



JUVENILE REHABILITATION 2023 ANNUAL REPORT



Washington State Department of
CHILDREN, YOUTH & FAMILIES

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Published July 2023

Juvenile Rehabilitation | Approved for distribution by Felice Upton, Juvenile Rehabilitation Assistant Secretary

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Executive Summary: Felice Upton, JR Assistant Secretary



Dear Friends,

I am pleased to be sharing our second annual report with you all. I want to thank all of the people who contributed to the many successes that we have celebrated over the past year that are shared in this report.

Last year we began focusing on three foundational goals. Moving into this year we will continue to move deeper into those goals ensuring that we have a solid foundation upon which to build.

Some key areas where we made progress include:

- Back to basics approach and modernization of our security infrastructure, and using data to proactively address challenges.
- Reorganizing JR operations and adding key positions and supports.
- Compensation increases for most employees, as well as new trainings and peer resources.
- Listening to employee feedback about what is needed to make a positive difference for all.
- Data driven approaches being implemented for much of our work.

We know that when we have **safe and secure facilities** run by a **supported workforce** who provides **trauma-informed care**, we can meet and achieve our agency mission.

In Partnership,

Felice J. Upton

Felice



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Operations, Safety & Security, Jennifer Redman

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

Since the last reporting period, Juvenile Rehabilitation (JR) has invested in the creation of a Critical Incident Review Team (CIRT). This team was fully hired as of May 16, 2023. This team is part of the new division led by the JR Director of Operations, Safety & Security Administrator. Contributing to the goal of creating a safety culture in JR, the intended outcomes for this team are:

- Improve the environment for staff and youth.
- Promote learning.
- Prevent future incidents.
- Identify systemic flaws and areas for improvement in policy and practice and implement systematic and supportive change.
- Identify environmental safety improvements.
- Create visibility and transparency in the administration.
- Use data-driven decision making to enhance our environments and the safety in our environments across JR.

A JR-wide town hall will be scheduled to inform staff about the context of this important work and to address questions, concerns, and hopes. The team consists of:

- **CIRT Administrator:** Leading a team in the development of a system-wide Use of Force review process. This process will occur any time Use of Force is applied with physical and/or mechanical restraints that are not routine. They will lead a team of two Investigator 3 positions who will facilitate the reviews with support. This will not take the place of Child Protective Services (CPS) referrals or the Workplace Investigation Unit (WIU), but rather compliment both as a touchpoint, referring to those entities as needed/required. Any incident requiring immediate CPS referral per policy will occur. Most Use of Force incidents do not require these referrals but still need a review to ensure our administration is being responsible in our actions, making improvements, and providing support to staff where necessary. The team will coach and mentor when needed, they will ensure that practices being used are safe, and that employees and young people are safe. The intent is to point out what is going well and identify and name things when they are not going well before they become an issue.
- **Two Investigator 3s:** Reviewing critical incidents to identify ways to improve the system and practice.
- **Critical Incident Management Analyst:** Collecting and analyzing of incident data to support data quality improvement, creation of a dashboard for management, and trend analysis. Additionally, identify areas for process improvement and developing necessary incident reporting tools and manuals to improve both the user experience and data quality.

Information from Use of Force reviews will be tracked and retained per the records retention process. Opportunities for staff feedback, training, and other environmental safety improvements will also be gathered from these reviews. The goal is to ensure all Use of Force is objectively reasonable, necessary, proportional to the threat, and within legal parameters.

Additional critical incidents that will be reviewed include: suicide/serious suicide attempt, death of a client, drug use, significant client accident/injury, escape, assault, illegal contraband, use of weapon, medication error, significant facility damage, natural disaster, lost tools/keys, etc.

Other improvements coming soon include:

- Requirements review and procurement of an incident reporting system for JR to streamline the incident reporting system that supports improved usability, data quality, and trend analysis.
- Update and/or development of policy to support the reporting requirements, response, and after-action of critical incidents.
- Improvements in surveillance across JR.
- More supports for the operations of JR.

This investment will allow for a system-wide quality assurance approach to critical incidents to allow for timely improvement and action in an area that directly impacts youth and staff safety.

- In March 2023, JR's new Division of Operations, Safety, and Security began to form. This provides a new opportunity for JR to have a focused division on the operations of its facilities and work areas to ensure staff and young people are safe. This division is represented by over 100 years juvenile justice experience in areas such as Prison Rape Elimination Act (PREA), Room Confinement and Prevention, Critical Incident Review, and more.
- Goals for this new division are to streamline and improve reporting, provide tools for review, facilitate response and corrective action, and consult with juvenile justice professionals nationally on industry best practices, and locally in facilities on best serving young people safely.
- A primary goal for the administration through this division is the creation of a statewide JR Safety Committee.
- In late Spring 2023, the new Critical Incident Review Team was hired. An interim process developed to conduct reviews of critical incidents requiring immediate attention with a 3-to-6-month plan to formalize a policy and practice around this work.
- Incident Reporting training and support is being developed with the potential for an improved Incident Reporting system overall that supports both users and management for trend analysis.

JR Facilities: Rebecca Kelly, Deputy Assistant Secretary

Green Hill School (GHS): Jason Aldana, Interim Superintendent

Education and Vocation Programs

- Three-quarters of Evergreen's Gateways class
- Development of a GHS Vocational Program catalog
- Implementation of Yoga Behind Bars
- Beauty from Ashes Personal Training program with 12 graduates
- SMART with 38 participants and 26 graduates
- TEPA with 12 graduates, totaling 48 certifications.
- Fourteen youth build two tiny homes.
- Eight youth built a gravel walkway across campus.
- Financial literacy program completed by 22 graduates.
- Three youth certified in vertical welding and two certified in vertical and overhead welding.
- The Work Experience program averaging 37 youth participants.
- Green Hill School Centralia College graduation hosted at Green Hill School (GHS)
- Ten Centralia College graduates
- Six youth made the President's List
- Two youth made the Vice President's List
- Ten youth inducted into the Phi Beta Kappa Honor Society at Centralia College
- Thirty-four high school graduates
- Ten GEDs earned.
- Thirty-one different college courses offered.



1 Centralia College Graduation

Campus Safety, Security, and Wellness

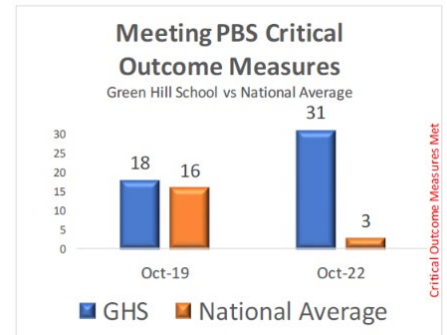
- Maintaining an exemplary GHS Safety program to include monthly Safety Committee meetings with near perfect attendance. This was reaffirmed through the results from the DCYF Staff Safety survey.
- Canine search contract developed to support contraband detection on campus.
- Additional video surveillance added in identified blind spots.
- Enhanced key control process with addition of new lockboxes.
- Bag scanner purchased for 100% search of personal belongings for all staff, contractors, volunteers, and visitors.
- Facilitated a mass casualty/multiple “person down” drill to increase competency for opioid overdose response.
- Implementation of 15-minute wellness checks through newly installed automated system (Guard 1).
- Ongoing support of local law enforcement and the Joint Narcotics Enforcement Team (JNET) for campus efforts to respond to the introduction of drugs on campus.
- DCYF JR Peer Support implementation with a GHS and Echo Glen dedicated staff.
- Safety and Operations Review occurred in May 2022 with minor corrections.
- Prison Rape Elimination Act (PREA) audit occurred in October 2022. Corrective action underway.
- Increased education and visual publications regarding opioid use and response on campus (see images below).
- 100% compliance with the National Commission on Correctional Health Care (NCCCH) standards.
- Mental Health First Aid training for GHS Crisis Team.



Performance-based Standards (Pbs)

GHS continues to sustain outcomes better than the national average in a majority of the 34 Critical Outcome Measures regarding conditions of confinement, security, and safety.

The below graph compares GHS performance pre-pandemic in October 2019 data collection with October 2022 data collection against other similar facilities across the nation.



Notable areas of PbS improvement are:

- **Suicide, mental health**, and intake screen all improved and are above the national average.
- **Use and duration of room confinement and isolation** remains significantly below the national average and lower than previous GHS reporting periods. This area was recommended for another PbS recognition opportunity due to the sustainability and improvement of performance since 2018. This is further corroborated with the JR Room Confinement and Isolation data in the required legislative reporting.
- **Youth fear for safety** metric was reduced over prior reporting period for GHS and is below the national average.
- **Staff fear for safety** reduced by 19% but remains 3% higher than the national average.
- **Physical and mechanical restraint use** is well below the national average.
- **Staff and youth injuries**, assaults and fights, and staff assaults are well below the national average.
- **GHS direct care staffing** is above the national average.
- GHS continues to be above the national average in rates of contraband incidents on campus. We have made improvements and our reporting is excellent; however, this will continue to be a focus area for facility improvement.

COVID-19 Response

- Transfer of a significant amount of COVID related tasks to the DCYF JR Infection Control Nursing team, reducing the workload of local nurses and increasing statewide consistency in response.
- Vaccination clinics continue, which include the Bivalent booster, required for staff to receive the vaccination incentive by July 1, 2023.
- Completed annual Fit testing of COVID masks (required for specific higher risk positions).
- Discontinuation of the Baker Quarantine wings, eliminating use of overtime; instead moving to temporary medical isolation in unit with quicker returns of PCR tests.
- Moved to staff self-testing and self-screening prior to reporting to work when at risk or with symptoms.
- Campus-wide mask mandate removed. Infection rates remain low.

