offenders develop tactics for cognitive restructuring that promotes pro-social thinking. There are three separate volumes of Commitment to Change programming that build upon each other. Each volume is a 12-week session and is offered during Phase I. This program has been offered the entirety of FY24. During FY 24, 62 offenders completed Volume 1, 30 offenders completed Volume 2, and 5 offenders completed Volume 3.

YOS mental health offers Dialectical Behavior Therapy (DBT), which utilizes cognitive-behavioral and mindfulness strategies to target emotion dysregulation, distress tolerance, and interpersonal effectiveness. In FY 2024, 17 offenders completed DBT.

Seeking Safety is a cognitive-behavioral based psychoeducation group about PTSD and substance use. It aims to help individuals understand symptoms of PTSD, how PTSD can lead to substance use issues, and how substance use can make someone more vulnerable to PTSD. It addresses healthy coping skills versus unhealthy and how to identify safe people and safe places. In FY 24, 40 offenders completed Seeking Safety.

Living Skills is a set of 12 different curricula that cover the following topics: Education, Hygiene and Self-Care, Interpersonal Skills, Looking for Work, Making Decisions, Managing Money, Parenting and Child Development, Refusal Skills, Securing Housing, Setting and Attaining Goals, Sexual Health, and Values and Responsibilities. These Living Skills curricula have been integrated into the YOS program in OTP, Phase 1, and Phase 2. For example, Making Decisions, Refusal Skills, and Setting and Attaining Goals are integrated into OTP and are a requirement to attend and pass in order to successfully complete OTP. Other curricula have been integrated into the different levels of privilege system and are a requirement to complete before increasing in privilege. Others are a requirement during Phase 2. These curricula were approved by CDOC during FY 24 and not all have been implemented fully yet. During FY 24, we had 85 complete Setting and Attaining Goals, 76 complete Refusal Skills, 47 offender complete Making Decisions, 14 complete Managing Money, 7 complete Hygiene and Self-Care, and 5 complete Interpersonal Skills.

For offenders housed in the classification unit, either on remediation status or pending revocation, they are offered two separate self-paced curricula to help them overcome their patterns of behavior that have led to their placement in the classification unit, as well as develop new thought processes that will help them reintegrate into general population. These curricula are Corrective Actions, which is a four workbook series using cognitive behavioral strategies to change criminal thinking patterns. The other curriculum is Stepping Up, Stepping out, which is a 9-module series designed to target reintegration from a restrictive housing-like environment into general population. These are offered on a weekly basis, and offenders progress at their own pace.

Substance Abuse Services: Treatment services are provided to substance abusing offenders by a certified addiction specialist. The counselor conducts assessments and treatment groups across phases from OTP, Phase 1, and Phase 2.

Offender treatment needs are assessed using a standardized offender assessment battery, which examines an individual's criminal risk, as well as their addiction history. One of the treatment curricula is *Pathways to Self-Discovery and Change* developed by Milkman and Wanberg (2005). This curriculum operates from a cognitive-behavioral perspective, challenging offenders to address their criminal and addictive thinking. Participants examine those factors which may influence them to relapse or repeat their criminal behavior. Another curriculum is SAMHSA Anger Management, which has been addressed above. And a final curriculum is Victim Impact: Listen and Learn. This is a program designed to educate offenders about the profound impact crimes have on victims, by providing first-person accounts from various crime survivors, aiming to increase offender awareness, empathy, and responsibility for their actions through understanding real-life consequences of their crimes. It includes video testimonies covering different criminal behaviors, such as assault, domestic violence, robbery, and homicide. During FY 24, YOS had an extended vacancy in the Certified Addiction Counselor position for approximately eight months, the position was filled in September 2024 and the counselor arrived in October 2024 following completion of all mandatory training. There were 20 offenders who completed the Pathways and Victim Impact curricula in FY 24.

During Phase I, offenders are placed in treatment groups where they are required to complete the Pathways to Self-Discovery and Change, as well as Victim Impact curricula. Offenders completed these concurrently as a 6-week course, 4 days per week. During this part of the treatment program, offenders study the relationships between the situations, thoughts, feelings, and behaviors which lead to their life patterns of substance use, delinquency, and/or crime. In later stages of the curriculum, offenders identify and modify their thinking errors, learn problem-solving skills, and develop ways to overcome their resistance to change.

While in Phase II, prior to moving into the community, offenders are required to participate in a 12-week relapse prevention course. The course uses the *Hazelden Matrix* curriculum to address high-risk situations, triggers, and ways to combat relapse and recidivism.

Education

The mission of the YOS Education Department is to develop compassionate, responsible, independent, educated, and productive citizens through a quality education. The YOS Education Department provides a comprehensive program of academic, vocational, career and technical education (CTE) and cognitive education classes. We also offer Special Education services to offenders with Individualized Education Plans (IEPs) and/or 504 plans.

All YOS Vocational and CTE programs are approved by the Colorado Community College System, and are taught by credentialed and licensed instructors.

Initially, YOS offered a high school diploma program through Century High School. Upon arrival at YOS, offenders had obtained an average of 10 high school credits. In order to meet the graduation requirement set forth by Pueblo City Schools, YOS offenders had to obtain 22 high school credits before turning 21 years of age. Although YOS offenders attended school year-round and completed three semesters during a 12-month period, bringing an offender from 10 credits to 22 credits presented a challenge to the education department, particularly if the offender only had a two- or three-year sentence. Due to the increasing average age of offenders entering YOS and offenders coming in with an average of 10 high school credits, they were continually unable to meet the graduation requirements. As a result, the high school program ceased operation in September 2017. YOS offenders are now provided with education services through a High School Equivalency Program (GED).



Special Education: YOS offers special education services designed to provide unique instructional assistance for qualifying offenders comparable to what is offered in the public-school system. A licensed diagnostician conducts an assessment with follow-up by a licensed special education teacher who assists general education classroom teachers. Special education services are designed to meet federal and state guidelines regarding the development and adherence to an individual education plan (IEP) in coordination with a multi-disciplinary team of professionals. In FY 2024, 14 inmates received special education services, accounting for 22% of the academic enrollment. SPED testing services are contracted through the local Board of Cooperative Educational Services (BOCES) program to ensure consistency, and that IEPs are written and maintained on groups through SPED teacher staff. In FY 2024, six (6) offenders received testing accommodations for the GED exam.

Academic Education: Every YOS offender who has not received a GED or earned a high school diploma prior to arrival at YOS is enrolled in GED classes. Placement is dependent upon grade and skill level upon the Test of Adult Basic Education, the age of the offender, the number of previous high school credits earned, and length of sentence. In FY 2024, there were an average of 64 enrollments into the GED program, with 17 completions.

Career and Technical Education: The YOS career and technical education (CTE) programs are approved by the Colorado Community College System (CCCS). All YOS CTE instructors are credentialed subject matter experts (SMEs) in their fields. All YOS program certificate credit hours are transferable to any community college in the state of Colorado. During FY 2024, there were 133 enrollments in CTE programming with a total of 100 certificates earned, giving YOS a 75% completion rate. YOS Students earned a total of 1,130 credit hours of guaranteed transferable credits recorded through our transcription partner institution, Pueblo Community College.

YOS offers certificates in advanced academic achievement (AAA), business fundamentals, carpentry, computer information systems, customer service, foundations of CTE, graphic design with an emphasis in multi-media production and Web design, CSU-Pueblo Health and Fitness, welding, Occupational Safety Health Administration (OSHA) 10-hr certification classes, CDOT flagger courses, and the Denver ironworkers "Gladiator" rebar-tying program.

Library Services:

The YOS offenders took advantage of the library services available with 1,466 books checked out, with 7,350 uses of equipment for use with CDs & DVDs. There were 233 Interlibrary loans checked out. The chromebooks were utilized 25 times during library services. There were also 262 check outs of the launchpads during library services. The early literacy "Read to the Children" program was not as popular this year. There were four participants and four children impacted by this program.

College Courses: Through our higher education partner institutions, Pueblo Community College (PCC) and Colorado College (CC), core curriculum college courses are offered to

qualifying offenders on a bi-annual basis in the evenings free of charge. Offenders also have the option to participate in correspondence courses; however, the expense falls to the offender or their family. With the options available, offenders have the capability of acquiring an associate degree depending upon their motivation and sentence length. Since the inception of the Second Chance PELL program, 25 Associate of Applied Science (A.A.S.) degrees in Applied Technology and/or Associate of Arts (A.A.) degrees in General Studies or Psychology have been earned.

Performance Measures: As one of the primary goals of YOS, participation in academic and career and technical education courses is very high. YOS contracted with the Rocky Mountain Education Center at Red Rocks Community College offering the OSHA 10-hour certification course to 17 YOS offenders with a 100% completion rate.

FY 2024, the Second Chance Pell Program ran during the Fall, Spring, and Summer semesters. In the fall and spring semesters, five (5) new students each semester were selected consisting of male and female inmates. YOS had seven (7) inmates earn their Associates of Applied Science in Technology and / or Associate of Arts degrees in General Studies or Psychology.

In addition, Colorado College taught evening college classes during the fall and spring semesters. A World Geography class for the fall semester and an Art Appreciation class in the spring semester. There were 12 enrolled in each class, and all 24 inmates completed the courses earning college credit.

The number of High School Diplomas and GED certificates awarded by fiscal year are detailed in **Figure 1**. In FY 2024, there were a total of 17 GED certificates awarded during graduation exercises held at YOS. As of September 2017 High School Diplomas are no longer offered.

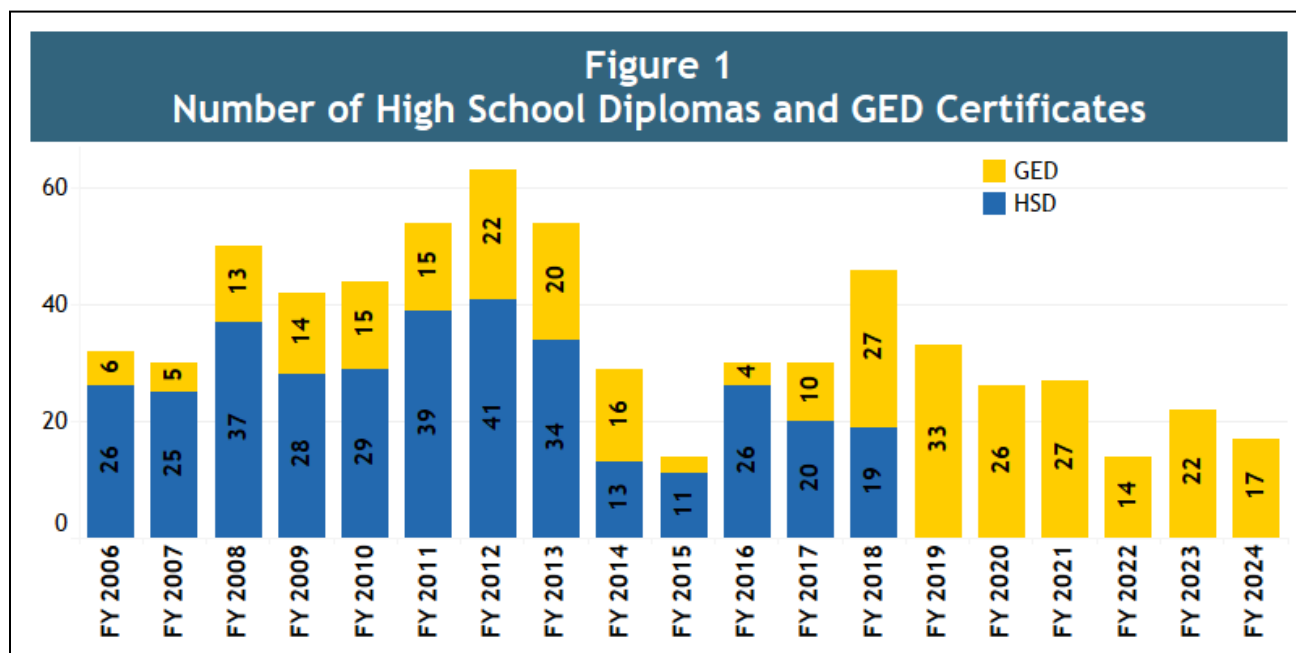
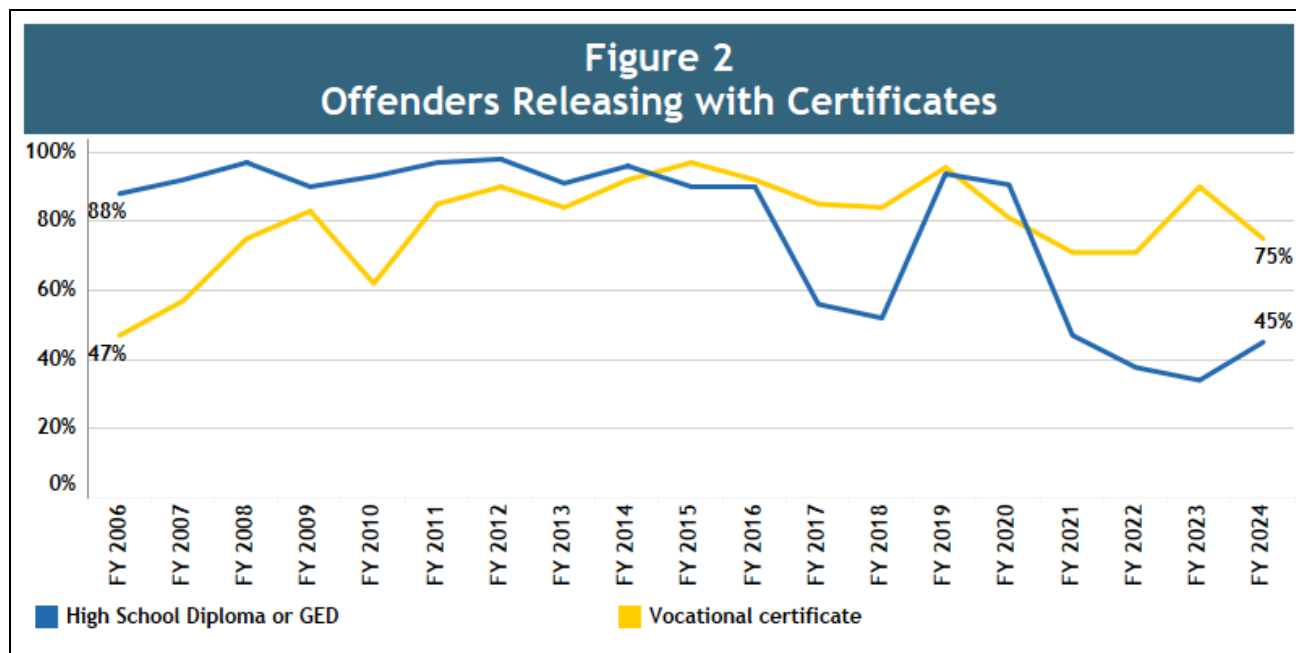


Figure 2 displays the percentage of YOS offenders who have successfully completed Phase II and are moving on to Phase III with a High School Diploma, GED, or a vocational certificate. In FY 2024, 75% of offenders who were released did so with a vocational certificate and 45% released with a GED.



