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Colorado Youth Offender System

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Program Manual

Colorado Department of Corrections
YOS Staff Development

Revision B • FEBRUARY 1994

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Colorado Youth Offender System

Program Manual

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For

Colorado Department of Corrections

YOS Staff Development

Revision B • February 1994

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Acknowledgments

The Youth Offender System (YOS) concept began in the summer of 1993 with Colorado's Governor Roy Romer's fourteen point plan for a comprehensive response to youth violence. In response to this call for innovative action, the Colorado Department of Corrections appointed a team to develop a program proposal. This proposal was presented to Governor Romer and was presented to the Colorado General Assembly in Special Session. This Program Manual was developed based on the resulting Senate Bill 935-9 to assist YOS staff in understanding the new approach to redirection and the procedures to be implemented in execution of the program.

The author acknowledges the contributions of many, not only from the Department of Corrections, but from the Division of Youth Services, other Colorado criminal justice agencies and from experts from around the country. Several contributors are specifically mentioned because of their particularly noteworthy contributions.

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The strengths of this pioneering effort is the result of many. The unresolved issues are due to the limited time to develop this concept and the realization that YOS is a dynamic system that will be guided by both our experiences and a dedication to evolutionary, goal oriented change based on empirically based quality assurance and program evaluation programs.

R. M. S.
Denver, Colorado
January 17, 1994

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1

Program Abstract

YOS Content and Program Structure

As directed by Senate Bill 93S-9, the Colorado Department of Corrections (C-DOC) Youth Offender System (YOS) targets youth felons who have been found guilty of Class 3-6 felonies involving the use or threat of use of a deadly weapon. The YOS program is calculated to firmly and rigorously break down gang affiliations and negative peer influence to instill a respect for others affirming the dignity of self and others, and the value of work and self-discipline. This is accomplished by firm disciplined regimentation with a full schedule of programs emphasizing academics, work, interpersonal relations, mentoring, pre-vocational skills within a positive peer culture reinforcing a pro-social behavioral normative system.

Until a more permanent specialized facility can be provided for the YOS, 96 beds and program space has been renovated to accommodate YOS in the Denver Reception and Diagnostic Center, the maximum security reception facility located at Smith Road in Denver. To augment this facility, contract services will be utilized as needed and appropriate. The following outline delineates the C-DOC implementation plan for a "middle tier" system program targeted for violent youth felons (often gang related) entering the C-DOC. This Program Abstract is organized as follows: 1) Mission, 2) Guiding Principles, 3) Program Elements, 4) Staffing, 5) Program Assumptions, and 6) a Schematic illustrating offender flow.

Mission

The mission of YOS is to provide youth offenders with a controlled and regimented environment that affirms dignity of self and others, promotes value of work and self-discipline, and develops useful skills and abilities through an enriched phased program preparing the youth offenders for positive reintegration to the community.

Guiding Principles

- ↪ Teach self-discipline by providing clear consequences for behavior.
- ↪ Create a daily regimen that totally occupies youth offenders in physical training, strict discipline, self-discipline, learning, work and meaningful social interaction.
- ↪ Replace gang principles with community accepted values.
- ↪ Provide staff models and mentors who promote the development of socially accepted behavior and attitudes.
- ↪ Reinforce use of cognitive behavior strategies that change criminal thinking.
- ↪ Teach youth offenders problem-solving skills that serve as alternatives to criminal activity.
- ↪ Create new group norms where positive peer influences promote behavioral change.
- ↪ Provide a "second last chance" to learn and develop positive self-concepts and the value of service to others.
- ↪ Provide opportunity for youth offenders to gradually re-enter the community, while demonstrating and testing their achievements and capacity for self-discipline.

Program Elements

This program will be demanding and rigorous, providing a rich opportunity for change at the crossroad for life's choice.

- Upon Intake to YOS, a youth offender will face a no privilege, austere, strict, highly structured, physically demanding Intake, Diagnostic, Orientation (IDO) program to:
 - break down gang identity
 - determine medical, mental health, educational, vocational status,
 - drain destructive energies, and
 - develop pro-social rapport between staff and offender.
- An intensive diagnostic component will evaluate YOS intake offenders on mental health, medical, educational, vocational, substance abuse, dangerousness, impulse control and interpersonal deficits/needs. This evaluation plus an assessment of amenability to change and an individualized program plan to address these needs will be prepared for the Court within 45 days of intake into YOS. This plan will result in an individualized application of services to YOS offenders.
- Successful impact on the target population requires a secure facility with an intense program period with a graduated tier system tied to privileges that must be earned, based on conduct, successful completion of program elements, and service to others. This front-end component must be for a fixed period of time sufficient for goal attainment of diagnostics and orientation.
- Disruptive behavior will result in separation from the program and short-term placement in a physically challenging remediation program.

- ☑ Continued disruptive behavior and failure to progress through IDO results in a remediation program to be followed by a repeat of intake phases until successfully completed or a recommendation for revocation to adult C-DOC is transmitted to the Court.
- ☑ After this diagnostic period, offenders will be classified into small functional program teams of no more than sixteen offenders depending on developmental stage (chronological age/functional age), degree of gang/criminal involvement, program needs, educational needs and disciplinary needs. Within each functional team there will be privilege levels which offenders must earn. Infractions will be followed by quick and certain loss of privilege with opportunities to re-earn privilege by rule compliance and program goal attainment. Punishment will, when possible, entail loss of privilege and be of short duration and involve separation of the noncompliant offender from YOS programs and other offenders. An array of privileges, with opportunities to earn them, will be developed to include dress code requirements, leisure time activities, lights out, optional diet items, and service to others, etc. The array of privileges should be rich with opportunities to earn privilege by good conduct and program accomplishment and quickly lost by poor conduct and program non-compliance, i.e., poor hygiene, little efforts in academics and non-participation in anger management programs.
- ☑ Successful redirection of violent, gang affiliated youth offenders requires the most intensive of programs, high staff to offender ratios, rich academic programs and a focus on development of basic social skills, life skills and modification of criminal values and dysfunctional patterns of thinking and breaking ties to gang values. Such program elements will be based on an individualized program plan developed for each offender.
- ☑ YOS offenders will not be commingled with C-DOC adult offenders but the potential of revocation to adult C-DOC will motivate them to succeed in their "second last chance" for a positive, productive life.

- The structured YOS program will be followed by intensive community supervision with a possible halfway "emancipation house" and subsequent general community supervision.
 - The Youth Offender Community Program (Phase III) will include highly structured surveillance, monitoring, educational and support programs to maintain new pro-social behaviors.
 - Phase III offender supervision may be managed by Community Supervision staff (and/or parole services) and will utilize specialized contract services to include maintenance programs to encourage pro-social behaviors and a constructive lifestyle in aftercare.
- Day reporting and case management
 - Electronic monitoring including "drive by's"
 - Family preservation and crisis intervention
 - Employment skills and educational training
 - Drug, alcohol and mental health treatment (as appropriate)
 - Field drug testing
 - Recreation
 - "Emancipation House"

Staffing

An aggressive recruiting program was instituted to attract the best staff to work with violent gang youth.

- Staff received extensive training in working with youth that emphasized a firm hand and a belief in the youth's potential to be redirected to a positive, productive lifestyle.
- Staff were recruited to best represent the cultural diversity of the youth offenders.

- Staff received an extensive training approach to address cultural diversity and sensitivity.
- Outside consultants experienced in the development and operation of a positive peer culture provided extensive training in group dynamics, and the use of levels of confrontation to control youth offenders within a positive peer culture.

Program Assumptions

Offender's Targeted / Sentencing and Transfer Process

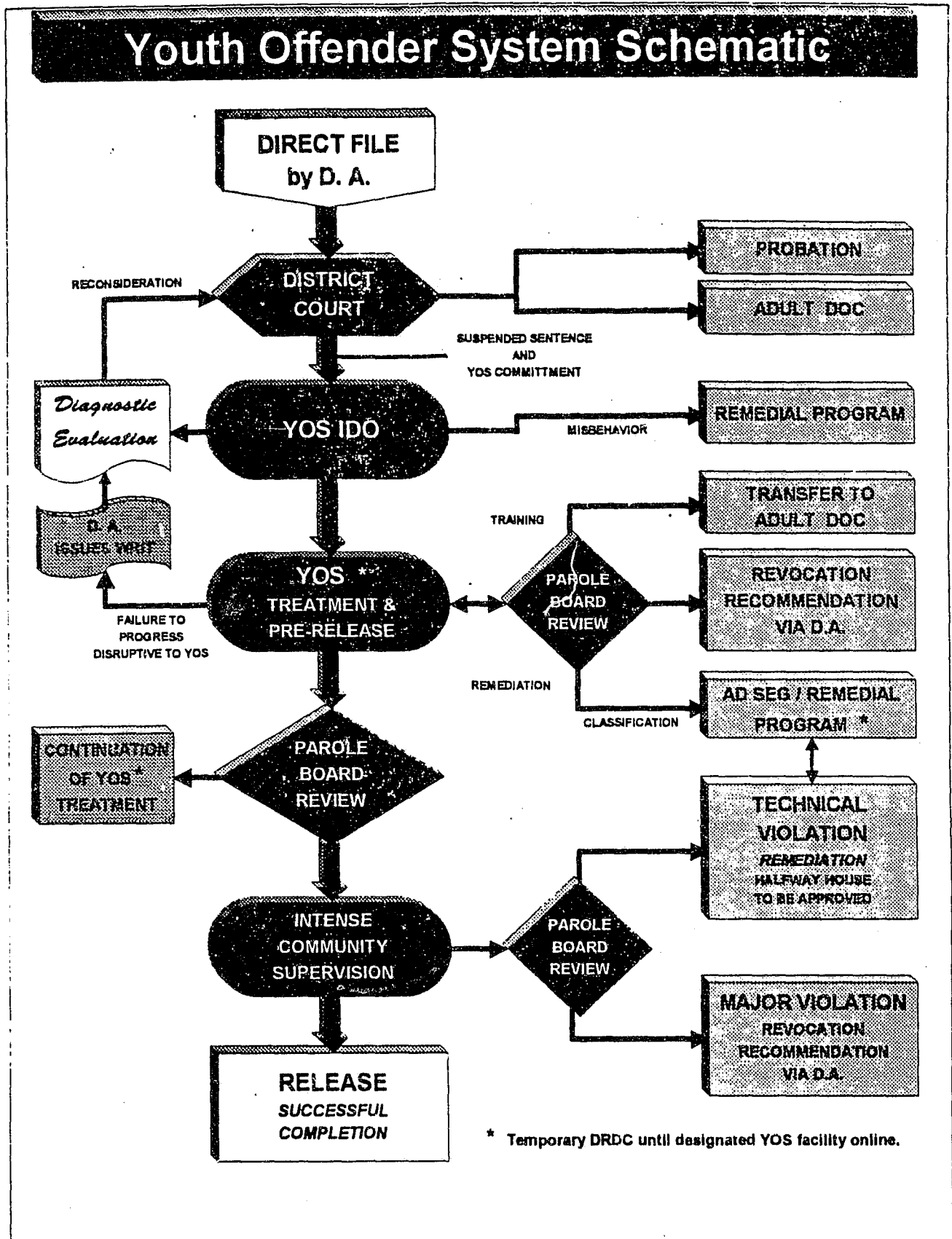
This Program targets youth ages 14 to 18 who have committed violent felonies, most often with gang affiliations who have been direct filed by the District Attorney into District Court. (Class 1 or 2 felonies and sex offenders are excluded from consideration for YOS.)

- Some, if not most, violent gang involved youth can be directed to a constructive pro-social life.
- The YOS is the violent youth's "second last chance" to be a productive member of society.
- Once convicted the Court will sentence as an adult such direct filed youth into the adult C-DOC system. The Court can then, as appropriate, suspend the adult sentence and commit the youth to the C-DOC Youth Offender System (YOS). Youth sentenced to the YOS will enter the Youth Offender Community Release Program (Phase III) between the ages of 15 to 23. (Youth entering YOS at age 14 will not be eligible for community supervision for a minimum of 1 year). All sentences to YOS are determinate sentences of 1 - 5 years followed by a one year mandatory intensely supervised community release program.

- The Court will retain jurisdiction for reconsideration of the YOS offender under Rule 35(b) so that a youth offender can be taken back to the court of jurisdiction and resentenced to adult C-DOC or Probation within 120 days from date of sentence.
- The C-DOC has authority to recommend transfer (by revocation) of unmanageable/intractable YOS offenders to the adult C-DOC. Documentation justifying the revocation recommendation will be filed with the District Attorney who will issue a Writ of Habeas Corpus so law enforcement can transport the YOS resident to court for an evidentiary hearing for revocation. Revocation recommendations are made on the basis of danger to self or others, intractability or disruptiveness to YOS program due to gang leadership, assaultive behavior, or chronic failure to progress in YOS.
- An offender sentenced to YOS who commits a violent felony while under YOS custody will be recommended for revocation under the procedure outlined above.
- Assaultive behavior to staff by a YOS offender will constitute irrefutable evidence of intractability in YOS and is sufficient basis for recommendation for revocation.
- Sentencing to YOS will be considered a privilege and continued refusal to participate, intractability/failure to progress can result in recommendation for revocation and the consequent transfer to adult C-DOC.
- The adult C-DOC has authority to recommend transfer of YOS residents who have reached the age of 18 for training purposes. C-DOC facilities which have vocational training programs appropriate for the YOS residents program plan can receive YOS residents after administrative review by the Parole Board or a hearings officer and informed consent of the YOS resident.

Youth Offender System Schematic

Figure 1



YOS SCHEMATIC HIGHLIGHTS

- Only Juveniles 14 to 18 Direct Filed by D.A. into District Court can be sentenced to adult C-DOC or adult Probation or given suspended sentence upon acceptance of the YOS program as a condition of suspension of adult sentence. Such youth will then be committed to the C-DOC/YOS program.
- Once adjudicated into YOS, offenders will be accepted in groups of up to 16 offenders, twice a month at day/time scheduled by C-DOC for diagnostic intake and orientation (IDO) at DRDC (temporary until a permanent facility is constructed).
- YOS will provide intensive diagnostic workup (Medical, Mental Health, Education Programs) and a four week rigorous orientation.
- If offender is not appropriate for YOS (medically, emotionally not able to complete YOS) or presents danger to self/others or is disruptive to program (unresponsive, gang leader, assaultive) will be recommended for reconsideration by the Court
- If offender does not cooperate with IDO, can be sent to short term Removal from Population, followed by remedial program (extensive demanding exercise and discipline) and recycled through IDO at next appropriate time. If fails to progress, can be recommended for revocation and transfer to adult C-DOC.
- At successful completion of IDO offender progresses to the Phase I Program. The diagnostic evaluation report and individualized program plan sent to sentencing judge for possible reconsideration.
- As offender meets objectives of education and program plan, develops pro-social, work-oriented attitude and can be considered for in-facility pre-release program, Phase II.
- At completion of pre-release program and development of community release plan, Parole Board and/or Administrative Officer reviews release plan prior to Phase III.
- Any misbehavior in Community Release can result in short remediation at DRDC. This remediation can be 24 hours, weekends, successive weekends, or period of remediation not to exceed 30 days. Remediation is an administrative procedure approved by the Director of YOS upon recommendation of Community Supervising Officer. This process is regularly reviewed by Parole Board (and/or Administrative Officer).
- Serious misconduct (new crime) can result in revocation recommendation by YOS, Parole Board and/or community program provider.
- After successful remediation offender returns to intense community supervision.
- Remains on community supervision until discharge.
- Community failures or failure to remediate results in revocation recommendation. In each case where a revocation recommendation is made the documentation justifying the revocation will be filed with the District Attorney of Record, who will issue a Writ of Habeas Corpus so law enforcement can transport for evidentiary hearing.

2

Youth Offender System

The Target Population

Under Senate Bill 93S-9, the Youth Offender System (YOS) has been designed to address the needs of youth age 14 to 18 who have committed a Class 3, or less serious, felony involving the use of a weapon or threat of use of a weapon. The YOS will not involve youth who have been convicted of Class 1 or 2 felonies or a sexual offense. Rather, youth committing Class 1 and Class 2 felonies or sex offenses will be sentenced through the district court directly to the adult Colorado Department of Corrections (C-DOC).

All youth entering the YOS system will also be sentenced through district courts as adults to the C-DOC. Their sentences, however, will then be suspended if they agree to enter the YOS. They will then receive a determinative sentence of 1 to 5 years to the YOS where they will be given a one-time opportunity to participate in a rigorously structured redirection program within a secure facility. Should the youth subsequently fail to cooperate with the YOS Program they will be returned to court and sentenced to the adult C-DOC. Following the 1 to 5 year sentence within a YOS facility, all youth will be involved in a mandatory 1 year intensely supervised and programs involved community release aftercare program (Phase III).

Program Description

Overview

The YOS Program is multi-faceted with basic core programming for all offenders and specialized/individualized options for those with special needs. The backbone of the program however, will be a phased program unit approach to the programming and management of offenders. Under Senate Bill 93S - 9, the facility based aspects of YOS will occur within Cellhouse 3 of the Denver Reception and Diagnostic Center (DRDC) until a permanent YOS facility is constructed.

Unitized/Team Approach

The two 48-person living units in Cell House 3 will be staffed by a multi-disciplinary team where security, discipline, education, treatment, and behavior modification is the joint responsibility of each staff member. Each phased unit will serve as a small community that will be the primary program group where rewards, incentives, and peer pressure will be focused to suppress gang behavior and reinforce pro-social behavior and thinking. Unit staff will share in the skill training and education responsibilities. Staff have been chosen for their potential to mentor, to coach, to provide training to residents and will jointly facilitate the counseling sessions. Central to the development and maintenance of a positive peer culture is multiple staff involvement in community meetings, the daily guided group interaction sessions, and various educational training modules that staff will provide.

Each offender will be assigned a multidisciplinary staffing and planning team to design and monitor the individualized program plan and will also be the central authority for determining sanctions and requiring discipline. Sanctions for disciplinary infractions will be clear, fair, proportionate, and logical in their application. Unsanctioned unit members will also be aware of sanctions given to a resident. Sanctions will be planned punishment providing a process for teaching the youth offenders

self control. In some cases individual misbehavior will result in group punishment so as to encourage the development of a positive peer culture and an other-oriented approach to life style management.

Incentive System

Effective juvenile programs typically provide a carefully fashioned incentive system that provides clear rewards for desired behavior. The incentive system will provide a variety of rewards and privileges such as approving requested family visitors, how they use leisure time, and wearing more desirable or less desirable clothing that can be given as reward or lost as punishment. All privileges are earned in YOS

The purpose of the incentive system will be to instill self-discipline and focus not only on unacceptable behavior, but promote self-esteem and pride in achievement. The incentive system is fashioned to provide a guide that clearly points the direction for a sense of personal responsibility and efficacy in attainment of personal goals.

Intake, Diagnostic & Orientation Phase

The Intake, Diagnostic, and Orientation (IDO) serves as the introduction of the youth offender to the YOS and has eight objectives:

Receive the offender, his entry documents, and his property to officially identify him, his commitment to the YOS/DOC and to separate the offender from his incoming property, return non-allowed property to his family and identify any initial offender difficulties.

Provide a full medical examination including laboratory work-up and mental health screening within 48-hours of entry.

Photograph the offender, issue clothing, issue personal hygiene items, issue YOS identification, etc. as part of the official admission to YOS/C-DOC and enter his admission to YOS/C-DOC to the Department of Corrections Information System (DCIS).

Orient the offender to the rules, regulations, group norms, programs and procedures and opportunities of YOS.

