



JUVENILE REHABILITATION 2024 ANNUAL REPORT



Washington State Department of
CHILDREN, YOUTH & FAMILIES

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Executive Summary

Felice Upton, JR Assistant Secretary

Dear Friends,



I am pleased to present the Washington State Department of Children, Youth & Families Juvenile Rehabilitation Annual Report for Fiscal Year 2024. This report highlights the important work we are doing to support and rehabilitate young people in our care, while enhancing public safety and strengthening communities across our state.

Over the past year, we have made significant progress in several key areas:

- Expanding community-based alternatives like our new Community Transition Services program.
- Enhancing education and vocational training opportunities.
- Improving mental health and substance use treatment services.
- Strengthening family engagement and reentry support.
- Advancing trauma-informed practices and crisis intervention training for staff.

These efforts matter deeply. By providing evidence-based interventions, education, job skills, and robust reentry planning, we are helping young people build the foundation for a positive future. When youth succeed and do not enter systems again, our entire state benefits through improved public safety, stronger families, and more vibrant communities.

While challenges remain, I am inspired by the dedication of our staff and partners as we work to transform juvenile justice in Washington. Together, we are making a real difference in young lives and creating safer, more equitable communities for all.

Thank you for your interest in and support of this vital work. I hope you find this report informative and encouraging as we continue moving our juvenile justice system in a more effective and humane direction.

Sincerely,
Felice Upton
Assistant Secretary, Juvenile Rehabilitation

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JR Facilities and Regions

Rebecca Kelly, Deputy Assistant Secretary



Over the past year, JR has invested heavily into revitalizing and staffing our facilities to provide the best possible opportunities for safe and therapeutic care for the young people we serve. There are challenges and great progress across our two secure facilities and eight community facilities. While the challenges are being addressed, it is also important to share the many fantastic achievements being accomplished. Several units have built beautiful outdoor gardens, remodeled their interiors to include studios for artistic learning and creativity, and delivered a variety of educational and cultural programs to provide opportunities for JR young people to learn and grow.

We are excited to share some of the achievements and initiatives at all of our facilities.

Green Hill School (GHS)

- We recently hired an associate director of education for Green Hill School and five education and career specialists.
- After-school and school break programming has been expanded for high school students
- 15 young people graduated from high school, and 11 earned their GEDs during the 23-24 school year.
- Green Hill School celebrated its first bachelor's degree recipients in late spring 2024.
- The Recreation Center increased youth recreation opportunities, including competitions for weightlifting and chess.
- Twenty young people completed the SMART Program (intensive outpatient substance use).
- Opioid Prevention Education was provided to 157 young people, and 146 substance-use disorder assessments were completed.
- The Work Experience Program served 30 young people on open campus and 34 young people in unit positions.
- Young people created the ["Dark Road,"](#) a music video.
- A memory garden was created with young people for staff who passed away while employed.

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- 16 young people graduated from trades exploration pre-apprenticeship (TEPA) graduates, Intro to Trades graduated 16 young people, and three tiny homes were built for King County.
- Seven young people enrolled in the barbering program.
- 16 young people graduated from a personal fitness training course.
- Centralia College graduated 14 young people with their AA degree, 14 students on the President's list, one on the Dean's list, and ten students who earned Phi Theta Kappa National Honor Society awards.
- Currently, 12 young people are enrolled in welding. One young person earned WABO welder certification in vertical and overhead TIG, and another earned WABO certification in vertical and overhead TIG and vertical stick.



- A garden club was launched, eight raised garden beds were built, and vegetables were planted outside several living units to provide fresh vegetables for resident meals. Young people also built a shed to assist with living unit organization and three sets of cornhole boards.
- GHS added an investigator for the Critical Incident Review Team. To date, this has resulted in the confiscation of 15 cell phones, three hot spots, and numerous instances of illegal substances.
- The Green Hill security team was restructured, and a security manager was added to facilitate coverage on all shifts.
- We installed lockers for staff and visitor's personal items, such as personal cell phones and laptops, which are now restricted on campus.
- We initiated an Incident Command Post and Corrective Action Plan following a large-scale incident in May 2024.
- GHS implemented 100% bag searching and body scanning with an mm-wave scanner for staff and visitors and an X-ray scanner.
- We added cameras on campus, in the parking lot, around the perimeter and interior walkways, commissary, and the entrance road.
- We partnered with local law enforcement and the Joint Narcotics Enforcement Team (JNET) for campus efforts to respond to the introduction of drugs on campus.
- Green Hill began collaborating with Security Services Northwest (SSNW) to assist with campus security while hiring for vacancies.
- A new living unit, Baker North, opened during the summer of 2024.

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- We hired a visitation team and implemented a structure for contactless visitation, including a more accurate list of approved visitors and an accountability list.
- GHS opened a staff wellness room in the new recreation building and weekly staff yoga to provide staff with a space to decompress from work challenges.
- Green Hill hosted Eric Genuis' Concerts for Hope events in the spring of 2024, where staff and young people had the opportunity to enjoy inspiring musical performances.



Echo Glen Children's Center

- Dan White joined the Echo Glen as the superintendent, bringing a wealth of experience, knowledge, and perspective. He came to DCYF after a decades-long career with the WA State Department of Corrections.
- We brought a new living unit named Klickitat online. This living unit is now fully staffed and operational.
- The education support team on campus is now fully staffed to guide and support young people along their educational journey.
- Echo Glen hosted Eric Genuis' Concerts for Hope events in the spring of 2024 where staff and young people had the opportunity to enjoy inspiring musical performances.
- Renata Couri is now providing therapeutic yoga to many living units on campus. Renata is also providing support to staff, as well.
- The REset program, run by David Lujano, provides individual and group interventions to four Echo Glen living units.
- Toutle and Kalama living units have exceeded expectations, with assessed environmental adherence scores of over 2.7 for the year.
- Echo Glen reinitiated Performance-based Standards (PbS) in full scope. We have successfully participated in two data collection cycles over the last year. Before this, we had not submitted data dating back to October 2022.
- We have launched a new Café Success program to implement a trauma-informed, career-connected learning program at Echo Glen Children's Center in partnership with Fare Start.



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The program aims to provide young people with support and skill development opportunities, enabling them to obtain their food handlers permit and achieve credit-earning and job-seeking goals. The program will run year-round, with weekly on-site sessions and monthly career exploration events.

- Echo Glen reestablished a partnership with Unkitawa and has started holding a sweat lodge for our youth who identify as Indigenous. In addition, they will be presenting at the ICYF Conference in October. They also held a cultural celebration in honor of Juneteenth!
- The YES Team, designed to support youth programming and reduce room confinement, has been enhanced. Now, more YES team members are engaged in youth programming and utilized in the units on the weekend to support youth program delivery.
- The State Library has been nominated for the 2025 Institute of Museum and Library Service’s (IMLS) National Medal for Museum and Library Service.
- Echo Glen has partnered with UPower to hold the first annual Summer Olympic Games.
- Echo Glen continues to operate Canine Connections, its program pairing young people with a rescue dog for an 8-week training course designed to prepare rescue dogs for lives of service. They also offer doggy daycare for staff members.

Canyon View Community Facility

Canyon View has been involved in a variety of community activities this year. Staff and young people have participated in campus tours at Gonzaga University and Central Washington University, expanded the garden program, partnered with tribal members of the Colville, Sanpoil, Lakes, and Wenatchee Bands, completed CPR certification, QPR certification, and the Suicide Awareness Walk Event. Additionally, Canyon View held in-house competitions amongst staff and youth for the best decorated holiday door, Halloween costume, and a cook-off. Our goal at Canyon View is to create shared learning spaces for young men, staff, and the community in the hopes of a successful reentry and transition.

- **Young people served at Canyon View in FY2024:** 32
- **Number of community service hours performed:** 86.5 service hours across multiple service organizations.
- **Employment:** 17 youth were employed this year.



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- **Employers:** H2 Pre-cast, Orchard and Vineyard Equipment Supplier, Wal-Mart, Target, Red Robin, Marshall's, Little Ceasars, WVC Work Study, Burger King, Grocery Outlet, McDonald's Wenatchee, McDonald's East Wenatchee, Wendy's, Arby's, Discount Tire, Pizza Hug, Bob's Burgers and Brews, OVS, Standard Pallet



- **Number of graduates (GED and or high school / technical/vocational):** 2 (both diplomas from Eastmont High School)
- **Total amount of restitution paid:** \$10,504.57
- **Combined savings of young people:** \$17,773.97
- **Combined savings of young people released from CV:** \$62,875.97

Oakridge Community Facility

Oakridge Community Facility accepted a unique opportunity in April 2024 to partner with the Clover Park School District, Firwood School, and the Child Study Treatment Center earlier this year through a grant received by Clover Park School District. This grant was intended to create a community garden on the grounds of Oakridge Community Facility. The community garden will be implemented in multiple phases. This collaboration aims to create and sustain a thriving community garden that fosters a sense of ownership, responsibility, and collaboration among Oakridge Community Facility participants while promoting physical activity, environmental stewardship, and access to fresh, nutritious produce.



Manufacturing Academy was a complete success for Fall 2023. All seven participants completed the program and gained internships at one of two dedicated employers, Berry Global and PABCO. Of those seven individuals, three received full-time job opportunities at Berry Global, one testing in the tenth percentile for mechanical aptitude to become one of the youngest machine technician trainees at the Tacoma site. Six young people attend college or vocational school at Pierce College, Bates Technical, University of Washington Tacoma, and Clover Part Technical College.