Volunteer and Chaplain Services

Chaplains provide religious services and counsel to offenders, as needed. The chaplain also makes weekly visits to the Intake Diagnostic and Orientation Unit to inquire about spiritual needs. Formal religious services are provided regularly to offenders in the facility. These include Protestant / Catholic church services, and Ramadan holy days among others. There were 71 services held in FY 2024.

Other religious programs that are not formal services (e.g., meetings or faith group programs) are provided by organizations such as Spiritual Journey and New Horizons Ministry. Search For Truth. Non-Religious programs include Alcoholic Anonymous and Book of the Month. There are currently 23 religious programs and 3 Chaplains that have provided 1101 hours of service.

The following community volunteer programs were available in OTP, Phase I, and Phase II:

- Chaplain's Service
- Catholic Services
- Iron Man Bible Study
- Jehovah's Witnesses
- Epiphany
- Story Time

- Amazing Facts Bible Study
- Mindful Meditation
- Alcoholics Anonymous
- Soldiers of Christ Bible Study
- Discovering My God Given Destiny Bible Study

Core Program Interventions

YOS ensures that all offenders receive standard programs and services such as screening, cognitive education, and employment. However, specialized services including sex offender and mental health treatment are also provided if the offender has needs in these areas. **Table 1** (next page) further explains the programs by indicating when each core activity is available in each phase of YOS.

Table 1 Core Program Interventions				
Core Activities	IDO / OTP	Phase I	Phase II	Phase III
Security Threat Group Screening & Assessment	✓			
Mental Health Screening & Assessment	✓			
Sex Offender Screening & Assessment	✓			
Substance Abuse Screening & Assessment	✓			
Education Screening & Assessment	✓			
Criminal History Screening & Assessment	✓			
Physical Regimentation	✓	✓	✓	
Peer Culture/Mentoring	✓	✓	✓	
Quick Skills	✓	✓	✓	
Guided Group Interaction		✓	✓	
Academic Program - Special Education	✓	✓	✓	✓
Academic Program - GED	✓	✓	✓	✓
Academic Program - Post Secondary		✓	✓	✓
Academic Program - Vocational Training		✓	✓	✓
Employment		✓	✓	✓
Anger Management Classes	✓	✓	✓	✓
Drug & Alcohol Classes		✓	✓	✓
Mental Health Individual Counseling	✓	✓	✓	✓
Sex Offender Treatment & Monitoring		✓	✓	✓
Independent Living Skills	✓	✓	✓	✓
Group Therapy		✓	✓	✓
Impact of Crime on Victims		✓	✓	
7 Habits of Highly Effective Teens		✓		
Thinking for a Change		✓		✓

Core Activities	IDO / OTP	Phase I	Phase II	Phase III
Security Threat Group Screening & Assessment	✓			
Mental Health Screening & Assessment	✓			
Sex Offender Screening & Assessment	✓			
Volunteer Services	✓	✓	✓	✓
Inspirational Recreation		✓	✓	
Community Service			✓	✓
Transition Services			✓	
2 nd Chance PELL Program		✓	✓	
Health and Fitness Program		✓	✓	
Ironworkers Local Union 847		✓	✓	✓
Leisure Time Re-Entry Classes		✓	✓	

YOS COMPONENTS / PHASES

By statute, YOS consists of four distinct phases: OTP, Phase I, Phase II, and Phase III. Each has a different focus.

Orientation Training Phase (OTP)

Intake: Upon intake, offenders are transported from county jail to DRDC in Denver where the following are completed: intelligence alert checklist, emergency notification, picture identification, DNA collection, and fingerprinting. The offenders are then transported to the Intake Diagnostic and Orientation (IDO) unit of YOS, where they undergo a thorough and comprehensive risk / needs assessment, and an orientation of the expectations of the YOS.

Assessment: During the first 30 to 45 days, a thorough and complete assessment process is performed consisting of the following content areas:

- A review of criminogenic needs:
 - Antisocial cognition
 - Antisocial companions
 - Antisocial personality or temperament
 - Family and / or marital
 - Substance abuse
 - Employment
 - School
 - Leisure and / or recreation
- Criminal history (checks for warrants or detainers, current and prior)
- History of violent, aggressive and / or assaultive behavior
- Gang involvement
- Attitude toward authority
- Escape history
- Behavioral problems
- Education / school history
- Work history and aptitude
- Social and family history
- Sexual offender history
- History of drug and alcohol use and treatment
- Mental health (historical and current)
- Physical health (historical and current)
- IQ Testing

Standardized testing instruments are administered by trained assessment staff to identify and evaluate risk / need levels for each offender sentenced to YOS. Use of standardized testing is supplemented by a focused interview with the offender to verify or elaborate on information collected through testing. Documentation is obtained from court

documents, pre-sentence investigation reports, arrest affidavits, and state and federal criminal justice databases. Other history (e.g., education, treatment, placement, etc.) may be further validated via phone contact or written correspondence.

Kick Start Activities: Kick Start Activities consist of approximately 60 minutes of instruction and demonstration, and 60 minutes of highly regimented physical activity, similar to any regular high school athletic practice. The physical exercises and activities that the offenders undergo are designed to challenge and condition the offender both mentally and physically, to drain destructive energies, break down negative gang affiliation and activity, and develop prosocial rapport with YOS employees and their peers. Offenders learn that the rigors of Kick Start are completed quickly. As a team, this is where they make their first accomplishment at YOS.

Orientation: Orientation occurs during the first 30 days of intake, and participation is required by all offenders to advance to Phase I. Orientation includes thorough discussions of the full scope of activities which occur in each phase of a YOS sentence. This activity provides basic information regarding:

- YOS sentencing
- Expectations and criteria for successful completion of YOS
- Rules, regulations, and sanctions
- Group behavior norms
- Confidentiality of shared information and exceptions
- Program and activity attendance requirements
- Methods of confrontation, 4 cognitive distortions, 12 problem areas
- Criteria for termination from YOS
- Redirecting destructive energies
- Developing prosocial rapport between staff and offenders

Throughout the first 30 to 45 days, when not involved in orientation or diagnostic activities, the offender participates in highly structured and regimented physical activities. The limitation of idle time through physical activity is emphasized throughout the entire YOS sentence.

Initial Plan: At the conclusion of the assessment process, a multi-disciplinary staffing team meets to develop the initial individualized plan, based on the level of risk and treatment priorities identified in the Prison Intake Tool (PIT) and the Level of Service Inventory (LSI). The team may include the following staff: assessment lieutenant / treatment team coordinator, educational assessment specialist, clinical staff, certified addiction counselor, sex offender treatment team, intelligence officer, and correctional officers / drill instructors.

The staffing team reviews educational development and placement in addition to identifying special education service needs, cognitive skills, substance abuse / other treatment issues, family support, behavior problems, custody concerns, criminal history,

release dates, gang / Security Threat Group (STG) issues, and other information to familiarize all members of the team with the offender. At this staffing, the offender is introduced to potentially unmet members of the team. The case manager will acquaint the offender with the expectations of Phase I and will continue to guide the individual during the next phase to ensure adequate progress and participation.

Phase I

The majority of the individual's YOS sentence is served in Phase I, which may extend from 8 to 68 months. This phase is also where the most intensive service delivery occurs. Phase I utilizes an open-unit management approach to offender management. Living units are staffed by multi-disciplinary teams that include Custody Control and Case Management who conduct Progress Team Reviews (PTR) every 28 days. It is a multi-disciplinary and collaborative process that must be individualized. However, it can also be structured to support consistency, improve culture between staff and offenders, encourage the offenders to become proactive in their attempts to comply with program expectations, and assist in deterring negative behavior. Each unit serves as a small community where incentives are utilized to suppress anti-social behavior, reinforce prosocial behavior, and apply positive cognitive thinking skills. Progress team staff members share in the skills training and education responsibilities.

Employment: Offenders with a high school diploma or GED are required to attend post-secondary career and technical education classes and / or work in the facility. Job assignments exist in food service, maintenance, janitorial services, teacher clerk, library aide, recreation, and laundry. Offenders have the opportunity to attend post-secondary courses in conjunction with having a work assignment. Apprenticeship programs are available through the Colorado Department of Labor and Employment, including maintenance duties.

Daily Schedules: The following outlines a typical daily schedule for offenders in Phase I:

- 05:30 - Wake up to standing, formal count
- 06:00 - Begin personal hygiene, daily chores, and prepare for morning meal
- 06:30 - Breakfast, by unit - remaining units continue with personal hygiene and chores
- 07:00 - Breakfast complete - continue cleaning personal space and personal hygiene
- 08:00 - 1st hour class or report to work. Class ends at 9:30 and includes a period of sanitation being conducted.
- 09:45 - 2nd hour class. Class ends at 11:15 and includes a period of sanitation.
- 10:30 - Formal count (conducted during 2nd hour class)
- 11:15 - All offender students and workers return to living unit to prepare for lunch
- 11:30 - Lunch - one unit at a time
- 12:45 - 3rd hour class. Class ends at 14:00.
- 14:15 - 4th hour class or report to work. Class ends at 1545 and includes a period of sanitation.
- 15:45 - Education closes. Return movements from all areas.
- 16:00 - Formal count

16:30 - Dinner / one unit at a time
18:00 - Evening programs (religious programs, college classes, recreation time)
20:30 - End evening programs - return to the unit to complete hygiene, homework, etc.
20:30 - Chores (clean and organize personal space) and personal hygiene
21:00 - Standing, formal count - read / study in room
22:00 - Lights out

Family Support: Parental involvement is an essential component of successful sentence completion and community reentry. This results in improved communication among offenders, parents, and staff. In turn, better communication facilitates stronger relationships with parents, who are a critical support system for the offenders while they are incarcerated and when they return to the community.

The YOS Management team maintains open lines of communication with parents who have concerns, questions, or issues which may arise regarding their child. Every year, YOS actively attempts to maintain or reestablish family support structures through scheduled family reunification events. YOS attempts to schedule these events on a monthly basis as scheduling allows.

YOS has taken additional steps, in the form of Parents on a Mission, to foster continued family relationships and support. This is mandatory programming for all YOS offenders. This program helps establish the vision of a healthy family relationship and effective parenting models. It also reinforces the expectations of developing pro-social skills and abilities which can support family reunification and help maintain parental connections that will assist in successful reintegration related to family and community.

Phase II (Pre-Release)

The last 3 to six months of an offender's incarceration is served in Phase II. The date of progression to Phase II is determined by the YOS Placement Committee. The committee assesses each offender's progress in education, cognitive course work, facility employment history, progression in the Level System, and overall abilities relevant to their preparedness for a successful transition back into the community. Phase II is located on the YOS campus in Pueblo and offenders remain under direct 24-hour supervision while in the facility and while on scheduled appointments / activities in the community. Each offender on Phase II status is required by policy to complete 100 hours of community service. YOS has partnered with several local businesses and organizations to provide community service with an emphasis on restorative justice principles.

Phase II is intended to provide direct supervision of offenders to ensure offender compliance through incentives and sanctions with the goal of maintaining public safety. Staff members are utilized as mentors and role models to encourage positive social interactions and pro-social behaviors. Also important is the reinforcement of the Phase I goal of replacing criminal or dysfunctional thinking and values with socially acceptable

norms. Offenders continue to receive a full range of services in Phase II, but with greater emphasis on services which facilitate successful community reentry, including job development, life-skills training, and education. Core areas of activity in Phase II include education / employment, relapse prevention, independent living skills, crime victim empathy development, employment services, community service projects, pro-social outings, and transitional services.

Education / Employment: The education component in Phase II is designed to build upon the academic skills acquired in Phase I to prepare offenders for the academic, vocational, and occupational challenges of community living. Academic classes continue for offenders who have not yet obtained a high school diploma or GED. For those with high school certification, preparation for college entrance exams (ACT and SAT) is available. Through the support of Education and while in Phase II, services are offered which facilitate the application process for federal and state grants, scholarships, support services, and assistance with post-secondary needs. Male offenders 18 years of age or older are required to enroll with Selective Service to qualify for federal and state grants and vouchers.

All Phase II offenders participate in a curriculum that provides assistance in career planning by providing labor market information and assistance with applications and resumes. This phase helps offenders improve skills such as goal setting, self-esteem, listening, assertiveness, interviewing, and job search skills. The education component in Phase II is not restricted to academic and vocational skills. The curriculum also seeks to improve offender effectiveness in many essential life roles: employee, parent, family member, budgeting, and community member. Coursework places emphasis on the following:

- Goal setting
- First impressions
- Time management
- Assertiveness
- Communication
- Money and credit
- Stress and health
- Interviewing skills
- Job progression
- Decision making
- Strengths
- Celebrating success

Case Management and Phase I and II Staff assist offenders in securing birth certificates, social security cards, and Colorado identification cards – all of which are necessary when applying for jobs. Courses in writing skills focus on resumes, cover letters, and felony explanation letters for prospective employers.

Independent Living Skills: Offenders prepare for community living by participating in independent living skill coursework, which is part of the Cognitive Intervention core curriculum. To facilitate a successful community reentry, offenders meet with community agencies to plan for future transition.

Offenders are required to attend a nutrition class where they are taught skills in food planning and preparation. Additionally, budgeting and personal safety are discussed as

important parts of independent living. Offenders are required to prepare a budget, which is discussed during the monthly transitional meetings. All Phase II offenders are required to complete a resume, cover letter, and felony explanation letter. These documents are reviewed monthly during Progress Team reviews. While in the facility, offenders are responsible for chores and maintenance similar to requirements they will experience in the community.

Baby - Think It Over Program: Phase II offenders participate in the *Baby - Think It Over* program, which requires each offender to adopt the role of a parent. This program introduces offenders to the responsibilities of caring for an infant using a computer simulated baby to explore the emotional, financial, and social consequences of parenting. The program also discusses abstinence and sexually transmitted diseases.

Community Service: All offenders sentenced to YOS are required to complete meaningful community service while in Phase II and Phase III. The YOS facility works closely with local community agencies to arrange an average of 100 community service hours per offender during Phase II or Phase III.

Transitional Services: Transition team meetings occur during Phase II to evaluate, coordinate, and finalize a comprehensive and tailored community supervision and reentry plan for Phase III. The transition meeting occurs during the last two (2) weeks of the offender's Phase II time. Meetings are attended by staff from Phase II, Phase III, and include the offender, parole officer, and the offender's family. The plan addresses the following components:

- Family preservation, emancipation, independent living skills
- Academic and vocational education
- Employment history and abilities
- Drug and alcohol counseling
- Community service
- Mentoring
- Recreational activities
- Groups for prosocial behavior
- Gang affiliation and history of participation
- Medical history
- Criminal history and propensity to re-offend
- Behavioral history at any correctional facility
- Cognitive educational accomplishments
- SOTMP participation (if applicable)
- Offender's Phase III plan and goals for successful community reentry

The offender actively participates in implementation of the Phase III plan after its development. Phase II offenders are transported to meet and tour Phase III community providers, take college entrance exams, enroll in school, attend college orientations, apply for financial aid, drop off employment applications, schedule interviews, attend job fairs, and actively participate in the process of leasing an apartment.