Operations

- Implemented 4-10 schedules for all direct care and most support staff to support staff wellness, robust shift exchange opportunities, and training.
- Recreation building underway and on schedule, with opening targeted summer 2023.
- Baker North design planning with youth and staff involvement. Construction began March 2023.
- Installed correctional grade power in nearly all youth rooms on campus as part of ongoing efforts to respond to population change.
- Extended programming time to 10 p.m. in response to population change.

Personnel Activities and Support

- Welcomed a few Naselle Youth Camp staff to the GHS team.
- Annual GHS Public Employee Appreciation week occurred in May.
- Recruiting and hiring for the Dialectical Behavior Therapy (DBT) Specialists and additional SUD Program Specialists.
- Hired the GHS Clinical Substance Abuse Administrator and an Education Coordinator.



2 GHS Recreation Building, Summer 2022



3 GHS Recreation Building, February 2023

Published July 2023

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- Juvenile Rehabilitation redesign of the onboarding process, with the 120-hour New Employee Academy (NEA) replacing New Employee Orientation and occurring shortly after hire. GHS hosted its first in June 2022.
- Crisis Management Intervention Strategies (CMIS) replacing Dealing with Resistant Youth (DWRY) to support a more trauma-informed approach. All existing and new staff receive this.
- PREA 5-year fingerprint background re-check process completed.
- *Befriending the Disruptor* Diversity, Equity and Inclusion training provided for a majority of staff.
- Targeted raises, lump sum payments, and cost of living increases for staff.
- Bi-monthly Labor and Management meetings focusing on transparency and communication, with shared interest in staff safety and well-being.
- In-person participation in several hiring fair events across the state.

Other Young Person Program Events and Enhancements

- Maintained a level of Cultural Programs on campus with COVID mitigations, to include the below events:
 - Juneteenth event
 - Native Circle and Powwow event
 - Multiple Sweat Lodge ceremonies
 - Virtual Alive and Free forums
 - Eid al-Fitr celebration meal at the conclusion of Ramadan
 - Dia de los Muertos celebration
 - Asian American and Native Hawaiian/Pacific Islander event



- Campus Youth Voice reassembled with one youth representing each unit.
- HB1295 Youth Advisory Committee with Just Leadership USA
- Capitol Classroom developed two bills, met with various legislators to inform others.
- Re-Set Transformational Mentoring graduation event
- Bridge Music participation and concert
- *Since I Been Down* documentary viewing with Gilda Shepard
- Council of Juvenile Justice (CJJ) Annual Youth Summit, four youth facilitated the two-day conference in Tacoma.
- CJJ, Emerging Leaders Committee interviewed by White House staff to inform federal youth justice related legislation.
- Quarterly Racial Equity & Social Justice meetings
- GHS Family holiday meal
- Annual Toy Drive event supporting GHS youth families.
- MADE Men peer-to-peer mentoring continues with the addition of new mentors and departure of others.

On the horizon for 2023

- Implementation of a four-year degree program through Centralia College in Spring 2023.
- Unit Team Enhancements are underway to build out a more structured program, with a commitment to occur every six-months for team building and program development.
- Revamping of our youth attire.
- Enhancement of our campus phone system to include additional safety features.
- Creation of a Religious Coordinator position to better support the spiritual expression of the youth.
- Implementation of the Advanced Crisis Intervention Training (ACIT) to provide staff more tools to de-escalate situations.
- Implementation of an electronic wellness check documentation process.
- Implementation of an electronic law library for youth.

Years go by quickly while we produce significant changes and positive outcomes on campus. From a change management perspective, GHS far exceeds expectations in change capacity and most notably sustainability of the changes. This is attributed to the trust that staff has in the vision of the organization and how we continue to evolve our practices. On behalf of the Administrative team, thank you for allowing us to serve such an amazing team of dedicated people in this work.



4 Willow Team Enhancement

Echo Glen Children's Center (EGCC): Ryan Weisheyer, Superintendent

Education and Vocation Programs

- Students will soon be benefiting from the implementation of "Life Skills Reimagined," an evidence-informed, blended-learning, holistic life skills curriculum. This curriculum is accessed through an online platform and is complemented by activities and facilitation provided by TRiO and the Education Coordinator, MaryAnn Hartman. This comprehensive approach ensures that students develop essential life skills in a supportive and engaging environment.
- In collaboration with Echo Glen School we are proud to have established a partnership with the Highline College TRiO Talent Search (TS) program. This federally funded educational opportunity program, supported by the US Department of Education, assists students in grades 6-12 to succeed academically throughout middle and high school, and provides support for college readiness and enrollment. Through TRiO Talent Search, participants receive additional resources, services, and support tailored to enhance their educational experience and help them achieve their educational and career goals.
- We celebrated the achievements of our students, including 17 GED graduates, 1 high school graduate, and another student who will complete their GED on Monday.
- Established partnerships with various organizations, including Pongo Poetry Project, Bridge Music Project, First Sight Productions, Freehold, UW Astrobiology, Choose 180, and Renton Technical College.
- Five students have registered to begin their studies at Highline College during the summer of 2023, demonstrating their commitment to furthering their education.
- The school has implemented MTSS Tier 1 and introduced behavioral data collection through the Student Wide Information System, allowing the school to effectively support students' behavioral needs.
- In May, Superintendent Reykdal visited the school to learn more about the needs of our students and to explore ways in which the Office of Superintendent of Public Instruction (OSPI) can support continued improvement efforts.
- We opened a State Library and welcomed full-time librarian Jennifer Haas.
- We funded an education liaison position and welcomed Maryann Hartman.
- The first cohort of Evergreen Beauty College students graduated.
- The youth program calendar is back, and a large team is working to ensure there is programming for each day of the week.
- A series of podcases and short films created as part of the screenwriting class, including:
 - Please Understand, <https://youtu.be/X-GxhEW8-rs>
 - Letter to God, https://youtu.be/AywTP6U_G7w
 - What Makes Me Proud, <https://youtu.be/LOg7g2tfoys>
 - Walk One Mile, <https://youtu.be/XnEBtiq0qrk>
 - Reflecting Resilience, <https://youtu.be/n7uU-gCTR3M>
 - Dignity: A Podcast Docu-Series on WA Juvenile Rehabilitation
 - On Apple: [Dignity: A Podcast Docu-Series on WA Juvenile Rehabilitation on Apple Podcasts](#)
 - On Spotify: [Dignity: A Podcast Docu-Series on WA Juvenile Rehabilitation | Podcast on Spotify](#)



Campus Safety, Security, and Wellness

- Implemented new tool cages, tool and key control procedures.
- Bag and body scanners were procured and put in place for facility safety.
- Create bag scanner, UA, and minor control positions to not take away from roving security.
- Key watcher was put in place.
- We have funded and created a urinalysis position and a body scanner position.
- A gate was procured and installed. And while there is much criticism about its functionality it is significantly better than the former residential gate and we have now identified an issue and will fix it.
- All supervisors received Advanced Crisis Intervention Training (ACIT) to de-escalate and better respond to youth behaviors.
- We created an interim directive for 15-minute checks and campus safety procedures. Partnering with the Critical Incident Response Team (CIRT) to help understand health-related root causes of incidents on campus.

Operations

- Implemented a 4-10 staffing schedule to ensure overlap during vulnerable times and better assess where holes are in staffing.
- Welcomed a new Superintendent and two new Associate Superintendents. Welcome to Ryan, Nichelle, and Stephanie to your new positions!
- Created 10 fulltime relief positions to provide extra coverage.
- Request On-Calls to meet MOU requirements for number of shifts needing to work.
- Work to increase response and interview times for open recruitments (105 days in December 2022 to 41 days in May 2023).
- Brought in central office team to support Chinook.
- Roster manager was funded, and interviews will be coming up. Have one set of eyes on the schedule and a centralized process will help a LOT.
- We hired two new nurses. Welcome Deirdre and Laura!
- The Dental Clinic is welcoming Dental Assistant Carmen to Dr. Prince Sharma's clinic. Dr. Sharma is also undergoing additional professional development to provide expanded orthodontics support to youth.
- We welcomed new mental health providers, Dr. Robert Montenegro, a bilingual psychiatrist, and Dr. Gabi Sepulveda a bilingual psychologist.
- We reorganized healthcare delivery to ensure clear communication with cottages and campus regarding upcoming medical, nursing, and dental appointments with youth.
- We have implemented uniform medical training for staff through the New Employee Academy (NEA), including CPR/First Aid.

On the Horizon

- The Central Office team is working to bring Friends of Echo back to campus in full force. Look for an announcement soon!
- In 2021, JR initiated an ask for a perimeter fence and a full security upgrade package. In 2022, we submitted a decision package which was fully funded this year for security upgrades. We spent a significant amount of time last year on pre-design and Capital Projects is working on this.
- We have been working with IT to get Guard 1 implemented at Echo Glen to help with procedure and safety. We have ordered all of the parts to get this implemented and updates will be forthcoming.
- We recognize a need for more staff and resources in the acute mental health units. Both units serve a population with high suicidal ideality and self-harm behaviors. These units have also experienced a great deal of aggression towards other peers and staff. In an effort to help create a therapeutically sound environment and ensure treatment is occurring in the milieu, we will be looking to contract with behavioral techs to help provide some immediate relief. The goal is to have additional support in the unit so residents can receive coaching and guidance, especially when struggle with high emotions. This additional support can allow for proper in the moment coaching, one on one treatment to occur, as we improve the community. It is a top priority to have units that feel emotionally and physically safe for both staff and residents.
- We hope to create a centralized recruitment team to hire for the remainder of our posted positions, host virtual job fairs, and to better support staff through the onboarding process. We are also developing a mentorship/new hire partner system to also better onboard staff.
- Restructuring of security zones for staffing and coverage.
- Develop a staff and supervisor training and remediation plan/program to normalize standards and retrain where needed.
- Establish a centralized Field Training program.
- Fully staff and implement point of entry search – including 100% bag and people scanning.
- Deliver Advanced Crisis Intervention Training to all staff at EGCC prior to the end of 2024.