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In April 2024, Oakridge was fortunate enough to partner with Creative Hope Studios to have a “professional” music studio built into the school program. Several young people have expressed interest in learning more about music professionally and creatively. Creative Hope Studios was engaged to develop and build the studio, along with support and education on using the equipment. The young people and owners of Creative Hope

Studio had fun setting up the studio. The studio will support more than just music interests, as there is recording support for young people to learn how to develop podcasts as well.

- **Young people served at Oakridge in FY2024:** 26
- **Community service hours delivered:** More than 100 hours combined
- **Internships gained:** 18
- **Employment:** 14 young people employed across a variety of organizations, including Weyerhaeuser, Capstone/Kroger, Amazon, Roofer’s Union, Berry Global, PABCO

Education:

- **Training and certificates:** OSHA: 10 to 18; FORKLIFT: 18; CPR/FIRST AID: 18
 - **High school diplomas:** 6
 - **Manufacturing Academy:** 18
 - **Culinary diploma:** 1
- .
- **Community service delivered:** Participated in weekly food distribution with local churches and food banks. Creating a community garden with Western State Hospital, Child Study Treatment Center, and Clover Park School Districts.
 - **Combined young people saving:** \$126,637
 - **Combined savings of young people released from Oakridge:** about \$75,000

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Parke Creek Community Facility

Our community facility has continued to expand programming opportunities and improve community outreach and collaboration. We deliver education to young men through contracts with external organizations around various topics, including gang intervention, substance use prevention and education, and employment preparation. We have hired several new team members and sent all staff to several professional development trainings. We have an amazing team of individuals who are always looking for ways to improve programming for young people and help our young men prepare for their futures.



- **Avg. daily population:** 11
- **Number of young people employed this year:** 2
- **Education:** Two young people working towards GED completion.
- **New developments:** Parke Creek launched a garden creation project this year and partnered with the Kittitas School District to implement the Creative Hopes studio program.
- **Internships:** 7 interns from Central Washington University have spent time learning and supporting Parke Creek.

Ridgeview Community Facility



Ridgeview welcomed a new supervisor, cook, and four new on-call staff to our team, as well as attending a variety of professional development training, including Advanced Crisis Intervention Training (ACIT), Crisis Management Intervention Strategies (CMIS), Case Management, Children's Northwest Just Conference, Say It Out Loud Conference, Conference on Trauma-informed Care for our Native American Population, Emerging Wisdom, Becoming a Trusted Adult, among many more!

- **Avg. daily population:** 7
- **Number of young people employed this year:** 6
- **Community Service hours completed:** 157

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- **Combined savings of young people:** \$23,000
- **Education:**
 - One GED
 - One Evergreen Beauty School Graduate
- **Achievements and Events:**
 - Started an independent living group partnership to support young people's employment with MyJobs. Three young people were placed in meaningful paid job shadow opportunities. One youth working at a law firm, learning paralegal duties, one young person working at a family-owned start-up café and wanting to open their café, and two young people who volunteered at a local horse stable to learn about farm work and working with large animals.
 - Two young people participated in a snowboarding program last winter.
 - One house went on a special hike with llamas where they led and interacted with llamas in the woods.
 - Young people gave back in a neighborhood clean-up with the city of Yakima and worked with NW Harvest to help them staff their free-to-all grocery store to fight local hunger.
 - Young people continue to work with our JR nurses to be CPR/First Aid certified. Ridgeview's two new young people will be certified at the next nurse visit.
 - All young people except the two newest have their WA state food handlers' cards.
 - one young person graduated from a cosmetology program and studied to obtain her license.
 - With the help of our fantastic cooks and staff, Ridgeview celebrates various holidays and observes special days each month- celebrations and holidays including National Women's Day, Juneteenth, and Cinco De Mayo.
 - Luncheon with a local Law Office who sponsored our Easter celebration. Women from Tamaki Law came and had lunch with our youth and talked about why they wanted to support Ridgeview programming. They also donated items for a pregnant young person to support her in her future as a parent.
 - On a sadder note, Ridgeview had an unwanted visitor, a raccoon, who helped himself to one of our hens. The hens have moved in with the CFA until their



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enclosure can be better secured. Look for a new and improved Spring Chicken Program 2025!

- Ridgeview’s resident cat of 15 years is still keeping the grounds nearly mouse-free and enjoying his retirement out back, where he is spoiled with soft cat food and company.

Sunrise Community Facility



Staff and young people at Sunrise worked together to clean the entire house from top to bottom, started plants indoors for spring planting in the garden, and decorated inside and outside for several holidays. It has been a pleasure to participate and watch as staff and young people interact with each other to create a clean, warm, healthy, safe environment.

- **Young people served at Sunrise in FY2024:** 16
- **Young people employed this year:** 12
 - Several young people were employed by the following local organizations: Heavenly Roofing, Chemi Con, RV Resort, Food Bank, Burger King, Pizza Hut, and Taco Bell
- **Graduates:** Three Big Bend Community College Open Door program graduates.
- Three residents completed the flagging course, and four went through the Opportunities Industrialization Center of Washington (OIC) program.
- **Facility Updates:** Materials were provided to enhance our creative studio space by Creative Studio.
- Young people also engaged in various activities throughout the year, including monthly art programs and cooking for holidays.



Touchstone Community Facility

- **High School:** 14 students earned credits toward their high school diploma.
- **Vocational School:** One youth earned HVAC certification, two young people received their CDL, one youth attended Barber School, and one youth completed AJAC Bootcamp, which resulted in a full-time job and a monthly stipend of \$1,000 for a year.

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- **Behavioral Health:** Entered a contract with Consejo for SUD services. All young people are contacted before arrival and assessed upon intake. They all receive the recommended level of care.
- **Community Service:** We participate in activities for the neighborhood association. This year, we dug out an overgrown lot and turned it into a park. Relationships are built around the shovels with our youth and the community.
- **Culture:** Youth participated in several community and in-house events. Events for Black, Hispanic, LGBTQI+, and API in the community occurred. Rudy from Region 6 connected one of the native young people to his family and tribe. Youth attended several different churches and our local mosque. Samantha Greenleaf leads the event planning and offers all local events to the youth. Relevant Engagement and Prolific Success have also connected the youth to many cultural events.
- **Resources:** Education advocates and Work Source help our youth in the community. Relevant Engagement and Prolific Success come into the house to connect with the young people and to community events.
- **Facility Upgrades:** We got a new fence, a garden, bikes, and outdoor lighting and upgraded the bathrooms to single-use.
- **Credit:** six young people obtained secure credit cards to build credit. Four young people purchased vehicles and car insurance before release.
- **Employment:** all our youth who are over 18 and who were pursuing employment worked full-time jobs. More importantly, they were all released to full-time jobs in their communities.
- **Hope:** Young people at Touchstone report hope for their futures, according to PBS data. They report feeling safe and supported. The youth helped the staff reach their PBS goals of consistency in responses.
- **Community Transition Services (CTS):** We had one young person transfer to CTS. He built credit by starting a secure credit card, getting a car loan and insurance, and renting an apartment for his family. He obtained his CDL and can support himself and his family financially.

Twin Rivers Community Facility

- **Avg. daily population:** 12
- **Community service hours performed:** 34
- **Employment:** Staff and young people worked tirelessly to establish strong relationships with local employers. This is a compilation of local employers our young people have worked with over the past year, including Sterling's Restaurant, Taco Bell, Arby's, Wendy's, Shogun Teriyaki and Sushi, Subway, Panda Express, Drumheller's Restaurant, Bobs Burgers, Dairy Queen, Bougie

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Brunch, Wingstop, MOD Pizza, Domino's Pizza, PSSI (Industrial Cleaning Company for Tyson Foods), Lineage Logistics (freezer plant), Perfection Tire, Bruchi's, NWC Carpentry Union, Chipotle, Foodies, The Social, Waste Treatment Completion Company (Hanford) and Musser Landscaping. Our employers include many local fast-food restaurants, larger dining restaurants, Hanford Nuclear Reservation, a local industrial warehouse, a meat processing plant, and a large local landscaping company.

- **Number of young people employed:** 18, with multiple young people working at more than one place of employment.
- **Transitions to the Community:** Five young people successfully completed their sentences and transitioned into the community with combined savings of over \$60,000. We also had one resident recently transfer to CTS.
 - Current combined savings of young people is over \$141,000.
 - DBT, relapse prevention, MyJobs, youth opportunities, and educational programming continue to show great results and positive outcomes.
- **Education and Programming:** Nine young people have been involved in educational programming, with some exceptional results. One resident completed an AA degree through Columbia Basin College, three completed their high school diplomas (and attended the graduation ceremony) through Richland School District, and one completed a Physical Trainer Certification Program through the International Sports Sciences Association.
 - Our maintenance mechanic facilitated a new Life Skills Program that taught our young people general automobile maintenance and repair skills.
 - Three young people obtained their driver's licenses.
 - One resident completed his CDL through T-Enterprise Trucking School in Pasco.
 - One resident is nearing completing an 8-month program at Paul Mitchell Cosmetology School.
 - Four young people completed Forklift Certification classes at Columbia Basin College.
- **Facility Improvements:** Painted the facility for the first time in at least 15 years and replaced our old worn-down gutters. Installed an efficient/user-friendly underground sprinkler system. Replaced the old mower with a new mower with all the bells and whistles. We replaced all of our exterior fencing and added landscaping at the front and back of the facility. Extended the rear patio for a BBQ. Upgraded exterior lighting and electrical panel. In addition to these projects, we will upgrade the bedrooms and facility equipment, including new hardwood beds, mattresses, hardwood dressers, a washer and dryer, a comfy chair for the milieu, and several smaller items for the kitchen and office area.

