



R Y C P

— RIDGE VIEW YOUTH SERVICES CENTER —

Improving the Lives of Youth

2011 ANNUAL

PERFORMANCE REPORT

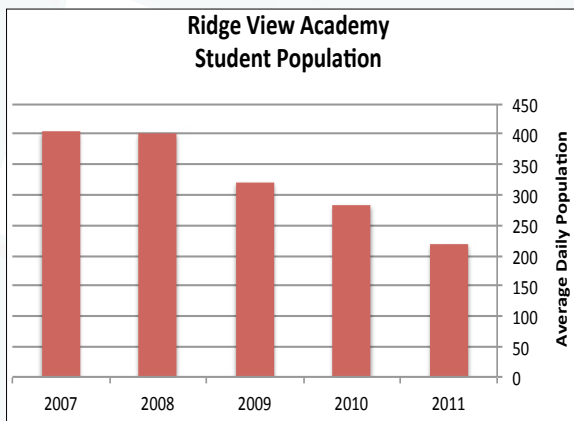
OPERATED FOR THE COLORADO DIVISION OF YOUTH CORRECTIONS



— MESSAGE FROM THE CEO —

As the first decade of Ridge View concludes, it can only be measured as one of Colorado's most effective public-private partnerships. Completed on time and within budget, Ridge View has delivered a safe, cost effective, evidence-based program for over 4,000 of Colorado's youth and their families. Ridge View has been honored by the governor, won state and regional championships in interscholastic activities, and was recognized as one of the highest achieving alternative schools by the Denver Public School District.

Despite this decade of success, like other alternatives for youth, Ridge View again watched the census decline to less than 50% occupancy. After such a successful start-up and a decade of operations with positive outcomes, the continual closing of housing units and reduction of workforce ran contradictory to logic and left stakeholders perplexed. This was expressed by parents, students and industry experts who were beneficiaries of the positive outcomes that Ridge View had produced.



In 2011, we worked to serve a broader population, even as enrollment declined, and focused on providing prescriptive treatment to meet students' complex needs. The biggest challenge was keeping enrichment programs like music, art and sports while expanding treatment services with fewer resources. We are proud that we accomplished both with the leadership of the Ridge View Academy School Board and the support of the Ridge View Community Advisory Board. Despite the decline in enrollment, ROP maintained the integrity of the cognitive academic model by continuing to offer the program elements it had always provided. A crucial component to our success was our commitment to staff development. ROP rolled out numerous training initiatives including the 80 hour Essential Subjects training series. Developed through a strategic partnership with University of Cincinnati's School of Criminal Justice, Essential Subjects combined Cognitive Behavioral Therapy, Social Learning Theory and the Principles of Effective Intervention.

Rite of Passage is proud to celebrate a decade of achievement, growth and innovation at Ridge View. In 2012, we are increasing public-private partnerships that fuel the program's success.

S. James Broman, CEO



Ridge View Academy graduates celebrate their success.

— MESSAGE FROM THE DIRECTOR —

The struggling economy of 2011 brought challenges for many Americans, businesses and government agencies. Ridge View was not exempt from those challenges, with a significant population decline threatening one of our greatest assets: the ability to provide varied opportunities to our diverse population of students.

With the support of stakeholders and Rite of Passage, Ridge View staff members have not only continued to provide a fully accredited education program with six vocations and nine varsity sports teams (along with robotics, JROTC and a marching band), but they also added two licensed therapists to the staff, shifted to an emphasis on cognitive based groups and established the Department of Behavioral Health Certified Drug and Alcohol Program. As staff worked to maintain the fidelity of program components and toward the implementation of new initiatives, they participated in various training opportunities enabling them to enhance their skills to work with youth.

In 2011, 263 students successfully completed the challenging Ridge View program with an additional 25 students progressing to the Mount Evans Qualifying House, resulting in an 82% successful program completion rate.

Moving forward, despite difficult circumstances, exemplifies the resolve of our staff, stakeholders and students as seen by the many achievements presented in this document. We face the challenges of 2012 with optimism.

Bill Wood, Program Director



Campus life at Ridge View.

Community Engagement

Community Engagement and service to others represents an important tenant of ROP, which is embraced by students and staff at Ridge View.