Phase III (Community Supervision)

YOS Community Supervision, also referred to as Phase III, is the final component of a YOS sentence. This allows the offender to transition from a facility setting to the community. Phase III provides intensive supervision and surveillance. It holds the offender to a high level of accountability while living within the community to enhance public safety. It is designed to ensure close offender monitoring and supervision by incorporating intensive Community Parole Officer (CPO) contact and counseling sessions.

CPOs, in conjunction with contracted case managers, assist offenders in the areas of residency, employment, education, therapy, and reentry services. Phase III employees use evidence-based practices to instill compliant behavior, teach self-discipline, and provide the appropriate programs and services to assist with the offender's successful transition back to the community.

Services Provided: Phase III emphasizes an interactive partnership of county, state, and community agencies. It also offers an array of support services, providing a comprehensive community supervision program statewide. These services assist the offender and their family in the areas of residency, employment, education, therapy, and reentry services. A gradual decrease in supervision intensity coincides with positive program participation, measurable attainment of defined goals and objectives, and increasingly pro-social community involvement.

YOS Phase III contracts with community-based service providers to provide an evidence-based approach to offender rehabilitation. These contracted services provide support to offenders while they are completing their incarceration through the Community Transition program, Independent Living, and Family Preservation. **Table 2** provides details about the geographic location of Phase III participants, and the percentage who are in Independent Living or Family Preservation.

Table 2 Phase III Community Supervision FY 2024			
Region	Number of Offenders	Family Preservation	Independent Living
Northern	1	100%	0%
Central	16	63%	37%
Southern	13	47%	53%
Western	0	0%	0%

The **Community Transition program** operates as an emancipation program in a stand-alone residential setting much like a community corrections center. It provides a step-down process for offenders to transition from a secure facility to the community.

Offenders can progress to either the Independent Living or Family Preservation components of Phase III. The Community Transition program provides support services to offenders through meals, clothing, sleeping arrangements, transportation, and medical assistance. This program also provides employment services, substance abuse treatment, education, cognitive education, community activities, and case management services.

Family Preservation allows offenders to transition from the facility or the Community Transition program to their parent(s), family, or designated sponsor. In this component, parents, family, or sponsors are considered integral in developing and implementing the community supervision plan, and they are included in establishing a family and community support system for the offender. The concept is to build a team approach with commitment from the parents, family, or sponsor to support the YOS offender in achieving the goals of community reintegration. The contracted services support the offender with education, cognitive education, community activities, and case management. In addition, the contracted provider assists the offender in securing employment to increase the chances of successful reintegration and decrease their recidivism risk.

Independent Living ~~Independent Living~~ is a portion of Phase III. It allows the offender to transition directly from the YOS facility or Community Transition program to living independently in the community. This component is designed for those individuals who lack family support or for whom returning home is not conducive to successful reentry. This contracted support service assists the offender in securing an apartment, furniture, food, and other essentials necessary to live on their own. Additional services include: case management, cognitive education, employment services, education services, social / recreational activities, and community service.

Contracted day-reporting services serve to support the Family Preservation and Independent Living components by providing a means for daily call-ins from offenders. In addition, the vendors may provide additional services as needed such as additional urinalysis testing, breathalyzer testing, medication monitoring, and Antabuse.

Contracted mentoring services serve to support offenders by recruiting, training, interviewing, and matching both one-on-one and group mentor volunteers to offenders located in YOS Phase II and Phase III. The contractor monitors each match through the time a YOS offender's sentence is discharged. The role of the mentor is to support offenders, provide mentoring and life-coaching services, and encourage offenders to participate in circles of support and accountability. These services are provided in Denver and Fort Collins.

Phase III offenders are evaluated for the most appropriate mental health / substance use treatment offerings, which are administered through a network of CDOC-approved providers. These providers conduct groups in anger management, domestic violence, substance use, and sex offender treatment. Offenders participate in age and developmentally - appropriate individual counseling sessions. Monthly reports assist in keeping CPOs up-to-date on each offender's progress. Adult Basic Education (GED

preparation) is required for every offender who has not attained a high school diploma or GED. Postsecondary education is available depending on the offender's abilities and motivation. Contracted community-based service providers assist the offender with academic, career, and / or technical education enrollment, acquisition of financial aid, and attainment of student support services.

Employment in Phase III is required of all offenders during the YOS Community Supervision phase. Contracted community-based service providers help the offender find and maintain meaningful employment. Employment teaches the offender work ethics, develops self-confidence, and provides the offender with money for self-sufficiency and restitution payment. In addition, offenders have the option to participate in job placement programs such as the Masters Apprentice Program that offers highly skilled training for in demand jobs in the electrician field. The YOS community supervision phase has contracted community-based services and CPO supervision in the Denver Metro area, Fort Collins, Colorado Springs, Pueblo, and Grand Junction. **Table 3** describes the Phase III FY 2024 average daily population, the employment rate, and the outcomes.

Table 3 Phase III Performance Measures	
Performance Measure	FY 2024
Average Daily Population	32
Phase III Completions	28
Phase III Revocations	4
Offender Employment Rate	87%

Completion of the YOS Sentence

The initially imposed and suspended adult sentence is fulfilled upon successful completion of the YOS programs and services offered throughout the offender's sentence, including the mandatory period of community supervision.

Revocation / Termination

Offenders who do not successfully complete their YOS sentence or fail to comply with the terms and conditions of YOS may be returned to district court for revocation proceedings. Any offender returned to the district court shall receive imposition of the original sentence to the CDOC if they did not successfully complete the YOS sentence or fail to comply with the YOS terms and conditions for reasons other than mental illness or a developmental disability.

STAFFING

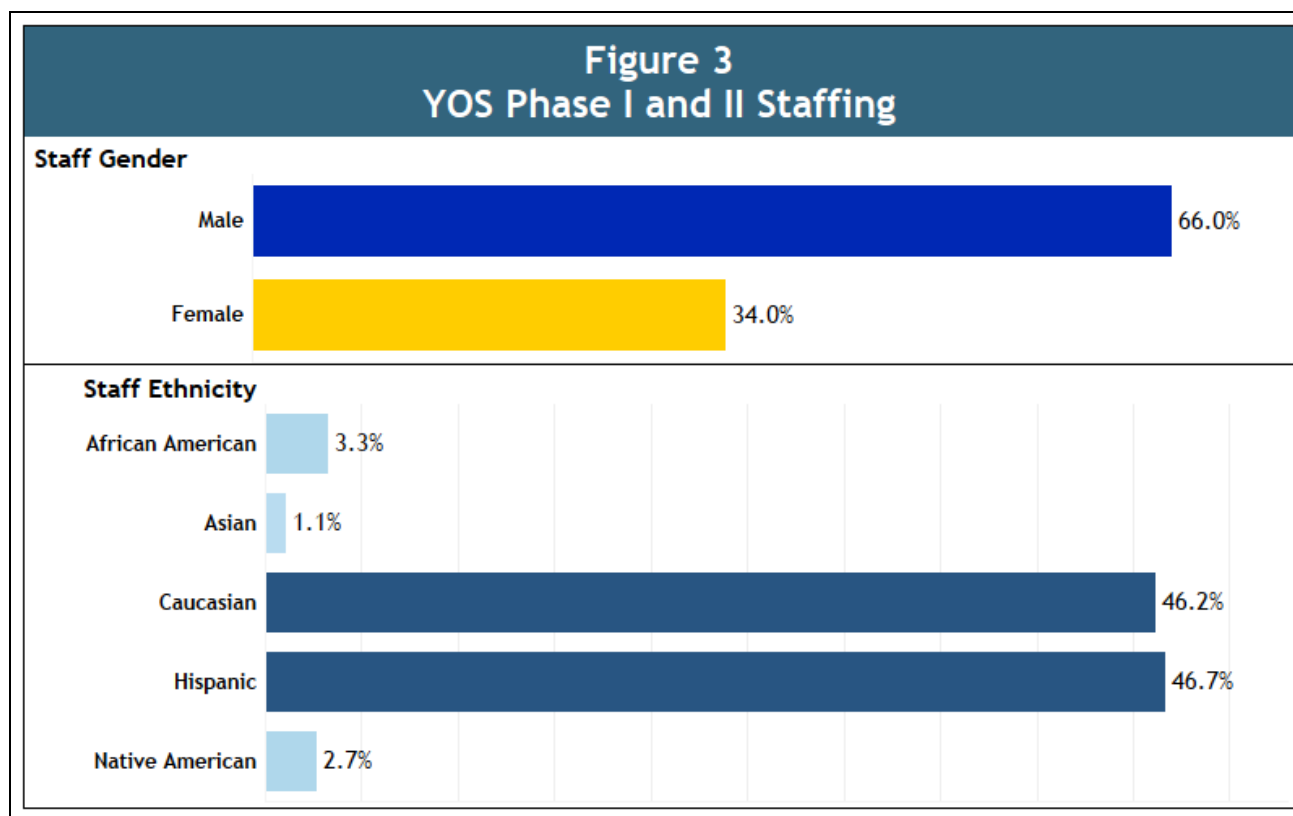
In staffing YOS, the Executive Director of the CDOC shall ensure employees are experienced and trained in the treatment of YOS offenders or will be trained in the treatment of YOS offenders prior to working with this population. Employees are trained to act as role models and / or mentors, and they are the best equipped to enable YOS to meet and achieve the YOS guiding principles.

YOS is a community of concerned employees committed to the principles of adolescent development. These employees, through modeling, mentoring, and other planned interventions, provide opportunities for offenders to acquire skills and abilities which enable them to grow and develop into successful, productive citizens. Perhaps more so than in the adult system, staff working with YOS offenders must be able to perform multiple functions. YOS staff members are selected for their professionalism, attitude, and experience working with adjudicated adolescent populations. In addition, they are selected for their potential to mentor, coach, provide training to offenders, and jointly facilitate counseling sessions and programmatic activities.

Facility Staff

There are 191 full time equivalent (FTE) positions currently assigned to the YOS facility. The administrative staff includes the warden and the associate warden, along with administrative personnel. Administrative personnel include the Administrative Services manager, Operations Manager, general education / career technical education lead worker, Prison Programs Administrator, and other support employees. Custody and control personnel (i.e. correctional officers) provide direct offender supervision, offender management, facility security, and line staff supervision. They also facilitate Quick Skills classes with offenders. Clinical services staff members administer medical and therapeutic interventions. Education employees are responsible for direct and supportive educational services for offenders. Food service and physical plant employees provide grounds maintenance, meals for the offenders, and direct supervision of offenders working in those areas. Central impact positions include an investigator, legal representative, and a researcher not physically located at the YOS facility.

YOS Phase I and II Staff are 34% female and 66% male (**see Figure 3 on the next page**). 46.2% are Caucasian, 46.7% Hispanic, 2.7% Native American, 3.3% African American, and 1.1% Asian. Due to rounding, totals may not equal 100%.



Community Staff

YOS Phase III Supervisor: The YOS Phase III supervisor oversees Phase III staff. This supervisor also secures and develops statewide community-based resources and support programs to help offenders transition from the facility portion of the YOS facility to Phase III. These resources, programs, and services are designed to meet the individual needs of each offender in the areas of education, financial aid, vocational training, support services, therapy, employment, housing, independent living, and community service. The supervisor works with approved treatment providers to develop services that meet the particular needs of the individual offenders, and also monitors the implementation and effectiveness of provided services.

CPOs: Intensive community supervision is provided by Community Parole Officers (CPOs) who are Peace Officer Standards Training (POST) certified. They adhere to supervision standards that are set in the Colorado Revised Statute and the CDOC Administrative Regulations. The CPO fulfills many roles and performs many functions in the supervision of YOS offenders that are atypical and unique. The CPO is responsible for offender supervision in the community, responds to attempted escapes and critical incidents, makes arrests, administers disciplinary procedures, and removes offenders from the community as necessary. In addition to these traditional functions, the CPO also participates in unique responsibilities such as the development of the community supervision plan and serves as a mentor and role model to the offenders under their supervision.

Staff Training and Development

Like all CDOC employees working with offenders, YOS employees are required to attend the CDOC Basic Training Academy, and to maintain a minimum of 40 hours of subsequent training each year in subjects and courses that enhance career development specific to their professional status. The YOS sentencing statute (C.R.S. 18-1.3-407) requires YOS employees to have experience working with YOS offenders or receive the proper training within 45 days after their first arrival and prior to working with this population. To meet this mandate, YOS requires all staff to complete additional YOS / adolescent-specific training requirements annually.

This training includes courses in:

- Reviewing administrative regulations
- Educational opportunities specific to YOS
- Cognitive intervention program
 - Mission statement & guiding principles
 - Legal issues
 - Positive peer culture and cognitive education
 - Resisting peer pressure
 - Cognitive distortions
 - Anger management
 - Thinking errors & problem solving
 - Social skills training
 - Interview skills
 - Conditions of feedback
 - Progress Teams
- Code of Penal Discipline (COPD) and YOS
- Case management planning and implementation
- Special education
- Suicide prevention
- Adolescent development
- Neglected, sexually, and physically abused youth
- Management of and programming for sex offenders
- Adolescent nutrition
- Quick skills
- Cultural awareness
- Crisis prevention and intervention
- Housing and physical plant
- Policy and procedure
- Substance abuse services
- Mental health issues
- Gender-specific issues

YOS COSTS

Actual costs were examined for YOS over four fiscal years (Table 4). Costs are presented separately for the facility portion, the community supervision phase, and jail backlog, as well as for the entire system. Offender costs per day (Table 5) were calculated using the average daily population (ADP). The FY 2034 ADP for facility supervision was 202, Phase III was 33, and External Capacity was 3.

Table 4
YOS Annual Program Costs by Fiscal Year¹

YOS Annual Program Cost	FY 2021	FY 2022	FY 2023	FY 2024
IDO, Phase I and II	\$18,159,210	\$19,088,664	\$20,129,509	\$21,272,580
Phase III (Community)	\$1,460,336	\$1,440,954	\$1,407,294	\$1,048,638
External Capacity	\$84,636	\$86,753	\$88,491	\$66,368
YOS TOTAL	\$19,704,182	\$20,616,371	\$21,625,294	\$22,387,5854

Cost categories incorporated in IDO, Phase I, and Phase II include personal services, operations, contract services, education contracts, drug / alcohol treatment, sex offender treatment, mental health, food / maintenance, medical expenses, and central administration. The Phase III cost categories include personal services, operating, contract services, and central administration.

Table 5
YOS Cost Per Day for FY 2023

	Facility	Clinical Services	Administrative Services	Total
IDO, Phase I and Phase II	\$250.78	\$11.62	\$23.59	\$285.99
Phase III (Community Supervision)	\$125.41	\$0.00	\$6.74	\$132.15
External Capacity (Jail Backlog)	\$75.65	\$0.00	\$0.00	\$75.65

The ADP for community supervision has increased during the last couple of years as offenders who became eligible for YOS as the result of C.R.S. 18-1.3-407.5 progressed through the system. YOS is still more costly than many of the CDOC facilities. This rate is explained largely by the high staff-to-offender ratio, intensive education, and treatment services.