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Woodinville Community Facility



Woodinville staff and young people, joined by Region 4 staff and peer support, broke ground for a garden, clearing blackberries and wasp nests! Young people and staff have spent countless hours building, filling, and planting boxes, leveling the ground, improving soil conditions, chipping for weed control, and watering. The plants are going well, and the results have been delicious, with a bounty to come.

- **Restitution Paid:** \$9,000
- **Community Service Hours:** 250+

- Prepared and served meals to the food insecure, dog run fundraiser, local food bank, and Community clean up at beaches and on trails.
- **High School graduates:** 2
- **College:** one young person finishing sophomore year GPA 3.86
- **Mentoring Program:** Reset program with David Lujano.
- **Cathedral:** Partnership with Cathedral.
- Employment and mentorship offered to over a dozen young people.
- **Full-time SUDTP/Mental Health Provider:** Averaging services to over 75% of young people. On-going substance abuse education group.
- **Resident Accounts:** Most young people obtained and maintained employment. Three young people currently have over \$15,000 in their accounts. One resident in the last year was released with over \$80,000.
- **Junior Achievement:** Partnership established and began a financial literacy group.
- **DBT Groups-**Woodinville is running 2 to 3 groups a week. Participation is at over 90%. Recently, a young person graduated from the group and received a certificate of achievement from Beth Rogers.
- **Medication Management:** Woodinville recently had a medication audit, and this is the feedback that was given by Troy Wasmundt, “Kortney (med liaison) has set the bar quite high for a medication program; it is the gold standard at this point.”



Clinical Programs

Ted Ryle, Director

The Clinical Team ensures access to high-quality resources and services that support young people's healing, health, and hope across the JR continuum and the important people in their lives. We do this through the support of JR staff, programs, facilities, and offices, as well as the assessment of needs, collaboration, and partnerships with community partners and other DCYF

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divisions. We collect and report data regarding needs, services, and outcomes to tell the story of successes and challenges and advocate for the needs of young people.

Integrated Developmental Evaluation & Assessment (IDEA):

IDEA Team Goals for 2024:

- Achieve a 95% on-time completion rate for the IDEA across all residential programs.
- Enhance reliability among assessors. Random assessments are selected and scored by multiple assessors to compare scores and ensure consistency.
- Maintain continuous improvement in minimizing assessment bias and ensuring accuracy through OIAA analysis.
- Offer ongoing support to residential case managers regarding the IDEA framework and application in practice.

The IDEA in action: We use this assessment to identify priorities for setting goals with young people and to connect them with programs and resources that address their identified needs. Jason Milliman is refocusing his efforts on supporting counselor practices by incorporating the IDEA in counseling and documenting in case notes.

This table is from the IDEA Counseling resource.

IDEA and Future Plan are similar. Use the Future Plan Progress Note section of the case note for brief updates on Future plan activities.

Specific Responsivity provides information about individual learning style, culture, development, and behaviors to keep in mind with how we approach and work with the young person. Located at the top of the IDEA summary view, and end of the full assessment.

IDEA Need Domains		Future Plan Goal Areas	
School		Education	
Associations	Post Secondary Education		
	Employment		Employment
	Use of Free time		Leisure/ Recreational
	Positive Peers & Adults	Peer Groups/Friends	
Family		Family/Living Arrangements	
Alcohol and Drugs		Substance Use	
Mental Health		Health	
Attitudes/Behaviors			
Aggression			
Skills			
Specific Responsivity		Legal	

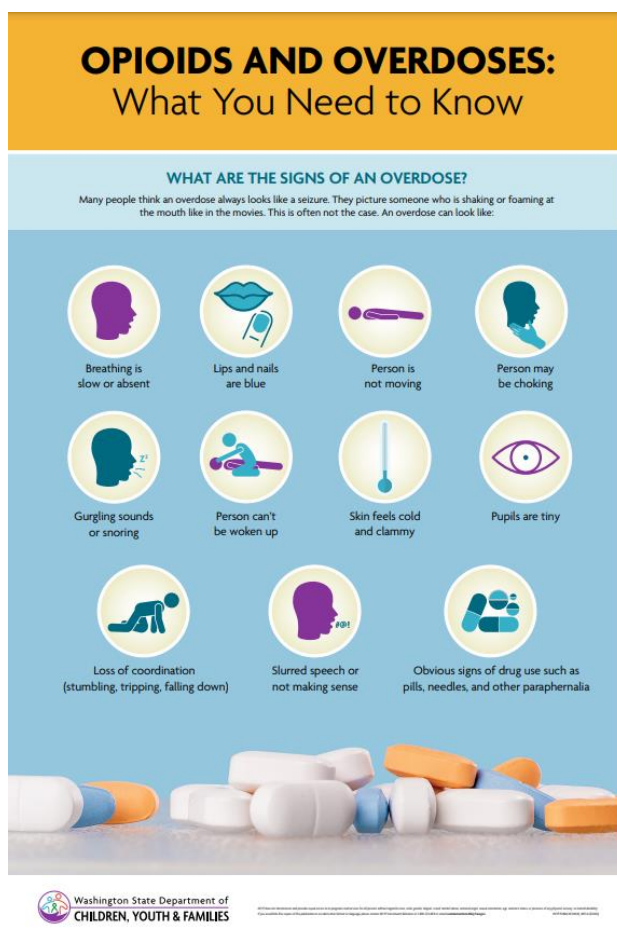
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The Future Planning QA team developed a counselor resource for using and documenting the IDEA in counseling and future planning. This includes brief notes on future planning efforts in the case note's Future Planning Progress Notes section. The Clinical and Reentry teams will share it during coaching and consultation sessions, and the training team is incorporate it into classroom materials.

Opioid Awareness and Prevention Posters

The clinical team created and distributed English and Spanish versions of posters to educate staff and young people at all facilities about opioid prevention.

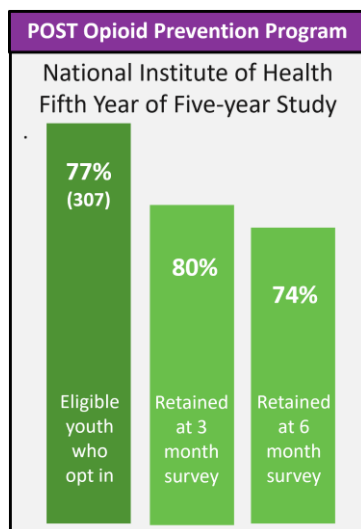


Opioid and Overdose Prevention Posters

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Behavioral Health Services and Supports (Mental Health and Substance Use)

The 5-year post-study is in its final months. Thank you to the staff who helped JR and Seattle Children’s Hospital make this program successful. The program is being funded to continue providing support as young people prepare for and then navigate their return to the community.



Post Opioid Prevention Program Results

Emergency Response Kits

Additional resources have been added to Suicide Cut-Down Kits. They now include supplies to address additional emergencies. This includes Narcan for possible opioid overdoses, an Epi-Pen for allergic reactions, as well as equipment to intervene in a suicide attempt.

We have nearly 100 of these identical kits in the following locations:

- Living units, recreation building, library, school (Echo Glen and Green Hill).
- Two at each community facility (1 for in-facility, 1 for out-of-facility activities).
- Vehicles in all regions.



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Certified Peer Counselors and Northwest Credible Messenger:

JR will be interviewing for a Peer Specialist 5 (HQ) and two Peer Specialist 3's (Green Hill and Echo Glen Mental Health Units) to continue developing the agency's peer counseling supports for young people in our care. Certified Peers combine lived experience, specialized training, and credentials to provide non-clinical support to help young people connect with services, explore different perspectives toward achieving their goals, and navigate systems.

JR is also partnering with [Northwest Credible Messenger](#), a licensed behavioral health agency (BHA), to pilot services that combine Credible Messenger principles, peer certification, and healing-centered engagement to support young people with mental health needs as they prepare to return home. NWCM is also credentialed by the Health Care Authority to provide Certified Peer Counselor Training. As a licensed BHA, they are qualified to bill Medicaid for covered services, such as Peer Support, Rehabilitation Case Management, Supported Housing, and Employment.

Environmental Adherence(EA): Rachael Lawson, ITM QA Manager

EA Observations:

The annual round of observations is in process or completed for Baker, Cypress, Yakima, Toutle, Kalama, Parke Creek, Ridgeview, and Canyon View. Observations for the rest of JR's residential programs will continue throughout the rest of 2024.

EA Dashboard with OIAA:

We're in the early stages of creating a dashboard with OIAA to report on more EA data on an individual programmatic level and across JR, rolling out in 2025.

EA Special Project:

Program Support: Coaching and consultation continue with one program wrapped up and another program continuing to receive support. The EA team will continue with the two other programs identified as needing additional support throughout this year.

EA Champions: The initial orientations occurred in June and August for volunteers. We are excited to develop this team of EA champions!

Training Program Leaders and Champions: This 1-Day training will work with local leadership to initiate or bolster consultation teams to provide additional support for JR staff across the continuum.

De-Mystifying EA: We are coming up to the mid-point with publishing the De-Mystifying EA didactic flyers and will continue to share these resources for all 13 EA measures.