Canyon View CF: Toefuataina Taai, CF Administrator

- Number of CF community service hours performed: approximately 70 service hours across multiple service organizations.
- Youth served at Canyon View: 30 youth.
- Number of CF youth employed: 22 youth employed during this year.
- Employers: Multiple employers, including local construction companies (H2 Pre-cast, Standard Pallet, Orchard and Vineyard Equipment Supplier), Wal-Mart, Target, and various restaurants and diners around Wenatchee.
- Number of CF graduates (GED and or high school/technical/vocational): 27 youth.
- Number of CF restitution paid amount total: \$4080.13.
- Combined savings at CF: \$38,027.43.
- Combined residents released with savings: \$101,484.41.

On Saturday, May 13, four young men from Canyon View went with JRSO1 Rhonda to the Upper Valley MEND Community Cupboard to help with the local postal service food drive. Each year, the postal service runs a nationwide food drive for each town's food pantry or food bank. Households fill one bag with non-perishable foods and leave it next to their mailbox. When the letter carrier drops off mail, they also pick up the food.

The young men from Canyon View came to the Cupboard to help us sort through the food donations as they arrived. It was a hot day, so we found some shade to wait for the first postal vehicle to arrive. After waiting for a bit and eating some pizza, they finally started arriving! We weighed each bag of food first and then checked the dates. If the dates were within the time frame of how long food lasts past its best-by date, then we kept it. If it didn't then we composted it. All the guys helped with each of these steps. They helped open cans and compost the inside, then rinse the cans and recycle them.

There were lots of steps involved, but everyone worked hard and was respectful. It seemed like everyone enjoyed exploring the Cupboard and seeing what food people donate. At the end of the day, 530 pounds of food was donated and sorted through!

Thank You from all your help!



Oakridge CF: LaShonda Proby, CF Administrator

- Residents served: 26.
- Community service hours: More than 100 hours combined.
- Internships: 18
- Employment: 6
- Training and certificates: OSHA: 10 to 18; FORKLIST: 18; CPR/FIRST AID: 18
- Restitution: \$3,003.23 (residents releasing from Oakridge 100% paid off)
- High school diplomas: 8 (write up on current 4)
- Manufacturing Academy: 18
- AA Degree: 1
- Combined saving: \$58,000
- Combined residents released from Oakridge with roughly: \$125,00

Kandance Cotton, Nicolas Espinoza-Erickson, Moses Mutel, and Federico Corrales will be graduating with their high school diplomas from Clover Park High School. All four youths came to Oakridge with a vision to complete this task. Their hard work, dedication, and teamwork completed this journey. In the words of Moses: "It's never too late to make better choices!" Graduation is June 9 at Clover Park Technical College from 3 to 5 p.m.



Sergio Salgado-Vanatta will be graduating with his AA degree in general studies from Pierce College. During this time, he has made the dean's list during all three quarters with a 4.0 GPA. Sergio has been accepted in the University of Washington Tacoma Social Work program entering as a junior. Sergio's goal is to obtain his bachelor's degree in social work and move into a master's program in hopes of one day becoming the Community Facility Administrator at Oakridge Community Facility. In Sergio's own words: "Got to go through it to get to it!" Graduation is June 17 at the Tacoma Dome.

Parke Creek CF: Steven Hayes, CF Administrator

- Two residents obtained and maintained employment.
- One resident graduated high school.
- One resident obtained a GED.
- One resident completed drivers' education school.
- Establishment of Gang Intervention Group in October 2022.
- Establishment of SUD Treatment Group in November 2022.
- Kitchen Remodel.
- Bathroom Remodel.

A client who has been with us for about 19 months and has been working to save up money for over a year has recently made the decision to remain in the Ellensburg area to live and work. He has achieved a number of amazing milestones during his time with us, including getting his first job (Parke Creek's first resident to do so), graduating high school, and completing an apprenticeship to become a vehicle mechanic. He has been going back and forth on the decision to move in with his dad, and due to finishing school and having a good job, he has found a place to live locally and plans on releasing to complete his parole obligations. He will be obtaining his driver's license and even purchasing a vehicle. He has grown so much in his time here and he continues to make amazing leaps as he transitions into young adulthood.

Ridgeview CF: Michelle Ragland, CF Administrator

- Average number of girls in program: 6
- Average number of girls employed this past year: 7.
- Average combined savings of youth employed: \$13, 301.95.
- Total number of graduations: 5
(H.S. Diploma, GED and Technical School)
- Number of Community Service Hours: 60 hrs.

Outdoor life at Ridgeview!



This past year, a number of fun things have happened at Ridgeview. Starting in the winter, a couple of Ridgeview's young women started out with a fun season of snowboarding up at Snoqualmie Pass.

As we know, the spring in the Yakima Valley is for agriculture! Ridgeview installed a greenhouse, a chicken coop, and moved in some chickens! The residents spent time with the "girls" outside and have found them to be soothing to hang out with and cuddle – when you can catch them!



Ridgeview houses a number of green thumbs – staff and residents alike. This year, we had a greenhouse installed and have begun planting our garden boxes with some starts. We're hoping to have some summer squash, zucchini, tomatoes, cucumbers, and corn among other things.

Looking ahead, Ridgeview continues to look at the ways we can enhance safety and well-being. We are in the middle of projects all aimed at enriching the outdoor experience here for both youth and staff. A couple of exciting projects include an outdoor lounge furniture set up, an outdoor fireplace, a small water feature, a cedar fence out front, a bright new paint job in the great room, and new lighting! We are

switching from fluorescent to LED lighting which will be helpful to everyone's well-being while inside.

Educationally, the youth continue to take advantage of the many programs Yakima has to offer. We have had several GED graduates, one graduate from Perry Technical College from their esteemed automotive program, a couple of youth who are attending Evergreen Beauty College, and one attending Yakima Valley College working towards her Associate's degree. While in school, there have been several Yakima town hall meetings attended by youth to include a presentation by Amanda Knox, an interactive Misinformation Day at the University of Washington, and even a field trip to see the McBones Coyote Canyon Mammoth Site to see a real set of Woolly Mammoth bones.

These are just a few things Ridgeview has been up to this year!



Sunrise CF: Oscar Ochoa, CF Administrator

- Number of CF community service hours: 44 hours of community service across several different agencies/locations.
- Youth served at Sunrise: 27 youth.
- Number of CF youth employed: Eight youth employed across various employers including local restaurants and diners, as well as a Fabrication shop.
- Number of CF graduates (GED and or high school/technical/vocational): three graduates
- Number of CF restitution paid amount total: approximately \$1,000.
- Combined savings at CF: approximately \$22,000 in youth savings
- Combined residents released with approximately: \$36,587.36.
- One young man who worked at the Fabrication shop has since graduated from CBTECH, remains employed, has gotten married, and bought his first home.

Sunrise was without a CFA for a period and JR Supervisor, Francisco Quintana-Razo, was able to step in and step up in the role of CFA and lead the facility seamlessly. He did a great job with staff and residents. I observe that staff and residents respect him highly and value his engagement with them. Also, we have been able to interview and look at onboarding two new JRCA positions hopefully sooner than later.

Staff have been so incredibly helpful and welcoming to me as new CFA as I have navigated the learning curve. I appreciate them quite a bit. I have had the opportunity to sit with many of the residents and hear their stories, their goals and desires to be better and do better. While I know this is not a perfect facility, I know that this is a great place to be right now. I value this work a lot and am grateful for the facility and community connections I have been able to make with the local high school, Open Doors program at BBCC, and CBTECH administration welcoming our students.



6 Cinco De Mayo celebration at Sunrise SF.



5 Graduation celebration at Sunrise CF.

Touchstone CF: Dan Henrie, CF Administrator

- **High School:** Three students graduated from in-house high school.
- **Vocational School:** Three enrolled at Olympia Barber School, one enrolled at Charter College (HVAC) with two more starting in the fall, two online Real Estate, one online IT and one certified as a personal trainer.
- **College:** One attended Centralia College in person.
- **Behavioral Health:** Established a contract with Community Youth Services (CYS) to provide SUD treatment and mental health.
- **Community Service:** Participated in countless community projects in the neighborhood association. “Digging with Dan” has been a hit. Youth have also volunteered at local churches for event support. One youth volunteers almost full-time at the local cultural center.
- **Employment:** Every youth that is work eligible and wants to work has found employment while at Touchstone. The list of employer partners grows every month.
- **Resources:** We have regular visits with Work Source and Education Advocates for connecting to community resources.
- **Facility Upgrades:** Generators, roof, paint, parking lot, stairs, kitchen, bathrooms, and new lighting.
- **Hope:** The PBS data shows youth feel safe at Touchstone. They express feeling hopeful about the future and are taking advantage of the opportunity to utilize their time with us.



Twin Rivers CF: Will Chapin, CF Administrator

- Number of CF community service hours performed: 60 hours.
- Number of CF youth employed: 16 youth in house, 15 youth employed; total of 17 jobs currently.
- Employers: two industrial factories, one tire store, 11 restaurants, one youth in the Laborers Union.
- Number of CF graduates (GED and or high school/technical/vocational): two high school graduates, five driver's licenses, one Associate's degree, and one truck driving school student.
- Current combined savings of residents: \$146,623

Twin Rivers is employed! Over this past year, our community has embraced the transition of our young people. We are getting employment opportunities like never before. Here's a list of all the employers who have established working relationships with our program and young people:

- Multiple restaurants: Dairy Queen, Bougie Brunch, Sterling's Restaurant, Taco Bell, Buffalo Wild Wings, Wingstop, Arby's, Wendy's, Shogun Teriyaki and Sushi, Subway, Original MOD Pizza, Domino's Pizza, Pancake House, Panda Express, Douglas Fruit (orchard), Drumheller's Restaurant, Bobs PSSI (Industrial Cleaning Company for Tyson Foods), Burgers, Panda Express, Red Robin,
- Lineage Logistics (freezer plant)
- Perfection Tire
- Fairchild Cinemas
- Bruchi's
- NWC Carpentry Union
- Greenbrier Railcar Services

Twin Rivers had six successful releases during this fiscal year who left with a total of approximately \$55,000. A few young people continued with their current employers post release. Two financial classes were offered over this period and a total of nine young people participated in the *Money Matters* and *Financial Literacy* courses. Residential counselors worked with our older population on financial planning, paying taxes, and for independent financial responsibility.