Separate the offender from negative influences, such as gang affiliations and begin the process of substituting pro-social, constructive influences and positive acceptable values for the negative, destructive culture of the criminal lifestyle.

Begin an intensive, physically demanding exercise regimen developing a sense of self-discipline related to clear consequences for behavior (reward positive, constructive behaviors and punish negative, destructive behaviors).

Intensively diagnose the medical, mental health, educational, vocational, social skill-needs, and the offender's family status and offenders' family role and the interpersonal skills of the offender to provide the basis of the individualized YOS program plan for each offender.

Work with families in supervised visitation to determine the role of family (where potential strengths available) in a redirection program of the YOS offender.

Intake Procedures

YOS offenders will be admitted to DRDC twice a month (first and third Tuesday of each month) with up to 16 youth offenders admitted each scheduled youth intake day to DRDC. Intake will occur on day one which will include: 1) separation of offender from non-allowed property, 2) offender fingerprinting, 3) receipt of entry documents, (mittimus, pre-sentence investigation report, report of detention behavior, etc.), and 4) the issuance of program clothing and personal hygiene items and 5) an individual intake interview and an orientation to rules and regulations and

YOS programs for which the youth offender signs an informed consent agreement. A copy of the YOS Guide to Adjustment and the YOS Code of Penal Discipline will be provided each YOS offender upon intake. The consequences of behavior will be clearly indicated. Any critical health problems will result in immediate referral to a health provider (medical, mental health) and critical housing issues will be referred to the YOS IDO Manager.

The second day will involve a complete physical examination and a mental health screening interview and an in-depth orientation to YOS rules, procedures and program opportunities with an emphasis on the consequences of misbehavior and disruption of the YOS program. Potential revocation to adult C-DOC will be explained and the criteria of such revocation reviewed. The clear message will be: "this is your second last chance to make something of yourself and to use the YOS as an opportunity, don't throw it away! It will be tough but you can make it!" After the physical exam is complete the youth offender will receive a short haircut and the military style induction begins.

Orientation and diagnostic activities will occur for the next 30 days. Besides diagnostic tests and clinical/program interviews, the offender will participate in an intense, rigorous physical regimen beginning at 6 a.m. until 8 p.m. This intense physical regimen will not be unlike induction into the military and is designed to break down the previous gang involvement or other destructive lifestyle commitments. This will include personal hygiene and housekeeping requirements calculated to begin a dramatic shift toward personal initiative and individual responsibility. All staff will behave as positive role models who "walk the talk " and "talk the walk".

Remediation

For those offenders being disruptive to the program or bringing their gang ties to promote a continuation of gang activities, a remedial program will be provided within the IDO period. This remedial unit will be available throughout the YOS experience and will entail separation from the program, the provision of an intensely regimented exercise program, where even talking is a privilege and the daily offering of individualized tutorial programs.

Remediation is designed to be of short duration, from a day to a week, up to a month followed by return to the program. Chronic remediation repetition without effect will lead to a revocation recommendation for failure to progress and possible transfer to adult C-DOC by the sentencing court.

IDO Outcome

The end result of the IDO period is a clear understanding of YOS requirements, consequences to program compliance (and non-compliance) and an understanding of the program opportunities available within YOS. An individualized program plan will be developed for each offender based on his diagnostic work-up and will be the basis for his classification and pathway through the YOS program to a productive life and commitment to pro-social, service-oriented activities. Failure to progress in YOS or continued violence in the program will end the "second last chance" with a recommendation for revocation to the adult C-DOC.

Intake Assessment

The assessment at IDO will address, at minimum, the following content areas:



Gang involvement. The youth's gang involvement will be addressed in the diagnostic process. What is the youth's position in the gang, his record of gang membership and criminality, the history and reputation of the gang itself, and especially the degree of the gang's activity in the particular emerging or chronic gang problem context.



History of drug use and dependency. The examiner will assess the severity of past drug use and the relative risk of drug relapse. Information will be gathered to determine age at first drug use, age first used drugs regularly, number of years of drug use, present age of the offender, the pattern of drug use in the month prior to the last arrest, and the type, amount (e.g. quantity ingested per week) and frequency of past drug use including use of cocaine or polydrug use in the month prior to the last arrest.

Assessment staff will also attempt to determine if the offender has administered drugs intravenously within the previous two years. Symptoms of drug dependency will be assessed including evidence of a compulsive pattern of drug use, loss of control over drug use, and adverse effects of drugs on physical or psychosocial functioning.



History of crime related to drug use. The examiner will attempt to gauge the effect of drugs on criminal behavior.

Information obtained will include use of drugs at the time of last arrest and during probation, history of drug use during past offenses, history of crime to support drug use, the duration of time between the first felony arrest (including juvenile arrests) and the first period of regular drug use, the number of felony arrests prior the first period of regular drug use, and the number of prior probation violations related to drug use in the past year.



History of drug treatment. The assessment will describe the course of any previous drug treatment (of greater than one week) received in the community, especially while placed on probation.



Mental health and medical symptoms. The examiner will conduct an assessment for depression, thought disorder, and other mental health or medical symptoms or disorders that might interfere with participation in the YOS program. The full medical history, laboratory work up and physical exam will be reviewed. A program plan will be recommended for mentally disordered or medically infirm offenders, only when such treatment is seen as manageable in the program.





Recent violent or aggressive behavior. The assessment will determine whether an offender presents an imminent risk of disrupting program activities. If recent violent or aggressive behavior is indicated, the examiner will describe the behavior and the presence of recent threats or acts of violence by the YOS resident which might interfere with participation in the program.



Educational aptitude and achievement level. The assessment will determine the YOS resident abilities and accomplishments in the area of education. The TABE instrument

will be utilized to assess these issues and determine the appropriateness of an educational program while participating in YOS.

 **Work history and aptitude.** A complete work history will be determined for each YOS resident and an Apticom Interest and Ability Test administered. Based on the results of this battery, institutional jobs, educational programs and prevocational and vocational programs will be determined and recommended for Phases I, II and/or III of the program.

 **Social and family history.** The examiner will obtain a chronology of the offender's personal life including place of birth, residences, schools attended, achievement levels, behavior and/or learning difficulties in school, relationship with siblings and parents, and sexual history. Any criminal or correctional involvement among the offender's family or peer group should be documented. Interviews with parents and/or significant adults in the offender's life should be conducted to supplement the offender's history and to assess the willingness of the family to participate in the offender's programming and return to the community. This assessment will include wherever possible a home visit to begin the pre-release (Phase II) and community release planning (Phase III).

Assessment Procedures

Assessment providers are required to use standardized assessment instruments in evaluation of YOS offenders referred as eligible for the program. Assessment staff are recommended to use the Addiction Severity Index (ASI) and the Level of Supervision Inventory (LSI) or the U.C.L.A. Natural History Interview Form to gather information regarding history of drug use and dependency, history of crime related to drug use, and the history of drug treatment (see drug use areas above). These instruments should be modified as needed to include assessment of intravenous drug use, involvement in drug treatment while on probation, and response to treatment. Assessment staff are recommended to use the Minnesota

Multiphasic Personality Inventory (MMPI, or MMPI-2), the SCL-90-R, or the Millon Adolescent Personality Inventory (MAPI) to assess mental health symptoms likely to impact on treatment (see mental health area above). Use of standardized testing should be supplemented by a focused interview with the offender to evaluate each of the five key areas described above to verify or elaborate responses provided during testing and to examine inconsistencies observed in these responses.

When a YOS offender is determined to be withholding information requested or is significantly distorting such information, the assessment staff may elect to terminate the evaluation. The staff member will inform the offender of the rationale for termination of the assessment and will provide the YOS IDO manager with a written description of this decision. Staff choosing to continue the assessment after determining that information is being withheld or is false will document these observations and may proceed to complete the eligibility assessment protocol on the basis of adjunctive information provided from probation records and other collateral sources.

When a YOS offender refuses to cooperate with this assessment for the third time he will be transferred to remediation. After transfer to remediation and continual refusal to cooperate with the assessment, the YOS assessment staff will prepare a report to the court which may recommend that revocation of the YOS commitment and transfer to adult C-DOC is the only option. This report is filed with the District Attorney of record after review by the YOS Director.

Intake Elements

Program Intake

A copy of the pre-sentence report, and probation and court records describing required participation in the program will be forwarded to intake staff at the IDO phase prior to or upon the YOS offender's admission. The Court and Probation Department will

send the YOS facility staff additional materials as necessary, describing past participation in drug treatment, results of urinalysis, and other relevant records.

Informed Consent

Offenders admitted to the program will meet with an intake counselor upon intake at the YOS facility and will be provided with a brief orientation to intake and program activities. The intake counselor obtains, in the presence of another staff member, a full and informed consent agreement from each individual to participate in the program. The informed consent procedure includes a description of all potential risks and benefits associated with participation in the program and the possible consequences of revocation from the program.

Medical Examination

The YOS offender receives a full medical examination upon the second day of entering the facility. Medical examination includes AIDS testing, to be performed according to universal precautions and guidelines established for invasive procedures by the Centers for Disease Control and the Department of Health and Human Services, and as specified by the State of Colorado Department of Health. All YOS offenders are to receive counseling services prior to AIDS testing to describe the purpose and consequences of testing, and counseling services following the test to include assistance in understanding and interpreting AIDS test results. Each offender is also screened for evidence of mental illness and of suicidal thoughts or behavior. The medical examination will evaluate the presence of severe or chronic disorders that would prevent effective participation in the YOS program. Offenders who are determined to have a disabling medical disorder (e.g., heart murmur), or who develop such a disorder during the course of the program will be reviewed for termination recommendation by the clinical services team. Offenders who are HIV positive will not be terminated from the program unless the disease cannot be effectively treated at the YOS facilities or the symptoms prevent participation.

Intensive Orientation

All offenders will participate in intense orientation activities during the first two weeks in the intake unit. These activities provide basic information regarding program rules, regulations, group behavioral norms, methods of confrontation, and sanctions, responsibilities to attend program activities, guidelines for participation in group activities, confidentiality of information, including limits to confidentiality, criteria for termination from the YOS program, and criteria for successful completion of each phase of the program. Orientation includes a thorough discussion of the full scope of program activities to occur in all phases of the program. Throughout the first four weeks when not involved in orientation or diagnostic activities the YOS offender will be involved in highly regimented physical activities (modified military induction).

All participants are required to participate in group program sessions during the first week of intake. These groups will focus on key issues involved in the first stages of the YOS program including acceptance of responsibility for involvement in gangs and substance abuse, means of counteracting denial and of mobilizing commitment to change, development of trust in program staff and other group members, and identifying the several stages in the reduction of gang involvement. This group process also begins the introduction to the guided group interaction process integral to developing a positive peer culture.

The assigned intake counselor administers all intake assessment instruments during the first two weeks in the facility. Several evaluation instruments are administered to assist in the evaluation of program effectiveness. These include the Level of Supervision Index (LSI), the Hopkins Symptom Checklist (SCL-90-R), the Tennessee Self-Concept Scale, measures developed to assess knowledge of key concepts covered during the course of treatment, and competencies in handling high risk situations for relapse to drug use. These instruments establish a baseline of client functioning at the time of intake in key areas such as psychological/emotional status, self-esteem, social adjustment, motivation to cooperate with the YOS program, self-efficacy, consequences of gang involvement, knowledge of effects of drug

abuse, frequency of drug urges and cravings, and drug coping skills. Instruments are readministered during the course of YOS to gauge individual progress in the program.

Individualized Planning

At the conclusion of intake and within three weeks of the YOS intake day, an IDO planning team will meet to develop a coordinated plan of program activities. The planning team may include an intake counselor, a primary program counselor, an educational specialist, the unit or facility supervisor, the staff psychologist and/or consulting psychiatrist, and other multidisciplinary team members. The planning team will develop an individualized program plan, will monitor the YOS offender's progress during each phase of the program, and will review all critical incidents or requests for termination that may arise during the course of involvement in the IDO program. The offender and assigned case manager are included in developing the program plan whenever possible. The program plan describes measurable goals for each individual, and specific program interventions recommended to meet each goal. For each participant the program plan will include measurable behavioral criteria for successful completion of the respective phases of the program. Criteria will address minimal requirements for attendance and participation in program activities, achievement of satisfactory monthly progress ratings by the program counselor, and other behaviors that are determined by the program team to be critical to the offender's elimination of gang identification. The program plan will also describe anticipated dates of program modules to be provided, staff responsible for monitoring program activities and dates of anticipated program plan review. Program plans are to be reviewed at least once monthly by the program team. Monthly progress ratings are to be provided by the primary program counselor for each critical problem area identified within the program plan and are reviewed regularly by the program team. A separate program plan is developed for each phase of the program. All program records, including assessment results, progress notes, and the program plan follow the offender through the three program phases following IDO. Each offender must attain the minimum required

goals prescribed by the program plan prior to graduating to the next phase. Failure to progress in YOS may result in program regression or a revocation recommendation when this failure to progress becomes chronic.

Intense Physical Regimentation

Throughout the IDO (and especially during the first intense week of IDO), the youth offenders will be subjected to an intense physical regimen based on the military model of induction of recruits to military service.

Goals

This induction process has several objectives; the most significant are: (1) early identification of disruptive individuals, (2) instilling rituals and protocol, (3) introducing the value of teamwork over individual, uncoordinated effort, and (4) the cultivation of high standards of conduct and appearance.

This physical stress and challenge is used as a tool to manage the behavior of an individual. Designated staff members have the authority to direct disciplinary measures called "incentive training" that normally incorporates physical fitness exercises. Incentive training is normally done for no longer than two minutes with at least a ten minute period of rest between disciplinary periods. These constraints minimize the risk of creating an undue level of physical stress. Periods of rest are not necessarily characterized by relaxation; the offender may be verbally chastised while standing during this period of rest. The authority to direct summary discipline must be limited to only the staff members who are responsible for overall supervision of the YOS resident's daily routine. For example, teachers and counselors may enforce normal classroom decorum. However, other than minor infractions during program sessions or classes, major infractions must be referred for appropriate summary discipline. This results in a non-threatening, redirection atmosphere coexisting with high standards of discipline.

Early identification of disruptive individuals is an essential goal to minimize their negative influences within their group of new residents. Techniques for controlling disruptive individuals include positioning those individuals where they are separated from each other yet very visible or proximate to staff members. Motivation training is administered to individuals who are resistant to the passive techniques. The individual is removed from his normal group of new residents for motivation training. Because this technique is a special method of instilling discipline, no more than four residents are assigned to each staff member involved with motivation training. This high staff-to-offender ratio enables attainment of an elevated level of mental focus. The rule for two minutes of intense physical activity followed by a ten minute rest may also be safely disregarded because of the high staff-to-offender ratio. The combined mental and physical stresses normally result in the offender's correcting their attitudes after participating in motivation training for a period of from two to six hours. Successful participants in motivation training can then be returned to their original group to continue with the regimentation process.

Instilling rituals and protocols enables efficient management of the YOS residents when they graduate to Phase I. Residents learn rituals that govern even the most mundane daily activities such as movement through a meal serving line or taking a drink of water. The use of protocols results in verbal communication between the YOS residents and staff that is characterized by mutual respect. Instilling rituals and protocols teaches the residents to think before speaking or acting. They also condition the residents to perform in a predictable manner that is understood by staff and residents and which enhances efficient operation of a facility or program.

Appreciation of the overriding value of teamwork rather than individual effort is an important quality that is acquired during the regimentation process. Group discipline is emphasized during orientation. When an individual makes a mistake such as violating a protocol or ritual, the whole group receives the disciplinary consequence. As the group performs incentive training, they are repeatedly reminded what the violation was and by whom it was committed. Disciplining the group results in intense peer pressure which eventually matures into a sense of responsibility to the needs

of one's team (society) rather than desires of an individual. This procedure also contributes to the development of a positive peer culture.

Cultivation of high standards of conduct and appearance is both a goal and an indicator. If attainment of the previous goals is aggressively sought, this goal is naturally met. After attainment, the individual's cultivation of high standards of conduct and appearance can be used as an indicator that behavior is regressing and remedial training is appropriate. When remediation is indicated, an individual should either be administered motivation training, remediation, or regression (recycled) to perform the entire orientation cycle with a new group of residents.

Organization of orientation time periods is of equal importance to that of the goals of regimentation.

Procedures

Although the physical regimentation approach will be characteristic throughout the IDO and will be intensified during both the first week and remediation, the highly structured regimentation activities will define the first two weeks of orientation after intake.

Following this initial intake processing and medical examination of the second day, the new trainees are delivered to the staff trainers for "zero-day." During the six to eight hour zero-day, the residents are introduced to the tactics that are employed to break them down physically and emotionally so that a rebuilding process can commence. They are also stripped of the last aspect of their individuality - their hair. The zero-day process is characterized by forceful tactics employed by the staff trainers. The residents are instructed in basic activities and then subjected to incentive training when even minor mistakes are made. No matter how hard they try, it is never good enough for the seemingly inflexible staff trainers. The anxiety level of the new arrivals escalates higher and higher. Staff trainers are allowed to make physical contact through the use of body pushes to shock the new arrivals and further heighten their anxiety. As the ones who possess a disruptive nature

expose that trait through tone of voice or nonverbal communication, staff trainers converge and there is a loud, face-to-face confrontation. During this transaction the new arrival is intimidated into making a rational decision to submit to the authority of the staff trainers. To create the desired level of intensity, it is necessary to increase the staffing ratio to that used for motivation training, one staff trainer for every four residents for the first two to three hours. The remaining days of the first intensified week consist of repetitious review of the rituals and protocols that have been taught to the YOS new arrivals. One or two new procedures are taught each shift to allow the new arrivals to progress at a regulated, methodical pace. New arrivals participate in organized physical fitness activities that do not allow for freedom of choice for an hour each day. Group discipline continues to be administered for petty infractions. On day three of the first week, an emotional peak is normally reached by about 20% of the new arrivals and they attempt to quit the program by becoming noncompliant through passive resistance measures. It is not an organized effort; it simply happens when one individual says, "I quit..." and refuses to continue participating in training. Other individuals with similar thoughts then join in with noncompliance. Quitters are immediately removed from population (RFP) by locking them down for 24 hours. Locking them down removes them from the stressful training atmosphere and allows the opportunity to reflect on their decision. They normally realize the opportunities they are giving up and the negative consequences that they are about to suffer by not completing the program. After being locked down for 24 hours, new arrivals can usually be persuaded to return to training through a little effort on the part of the case manager. It is appropriate to begin programming with stress management or cognitive education classes for an hour or two in the afternoons on the third day of week one. At a minimum, a counselor or teacher should meet with the group of new arrivals to lead them through a guided group interaction session. They normally initially focus on disappointments with certain individuals failing to contribute to the team's efforts. They then discuss accomplishments that have given a feeling of pride and what might be done to help them come together as a stronger team. This guided group interaction session

allows them to vent frustrations in a controlled atmosphere and avoids violent, negative peer pressure from erupting within the group. This process continues the development of a positive peer culture approach and teaches the residents how to confront their peers for norms violations.

The second week of regimentation continues the controlled, methodical teaching and review of rituals and protocols and afternoon programming. The staff trainers slowly withdraw from their adversarial relationship against the new arrivals. Group discipline is administered less frequently and positive reinforcement comments are occasionally made by the staff trainers. The group begins to feel a sense of accomplishment that they attribute to teamwork within a positive peer culture. Some sort of rite-of-passage is appropriate at the end of this intensive orientation phase. It does not take the form of a military style parade. It is a "rap session" where the staff trainers informally discuss the preceding two weeks with the group of new arrivals and issue their YOS ID's. Individual accomplishments are pointed out and their strength as a unified team emphasized. It is also pointed out that they are better prepared to deal with the future individual plan effort and prepare to graduate to Phase I because of their efforts during training. Something distinctive such as a unique hat is distributed to conclude this event. When properly delivered, the withdrawal of the staff trainers from their adversarial role will be completed. They will continue to behave and be recognized as authority figures, but they will also be respected as a contributing member of that team in a leadership role, instead of an enemy.