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Support for Victims of Human Trafficking

The legislature passed a law this year to increase screening and support for young people who have been the victims of or are at risk for commercial sexual or labor exploitation. JR will be partnering with other divisions in the agency to implement a screening tool, develop procedures for responding when there appears to be a need for a young person in our care and identify resources and interventions that can support a young person who has been victimized and help reduce the risk for future victimization.

The Science of Hope

Washington State is moving toward becoming a hope-centered state. There are many different perceptions about hope, many referring to hope as more of a ‘wish’ than anything deemed scientific and measurable. In actuality, there is science behind hope. It is something we can measure, apply, and strengthen in individuals and in our communities. There are over 2,000 studies about the science of hope and how it relates to overall well-being. Become a part of the movement toward rising hope in Washington State! Visit [Hope Rising](#) to learn more.

Yoga Behind Bars(YBB)

YBB continues providing the opportunity for young people to experience the benefits of trauma-informed yoga, which are “accessible embodiment practices that encourage participants to reclaim their agency through choice, inclusion, and nervous system regulation”.

This is what staff are observing with YBB involvement in their areas:

- “Kids feel calmer after yoga.”
- “Youth have less tendencies towards anger on nights YBB is in the unit”
- “YBB facilitators work to have great relationships with the youth and as a result, they are eager to participate”

K12 and Post-Secondary Pathways

Haley Lowe, Interim Director

The JR Statewide Education Team works in partnership with OSPI, local school districts, community partners, and volunteers to protect and support the constitutional rights of JR young people to a Public Education as well as provide opportunities for post-secondary and vocational programs, career-readiness, life skills, enrichment, and so much more.

Across our secure facilities, our team continues to implement the MTSS (Multi-tiered System of Support) framework to provide effective support for a positive learning environment for our scholars.

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Our team’s initial hiring began at the end of 2023. It concluded in February 2024 with the onboarding of our education and career specialist positions at Green Hill School (GHS) and Echo Glen Children’s Center. GHS has established a full team of five education and career specialists while Echo Glen works to fill a couple of remaining vacancies. We continue to work diligently to assemble a dedicated team committed to driving educational excellence and leading with equity.

Most recently, we hired an education technology administrator. This new position will serve as the primary liaison between our statewide education team and the DCYF IT team, ensuring the implementation and support of secure internet and laptop solutions across our facilities. She will provide program representation, leadership, and technical assistance to advance our mission of supporting youth with digital access to education, career development, and successful future and transition planning.

K-12 Initiatives and Priorities

- **School Engagement:** GHS set a goal to increase attendance and high school/GED completion rates by 25%, planned extra supports to achieve this goal, and will now regularly review attendance trends. The Echo Glen team has successfully increased the average daily attendance rate to 83.4% and reduced school closures by 72% compared to the previous semester. Continued considerations and efforts around school engagement aim to ensure youth have consistent access to education, which is crucial for their academic progress and personal development.
- **Fostering Youth Voice and Leadership:** The Listen and Learn Campaign, which consisted of a survey and facilitated focus groups at all of our JR locations, concluded in April 2024 with a report of findings and recommendations estimated to be shared in July 2024. Engaging youth in developing their capacity to represent their peers' voices and contribute to data-driven campus decisions through an equity lens. This empowers students and helps them develop essential leadership skills.
- **Relationships:** Collaborative relationships among educators, contractors, staff, and community partners strengthen the support network around our students. Our teams at GHS and Echo Glen work closely with school districts, contractors, and volunteers to support a wide variety of scholars each day. In the coming school year, we have scheduled regular meetings for the associate directors and school principals to review and address needs and barriers.
- **Information Sharing:** We are creating and enhancing data tracking systems and tools to capture metrics and review trends to improve outcomes for our scholars. Increased information sharing will contribute to our knowledge of GHS and ensure consistent practices and understandings across campus.

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- **Continued Collaboration with OSPI:** In accordance with HB1295, DCYF and OSPI continue to collaborate regularly. We drafted a five-year strategic plan to implement HB1295’s recommendations and conduct bi-weekly meetings. Our goal continues to be that Washington must provide for the safety and overall well-being of the young people in its care and ensure that the youth succeed educationally.
- **Multi-Tiered System of Support (MTSS):** Beginning in July 2024, our MTSS Project Manager will regularly meet with JR’s Executive Management Team (EMT) to grow our MTSS implementation efforts and expand across all of DCYF.

2023 – 2024 K-12 Scholar Highlights

- **Echo Glen:** One high school graduate, five GED course completions, five students attending Highline College, one student awarded an associate's degree, and many students have been invited and accepted to join Phi Theta Kappa Honor Society and are currently undergoing internship training.
- **GHS:** 15 high school graduates, 11 GED course completions, over 50 students attending Centralia College with 27 degrees awarded—five of which are bachelor's degrees, and those obtaining welding and trades exploration pre-apprenticeship (TEPA) certificates.

Post-Secondary and Vocational Education

Academic Pathways

- **Higher Education at GHS** – Students are actively pursuing higher education, including Associates of Arts, Bachelor of Business Administration and Management. These academic efforts are supported by targeted pre-college and college tutoring to enhance our student’s learning and performance.
- **A College Graduation Milestone at Echo Glen** – Our first resident to graduate college while at Echo Glen received their Associate of Arts Degree, Magna Cum Laude, in Legal Studies from Highline College. Furthermore, this student has commenced further studies at Washington State University, pursuing a bachelor's degree in criminal justice.
- **College Graduations at Community Facilities** – Two CF young people graduated with Associate of Applied Science Degrees in Culinary Arts and Project Management.

Vocational Pathways

- **Certificates in Corrective Exercise, Nutrition Education, and Certified Personal Training at GHS** – We have seen improved fitness levels, changed lifestyle habits, and an overall increase in wellness.
- **Echo Glen Honor Society and Internship Invitations** – Two learners accepted invitations to join the Phi Theta Kappa Honor Society. Three learners are currently engaged in internship training, providing practical experience in their fields of interest.

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- **Creative Hope Studios at Community Facilities (CFs)** – This innovative program was implemented at multiple CFs, including Woodinville, Oakridge, Parke Creek, Ridgeview, Touchstone, and Twin Rivers. It provides a creative platform for healing and self-expression through writing, music therapy, and the arts.
- **GHS Comprehensive Barber Hybrid Program** – Provides hair cutting, braiding, shaving, and styling training.
- **Welding and Trades Exploration Pre-Apprenticeship (TEPA) Certificates at GHS** – Essential for equipping students with the skills needed to enter the trades.
- **Life Skills Reimagined at CFs** – Life Skills Reimagined is an online curriculum set to launch at one of JRs CFs by Fall 2024. The curriculum includes courses and resources on personal finance, job acquisition, resiliency, independent living, and communication skills. These are aimed at preparing students for successful reentry and transition planning.
- **CF Drivers' Education** – To acquire responsible and safe driving skills.
- **Digital Law Library** – JR youth and young adults across the continuum now have access to [LexisNexis](#), a digital law library containing a full range of case law, legal commentary, legislation, forms, news, journals, bulletins, and handbooks through dedicated LexisNexis secure books.
- **Exploration of Pathways** – Over 20 learners across JR are exploring various degree and vocational pathways, including business, communications, HVAC, welding, aviation maintenance, and apprenticeships with local employers.

Secure Book and Secure Internet Program

- **Operating System Transition** – DCYF JR and IT staff achieved 100% completion of the transition to the Google Chrome operating system for secure books in CFs. This replaced the previous Endless Operating System and enhanced the digital learning experience for students.
- **Digital Access** – Our layered approach to digital access within JR facilities is ongoing. This approach ensures regular access to post-secondary education and relevant reentry content, including college access, email, telehealth, and resources for employment searches, shopping, and apartment hunting.
- **Ongoing Support** – Continuous support for the secure book and secure internet program includes bi-weekly meetings with DCYF IT, ongoing discussions with facility administration, on-site assistance, and desktop/network recommendations to enhance our student's digital experience.

Looking Ahead

Establishing the JR Statewide Education Team marks a significant step forward in our mission to protect children and strengthen families so they flourish. We encourage you to reach out and

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connect with us to enhance our educational efforts and share innovative ideas and feedback. We recognize the challenges inherent in our work and deeply appreciate the dedication and perseverance each of you brings. Together, we can create a more supportive and effective environment for the young people we serve.

Operations, Safety & Security

Jennifer Redman, Director

The Operations, Safety, & Security team is just over a year old. Still, in a short time, they have delivered important organizational and process improvements to achieve safe and therapeutic living and programming environments for JR young people and the staff who assist them daily. The team's primary areas of focus are highlighted below.

Critical Incident Review Team: Duane Bailey, Critical Incident Review Administrator

The Critical Incident Review Team is in direct alignment and response with identified and communicated goals for Juvenile Rehabilitation (JR), one of which is our commitment to the safety of staff and youth, as well as ensuring we contribute to an environment of professionalism. CIRT examines the critical incidents occurring in JR, identifies the root causes, and uses that information to improve things and prevent future harm systematically.

Accomplishments and improvements seen since the implementation of the Critical Incident Review Team:

- Established definitions for JR Critical Incident categories.
- Improved inaccurate and completed Medical Progress notes, Mechanical Restraint, and Incident Reports in ACT.
- Improvement in staff training status and completions identified in CIRT reviews.
- Identifying and resolving policies/protocols not being adhered to in reviewing critical incidents.
- Standardize practices and processes for consistency in JR facilities while informing policy and operational changes.
- A direct communication process to facility leadership when use of force incidents are reviewed, and concerns are present.
- A restructure of force CMIS techniques in Activity Client Tracking system (ACT) to mirror what staff are currently trained in.