We established a contract with our local substance abuse provider, First Step Community Counseling Services, who provided us with a Facility Aftercare Liaison, who is amazing. She provides insight and trainings for our staff team including opioid prevention and response, stages of change, and criteria for substance use disorder. Our liaison participates in staff meetings and shares an outside clinical approach. She has been a blessing to our program and provides an extra set of ears for all of our young people. If they are stuck or challenged with a situation, having a "non-JR staff" available to help has been incredibly beneficial.

Facility improvements were emphasized and, thanks to the support of DCYF, we were able to complete the following projects and upgrades:

- 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, beaten down mower with a brand-new John Deer mower with all the bells and whistles.
- Replaced all of our exterior fencing and added landscaping in 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 were also able to upgrade the bedrooms and facility equipment, including new hardwood beds, mattresses, hardwood dressers, washer and dryer, a comfy chair for the milieu, and several smaller items for the kitchen and office area. Thank you DCYF!

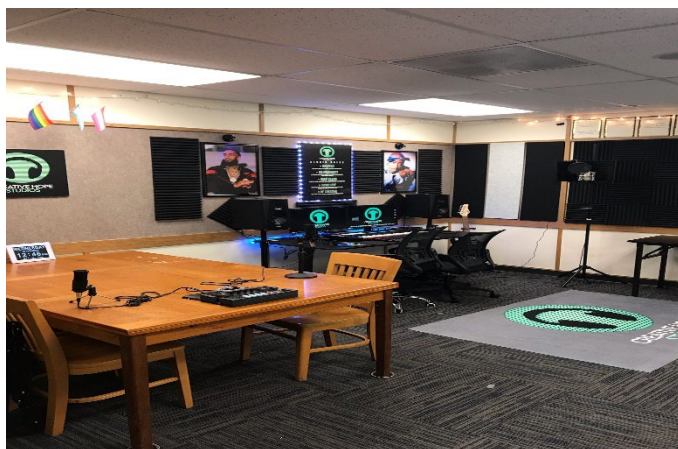
Woodinville CF: Jeremy Ludwig, CF Administrator

- Three students graduated high school.
- Five young men participated in the ANEW construction pre-apprenticeship program throughout the four quarterly sessions. Three graduated from the program.
- Established a contract with Ryther Children’s Center to provide a full time in-house SUDTP for Woodinville residents.
- WCF residents completed 389 hours of community service for the year. These include volunteer opportunities at a local foodbank, pet shelter, and with the parks department.
- WCF residents paid over \$2,500 in restitution for the year.
- Continued the partnership with David Lujano for him to provide his lived experience mentoring program, Reset, for WCF residents.
- Facility upgrades included LED Interior lighting, air conditioning in entire facility, and a kitchen equipment upgrade.

Two of the graduates from the ANEW program managed to secure union jobs with the Masons and Carpenters unions in the King County area. The young man working with the Carpenter’s Union was hired by Stacy and Whitbeck, who are contracted with Sound Transit to work on development of the light rail. He is currently working on the eastside project from Redmond to Bellevue. The young man working with the Masons was released in December 2022 and has managed to work on several large-scale construction projects. In addition to the work, he accomplished while at Woodinville CF, he has also been heavily connected with the CAR staff out of the region. He has maintained weekly contact and benefited greatly with living expense assistance and life skill guidance.



In December 2022, WCF embarked on a project that would have a “professional” music studio built in the school program. Several young men at WCF have expressed interest in learning more about music, both professionally and creatively. Creative Hope Studios was engaged to develop and build the studio, along with support and education on the use of the equipment. In May 2023, the studio finally came to fruition. The studio will support more than just music interests, as there is recording support for residents to learn how to develop podcasts as well.



Regional Programs

All six regions continue to send staff to the institutions and community facilities in order to share information on new programs such as Community Assisted Reentry (CAR) and Community Transition Services (CTS) and to do in-reach with young people and families. This includes participating and/or facilitating Intake, Interim and Release Reentry Team Meetings (RTM).

Community Assisted Reentry (CAR)

This year our CAR program really took off. Though it was a slow start to fill all the positions, once we did, the program was off and running. This resulted in over **120 young people** served, and **\$18,200** spent on transition support services such as education, housing, transportation, living expenses, and achievement incentives.

Homeless Prevention

Our Homeless Prevention services resulted in **60 young people and families** served and over **\$76,599** spent on rent support and living expenses.

Community Support for All Youth (CSAY)

In order to provide Community Support for All Youth (parole, CAR, CF), including preparation for Community Transition Services (CTS), the regions have established new contracts with local providers totaling close to \$900,000. These contracts include services for lived experience mentoring, such as Credible Messenger, Relevant Engagement, and the HERO program, Functional Family Therapy, SUD aftercare services, and housing supports. The regions continue to look for gaps in services so that we can establish partnerships and contracts that will best serve our youth and families.

Tribes

All regions continue to work and partner with our local tribes. This includes ongoing 10.03's and collaborations such as partnered training, interview panels, and cultural events.

Successful Collaboration with Residential and Community Programs

Ann arrived at Echo Glen late in the year with only a couple of months remaining on her sentence. Consequently, shortly after her arrival, a Reentry Team Meeting (RTM) was conducted. Throughout the meeting, there was a struggle to facilitate communication between the youth and her mother. They yelled and bickered with each other throughout the entire meeting. This behavior made it difficult for staff to assist. Nevertheless, the meeting facilitator did a great job of helping them both understand what they could expect at Echo Glen over the coming weeks.

The mother was reluctant to allow her daughter to return home afterward due to their historic volatile relationship. The Community Assisted Reentry (CAR) coordinator met with Ann a month later to discuss transition options. She shared her excitement in learning interpersonal (DBT) skills and stated that phone conversations with her mother had been slightly improving. In the final weeks of her stay, the CAR program sponsored resources to ensure the family would have ongoing support services after her release.

On the day of her release, the CAR coordinator met with the family at the Community Programs office in Tacoma. It wasn't the warmest of exchanges between mother and daughter; however, they were reminded of the skills they both learned (these skills were shared with the family) and how helpful the skills had been in improving their listening and ability to be heard by one another. This meeting occurred just before the Christmas holidays, which added additional stress to their circumstances. The CAR coordinator reminded them they would have our full support in the coming weeks, as well as for the next 12 months. The CAR coordinator spoke with them a week later. The mother said it was the best week she and her daughter ever had together. They were going to their appointments, and Ann was helping mitigate challenges between her other siblings and the parent using DBT skills learned at Echo Glen.

The CAR program continued to support their access to services and provide some basic needs to help them continue getting by. A month later, things between Ann, her mother, and the entire family were continuing to improve. It's been almost six months since her release, and this family is stronger than ever. The skills acquired while within JR's residence really work, especially when staff have time and support to include the family in the process.

Programs, Transitions & Youth Success

Programs and Transition strives to provide continuum-wide support to ensure quality needs-based services for youth and young adults and a broad program menu to promote a young person's interests, exploration, healing, choice, and growth.

Reflections

- **Statewide Program Landscape Review** assessment of over 100 provider contracts to gain a better understanding of local program development practices, customer, and community partner experiences, and quality improvement opportunities through a Pro-Equity Anti-Racism (PEAR) lens. Takeaways: Strengths (identify goals, outcomes, data tracking, and program curriculum) and opportunities (disaggregated data, consumer feedback, quality assurance plans, and research informed) to best inform the work ahead.
- **Program Service Needs Menu** developed to spotlight the 10 key service need areas.
- **'How To' Guide** to assist in establishing needs-based client service programs to include definitions, getting started, gathering necessary information, and tips for onboarding and monitoring programs.
- **Potential Provider Inquiry Checklist** a tool to help gather essential program information, assess readiness, capacity, service need, and fit.
- **Program Resources and Support** templates and examples, sample reporting forms, billing, statements of work, group sign-in sheets, and consultation for individual and teams.
- **Exploration of Quality Programs Tool – Standardized Program Evaluation Protocol (SPEP)** a validated and data-driven rating system for determining how well a program matches what research tells us is effective at reducing recidivism.
- **Statewide Programs and Transition Webinar** featuring tools, tips, and technical assistance for creating quality JR youth and young adult service need programs.
- **Risk, Need, Responsivity (RNR) Town Hall** touched on the principles of RNR principles, what these principles look like in practice, what it means to you as professional, and what it looks like for the young people we support and serve (co-presented by Directors for Clinical and Programs and Transition).



On the Horizon

- **Policy & Training Inventory** at-a-glance guide on relevant, essential, and one-time policies and trainings related to service providers, volunteers, and interns.
- **Program Communication Supports** matrix for monthly check-ins, quarterly deliverables review, annual reporting, interim directives, or logistics information sharing.
- **Volunteer and Interns Program** incorporating a statewide policy and approach to practice.
- **Programs Service Contract Hub** designed to centralize tools, resources, and technical assistance.
- **Partner Orientation, Onboarding and Sustainable Practices Trainings** to build programs' success, capacity, and sustainability.
- **Consumer Reports** intended to operationalize co-design practices, a young persons, family, and community partner insight and experience.