This procedure continues throughout the four weeks of IDO but proportionately diminishes as the new arrivals internalize the discipline and learn to anticipate the protocol and rituals learned in the regimented training. Failure to internalize and progress results in remediation where the new arrivals experience an intensified retraining experience as described above.

3

YOS Redirection Program

Following the JDO phase, the YOS Program is a phased program for identified violent, potentially gang involved youth in need of long-term, intensive treatment who are sentenced as adults and committed under Senate Bill 93S - 9. The program consists of three phases:

Phase I

Youth committed under SB93S - 9 will be involved in intensive residential programming in a modified therapeutic community (positive peer culture) located at a secure facility for eight months up to four years and eight months depending upon their determinate sentence. The Phase I, DRDC facility, will house up to 48 YOS offenders housed in three tiers of sixteen.

Phase II

Three months of job development, pre-vocational experiences and education in a reentry setting. The Phase II, transition facility, will continue to provide a full range of maintenance programming supporting the Phase I, YOS redirection programs. Ideally a contract halfway house will be located for this reentry phase, but initially Phase II will be operated at DRDC within Phase I. When available, Phase II will be transferred to a minimum restricted community center to facilitate the anticipatory socialization of a pre-release program.

Phase III

Twelve months of intensive community supervision and programs that decrease in intensity as a reward for offenders as they respond positively to the program and become productively established in the community. Under SB93S - 9 this phase will be mandated for twelve months for each YOS offender successfully completing Phase I and II. (see Swanson, 1973, 1974B for discussion of graduated release programming)

YOS Redirection Program Goals

Underlying the YOS Program are the basic assumptions that violence and gang involvement is a major health and social problem in Colorado; that crime in Colorado and its social costs are unacceptably severe; that drug abuse exacerbates the crime problem; that treatment of substance abuse can be effective; and that treatment of drug-dependent youth offenders is a crucial part of the solution to the gang and crime problem in Colorado.

With those assumptions, the YOS Program offers the following goals:

- ↪ Reduction of ties to gangs.
- ↪ Reduction of criminal recidivism.
- ↪ Reduction of substance abuse (with abstinence as the goal for each individual offender).
- ↪ Development of employment skills and attainment of employment by offenders.
- ↪ Development of a positive peer support and ongoing participation in services to maintain program gains.
- ↪ Enhancement of education, self-care, and parenting skills to improve life-role functioning such as an employee, spouse, or parent.
- ↪ To provide more appropriate intervention for youth offenders who are not career criminals, but who, without such intervention, are likely to become career criminals or more serious offenders.
- ↪ To provide the degree of security and discipline appropriate for the offender involved.
- ↪ To provide diagnosis, treatment and program services (including counseling, substance abuse treatment, education, pre-vocational, vocational employment and housing; and placement assistance while under correctional supervision,

and linkage to similar outside services), that will enable the offender to pursue a course of lawful and productive conduct after release from legal restraint..

- ↳ To develop positive behavioral norms.
- ↳ To internalize positive behavioral norms.

YOS Redirection facilities

The YOS Program facilities (Phase I & II) will be designed to accomplish the dual purposes of providing security for the community and effective redirection programming for gang involved and violent youth offenders. Until other facilities can be provided, Cell House 3 of DRDC has been renovated to house 96 YOS residents in IDO, Phase I and Phase II.

The Phase I program will provide a secure environment with appropriate program staffing. The Phase II unit will involve community resources to work with the offender. Twenty-four hour security will be provided during Phase I and II.

The Phase I facility located at DRDC in Denver, Colorado, is designed for individualized and group programming designed to meet the needs of each youth offender. The Phase II unit (ideally a contract pre-release center in the community) will house YOS offenders during transition and reentry and will also be designed so that reentry YOS offenders will be programmed separately from other YOS offenders in other Phases of the program and allow for resources from the community to provide programming in preparation for intensely supervised community release. While at DRDC Phase I and II residents will be housed within the same housing unit.

Program Activities

Phase I Intense Residential Program

Following completion of IDO and development of a program plan, YOS residents are to complete the eight month to four year, eight month program of comprehensive programming and are assigned to a management program team of no more than 16 individuals organized into a positive peer culture managed by guided group interaction sessions.

In order to reduce gang and other negative peer influences and to encourage a structured program environment, the program team will involve a relatively small modified therapeutic community with a high staff/youth offender ratio. An ideal group size is seen as sixteen, but an effective program unit should not exceed twenty. This recommended number is imprecise and represents the balance between the tenet that small numbers are ideal and large numbers provide the economy of scale. There have been no controlled studies examining the program unit size as it influences effectiveness of program. As the Phase I unit is designed to be secure from negative gang influences, the housing unit size of 48 youth offenders is managed in three program teams of 16. This limited size also assumes smaller program groups of 16 will operate more effectively under guided group interactions than would larger units. Individualized program plans and sanctions are tailored for each individual. When facilities are allowed to grow large (over 100 participants), the concentration of such a large number of individuals increases the likelihood of the breakdown of individualized guided group interaction communities if not for teams managed in smaller functional units. This unit management system of small program units allows for effective use of positive peer cultures. The interim Phase I unit is set at a maximum size of 48 offenders with different program teams of no more than 16 and an IDO facility of no more than 32 with each intake group no more than 16 accompanied by a remediation/administrative segregation unit of 8 to 16 offenders. (see Swanson, 1968 for discussion of group norms and rehabilitation)

DRDC Capacity

As YOS reaches capacity at DRDC, contracting arrangements will be sought to operate a Phase II facility in the community. Phase I overflow offenders will be placed into comparable programs such as Glen Mills School in Concord, PA. Intake and IDO will occur at the DRDC/YOS facilities to determine program eligibility and to develop the individualized program plan for each offender. Once at capacity the offenders will only be referred to contract facilities for Phase I. YOS offenders will return to Colorado YOS Phase II and III programs managed with local DOC/YOS supervisors.

Each program team is organized according to the Unit Program Review approach. Under this approach each program unit functions semi-autonomously, with administrative duties assumed by a team manager. All case review and program planning activities are conducted within the unit by the program teams and supervised by the unit manager reporting to the YOS Director and monitored by the Quality Assurance staff.

Program Structure

All YOS residents complete a series of "core" program activities within the assigned unit during the course of the Phase I institutional program. YOS offenders also participate in several "supplemental" program activities. The content of program activities for offenders in Phase I and Phase II of the program are described in a following section entitled "Specific Program Interventions." Each youth will participate with the primary program counselor (team leader) in developing a weekly schedule of Phase I program activities according to the individual's program plan. The comprehensive program will involve a structured plan of activities from 6 a.m. to 9 p.m., and will include activities seven days per week. The program schedule developed by the assigned youth counselor working with the youth offender includes both core and supplemental activities. The YOS offender and assigned counselor are to review criteria for successfully completing each program module. Criteria for completion of each module include observable and measurable behaviors that are expected to occur over the course of program. Counselors supervising each group will record weekly progress notes for each individual in the group.

Program Scheduling

Program activities (other than individual counseling, diagnostic assessment, case management, and pre-vocational, educational, recreational activities) are conducted in groups of eight to 16 offenders, and are led by a team of two counselors whenever possible. Activities are ordinarily scheduled for one to two hours. Several ongoing education program groups (as many as four at one time) and/or a particular core area program are to be provided within the program unit, allowing YOS residents entering the unit to begin programs as quickly as possible. YOS residents will not be allowed to join an educational or core program group that has progressed beyond the first three weeks of the curriculum and will be assigned to the next group that begins in the same educational or core area. Random urinalysis will be conducted at least two times a month during Phase I of program.

Program Manuals

All core and supplemental group activities in Phase I and II of the program are conducted with the assistance of program manuals. A participant manual shall be developed for each of the core and supplemental areas of the program. Manuals will include goals and objectives for each session, exercises, didactic material, and homework assignments. These manuals will be finalized by the eighth month of operation and reviewed twice a year thereafter.

Another manual shall be developed to assist staff in presenting materials to the program group. Manuals in each core program area will be reviewed and recommended for C-DOC approval by the Information Research and Compliance section of Division of Correctional Programs based on consistency with program goals and program design.

Program Organization

Youth offenders will meet at least once monthly with their assigned primary counselor to review progress and unmet program goals for the program. This counselor has responsibility for liaison with the case manager regarding the offender's progress and any changes in program status including disciplinary actions. Offenders are required to meet all minimum requirements criteria for assigned program modules before graduating to the reentry component of the program. A YOS resident may request a review of unmet

criteria before the program team. A YOS offender that does not cooperate in completing program objectives for assigned program modules may be considered in violation of the conditions of YOS and may be considered for revocation recommendation and possible judicial hearing for transfer to adult C-DOC to complete the originally suspended adult sentence.

The assigned case manager will provide case management services following completion of intake. This case manager meets at least once monthly with the YOS resident during the first six months of programming and at least once weekly during the final three to six months of the Phase I program to review progress toward successful completion of the Phase I program and to refine the program plan for the reentry portion of the program. This program plan will be completed prior to the last month in Phase I of the program. Case management responsibilities are transferred to a primary reentry counselor working with a community provider agency during the Phase II of the program. Case management counselors will have primary responsibility for ensuring continuity of care between Phases I, II, and III. Case management staff are to develop a catalogue/reference library of materials describing available core and supplementary programs, education, treatment, pre-vocational and other adjunctive services for YOS residents. Staff will take reasonable measures to assure that services identified (particularly educational and redirection services) are structured to address content areas, goals and objectives that are consistent with the YOS program design and meet the individual needs of each offender. Case management counselors will assist in the following activities: (1) introducing the residents to reentry counselors and community self-help groups prior to completion of Phase I of the program; (2) tracking a YOS participant's progress during the transition to Phase II to ensure that he is enrolled in recommended activities, and (3) providing program records and information requested by the reentry counselor.

Phase II Graduated Reentry (Pre Release)

Operating within DRDC during this initial implementation constrains the program space sufficiently to require Phase II to be developed as a contract program of pre-release as soon as the population size justifies. The program unit should be designed to accommodate no more than approximately 30 youth offenders. This size facility is recommended for two reasons: 1) experts in treatment communities indicate that program units should not exceed 40 individuals, particularly during a reentry phase program in which participants will require individualized counseling to develop and rehearse relapse prevention strategies, and 2) this size reentry facility will accommodate the estimated flow of offenders successfully discharged from a Phase I facility after two years of the YOS operation. One case manager is assigned to supervise a maximum of 30 offenders within a Phase II facility. Following transfer to a Phase II program, the offender is assigned a primary pre-release counselor. This counselor assists the case management counselor to develop a supervised community release plan, and monitors the offender's progress. The major goal for Phase II of the program is to continue refinement of the YOS release plan developed in the first six months of Phase I and to specifically prepare the offender for successful supervised community release.

Program Schedule

The primary counselor works with the offender to develop a schedule of activities that includes at least eight hours of work, pre-vocational training, and/or physical activity, five days per week, and a range of program activities that include continuation of several core, supplementary and educational activities from Phase I of the program and several new community oriented supplemental program activities. Program activities are provided throughout the day, in two shifts (10 a.m. - 2 p.m. and 6 p.m. - 10 p.m.) to allow flexibility in offender work, training and subsequent community-oriented activities schedules. Intensive program activities are also provided during weekend hours in Phase II of the program. This pre-release program is conducted in groups of no more than 16 individuals, to facilitate interaction, self-disclosure,

rehearsal of relapse prevention/recovery and gang avoidance skills. Groups are led by co-facilitators whenever possible. Random urinalysis is conducted at least once a week during Phase II of the program.

Program Structure

During Phase II, a case management counselor identifies vocational training and employment opportunities, housing, and other support services available in the community. In the two months prior to completion of the Phase II program, the case management counselor begins to develop a program plan for the follow-up phase of the program in consultation with the offender, the case manager, the Phase II counselor, and the primary program counselor assigned from a community provider agency. This plan identifies community, and other transitional services that include a major emphasis on gang avoidance, family reintegration and drug recovery programming, consistent with the program plan developed and modified in the first two phases of the program. This community release plan is reviewed by the Parole Board at least 30 days prior to Phase III.

Transition to Phase III

At least 30 days prior to completion of Phase II the case management counselor identifies a community counselor from a designated provider agency (and/or parole services) that is responsible for coordinating twelve months of follow-up during Phase III of the program. This community release service is to be delivered in close proximity to the offender's place of residence. Whenever possible, the community counselor is to participate in program planning activities during the last month of pre-release and prior to the completion of Phase II. The community service provider receives a copy of the aftercare plan from the case manager for the supervised Phase II program. The aftercare plan includes a narrative description of the following areas: (1) program goals and key areas of difficulties identified at the onset of Phase II of the program, (2) program activities completed by the offender, (3) program accomplishments including major areas of progress and disciplinary actions, (4) present YOS program status of the offender, (5) remaining program goals that should be addressed in Phase III of the program in the least restrictive setting

in which these goals can be accomplished, and the place where the offender will be housed in Phase III (home, "emancipation house," etc.).

Whenever possible, the case management counselor, the primary program counselor, and/or the assigned case manager accompanies the offender to the designated contract facility for Phase II of YOS (the pre-release program) in order to provide initial contact with the community program group and counselor. If this supervised visit cannot be arranged, the community program counselor (or another designated staff from the provider agency) is to visit the Phase II facility during the month prior to release to present and review the aftercare plan (Phase III intensely supervised community release) with the offender, the primary counselor, and case management staff and to describe the course of program activities to be provided during Phase III of the program. Phase III will be provided by contract services and/or community corrections/parole services.

Until YOS has attained sufficient numbers of residents to justify a Phase II facility, DRDC will house the Phase II program.

Phase III Intensely Supervised Community Release

After successful completion of the Phase II program, the YOS releasee is assigned to a parole officer (or community corrections supervisor) with a specialized caseload of approximately 10 YOS offenders (to provide the support and surveillance necessary to maintain a constructive and drug and gang free lifestyle) and is placed in a twelve month follow-up aftercare program. During this phase of the program, the releasee will reside in his own home or if not appropriate a contract residential facility (to be considered an "emancipation house"). However, the community supervising officer maintains a minimum of two face-to-face contacts, and one collateral contact with the offender each week. The release plan may require Day Reporting Center contacts. In addition, random urinalysis is conducted at least two times a month. The community supervising officer will monitor attendance in required community activities, self-help groups, and other required vocational or

employment activities. During the follow-up phase of the program, the offender is expected to participate in full-time employment and/or educational/vocational training. Major aftercare goals for Phase III of the program include: (1) rehearsal and refinement of relapse prevention strategies, (2) continued work towards gang avoidance, (3) maintenance of behavior change achieved during the first phase of the YOS program, and (4) family reintegration/preservation for those for whom there is potential family strengths.

Program Scheduling

Whenever possible, the community contract provider will develop special support groups that consist of offenders who have successfully completed the first two phases of the YOS program. This will enable community activities to focus on mentoring and more advanced gang avoidance strategies and to reinforce specific relapse prevention, cognitive, and positive life skills developed earlier in the program. Each offender participates with the primary counselor and community supervisor officer to develop a program plan and a weekly schedule of activities for Phase III of the program. Programming during Phase II involves five days of structured work, training and aftercare activities and additional activities as needed such as family reintegration on weekends. Curfews will be used as needed during Phase III. Curfews may be used to increase sanctions for releasees demonstrating problems, especially a return to gang activities. Curfew infractions may result in a one-to-four week remediation consequence.

Graduated Supervision

Follow-up and aftercare provides three levels of graduated intensity to ensure adequate monitoring and support in the transition to independent living: (1) for the first four months, attendance in a minimum of two weekly guided group interaction sessions and two self-help groups, e.g., Victims Anonymous (VA), Alcoholics Anonymous (AA), Narcotics Anonymous (NA), Cocaine Anonymous (CA) and Gangs Anonymous (GA), etc., (2) for the next four months, a minimum of attendance in one program guided group interaction session and one self-help group each week. Phase III group sessions are ordinarily conducted in a Day Reporting Center or "emancipation house" and involve a group of

10-14 offenders. Program groups are jointly co-led by a team of two group leaders whenever possible. Group sessions will consist of two hours and are augmented by individual counseling held once weekly during the first three months of Phase III, and once every two weeks for the last six months of the program.

Follow-Up

During the follow-up phase of the program, case management responsibilities are assumed by the primary contract counselor. This counselor prepares a report for the parole officer (community supervisor), once monthly (or as determined by the parole plan or the community supervisor) describing attendance in groups, results of urinalysis, achievement of measurable program goals, and any change in program status, or indications of return to gang activities. Program counselors are required to immediately report missed program sessions or violent or disruptive behavior to the community release supervisor (or parole officer). The supervisor will meet at least once monthly with the counselor to review the offender's progress toward completion of program goals. Within one month of completion of the follow-up program, the primary counselor prepares a termination summary that includes progress in community program and recommendations for further program, counseling, and other social, educational or rehabilitative services.

Remediation Program

Remediation Unit

The target population for the YOS is violent youth offenders who are potentially gang involved and influenced by a negative peer culture with little value for life or service to others. The challenge to YOS is to eliminate and control the negative peer influences and instill a positive, pro-social lifestyle with a self-disciplined work ethic and a value for service toward others. In order to accomplish this a separate unit to handle offenders disrupting the program, especially gang leaders maintaining the gang ideology and undercutting the YOS program, is needed. This remediation unit (at DRDC) will be available throughout the YOS program, including IDO. Remediation is provided by administrative transfer for short periods of time up to thirty days (for a day, a weekend, a month or awaiting revocation of those offenders who have proven

their unsuitability for the YOS program as documented in the program's progress reports and disciplinary infractions.) Repeated transfer to the remediation will be considered persuasive evidence of failure to progress and a basis for a revocation recommendation.

The remediation program will be characterized as separating the disruptive negative influence from other youth offenders while offering a high staff-to-offender ratio in a physically demanding, highly disciplined, activity-rich schedule of exercise accompanied by individual staffing with the offender to confront the anti-social disruptive behaviors, accompanied by mentoring tutorials based on each offender's program plan and educational need.

In the early phases of YOS, including IDO, these remediation sessions will be designed to confront the negative peer culture/gang identity, focusing on the rationalizations and denial characteristics of criminal thinking errors and to breakdown the dysfunctional anti-social defenses. In the later phases of the program this remediation is seen as a "booster shot" to bolster the earlier inoculations against criminal destructive thinking, reinforcing a positive pro-social work ethic with values for life and service towards others.

Chronic need for remediation and constant backsliding into gang activities, program disruption or violence in the program builds a case for revocation to the original adult sentence previously suspended.

Similar activities as described for general remediation will occur until revocation occurs or the offender is progressed from "Removed from Population" to remediation to a return to the YOS program.

The overall principle is that some, if not most, of these violent youth can be redirected through clear consequences for negative behavior and rich opportunities for positive goal attainment in the program. This approach is designed to instill self-esteem, self-confidence in the offender's ability to make a successful life within legitimate avenues for goal-attainment and personal fulfillment.

