

# RIDGE VIEW YOUTH SERVICES CENTER



2014

ANNUAL  
PERFORMANCE  
REPORT



**COLORADO**  
Office of Children,  
Youth & Families  
Division of Youth Corrections

A COLORADO DIVISION OF YOUTH CORRECTIONS FACILITY  
OPERATED BY RITE OF PASSAGE

# Message from the Management Team



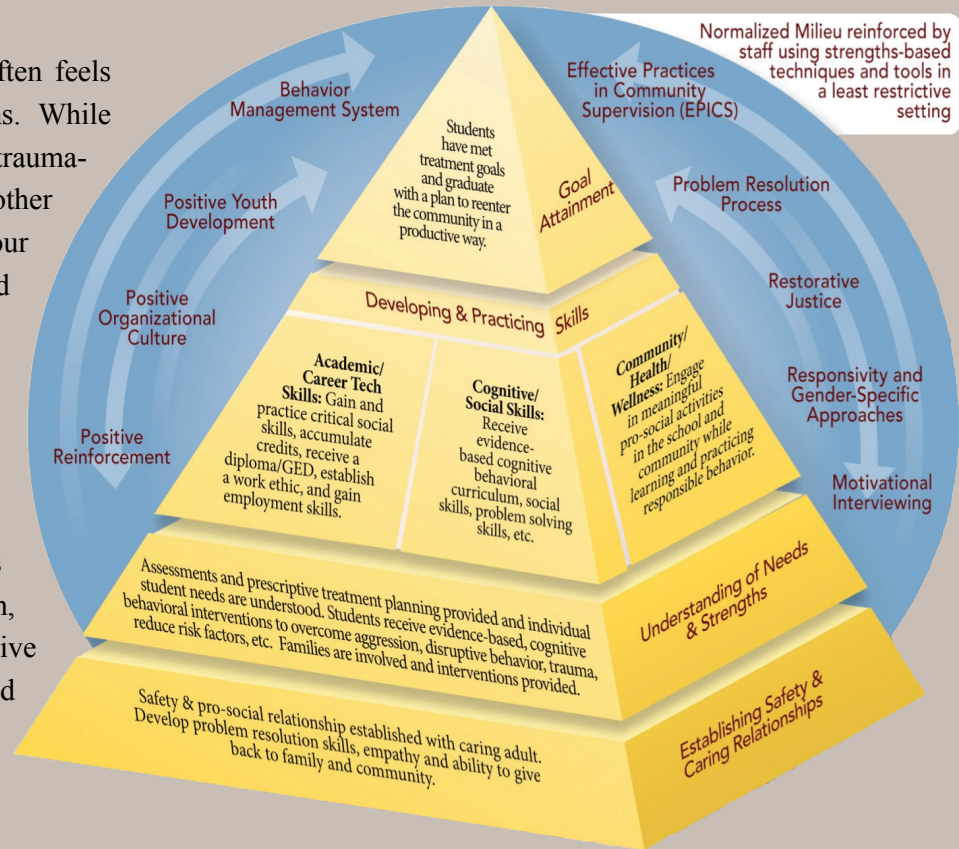
an environment that is optimally conducive to change and goal achievement.

The effectiveness of the Ridge View model is attributable to committed staff, supported by a core group of experienced managers who recognize the challenges as well as the value of maintaining the fidelity of normalized programming, where new ideas and changing juvenile justice trends can successfully be embraced.

*Bill Wood, Program Director*

Working within the youth services field often feels like a whirlwind of new ideas and regulations. While ROP has embraced evidence-based practices, trauma-informed care, restorative justice and many other initiatives, our greatest success may still be in our vigilance to establishing safety through normalized programming and staff/student relationships.

Expertise achieved through years of operation has enabled Ridge View staff to establish a foundation of normalized safety where student's needs and strengths can be more accurately assessed and matched to specific evidence based practices as well as individualized treatment needs. Education, vocation, sports, community service and positive adult relationships represent socially recognized initiatives, which, when integrated with evidence based practices and treatment services, result in



# 2014 Highlights

Ridge View Youth Services Center (RVYSC) serves male youth between the ages of 12 and 21, with a history of delinquent behaviors, which require treatment and residential care. Notable outcomes from 2014 include:

- 183 average daily population
- 290 admissions
- 481 youth served
- 99% of youth received at least one family contact per month
- 8.1 months average length of stay
- 3rd consecutive for Ridge View Academy (RVA) “Center for Excellence” award
- 2 College Board approved, advanced placement (AP) classes added to the school’s curriculum: AP English Language and AP Financial Literacy
- 12 staff received training and certification in evidence-based practices from the University of Cincinnati

## Our Commitment to Youth

Rite of Passage is a company defined by our values. We rely on these values to make decisions about our staff, our students, our program and our future. After 30 years, we have put these values in writing and are proud of what they mean.

