



FINAL

Washington Juvenile Rehabilitation Capacity Study for Juvenile Confinement Facilities Expansion

kmd + CHINN
architects PLANNING

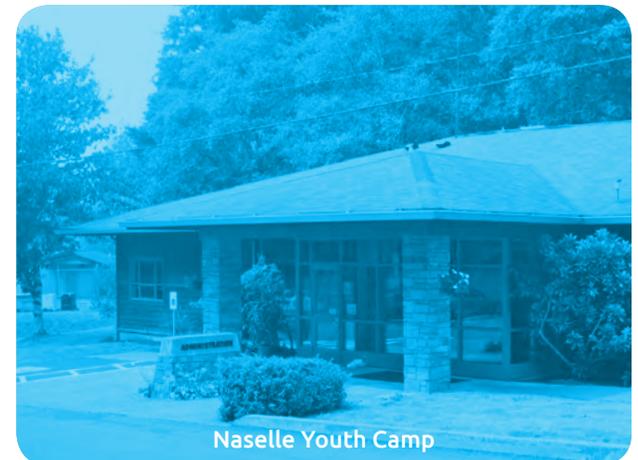
| January 31, 2019



Green Hill School



Echo Glen Children's Center



Naselle Youth Camp

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INTRODUCTION

Washington Juvenile Rehabilitation
Capacity Study for Juvenile Confinement Facilities Expansion





OVERVIEW AND PURPOSE OF THE STUDY

In June 2018 KMD and Chinn Planning, Inc. were interviewed and selected to develop a Capacity Study for Washington Juvenile Rehabilitation Facilities Expansion. Legislation passed in 2018 (Senate Bill 6160-Exclusive Adult Jurisdiction) removed certain crimes from automatic decline to adult court when committed by a juvenile. This legislation will increase the population at JR facilities by an estimated 48 older youth by 2027. The impact of this legislation also results in older youth (up to age 25) being housed in JR facilities. Additional legislation that did not pass in 2018 (House Bill 2907-Juvenile Rehabilitation Confinement) but is likely to pass in the future would increase population at JR facilities by 75 to 100 older youth (age 21 to 25) by 2027. JR wanted to develop a plan for the additional capacity of 125 to 150 older youth (up to age 25) at either existing JR facilities, or at other new/renovated facilities by 2027.

YOUTH CAN NOW BE SENTENCED AS A JUVENILE INSTEAD OF AS AN ADULT – IMPLEMENTING SB 6160

Eliminating Exclusive Adult Jurisdiction for Certain Crimes:

- Prosecutors can now choose to prosecute youth who commit certain serious crimes in juvenile court instead of being required to use adult courts. Passed by the 2018 Legislature, SB 6160 removes the requirement that all youth ages 16-17 who commit certain serious crimes be sentenced in adult court.
- This means Washington communities will be safer because these youth will have access to a system that is better equipped to meet the needs of these youth adults.
- The Juvenile Rehabilitation (JR) program currently provides rehabilitation and reentry services to youth up to age 21. Expanding to age 25 is a natural extension and also requires unique programs and supports for the 21-25 years old.
- Any youth who comes to JR under the new law will be 16 or 17 years old. It will be three to four years before the first cohort of these youth stay in JR beyond age 21.

Source: Washington State Department of Social and Health Services.

JR also recognizes the challenge of mixing youth age 15 to 17 with older youth up to age 25 and wanted to establish the criteria necessary to support the requirements of these additional beds for older youth.



The capacity study was undertaken to develop a short-term and long-term plan to house the older youth, based on:

- Profile characteristics of older youth and their housing, program and service needs;
- The mission and vision of serving the older population, based on evidence-based research;
- Maximum use of existing facilities and resources; and
- Thorough investigation of all options, including assessment of facilities/sites that are not currently operated by JR.

The end result of this study is a tool to inform the legislature of the need for future capacity to house an estimated 125 to 150 older youth (up to age 25). Although not a focus of the study, JR recognizes that additional community capacity will also be needed to address the transitional housing needs of older youth.

STUDY PROCESS AND SCHEDULE

A detailed work plan was developed after discussing the project with executive leadership at Juvenile Rehabilitation. The work plan and schedule are shown below. The project was initiated in August 2018 and completed in January 2019.