As students learn to empathize with others and to sustain pro-social relationships through their experiences at Ridge View, they are able to practice demonstrating the character traits emphasized through the Aggression Replacement Training curriculum. Strengths such as caring, cooperation, goal setting, responsibility and humanity are reinforced through community engagement and participation in community service. Ridge View students experienced **over 6,500 hours** of community engagement in 2011. Partnerships for community engagement and service include:

- Arapahoe County
- East Metro Student Leadership Conference
- Adams County Job Fair
- JROTC Drill Meets
- Oklahoma Youth Choir performance for the students
- Friends for Youth mentoring program
- Our Lady of Loreto
- Veterans with Disabilities; loading and unloading DIA
- Colfax Marathon
- Greenwood Village Goose Chase
- Winter Games Special Olympics



"The Community Service opportunities at Ridge View Academy are good work experiences. They help you with social abilities, talking with people, and helping people."

-Student/Athlete Timothy M.

Funds Raised and Donated

In 2011 our volunteer board members raised over \$30,000 through two community events: the Ridge View Golf Classic and the Evening to Remember. 100% of the proceeds go directly to Ridge Alumni through the *Passageway Scholarship Fund* and the *Roger Allott Transition Fund*. The money from both of these agencies goes directly to funding students' educations.



Board Members celebrate at an Evening to Remember

Funds Raised 2011



Funds Donated 2011



SCHOOL BOARD MEMBERS

Judy Morton, President 2011

Pat Hayes, President 2012

Vel Garner, Vice-President

Carol Nollsch, Secretary

Judy Sutherland, Treasurer

Jolien Haro, Member

Charlie Meyer, Member

Craig Bowman, Member

Sen. Nancy Spence, Member 2012

COMMUNITY ADVISORY BOARD MEMBERS

Jerry Adamek

Brad Billingsley

Bonnie Cady

Pat Cervera

Becky Cohen

Julie DeNicola

Bob Eikerman

John Greene

Ed Greivel

Piotr Gzowski

Terry Hoffman

Annette Hunter

Elton Jones

Patricia Kirk

Lou Lopez

Douglas E. MacCarthy

Mike Marcotte

Stephen McDonald

Kent Moe

Jennifer Purdum

Grant Roper

Karl Smith

Elizabeth Stanley

Robert L. Sutherland

Rep. Nancy Todd

Marilyn Webb

School



"This has been another year of great success at Ridge View Academy. For the first time in the three years using Denver Public School's School Performance Framework, RVA scored "green" - the highest level achievable. I look forward to the continued progress of Ridge View in the coming school year."

-Dr. Ed Cope, Ridge View Principal

— ACADEMIC ACHIEVEMENTS —

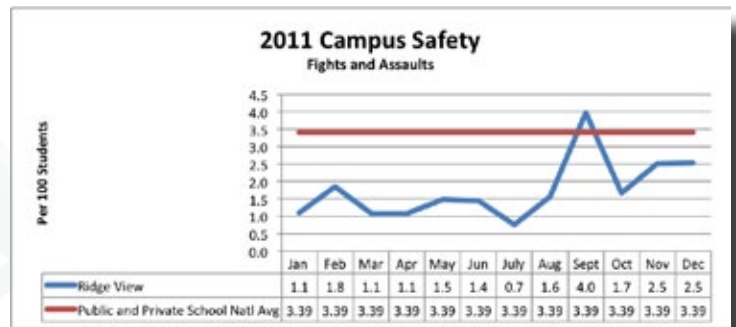
- 22 High School diplomas awarded
- 79 GED certificates awarded
- 6 students obtained a total of 42 college credits
- 28.8% of exiting students received between 150-300 hours of ROP/CTE training
- Students far exceeded the national average of 2 RIT gains per year, as seen by the following average RIT gains of exiting students per semester:
 - Reading: 5.13
 - Language Arts: 3.73
 - Math: 5.66
 - General Science: 5.56
 - Science Concepts: 4.92

— ROBOTICS —

In 2011, Ridge View Academy students began to prepare for the 2012 FIRST Robotics Competition (FRC). The Ridge View team, cleverly named "Rambotics," did well; they participated in the 2011 Colorado Regional Competition, but did not take home any awards that year. Even so, the team members' spirits were not broken. During the following months in 2011, the team spent a great deal of their time preparing for the next competition, taking place in early 2012. Their hard work and dedication paid off as the team won the Gracious Professional Award at the 2012 Colorado Regional Competition and participated in the 2012 FIRST Championships in St. Louis, Missouri.

— CAMPUS SAFETY —

Rite of Passage is committed to safety. Campus safety provides a foundation for academic achievement, which leads to student success and reduced chances of recidivism. According to the Youth Risk Behavior Surveillance - United States, 2011, the average percentage of male students who reported being in a physical fight in 2011 was 40.7% - an average of 3.39 fights per month, while the average percentage of Ridge View students involved in fights was below the national average, at 1.75%. The reduced number of fights and enhanced safety enables students to focus on educational growth.