FUTURE CONSIDERATIONS

IDO / OTP, Phase I, Phase II, and Phase III

The Youthful Offender System consists of four distinct components or phases of the program designed to provide a continuum of programming, all of which are intended to be centered around personal growth to meet individual needs of each of the offenders:

- Continue to focus on providing meaningful in-reach and reentry opportunities that focus on building skills and resources to assist offenders in transitioning back into the community.
- Focus on offering parenting courses (Parents on a Mission) for all offenders at YOS who currently have children. The long-term goal is to provide this course to all offenders transitioning back into the community.
- Continue to evaluate and make physical plant changes to more effectively manage the unique population and challenges of YOS.
- Continue to place an emphasis on increasing the number of family reunification events.
- Ensure individual treatment is offered for offenders who are exhibiting ongoing mental health issues.
- Continue to have meaningful contacts with the offenders through weekly meetings with individual advisors and monthly meetings with assigned case managers.
- Continue to evaluate and align educational services to correspond with an older offender population and the increased need for vocational, career, and technical education.
- Continue to identify and implement all available offender apprenticeship programs and opportunities to be offered at YOS.
- Track offenders sentenced under Senate Bill 15-182 to ensure programmatic needs are met.
- Continue to focus on providing evidence-based cognitive programs to meet the needs of offenders.
- Evaluate current budgetary spending and performance of long-term private service partnerships to ensure YOS is receiving effective and efficient services from contract providers.
- Ensure that all recommendations for revocation are thoroughly reviewed to determine whether there are other available interventions that can take place prior to revocation.
- Expand on the Foundations course and a Construction Trades class. This will provide yet another avenue for offenders to learn valuable skills to utilize upon reentry.

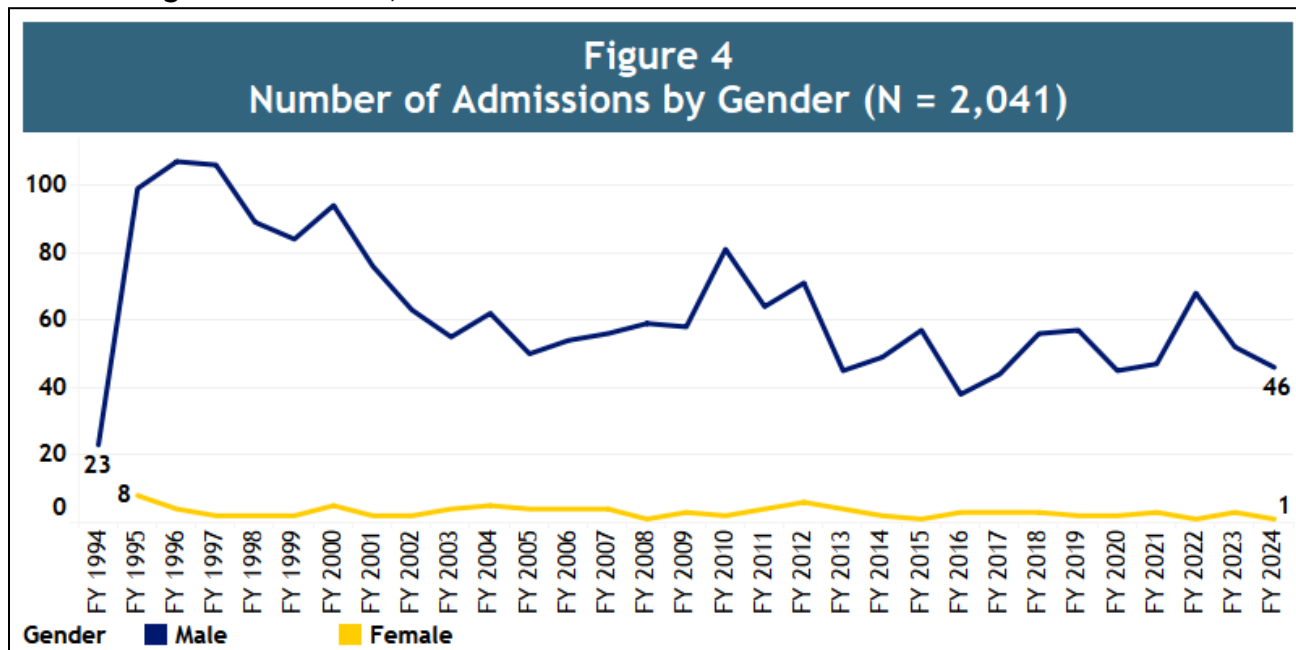
Overall Considerations

The CDOC continues to work with district attorneys, public defenders, private attorneys, and judges to increase awareness about the YOS sentencing option and to ensure consistent, appropriate, and timely sentencing under YOS statutory provisions. Tours of the YOS facility are routinely scheduled and conducted for attorneys, judges, and advocacy groups. YOS will continue to work with approved community treatment providers to develop and increase volunteer programs available to offenders in all YOS phases.

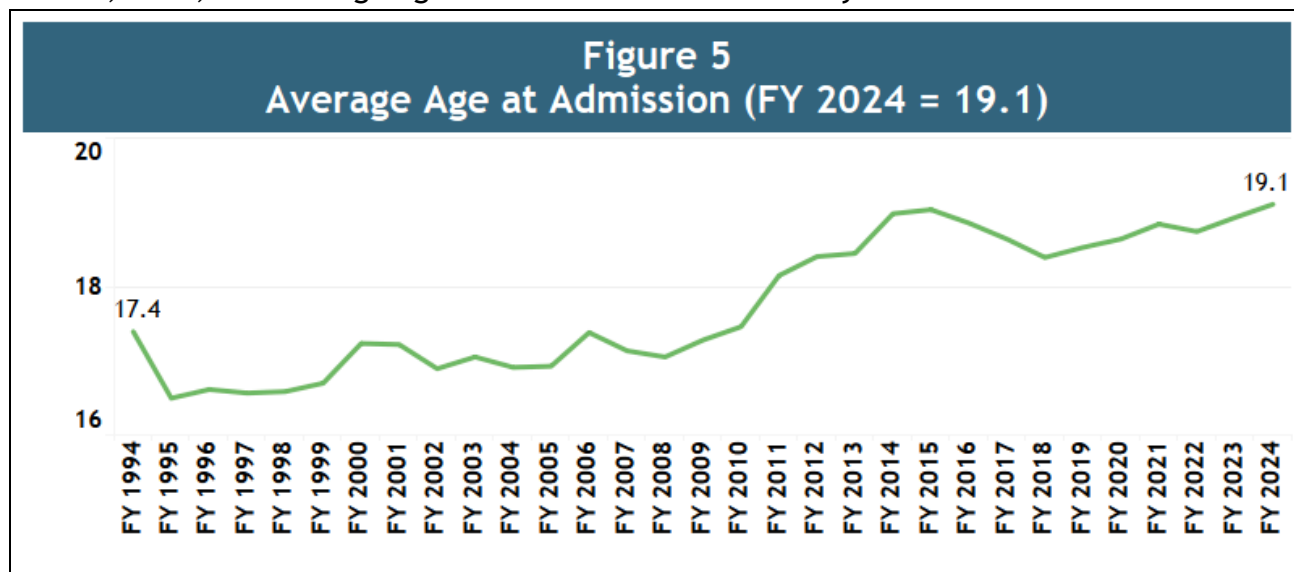
OFFENDER PROFILE

Admission Characteristics

There were 47 YOS admissions in FY 2024 (Figure 4). There were 46 males and 1 female, contributing to a total of 2,041 admissions since FY 1994.

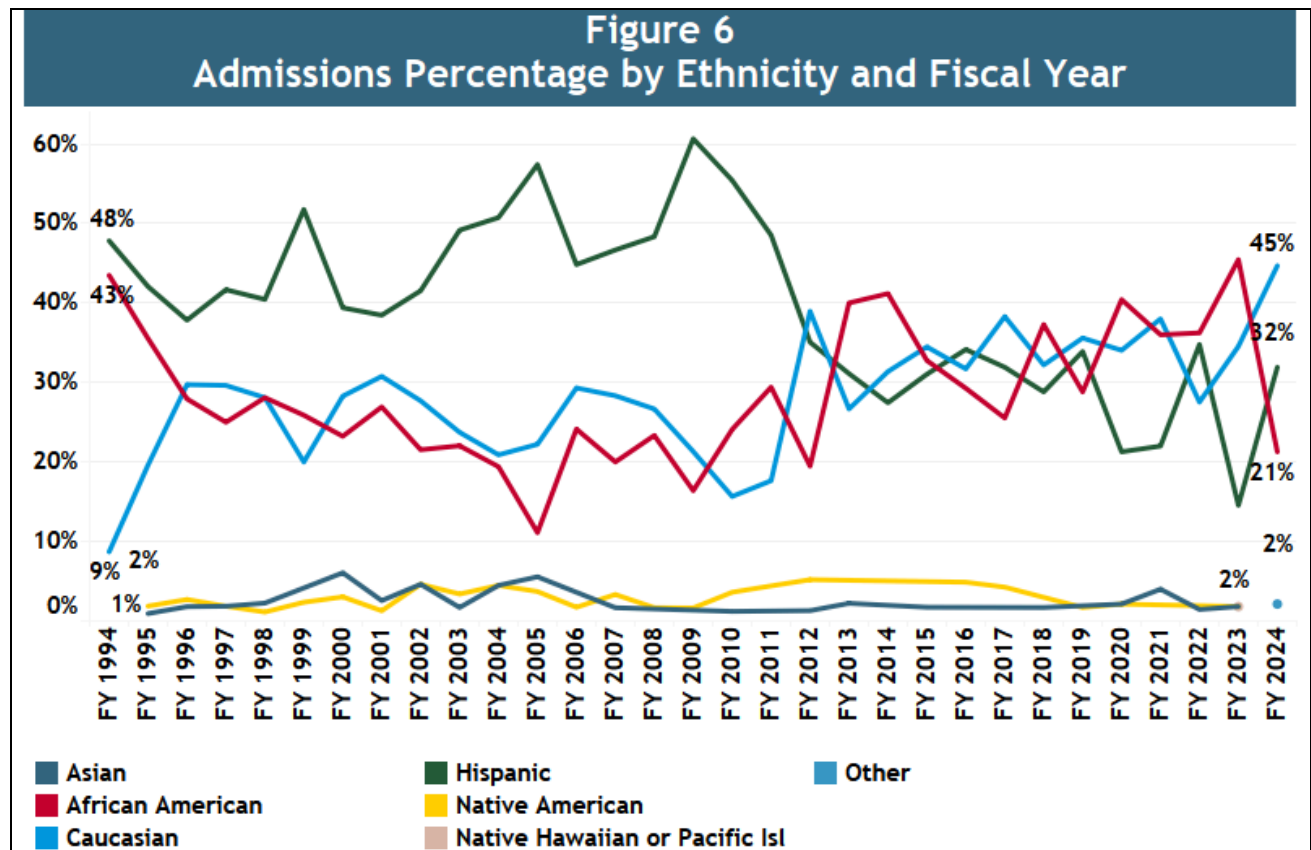


Demographic Characteristics: Pursuant to C.R.S. 18-1.3-407.5 implemented October 1 of 2009, offenders at the age of 18 or 19 at the time of their offense are eligible for YOS. The average offender age at time of admission was 18.9 years in FY 2023 (Figure 5). On June 30, 2024, the average age of YOS offenders was 19.1 years.



In FY 2024, 45% of admissions were Caucasian, 32% were Hispanic, and 21% were African American (Figure 6). The remaining two percent were Asian, 2%, Native Hawaiian, and

Native American. African American admissions decreased by 24%, Hispanic admissions increased by 17% and Caucasian admissions increased by 10%.



Sentence and Crime Data: Over the years, adult sentences have become longer relative to juvenile sentences. In FY 2024, the average adult sentence was 13.5 years, up from 7.5 in FY 2023. The average FY 2024 juvenile sentence was 5.9 years, and the difference between juvenile and adult average sentencing was 7.6 years (Figure 7).

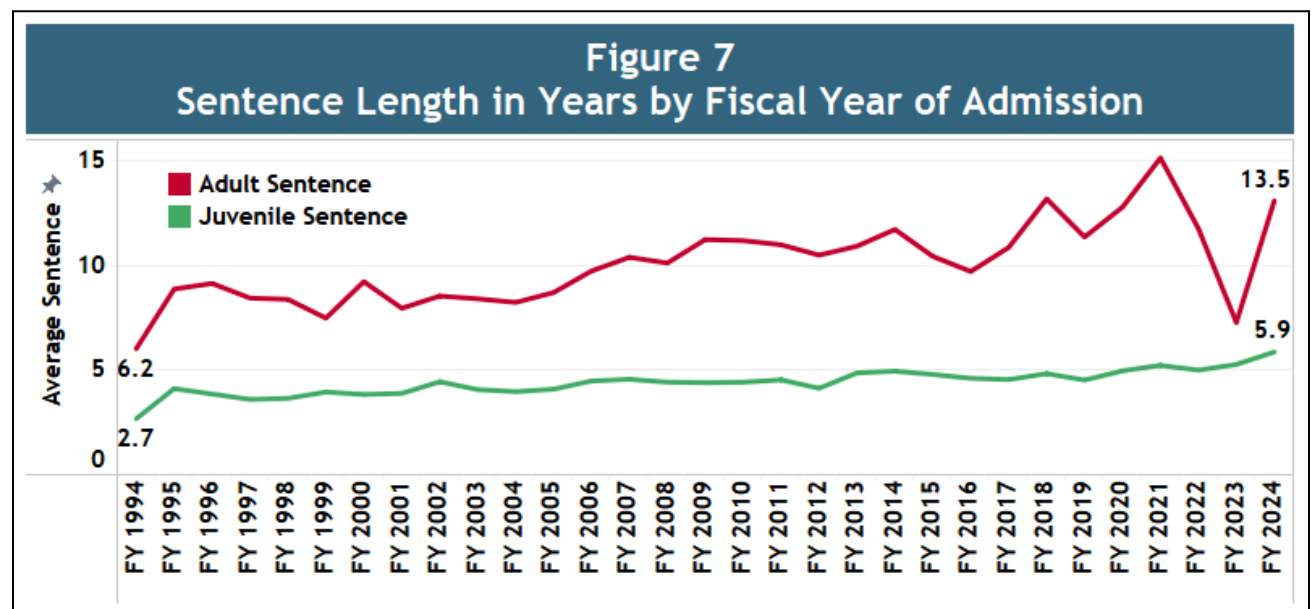
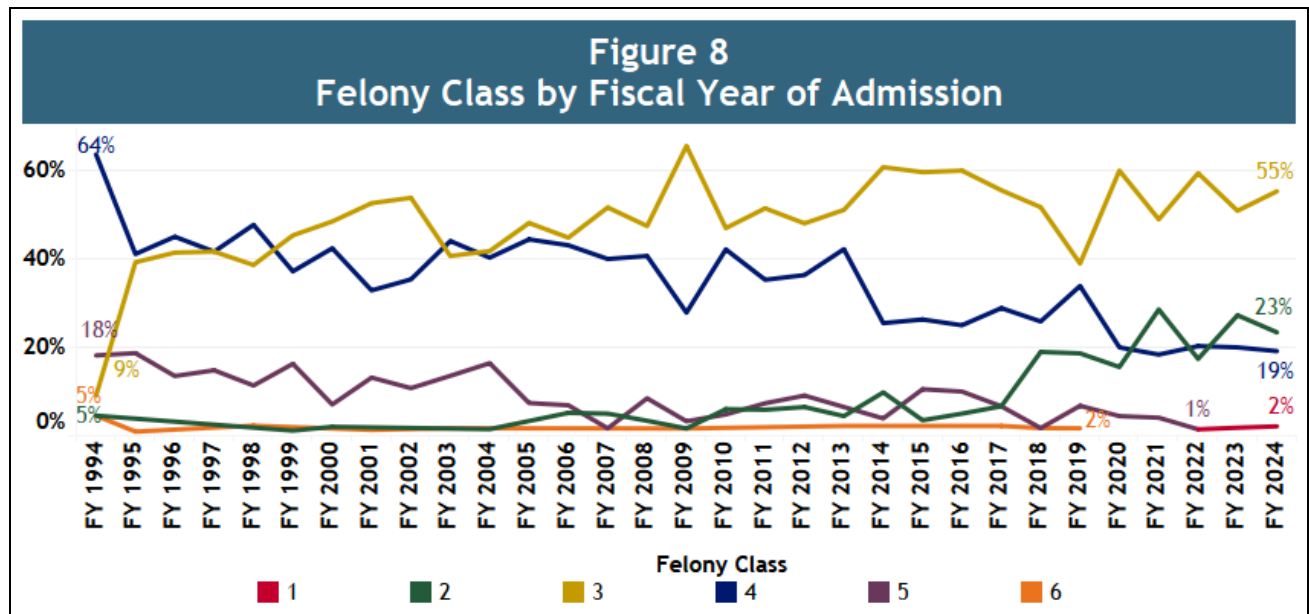