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- A monthly check-in and a systematic approach to concurrent investigations when working with other investigation entities.
- Demobilization of Compliant Cuffing and Soft Escort as a Use of Force category.
- Development of over ten help guides for documentation and post-incident processes, including debriefs, incident reporting and approving, and other environmental safety guides.

Improve the environment for staff and youth and identify environmental safety improvements:

- Added an on-site Investigator 3 positions for each facility (Echo Glen/GHS).
- A focus on staff training status when involved in a Critical incident.
- Best practice, protocol, and process improvements for JR facilities.
- Decrease in the Use of Force incidents.
- Increased focus on safety and security in the facilities for staff to work and young people to reside in.

Create visibility and transparency in the administration:

- The CIRT Team has visited all Community Facilities twice within the calendar year.
- Established CIRT Coin Award to recognize and honor those who have positively impacted care and advocacy that aligns with trauma-informed care.
- Conduct weekly CIRT report-outs with the Assistant Secretary and the Director, Operations, Safety & Security.
- Completed CIRT Town Hall Presentation.
- Create and update the Critical Incident Review Process Flow chart.

The JR CIRT provides data to support JR leadership in decision-making to enhance JR environments:

- Access the database to enter CIRT reviews and produce meaningful metrics queries.
- Refined referral process through Smartsheet.
- Created Critical incident review forms for all incident categories.
- Conduct post-incident debriefs for staff teams/facilities.
- Conduct monthly CIRT report outs with appointing authorities and facility leadership to collaborate on trends/themes.

Data

846 total reviews from Jul. 25, 2023, to Jul. 1, 2024.

- 827 use of force reviews.
- 13 escape reviews.

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- 6 overdose reviews.
- 846 total incident reviews completed.

Prison Rape Elimination Act: Cary Bloom, PREA Administrator

Juvenile Rehabilitation (JR) is committed to zero tolerance for any form of sexual abuse or sexual harassment of youth in our care, including youth-on-youth sexual assault and custodial sexual misconduct by staff. When youth are victimized, they suffer physically, psychologically, and emotionally. Repercussions may be long-lasting, not only for the young person but for families and communities to which they will return. Preventing victimization is a top priority for JR.

Echo Glen Children’s Center, Ridgeview CF, and Oakridge CF have completed Federal PREA audits that began in October 2023. JR continues to be at the forefront of PREA training and education. We will be passing all federal audits except for one this year. JR works tirelessly to meet 1:8 and 1:16 staffing ratios at our secure facilities. Efforts to meet or exceed these staffing ratio standards are ongoing, including funding requests for the next legislative session. PREA and zero tolerance for abuse are an integrated language throughout our system. JR will continue to work to be a nationally recognized leader in setting high standards for compliance and keeping our youth and staff safe. Below, you will see links to DCYF/JR Policy 5.90, National PREA Audit results for EGCC, Ridgeview SCF, Oakridge SCF, and a link to our JR/PREA website for information.

- [Juvenile Rehabilitation 2023 PREA Annual report \(wa.gov\)](#)
- [Prison Rape Elimination Act Compliance | Washington State Department of Children, Youth, and Families](#)

Confinement Prevention: Grace Icenogle, Confinement Prevention Administrator

- Ongoing support of the Support Advanced Crisis Intervention Training (ACIT) program to increase staff’s ability to engage with youth displaying challenging behaviors (see Strategic Initiatives, Culture, and Training for more information).
- Quality Assurance and Continuous Quality Improvement (QA/CQI) work:
 - Provided secure facilities with summary data of room confinement and isolation use for review of accuracy and alignment with policy.
 - Provided policy support and consultation to facilities.
- Ongoing participation in MTSS activities at Echo Glen.
- Direct support and consultation to living unit staff.

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On the Horizon

- Room Confinement/Isolation training material is being created, and initial/local delivery will occur at Echo Glen.
- Quality Assurance and Continuous Quality Improvement activities associated with training are being delivered agency-wide.
- The team is working with the DCYF Office of Innovation Alignment and Accountability to create an internal-facing dashboard to improve the dissemination of meaningful Room Confinement and Isolation data to our facility partners.

Classification: Jeff Indermark, Classification Administrator

Security classification is a recent addition to the Division of Operations Safety and Security during the last fiscal year. Before that time, JR had a policy describing actions that JR staff needed to take to ensure proper security classification. JR did not have a structure to allow for centralized oversight of that process, which helps promote consistency across the agency. When done well, security classification processes pair effectively with case management functions, treatment interventions, and enhancing safety within facilities and within the greater communities the youth will return to after their sentence. While still under development, there have already been significant improvements to the security classification process in JR. Below is some information highlighting improvements to current process as well as where we are with implementing a new security classification process and policy in the long-term future.

Current Process Improvements

- Appointment of a temporary administrator to support current classification processes within JR and help design a new classification process and policy in the long term.
- Dramatic increase in completion of Client Behavioral Assessments(CBA) according to policy timelines.
- Reinstated the training of Client Behavioral Assessments for residential staff tasked with that work.
- Classification representation at Community Facility Risk Review committees allowing for standardized and equitable classification consideration across all youth being considered for Community Facility Placement.
- Monthly review of CBA and Behavioral Violations for all young people in residential care pertaining to security classification followed by prompts to all sites for next steps when needed for individual youth.
- Helped guide residential sites in terms of security classification processes.
- Aligned Community Facility behavioral considerations with security classifications.

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Future Process and Policy Design Accomplishments

- Design of future state classification processes has been developed, presented, and approved.
- A Town Hall describing the future design of classifications was presented to JR staff.
- Funding request for dedicated classification staff for the JR system.
- Identify IT infrastructure to support classification tracking and completion.
- Develop a formal infraction Hearings process alongside the Administrative Services Division to ensure objective and due process occurs.

Records: Lisa Meek, Projects Records Administrator

JR identified a need for consolidated leadership for sentencing records for individuals in JR, both juvenile and adult sentences. A project position was established in July 2023 to review current court commitments of youth in residence as well as incoming young people for sentencing and entry accuracy into the Activity Client Tracking system (ACT), the JR system of record.

Achievements

- Reviews in each of the institutions and community facilities.
- Collaboration with county staff as well as client attorneys to resolve issues discovered on court orders.
- County programs reconciliations data corrections. Reconciliations are completed annually or biannually, depending on the program.
- Partnered with sentencing guidelines commission staff and the ACT team in implementing legislative changes to offenses and sentencing within ACT. This happens annually after the legislative session and has fallen solely on the ACT team in the past.
- Partnered with the training team to create a placement quick help guide.

On the Horizon

- Review commitment orders for all incoming young people.
- Support and training for placement staff.
- Coordinate with DOC staff on YOP sentencing and any issues that arise.
- Manage Juvenile and Corrections System (JCS) accounts for JR staff.
- Reviewing and resolving release date discrepancies.
- Consultation of specific RCWs, WACs, and policies regarding offenses, sentences, release dates, placement, and intakes for JR staff and outside stakeholders.

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Programs, Transitions & Youth Success

The Programs, Transitions, and Youth Success Planning team is focused on providing continuum-wide support to ensure quality needs-based services for young people, including a broad menu to promote a young person’s interest, exploration, healing, choice, and growth.

Achievements

- Launched Community Transition Services (CTS) in May 2024 with the first CTS transfer to Spokane County.
- We created a [JR Family Handbook](#) to provide helpful information about what families can expect when their young person comes to JR and transitions through the continuum of care.
- We improved the employment pathways webinar.
- We updated Community Assisted Reentry Guidelines.