Termination Criteria

The C-DOC is authorized, at any time during participation in the YOS Program, to recommend revocation of a YOS offender who presents a security risk within the facility or in the community. In such cases the case manager prepares documentation justifying the revocation. The documentation is received by the YOS Director and transmitted to the District Attorney of Record. A Writ of Habeas Corpus is prepared and the offender taken to the county jail of jurisdiction. The sentencing judge then holds an evidentiary hearing to determine disposition. Offenders may also be recommended for termination from the program by the program provider, with notification to the offender's case manager, and review by the YOS Director under the following circumstances (which would be considered violations of the conditions of the YOS Program):

- Violent behavior directed toward self or others while in the program.
- Continued refusal to participate in intake or program activities.
- Frequent non-participation in program activities.
- Threats to staff or other program participants, or other behavior that significantly disrupts program activities.
- Psychological decompensation that requires continued psychotropic medication or segregation from other offenders such that the individual cannot benefit from the program or is disruptive of the YOS program.
- Possession or use of controlled substances as determined through urine monitoring or other means.

In such cases the YOS Director reviews the program termination justification and either recommends remediation or revocation recommendation. Actual revocations and imposition of the original adult sentence is within the jurisdiction of the sentencing court.

Success in YOS is defined as meeting those objectives set as required minimum objectives by the individualized program plan as necessary before graduation to the next phase.

Graduated Sanctions

A series of graduated sanctions for infractions during IDO, Phases I, II and/or III of the program have been and will be developed by the YOS, and approved by the C-DOC. Policies and procedures describe progressive levels of supervision, more restrictive conditions of the program, and loss of privileges for YOS offenders who do not comply with program guidelines. Graduated sanctions will enhance accountability to the larger YOS community and will ensure that YOS offenders not participating in the program will be identified and considered for revocation.

Specific Sanctions

All youth offenders and staff members will be alerted to procedures for reviewing an individual's program status upon the determination of continued gang activity or substance abuse within the program. Graduated sanctions for gang activities can include "Removal from Population", (RFP), remediation and for abuse of controlled substances may include more frequent urine monitoring, reinvolvement in orientation groups to mobilize commitment to the program, and enhanced correctional supervision. For a second offense, a YOS offender would receive additional facility sanctions or may be isolated from the program and returned to the sentencing court for alternative disposition (imposition of original adult sentence).

Sanction Procedures

In circumstances in which an offender does not appear to be benefiting from the YOS program, does not attain behavioral criteria, or is interfering with program activities, the program may initiate procedures for remediation or termination from the program. In the case of termination, the program staff will be required to document the lack of progress toward program goals and efforts made to address and remedy this problem. All termination decisions will be made by the program unit in consultation with case management staff and YOS Director and will be reviewed periodically by quality assurance staff and sent to

the court for disposition. The supervising case manager, district attorney of record and sentencing court are notified immediately of an offender who has absconded from or has been terminated from the YOS program. The supervising case manager, district attorney and court receive a written report from the program unit within 48 hours (two working days) of a recommendation for an offender's revocation from the program. This report will describe the offender's program history and reasons for termination. Such events would be considered as violations of the conditions of YOS.

Regression Transfer

Program staff may initiate transfer of a YOS offender to a more restrictive phase of the program (e.g., from Phase II to Phase I) or remediation after review by the program team and by the YOS Director. Use of regression will be limited to cases in which the program team determines that the offender is likely to benefit from brief re-exposure to a more restrictive and structured setting. An individualized program plan modification will be developed within 48 hours of a regression. This plan will describe specific behavioral criteria and contingencies governing successful completion of the program and progression to the next phase of the YOS program. A regressed offender will stay a maximum of one month in the more restrictive phase, at which time the program team determines whether the offender will proceed to the next program phase or will be terminated from the program. Use of regression within the program will be periodically reviewed by quality assurance staff.

Summary Of Program Elements

The YOS Program's effectiveness is seen as dependent on program intensity, program length and program size. Program efficacy as reported by empirical evaluation and research results literature depends upon separating the violent, gang related person from the environment associated with gang activity and violence. This requires a seven day a week structured redirection program that separates the offender from the cues associated with gangs, and drugs, and substitutes productive activities for destructive ones, and develops long-term positive behavioral norms. Supervising compliance to this program plan are specialized case managers or

community supervision officers carrying a reduced caseload of no more than 10 offenders per community supervision officer. As the offender will be dealing with the inevitable temptations to lapse or relapse to gang violent activities and/or drug use in the community, the community supervisor or parole officer must be able to intensely supervise this offender not just to find wrongdoing but to support efforts to avoid gangs and drug use and to impose intermediate sanctions when appropriate. A full range of sanctions up to and including revocation are seen as appropriate and necessary. Phase III is mandated by SB93S - 9 for 12 months to meet the needs of the offender and to protect the public. During Phase III the offender is expected to seek and hold employment, and to be involved in training and education. Each YOS releasee should be rewarded with increased privileges as each offender successfully progresses through the program. As appropriate, a combination of school (high school, vocational school, college) can be prescribed along with gainful employment. Restitution and program reimbursement payments are seen as appropriate throughout Phase III to reduce taxpayer costs and to repay victims as required in the court order. Urine testing should continue on a frequent and random basis throughout all phases of the program.

4

YOS Program Interventions

All offenders committed to YOS are required to complete a series of core activities during the Phase I institutional program in accordance with the individualized YOS program plan. These critical areas include substance abuse interventions and mental health services. In addition, this program includes the following range of activities in the YOS program: (1) diagnostic evaluation, (2) individual and family counseling, where appropriate, (3) independent living skills, parenting skills, relapse prevention, and self-sufficiency planning, (4) prevocational and training, including job training, employability skills training, (5) educational services, including special education, pre-GED literacy, and high school equivalency (6) recreational activities, (7) victim restitution, where appropriate (if not appropriate, service to others is encouraged as a form of vicarious victim restitution), and (8) family reintegration, and (9) case management services. Core program activities, educational and vocational activities, and supplemental activities to be provided in each phase of the YOS program are described in the following section (See Figures 2, 3, and 4). All core, educational and supplemental group program activities in Phase I and II of the program are conducted with the assistance of program manuals completed during the first year of the YOS program operation. The following section describes goals, procedures, topics covered, and the duration and sequence of each program intervention.

Core Program Activities

Eligibility Assessment

Upon commitment to YOS each offender's statutory eligibility for YOS will be determined by C-DOC's Offender Services Division. Each offender satisfying the statutory requirements as to offense, violence, age, and the time lines of SB93S - 9 will be evaluated for the appropriateness of the commitment to the YOS program. These eligibility guidelines are based on SB93S - 9 and were developed by the Information, Research and Compliance Services Director with court, district attorney, parole board, parole services, community corrections, and YOS program personnel. The assumption is that an offender referred to YOS will be a youth entrenched, or potentially entrenched, in a violent lifestyle, who is likely committed to gang affiliation and who because of this pattern of violence is too resistive to redirection and/or potentially disruptive to traditional programming to be effectively managed in the Division of Youth Services. This youth offender is also seen as having potential for redirection in a specialized YOS program and is therefore, not seen as appropriate for the adult services of the C-DOC. A complete profile of youth offenders considered appropriate for YOS will be provided the court and its officers by Correctional Programs Information, Research and Compliance Services working with the Policy Analysis Section of C-DOC. This profile will be an annually, updated data-based evaluation describing the profiles of those offenders being revoked and those successfully progressing through the program to a successful reintegration into the community.

YOS Assessment

A complete diagnostic and programs needs evaluation will be conducted for each youth offender entering YOS/IDO. Based on this evaluation, an individualized program plan will be developed for each offender. This program plan will not only determine an offender's pathway through YOS, but this data will be compiled quarterly to allow Correctional Programs to develop a new curricula and program activities in response to the YOS population needs. The guiding principle is to offer program opportunities to meet the needs of a youth offender so the offender can return to

the community in a stable and constructive, pro-social role. This principle requires the YOS to instill and develop the work ethic, marketable skills, interpersonal skills and a value for service to others that will lead to an enduring, satisfying, fulfilling and socially acceptable role for a YOS graduate.

Mental Health Screening

As each YOS offender will experience a demanding and rigorous challenge—both mentally and physically—a comprehensive understanding of their emotional stability and physical condition will be obtained at intake. Those offenders that can adjust, but only with special attention, will be identified and the necessary support plan will be developed. Those who cannot endure the rigors of YOS will be identified and this assessment communicated to the court so alternate disposition can be made with the understanding that the recommendation is initiated by the YOS staff, not a failure of the offender to comply with the program.

Program Plan

A major product of the IDO phase of the program is to develop an individualized program plan to address the diagnosed and assessed needs of each youth. This plan has as its goal the redirection of youth offenders from an anti-social, violent destructive lifestyle to a personally fulfilling lifestyle that is constructive and productive. Each program plan will be developed with the active input of the offender and designed to meet the offender's needs, interests and aspirations, as well as redirecting the youth from the instant, self-centered, gratification lifestyle that devalues life and produces long-term frustration, despair and anger.

Breakdown of Gang Affiliation

As many, if not most, offenders engaging in street violence are in some way affiliated with a gang and have generally replaced family ties with negative peer influences, the overriding initial concern is to keep peer interaction to a minimum and maximize staff to offender interaction. This requires single-celling throughout IDO and the intense engagement of the offender in regimented and responsive staff contact. This requires the youth offender to participate in intake or diagnostic activities, and otherwise be supervised directly by staff in rigorous, structured activities, including exercise, counseling and formal interchange. As the staff

model concern, fairness and personal efficacy, the offenders will begin the process of redefining their values and notions of self-worth. Success will be defined by progress in the program, Gang symbols will be regarded as symptoms of weakness. As the offenders develop pro-social attitudes, a mentoring relationship will be encouraged within the YOS participants emerging positive peer culture. This positive peer culture will be encouraged by guided group interaction sessions and staff modeling of positive behaviors.

Gang Education

Simultaneously with the minimization of gang/negative peer influences, residents will be participating in gang education programs. Facts such as the limited lifespan of gang members, the destructiveness of selling drugs to others, the loss of loved ones through the death that occurs with "drive-bys" will be emphasized. The development of victim empathy and the general destructive nature of gangs will be pointed out through formal education based on documentable facts.

Physical Regimentation

Throughout the program, but especially in the IDO, Remediation and the beginning section of Phase I, the YOS offenders will have little free time. When not engaged in program activities, they will be kept active in regimented and demanding physical activities. These activities will be designed to instill a notion of constructive use of time as well as a sense of goal attainment. Built into the physical challenges will be the ability to succeed in meeting challenges and to feel proud of one's achievements. As a youth meets these external challenges, he will be allowed more choice in structuring his leisure time to build on this base of self-esteem and accomplishment.

General Group Counseling (Guided Group Interaction)

Program-focused guided group interaction sessions will be held three times weekly during Phase I and II of the program and will consist of one to three hours per session depending upon the issues. This group provides a forum to discuss and review several core program issues. These include topics related to gang affiliation, violence, drug and alcohol use and criminality, but also include peer review of individual program plans, issues of program business, special seminars by staff and residents, and conflict

resolution. As an example of this latter function, the group will process and resolve instances of verbal threats or hostility between two residents in the program unit.

Guided Group Interaction sessions are designed to help offenders learn new skills by experiencing support for pro-social behavior and confrontation of anti-social behavior by peers and staff alike. This group, in large part, forms the modified therapeutic community and positive peer culture of the YOS program. The experience of therapeutic community programs has shown that such an environment is a necessary element of successful redirection programs. The guided group interaction format is not only an important element of successful programs, but is also cost effective. Guided group interaction sessions serve as a vehicle for residents to take responsibility for their behavior and to individually and collectively develop a commitment to change and to confront norm violations.

This model of guided group interaction and the modified therapeutic community has been adapted from the Glen Mills School of Concord, Pennsylvania approach.

Relapse Prevention

Relapse prevention groups provide YOS offenders with a series of coping skills to maintain a constructive lifestyle during the important transition to the community. These skills will be particularly important for rehearsal in the last month of Phase I and during Phases II and III of the YOS program. During the first six-to-nine months of Phase I programming, relapse prevention groups are held three times a week under a guided group interaction format. For the final three months of the Phase I program, these groups will meet five times per week. Relapse prevention groups are provided three times a week in Phase II of the YOS program. Groups will consist of two hours per session. A relapse prevention peer group will be held three times weekly for one hour during Phase I of the program and at least once weekly for two hours during Phase II. This group will review homework and discuss common strategies for avoiding high risk situations using coping skills and preventing relapse.

The relapse prevention approach has been successfully applied to a wide variety of addictive disorders and combines elements of lifestyle change, cognitive interventions, and behavioral skill training designed to enhance self-control in the maintenance of patterns of reduced substance abuse, compulsive behaviors, and/or gang avoidance. Relapse prevention groups begin by assisting each offender to identify and understand specific antecedents which lead to problem behaviors. Individuals are asked to describe events, feelings, or experiences which represent their high risk situations for relapse. These situations include: (1) cravings and urges to use drugs, or to associate with gang members (2) interpersonal conflict, (3) overt or implied social pressure to join gangs, (4) negative emotional states such as boredom, depression, or anger, (5) situations in which the individual is feeling good and wants to feel better, and (6) external cues, often including sights or sounds associated with past drug use, associate with gangs and/or criminality. Offenders learn how these high risk situations prompt rationalizations or irrational thoughts. Each individual is taught to recognize maladaptive thought patterns and to rehearse strategies to replace these thoughts with more rational or adaptive thoughts. Finally, offenders learn specific coping skills to help deal with high risk situations, including drug refusal skills, stress management, and strategies for handling unpleasant emotions such as depression, anger, frustration or disappointment.

An important aspect of relapse prevention is learning how to deal with a slip, or single instance of relapse. Individuals are taught to use specific coping skills if a slip occurs and to return to avoidance/abstinence with a minimum of guilt and self-blame. Such negative emotions often contribute to relapse. Offenders are taught to view a lapse as a mistake and as a signal that coping skills need to be strengthened, rather than as an indication of failure or weakness. Offenders also participate in relapse rehearsal exercises where they begin to anticipate the many ways in which relapse occurs and develop specific coping strategies to counteract relapse.

Other program activities include building a positive social network, developing a balanced lifestyle, developing alternative sources of positive reinforcement, and building a long-term plan to "go straight". Issues of motivation and commitment to "go straight" are addressed throughout this approach.

Confronting Criminal Thinking Errors

Criminal thinking is much like the distorted thinking of addiction and can be described by denial, minimalization and self-centeredness; but is presented in a different context. For example, offenders often blame the victim of their crime rather than accepting responsibility for their actions. Redirection consists of reorienting the offender's thinking and values by providing instruction to recognize and modify the distorted thinking patterns. Specific interventions include an introductory class, completion of thinking logs, review of thinking logs with a counselor, and guided group sessions that are focused on review and modification of criminal thinking.

The introductory class includes four to eight hours of instruction on the meaning and impact of criminal thinking. Following basic instruction on terms and concepts, offenders individually list and share the tactics and errors they have most frequently used in the past and at present. "Thinking reports" (journals) are written daily (at times hourly) and require one to two hours of work outside the guided group. The "thinking reports" are a device for the youth offenders to track and explore their thinking process and to examine how that process leads to a destructive lifestyle. Each offender meets for an hour, once weekly, with their counselor to review their thinking log. This is necessary because the individual will begin to confuse thinking and feeling, and will otherwise lose focus of the assignment.

YOS offenders participate in group interaction sessions twice weekly, two hours per session, during Phase I of the program, and once weekly during Phase II. Group sessions include review of methods to identify criminal thinking patterns and intervention strategies for criminal thinking and tactics. Much of this work consists of review of behavior grids for critical incidents (such as

an angry outburst that may have occurred earlier in the week) in which the offender presents his thinking, feelings, and resultant actions as well as alternative thoughts, feelings, and behavior.

Skills of Daily Living

Many offenders have lost, or may never have had, basic skills such as budgeting, cooking, or maintenance of health and personal hygiene due to their extensive anti-social behaviors. These offenders often deny the absence of these skills due to embarrassment. The YOS program will assure that program participants are sufficiently knowledgeable and skilled in these areas to successfully live in the community. The YOS program includes two hours weekly for twelve weeks of instruction and practice in the basic skills of daily living during Phase I of the program. Offenders are involved in one hour of daily living skills training per week in Phase II of the program. Program participants are given pre-tests to identify skill deficits and post-tests to document improvement in skills and proficiency levels.

Leisure Skills

YOS participants are seen as entering the program with a history of recreational and social interactions focused around gangs, violence, and criminality. Typically, when asked what activities they enjoy other than crime and violence, offenders may indicate one or two hobbies (e.g. "fishing") but when asked further, disclose that these activities occurred once several months or years ago. As offenders return to the community, the presence of boredom and the need for excitement will often lead to relapse unless the individual has alternative pleasurable activities in his repertoire. Involvement in a leisure skills program during the early stages of the YOS program provides an effective means to integrate leisure activities within the daily routine and provides a consistent source of self-reinforcement for pleasurable non-drug activities. Leisure skills training begins by developing a regimen of healthy physical exercise that can be continued in the community. Offenders will be assisted in developing a variety of non-drug, non-gang activities that are self-sustaining and reinforcing. In addition to learning new leisure skills, offenders will receive supervision in planning and scheduling weekly activities, and to

carry out these activities. Leisure skills training is provided for approximately two hours per week during Phase I and II of the program.

Self-Help Groups

Victims Anonymous (VA), Alcoholics Anonymous (AA) and/or Cocaine Anonymous (CA), Narcotics Anonymous (NA) or Gangs Anonymous (GA) self help groups are available at least several nights per week in Phase I and II of the YOS program. These groups are arranged through community affiliates and last from one and a half to two hours per group. All offenders are required to attend a minimum of two self-help groups per week during each phase of treatment. Self-help groups are based on the principles of AA and are oriented towards developing long-term rehabilitation. These groups are particularly effective in breaking down the self-centered and exploitative habits and values of substance abusers and encourage a more altruistic value system.

Self-help groups use peers as role models to encourage motivation and commitment to program goals and realistic hope for change to a positive lifestyle. These groups provide practical advice and information in the change process and bridge the gap between residential and community program settings.

Drug Testing

Random drug testing of YOS offenders is conducted by program counselors in all three phases of the program. Drug testing serves as a deterrent to the introduction of contraband into YOS facilities and provides evidence of drug relapse throughout the program. Counselors administer drug testing on an average of at least twice monthly during Phase I of the program and weekly during Phase II. Random urinalysis will be conducted by community supervisory officers at least twice weekly during Phase III of the program.

AIDS Education and Prevention

As adolescents are at high risk for AIDS through unsafe sex and/or I.V. use, AIDS education and prevention training is provided during Phase I and II of the treatment program. Eight sessions of training are presented to offenders, including six sessions of educational and skill-building exercises during Phase I, and two sessions of peer support exercises during the reentry phase. AIDS education and prevention sessions focus on three areas: (1) AIDS

information, including how the virus works to immobilize the immune system, and methods of transmission, (2) health promotion with focus on: (a) identifying and reducing unsafe sexual and drug abuse behaviors, (b) positive strategies to reduce risk of infection and to maintain good health (e.g. nutrition, exercise, stress management), and (c) increased sensitivity to bodily symptoms of disease, and (3) reducing tolerance for attitudes and behaviors associated with substance abuse, including an emphasis on encouragement and support from the group to reduce denial and rationalization supporting substance abuse.

Within each of these areas of emphasis, several prevention strategies are utilized: (1) awareness of staff and group attitudes consistent with reduction of substance abuse and recognition that prevention of AIDS-risk behaviors requires ongoing monitoring of attitudes and behaviors, (2) education in means of reducing exposure to HIV infection and support to apply new information, (3) integration of newly learned material regarding AIDS-risk behaviors including an awareness of the immediacy of the AIDS threat to one's life, identification of risks that are currently being taken, and means of applying risk reduction in daily living, (4) skill-building and strategy development in avoiding and managing high risk situations for sharing needle works and for practicing unsafe sex including rehearsal of new skills, (5) peer support in challenging perceptions that there are no alternatives to unsafe behaviors in handling relationships or social interactions that promote continued drug and needle use, and in interacting assertively with sexual partners to explore safer sex practices.