Figure 8 depicts the felony class of the most serious crime committed by offenders admitted to YOS. **Figure 8** shows there were 2% which were Class 1 felonies; Class 2 felonies decreased from 27% to 23%; Class 3 felonies increased from 51% to 55%; Class 4 felonies remained at 19%. There were no Class 5 or Class 6 admissions in FY 2024.



As shown in **Figure 9**, crimes most commonly committed by YOS offenders include aggravated robbery, assault and 1st and 2nd degree murder.

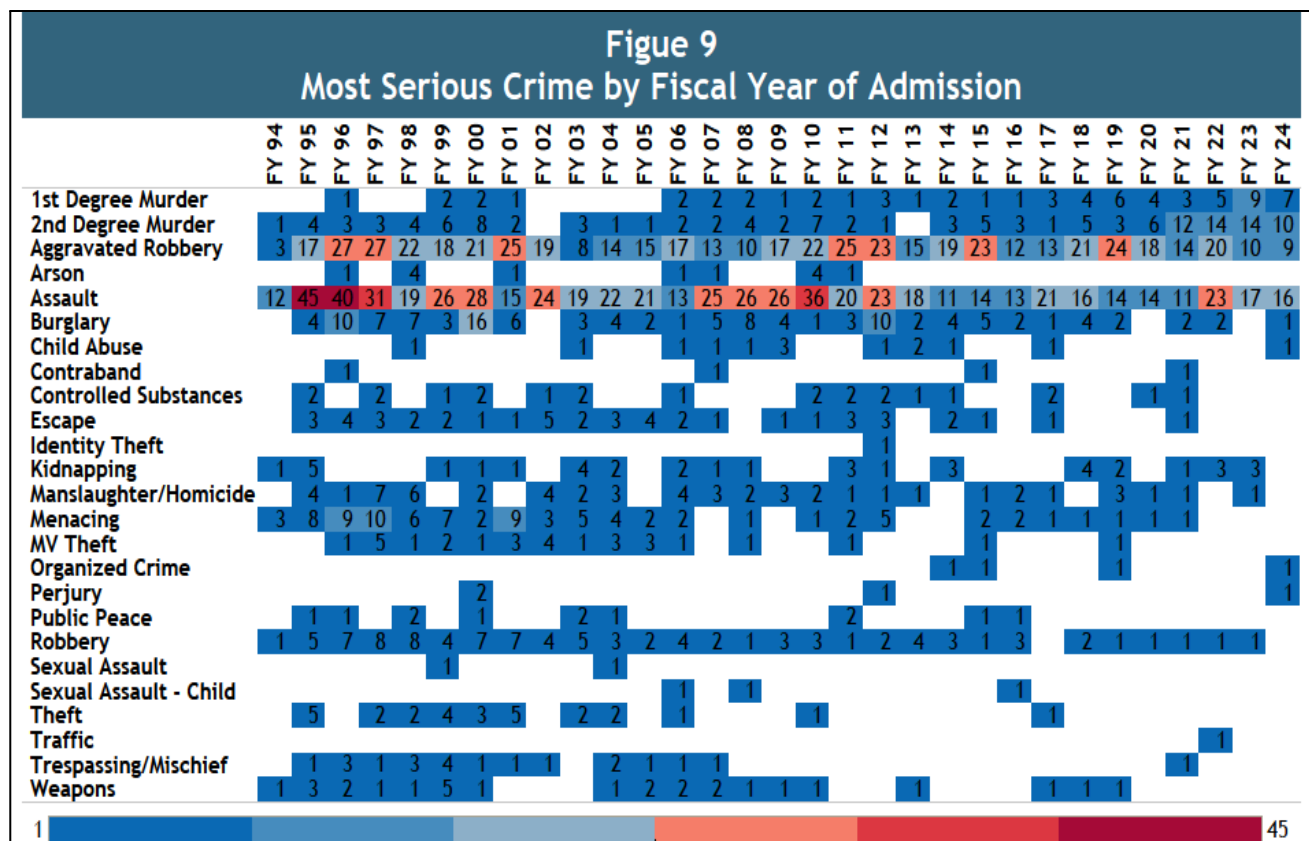


Figure 10 County Commits Since YOS Inception

- Primary Factors

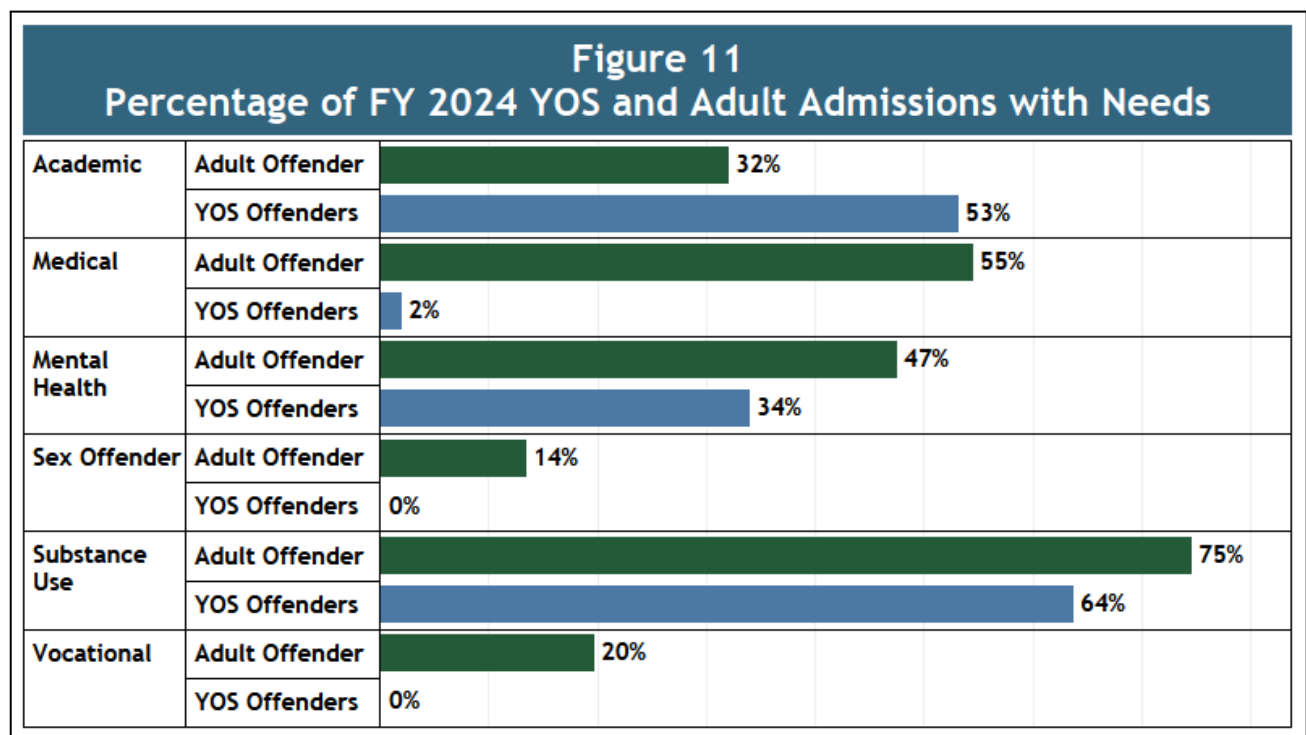
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- Secondary Factors

- o Education / Employment
- o Family / Marital
- o Leisure / Recreation
- o Substance Use

Carey Guides are also utilized as tools that are designed to better understand offenders and address risk factors, triggers, and other conditions essential to their success.

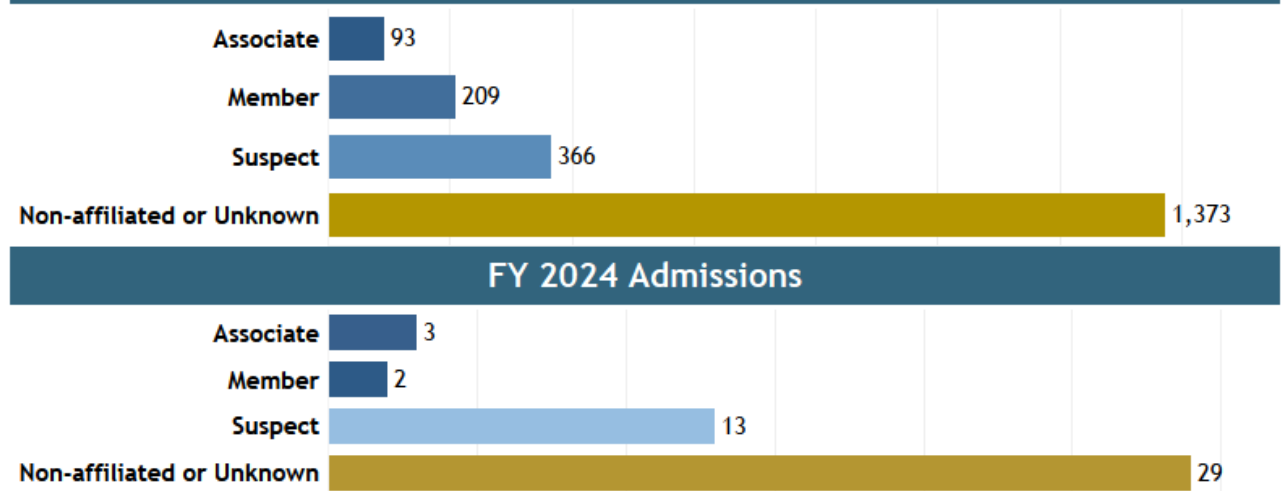
Figure 11 shows the percentage of new adult and YOS admissions with substantive* treatment needs in six (6) domains. In FY 2024, adult offenders demonstrated more substantive needs in every category. The highest needs for YOS admissions were Substance Use and Academic.



*Substantive is defined as need rankings of 3 or higher, for all measured areas except Sex Offender.

Security Threat Group Involvement: Offender involvement in security threat groups (STG) is ascertained by field intelligence officers who rate involvement across 11 items. There are three levels of STG involvement: member, associate, and suspect* (see note on **Figure 12**). Of the 47 FY 2024 admissions, three (3) were designated associates, two (2) as members, 13 as suspects, and 29 as non-affiliated or unknown (**Figure 12 - next page**).

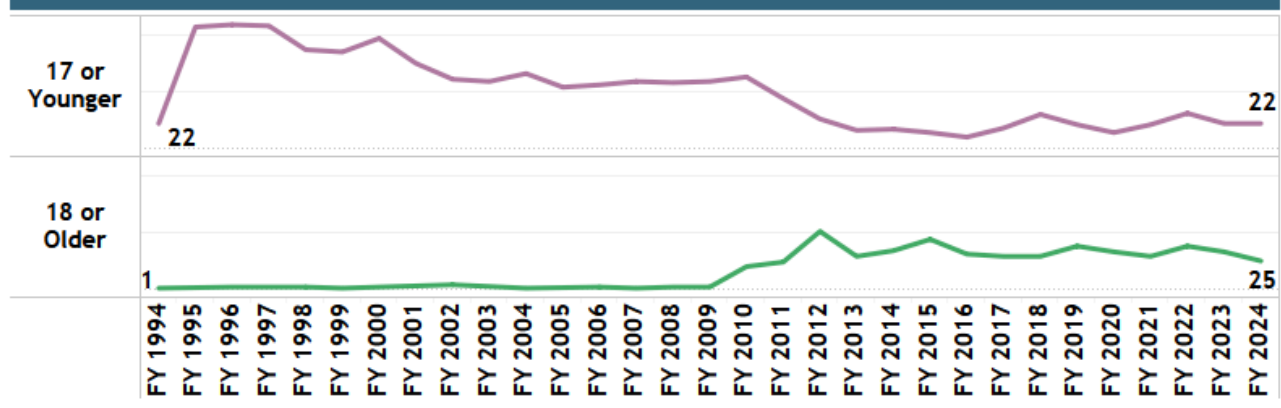
Figure 12
Security Threat Group Involvement FY 1994 - 2024