We start with a foundation of safety and accountability and use a student-centered approach, while recognizing the contributions that staff, partners and research have on making our program better.

Our core focus is aligned with the Colorado Division of Youth Corrections’ Five Key Strategies, and reinforces our commitment to the state – and its children and families. ROP’s core focus is to offer a continuum of services and opportunities to promote positive youth outcomes through nurturing educational environments, using research informed practices and strengths-based approaches, delivered by caring and competent staff that are dedicated to continually improving services based on outcomes.



# Academic Achievements



At Ridge View, we pride ourselves on the quality education provided to all of the young men that we serve. Academic achievements are made possible through our partnerships and through the hard work of our teachers and staff. The on-site school, RVA, operates as a charter school with oversight through Denver Public Schools (DPS). Ridge View Academy is accredited through AdvancED, and its educational courses, course numbers, and high school graduation requirements adhere to DPS curriculum guidelines and align with Colorado State Standards.

Course offerings emphasize core content including: math, reading/language arts, science, civics and government, art, history, geography and economics. Elective courses include: health, band, choir, robotics, computer application, financial literacy, advanced math and science classes. Additionally, RVA now offers two College Board approved advanced placement (AP) classes: AP English Language and AP Financial Literacy.

## Outcomes

- 25 high school diplomas and 16 GEDs were earned
- Of the 68 students who entered Ridge View as high school juniors or seniors, 60% exited with their high school diploma or GED
- Ridge View Academy is accredited by AdvancED
- \$12,840 was awarded to six students through the ROP Passageway Scholarship Foundation
- 3rd consecutive year of recognition from the Colorado Department of Education for the “Center for Excellence Award”
- 100% teacher retention in 2014
- 3rd highest performing Alternative Education High School in the Denver Public School system
- 6th place in the Colorado Inaugural Robotics Competition and winner of the prestigious “Judges Award”



# Career & Technical Education

Ridge View has a wide range of Career and Technical Education (CTE) program offerings, which enables students to develop employment opportunities. We deliver vocational instruction that teaches skills and competencies, enhances self-esteem, and allows students to learn the intrinsic, positive benefits of work. Our CTE program structure aligns with the Colorado Community College System and guidelines from Denver Public Schools.

Ridge View is currently working with the Southwest Carpenter Training Fund to develop a joint apprenticeship program where curriculum alignment will enable students to enter a union apprenticeship program with credits as they transition into the community.



## Curriculum

The CTE curriculum is structured to allow for open enrollment with students exiting and entering throughout the year. Based on their education tracks, students are placed in one of multiple career pathways which include applied technology, media production, culinary arts, barbering, construction trades, masonry trades, bicycle repair, welding and C-Tech (copper wiring). Students can graduate with industry-recognized certifications including OSHA, ServSafe, First Aid and CPR.

## Outcomes

In 2014, 192 certifications were awarded to Ridge View students as a result of their hard work and training in various vocations.

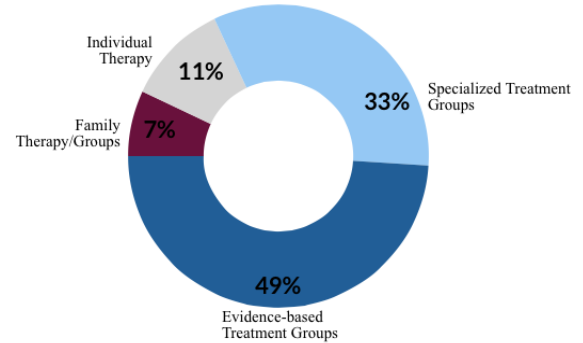
- 59 Barbering certifications
- 33 Construction certifications
- 48 Culinary Arts certifications
- 12 CPR/First Aid certifications
- 19 Media Production certifications
- 21 Trowel Trades certifications

# Treatment & Family Engagement

In 2014, students spent a total of 64,000 hours engaged in individual and group treatment, facilitated by **trained professionals**. This equates to nearly 250 hours of cognitive-behavioral treatment for each young man based on a nine month length of stay. Treatment groups are assigned to students based on their individual needs and are facilitated in a safe and nurturing therapeutic milieu with the use of trauma-informed principals. In addition, Ridge View operates two drug and alcohol units, licensed through the Colorado Office of Behavioral Health.