On the Horizon

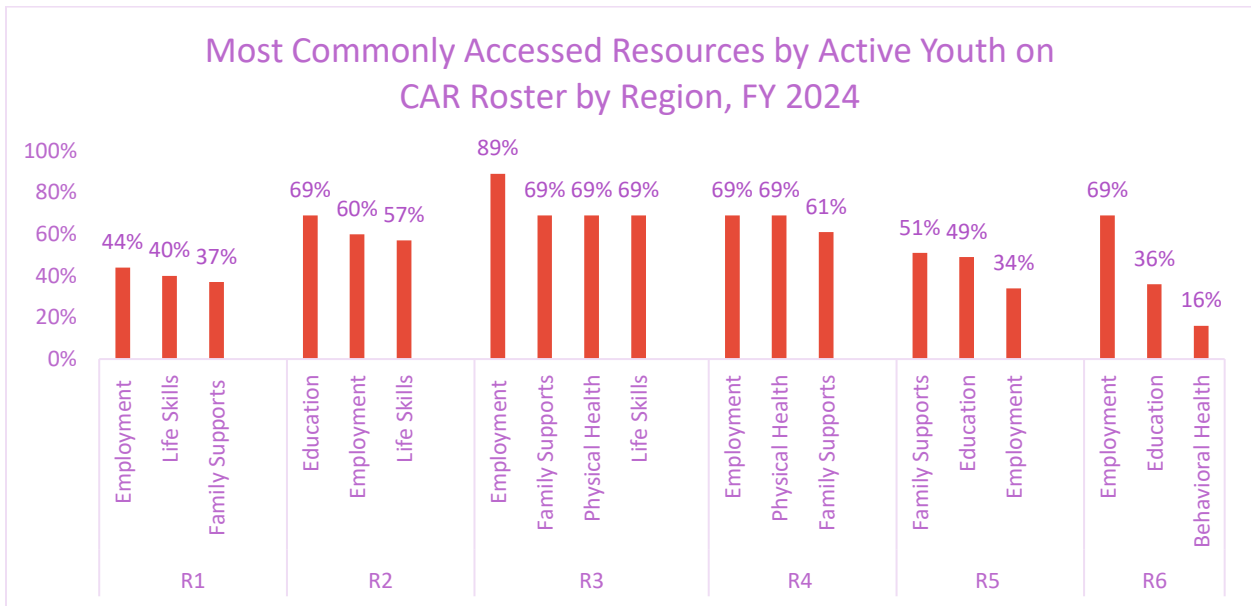
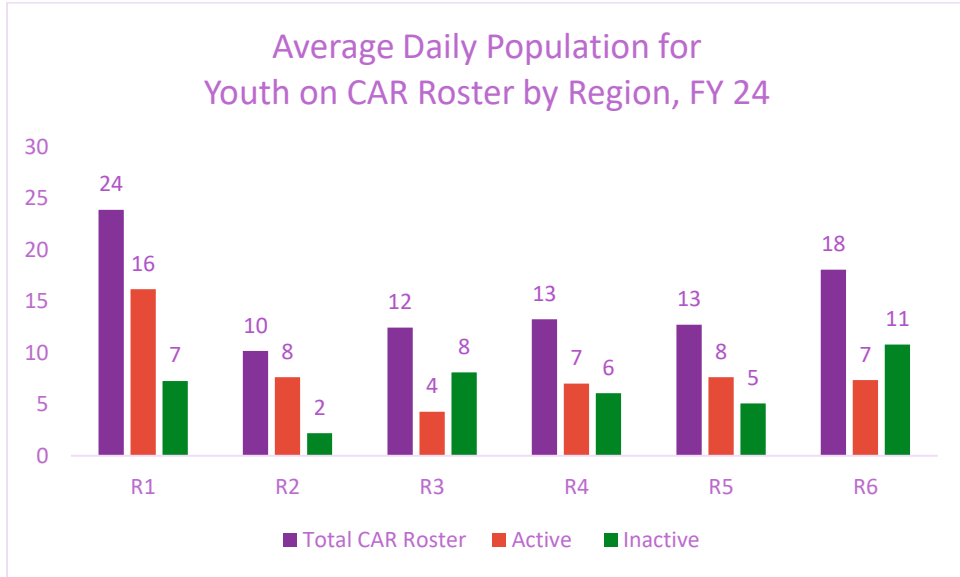
- Volunteer Policy – JR-specific policy and guidelines to ensure successful collaboration and consistent practice between volunteers across JR programs.
- Contractor Policy – JR-specific policy and guidelines to ensure quality services are delivered to JR young people equitably and match their identified needs and goals.
- CTS Policy and Guidelines – will provide the structure for the CTS program and outline activities for JR staff to promote a safe and productive CTS experience for JR young people.
- FFP/CTS Quality Assurance and Performance Improvement Plan – an update to incorporate best practice activities in support of effective aftercare and step-down programming through CTS for JR young people.
- Partner orientation, onboarding, and sustainable practices training for program successful capacity and sustainability.
- Consumer Reports intended to operationalize co-design practices, a young persons, family, and community partner insight and experience.

Community Assisted Reentry (CAR)

CAR is the pathway young people without an obligation to parole aftercare, county probation, the Department of Corrections (DOC) supervision, or moving out of state, can receive critical community-based support necessary for their successful transition. Participation in CAR services is voluntary and available for up to 12 months post-release from a residential sentence. Updated communication tools and guidelines were developed and disseminated in FY 2024 to provide support, structure, and consistency to the delivery of these services. The tables below display the number of young people taking advantage of resources from the CAR program and which resources are most commonly accessed.

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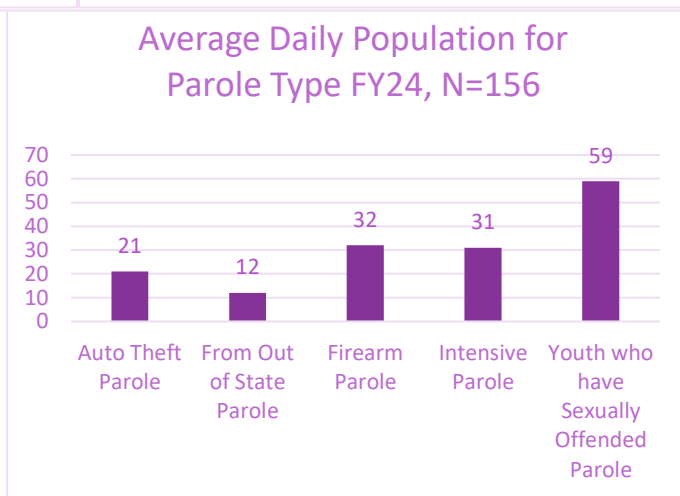
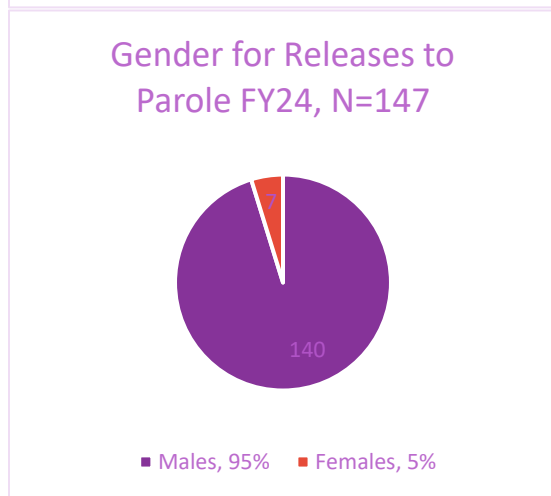
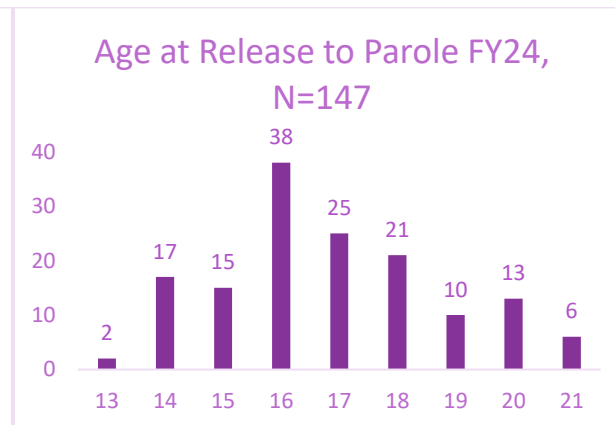
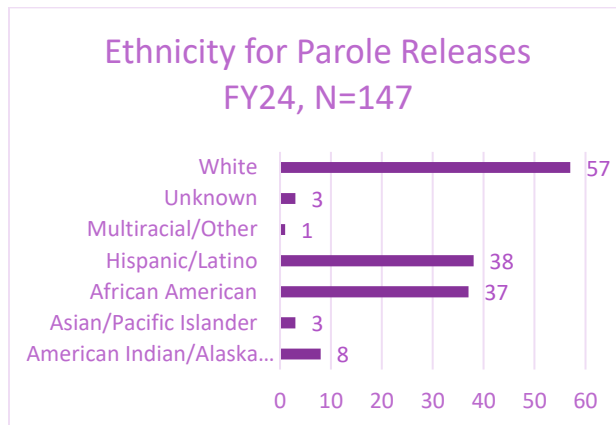
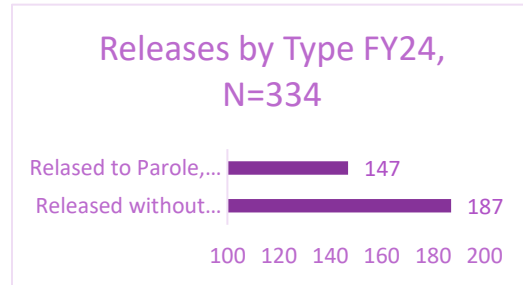


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Functional Family Parole Aftercare

Of all JR young people released from residential placement, less than half receive parole aftercare through the Functional Family Parole (FFP) model. FFP is provided to JR-sentenced young people ranging from 20 weeks to three years, depending on offense and risk assessment score. FFP provides critical support through services, resources, and parole conditions to encourage pro-social community involvement and accountability.



FFP Community Counselors meet with young people and their families, most often in their homes at a time that is convenient for the family. Parole standards guide the activities, contact requirements, and a quality assurance plan to support model adherence and competence. All staff in the JR regional offices work together to provide wraparound support, whether through FFP or another program like CTS or CAR. Below are highlights of the parole aftercare population

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over the last fiscal year and key metrics highlighting the high volume of work the FFP counselors produce!

When FFP counselors meet with families, they often re-schedule, cancel, or no show. It takes relentless efforts and multiple attempts to successfully hold FFP meetings. In FY2024, FFP counselors across the state had a 96% success rate or 2,035 out of 2,111 scheduled meetings!

The RCW 13.40.210 requires FFP counselors to have weekly contact with all young people identified as Intensive Parole. FFP counselors had a 98% success rate with IP contacts (1590/1628) over the course of Fiscal Year 2024.

Juvenile Court Services

The juvenile justice system in Washington State is a continuum of prevention, early intervention, and intervention services operated by the county and state government. County and state agencies are responsible for holding youth accountable for their offenses and providing necessary treatment and rehabilitation to those young people.