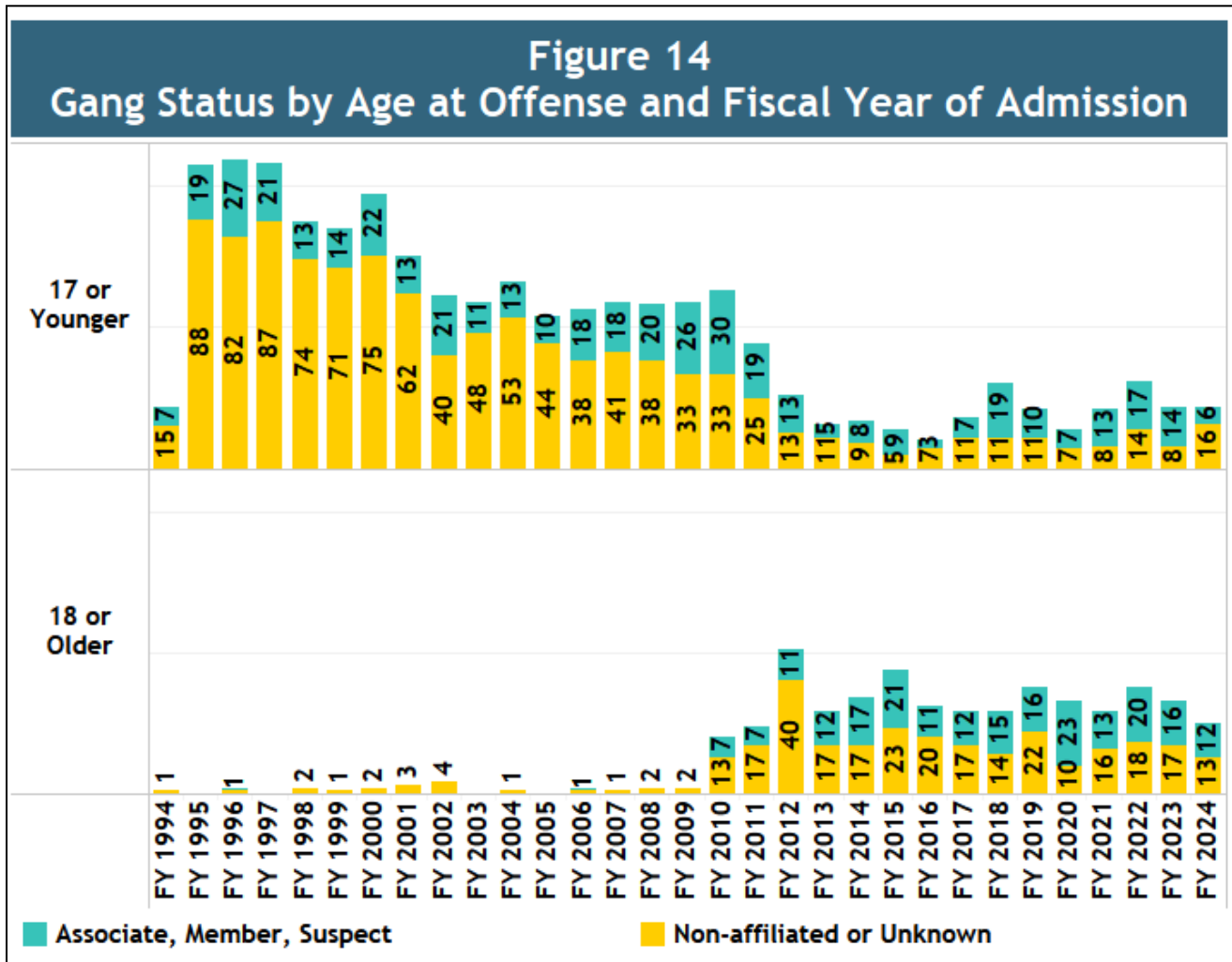
Note: Numbers may differ from previous years as STG involvement during YOS stay instead of current STG status. Also only confirmed suspects have been included. This resulted in multiple individuals moving to non-affiliated or unknown status.

From FY 2012 to FY 2024, the majority of new admissions to the YOS program have been 18 or older with the exception of FY 2018. Prior to FY 2012, the majority had been aged 17 and younger. In FY 2024, 22 YOS-committed offenders were aged 17 years or younger at the time of their offense, while 25 were 18 years or older (Figure 13).

Figure 13
Age of Offenders at Offense by Fiscal Year of Admission

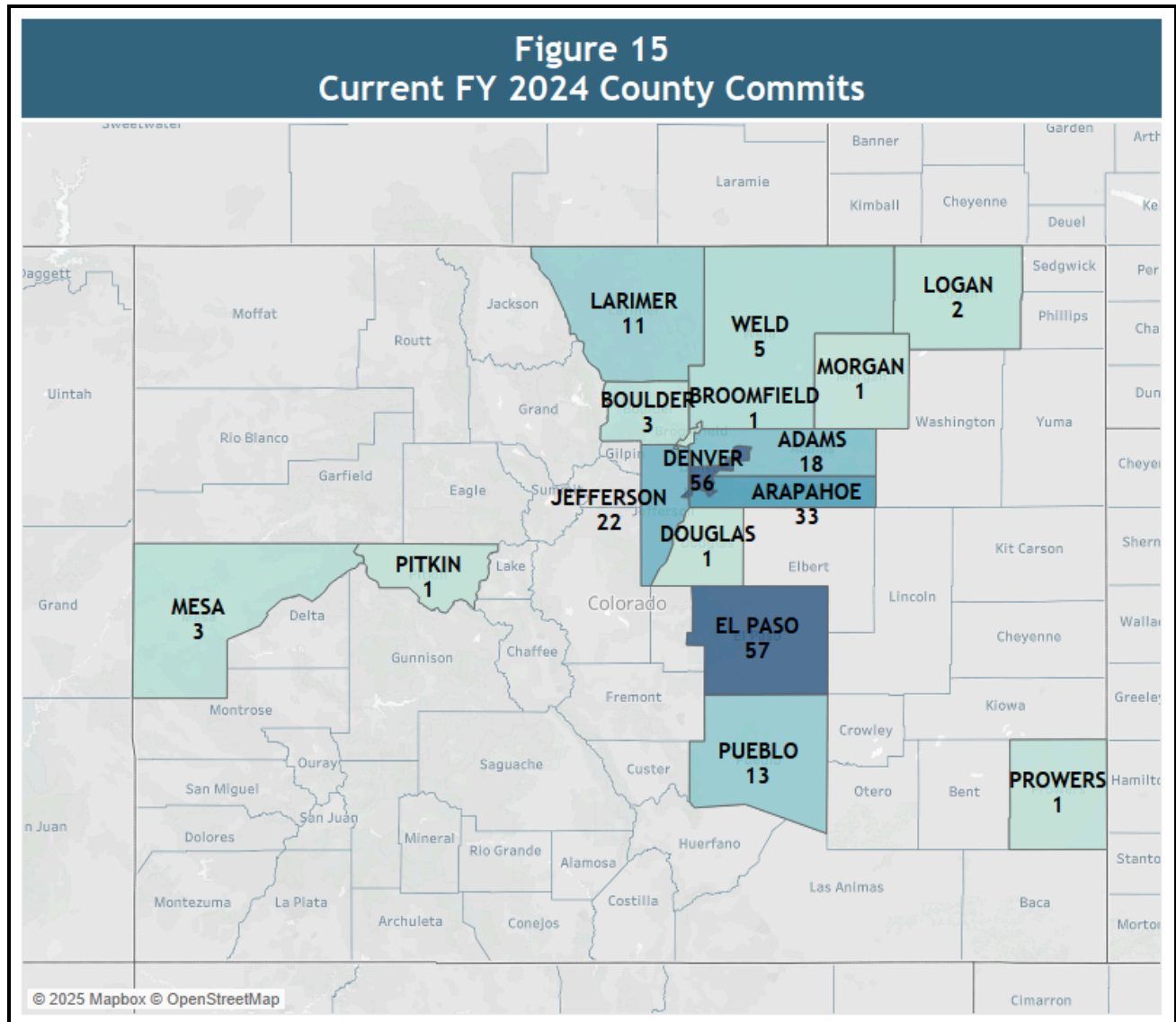


In Figure 14, gang status is compared between groups of inmates who committed their offense at age 17 and younger versus 18 and older. For inmates who committed their offense at 17 or younger the number of associates, members, or suspects decreased from 14 to 6. The number of inmates who committed their offense at 18 or older with a gang status decreased from 16 to 12.



Year-End Population

At the end of FY 2024, there were a total of 228 offenders in YOS across all three (3) phases. **Figure 15** details the originating county of current YOS offenders including El Paso (57), Denver (56), Arapahoe (33), Jefferson (22), and Adams (18) counties.

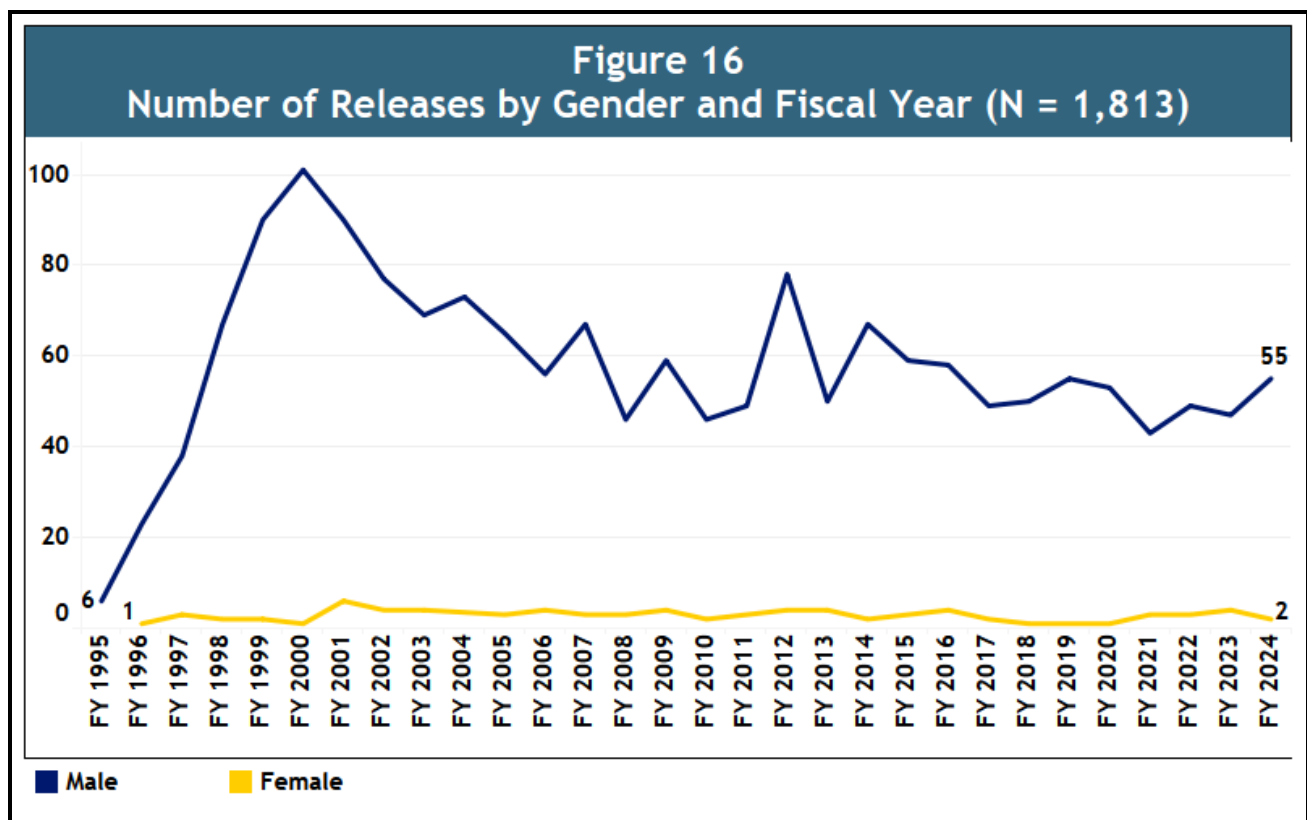


YOS Releases

Since the program began, 1,813 offenders have been released from YOS. There are four (4) primary release types: successful discharge, termination / revocation, reconsideration, and death.

Successful discharge describes offenders who successfully completed their YOS sentence. Termination or revocation include offenders who were removed from YOS for the following: failure to meet the terms and conditions of their sentence, continuing violent or criminal behavior, quitting, failure to progress, or new criminal charges. Upon revocation, the original adult prison sentence is imposed by the courts. Reconsideration describes offenders sentenced to YOS who were removed by the courts through a court order discharge, released to appeal bond, or released to probation. Judicial reconsideration resulting in a transfer to adult prison may include an additional conviction that makes the offender ineligible for YOS, such as identification of the offender not meeting the age requirements.

Figure 16 represents the number of releases by gender and by fiscal year. Since the beginning of YOS, the male offender population has been significantly larger than the female offender population. In FY 2024, there were 55 male offenders and 2 female offenders released from YOS.



From the inception of YOS through FY 2024, 1,370 offenders have achieved a successful YOS sentence discharge; 12 are now deceased; 61 have received probation or reconsideration; and 370 have been terminated or revoked. There were 41 offenders who successfully discharged, and 16 who were terminated or revoked in FY 2024 (**Figure 17**).

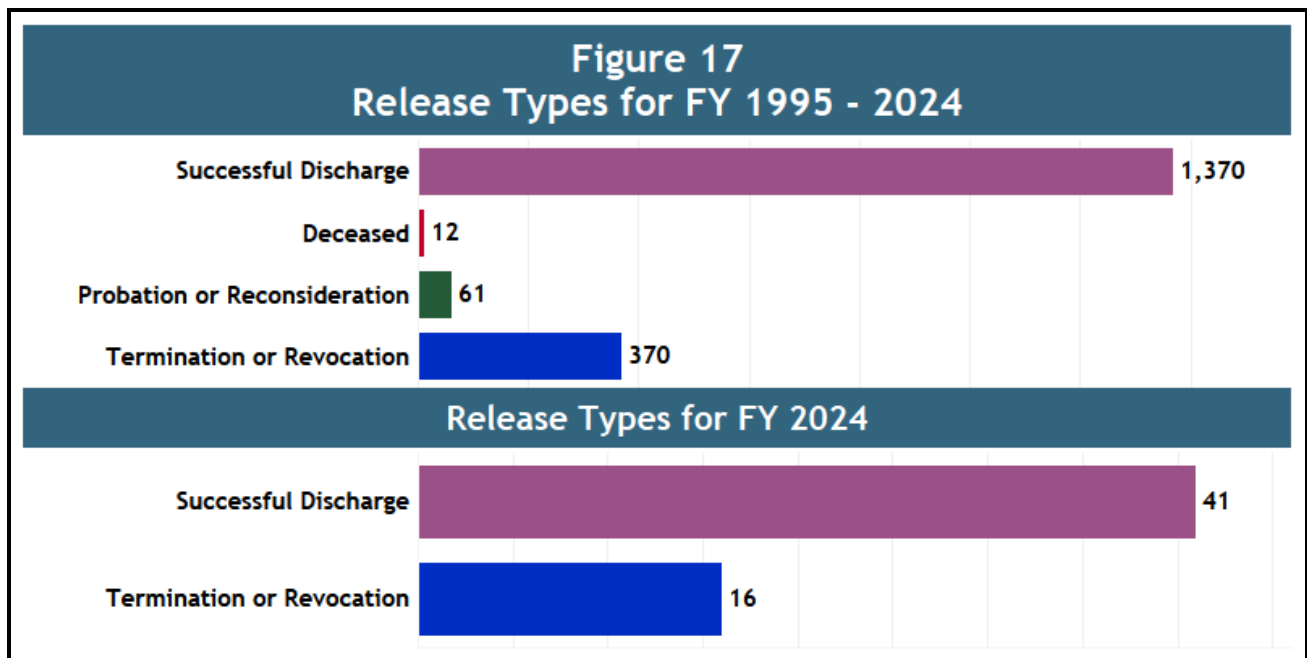


Figure 18 charts the release types across fiscal years for YOS offenders. Of the 57 offenders who were released in FY 2024, 41 of them (72%) successfully completed their sentence, and 16 (28%) were unsuccessful.