## Evidence-Based Treatment

RVYSC utilizes evidence-based treatment groups including Thinking for a Change, Aggression Replacement Training, Seeking Safety, Pathways Substance Abuse and Cognitive Behavioral Interventions for Substance Abuse from the University of Cincinnati.



## Individual Therapy

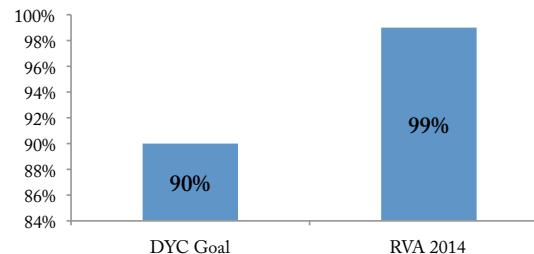
A team of eight licensed therapists provide individual therapy to address treatment issues not included in the evidence-based groups. This includes physical and sexual victimization and abuse, as well as therapy for aggressive and assaultive behaviors.

## Specialized Treatment

Specialized groups are offered to augment the evidence-based curriculum. Facilitated by licensed therapists and case managers, these groups include grief and loss, healthy relationships, restorative justice, victim empathy, family systems, moral reasoning, dialectical behavior therapy and lifeskills.

## Family Engagement

Ridge View offers a variety of family services including individual family therapy and multi-family groups, facilitated by licensed mental health therapists. To further improve family functions, RVYSC encourages family contact and engagement through visitations, phone calls, treatment planning, parent/teacher conferences, and attending school events such as graduations and athletic events. In 2014, 99% of the students had at least one face-to-face contact or phone contact per month.



**13.8** contacts per student per month on average at RVYSC



# Positive Youth Development



Positive youth development is a strengths-based approach that engages youth within their families, communities and schools. Within these supports, youth interact with positive adults to enhance their interests, skills and abilities. Examples of positive youth development are demonstrated through six domains identified in a recent article by Butts, Bazemore and Meroe<sup>1</sup>, which include work, education, relationships, community, health and creativity.

RVYSC is proud to provide a range of positive youth development activities in all of the six domains – which results in students developing new skills and building stronger attachments so they can be successful in their communities.

## Education

- 2 Advanced Placement (AP) classes introduced
- 33 high school diplomas or GEDs earned

## Community

- 35 students built houses with Habitat for Humanity
- 4,350 hours of community service provided annually

## Creativity

- 15,877 hours of performing arts, including marching band
- Fine arts course taught with projects including mural painting

## Work

- 14,561 hours of on campus and off campus work
- \$13,661 in earned wages

## Health

- 22,492 hours of sports/clubs and recreation
- Rugby team competed in state finals
- Cross Country team competed in state championships

## Relationships

- 13.8 average family contacts per month per student
- 3.5 average number of home passes per youth during their stay

<sup>1</sup>Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe (2010). Positive Youth Justice--Framing Justice Interventions Using the Concepts of Positive Youth Development. Washington, DC: Coalition for Juvenile Justice.

# Transition Partnerships at Ridge View

## Transition

### First 10-60 Days

- CJRA and other assessments
- Initial Treatment plan (10 days)
- Treatment plan (30 days)
- Living arrangements identified
- Risk reduction goals
- Protective growth targets

## Program

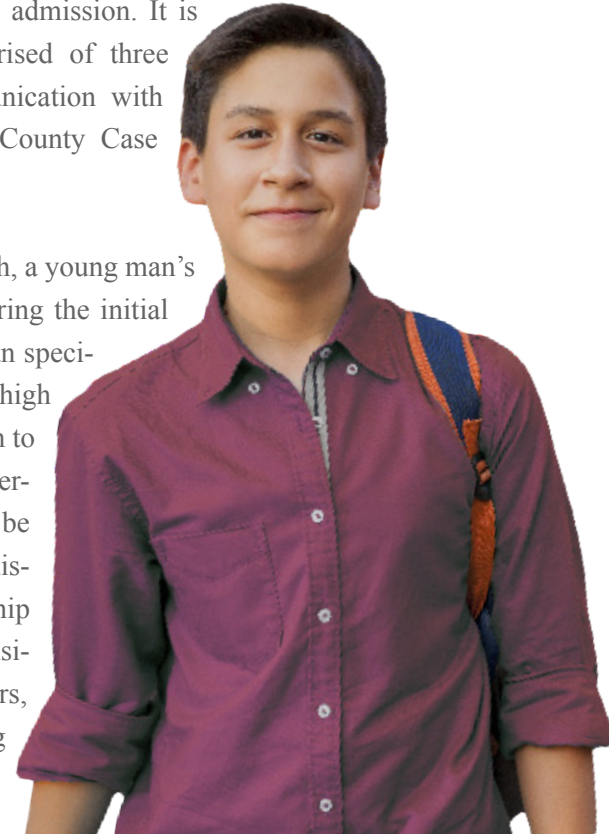
- Parent/guardian involvement
- On-site MDT
- Monthly meetings
- Progress in treatment, school, CTE and other programming documented

### Final 120 Days

- Community visits/home passes
- Final assessment
- Graduation plan solidified
- Enrolled, employed or transitioned to lower level of care

Transition planning begins at admission. It is a progressive process comprised of three stages and continual communication with DYC Client Managers and County Case Workers.