Community Support for All Youth (CSAY) is the overarching framework and philosophy that all young people may be offered community-based supports by the local JR regions. CSAY addresses the unique needs of young people by utilizing community-based services to assist with the successful transition from their residential stay. Several communications were developed and shared through Frequently Asked Questions (FAQ) specific for staff, youth, and families, and CSAY Overview and Orientation presentations statewide.

Community Assisted Reentry (CAR), formerly known as “No Parole,” is the pathway where 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 supports necessary for their successful transition. Participation in CAR services is voluntary and available for up to 12 months post-release from residential sentence. There were a number of activities to initiate the CAR program launch to include a CAR Fact Sheet, CAR FAQs, updated trainings, policy, standards, and monthly reporting.

Reentry Team

The **Reentry team provides support to the JR continuum** in the following areas: consultation and guidance for Reentry Team Meetings, improvements to the Reentry Planning process, building Employment Pathways, establishing and maintaining Post-Secondary Education programs, and implementing access to Secure Internet through Secure book laptops.

Reentry Team Meetings

- **Almost 100% of JR youth and young adults have participated in a Reentry Team Meeting** prior to their release.
- **Trained 9 staff** how to facilitate Reentry Team Meetings. **Supported initial RTM’s** that have been impacted by increases in intakes as well as staff turnover in RTM Facilitator positions.
- **Shifted the responsibility of facilitation of the release RTM for Community Assisted Reentry (CAR)** from the Institution Facilitator to the Regional RTM Facilitator.
- **Outcome reporting for generalization reentry team meeting** (meeting that occurs at the end of a young person’s parole period).

Reentry Planning Process

- **97% of young people returned home with a reentry plan.**
- Identifying opportunities to **strengthen reentry planning** for a “warm hand off” to community providers and other identified supports.
- **Reentry Plan Guidelines** provide a guide for staff completing a reentry plan.
- **Sample Reentry Plans provided on the JR SharePoint** (Reentry and Transition section).
- **Reentry Plan QA Specialists visiting each JR facility** to learn what is needed, what would be most helpful, and how they can provide support.
- **Increases in education advocates and Community Assisted Reentry (CAR) Coordinators in RTM’s** provided added support for young people releasing to the community.
- **The WSU/DCYF Reentry Focus Group project has concluded** with a report from WSU anticipated July 2023.

Building Employment Pathways

- **106 young people received MyJOB** so far this year with goal to serve 20 more before PacMtn contract ended on June 30, 2023. We are seeking a **new MyJOB provider(s)** to serve the continuum for the next biennium.
- **Implementing a MyJOB quality assurance and improvement process** to ensure services are consistently provided to young adults being served by this program.
- **64 young people** have been served by JR Employment Coordinators who are working in the community to link young people to employment post release.

Establishing and Maintaining Post-Secondary Education Pathways

- Students at Green Hill School who recently earned their Associate degrees will continue their education at Centralia College and start a **Bachelor of Applied Science in Applied Management (BAS-AM)**.
- **Pre-Apprenticeship and Vocational Programs RFQQ’s were issued to invite interested bidders to provide services at GHS and EGCC.**
- **Students in community facilities** are attending college and vocational programs such as Associate and Bachelor degrees, culinary arts, real estate, IT courses, commercial driver’s license, and more.
- 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.
- **Eight young people graduated from the Fall 2022 Manufacturing Academy.** They are the 23rd cohort to participate in the program. Each had an opportunity to work in a 120-hour paid internship at Berry Global and PABCO roofing. Manufacturing academy graduates can go on to work in many areas related to the

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.”*



Figure 7:Cohort 23 (December 2022)

manufacturing industry: machinery, computer electronics, medical, clean energy, food and beverage, transportation and logistics, wood and paper, and maritime manufacturing.

Implementing Access to Secure Internet through Secure Book Laptops

- **99% completion of Phase 1: Implementing secure internet and secure book laptops across JR.** Students have access to internet to meet their education and transition needs through a layered approach to internet access.
- **Additional level of internet access called Level 4 – Transition** for young people who are transitioning from a community facility to access websites that support Reentry planning. Examples include college access, email access, reentry, and transition access including employment searches, shopping, apartment hunting, etc.
- **75% completion of transition to Google Chrome** operating system for the secure books. Transitioning from the Endless Operating system.

On the Horizon

- **Reentry Planning Quality Assurance** framework for the support of reentry planning across the continuum.
- **WSU Reentry Focus Group Report** will provide important feedback and suggestions for ways we can improve our reentry planning process.
- **RTM Annual Booster Training** – Fall 2023
- **Hair Design Program at GHS** in Partnership with Evergreen Beauty College will launch July 2023, allowing young people at Green Hill School to earn an industry recognized certificate.
- Graduates of Evergreen Beauty College Cosmetology program at **Echo Glen will begin a work-based learning experience, cutting, styling, and chemical processing of hair.**
- We will begin **transitioning old Secure book 5's to secure book 6's** which have improved features for users.
- **JR education policy** is in draft format and will be implemented in 2023.
- **JR secure internet and secure book policy** is in development and will be implemented in 2023.
- **GHS secure book transition** to Google Chrome.

Community Transition Services (CTS)

This past fiscal year has been exciting and productive. Significant progress occurred in multiple areas surrounding the infrastructure development for the launch of the Community Transition Services (CTS) program. This journey has involved dozens of staff, regular meetings, DCYF partners, external groups, and community partners as well as JR youth and young adults.

Community Transition Services is a least restrictive residential placement option where JR youth and young adults 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.

Highlights of the past fiscal year:

- Published seven printed communications to educate staff, youth, and communities about CTS.
- A JR policy dedicated to CTS, four dedicated guidelines, and several tools and resources for staff and youth.
- IT modules designed and under development.
- Reporting, QA, and CQI processes under development.
- Multiple CTS trainings for staff and youth.

Stay tuned for the launch of CTS in the next fiscal year! Coming soon:

- A CTS Eligibility Report
- An in-depth CTS training dedicated to the policy, guidelines, reentry planning, electronic monitoring equipment and, most importantly, CTS preparation, participation, support, and monitoring.
- A fully functional CTS module in JR's Automated Client Tracking System to ensure we have a seamless process.

Clinical Programs: Ted Ryle, Clinical Director

The priority of the Clinical Programs team is ensuring access to high-quality rehabilitation supports and behavioral health services that address the healing and wellness needs of young people across the JR continuum. We do this through support of JR staff, programs, facilities and offices; collaboration with community mental health and substance use treatment providers; and partnership with sister agencies, such as Health Care Authority and Department of Commerce/Office of Homeless Youth.

The Clinical Team coordinates and oversees:

- **Assessments** to develop, strengthen, and maintain accurate and effective assessment processes (Intake, IDEA, mental health, substance use).
- **Staff and Program Support for Counseling and Case Management** using the IDEA (Individual Development Evaluation & Assessment- Formerly ITA/ICI) to prioritize needs and support success.
- **Strengthening therapeutic living environments** with Environmental Adherence, program feedback, and quality improvement planning, and through championing Trauma-informed and Healing-centered engagement.
- **Specialized Treatment** through support of staff and contracted clinicians and DBT/SUD Program Specialists, including advanced training (e.g., DBT intensive and Trauma Treatments like TARGET and Prolonged Exposure).
- **Access to Behavioral Healthcare** (especially Medicaid-covered services) by expanding and strengthening processes for Medicaid enrollment and coordinating care with Managed Care Organizations (MCO) and community providers in their networks.
- **Peer-Centered Supports** and advocacy by investing in programs that leverage the potential impact and influence of lived experience in the justice and behavioral health system, including establishing a state-wide Peer Support Program Specialist position (Josh Smith).
- **Healthy Sexuality Education, Treatment and Advocacy** with a new statewide Program Specialist position (Damon Vaden).

Assessments: Jason Milliman, Administrator

- Implemented phase one of a **Measurement-Based Care System** for behavioral health assessments using the [OWL Insights program](#). For this first phase, Psychology Associates assess for anxiety, depression, and trauma impact at intake, and every 30, 60, or 90 days based on the young person's DBT treatment level.
- Formed the **Assessment Management Team** in partnership with the Office of Innovation, Accountability and Alignment to oversee implementation of the IDEA and to ensure quality assessment processes in JR.
- Expanded the **IDEA assessment team** to expedite implementation, which involves an intake IDEA with new residents, an initial full IDEA with current residents, and 90-day IDEA updates with all individuals in residence or served by Parole Aftercare. *Jason Milliman is leading these efforts on special assignment over the next year+.*

Counseling and Case Management Supports: Beth Rogers and John Bolla, Clinical Program Managers

- Worked with the training team to incorporate IDEA and other changes in counselor practice into New Employee Academy. **Partnering with trainers to provide professional development resources and consultation for ALL staff to incorporate IDEA into case management and reentry support is a priority this year!**
- Re-focused the responsibilities of the ITM Consultants and changed their titles to DBT Clinical Program Manager (Beth Rogers) and SUD Clinical Program Manager (John Bolla). Their community facility support will prioritize youth who are DBT Level 1-2 to support continuing care and counselor consultation for youth who received DBT

with a specialist at the institution. They also provide clinical supervision and/or leadership and support to DBT and SUD programs and specialists.

- **Additional high-priority support for programs at Echo Glen (Beth Rogers, lead):**
 - Brought the entire **Chinook staff team** together for a week and refreshed them on behaviorism, structured activities, CMIS, ACIT, rewrote their program with them, and provided team building.
 - **Real Time Coaching-** Trying a new approach where we bring together 21 seasoned floor staff who have promoted in JR back to ‘the floor’. We spent one day reviewing behaviorism, how to lead structured activities, how to provide feedback, and how to lead debriefs. Coaches are spending two days a month for the next six months modeling for staff in an assigned cottage. The goal is to increase staff sense of safety and ability to effectively coach youth on the floor.