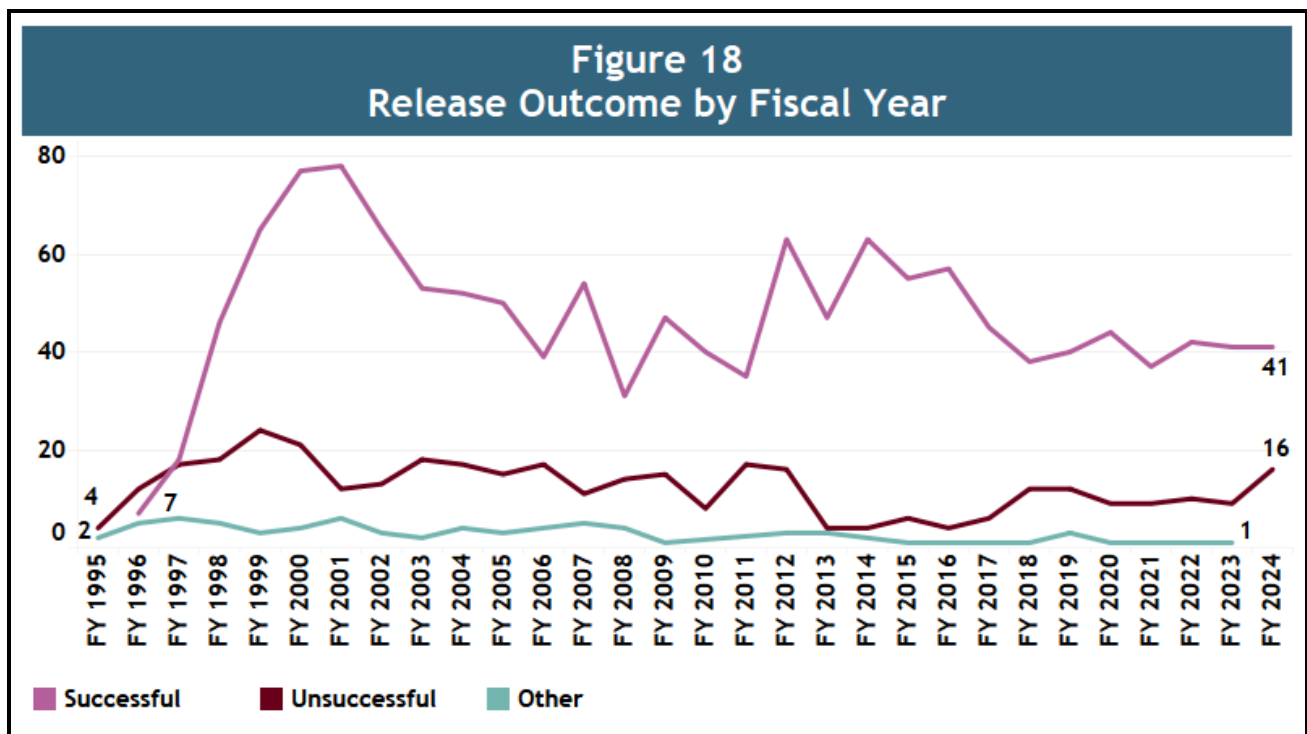
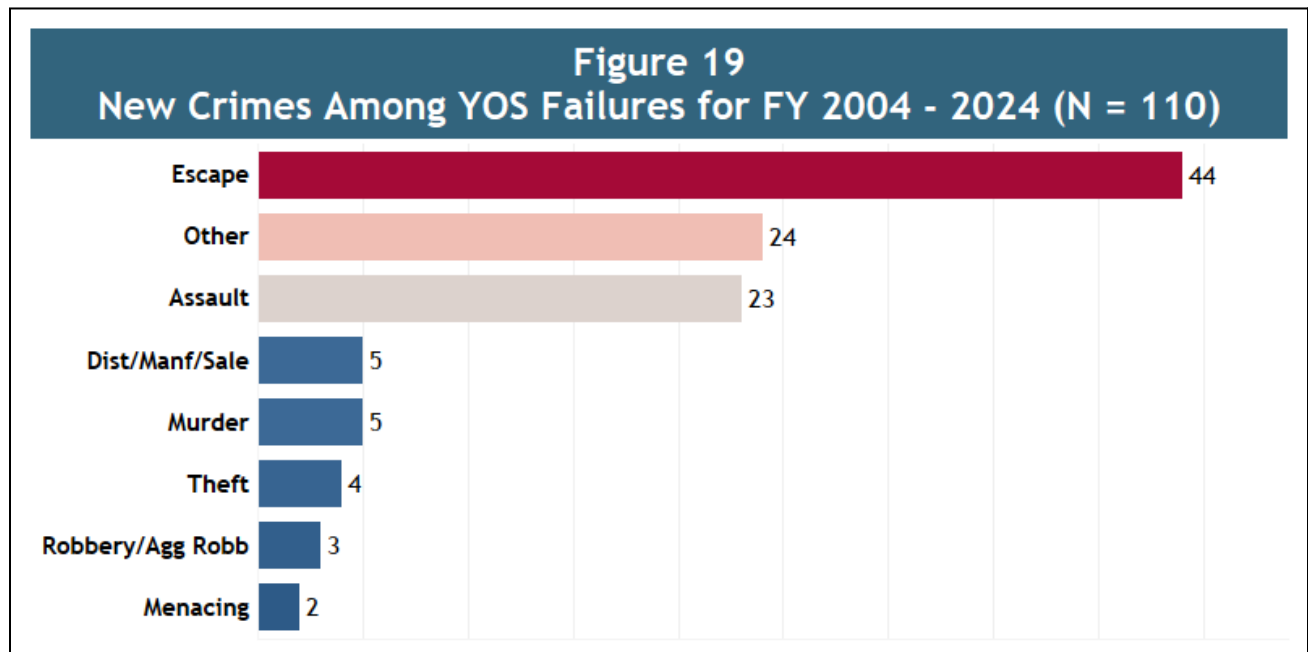
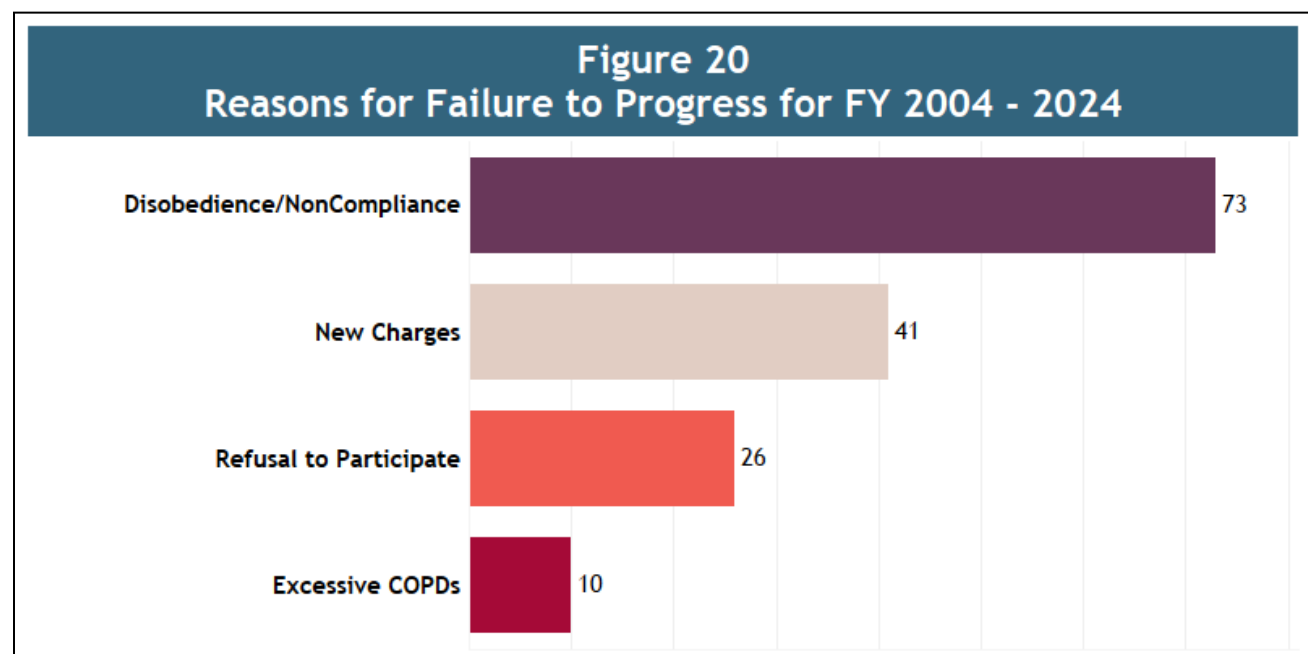


Figure 19 breaks out the different types of new crimes committed by YOS offenders since FY 2004 that contributed to their failure in the program. Escape is the most frequently occurring new crime among YOS failures (44), followed by assault (23).



Data from offenders released from FY 2004 through FY 2024 were tracked to better understand the reasons YOS offenders sentences were revoked. Of the 150 offenders who were unsuccessful and terminated from YOS, 73 were disobedient or non-compliant, 41 had new charges, 26 refused to participate, and 10 had excessive Code of Penal Discipline violations (COPDs) (**Figure 20**).



In **Figure 21**, offenders who successfully discharged their sentence are compared to those who were terminated. Over two-thirds of all groups successfully completed YOS. Overall, males were more successful (76%) than females (68%). Successful completions differed slightly between ethnic groups with 74% among African Americans and Hispanics, 82% among Asians, 79% among Caucasians, 70% among Native Americans, and 100% successfully completed whose ethnicity is Other.

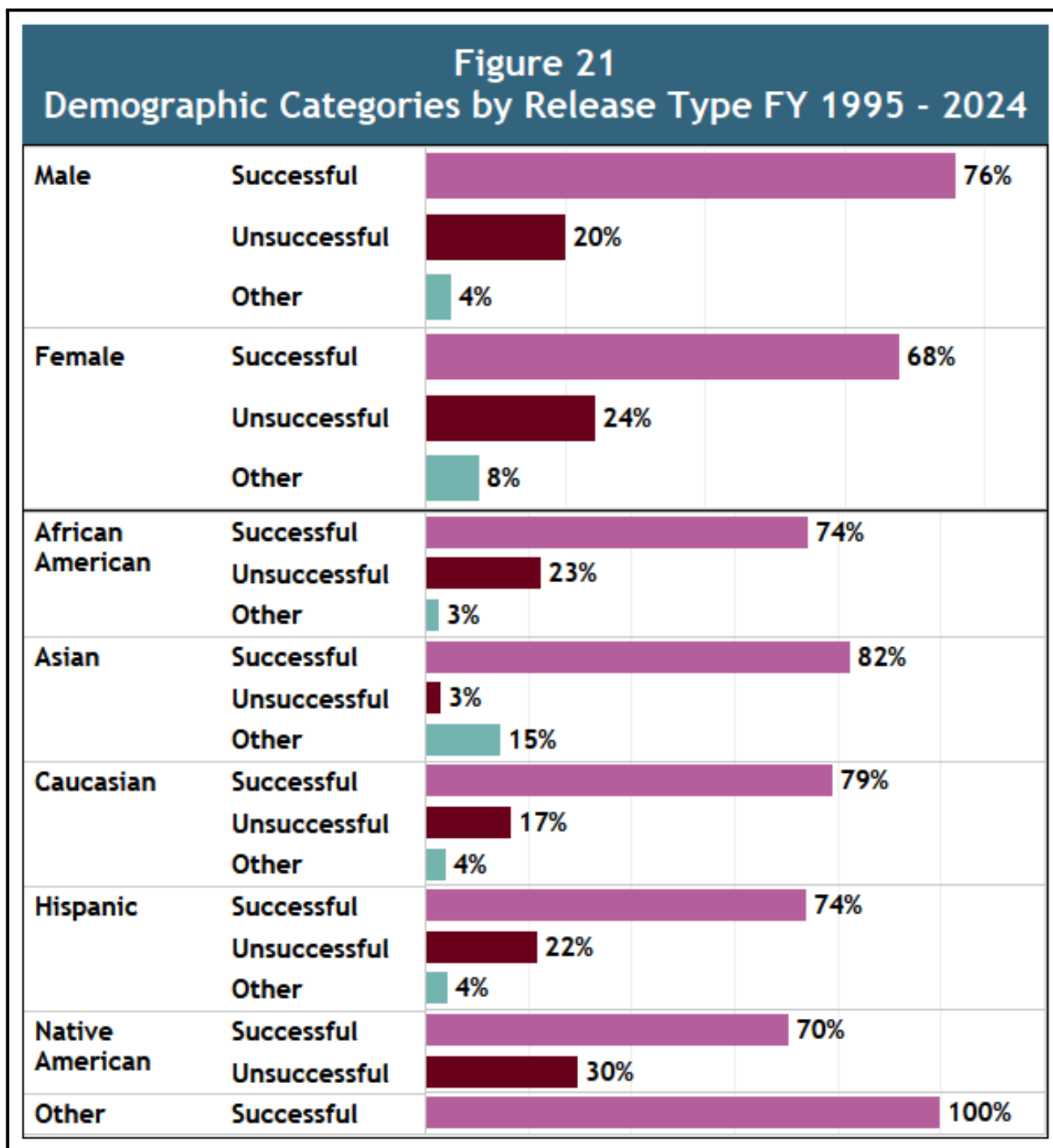
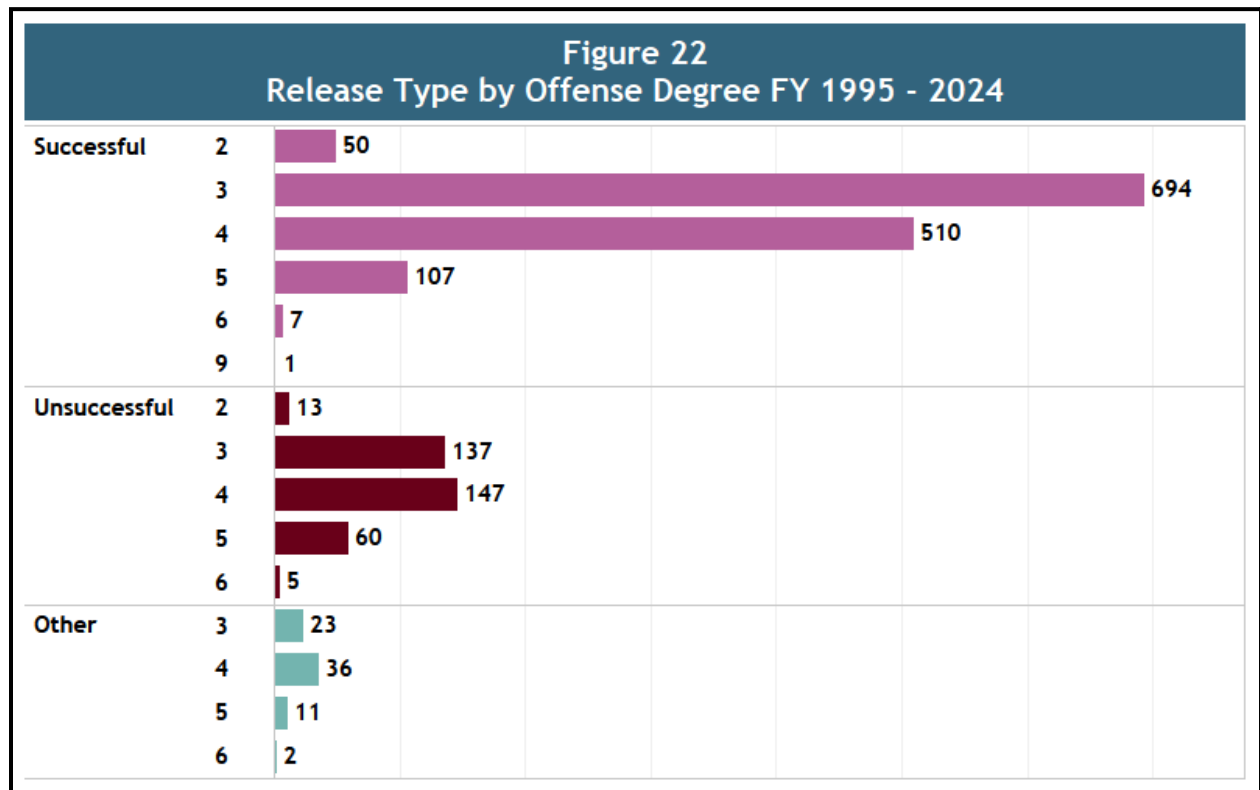
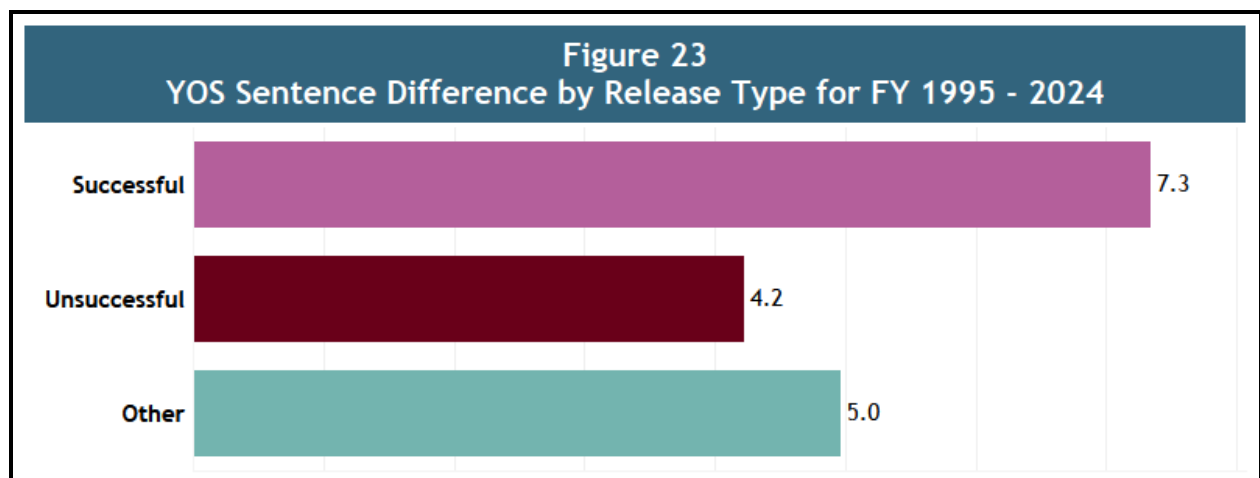