Initial AIDS sessions conducted during Phase I of the YOS program review barriers and fears associated with discussion of AIDS issues, the epidemiology of AIDS, the link between AIDS and I.V. drug use, definitions of high risk behaviors, and values clarification regarding attitudes about sexual behavior. Each offender completes a comprehensive AIDS-risk assessment during this program module. Subsequent sessions focus on encouraging drug-free attitudes, contact with limited sexual partners, and condom use. This education module also addresses the rationale for and benefits

of AIDS testing, the importance of information provided by the test, and physical health issues including nutrition, exercise, and stress management.

Drug Education

Offenders are involved in drug education for one hour per week for at least 16 weeks of Phase I. A drug education curriculum is to be developed in the first year of YOS program operation that assists offenders to:

- Identify stages of recovery from drug addiction.
- Recognize and understand the psychological and physiological effects of cocaine, methamphetamine, and other commonly abused drugs.
- Understand the development of addictive behaviors including compulsive patterns of abuse and denial of drug dependency.
- Understand the dysfunctional lifestyle of the drug user
- Understand how relapse affects recovery from drug abuse.

Each offender participates in several self-assessment exercises designed to enhance awareness of the severity of their own drug dependence, the frequency and severity of past cocaine use, and the impact of drug abuse on family members, employment, financial status, physical health and self-esteem. Additional assessment exercises encourage offenders to identify precursors to past drug relapse. Drug education also focuses on the importance of developing motivation and commitment to change to a drug-free lifestyle, means of enlisting support from friends, assisting others that are abusing drugs, and goals of community drug treatment programs, such as self-help groups.

Individual Counseling and Psychiatric Consultation

Individual counseling is provided for offenders in each Phase of the YOS program. The primary program counselor will schedule individual sessions with the offender, ordinarily to be provided once a week during the first month of developing a program plan, and at least once monthly thereafter during each phase of the YOS program. The focus of individual counseling is on the individual's

progress towards program plan goals, any conflict between the resident and other program participants or staff, development of pro-social attitudes and behaviors, and areas of personal growth.

Individual counseling and psychiatric consultation is also available for offenders with depression, suicidal thoughts, excessive anxiety, or other disorders requiring psychotropic medication. Mental health interventions will be ordinarily recommended in cases where psychopathology interferes with participation in designated program activities. All psychological or psychiatric consultations will be approved by the individual's program team. Program counselors with expertise in mental health assessment and treatment are designated within each unit under the direction of the YOS Psychologist. Individual counseling sessions will be scheduled as often as needed and will be conducted in private counseling facilities, segregated from other program areas. Individuals requiring inpatient mental health care, extended crisis counseling or medication monitoring will be reviewed by the program team for termination from the YOS program and possible transfer to another C-DOC institution, or a community provider. Recommendations for transfer will be provided the court by the YOS staff with consultation with the staff psychologist and consulting psychiatrist.

The scheduling of these core program interventions by YOS Phase can be seen in Figure 2.

Figure 2

Core Program Interventions


CORE ACTIVITIES	DA/ COURT	IDQ	PHASE ONE	PHASE TWO	PHASE THREE
Eligibility Assessment	✓				
YOS Assessment		✓			
YOS Mental & Physical Health Screening		✓			
Individualized Program Plan		✓			
Breakdown of Gang Affiliation		✓	✓	✓	✓
Gang Education		✓	✓		
Physical Regimentation		✓	✓	✓	
Guided Group Interaction			✓	✓	
Relapse Prevention			✓	✓	
Modified Therapeutic Community (Positive Peer Culture)			✓	✓	
Confronting Criminal Thinking Errors			✓	✓	
Skills of Daily Living		✓	✓	✓	
Leisure Skills		✓	✓	✓	
Self-Help Groups			✓	✓	✓
AIDS Education / Prevention			✓	✓	
Drug Education			✓		
Individual Counseling		✓	✓	✓	✓
Relapse Prevention Support Group				✓	✓

Vocational and Educational Program

The mission of the YOS education program is to offer comprehensive educational programs to assist YOS offenders in acquiring educational/occupational performance skills so they can productively reintegrate into free society, gain and maintain employment, prepare for higher education opportunities, and become positive, responsible and productive citizens.

To accomplish this mission the Division of Correctional Education will incorporate the following elements in its YOS educational program: open entry and exit, competency-based, integrated academic and pre-vocational skills, and computer assisted instruction.

In concert with national and state initiatives it is also the mission of the Division that it facilitates the purposes of *Goals 2000* and *Colorado 2000* as it relates to identifying successful ways of motivating and enabling students to receive the comprehensive services, education, and skills necessary to achieve economic independence and ensure that YOS offenders will be literate and possess the knowledge and skills necessary to exercise the rights and responsibilities of law abiding citizens. YOS residents will receive educational services in the following areas:

 Basic Skills Education provides for the development of basic skills and an Individual Instruction Plan (IIP) for those individuals falling in the 0-8 grade placement range and those individuals with learning disabilities. This program emphasizes remedial reading, writing, and mathematics.

Upon reaching 9th grade placement, and completion of the Basic Skills Program, by way of successfully achieving appropriate levels within the Test of Adult Basic Education (TABE) measurement instrument, the student is placed in the secondary school program or may be recommended for the General Education Development Program if they have attained the age of 16.

The secondary school program includes language arts, social studies, science, mathematics, fine arts, health and safety, and physical education curriculum. The program meets ACA and

Colorado Department of Education prescribed standards so that the State Board of Education can formally approve and institutionally accredit the YOS school.



Essential to all educational programming will be the emphasis on excellence, high expectations, performance, accountability, rigor, and preparing individuals to go on to higher levels of education.

YOS will provide for a large number of students, computer assisted interactive instruction (CAII) to enhance Basic Skills and GED instruction. Instructors have demonstrated that using CAII will make the learning curve more efficient and effective for many students. Students using CAII also broaden their knowledge by engaging in life and workplace literacy skills.



Pre-Vocational and Vocational-Technical education and training is conducted in program areas that are compatible with student needs and job placement capabilities. Programs are developed to equip YOS residents with threshold entry skills with which they are able to acquire employment and assume a productive position in society. Each of the selected vocational-technical programs is developed so that they are approved by the Colorado Community College and Occupational Education System. Vocational-technical programs are articulated with higher education programs so that students can receive advanced placement when they enroll in higher education degree programs. The YOS vocational-technical will initially focus on the development of basic computer related skills with a greater degree of emphasis on extensive occupational training during the supervised community release program in Phase III.

Education Program Components

Educational Assessment

The Test for Adult Basic Education (TABE) instrument is the base assessment tool for academic education. The TABE measures academic achievement levels from 0 to the twelfth grade level. The TABE allows counselors and teachers to develop a diagnostic and prescriptive plan for each student so that high levels of academic

achievement can be targeted and steps for success implemented. Computer aided achievement locator tests also assist in the diagnostic process. Other tests will be administered as necessary (e.g. BEST, CAT, CASAS).

The APTICOM assessment instrument is used to determine interests, aptitude, and abilities for occupational training. The APTICOM provides initial guidelines for vocational counseling, career planning, and recommending work assignments.

Special Education assessment procedures are followed with a comprehensive screening battery to identify persons, who may be retarded and/or handicapped, followed by a personal diagnostic evaluation of those who fail the initial screening.

Individualized Educational Training Plan

Through the assessment and diagnostic process an Individualized Educational Training Plan (IETP) is developed for every individual. An IETP is mapped for each person that accounts for both academic and vocational programming. An IETP demonstrates that each student is responsible for and in charge of his own learning. The IETP includes specific, sequential steps that a student agrees to follow in order to reach his goal. The IETP is based on the premise that not all people come to class with the same abilities, needs, or previous experiences. Similar to a contract, the plan serves to recognize these differences yet builds a plan for excellence, high expectations, performance, and accountability that focus on the individual meeting requirements to move on to higher education.

Educational counseling and career guidance are part of the assessment process and assist the individual in determining advanced college education and training opportunities in the community; help the individual formulate academic and career goals; and assist in determining work release assignments.

Academic Education Program

Basic academic skills and specific subject matter fields and content, which are oriented to secondary school educational programming and academic achievement levels beyond General Education Development, are provided. Remediation and tutorial services supplement the education program. Special education services are provided to learning disabled students to enrich the overall

education program for special needs students. In addition to a wide variety of teaching and learning methodologies being employed in the instructional setting, computer aided interactive instruction is also used to enhance and reinforce learning. A library facilitates the learning process through reference and instructional materials.

Within the positive peer culture academic leaders will be encouraged to monitor slower students as part of the overall YOS program.

Pre- Vocational Training

Integrated into the academic subject matter competencies are workplace literacy/life skills that prepares students for vocational training and job entry employment. Workplace literacy skills address basic academic competencies as they relate to "work." Workplace skills woven into academic competencies provide relevance to learning and allows the learner to connect his learned knowledge, skills, and values to the workplace in the "real world."

Vocational- Technical Training

Vocational education and training is conducted in program areas that are compatible with student needs and job placement capabilities. Programs equip students/trainees with job entry and technical skills (including high level skills in science, math, and communications) with which they are able to acquire meaningful sustained employment and assume a productive role in the local economy. Selected vocational-technical programs are largely for training within the computer technology field. Programs are built around the need for students to acquire high technology skills that prepare them for high-tech careers and advanced training in colleges and universities.

Institutional Employment

Meaningful institutional employment is defined in accordance with each person's individual assessment. Elements that are considered include: intellectual functioning; academic skill level; vocational skill level, aptitude, ability, and preference; and the desire/incentive to continue YOS education and training. Employment opportunities may range from simple cleaning, grounds maintenance, to sophisticated operation of technical machinery/equipment that support the facilities' daily operations.

Some jobs offer individuals skilled on-the-job training or, at the least, learning the importance of interviewing skills, good work habits, punctuality, following instructions, and working with others.

Community Employment

All community employment is preceded by individual and group counseling by a community transitional specialist. Community reintegration skills must be acquired by the individual before work placement in the community is obtained.

Phase II and III: Pre-release programs allow individuals temporary release into the community to work to seek work. Actual community employment is in Phase III.

Temporary to Permanent Employment. Individuals on community release are employed in community jobs available to all citizens. The types of jobs range from food services to data processing. Work opportunities are dependent on the availability of jobs in the community. Community-based employment programs support an individual's attempts to locate employment by referring the individual to available community assistance agencies as well as job development and placement activities by YOS community transition and work specialists. Once the individual is employed, program staff verify employment and maintain regular contact with the employer and provide selected "support employment" services. The community-based employment program utilizes private sector employers in assisting with the placement of qualified individuals in private sector employment. This link solidifies foundations for increased community involvement through exposure to skilled (ex-) offenders in work positions. This foundation leads to increased opportunities for work release positions and job-readiness skills training provided by community employers. A more clearly defined connection between educational training and work will allow for increased opportunities for job advancement, better work performance, increased self-esteem, and reduced recidivism. Staff serving as academic teachers will also have "blended" roles serving in other staff roles besides that of formal classroom teacher.

The scheduling of the educational and vocational activities by YOS phase can be seen in Figure 3.

Figure 3

Vocational & Educational Interventions

VOCATIONAL & EDUCATIONAL ACTIVITIES	DA/ COURT	IDO	PHASE ONE	PHASE TWO	PHASE THREE
Academic Program			✓	✓	✓
Educational Assessment		✓			
Individualized Educational Training Plan		✓	✓	✓	✓
Vocational Training					✓
Pre-Vocational Training			✓	✓	
Institutional Employment			✓	✓	
Community Employment					✓

Supplementary Activities

Supplemental program activities are included as indicated for each individual's program plan during Phase I and II of the YOS program according to the offender's needs and interests and as determined by the offender's program team. These activities are ordinarily presented for one to two hours per session, several times a week, for a period of six to eight weeks. Each supplemental activity will ordinarily be offered at least once every other month during Phases I and II of the YOS program. Supplemental group activities will involve from eight to 20 offenders, according to the topic area. Program curricula for supplemental activities shall be developed in the first year of the YOS program operation. Curriculum manuals are to be developed by a qualified vendor to be selected by DOC in consultation with the YOS Quality Assurance Team. The following supplemental activities are

scheduled to be provided in YOS program units (other topic areas may be substituted based on the actual offender needs as determined by diagnostic assessment):

Anger Management

Anger and aggressive behavior are seen as major problems for the YOS target population. Anger control training teaches adolescents to understand what causes them to feel angry and act aggressively, teaches techniques they can use to reduce anger and aggressive behavior, and, teaches ways to assertively express frustration in ways that respect others.

Problem Solving Skills

Many experts such as *Ross, Fabiano, and Ross (1988)* have identified cognitive deficits in juvenile offenders that can be addressed through training and skill building. Problem solving skills that help juveniles see alternatives to impulsive acting out, externalizing blame, and distorting facts can be learned. This problem solving element will address this problem as a cognitive deficiency that can be remediated.

Stress Management

YOS juveniles typically have poor coping skills. Their family and community environments have typically been abusive and generally dysfunctional. Most juveniles will not have a sense of efficacy in controlling their own feelings and emotions. Stress management is simply one of the many self discipline areas that will be addressed through skill training. Methods for controlling their physiological response to stress alternatives to "stress thinking" and alternative ways to manage conflict are simply some of the areas covered in this training.

Community Meetings

Each living unit will have regular guided group interaction meetings to solve community problems, to plan unit events, and will provide a focus for discussing acceptable norms for behavior. As indicated earlier, a positive peer culture will be created and maintained and the community or unit meeting will be a forum where juveniles learn leadership skills, develop a sense of community, and begin to learn responsibility to the community.

The community meeting will have guided group ways to confront behaviors and critical incidents that do not conform to the norms and rules of the program.

Restitution Planning

Making amends to victims and providing community service are central values in this program. Restitution planning will involve juveniles in the process of recognizing the impact of their criminal behavior on others and taking active steps to make amends and provide restitution. Community service is a natural extension of this philosophy teaching juveniles that giving to the community can be satisfying and rewarding.

Parenting Skills

A high percentage of juveniles remanded to this system will often be parents. Training juveniles in parenting skills teaches empathy, provides them with models to offset their own negative experiences with parents, and provides them with skills to relate to their own children. The training will stress responsibility of parenting and the importance of modeling appropriate behaviors and values.

Communication Skills

Social skills in areas of communication and social interaction are often deficits with delinquent juveniles. They lack skills required to fit in at school and with pro-social groups. Gangs often fill this void. Developing simple communication skills, skills in listening, communicating needs, confrontation, and in reading social cues will be taught in this module.

Assertiveness Training

Asserting one's right while simultaneously respecting the rights of others is a subtle distinction and a skill that requires training and practice. Many juveniles have learned only aggressive and assaultive behaviors to assert their right. Others may be unassertive and harbor frustration and anger due to their inability to assert themselves. Assertiveness training provides the juvenile with skill in asserting their needs while respecting the rights of others.

Recreation

Daily scheduled recreating will be a robust part of the YOS Program. Physical education training will provide experience in a variety of structured fitness and leisure time activities. Intramural

sports will emphasize team formation, self discipline, and pride. Physical weight training and calisthenics will emphasize self discipline and self-control. Recreation is a modality that can be used effectively to work on self-esteem, trust, and cooperation issues.

Family Reintegration

As Part of an initial diagnostic evaluation, the status of the juvenile offenders family will be assessed. For juveniles with intact families where their appears to be a potential for family reintegration, families will be involved in the YOS offenders' program. Referral to family support agencies upon transition to the community like *Homebuilders* or *Family Preservation* will be pursued. Where families do not appear to have potential for reintegration or do not exist, referral to the YOS halfway house ("Emancipation House") or other group living situations will be sought. In either case the offender will be prepared for these options in advance of referral.

Hygiene and Health Maintenance

Training in self sufficiency includes basic health and hygiene maintenance. Medical staff will counsel residents regarding prevention of hepatitis, HIV, and sexually transmitted diseases. Residents will be encouraged to view hygiene as a matter of pride and self-esteem. Personal and housing hygiene inspection will be a routine throughout YOS.

The scheduling of these supplementary activities by YOS phase can be seen in Figure 4.

Figure 4

Supplementary Program Interventions

SUPPLEMENTARY ACTIVITIES	DAI/ COURT	IDO	PHASE ONE	PHASE TWO	PHASE THREE
Anger Management			✓	✓	
Problem-Solving Skills			✓	✓	
Stress Management			✓	✓	
Parenting Skills			✓	✓	
Communications Skills			✓	✓	
Assertiveness Skills			✓	✓	
Recreation		✓	✓	✓	
Community Meetings		✓	✓	✓	
Restitution Planning			✓	✓	
Family Reintegration		✓		✓	✓
Hygiene & Health Maintenance		✓	✓	✓	✓

An understanding of how these activities will be scheduled for the four week IDO can be seen in Figure 5 and Figure 6 indicates a typical week for Phase I activities. These activities will be individualized for each offender and the particular activities in a particular day will vary.