Strengthening Therapeutic Living Environments: Rachael Lawson, Acting Administrator

Trauma-informed and healing centered environments that provide safe, structured, and supportive learning opportunities is one of our single most important and impactful priorities in the service of our mission. Clinical team members have partnered with champions in other division of DCYF and experts in the field, such as Laura van Dernoot Lipsky (Trauma Stewardship), Yoga Behind Bars, and Advanced Trauma Solutions (TARGET- Trauma Affect Regulation: Guide for Education & Therapy) to integrate trauma informed and healing centered practices into services for young people, policies, training curricula (e.g. NEA, CMIS), and to provide training on trauma intervention.

JR has utilized its current **Environmental Adherence (EA)** Tool since 2012 in all residential programs to measure program status and progress with these activities. Higher EA scores correlate strongly with reduced risk for felony recidivism, according to an evaluation Dr. Andrew Fox. *Rachael Lawson is leading the QA team while Jason Milliman is on special assignment with the IDEA.*

- Quality Assurance managers begin each round of observations with two separate seven-hour observations, followed by a comparison of these initial observations. If a program (or wing at GHS) scored more than .25 apart (during the first two observations) then a third observation was conducted to finalize the comprehensive score. Wing scores are averaged together to obtain an overall EA score for that program.
- Eighty-two seven-hour observations were completed (48 at Green Hill School, 16 at Echo Glen Children’s Center, and 18 at Community Facilities.
- At the end of each observation, QA managers attempted to hold EA debriefs to highlight effective therapeutic practices, suggestions for potential adjustments, or overall behaviors observed by staff.
- QA managers provided detailed reports following each comprehensive evaluation containing feedback about each EA measure, and recommendations for program improvement.
- 71% of programs averaged above the minimum Standard (2.3 on a 1-3 scale) during the 2022 round of observations.

The Quality Assurance team has also worked throughout this past year to develop Environmental Adherence training materials to strengthen understanding of the EA Tool and to provide resources to enhance our therapeutic milieu.

Specialized Treatments

- Refined DBT/SUD Program Specialist positions descriptions to expand recruitment options and allow for alternate career pathways other than traditional schooling.
- Created 'in-training' DBT and SUD Program Specialist positions that provide opportunity for increased access to specialist positions while achieving necessary training and/or certification to qualify for advancement.
- Provided TARGET trauma intervention training and consultation to a cohort of clinicians in institutions and CF's. Secured capacity for a second cohort later this year.
- Through a grant with Office of Homeless Youth, continued to provide WISe (Wrap Around with Intensive Services) engagement with young people in residence, and coordination with community providers to increase likelihood of enrollment with eligible youth and their families. Received an additional year of funding for the project, and support from DCYF executive leadership to continue offering this service.
- Aggression Replacement Training (ART) study with Vanderbilt University to conduct a study of the ART outcomes to inform future decisions regarding this program.

Substance Use Disorder (SUD): Robert Hopkins, Administrator

- Behavioral Health Administrator (Rob Hopkins), SUD Clinical Program Manager (John Bolla) and POST (Preventing Opioids through Successful Transition) Study Project Manager (Steve Cordero) are leading and supporting efforts to increase access to high quality substance use disorder treatment services, and integration of services for individual with co-occurring substance use and mental health needs.
- The team partnered with facilities and regions to establish, recruit, and hire additional SUD Program Specialists at the institutions, and to execute contracts with community providers for Behavioral Health Aftercare Liaison positions for each of the eight community facilities (all but one is in place), and the six regions.
- The team is working with the SUD Clinical Administrators at each institution to align programs, assessment, and ACT documentation more closely with ASAM (American Society of Addiction Medicine) criteria.
- Re-established Behavioral Health Oversight Committee (BHOC) with representatives from across the JR continuum. Aftercare Liaisons join every other month.
- Consulting with the Hazelden/Betty Ford Foundation to evaluate and provide recommendations for integrating and strengthening service for young people with co-occurring substance use disorder and mental health needs. On-site evaluations to happen in October at each institution.
- Nearing the end of year 4 of 5 NIH Opioid Prevention grant-funded POST Study, in partnership with Seattle Children's Hospital (SCH) and the University of Washington (UW) School of Social Work. With the support of JR leadership and program personnel, POST has enrolled 173 young people over two years (75% of all those eligible) in this randomized controlled trail where they receive opioid and overdose education, recovery-focused coaching and reentry support using the Adolescent Community Reinforcement Approach (ACRA) and may receive Assertive Community Care (ACC) after release, depending on how they are randomized. Seventy-seven percent of enrolled youth have successfully completed or are still engaged at the three-month follow-up. Recruitment of new participants will continue until the end of this year. The final months next year will focus on evaluating data. Project leaders are engaged with community/system partners, funders, and DCYF executive leadership to explore routes for sustainability.
- Established contract with SCH/UW to provide POST OUD (Opioid Use Disorder) treatment support to young people with moderate to severe opioid use disorder. These people are ineligible for the POST prevention study due to existing OUD diagnosis.

- Developed and vetted rapid drug test directive in response to fentanyl crisis for publication in the near future.
- Began work on comprehensive overdose/drug testing/CF escalating intervention/return protocol.
- Provided information on extreme risks of drugs like fentanyl and xylazine (the zombie drug).
- Continue to expand education and access to overdose reversal remedies, such as Narcan.

Dialectical Behavior Therapy (DBT): Beth Rogers, Clinical Program Manager

- As the DBT Clinical Program Manager, Beth Rogers provides leadership and support to all DBT Program Specialists (PS) at GHS and EGCC. She clinically supervises to PS5's, who are assigned to mental health units. PS5's clinically supervising PS3's. The intent is for clinical supervisors to partner closely with unit supervisors to support PS and program development. The clinical team is aware that, with the newness of these positions, and the multitude of challenges and competing priorities in recent years, this is very much a work in progress, and an important focus over the next year.
- At Echo Glen, three of the five PS5's and two of the four PS3 positions are filled.
- At Green Hill, both PS5's and three of the four PS3 positions are filled.
- DBT Specialists are responsible for assigning DBT treatment levels, based on intake assessments and consultation with clinicians and program staff. Youth assigned to DBT level 1 receive weekly sessions with their specialists. Youth on DBT level 2 receive sessions every 3-6 weeks with the specialist. The specialist is responsible for consulting with the individuals case manager. This includes providing the case manager with guidance on how to address treatment targets and shaping plans the specialists creates and updates in the Treatment Planning & Progress Note (TPPN).
- Program Specialists participate in weekly support meetings (twice monthly consultation groups and Program implementation meetings). They are also studying the treatment manual and are participating in on-line trainings on their own timelines.
- Intensive DBT training is provided regularly through a contract with the Portland DBT Institute. This included a two-week intensive training in 2022 with approximately 40 people attending, and a two-day Skills Group training online for approximately 30 people. We provided the first week intensive in June of this year, the second week will be in the fall. We also offered access to two 5-day zoom-based trainings last summer through the Treatment Implementation Collaborative).

Behavioral Healthcare: Eric Nicholson, Administrator

- We partnered with the WA State Health Care Authority (HCA) to create a process that notifies Managed Care Organizations (MCOs) when Medicaid covered young (86% exit JR with coverage) are transitioning to a CF or releasing in the next 30 days. This gives MCOs the opportunity to reach in and provide additional support to ensure they have what they need for a successful transition or reentry.
- DCYF JR has a contract with the HCA for a staff position (Gecia Kriens) that is dedicated to Medicaid education, enrollment, and MCO notification. JR and HCA partnered to develop this process, which began early in 2023.
- Gecia meets with young people in the facilities to provide Medicaid education. This helps them to understand their insurance options and helps them pick the right MCO for their needs. Five MCOs manage networks of community providers state-wide.
- HCA is also working with JR to update the enrollment and coverage system of for youth in CF's so that it more closely aligns with processes and practices in the community.

Peer-Centered Supports: Josh Smith, Program Specialist

JR established a Peer Support Program Specialist position in 2022. Using pilot funding from Health Care Authority, JR contracted with JASPR Health to provide **Peer Bridger Reentry Support** to 35 young people as they approached release and for up to 6 months following release. Peer Bridgers are a specific type of Certified Peer Counselor (CPC) that focuses on reentry from residential correctional and behavioral health treatment programs. Similar to efforts in DOC, this program piloted an approach in the JR setting that has been used primarily in behavioral health treatment settings.

JR also partnered with JASPR to form a compensated Advisory Board to Operationalize Peer Supports in the JR setting and to develop a manual that can inform future efforts in this area. The board completed its work in early June.

The Peer Support program is providing fresh and innovative approaches to address behavioral health, mental health, and substance use challenges faced by youth and young adults in DCYF's care. Through a range of experiential learning opportunities, strategic engagement processes, and restorative and transformational mentorship experiences, residents are offered positive and dynamic activities such as glassblowing, lacrosse, and dog handling that promote community, teamwork, creativity, and confidence. These activities have been shown to improve mental health and behavioral outcomes, providing a constructive outlet for individuals experiencing various challenges. Some of the connections and accomplishments include:

- Connecting those in DCYF's care to community base organizations and connecting them with groundbreaking peer-centric trainings that help them become trauma-informed, healing-centered, and skilled in recognizing and responding to mental health and behavioral health challenges. These trainings support recovery and wellness, helping to prevent future challenges.
- Providing positive reinforcements to residents in DCYF's care in the form of toys, board games, and books that promote a sense of comfort and security, which is especially beneficial for those struggling with behavioral or mental health challenges.
- Creating a supportive and safe environment for residents to thrive in, which is critical for the agency and community. These efforts are making a significant impact on the lives of the residents, setting them up for success, and is truly transforming the lives of young people through his innovative approach to Peer Support.
- Provided experiential leadership opportunities such as visiting the Ape Caves for a 13,000-foot-long hike that traverses 2,400 feet of elevation all underground in the longest lava tube in the lower 48 states!
- Training 40+ individuals in an HCA lead certified peer counselors' course at Walla Walla and have close to a 100% pass rate.