— ATHLETICS —

In 2011, 150 students experienced athletic sportsmanship. In fact, RVA was awarded the "Gold Star Award" for excellent sportsmanship through the Colorado High School Activities Association. With students participating in 10 sports ranging from Nordic skiing to football, it was the rugby team that reached the highest achievement by winning the "Wooden Cup" as State Rugby Tournament champions. A number of students were named to all-conference teams in football and basketball, and two students qualified for the State wrestling tournament. However, in 2011, as in past years, the beneficiaries of Ridge View sports included all participants and their families.



"I achieved my RAM status through participating in athletics at Ridge View. In a game of strength, you have to use your mind."

-Student/Athlete Quendellar N.

Career and Technical Education

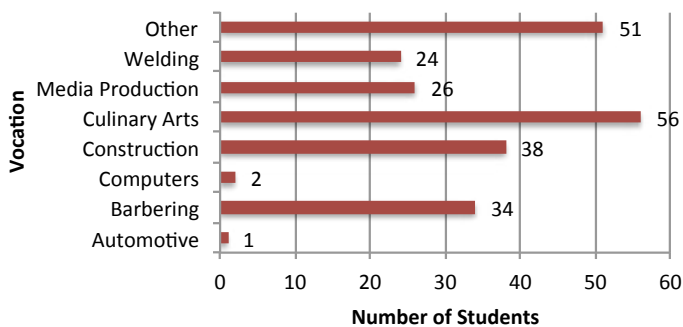
— CTE CERTIFICATIONS —

- 19 students completed over 300 hours of CTE training
- 34 students received their barbering certification
- 38 students certified in construction
- 56 students certified in culinary arts
- 26 students studied media production
- 24 students certified in welding
- 24 students certified in welding



*"I love the opportunity to learn a trade. Barbering is something I love doing."
-Student/Athlete Tagee R.*

Students Certified in 2011



— EXITING STUDENTS —

It is the goal of Ridge View Youth Services Center that all students leave with a plan to either enroll in school, enlist in the military, or be on track for employment. The chart to the right indicates the placement of all students who exited the program (including students who did not complete the program) within one of these three areas. In 2011, despite the Transition and Aftercare department being in a rebuilding phase after its elimination based on a legislative policy decision, 77.3% of exiting students were enrolled, enlisted, or employed.

— JROTC —

Ridge View Academy provides a Junior Reserve Officers' Training Corps (JROTC) program to allow students a sense of leadership, responsibility, and accomplishment. In 2011, JROTC students performed at:

- RVA Graduations
- Validate Ceremonies
- Athletic Events
- Community Ceremonies



"JROTC at Ridge View Academy has taught me how to be a leader, physically and mentally."

-Student/Athlete Giovanni S.