 **IDO Schedules**

YOS Intake and IDO Daily Schedule / Week One

Figure 5

TIME PERIOD	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
06:00		YOS REVEILLE	YOS REVEILLE	YOS REVEILLE	YOS REVEILLE	YOS REVEILLE	YOS REVEILLE
06:00 - 06:30		Review of Day	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium
06:30 - 07:00		Review of Orientation	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down
07:00 - 07:30		Breakfast / feed in -all	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march
07:30 - 08:00	06:00 - 11:30 INTAKE DAY		Hygiene / Med Lines Cell Clean-up	Hygiene / Med Lines Cell Clean-up	Hygiene / Med Lines Cell Clean-up	Hygiene / Med Lines Cell Clean-up	Hygiene / Med Lines Cell Clean-up
08:00 - 08:30	AD LIB	08:00 - 11:30	Military Discipline Training in Pod	Military Discipline Training	Youth Trainer Time	Common Area Clean-up	Military Discipline Training
08:30 - 09:00	RECEPTION FROM COUNTY JAILS	MEDICAL SCREEN	Cell Inspection / re-inspection	Cell Inspection / re-inspection	Leadership Class Current Events	Inspection	Cell Inspection Uniform Inspection
09:00 - 09:30		Complete Physical Examinations for all YOS intake	Protocol Request Permission to speak / head call, etc.	Protocol	Military Discipline Training	Positive Values and Self Esteem COUNT Development for Offenders	Property Inspection Attention to Detail
09:30 - 10:00				Drill & Ceremony About Face COUNT	Protocol Drill & Ceremony COUNT		Drill & Ceremony
10:00 - 10:30			IPT - GROUP COUNT Drill & Ceremony / Recreation Yard Left Face / Right Face Med Line	Forward March IPT Group	Knowledge Board	Med Line	COUNT - IPT Group / Individual Group Counseling / Deficiency Correction Med Line
10:30 - 11:00				Conflict Resolution Team Building / Med Line	Uniform inspection Med Line		
11:00 - 11:30							
11:30 - 12:00	FORMAL INTAKE	Return to Cell House 3	IPT GROUP	IPT GROUP	IPT GROUP	IPT GROUP	IPT Group/Individual GROUP
12:00 - 12:30	Receipt of Entry Documents, etc.	LUNCH Feed in Cell	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March
12:30 - 13:00	Separate non-allowable Property / Showers	Introspection by Offender					
13:00 - 13:30	13:00 - 18:00 INTAKE PROCESS		COMMON AREAS CLEAN-UP	COMMON AREAS CLEAN-UP	COMMON AREAS CLEAN-UP	COMMON AREAS LIVING POD CLEAN-UP	COMMON AREAS CLEAN-UP
13:30 - 14:00		Stress Training begins in Pod					

		YOS Intake and IDO Daily Schedule / Week One						
		DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
TIME PERIOD								
14:00 - 14:30		INTAKE Identify Body Marks Issue YOS Jumpsuit	Military discipline Training in Pod	Military discipline Training in Pod	Knowledge Board Review	Gang Education	Clean up Decks	Military Discipline Training
14:30 - 15:00		Underwear & Boots	Drill & Ceremony Position of Attention	Knowledge Board Discipline / Respect Integrity / Loyalty	SICK CALL	Military Discipline Training	Decks	Property Beds
15:00 - 15:30		Fingerprint	Lockstep Position	Physical Training Recreation Yard	SICK CALL	Protocol Recap	Area Inspection	Professional Attention to Detail
15:30 - 16:00		Escort to Cellhouse 3 COUNT	COURT Circuit Course	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard
16:00 - 16:30		Issue Bed Roll	COURT Circuit Course	COURT Circuit Course	COURT Circuit Course	COURT Circuit Course	COURT Circuit Course	COURT Circuit Course
16:30 - 17:00		Assign Cell	Hair Cuts IPT Group	Hygiene/Med Line Equipment Maintenance	Hygiene / Med Line Equipment Maintenance	Hygiene / Med Line Equipment Maintenance	Hygiene / Med Line Equipment Maintenance	Hygiene / Med Line Equipment Maintenance
17:00 - 17:30		DINNER Feed in Cell	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water
17:30 - 18:00		Issue Clothing / Hygiene Items	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March
18:00 - 18:30		Medical History of 2 - 6 Clients	Military Discipline Training in Pod	Laundry Sanitation	Laundry Sanitation	Laundry Sanitation	Laundry	Laundry
18:30 - 19:00		ORIENTATION TO YOS PROGRAM	Making Beds Proper Property Storage IPT - Group	Hygiene Training	Hygiene Training	Guest Speaker Self Help Groups, I.e. AA/NA	Sanitation Hygiene Training	Laundry Inspection
19:00 - 19:30		LOCKDOWN	Earned Evening Snack	Letter Writing	Letter Writing	Letter Writing	Letter Writing	Volunteer Group
19:30 - 20:00			Journal	Journal	Journal	Journal	Journal	Prison Fellowship
20:00 - 20:30			Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack
20:30 - 21:00			Shower Hygiene Inspection Med Lines	Shower Hygiene Inspection Med Lines	Shower Hygiene Inspection Med Lines	Shower Hygiene Inspection Med Lines	Shower Hygiene Inspection Med Lines	Shower Hygiene Inspection Med Lines
21:00 - 21:30								
21:30		LIGHTS OUT COUNT	LIGHTS OUT COUNT	LIGHTS OUT COUNT	LIGHTS OUT COUNT	LIGHTS OUT COUNT	LIGHTS OUT COUNT	LIGHTS OUT COUNT

Figure 5 (continued)

Figure 5

YOS Intake and IDO Daily Schedule / Week Two

TIME PERIOD	DAY 8	DAY 9	DAY 10	DAY 11	DAY 12	DAY 13	DAY 14
06:00	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE
06:00 - 06:30	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium
06:30 - 07:00	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down	"Stretch / calisthenics run / cool down
07:00 - 07:30	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Lockstep march	Breakfast Cotman march	Breakfast Lockstep march
07:30 - 08:00	Hygiene / Med Lines Clean-up	Hygiene / Med Lines Clean-up	Hygiene / Med Lines Clean-up	Hygiene / Med Lines Clean-up	Hygiene / Med Lines Clean-up	Hygiene / Med Lines Cell Clean-up	Hygiene / Med Lines Cell Clean-up
08:00 - 08:30	Military Discipline Training	Military Discipline Training	Military Discipline Training	Military Discipline Training	Youth Trainer Time	Common Area Clean-up	Common Area Clean-up
08:30 - 09:00	Cell and Uniform Inspection	Cell Inspection	Cell Inspection	Cell Inspection	Current Events Topics of Interest	Inspection	Inspection
09:00 - 09:30	Military Discipline Property Inspection,	0900 - 1100 Diagnostic Assessment Testing	0900 - 1100 Diagnostic Assessment Testing	0900 - 1100 Diagnostic Assessment Testing	Impromptu Speeches / Social Awareness	0900 - 1100 Spiritual Development for Offenders	Cell Inspection So-inspection
09:30 - 10:00	Drill & Ceremony	Education / Agricorn	Drug / Alcohol	Recreation / Religious	Military Discipline Training	Offenders	Protocol Assignment to Detail
10:00 - 10:30	Counseling/ Delinquency Correction	COUNT	COUNT	COUNT	Drill & Ceremony Marching	COUNT	Knowledge Board Spaced Drill
10:30 - 11:00	IFT Group/Individual	COUNT	COUNT	COUNT	Knowledge Board COUNT	COUNT	Uniforms / Boots / IPT Gear COUNT
11:00 - 11:30	Hygiene / Med Line	Hygiene / Med Line	Hygiene / Med Line	Hygiene / Med Line	Hygiene / Med Line	Hygiene / Med Line	IFT Group / Individual
11:30 - 12:00	IFT / Group	IFT / Group	IFT / Group	IFT / Group	IFT / Group	IFT / Group	IFT / Group
12:00 - 12:30	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Lockstep March	LUNCH Cotman March	LUNCH Lockstep March
12:30 - 13:00	COMMON AREAS CLEAN-UP	COMMON AREAS CLEAN-UP KNOWLEDGE BOARD	PROTOCOL CLEAN-UP	UNIFORM INSPECTION CLEAN-UP	COMMON AREAS CLEAN-UP	LIVING FOOD CLEAN-UP	CLEAN-UP
13:00 - 13:30	Military Discipline Training	1330 - 1530 Diagnostic	1330 - 1530 Diagnostic	1330 - 1530 Diagnostic	1330 - 1630 Gang Education	Showers	Military Discipline Training

Figure 5 (continued)

YOS Intake and IDO Daily Schedule / Week Two		DAY 8	DAY 9	DAY 10	DAY 11	DAY 12	DAY 13	DAY 14
TIME PERIOD		DAY 8	DAY 9	DAY 10	DAY 11	DAY 12	DAY 13	DAY 14
14:00 - 14:30		Knowledge Board IPT 1 Group 1 Individual	Diagnostic Assessment Re-Testing	Diagnostic Assessment Re-Testing	Diagnostic Assessment Re-Testing	1339 - 1930 Gang Education Criminal Thinking Errors	1409 - 1439 Clean up Bars	Drill & Ceremony Recreation Yard
14:30 - 15:00		1400 - 1600 Speed Drills Uniform Property 1 Beds Protocol	Education 1 Apticom	Education 1 Apticom	Sick Call	Military Discipline Training	Floors 1 Walls Doors	IPT Group/Individual Uniform Inspection
15:00 - 15:30		Attention to Detail	Counseling 1 Deficiency Correction	Counseling 1 Deficiency Correction	Sick Call	Column March / Halt Column Right / Halt	Area Inspection	Attention to Detail Counseling
15:30 - 16:00					Sick Call			Deficiency Correction
16:00 - 16:30		Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard	Physical Training Recreation Yard
16:30 - 17:00		Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT	Circuit Course 1 Hygiene Med Line 1 COUNT
17:00 - 17:30		Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water	Head Calls / Water
17:30 - 18:00		DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Lockstep March	DINNER Colosseum March	DINNER Lockstep March
18:00 - 18:30		Equipment Maintenance	Equipment Maintenance	Equipment Maintenance	Equipment Maintenance	Equipment Maintenance	Equipment Maintenance	Equipment Maintenance
18:30 - 19:00		Laundry & Inspection	Laundry & Inspection	Laundry & Inspection	Laundry & Inspection	Relapse Prevention Self Help Groups, e.g., AA / NA	Laundry & Inspection	Laundry & Inspection
19:00 - 19:30		Volunteer Group, e.g. Prison Fellowship	Letter Writing	Volunteer Group, e.g. Prison Fellowship	Letter Writing	Black Businessman	Letter Writing	Letter Writing
19:30 - 20:00			Journal		Journal		Journal	Journal
20:00 - 20:30		Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line	Hygiene 1 Inspection Med Line
20:30 - 21:00		Showers	Showers	Showers	Showers	Showers	Showers	Showers
21:00 - 21:30		IPT Earned Evening Snack	IPT Earned Evening Snack	IPT Earned Evening Snack	IPT Earned Evening Snack	IPT Earned Evening Snack	IPT Earned Evening Snack	IPT Earned Evening Snack
21:30		LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT

YOS Intake and IDO Daily Schedule / Week Three

Figure 5

TIME PERIOD	DAY 15	DAY 16	DAY 17	DAY 18	DAY 19	DAY 20	DAY 21
06:00	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE
06:00 - 06:30	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium
06:30 - 07:00	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down	Stretch \ Calisthenics Run \ Cool Down
07:00 - 07:30	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March
07:30 - 08:00	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup
08:00 - 08:30	Cell Reassignment	Property Inspection	Cell Inspection	Uniform Inspection	Youth Trainer	Tier Cleanup	Linens Exchange \ Hygiene Re-issue
08:30 - 09:00	Cell Cleanup Internal Moves				Timed Impromptu Speeches	Inspection	Uniform Exchange
09:00 - 09:30	Diagnostic	Diagnostic \ Current	Diagnostic \ Work	Diagnostic \ Counseling	Current Events American Flag		Diagnostic \ Cell Uniform
09:30 - 10:00	Genq Assessment Education Test \ Counseling Deficiency	Assessment \ Events	Assessment \ Project	Assessment \ Deficiency		0000 - 100	Assessment \ Property Inspection
10:00 - 10:30		Testing \ Drill	Testing \ Conflict	Testing \ Correction	Cell \ Property Uniform Inspection	Spiritual Development for Officers	Testing \ Protocol
10:30 - 11:00	D.A.T. \ Correction	D.A.T. \ Ceremony	D.A.T. \ Resolution	D.A.T. \ Counseling			D.A.T. Knowledge Board
11:00 - 11:30	IPT \ Individual COUNT	IPT \ Individual COUNT	IPT \ Individual COUNT	IPT \ Individual COUNT	COUNT	COUNT	IPT \ Group COUNT
11:30 - 12:00	IPT Group \ Individual	IPT Group \ Individual	IPT Group \ Individual	IPT Group \ Individual	IPT Group \ Individual	IPT Group \ Individual	IPT Group \ Individual
12:00 - 12:30	LUNCH Column March	LUNCH Column March	LUNCH Column March	LUNCH Column March	LUNCH Column March	LUNCH Column March	LUNCH Column March
12:30 - 13:00	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line Common Area Cleanup
13:00 - 13:30	Property Inspection	Tier Cleanup	Counseling \ Deficiency Correction	Tier Cleanup	Tier Cleanup		
13:30 - 14:00	Physical Training \ Recreation Yard	Physical Training \ Recreation Yard	Physical Training \ Recreation Yard	Physical Training \ Recreation Yard	Physical Training \ Recreation Yard	Free Time on Tier	Diagnostic DRR \ Ceremony

YOS Intake and IDO Daily Schedule / Week Three

Figure 5 (continued)

TIME PERIOD	DAY 15	DAY 16	DAY 17	DAY 18	DAY 19	DAY 20	DAY 21
14:00 - 14:30	Circuit Course	Staff Choice	Circuit Course	Staff Choice	Team Relays	1400 - 1700 Living Pod Cleanup Showers \ bars \ walls Windows \ Floors Doors Inspection	Assessment \ Ceremony
14:30 - 15:00	1400 - 1630 Diagnostic Tier	1430 - 1600 Diagnostic Work Assessment Project	1430 - 1800 Diagnostic Drill Assessment \ Ceremony	1430 - 1800 Diagnostic \ Sick Call Assessment	Counseling		Testing Counseling Deficiency
15:00 - 15:30					Deficiency		D.A.T. \ Correction
15:30 - 16:00	Testing \ Cell	Testing \ Outside	Testing Knowledge Board	Testing \ Gang	Correction		2 Week Assessment of Training - YCI
16:00 - 16:30	DAT \ Inspection Uniform Inspection	DAT \ Pod Area	DAT \ Recap	DAT \ Education	Free Time		Physical Training Recreation Yard
16:30 - 17:00		Counseling Deficiency Correction	Free Time on Tier	Free Time on Tier	Free Time on Tier	Staff Choice	
17:00 - 17:30	Head Calls \ Water COUNT	Head Calls \ Water COUNT	Head Calls COUNT	Head Calls COUNT	Head Calls COUNT	Head Calls COUNT	Head Calls \ Water COUNT
17:30 - 18:00	DINNER Column March	DINNER Column March	DINNER Column March	DINNER Column March	DINNER Column March	DINNER Column March	DINNER Column March
18:00 - 18:30	Hygiene \ Med Line Equipment Maintenance	Hygiene \ Med Line Equipment Maintenance	Hygiene \ Med Line Equipment Maintenance	Hygiene \ Med Line Equipment Maintenance	Hygiene \ Med Line Equipment Maintenance	Hygiene \ Med Line	Hygiene \ Med Line Equipment Maintenance
18:30 - 19:00	Laundry	Laundry	Laundry	Laundry	Guest Speaker \ Self Help	Laundry	Laundry
19:00 - 19:30	GUEST SPEAKER	Letter Writing	1930 - 2030	Letter Writing	Groups	Letter Writing	Letter Writing
19:30 - 20:00		Journal	Relapse Prevention	Journal	AA \ NA Hispanic \ Black Community	Journal	Journal
20:00 - 20:30	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack
20:30 - 21:00	Showers	Showers	Showers	Showers	Showers	Showers	Showers
21:00 - 21:30	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line	Hygiene Inspection \ Med Line
21:30	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT

YOS Intake and IDO Daily Schedule / Week Four

Figure 5

TIME PERIOD	DAY 22	DAY 23	DAY 24	DAY 25	DAY 26	DAY 27	DAY 28
06:00	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE	YOS REVELLE
06:00 - 06:30	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium	Physical Training Gymnasium
06:30 - 07:00	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down	Stretch \ Callisthenics Run \ Cool Down
07:00 - 07:30	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March	BREAKFAST Column March
07:30 - 08:00	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup	Hygiene \ Med Line Cleanup
08:00 - 08:30	Property Inspection	Cell Inspection	Uniform Inspection	Drill & Ceremony Proficiency Demonstration	Youth Trainer Time Impromptu Speeches	Tier Cleanup	Linens Exchange \ Hygiene Re-Issue
08:30 - 09:00						Inspection	Inspection
09:00 - 09:30					Current Events		Diagnostic \ Drill
09:30 - 10:00	Diagnostic Work					Guided Group Interaction	Assessment \ Ceremony
10:00 - 10:30	Assessment Project Testing \ Gang D.A.T. Education	Cognitive Education Classroom Instruction	Cognitive Education Classroom Instruction	Cognitive Education Classroom Instruction	Cell \ Property Uniform		Testing \ Counseling
10:30 - 11:00					Inspection	Self-Esteem Development	D.A.T. Deficiency Correction
11:00 - 11:30	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT
11:30 - 12:00	IPT \ Individual	IPT \ Individual	IPT \ Individual	IPT \ Individual	IPT \ Individual	IPT \ Individual	IPT \ Individual
12:00 - 12:30	LUNCH Squad March	LUNCH Squad March	LUNCH Squad March	LUNCH Squad March	LUNCH Squad March	LUNCH Squad March	LUNCH Squad March
12:30 - 13:00	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line	Hygiene \ Med Line
13:00 - 13:30	Common Area Cleanup	Common Area Cleanup	Common Area Cleanup	Common Area Cleanup	Common Area Cleanup		Common Area Cleanup
13:30 - 14:00	1330 - 1530 Diagnostic	1330 - 1530 Diagnostic	1300 - 1500 Drug & Alcohol Education	1300 - 1430 Drug & Alcohol Education	1330 - 1430 Counseling	Free Time On Tier	Diagnostic \ Drug

YOS Program Interventions

Colorado Department of Corrections

YOS Intake and IDO Daily Schedule / Week Four

Figure 5' (continued)

TIME PERIOD	DAY 22	DAY 23	DAY 24	DAY 25	DAY 26	DAY 27	DAY 28
14:00 - 14:30	Diagnostic Drug & Assessment Alcohol Education Testing Drill	Diagnostic Drug & Assessment Alcohol Education Re-Testing Work	Drug & Alcohol Education Counseling	Drug & Alcohol Education	Counseling Deficiency Correction	Living Pod	Assessment Alcohol Education
14:30 - 15:00				Sick Call	Physical Training		Testing Work
15:00 - 15:30	D.A.T. Ceremony	D.A.T. Project	Deficiency Correction	Sick Call	Team Relays	Cleanup Showers Bars Walls Windows Floors Doors	D.A.T. Project
15:30 - 16:00	Free Time in Gym or Recreation Yard	Counseling	Free Time in Gym or Recreation Yard	Free Time in Gym or Recreation Yard in Tier	Protocol		3 Week Assessment of Training - YCI
16:00 - 16:30		Deficiency Correction			Proficiency Demonstration		Physical Training Recreation Yard
16:30 - 17:00	Counseling Deficiency Correction	Free Time on Tier	Gang Education		Free Time on Tier	Inspection	Circuit Course
17:00 - 17:30	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT
17:30 - 18:00	DINNER Squad March	DINNER Squad March	DINNER Squad March	DINNER Squad March	DINNER Squad March	DINNER Squad March	DINNER Squad March
18:00 - 18:30	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance	Hygiene Med Line Equipment Maintenance
18:30 - 19:00	Laundry	Laundry	Laundry	Laundry	Laundry	Guest Speaker	Laundry
19:00 - 19:30	Guest Speaker	Letter Writing	1830 - 2030 Prison Fellowship	Letter Writing	1900 - 2030 Release Prevention Groups	Letter Writing	Letter Writing
19:30 - 20:00		Journal		Journal		Journal	Journal
20:00 - 20:30	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack	Earned Evening Snack
20:30 - 21:00	Showers	Showers	Showers	Showers	Showers	Showers	Showers
21:00 - 21:30	Hygiene Inspection Med Line	Hygiene Inspection Med Line	Hygiene Inspection Med Line	Med Line	Med Line	Med Line	Hygiene Inspection Med Line
21:30	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT	LIGHTS OUT

Figure 6

Y.O.S. EDUCATIONAL / DAILY SCHEDULE / PHASE ONE

	MON. WED. FRI.	TUE. THU. SAT.	SUNDAY
05:00 - 07:00	A.M. ROUTINE	A.M. ROUTINE	A.M. ROUTINE
07:00 - 07:30	BREAKFAST	BREAKFAST	BREAKFAST
07:30 - 09:00	GUIDED TOUR	GUIDED TOUR	HYGIENE & UNIT CLEANUP
09:00 - 10:25	CORE PROGRAMS	COMPUTER	POSITIVE VALUES, SELF-ESTEEM DEVELOPMENT
	MATH	JOSTEN'S LAB	
10:00 - 10:35	PASS / COUNT	PASS / COUNT	COUNT
10:35 - 12:00	CORE PROGRAMS	ENGLISH	PASSIVE TIME & TUTORING IF NEEDED
	SCIENCE	JOSTEN'S LAB	
12:00 - 12:30	LUNCH	LUNCH	LUNCH
12:30 - 13:00	ROOM TIME	ROOM TIME	ROOM TIME
13:00 - 14:25	CORE PROGRAMS	PPHYSICAL EDU	COMMUNITY (UNIT) MEETING Accomplishment for the week & expectations G.G.I.
	PHYSICAL EDU	SCIENCE	
14:24 - 14:30	PASS	PASS	
14:30 - 15:55	SOCIAL STUDIES	ENGLISH	SPORTS & GAMES IN THE GYM
	SCIENCE	JOSTEN'S LAB	
15:55 - 16:05	PASS / COUNT	PASS / COUNT	COUNT
16:05 - 17:30	PASSIVE RECREATION	PHYSICAL EDU	COMMUNITY RECREATION
	PHYSICAL EDU	PASSIVE RECREATION	
17:30 - 18:00	SUPPER	SUPPER	SUPPER
18:00 - 18:30	ROOM TIME	ROOM TIME	ROOM TIME
18:30 - 20:00	SUPPLEMENTARY PROGRAM	GYM	COMMUNITY RECREATION
	GYM	SUPPLEMENTARY PROGRAM	
20:00 - 21:30	P.M. ROUTINE / EARNED SNACK	P.M. ROUTINE / EARNED SNACK	P.M. ROUTINE / EARNED SNACK
21:30 - 06:00	SLEEP	SLEEP	SLEEP

5

Program Evaluation

Program evaluation is an ongoing component of the YOS program and serves a vital function in examining the effectiveness of the YOS program interventions. Effectiveness is examined through data collected at all Phases of YOS: (1) screening, (2) assessment, (3) diagnosis, (4) program services (5) reentry, (6) community follow-up and (7) after termination from YOS. Program effectiveness is assessed by measurable outcomes that include criminal behavior, relapse to gang membership and victim restitution. Information from offender interviews is supplemented with comprehensive clinical assessment of drug and alcohol dependence, and psychological, social and physical impairment. Program outcomes are compared for offenders entering the YOS program with varied patterns of drug abuse and levels of psychosocial impairment. YOS clients who have received varied types and durations of program elements will also be compared. The YOS program evaluation utilizes a range of methods, procedures, and instruments developed in federally-funded longitudinal studies of treatment outcome, including the Drug Abuse Reporting Program (DARP) *Simpson and Marsh, 1986, (Craddock, et. al., 1985)*, the Treatment Outcome Prospective Study, and the recently designed Drug Abuse Treatment Outcome Study conducted by the Research Triangle Institute. Instruments used in these studies have been extensively field-tested and have been found to be both accurate and reliable. Adoption of standard data collection strategies and formats enhances the potential for comparison between YOS offenders and samples examined in other settings (see *Swanson and Peters, 1991; and Swanson, 1992*).