Coming up next: Providing tMHFA (Teen Mental Health First Aid) to the residents of JR through partnerships with the National Council for Mental Health, The Boys & Girls Club, and The Pierce County Behavioral Tax-Fund. JR is poised to certify our teen residents ages 14-18 in Teen Mental Health First Aid. The residents we serve will have the skills and be certified to recognize the signs and symptoms of challenges, communicate and support their peers, and connect them to an appropriate adult if needed.

Sexuality Education, Treatment and Advocacy: Damon Vaden, Program Specialist

- We hired and onboarded the Sexuality Education, Treatment & Advocacy Specialist in February 2023 to the DCYF JR Clinical Team. Some of the accomplishments and priorities include:

Sexual Treatment

- Consulted with two community treatment providers to review and provide technical revisions to the current programming materials for young people with sexual behavioral treatment needs.
- Partnered with Department of Corrections Leadership Team on program needs for the Youthful Offender Program Treatment Group for young people with sexual behavior treatment needs at Green Hill School.
- Planning to revise Healthy Living Plan (HeLP) & Health Living Group content and evaluate program support needs for staff who work with young people committed of a sexual offense.

Sexual Health and STI/Pregnancy Prevention Education

- Partnering with Department of Health and a private nonprofit (Cardea) to identify and implement an evidence-based Sexual Health and Education curriculum.

Commercial Sexual Exploitation of Children (CSEC)

- Planning for implementation of a screening tool to identify and determine appropriate responsive services for young people impacted by trafficking.

The Science of Hope: JR HOPE Navigators

The Science of Hope is gaining traction across areas in Washington and DCYF. In January 2023, three JR staff (Rachael Lawson, Liz Pearse, and Brandi Albert) along with other DCYF staff and partners across Washington, attended Hope Navigator training with Dr. Chan Hellman. This foundational training highlighted places where Hope Science is already being utilized and areas where it could strengthen and expand current practices. The Science of Hope utilizes goals which we identify as Life Worth Living (LWL) Goals, assists with finding Pathways (steps toward these goals), while assessing and strengthening Willpower (to aid youth and staff in pushing through barriers that may arise in their pursuit of these goals). With Hope Science, the end goal is not hope but an increased sense of well-being. Hope is defined as a belief that your future will be better than today and that you have the power to make it so. There have been over 2,000 studies on the Science of Hope and how this teachable belief and actionable process can increase the overall well-being and positive long-term outcomes for those who use it.

This science appears to be a promising tool to fine tune our current counseling practices and to potentially aid in supporting the well-being of our staff members. Currently, DCYF and JR are supporting further growth of Hope Science within this agency by:

- Hosting a town hall with Dr. Chan Hellman, the founder of the Science of Hope. Click [here](#) to watch recording.
- Participating in monthly Hope Navigator check-ins and Hope Capacity Builders Meetings across DCYF and alongside other partners within Washington State, including local courts.
- Leadership is working to organize and pilot other Hope-centered activities like a week-long Camp Hope and a structured, voluntary book club focused on the book, "Hope Rising," by Dr. Chan Hellman.
- Later this year, DCYF will offer another Hope Navigator training for interested JR staff planning. Previous participants will attend as well, as part of a process of moving toward a Hope Ambassador status.

Strategic Initiatives, Culture, and Training (Will Stadler, Director)

Over the past year, Juvenile Rehabilitation has been making significant investments in people, training, processes, and culture to better fulfill its mission to the youth and families we serve. FY2023 brought several positive changes to teams and programs aimed at supporting and developing our workforce, including the formal development of a team dedicated to strategic initiatives, culture, and training across the JR continuum.

In FY 2023, a division of JR was formed with the intent of orchestrating strategic initiatives, culture, and training across JR. This new division is composed of existing training teams, as well as the addition of a new director and six new Professional Development Specialists. These changes reflect the importance we place on investing in people and an environment which enables all JR staff to grow and prosper professionally, as well as deliver exceptional service. Our Professional Development Specialists are instrumental to providing foundational training to new employees and delivering continuous in-service education and training opportunities for staff along the continuum across a variety of crucial areas related to safety, including trauma-informed care, behavioral health, case management, crisis intervention, crisis management, and staff supervision.

Advanced Crisis Intervention Training (ACIT): Grace Icenogle, Confinement Prevention Administrator

As part of the agency's commitment to promoting safety and trauma-informed environments, JR has begun implementing ACIT – a crisis intervention certification program available from a professional mental health association for responding to anger, aggression, and violence. Our ACIT team consists of four certified trainers: Andrew Bair, Karen Sorensen, Grace Icenogle, and Jason Hefner. Grace and Jason just earned their certification as ACIT trainers in May of 2023. This will enable them to work toward master level ACIT trainer certification to enable the delivery of ACIT training for JR staff interested in becoming field trainers. Additionally, several other members of the JR training team will be pursuing field trainer certification in ACIT in FY2024.

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

JR has also invested heavily in providing staff with verbal and physical crisis management tools and techniques to prevent and respond to incidents when they occur and to cultivate a safer environment for youth and employees. The CMIS training team consists of Training Administrator, Jason Hefner, Professional Development Specialists, Rich Ahrens and Rebekah Daniels, as well as three new Professional Development Specialists who joined the team in February: Ian Williams, Mariah Sanchez, and Brett Woods. Ian is located at Echo Glen Children's Center (EGCC), Mariah Sanchez is located in the Yakima DCYF Office, and Brett Woods is located at Green Hill School (GHS). They all bring a wealth of knowledge and experience in this curriculum: Ian is a Master Instructor at the Criminal Justice Training Commission and a long-time security staff at EGCC, Mariah comes to us from Western State Hospital and is a certified ACIT trainer, and Brett previously worked at GHS and as an instructor in the curriculum known as Dealing with Resistive Youth (DWRY). All three have successfully completed the Gracie Survival Tactics for Law Enforcement (GST), Level 1 course and will be looking to earn recertification in 2023 with our other outstanding trainers, Rich Ahrens, Rebekah Daniels, and training administrator, Jason Hefner.

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

We believe that all new staff should be provided with the knowledge, tools, and support to be successful when they join JR, which is why our training team has formed the New Employee Academy and updated the training curriculum to improve the onboarding process. Our NEA facility/regional training team includes Training Administrator Daniel Landin, and Clinical Training Consultant Liz Pearse, who just achieved new certification as a Hope Navigator for JR, as well as new

Professional Development Specialists Bruce Wood, Jessica 'JC' Cawthon, and Cody Kidder. Bruce will work with JR staff in community facilities and out of the regional office in Western Washington, JC will work with staff in Eastern Washington, and Cody will be our resident trainer at Green Hill School. We are so excited to have them join our team!

Program Updates and Achievements

ACIT

Throughout FY 2023, Grace Icenogle helped to adapt the ACIT curriculum for JR and has been leading efforts to implement and improve the delivery of this training since its inception. With input and support from staff, we have finished our initial offerings of the 3-day Advanced Crisis Intervention Training (ACIT) to supervisors across JR. Leadership provided critical feedback and guidance that made this possible and ensured staff – primarily supervisors and managers – were available to participate in this training. We are grateful to those who have attended ACIT for their willingness to lean into something new and share their expertise with the training team.

Since launching in March 2023, 65 staff have been trained on ACIT (and passed with flying colors!). We've delivered trainings to staff working at Echo Glen, Green Hill, CFs across the state, regional staff, and HQ staff alike. Of all staff surveyed who received ACIT Training:

- 92% reported believing all JR staff should receive de-escalation/crisis intervention training.
- 97% rated the training as "very good" or "excellent" in relation to their job duties/expectations.
- 95% responded they can better control the nature of interactions with youth to create positive outcomes.

Overall, staff found this training to be highly relevant to their role, believe all staff should receive this kind of training, and that they are able to create positive outcomes for youth.

Case Management (CM)

Liz Pearse modernized the JR Case Management training to begin including:

- Utilization of IDEA assessment data into CM workflows.
- Coordination with Dialectical Behavioral Therapy (DBT) Specialists.
- Incorporation of individual session and case notes focused on reentry.

CMIS

- Since January 2022, 270 JR staff completed CMIS training (176 GHS, 72 EGCC, and 22 CF, Regional, or HQ staff).
- CMIS runs multiple trainings each month at both GHS and EGCC, and we are close to having trained all EGCC direct care staff.
- We continue to fine tune the CMIS curriculum following best-practices and feedback received from staff completing the class.
- We will soon be rolling out a Community Facility-focused CMIS training to address the unique needs of community facility staff and regional support teams. We plan to add several more of those classes to start getting our community facility and regional teams through this training.

NEA

- Since January 2022, 201 JR staff have completed NEA training.
- The New Employee Academy now includes a one-day introduction to ACIT so staff new to JR can learn fundamental crisis intervention skills.

Looking to the horizon, JR training teams are finalizing the FY2024 strategy. To date, the teams have set goals for several programs, including:

ACIT

We are committed to growing our ACIT training team to meet the ongoing training needs of JR and to continue integrating ACIT training into NEA, in addition to offering stand-alone ACIT classes for staff. Our hope is that ACIT will improve staff's confidence and competence in responding to individuals experiencing crises or dysregulation to cultivate a work environment that is safer and more fulfilling for staff and youth alike.