Using a collaborative approach, a young man's graduation plan is created during the initial phase of his program. The plan specifies whether he will go back to high school, get a job, or step-down to a lower level of care. Partnerships in the community will be accessed including: school districts, Passageway Scholarship Foundation, Roger Allot Transition Funds, Workforce Centers, Friends for Youth Mentoring and Savio resources.



## Highlights

- 100% of graduates are discharged to a full or part time program including education, employment, or other forms of pro-social community engagement
- \$17,503 awarded by the Roger Allot Transition fund to 17 Ridge View students to provide funding for successful transitions
- 40% transitioned back to high school, with the registrar ensuring successful transfer of credits to their high school
- 1,662 home passes were issued to students to aid in their successful transition to the community
- 24 students transitioned to the Qualifying House in Idaho Springs
- 95% of students utilized the on-site Career Service Center, which is a satellite Arapahoe/Douglas Workforce Center with access to job postings



# Lorenzo's Story: starting a new chapter

“There is no success without hardship.” ~Sophocles

Lorenzo Allen is successful by any definition. The 22 year old recently graduated with an Associates Degree in Criminal Justice and has been offered a full scholarship to play football for the University of Northern Alabama where he will continue his studies. The new graduate and collegiate football star did not always lead a charmed life - his upbringing was far from perfect. After a string of bad decisions landing him in and out of the juvenile court system, Lorenzo found himself placed at Ridge View Academy, which as he describes, changed his life forever.

Prior to Ridge View, Lorenzo had lost sight of his childhood dreams of football and pursuing a college education. At Ridge View, Lorenzo was reintroduced to these aspirations and went on his first college visit with his RVYSC Case Manager. To support his education, the Community Advisory Board and Passageway Scholarship Foundation awarded a scholarship to help fund Lorenzo's continued education. For Lorenzo, Ridge View was a fresh start, one that prepared him for the future ahead. Lorenzo's success is all his own, Ridge View simply showed him all that he was capable of achieving.



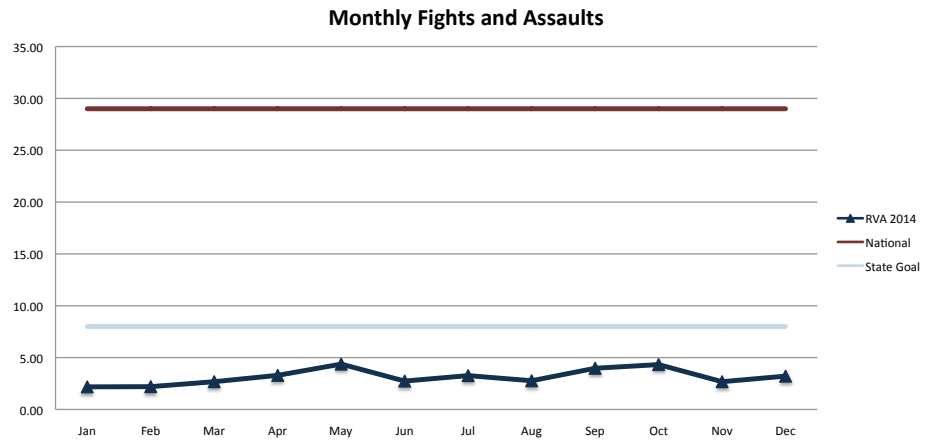
# Positive Impact

Ridge View is proud of the outcomes that we achieved in collaboration with DYC, DPS, Colorado's counties and a host of other agencies, consultants and professionals. Together, we have created Ridge View as a Colorado resource that is safe, accredited and meets the highest standards of our industry.



## Campus Safety

Ridge View's low incident rate makes it among the safest of its kind in residential treatment programs. RVYSC experiences monthly incidents (per 100) ranging from 2 to 4, this is lower than the 8 incidents per 100 per month established by DYC as a state goal, and lower than the number realized in most state programs.