Primary goals of the YOS evaluation program are as follows:

- ↪ To determine the effectiveness of the YOS program in reducing criminal behavior, arrest and commitments to the C-DOC.
- ↪ To examine the cost effectiveness of the program relative to the costs of institutional commitment and community supervision.
- ↪ To evaluate the community adjustment of YOS offenders in areas of employment, involvement in treatment, and use of other community services.
- ↪ To assess improvement made by offenders over the course of YOS in areas of skills development, emotional functioning and motivation.
- ↪ To identify offender characteristics that are predictive of positive outcomes during and following YOS to determine whether YOS assessments and program interventions are provided as intended, according to curriculum program manuals, and other program provider guidelines.
- ↪ To examine changes in the YOS program that occur over time.

These goals are accomplished through three types of evaluation activities: (1) initial assessment of offenders entering the YOS program, (2) assessment of various predetermined "markers" during Phases I-III of the program, and (3) examination of program outcomes following completion of the YOS program.

Intake Assessment of Offender Characteristics and Behaviors

A major area of focus within the YOS evaluation examines the nature of the offender population served, based on intake data. Evaluation activities in this area are designed to identify important characteristics and pre-program behaviors, including history of gang involvement, drug use, criminal behavior, violence,

employment, current mental health status, and impairment in other areas. These variables are useful in examining offender characteristics that influence program outcome. Intake data will provide important baseline measures of psychological functioning, status of family relationships, employment, medical status, gang involvement, violence and drug use that will assist in evaluating program impact and effectiveness. Such outcome data will be used to modify the program to increase program efficacy and to communicate to the court as to the most favorable offender profile for program benefit and the offender profile of those offenders most likely to be revoked.

Instruments

A range of standard evaluation instruments are employed to measure a variety of characteristics, behaviors, and program outcomes for all probationers admitted to the YOS program. Intake evaluation instruments include the use of a modified version of the Addiction Severity Index (ASI), Level of Supervision (LSI), the Treatment Outcome Prospective Study (TOPS) Intake Form, or a modified intake and assessment battery currently being developed. The intake interview instrument is used to obtain baseline data regarding socio-demographic characteristics, education, vocational training, employment history, and previous living arrangements, AIDS knowledge and behavior, patterns of substance use, problems related to substance abuse, treatment history, and previous criminal justice involvement. A locator form is completed that enables efficient tracking of offenders during Phase III of the YOS and after completion of the program. A comprehensive clinical assessment battery will also be administered that includes examination of alcohol and drug dependence, psychiatric impairment or disorders, health status, social and cognitive functioning, and of coping skills to manage high risk situations for criminal or gang involvement. Instruments employed for this purpose include the Hopkins Symptom Checklist/SLC-90-R, the Shipley Institute of Living Scale, the Cocaine Abuse Assessment Profile, and a situational competence test, such as the Problem Situation Inventory (PSI).

The intake evaluation assessment battery will require from two to three hours to complete, and may be administered by an entry-level counselor with pre-service training in use of the assessment instruments. The intake evaluation assessment battery is seen as fully compatible with the needs of Phase I program providers for initial clinical assessment pursuant to program planning. Evaluation staff will provide training and consultation to treatment providers to ensure that information obtained from evaluation assessment during the course of the YOS is available to provider staff in a format that will contribute to program planning and clinical management. As self-report measures taken in criminal justice related settings are sometimes questioned, several collateral sources of information will be obtained to validate information obtained in the clinical assessment. Collateral sources include criminal justice system "RAP" sheets and follow-up clinical assessments.

Procedures and Analysis

The Information, Research and Compliance Section of C-DOC Clinical Services provides on-site training and supervision in use of instruments and data collection procedures. An intensive training workshop will be provided for all intake counselors in the administration of evaluation instruments, prior to admission of youth offenders to the YOS. A random sample of 50 offenders selected from a comparison group will also be administered the battery of intake evaluation assessment measures. This will provide important information regarding the similarity and comparability of YOS offenders to untreated youth offenders. The YOS Researcher II will provide training for a case manager who is designated to administer intake evaluation measures to offenders in the comparison sample. The YOS Researcher II will coordinate data collection at DRDC. This arrangement will enable careful monitoring of YOS offender admissions and effective implementation of data collection procedures. The primary responsibilities of the Researcher II are to ensure that evaluation data is collected in an efficient and timely manner through on-site monitoring of intake staff, to coordinate pre-service and in-service staff training in data collection procedures, and to monitor on-site

data entry. The Researcher II is skilled in monitoring clinical intake activities. The Researcher II will also supervise data entry of intake and other in-treatment evaluation protocols by a data-entry clerk.

The Researcher II is assigned responsibility for data collection, data management, and supervision of fieldwork activities. Data management for the YOS program will include a variety of procedures to ensure accurate and efficient coordination of data. Intake data is added to the DCIS database as collected with linkage of a single data file for each offender at the conclusion of intake. Use of intake data for outcome evaluation will be accomplished by development of a longitudinal file that includes selected intake, program, and follow-up measures. This file will include information selected from offender clinical and DOC records. Analysis of intake evaluation data will examine the impact of gang involvement, drug history, past criminal behavior, psychiatric impairment, and other characteristics on expected program progress and outcome.

Evaluation Of Progress In YOS Program And Program Integrity

Another component of evaluation involves examination of progress made by YOS offenders during the program to ensure that high quality interventions are provided. Process variables are examined within each component of the program, and during each phase of YOS through the use of quality assurance data. This information will help determine whether YOS program interventions are provided as intended and are of sufficient intensity and quality to meet the intended program goals. This element of evaluation also ensures that progress made in YOS may be attributable to a specific and definable intervention. In-program evaluation will provide information critical to the assessment of expected levels of improvement in areas of self-esteem and emotional adjustment, cognitive and behavioral skill development (e.g. development of gang avoidance, drug refusal, and urge coping skills), knowledge of key concepts provided in drug/AIDS education and relapse prevention curricula, and motivation and commitment to pro-social activities. Progress will be monitored for all YOS offenders.

Instruments

Several instruments are used to evaluate qualitative aspects of the YOS program and others will examine progress of program participants over the course of the YOS program. Instruments will be administered at regular intervals during involvement in the YOS program: At one month, at three months, at the conclusion of Phase I (eight months to four years and eight months), at the conclusion of Phase II (one year to five years from Intake), and at the conclusion of Phase III of treatment (24 or more months). This strategy allows for careful calibration of initial program effects with the quality of initial program interventions provided. Program intervention evaluative data is reviewed with YOS unit supervisors and will serve to encourage corrective action and to assure appropriate levels of program services in the critical first few months of the program.

Qualitative program-level data are collected through use of survey instruments administered to YOS unit directors and unit supervisors. A description of basic program services is obtained through a self-administered questionnaire completed by YOS program counselors, case management counselors, and other service providers (e.g. vocational and educational staff, and psychological or psychiatric staff). Evaluation of each program participant's experiences in the YOS program are assessed through repeated measures of questionnaires focusing on types of program modules received (modality, duration, orientation), specific program services received (vocational, psychological, group interventions) and participant satisfaction with program services. Evaluation staff will serve as independent raters of program sessions for each YOS phase and will be assisted as needed by other licensed treatment professionals from the community in conducting periodic checks on the reliability of program integrity ratings. Following observation of program sessions, evaluation staff will complete a Program Integrity Rating Scale. This strategy ensures that within-session program services conform to activities prescribed in program curriculum manuals.

Additional evaluation instruments are administered to assess progress of YOS offenders during the program. Program participants are assessed at regular intervals (described above) to

examine changes in motivation and attitude towards the YOS, in knowledge of key concepts related to education and the program, and in cognitive and behavioral skills in managing high risk situations. The SCL-90-R is administered as a repeated measure to identify changes in emotional and psychiatric status during treatment. The Tennessee Self-Concept Scale provides a similar means to gauge changes in self-esteem and social adjustment. The Addiction Severity Index (ASI) and Level of Supervision (LSI) are administered at intake to the YOS program. An abbreviated version of the ASI, examining drug use and psychological and vocational functioning, is administered following completion of Phase I and II of the YOS program. The ASI will assess changes in key areas of functioning (e.g. psychological, legal, medical, family/social, employment/financial) affected by drug abuse and dependence. Other in-program evaluation measures used to examine progress during the program will include urinalysis results, and participant and counselor rating scales.

Procedures and Analysis

YOS program research staff will monitor collection of program data by intake and program counselors. In-program measures will ordinarily be administered during group activities (e.g., during sessions of general group counseling or specialized groups) to minimize staff time required for assessment. Interpretation and discussion of in-program measures will be integrated within program activities whenever possible. All program staff involved in assessment are provided extensive training in data collection procedures during a pre-service training workshop. A random sample of 50 offenders selected from a comparison group will also be administered the battery of in-program evaluation measures at similar intervals to YOS offenders. This will provide important information regarding changes over time in measures of in-program progress (e.g., improvement in self-esteem and in psychological functioning) that may be expected among untreated offenders and that are not attributable to involvement in the YOS program. The Researcher II will supervise the administration of in-program evaluation measures to offenders in the comparison group in close collaboration with other staff from the Department of Corrections. The Researcher II will also provide training for a correctional probation officer (case manager) who is designated to administer


in-program evaluation measures to offenders in the comparison sample. The quality assurance staff will conduct surveys and interviews and will monitor collection of in-program assessment data collected by program counselors using equivalent training and quality control procedures implemented in the intake assessment. The Researcher II will provide a check on the validity of questionnaire responses by conducting periodic interviews with program participants. Evaluation support staff are charged with review and entry of all data collected from in-program assessment.


Program integrity ratings are obtained monthly during IDO and Phases I, II, and III for each major activity, during the first three months of program operation, and every four months after this period. Measures are taken to assure that this process is minimally obtrusive. Should a program integrity score fall below an average of three (on a scale of five), the counselor receives an immediate evaluation of his/her performance deficits by the unit supervisor, and appropriate retraining prior to resuming program responsibilities. Quantitative methods for this component of evaluation will include multivariate analysis of changes over time in relevant skills and levels of psychosocial functioning. Qualitative evaluation methods are used to ensure that current YOS program interventions are consistent with the program design, and that problems in the implementation of the program activities are addressed and remedied by provider staff.

Evaluation Of Post-program Outcome

A primary evaluation task involves examination of the effects of the YOS program on offender outcomes following completion of the YOS program. Major areas of outcome evaluation will examine the program's impact of on post-program variables of gang involvement, drug use, employment, criminal behavior, and social functioning. The outcome evaluation is also designed to assess the magnitude of change in baseline measures of psychosocial functioning at program intake to similar measures obtained at post-program followup. The evaluation provides additional information regarding the impact of factors such as duration in the program and progress achieved in YOS on program outcome.

A central evaluation issue is the extent of criminal recidivism observed among offenders completing the YOS program. Tracking of YOS offenders and of a comparison group of untreated offenders will enable evaluation of reductions in recidivism and cost effectiveness as a result of the YOS program. In order to determine the impact of the YOS program on criminal recidivism, a large sample of offenders will be tracked for a period of four years following admission to the YOS program. A comparison group of untreated offenders also will be identified and tracked for a similar period. Analysis of cost effectiveness will be based on:

 Marginal reductions observed in arrests, convictions and incarceration that are attributable to the YOS intervention as determined by evaluation of differences in baseline levels of criminal activity and in post-program criminal activity, and by contrasting these differences with those obtained from a comparison (untreated) sample, and based on...

 The costs of crimes, court proceedings and incarceration that are prevented as a result of these marginal reductions in criminal activity.

Cost effectiveness formulations will be guided by analysis conducted by the RAND Corporation (*Cendreau, 1989*) that includes:

- evaluation of pre-program arrest rates,
- estimated crimes per arrest,
- probability of incarceration following arrest,
- expected length of incarceration
- expected length of criminal career,
- estimated total crimes committed (without treatment), and
- estimated crime and corrections costs.

The YOS program is expected to evolve and change considerably during the first year of implementation. As a result, outcome data obtained from tracking YOS offenders admitted during this period may not reflect the full impact of the intended program. A common

evaluation strategy employed in these circumstances, and one that is proposed here, is to reserve major tracking efforts until the second and third years of program implementation. At this later stage of implementation the program interventions will have matured due to staff training and quality assurance activities, and a greater consistency in application of program policies and procedures. This will enhance validity and generalizability of post-program evaluation results.

6

Medical Services

The Youth Offender System temporarily housed in DRDC's Cell House 3 will be provided health services by the Division of Clinical Services, C-DOC. Medical Services at DRDC will be provided as described below:

Sick Call

Nursing sick call will be provided three (3) times per week per American Correctional Association (ACA) Standards in the living units.

Dispensary

An area equipped and staffed to provide basic health care services, excluding overnight care will be maintained within the Facility.

Emergency Medical Treatment

Care for an acute illness or unexpected health care need that cannot be deferred until the next scheduled sick call will be available at the DRDC Infirmary/Dispensary services or local hospitals in the Denver area.

First Aid

First aid education will be required of each YOS employee so that inmates needing first aid can be treated immediately by all YOS staff.

Specialty Clinics

Inmates requiring medical specialty consults will be taken to the specialty clinics at DRDC.

Hospital Care

Inmates requiring hospital care will be admitted to the general hospital at CMHIP or to local hospitals as required.

Follow-Up Care and Treatment

All patient treatment at DRDC will be monitored and managed by the health care staff at DRDC or other C-DOC health care offices throughout the state to ensure continuity of care.

Support Services

All support services needed to provide adequate health care will be provided through Clinical Services at DRDC.

Skilled Nursing Care

Any inmate requiring skilled nursing care will be admitted to a skilled nursing care facility either in the Community or at the C-DOC Infirmary in Denver.

Infirmary Care

Inmates requiring in-patient care for conditions not requiring hospital admission will be admitted to the DRDC Infirmary in Denver.

Medical Records

All medical records for inmates at YOS will be maintained health care staff and will remain confidential.

Optometry Service

All YOS residents who need optometry services will be seen at DRDC.

Dental Care

Dental care will be provided to residents at DRDC by the dental clinic at DRDC.

Physical Therapy

Physical Therapy will be provided as needed by the physical therapy clinic at DRDC or in the community as appropriate.

Pharmacy Service

Prescription drugs will be supplied to YOS residents at DRDC when ordered by an authorized health care provider. These drugs will be supplied by the DRDC pharmacy.

Secondary Health Services

These services will be supplied by Clinical Services of DRDC as needed to the YOS residents. These services will be contracted through the general hospital at CMHIP or with Local hospitals or clinics in Denver.

Health Care Professionals

C-DOC Clinical Services staff are licensed by the State of Colorado to perform duties in a given profession.

Physician Extenders

C-DOC health care staff, physician assistants or nurse practitioners licensed and certified by the State of Colorado to perform designated medical functions under the supervision of a Colorado licensed physician.

7

Ancillary Services

Food Services

Food Services for the 96 bed YOS units will be handled by the DRDC food services operation. Some additional staff will be required to ensure delivery and clean-up operations are accomplished without mixing youth and adult offenders. YOS residents will eat in the Day Hall of the unit or in the DRDC dining hall. Food will be prepared in the DRDC kitchen, loaded on carts and delivered to the units or the dining hall will be scheduled so as to ensure separation of YOS residents from DRDC inmates.

Maintenance

Many of the routine maintenance tasks that are currently being performed by permanent party adult inmates at DRDC will be assumed by YOS residents. This is necessary in order to maintain sight and sound separation of youth and adult offenders. Major maintenance functions will be handled by the DRDC maintenance staff.

Canteen

Canteen services for all YOS facilities will be provided by the Department of Corrections canteen in Canon City. Canteen items will be ordered and delivered on a regularly scheduled basis as appropriate to each YOS offender's program plan.

8

YOS Staffing

It must be noted that the Youth Offender System is not business as usual for the C-DOC. It is programmatically and operationally unique, which means that even experienced staff have been trained to the new YOS program and operations. The C-DOC recruited a significant number of YOS staff from outside the department. Virtually all staff will be involved in the redirection of offenders regardless of their primary role or discipline.

Staffing for the YOS is, of course, graduated as the phases are implemented. The first phase is the recruitment, testing, hiring and training of staff for the IDO and Phase I units located at DRDC. The need to keep youth offenders separated from adult offenders dictates that this unit will operate separately of the DRDC. Staff will not serve dual roles, switching back and forth between working with youth and adult offenders.

In response to subsection 3.5 of section 5 of SB 93S - 9, the Executive Director of the C-DOC created positions within the current Colorado State Personnel System that required a minimum of two years experience working with adjudicated youth and/or an educational substitute in the field. Supervising positions required a minimum of four years experience and/or an educational substitute. The testing process included a physical fitness component for all job classifications whose job entailed participation in the physical and health training of offenders as a part of the role modeling and mentoring program. The second phase of the testing was drawn from the Colorado Division of Youth Services to measure knowledge of working with adjudicated youth and quality of experience.

