



STATE OF WASHINGTON
DEPARTMENT OF CHILDREN, YOUTH, AND FAMILIES
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September 13, 2024

TO: Green Hill School Staff & Residents

FROM: Felice Upton *Felice Upton*
JR Assistant Secretary

SUBJECT: Green Hill School Update – Sept. 13, 2024

Good afternoon, Green Hill School

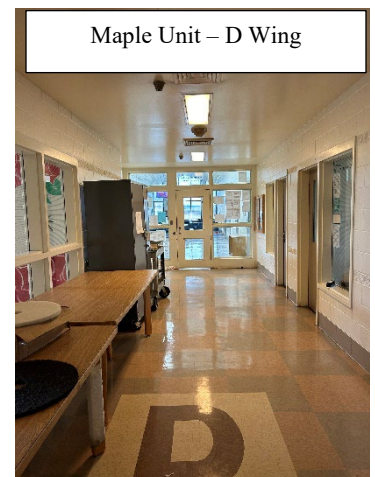
Earlier this week we shared that we have identified a possible option for a new DCYF-operated residential facility that would be located at Stafford Creek in Aberdeen. Finding additional space is crucial to alleviate the safety issues at GHS due to overcrowding. If you missed that special update, you can find it on our [Juvenile Rehabilitation webpage](#). We are still very early in considering this option and there is no immediate action. We will keep you informed if this turns out to be a feasible option.

While overcrowding remains our main challenge, I am pleased to share that we have seen some significant safety improvements thanks to the unified command structure and additional support at GHS. When we look at the week of August 6, 2024, and compare it to the week of September 3, 2024, we see an 80% reduction in staff assaults, a 90% reduction of one-on-one-fights between residents and a 200% reduction of residents in groups (two or more) refusing directives.

This improvement emphasizes why a focus on safety and security is so important and how it positively impacts both staff and residents by creating a more stable environment. I am very appreciative of the unified command staff who have been working very hard to accomplish these efforts. Thank you for all of your hard work.

Population management continues to be an important key when maintaining a safe and secure environment. We began using Maple Unit as a transitional living space for residents who currently have elevated behavior assessments. This serves as a steppingstone for residents who have had violent outbursts, been found in possession of drugs, or other similar violations. While at Maple they will receive specific treatment plans and programming that will then allow them to promote back into to open campus after successful completion.

GHS has implemented some additional changes within Maple Unit this week to further enhance our goals in this regard. We appreciate the hard work of all our employees who are making it possible for us to provide this safe new space and quality programming.



While finding a new facility to address overcrowding is a top priority, GHS is also impacted by staffing challenges, as there are not enough staff for the current population. In addition to recruiting and hiring new staff members, GHS is also working on roster management.

This is a structured method of creating and managing employee schedules so we can more effectively plan around approved leave, sick leave, FMLA, and other types of absences. We'll have more information as that system comes together.

While we still have a long road ahead of us, these operational improvements are making a positive difference for the staff and residents. Thank you again for your continued hard work, cooperation and patience during this time. If staff have questions, they can address them with their supervisor. Residents can reach out to their living unit manager.