Juvenile Rehabilitation (JR) currently administers approximately \$38 million in pass-through funds to the 33 county juvenile courts each biennium for services provided to referred and diverted youth and youth on probation. Because Washington is a decentralized state (separate state and county governments), this funding provides an avenue and structure for a juvenile justice continuum of care. The funding is allocated to each court in the form of a block grant, allowing the juvenile court the maximum flexibility to serve the youth in their jurisdiction. Each year, up to 3,000 youth are served statewide. The funding is specifically provided for the following services:

- Probation supervision and other specialized services through Consolidated Juvenile Services (CJS).
- Evidenced-based programming and quality assurance through the Community Juvenile Accountability Act (CJAA) and Evidence-Based Expansion (EBE).
- Specialized treatment and community supervision instead of incarceration through Disposition Alternatives:
 - Chemical Dependency and Mental Health Disposition Alternative (CDMHDA) – [RCW13.40165](#)
 - Special Sex Offender Disposition Alternative (SSODA) – [RCW13.40.162](#)
 - Suspended Disposition Alternative (SDA) – [RCW13.40.0357](#)

The juvenile courts and DCYF are invested in programs that keep youth from further criminal justice system involvement. Disposition alternatives keep young people out of state-operated institutions by allowing them to remain in the community and receive specialized treatment and supervision.

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Evidence-based programs (EBPs) are those that, through scientific evaluation and rigorous outcome studies, have demonstrated effectiveness and have been shown to significantly reduce the future recidivism rates for young people who receive these services. The juvenile court's implementation of these types of programs has been a driver in the decrease of the Juvenile Rehabilitation's residential population since the mid to late 1990s.

Reentry Team

The reentry team provides support and guidance for Future Planning Meetings (FPMs) and Future Plans, improvements to the future and reentry planning process, and building employment pathways.

In response to feedback provided by young people in our care, JR shifted from Reentry Team Meetings (RTM) and Reentry Plans to Future Planning Meetings (FPM) and Future Plans. The shift reflects alignment with the Risk-Needs-Responsivity model and strengthens support for young people throughout all stages of their time in JR, including points of transition and reentry.

- **RTM Feedback from Youth:** "I think the meeting went great and thought it was good to be able to review my plans out loud and hear all about the services that were offered."
- **Family/Mother:** "I appreciated having this meeting because now we have a better understanding of what we should expect and what discussions we need to have moving forward and what supports are available to us."
- **Family/Mother:** "Very informative and appreciative that we had this meeting. Would like to have a copy of the agenda of what would be discussed prior to the meeting so the family could have questions ready ahead of time to ask during the meeting."
- **Youth:** "Keep Positive attitudes. Good S**t! Lol."

Future Planning Meetings FY 24:

- 58% of young people participated in an Initial FPM.
- 97% of young people participated in a Release FPM before their release.
- 97% of young people with Aftercare Supervision received a Generalization FPM prior to discharge.
- Trained two new primary and five backup FPM facilitators across the state to facilitate Future Planning Meetings.
- Implementation of Community Facility Transfer & Community Transition Services FPMs to strengthen and support the transition to community-based programs.
- Redistribution of FPM Facilitator Responsibility:
 - FPM Facilitators at secure facilities are responsible for Initial and Interim FPMs.

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- Regional FPM Facilitators are responsible for all other FPMs.
- Increase in Managed Care Organization (MCO) participation in the Release FPMs to support continuity of care.

Future & Reentry Planning Process:

- 39% of young people received an Initial Future Plan within 45 days following admission to JR.
- 96% of young people returned home with a Future Plan.
- Updated Policy and Parole Standards to guide Future Plan development, reviews, and updates.
- Future Plan QA Specialists visiting JR facilities and regions to connect with leadership audiences, staff, and young people.
- Future Plan QA Specialists partnering with JR Training Team to review and update training content and co-facilitate Case Management trainings.
- Identified two quantitative performance metrics promoting updated Future Plan content and support for young people and families.
- Develop and test a scoring tool to measure the quality of Future Plan content.
- Working towards Future Plan Library on JR SharePoint (Reentry and Transition section) to support case manager collaboration with young people.
- Preparation for Future Plan QA Support Launch in FY25, Quarter 1.
- Presence in JR Newsletter to provide key updates and recognize staff and young people.
- Initial discussions with OIAA & Regions to identify Future Plan success metrics to drive continuous quality improvement.

Building Employment Pathways

- We started with new contracted MyJOB providers this year. ESD112 who is contracted to serve Echo Glen Children’s Center, Green Hill School and the westside community facilities and South-Central Workforce that subcontracts with People for People (PFP) and Opportunities Industrialization Center (OIC) that serve the eastside community facilities.
- Approximately 180 young people have received MyJOB through our new contracted providers so far this year, and the goal is to serve 220 in the next year.
- The MyJOB quality assurance and improvement process has been implemented to ensure services are consistently provided to young adults being served by this program.
- 40 young people have participated in the Work based Learning (WBL) experience offered through the MyJOB program and the goal is to be able to provide that to all students enrolled in the MyJOB program moving forward.

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- 98 young people have been served by JR Employment Coordinators who are working in the community to link young people to employment post-release.

Community Transition Services (CTS)

The first participant in CTS transferred in May 2024! Significant progress occurred in multiple areas surrounding the infrastructure development for the launch of the Community Transition Services (CTS) Program to allow this to happen within the expected time frame. The accomplishments could not have been achieved without the continuous involvement of many JR staff, internal and external partners, and the communities. The accomplishments could not have been achieved without the constant involvement of many JR staff, internal and external partners, and the communities.

Community Transition Services is a least restrictive residential placement option where JR young people can transfer to the community to complete their legal sentence obligation. While on electronic monitoring, they can take advantage of community services such as school, vocational education, employment, independent living, treatment and connections to family and natural supports for up to the last 18 months of their sentence.

CTS is now available in all counties in Washington. More information about CTS can be found by clicking this link: [JR 0061 Community Transitions Services - JR Families FAQ \(wa.gov\)](#)

Additionally, the CTS team has released the following:

- [CTS Youth Handbook](#) – a ‘how to be successful while participating in CTS’ guide for JR young people.
- Community Transition Services (CTS) Eligibility Report – available in OIAA/JR Reports, to help track eligibility dates for JR young people who may be able to transfer to CTS.

Strategic Initiatives, Culture, and Training

Will Stadler, Director

The Strategic Initiatives, Culture, and Training team was created in 2023 and has grown to encompass responsibility for developing and delivering high-quality training and professional development opportunities for staff across the continuum of care in JR. The division is also responsible for the IT application systems used by many JR staff, including the Automated Client Tracking (ACT) case management system. Within this division, an IT product owner leads development on technology applications and systems, while a team of professional development specialists delivers onboarding and training for both new and existing staff. Professional development for JR staff is provided, but not limited to, the following areas: New

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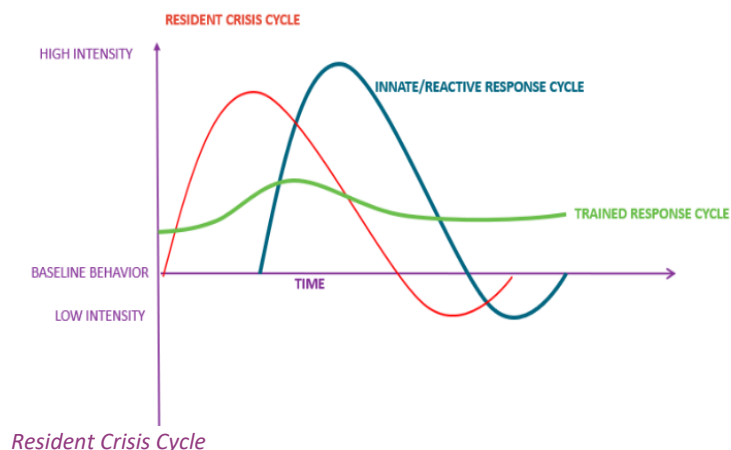
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Employee Academy, Advanced Crisis Intervention Training, Crisis Management Intervention Strategies, Case Management, and Supervisor Academy.

Division Highlights

- Expanded Advanced Crisis Intervention Training to include additional trainers and more offerings.
- Established the Supervisor Academy to deliver professional development to those in supervisory roles.
- Introduced National Incident Management Systems (NIMS) training, developed by the Federal Emergency Management Agency (FEMA) for JR staff in the winter of 2024.
 - All JR staff are now required to complete foundational Incident Command Systems (IS-100, IS-200, and IS-700) training.
 - Administrative staff must complete advanced Incident Command Systems (ICS-300) training.
- Launched human trafficking training for all JR staff in the spring of 2024.
- Released a new employee onboarding and training guide in the spring of 2024 to provide new staff with more support and structure as they begin careers with JR.
- Implemented Guard 1 for wellness checks at Green Hill School and Echo Glen Children’s Center.
- Initiated a formal process to review and assess the JR IT application system for future modernization.

Advanced Crisis Intervention Training (ACIT): Liz Pearce, Training and Learning Administrator



As part of the agency’s commitment to promoting safe and trauma-informed environments, JR provides verbal de-escalation and crisis intervention training (ACIT) so staff can safely and effectively respond to challenging behaviors.

In the last year, the ACIT training team has expanded. Liz Pearce and Daniel Landin officially became certified trainers, and Jason Hefner and Grace Icenogle became master

trainers. These achievements empower JR to continue investing in the sustainability of ACIT

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within JR. Further, two training positions have been allocated to ACIT. The team welcomes Peter CUBEAN to the first of these positions! Lastly, ACIT was officially integrated into the New Employee Academy, ensuring that all new staff members are equipped with fundamental interpersonal skills.