We also hope to:

- Develop Master Trainers in JR to enable independent training and certification of new agency trainers (from 4 to 14 trainers).
- Initiate refresher and quality assurance efforts (e.g., quarterly visits to facilities to conduct bursts of ACIT refresher training).
- Fully integrate ACIT into NEA so all new employees immediately build this foundational skillset.
- Begin measuring links between ACIT and critical outcomes, such as staff safety and well-being, environmental adherence, and retention.
- Offer ACIT training to at least 200 JR staff.

CMIS

- We are looking to expand classes to the east side of the mountains to better reach community facility staff in those areas.
- Enable at least 90% of JR direct-care staff to complete CMIS training by the end of the fiscal year.
- Provide CMIS training to all GHS staff.
- Add an additional five classes directed towards community facility and regional staff.
- Enable CMIS instructors to be trained as certified SPEAR Care instructors, based on a curriculum that trains staff to manage their fear in moments of crisis.

NEA

- Expand the NEA curriculum to include additional security threat group and gang affiliated trainings.
- Incorporate tribal relations training into the curriculum.
- Deliver NEA trainings at each institution on a monthly basis.

Other

- Launch Supervisor Academy training for all JR staff with supervision responsibilities.
- Begin training on the utilization of IDEA data to improve Case Management delivery to clients.
- Establish field training/operating and mentoring manuals for new staff.
- Optimize the delivery of in-service and team didactic trainings.
- Launch a shared training calendar to provide better training communication, as well as more frequent, predictable professional development opportunities for JR staff.
- Create training pathways for staff seeking professional development and promotion opportunities.
- Streamline training assignments, registration, and reporting to enable more efficient management of agency-wide training plans.

Headquarters Administrative and Program Areas

Jedd Pelander, Program Administrator

Housing Supports

The JR Housing Supports program works to assist youth, young adults, and families with safe and stable housing upon release from our JR facilities or while youth are in the community. SB 6560, which was passed in 2019, provided opportunities for Juvenile Rehabilitation in partnership with the Office of Homeless Youth and other state agencies to prevent youth and young adults releasing from a publicly funded system of care into homelessness. This past year dedicated Homeless Prevention Specialists provided direct housing rental assistance to 18 JR clients and funding assistance to 20 additional youth in efforts to stabilize youth and families in their current living environment. Rental assistance can range from several months up to one 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 and YouthCare to provide wraparound services in Region 4 and Region 1 for youth who may be unstably housed or at risk of becoming homeless.

The Homeless Housing Supports Program team is excited for the upcoming year as new funding to JR provided by the legislature will be available to expand our partnerships with community housing providers to help further assist our young people with a safe and stable place to call home with supports.

YSO

The End of Sentence Review Juvenile Subcommittee provided level recommendations for 40 JR youth this past year in addition to 81 juvenile court youth adjudicated with a registerable sex offense who received a SSODA or local sanctions sentence. This past year, JR hired a Sexuality Education, Treatment, and Advocacy Program Specialist who will assist to further develop sex offense specific treatment for youth in residential settings as well as identifying and developing tools and resources for JR across the continuum related to Commercial Sexual Exploitation of Children (CSEC).

Due to the recent changes in Juvenile sex offense specific statutes, the focus will be on training and implementation of HB 1394 which provides additional funding opportunities to juvenile courts, changes the sex offense registration laws for some juveniles, and provides further aftercare supports for individuals releasing from a JR facility with a sex offense.

Interstate Compact for Juveniles (ICJ)

The Washington Interstate Compact for Juveniles (ICJ) office had a volume of 910 cases between Juvenile Rehabilitation and Juvenile Court youth this past year. Cases consist of 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. 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 121 users statewide as well as providing training and technical assistance for staff across the state.

The ICJ is excited to continue onboarding staff into the new ICJ database system throughout this next year as well as using data to assess ICJ performance metrics across the country.

PREA: Cary Bloom, PREA Administrator



Green Hill School, Parke Creek SCF, Woodinville SCF, and Twin Rivers SCF are all wrapping up federal PREA audits that began in October 2022. 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 continues to work tirelessly in meeting 1:8 and 1:16 staffing ratios at our secure facilities. Multiple steps are currently being put in place that include hiring, training and promoting the amazing work that is going in in JR/DCYF. New trainings are being completed each month as we strive for Zero Tolerance for Sexual Harassment and Sexual Abuse. PREA and Zero Tolerance for abuse messaging are integrated 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.

K-12 Education: Haley Lowe, Administrator

JR has achieved remarkable progress in K12 education over the past year, particularly at Echo Glen, and we are excited to extend these advancements to all JR facilities. With an unwavering commitment to the holistic development of our youth, we are delighted to outline our progress and share information on legislative initiatives, Multi-Tiered System of Supports (MTSS) implementation, enrichment programs, community-based partnerships, newly funded education teams, and the expansion of educational resources at Echo Glen and Green Hill facilities.

Legislative Initiatives

During the 2022-2023 fiscal year, the implementation of House Bill 1295 (HB1295) and House Bill 1701 (HB1701) played a pivotal role in transforming the education landscape within JR. HB1295 focused on improving educational outcomes and support services for youth learning in secure facilities, while HB1701 addressed funding allocation, long-term accountability, and oversight to ensure equitable access to quality education. Moving forward, our next steps involve aligning our educational programs with the requirements of these bills, developing comprehensive educational plans, and establishing data-driven metrics to measure student progress. We will focus on implementing recommendations, removing barriers, and tailoring education to the unique needs of every youth that enters our system.

Multi-Tiered Systems of Support

At Echo Glen, the implementation of the Multi-Tiered System of Supports (MTSS) framework has significantly contributed to the academic and behavioral growth of our students. Over the past year, we have steadily made progress in implementing MTSS practices, including systematic assessment, data-driven decision-making, targeted interventions, and ongoing monitoring of student progress. By integrating MTSS into our educational approach, we enhance support and interventions for students, promoting positive learning outcomes. Moving forward, our next steps involve expanding MTSS practices across all facilities, providing professional development opportunities for staff, and continuously evaluating intervention effectiveness.

Enrichment Programs and Community-Based Partnerships

Enrichment programs and community-based partnerships have played a pivotal role in broadening educational opportunities for justice-involved youth. Programs such as SHARE, Pongo, and The Bridge have provided our students with access to creative outlets, mentoring relationships, and therapeutic interventions, fostering personal growth and development. We have witnessed positive impacts on student engagement, self-expression, and emotional well-being through these initiatives. In the upcoming year, we will further expand and enhance these programs, strengthening our partnerships with community organizations to provide comprehensive support for our students' educational and personal journeys.

Newly Funded Education Teams and Seamless Transitions

Recognizing the critical importance of seamless transitions for youth moving between facilities and the community, we will establish newly funded education teams at HQ, Green Hill, and Echo Glen. These dedicated teams will ensure continuity in education and support services during students' transition periods including moves to Community Facilities, Community Transition Services, Parole After Care, and return to the Community. Through personalized education plans, coordination with community resources, and targeted interventions, these teams will minimize educational disruptions and empower youth to thrive academically and personally.

Washington State Library Funding for Green Hill

We are thrilled to highlight the establishment of the Washington State Library at Echo Glen, providing students with expanded access to a wide range of educational resources and promoting a culture of literacy. Additionally, Green Hill has received funding to implement a Washington State Library branch, ensuring students have access to comprehensive library services and literary events. These initiatives underscore our commitment to supporting youth success through education, literacy, enrichment programs, and career development.

Conclusion

The progress made in K12 education within JR during the past year exemplifies our unwavering dedication to empowering the futures of the young people we serve. As we move forward, we remain steadfast in our commitment to implementing legislative initiatives, advancing MTSS practices, expanding enrichment programs and partnerships, supporting seamless transitions, and investing in educational resources and supports. Through ongoing collaboration and thoughtful planning across JR facilities, we aim to create transformative educational experiences that equip young people with the tools, knowledge, and skills they need to achieve success and become positive contributors to society.

Policy: Andrea Ruiz, JR Policy Administrator

An agency-wide project began in August 2022 to bring together policy experts from across divisions to look at a consistent, shared approach all DCYF divisions could follow to design and implement policies and rules. During this major project, all major rule or policy changes were placed under a moratorium unless preapproved. JR received approval for the following four policy changes:

- NEW Policy [6.70](#) Marriage for JR Young Adults (published)
- Policy 4.10 Developing Youth & Youth Adults Through Case Management (final draft)
- NEW Policy on Post-Secondary Pathways (nearing final draft)

There were several directives and policy updates that have also been drafted to address updates and changes in JR practice to align with national best practices regarding safety and security. These practices are aimed at increasing client, staff, and facility safety, and include things like more frequent wellness checks, facility security searches, and trauma-informed approaches to use of force such as verbal de-escalation, approved physical interventions, and specific requirements regarding use of restraints.

On the Horizon

- Updates to WAC 110-745 (expanding to include all young people in JR)
- NEW Policy: Opioid/Overdose Prevention
- Update 4.70 Managing Youth in the DOC's Youthful Offender Program

Confinement Prevention: Grace Icenogle, Confinement Prevention Administrator

When RCW 13.22 was created and implemented in 2020, a legislative report was required. Dr. Icenogle was hired to look at how to contribute to the prevention and reduction of room confinement and isolation within JR facilities. In addition to implementing ACIT training (see earlier description), Dr. Grace Icenogle and Dr. Andrew Fox co-authored and published the first report entitled "[Juvenile Room Confinement and Isolation in Washington State: Initial Report to the Legislature.](#)"



ACT: Chad Harris, Application Development Manager

The ACT team was able to build a robust IDEA assessment, using more modern technologies than they had used before, to enable staff to start a new chapter of risk and needs assessment in JR. The final product is fantastic and user friendly, thanks to some excellent teamwork between the ACT team, JR Business, and OIAA.



Published July 2023

Juvenile Rehabilitation | Approved for distribution by Felice Upton, JR Assistant Secretary