Placement Rate 2011

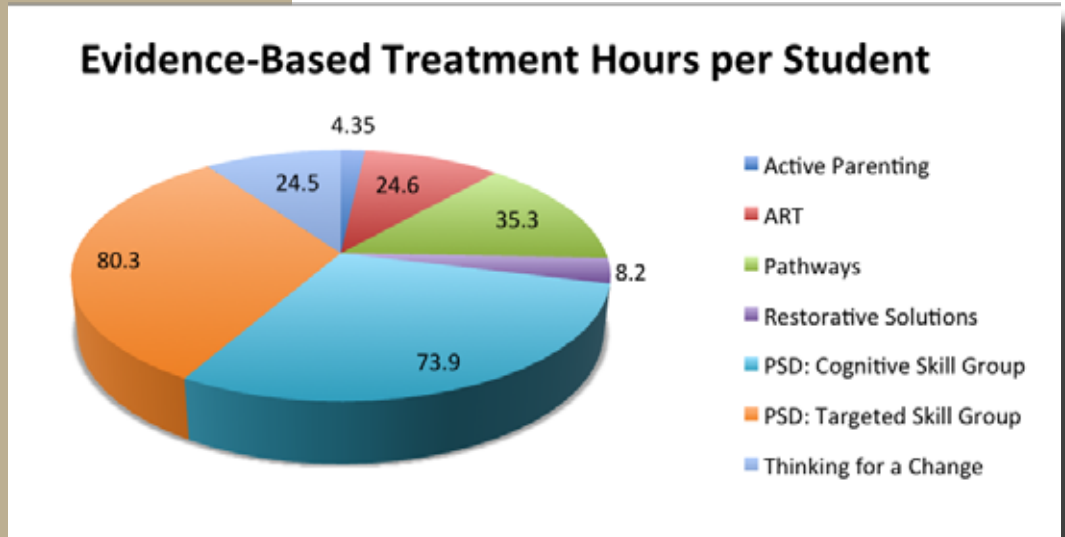


Treatment

— EVIDENCE-BASED TREATMENT —

Research suggests that youth should have an appropriate “dosage” of intervention that is relative to their level of risk. In tandem with lowering risk factors is a corresponding increase in protective factors. We will continue to focus on protective factors and embrace the concept of Positive Youth Development by building new social assets for youth including pro-social relationships, a functional family environment, academic achievement and community involvement and engagement.

In 2011, Ridge View students completed 68,286 hours of Evidence-Based Treatment, an average of over 250 hours of treatment per student. A majority of these hours were spent in Positive Skill Development (PSD) groups, which target specific skills including social skills and thinking skills. Group Leaders and Case Managers direct the youth through learning activities where students rehearse, practice and role-play skills. Discussion on the application of the skill serves to reinforce the knowledge that has been gained.



— DIVISION OF BEHAVIORAL HEALTH —

In September 2011, Ridge View was approved by the Division of Behavioral Health as a certified outpatient substance abuse treatment program. Currently, Ridge View is approved to treat up to 24 students struggling with drug and alcohol abuse, with plans to expand to treatment of up to 48 youth.

This expansion will lead to a ratio of two certified addiction counselors (CAC) II's per 24 students with service delivery oversight by a CAC III, providing three hours of clinical supervision per month.

With “treatment readiness” included within the criteria to place students, prioritization of referrals will include: quality participation in Pathways groups, student and family willingness, and support from the Multi-Disciplinary Team (MDT). Program elements will tie many of the pro-social and physical elements embedded within the Ridge View structure to addiction recovery. Ridge View staff will help students connect and deepen their understanding of the concepts they learn in Pathways, Aggression Replacement Training (ART) and Thinking for a Change (T4C) with substance abuse.

— CLINICAL DEPARTMENT MEMBERS —

The Ridge View Clinical Department is comprised of four staff members and four interns: Bobby Klaer, Erica Rodriguez, Elizabeth Everett, and Elissa Hicks.



Clinical Department Members, from left to right: Jamie Glick, LCSW; Amanda Woodward, Clinical Intern; Erica Berger, LMSW; Covin Picone, CAC II.

Family Engagement



— FAMILY AND SYSTEMS THERAPY —

At Ridge View, families are integral to the entire treatment process and transition begins at intake. Therefore, families are embraced from start to finish and are active partners in their child's growth. Families meet on the campus of Ridge View throughout the year to participate in various activities with students. Twice a month, family groups are offered. The main multi-family therapy group offered uses the Active Parenting curriculum, which focuses on parent skill training and emphasizes basic principles including effective communication, setting boundaries and limits, teaching conflict resolution, and issues surrounding drug and alcohol use. Students completed 1,141 hours of Active Parenting in 2011, which averaged about three hours per month per student.

Family contacts of all types are encouraged and include family groups, parent visits, family attendance at a student's sporting event, telephone calls, etc. In 2011, each student had an average of 93 family contacts over the course of the year.



"The education at Ridge View Academy makes it easier for me to think. It makes it easier for students to express their feelings and thoughts through words."

-Student/Athlete James T.



Student and family engagement is one spoke in the wheel of a holistic skill building approach employed by Rite of Passage programs.

-Evy Schott, Director of Student Services

— STAFF TRAINING —

Ridge View employees are critical ingredients in operating a quality cognitive-behavioral program within a normalized milieu. Managing by teamwork and focusing on a unified mission gives our students a chance to see adults modeling cooperation, respect, and effective communication skills.

We have and will continue to offer training by experts in the field. In 2011, staff members received more than 23,000 hours of training.



"We are a learning organization. We will always support staff and give them tools to be lifelong learners so that they can constantly evolve, grow and become more effective at working with youth."

-Karen Doyle, Human Resources Manager



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Quotes from Stakeholders

"..life can through you for a loop sometimes and you might make some bad choices but if given the opportunity, you can be great. I see that in each of these young men."

(A parent from an opposing CIAA team)

The Val Pulser, Arapahoe County Volunteer Coordinator claimed: "The (2011 Arapahoe County) fair was very successful due to the outstanding contributions of your team."

"I was first feeling that you need a special thank you for your work and making the families on their visits feel very special."

(Grandmother)



Improving the Lives of Youth Since 1984