Program Highlights:

- 367 JR employees completed ACIT training in FY2024.
 - Echo Glen: 121
 - GHS: 117
 - Community Facilities and Regions: 100
 - Headquarters: 29
- 151 employees who have participated in ACIT since January of 2024 have responded to our post-engagement survey to provide feedback on the training.
 - 96.6% rated agree or strongly agree: This training helped me develop or improve my de-escalation and crisis intervention skills.
 - 92.6% rated agree or strongly agree: I am leaving this training with more confidence in my ability to de-escalate someone.
 - 86.6% rated agree or strongly agree: I am leaving this training with more confidence to manage my own emotional state during a crisis.
 - 92.6% rated agree or strongly agree: This training was time well spent.
- Added a new trainer dedicated to ACIT (Peter CUBEAN).
- Two trainers elevated to Certified Trainer (Daniel Landin and Liz Pearse).
- Two trainers elevated to Master Trainer (Jason Hefner and Grace Icenogle).

Case Management Training: Liz Pearse, Training and Learning Administrator

Case management training is designed to introduce case-carrying staff to their roles and responsibilities and show them how to perform duties in ways that align with trauma-informed and healing-centered care principles and practices. Case management staff complete introductory training as a component of the New Employee Academy and receive ongoing booster training annually.

Program Highlights:

- 112 JR employees have successfully completed the new and improved Case Management training since January 2024.
 - Echo Glen: 51
 - GHS: 22
 - Community Facilities and Regions: 39
- The case management training curriculum was updated in 2024 in response to policy and practice changes occurring in JR.

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Crisis Management Intervention Systems (CMIS) Training: Jason Hefner, CMIS Administrator

CMIS was developed in 2022 to equip staff with the knowledge and skills to maintain the safety of individuals in JR, including both staff and young people while ensuring environments remain secure. This curriculum trains staff on handling crises using a continuum of responses, beginning with presence and verbal de-escalation through physical intervention techniques designed to achieve compliance using the least amount of intervention necessary. CMIS is a required component of the New Employee Academy. However, the training team also provides annual booster trainings for existing staff to ensure they remain up to date on skills and techniques.



Program Highlights:

- 321 JR employees successfully completed CMIS training in FY2024.
 - Echo Glen: 101
 - GHS: 97
 - Community Facilities and Regions: 100
 - Headquarters: 23
- The team began delivering refresher classes each month at both Echo Glen and GHS.
- Spontaneous Protection Enabling Accelerated Response (SPEAR): is a new curricular component of CMIS. This training enables staff to increase their feelings of safety and ability to maintain personal safety when entering situations where violence and aggression occur.
- The CMIS team traveled to Orlando, Florida to participate in Gracie Survival Tactics Level 2 training. All CMIS trainers from JR successfully completed their training and received certification.
- CMIS is working towards offering specialized trainings aimed at team tactics and personal safety.



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New Employee Academy (NEA): Daniel Landin, NEA Administrator



In 2024, we began conducting the 3-week New Employee Academy (NEA) twice per month, simultaneously at Echo Glen Children’s Center and Green Hill School. This has been a significant logistic undertaking, facilitated by the hard work of the JR Training Team. The NEA is required training for new hires from JRs two secure facilities, 8 community facilities, and offices across 6 regions. Staff in all job classes formed cohorts to learn best practices in creating a safe work environment for staff and young people, as well as implementing trauma-

informed, principled rehabilitation towards the goal of positive future planning for young people in JR care.

Program Highlights:

- 342 employees successfully completed the New Employee Academy in FY 2024.
 - Echo Glen: 160
 - GHS: 113
 - Community Facilities and Regions: 58
 - Headquarters: 11
- The training team worked with HR and local administrators to ensure new hires experience a positive local onboarding. Training coordinators Cody Kidder at Green Hill and Amanda Schacht at Echo Glen have done a tremendous job coordinating the onboarding process; setting up meetings for new hires with representatives at facilities, providing initial safety trainings, orienting staff to campuses, and being resources while new staff get acclimated.
- On the Job (OTJ) Training: JR recently launched a new training process and guide for new employees to help facilitate their professional learning and growth after completing NEA.

Supervisor Academy and Continuing Education: Liz Pearse, Training and Learning Administrator

Launched in the summer of 2023, Supervisor Academy JR’s cohort-based professional development program is designed to help employees with management responsibilities learn and grow into their roles.

Supervisor Academy covers a variety of topics, including:

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- Situational leadership, team building, risk and liability, crucial conversations, engaging in supervision and debriefs with direct-reports, culture development, influence, human resource issues, and more!

Program Highlights:

- 95 staff have participated in the Supervisor Academy to date.
- Positive feedback for the Supervisor Academy led to the creation of supervisor continuing education, where staff have the opportunity to continue participating in cohort-based professional development.

IT and Automated Client Tracking (ACT): Britt Miles, JR Product Owner

Business operations in JR are supported by multiple different information technology solutions used by JR staff, including ACT, which is the primary case management application system for those who provide services and supports to young people in JR. In 2023, Britt Miles entered the IT product owner position to bring product management governance to the entire IT portfolio.

Highlights:

- Developed and launched the ACT Intake Meeting (AIM) to intake enhancement requests
- Completed installation and training for a safety and wellness check system called Guard 1 Green Hill School. Installation is nearing completion at Echo Glen Children’s Center
- Created a proposal for a Behavioral Management System (BMS) and submitted a request to the WaTech Innovation & Modernization Fund.
- Drafted and submitted a proposal to formally modernize the IT applications used in JR.
- Starting September 2023, the development team had a cadence of 7 weekly releases with high business value.
- Launched a new feature to track sentiment analysis across our user base.
- Migrated JR users across the agency from DSHS to DCYF servers.
- Identified approximately 50% of support tickets were related to training issues, resulting in training and ACT teams developing new training guides.
- Support and maintenance completed 118 development tickets for the ACT application.



Headquarters Administrative and Program Areas

Housing Supports, Jedd Pelander, Program Administrator

JR Housing Supports Program works to assist youth, young adults, and families in safe and stable housing upon release from our JR facilities or while youth are in the community. This past year dedicated Homeless Prevention Specialists provided direct housing rental assistance to 17 JR clients and funding assistance to 15 additional youth in efforts to stabilize youth and families in their current living environment. Rental assistance can range from several months up to 1 year upon release. JR's housing support program has worked with private housing vendors in local communities to secure safe and stable housing, as well as partnering with several community organizations such as Volunteers of America, Youth Care, Catholic Charities, Prolific Success, Community Integrated Health and Rod's House to provide wraparound services in Regional offices for youth who may be unstably housed or at risk of becoming homeless.

Youth with a Sexual Offense, Jedd Pelander, Program Administrator

The End of Sentence Review Juvenile Subcommittee provided level recommendations for 26 JR youth this past year. In July 2023, legislation was passed that reduced the number of youths who were required to register upon release from a sex offense conviction. The result of this legislation resulted in the removal of over 50 JR youth from the sex offense registry, effective on Nov. 1, 2023.

This past fiscal year, there was an increase in civil commitment referrals from JR. Two young people were referred for a forensic psychological evaluation to determine if they met the criteria for civil commitment. One youth was found to meet the criteria for civil commitment, and one young person was found not to meet the criteria.

Interstate Compact for Juveniles (ICJ), Jedd Pelander, Program Administrator

The Washington Interstate Compact for Juveniles (ICJ) office had a volume of 844 cases between Juvenile Rehabilitation and Juvenile Court youth this past year. Cases include transferring juveniles' supervision to other states, travel permits, and returning probation/parole absconders or youth who have run away from their residence and were located in another state. Of the 844 cases, 383 were transfer of supervision cases, 380 travel permits, and 81 were return cases where a juvenile was picked up out of state as a runaway or missing person and returned to their home state. In addition, the ICJ office continues to onboard new probation and parole staff to the new ICJ national database. To date, the WA ICJ office has successfully onboarded 134 users statewide and provided training and technical assistance for staff across the state.

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Policy, Andrea Ruiz, Policy Administrator

After a year-long moratorium on policy within the agency, the DCYF workgroup finally completed its project and identified a new centralized policy process. This new process means all agency-wide (DCYF Administrative) and division (JR) policies will go through the same process. Although the new policy process does add additional time to the policy development timeline, it also increases thoughtful communication to the process.

Policy Updates

The following policies were updated, and (training conducted) since the last annual report was published:

- Policy 1.80 Notifying the Community of Youth Placement, Transfer or Release
- Policy 2.10 Handling Youth Complaints
- Policy 3.51 Reviewing Youth for Civil Commitment
- Policy 4.10 Case Management, Treatment, and Future Planning Responsibilities
- Policy 5.10 Using Physical Interventions and Restraints
- Policy 5.50 Managing Confinement and Isolation
- Policy 5.51 Transferring Youth to DOC
- Policy 5.70 Conducting Searches

On the Horizon

- Update Policy 3.40 Substance Prevention
- NEW Policy 4.90 Volunteers
- NEW Policy 6.80 Community Transition Services
- Reviewing policies related to behaviors and incidents (5.20, 6.30, 6.31, 6.50)
- Strengthening security and expectations (wireless technology, tools, and key control)

JR continues to provide transparency regarding policies and publishes all JR policies internally for staff on SharePoint, and externally on the DCYF website at:

<https://www.dcyf.wa.gov/practice/policy-laws-rules/jr>. Ideas can also be emailed to JRPolicy@dcyf.wa.gov.

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