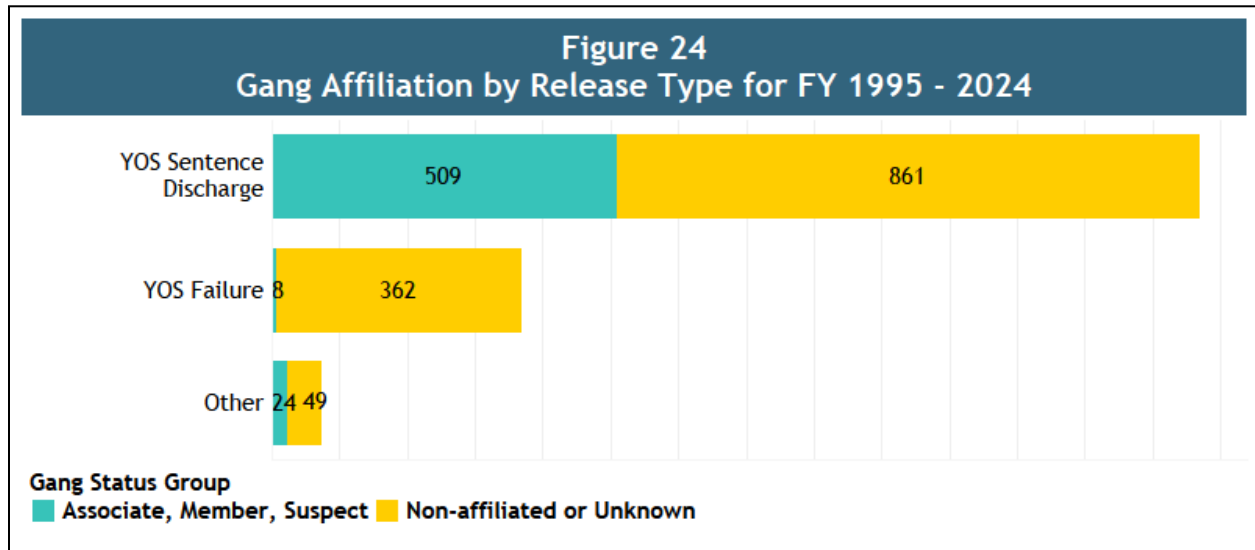
Figure 22 highlights that irrespective of the felony class (also referred to as offense degree), YOS offenders tend to complete their sentences successfully. The highest success rates are those with a class 3 felony (81%) followed closely by those with a class 2 felony (79%).



Offenders who successfully complete the YOS program also receive more time off of their adult sentences than those who were unsuccessful (an average of 7.3 years off of their sentence versus 4.2 years off) (**Figure 23**).



As displayed in **Figure 24**, of the 1,370 successful YOS sentence discharges, 509 were affiliated with gangs and 861 were not affiliated / had an unknown status. Of the 370 YOS failures, 8 were affiliated with gangs and 362 were non-affiliated / unknown. Of the 73 with a release type of Other (which includes court ordered discharge, discharge to detainer, deceased, and probation), 24 of them were affiliated with gangs and 49 were non-affiliated / unknown.



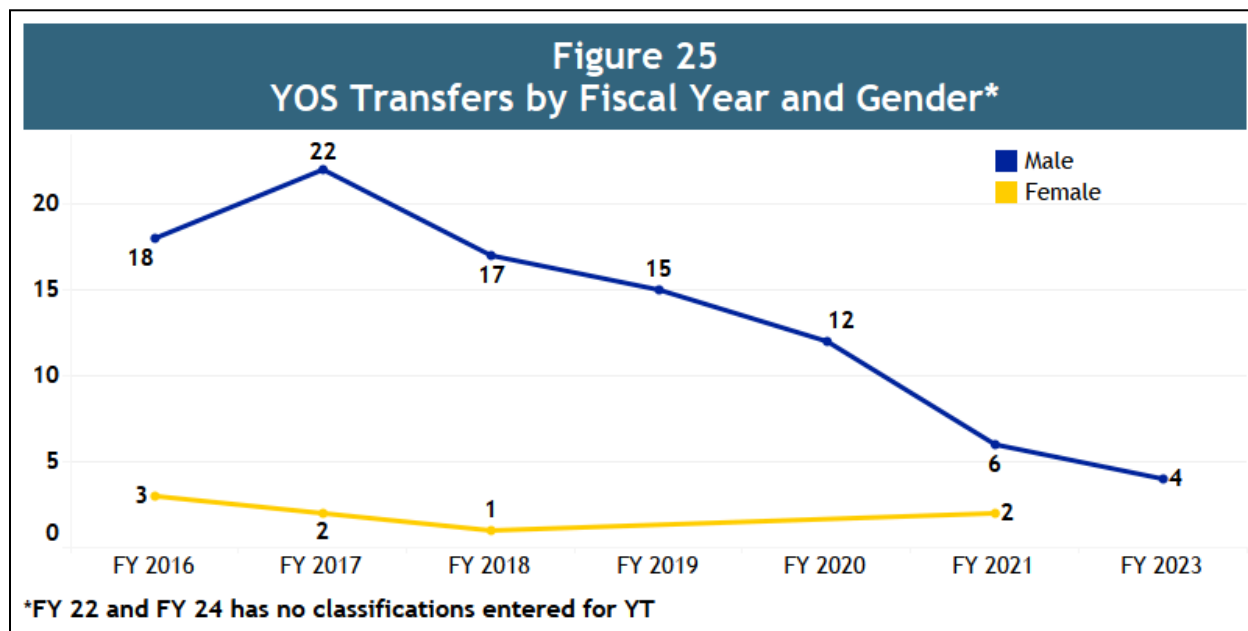
RECIDIVISM

Pre-release and post-release recidivism were analyzed for YOS offenders (**Table 6**). Pre-release recidivism is defined as a new conviction for an offense which occurred during an offender's YOS sentence resulting in their termination from YOS. Post-release recidivism is defined as new criminal activity which resulted in placement in the CDOC adult prison system following successful completion of the original YOS sentence. The CDOC adult prison system 3-year recidivism rate for individuals released in 2020 was 28%.

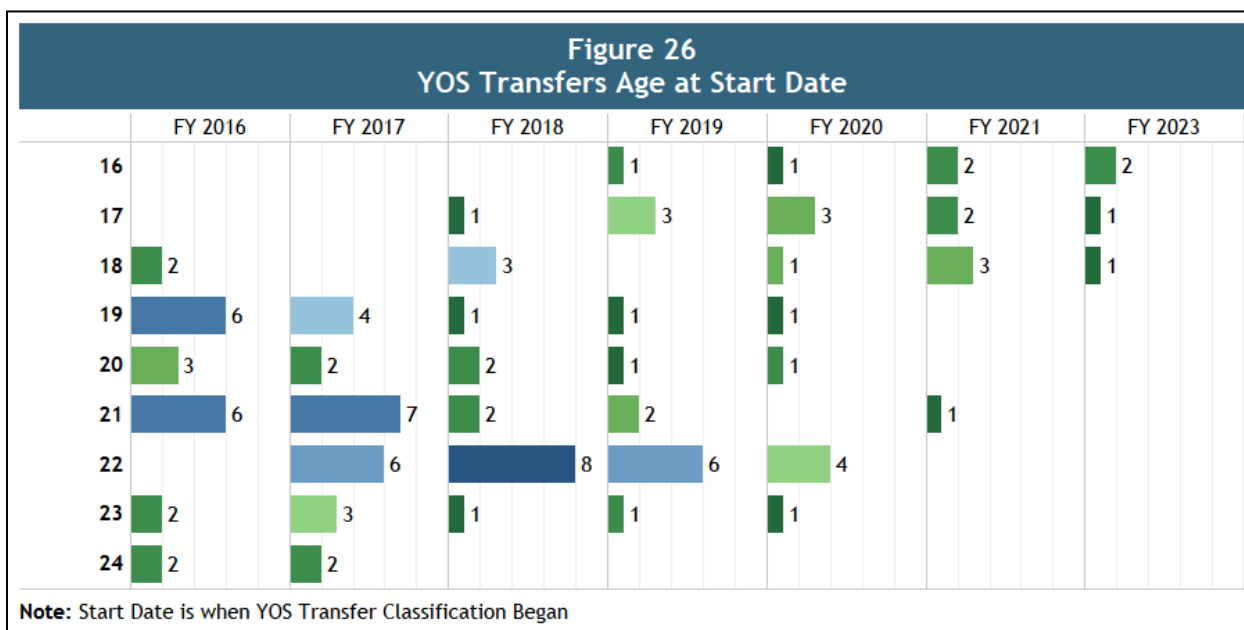
Table 6 Cumulative Recidivism Rates			
	Number at risk	Number of returns	Percent returned
Pre-Release Recidivism			
FY 1995-FY 2024	2,041	108	5.3%
Post-Release Recidivism			
1 year	1,329	55	4.1%
3 year	1,246	215	17.3%
5 year	1,166	305	26.2%

YOS TRANSFERS

With the passage of SB 15-182, any offender aged 24 years or younger sentenced to the CDOC can be transferred into or out of YOS for the purpose of public safety, academic achievement, and rehabilitation. YOS transfers are not included in other figures or tables in this report. In FY 2024, zero offenders transferred to YOS for a cumulative total of 74 YOS transfers (Figure 25).



The average age of YOS transfers at start in FY 2023 was 16.8 years (Figure 26). There were zero YOS Transfers in FY 2022 or FY 2024.



CONCLUSION

YOS continues to be a nationally recognized comprehensive “middle-tier” model of incarceration combined with rehabilitation programs and services, all designed to meet the unique needs of offenders who have been adjudicated and sentenced as adults to the CDOC. In accordance with C.R.S. 18-1.3-407 and C.R.S. 18-1.3-407.5, these offenders have been afforded the opportunity to complete a sentence with YOS. Upon successful completion of the YOS sentence, the longer adult CDOC sentence is satisfied.

Offenders have been given the opportunity to participate in specialized programs and services specifically designed to address the criminogenic needs of a high-risk violent offender population through evidence-based practices. This opportunity comes whether they are sentenced to YOS as a result of direct file (C.R.S. 19-2-517), transfer hearing (C.R.S. 19-2-518), determination of eligibility to receive a YOS sentence (C.R.S. 18-1.3-407.5), or are transferred (SB 15-182).

YOS experienced an increased average daily population with the implementation of C.R.S. 18-1.3-407.5, which provided YOS sentencing consideration for certain 18- and 19-year-old offenders. However, HB 10-1314 removed 14- and 15-year-old juveniles from direct file consideration with exceptions as noted in the legislative authority section. YOS was successful in having SB 13-216 reinstated in May 2013, which reauthorized C.R.S. 18-1.3-407.5 to allow 18- and 19-year-old young adults who commit violent and / or non-violent crimes the opportunity to be sentenced to YOS.

YOS will continue to develop academic, career, and technical education programs. It will do this to meet the needs of the changing population, and to ensure that cognitive education, therapeutic interventions, and specialized services remain relevant and available.