Hiring

All candidates for positions were thoroughly screened following the testing process by a panel consisting of representatives from C-DOC Operations, Drug and Alcohol Treatment Administration, Juvenile Probation, and Assessment Management. Selected candidates were then screened by C-DOC Executive Staff prior to being offered positions. All candidate finalists were approved by the C-DOC Executive Director prior to job offer.

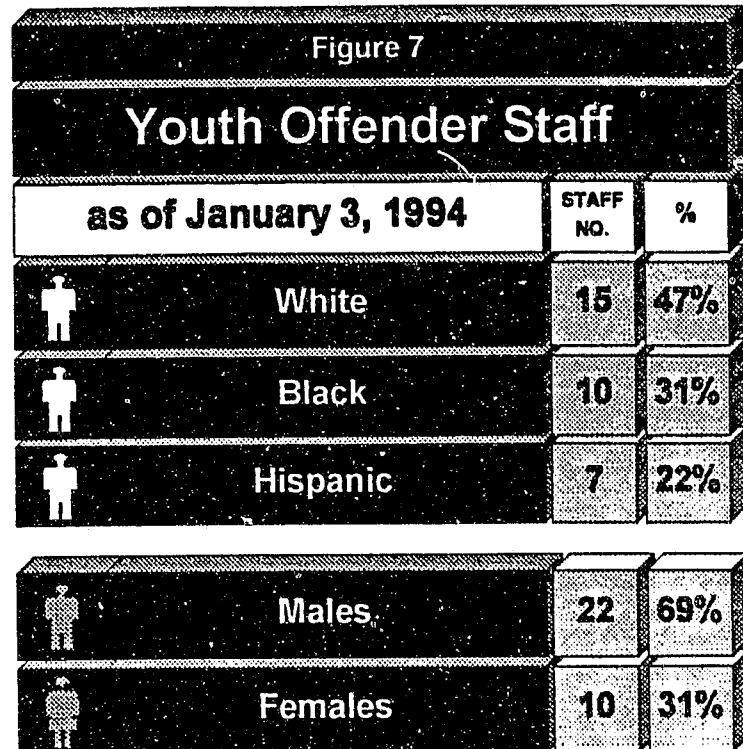
Patterns

Following assessment, the youth will be assigned to a Program Team that will consist of a Case Manager, Teacher, and Technician. Each Case Manager will have 12 youth on his/her caseload, teachers will have 24, and Technicians will have 3 to 4. Each Program Team will be led by a Youth Counselor II who will oversee 24 cases on 2 Program Teams.

In order to be effective as role models and mentors, staff roles are blended. Technicians will teach academics under the direction of certified teachers, teachers will act in custody roles, and supervisory staff will be counselors and coordinators. Classroom ratios will not exceed 10 to 1; Guided Group Interaction will ideally be 16 to 2 but not exceed 25 to 2; recreation activity will not exceed 10 to 1. There is one Psychologist for the IDO Unit of 48 whose primary duty is assessment and program plan consultation and monitoring. Service needs beyond that is to be sought from existing staff at DRDC as are medical services to support one YOS staff nurse. A phased hiring system was used to implement the YOS staff based upon the projected numbers of youth that are currently being processed through the criminal justice system. As the number of offender commitments rise, so will the staff level until the total YOS position allocation is reached.

At the conclusion of the staffing plan, the authorized 88 FTE's will be utilized and will include the necessary maintenance support staff for the modular space, and the increased demand upon DRDC

Food Service. At what point the remaining authorized positions will be activated depends upon the sentencing rate, inevitable program modifications and at what levels of pay quality candidates can be recruited.



The diversity of the staff can be seen in Figure 7 describing staff hired as of January, 1994.

9

Relation Of SB93S-9 Principles To YOS

The Colorado General Assembly in creating the Youth Offender System in the 1993 Special Session mandated that seven principles guide the Department of Corrections in implementing the Youth Offender System.

These principles are shown in Figure 8.

The relationships of the Principles to the YOS program are indicated below:

Earned privileges

Throughout the YOS the underlying principle is that positive behavior leads to reward and negative behavior leads to loss of privilege and/or related negative consequences. All privileges within YOS must be earned and misconduct results in loss of privileges and depending upon the misconduct may lead to assigned exercise and discipline (push-ups, standing at attention) or remediation. This approach while characteristic of all of the YOS phases is especially true during IDO and the first weeks of Phase I where the self-discipline is being shaped and the basis for self-control is internalized within each resident.

Clear consequences for inappropriate behavior

This promulgated principle from SB93S-9 is a restatement of the first principle referred to above. This is communicated via the Behavior Code described in the YOS "Guide to Adjustment" provided each YOS inductee at Intake and forms the basis of this

equity and fairness doctrine. Development of behavioral norms and confronting norms violations is a central part of the positive peer culture and the guided group interaction session.

Figure 8

YOS Principles Required by SB93S-9

During any period of incarceration under the Youthful Offender System, privileges including, but not limited to, television, radios, entertainment systems, cigarettes, and access to snacks shall not be available... unless such privileges have been earned under a merit system: (SB93S-9, Sec. 4,2 A.5)

The system should provide for teaching offenders self-discipline by providing clear consequences for inappropriate behavior.

The system should include a daily regimen that involves offenders in physical training, self-discipline exercises, educational and work programs, and meaningful interaction, with a component for a tiered system for swift and strict discipline for non-compliance.

The system should use staff models and mentors to promote within an offender the development of socially acceptable attitudes and behaviors.

The system should provide offenders with instruction on problem-solving skills and should incorporate methods to reinforce the use of cognitive behavior strategies that change offenders' orientation toward criminal thinking and behavior.

The system should promote among offenders the reaction and development of new group cultures which result in the application of positive peer influence which promotes behavioral change.

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

Daily Regimen for Physical, Educational and Work Programs

As can be clearly seen in Figures 5 and 6 presented earlier in this document, a very demanding schedule requires the YOS residents to be very involved and challenged by a program that addresses the physical, cognitive and values development systems of each offender. The Pre-release and Community Supervision programs shall follow this approach but the specific schedules are yet to be developed and will not be in place until February, 1995 which will be prior to the first YOS offender graduates of the Phase I component.

Staff Models and Mentors

A very thorough and aggressive recruitment program was employed to hire the most talented, best educated, most experienced and racially balanced staff possible. All staff have a background in working with offenders, most have a background in working with youth, all have received three weeks of specific training for YOS including sessions on developmental psychology, guided group interaction, development of positive peer culture, the use of the seven levels of confrontation, the legal basis of YOS, etc., and all but two staff members have at least a Bachelor's degree.

Instructional Program on Problem-Solving Skills, Cognitive Strategies and the Change of Offender's Criminal Thinking and Behavior

Following this principle the Core Program and Supplementary Activities are all calculated to address these issues. A complete and comprehensive set of programs have been included to address criminal thinking errors, to develop relapse prevention strategies for gang involvement, as well as developing strategies for anger management. This is not an exclusive list as YOS is defined as a

dynamic program that will be adjusted to meet the needs of the YOS offender as seen through the needs assessment of the Diagnostic Unit and the efficacy of the Phased program units as measured by our ongoing quality assurance and program evaluation activities (see Figure 5 and 6 to see the range of programs and times offered across the phases of YOS).

Promote Positive Peer Influence to Promote Behavioral Change

Underlying the entire YOS model is the development of a modified therapeutic community model of programming clients for shaping a positive peer culture. This process is begun in the Diagnostic phase which operates under a modified military recruitment model where all members of a unit experience consequences of the behavior of an individual. This approach is designed to develop a group identity and the understanding that helping another results in positive benefit to self. This is followed by a guided group interaction format for group sessions where the individual learns to share problems and confront hypocrisy so that each individual's needs are considered for group processing of decisions. Over time senior members of the YOS community take responsibility for helping junior members understand a positive road to accomplishment and a positive strategy to gain rewards for group goal attainment. This model has shown great success in a variety of settings, and the specific approach for youth offenders is modeled after the Glen Mills School in Concord, Pennsylvania. Glen Mills staff provided the training on the group dynamics model developed to meet this objective. All staff hired for YOS have received this training. The complete implementation of this positive peer culture model for offender programming will require a minimum of one year for realization in this ongoing operation. During this year the guided group interaction sessions will focus on the norms building for an effective positive peer culture.

Graduated Reentry with Self-Discipline and Respect for Community

Each phase of YOS, IDO, Phase I (Program Foundation), Phase II (Pre-Release), and Phase III (Intensely Supervised Community Release), are calculated to address developing self-discipline and providing skills for pro-social accomplishment and opportunities to earn respect in constructive life roles. These steps are seen as follows:

IDO (4 weeks)

- Confrontation of anti-social attitudes and behaviors (counsel / trainers)
- Intense involvement in physically and emotionally challenging activities requiring submission to authority and development of other-oriented and positive group identities and behaviors (modified aggressive boot camp).
- Intense diagnostic appraisal of individual offender's skill levels, deficits and program needs (through Diagnostic appraisal covering cognitive, emotional and behavioral repertoires and needs).
- Provision of opportunities to rehearse and adopt positive behavior strategies to gain reward. (All privileges must be earned throughout YOS but minimal behavior can result in reward in YOS, e.g. snacks can be earned through compliance with directives or lost with non-compliance or refusal to cooperate.)

Phase I • variable

- Self-discipline is expected throughout Phase I and loss of personal control results in loss of privilege or remediation. Internalization of self-control expected.

- Other oriented behaviors are expected through an encouraged mentoring of peers as appropriate. The small guided group interaction group becomes the peer group to encourage disclosure, understanding and team building. Some rewards cannot be attained without group cooperation.
- Phase I constitutes the foundation for educational, cognitive skill building and development of positive strategies for constructive goal attainment. YOS has thus included the full range of Core Programs, Supplementary Activities, Educational and Prevocational Programs that are available. Each resident will also have work assignments as part of his responsibility to instill the work ethic in each individual.
- Throughout Phase I the expectation is that the resident will develop the positive group norms to behave with respect and self-restraint toward both staff and other residents. Failure to do so results in sanctions ranging from laps around the field, possible isolation, peer pressure up to and including a revocation recommendation.

Phase II • 3 months

- This three month period allows for a more relaxed granting of privileges in a controlled environment in preparation for Supervised Release. The inability to demonstrate self control and respect for others can be assessed in a freer but controlled environment.
- The completion of the community investigation and determination of needs of the YOS offender to successfully integrate into the community is performed in Phase II.

Phase III • 12 months

- Under an individualized release plan, the individual's behavior is consistently monitored to support the individual reintegration into the community while protecting the

community. Every effort is made to help the individual make it in the community while safeguarding the safety of the community. The ratio of supervision is anticipated at 8 to 10 offenders per supervising officer. A full range of support services are offered as appropriate to the offender's needs including a proposed "emancipation" halfway house for those without a suitable home environment..

10

Procedures for Transition To Parole

Senate Bill 93S-9 provides an innovative sanction system in response to youth violence, a hybrid system requiring a youth to be direct-filed into District Court as an adult. Once found guilty the youth felons must have the adult sentence suspended and a YOS determinate sentence of one-to-five years imposed with a minimum mandatory aftercare parole of twelve months. Until parole this sanction is most analogous to a probation term under the joint jurisdiction of the sentencing judge and the C-DOC. Under this analogy the C-DOC functions much like a Department of Probation supervising the imposed conditions of probation. Any infractions might result in a recommendation of revocation and the imposition of the original suspended sentence.

Potential Procedural Modifications

Under this model the C-DOC/YOS documents serious infractions and recommends revocation to the sentencing Court, but as the YOS resident (probationer) may be sentenced from a court distant from Denver, an informal agreement has been arranged with the State's District Attorneys whereby this documentation will be provided to the District Attorney of Record who will issue a *Habeas Writ*, so transportation to the court of jurisdiction can be handled by the law enforcement agency of the original jurisdiction. The District Court of original jurisdiction holds an evidentiary hearing to determine disposition.

However, under SB93S-9, at the time of transition to parole status, a third authority is introduced, the Colorado Parole Board. The Colorado Parole Board working with C-DOC has identified the following difficulties implementing SB93S-9.

No Parole Power to Revoke

The Board is concerned that under SB93S-9 their power is to recommend revocation to the Court. They consider this a double review that does not require them. The Board regards their review as both redundant and unnecessary given the Court must review their decision. The Board would like a change in SB93S-9 to remove them or alternatively give them the authority to revoke. The Board, if they keep parole responsibility, prefers the express authority to determine the place of parole plus conditions of parole.

No Parole Power to Deny Parole

Under SB93S-9, the Board reviews the parole period as mandatory and therefore sees no mechanism whereby they can deny parole on the basis of an inadequate/unacceptable parole plan. C-DOC plans to develop a parole plan with the offender that builds on the individualized program plan, progress in the program and supports/needs for successful community supervised release. The Board requests statutory language which indicates the Board has input into and approval of the plan.

No Parole Authority for Revocation

In the DOC Youth Offender System Plan, C-DOC has designed a short term (up to 30 days) remediation for YOS releasees who are going astray. While this is seen as an appropriate intermediate sanction, the Board feels the sentencing judge should review/order this option upon the recommendation of the Parole Officer supervising the case. However, in any case the Board is concerned about the lack of statutory authority expressly allowing for remediation for YOS offenders on Parole they only see the possibility of a revocation recommendation.

No criteria on time periods established for revocation of parole hearings

The Board requests statutory guidance as to time periods from time of arrest for violation and guidance as to criteria for either revocation or remediation alternatives.

SB93S-9 refers to YOS transfer recommendations being reviewed by the Parole Board

The Board is concerned with both the language of the transfer authority and the lack of a method for the YOS resident to be transferred back to YOS in the event of the completion of training or the end of the need for mental health services. Their concerns are as follows:

- SB93S-9 refers to the Board's review of the transfer request, but does not require the Board's approval.
- SB93S-9 refers to transfers due to mental illness indicating danger to self or others. The Board does not feel adequately qualified for such a review nor that in many cases such transfers should require the delay of the Board's review.

In order to resolve these potential conflicts, C-DOC has met with a YOS Court Procedures Committee consisting of representatives from the Judiciary, Departments of Adult and Youth Probation, the State Court Administrator's Office, the District Attorney's Council, the Parole Board, Parole Services, C-DOC, YOS and Community Corrections. Two alternative approaches have been identified:

- Tighten SB93S-9 procedures to clearly remove the Parole Board from decision-making and define their role as a review authority to assure due process rights and to provide an appellate body for administrative decisions, or
- Remove the Parole board entirely regarding C-DOC/YOS as having supervisory authority from date of commitment until the YOS sentence is satisfied or until revocation occurs. The

jurisdiction remains with the sentencing court and supervisory authority to ensure compliance with the YOS program and protect the community's safety resides with C-DOC/YOS throughout.

Parole Board as Review Authority

Under this approach the Parole Board would conduct a periodic review of all administrative decisions concerning the YOS offender's release to the community or transfer to non YOS facilities within C-DOC or to other contract facilities. To be responsive to on-going decisions, transfer requests, review and approval of community release plans, an Administrative Hearings Officer would be hired with contract funds by the Parole Board to respond to day-to-day decisions in a timely manner. Such a Hearings Officer would be hired and supervised by the Parole Board.

Such Hearings Officer would be empowered to safeguard the interests of the YOS resident, ensure due process issues are respected and to protect the community. Any disputes between the Hearings Officer and the C-DOC or YOS offender can be appealed to the Board. Disputes between the Parole Board and the C-DOC are taken to the sentencing court who retains jurisdiction to impose the original adult sentence throughout.

Parole Board Role Removed from SB935-9

Some reviewers contend the above modifications of YOS procedures does not avoid needless duplication of effort nor possible conflicts in dual and overlapping authorities. The second alternative is to remove the Parole Board entirely, acknowledge the sentencing Court retains jurisdiction throughout and C-DOC provides the offender supervision throughout. In order to ensure due process C-DOC contracts with an Administrative Hearing Officer who presides at the following:

- Hearings concerning serious infractions that may result in a revocation recommendation;

- Hearings concerning transfers to non-YOS facilities for training purposes;
- Transfers for community release status offenders to short-term remediation status (up to 30 days).

This alternative avoids the duplication of effort, potential conflict between authorities and speeds the process. Final authority rests with sentencing Court throughout.

11

Transfer Procedures

Under SB93S-9 transfers may occur for, 1) training purposes after the offender reaches 18 years of age if appropriate to meet the vocational, education needs of the offender, 2) poses danger to self or others, and 3) the offender is mentally ill or developmentally disabled.

Transfer for Training

In the case of an offender who while committed to YOS reaches eighteen years of age, who has satisfactorily met his basic education goals within YOS and whose individualized program plan includes a vocational education goal that cannot be met within YOS but can be met at a C-DOC adult services facility, the YOS case manager can present this transfer request to the Parole Board (contract Administrative Hearings Officer if SB93S-9 modification occurs).

The Parole Board (or surrogate) will review this plan to determine if this transfer furthers the offender's redirection goals and does not jeopardize the safety and welfare of the offender. The C-DOC must document the appropriateness of a C-DOC facility and demonstrate the training is available at the proposed site. The Parole Board approves this transfer if appropriate.

At the conclusion of this training experience the offender will automatically be transferred back to YOS pending transfer to Phase II (pre-release) or will be transferred to Phase II from the training experience three months prior to supervised community release (Phase III).

Transfer because of danger to self or others

Any YOS offender who poses a danger to self or others due to violent behavior will be removed from population and the appropriate documentation referred to the District Attorney of Record. Such District Attorney shall issue a Writ of *Habeas Corpus* so the offender can be transferred to the sentencing Court for evidentiary hearing and revocation to Adult C-DOC.

Transfer for Mental Disability

YOS offenders who manifest chronic mental illness to a significant degree are excluded from eligibility for YOS. If their condition precludes them from benefiting from the YOS program, the diagnostic evaluation will recommend reconsideration under Rule 35(b) within 120 days of the original commitment. This is also true for serious development disability.

If, however, the YOS offender during his commitment period suffers from an acute mental illness or becomes a danger to self or others suffering from an acute mental illness, the offender will be transferred to a C-DOC infirmary setting or the Colorado Mental Health Institute at Pueblo (CMHIP) under the procedures guiding licensed mental health professionals of the Department.

CMHIP Youth Offender Placement

Hospital policy and accreditation standards clearly require that patients below the age of eighteen be segregated from the adult patient population. Correctional needs clearly require a locked setting for inmates transferred out of the Department for hospitalization. These requirements can be fulfilled by utilization of "Cottage E", a locked adolescent unit. This is a locked unit which accommodates approximately 40 adolescents. The unit currently accepts both male and female adolescents, housed on separate wings with a common central area. Because of the anticipated small number of youth offenders placed at CMHIP, these inmates will not be isolated from other patients.

OMHIP Treatment Goals and Time Limits

It is essential that C-DOC minimize the extent that incarcerated youth offenders perceive hospitalization as an alternative to incarceration. Cottage E is a hospital placement, and as such, is much "softer" and emotionally supportive than incarceration. YOS offenders will likely attempt to manipulate their way into this more desirable living situation.

Hospitalization of youth offenders will be for the purpose of rapid diagnosis and short-term stabilization. A diagnostic evaluation will be completed within two weeks, and YOS residents will be returned to the C-DOC within a maximum of four weeks. If the YOS offender is diagnosed as suffering from a chronic mental illness prohibiting successful completion of YOS, a request for sentence reconsideration and alternate disposition will be sent to the sentencing Court.

Admission Procedure

YOS offenders who may require hospitalization will be evaluated by C-DOC mental health staff. In general, these inmates will first be admitted to one of the C-DOC infirmaries for further evaluation and/or monitoring. As needed, admissions to Cottage E will be coordinated by C-DOC mental health staff through the CMHIP unit Clinical Administrator.

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