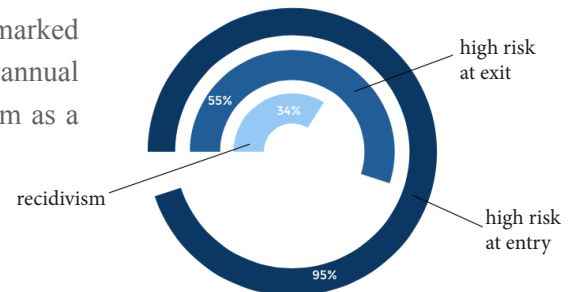


For comparative purposes, incidents between ROP and DYC are defined as fights and assaults. The national study included a broader definition of incidents, including theft, robbery and threats.

## Risk and Recidivism

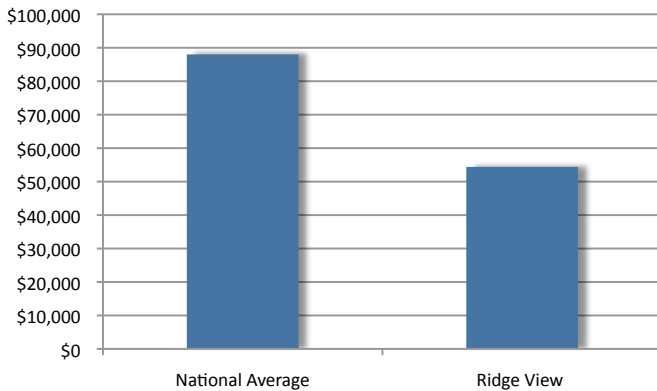
Ridge View works with Colorado's young men who score high risk on their initial assessment (CJRA). Through the residential treatment program, these same young men show a marked reduction of risk when they are placed on parole. A further measure of its impact is the annual recidivism evaluation conducted by DYC. In this evaluation, DYC defines recidivism as a new adjudication or conviction resulting from a misdemeanor or felony offense.

- 95% scored "high risk" based on the CJRA initial assessment
- 55% scored "high risk" when discharged
- 34% recidivism rate (66% success) for RVYSC youth one year post discharge

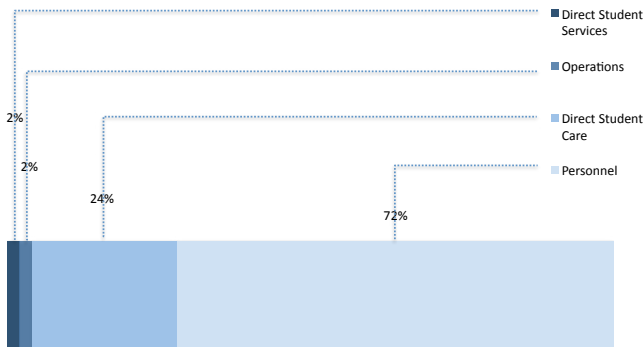


# Financial Information

ROP collaborates with DYC to keep placement costs as low as possible, while still providing rich programming and services for its youth. Ridge View's annual cost per student is 38% lower than the National Average. According to the most recent study by the American Correctional Association, the annual cost to house a juvenile offender in the United States is approximately \$88,000 while Ridge View's is \$54,385.



## 2014 Financials



ROP extends its appreciation and gratitude to our customers, school board members and community partners. The successes shared in this annual report would not be possible without your support and leadership.

## Stakeholders

Colorado Department of Human Services  
 Colorado Division of Corrections  
 Social Service Departments in 19 Colorado Counties

## School Board Members

Pat Hayes, President	Pat Grippe, Member
Nancy Spence, Vice President	Jason Stover, Member
Craig Bowman, Secretary	Elton Jones, Ex Officio Member
Robert Eikermann, Treasurer	

## Community Partnerships

Denver Public Schools	Just Between Friends
Our Lady of Loreto	Arapahoe County Fair
Youth for Christ	Down Syndrome Walk
Friends for Youth	Zion Baptist Church
Special Olympics	JROTC Color Guard
Platte River 1/2 Marathon	Habitat for Humanity
Praying Hands Ranch	Passageway Scholarship Foundation
Ride the Rockies	Roger Allott Transition Fund
Snow Mountain Ranch	Denver Round Table
Ridge View Academy	Colorado High School Activities Association
Community Advisory Board	

RIDGE VIEW YOUTH  
SERVICES CENTER

28101 East Quincy Avenue  
Watkins, Colorado 80137  
ph: 303.766.3000  
fax: 303.766.3111  
www.ridgeviewacademy.com

2014 ANNUAL  
PERFORMANCE REPORT

PRSR STD  
U.S. POSTAGE  
PAID  
MINDEN, NV  
PERMIT NO. 94

# RITE OF PASSAGE

Dedicated to improving the lives of youth