PROJECT TASK LIST FOR WASHINGTON JUVENILE REHABILITATION CAPACITY STUDY FOR JUVENILE CONFINEMENT FACILITIES EXPANSION

Task 1 – Project Initiation and Management

1. Identify Project Scope and Outcome
2. Tour (3) JR facilities and (1) Community Facility
3. Submit Data and Other Information Requests
4. Identify Criteria for Selecting Candidate Buildings/Sites for Assessment
5. Determine Project Advisory Committee and Planning Work Group Membership
6. Determine Project Schedule and Deliverables

Facility Tours and Project Initiation: August 22-23, 2018



Task 2 – JR Population Analysis

1. Collect and Analyze Data
2. Prepare Overview of System
3. Population Growth Trends
4. Population Profile Characteristics
5. Population Locational Analysis

Task 3 – Identify Population Forecast for Master Plan

1. Review WA Caseload Forecast Council Forecast of Current JR Population
2. Review Impact of SB 6160 Legislation
3. Review Impact of HB 2907 Proposed Legislation
4. Compare Forecast to Actual Population Trends
5. Present National Trends and Best Practices in Juvenile Residential Facility Operation and Design

Project Advisory Committee Meeting: October 11-12, 2018

Topics: Project Kick Off - Review Population Analysis and Forecasts, Review Best Practices

Task 4 – Treatment and Operational Programming

1. Collect/Analyze Information on Current Programs
2. Review Recent Studies on Facilities and Operations
3. Identify Programs and Services Based on Population Profile Characteristics
4. Review of WA JR Plans for Expanded/Enhanced Programming
5. Conduct Planning Group Workshop to DRAFT "Ideal" Program

Task 5 – Prepare Facility Program Statement for Expanded, Older Youth Population

1. Determine Initial and Future Capacity Requirements
2. Determine Management and Housing Concepts
3. Determine Programs and Services
4. Develop Space Allocation Program

Project Advisory Committee Meeting: November 13, 2018

Topics: Review Operational Assessment and "Ideal" Facility Program for Older Youth



Task 6 – Facilities Evaluation/Future Facility Requirements

1. Review Building and Site Information (NOTE: (3) WA JRA facilities and (3) additional building/sites)
2. On-Site Investigation/Facility Tours
3. Document Existing Conditions
4. Facility and Site(s) Evaluation/Potential for Long Term Use

Task 7 – Prepare and Evaluate Options to Meet Future Facility Requirements

1. Develop Options for Locating Older Youth Based on Space Requirements and Facility/Site Evaluation
2. List Advantages and Disadvantages of Options
3. Prepare Preliminary Site Concepts
4. Prepare Cost Models for Selected Option(s)

Project Advisory Committee Meeting: December 11, 2018

Topics: Review Facilities Assessment, DRAFT Program and Options/Analysis

Task 8 – Prepare Master Plan Report

1. Prepare and Submit DRAFT Report

Project Advisory Committee Meeting: January 22, 2019

Topics: Presentation on Options and Final Recommendations

2. Prepare and Submit FINAL REPORT by January 31, 2019



Table 1-1 Project Schedule Washington Juvenile Rehabilitation (JR) Facility Planning For Expansion of Population Served to Age 25																									
TASK LIST		August				September				October				November				December				January			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
T-1	Project Initiation and Management a. Identify Project Scope and Outcome b. Tour (3) JRA facilities and (1) Community Facility c. Submit Data and Other Information Requests d. Identify Criteria for Selecting Candidate Buildings/ Sites for Assessment e. Determine Project Advisory Committee and Planning Work Group Membership f. Determine Project Schedule and Deliverables			★																					
T-2	JRA Population Analysis a. Collect and Analyze Data b. Prepare Overview of System c. Population Growth Trends d. Population Profile Characteristics e. Population Locational Analysis																								
T-3	Identify Population Forecast for Master Plan a. Review Caseload Forecast Council Forecasts of JR Current Population b. Review Impact of SB 6160 Legislation c. Review Impact of HB 2907 Proposed Legislation d. Compare Forecast to Actual Population Trends e. Present National Trends and Best Practices in Juvenile Residential Facility Operation and Design f. Project Advisory Committee Meeting: Project Kick Off, Review Population Analysis and Forecasts, Review Best Practices																								
T-4	Treatment and Operational Programming a. Collect/Analyze Information on Current Programs b. Review Recent Studies on Facilities, Operations, Staffing c. Identify Programs and Services Based on Population Profile Characteristics d. Review of WA JRA Plans for Expanded/Enhanced Programming e. Conduct Planning Group Workshop to DRAFT "Ideal" Program																								



Table 1-1 Project Schedule (continued) Washington Juvenile Rehabilitation (JR) Facility Planning For Expansion of Population Serviced to Age 25																									
TASK LIST		August				September				October				November				December				January			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
T-5	Prepare Facility Program Statement for Expanded, Older Youth Population a. Determine Initial and Future Capacity Requirements b. Determine Management and Housing Concepts and Staffing c. Determine Programs and Services d. Develop Space Allocation Program e. Project Advisory Committee Meeting: Review Operational Assessment and "Ideal" Facility Program for Older Youth																								
T-6	Facilities Evaluation/Future Facility Requirements a. Review Building and Site Information (NOTE: (3) WA JRA facilities and (3) additional building/sites) b. On-Site Investigation/Facility Tours c. Document Existing Conditions d. Facility and Site(s) Evaluation/Potential for Long Term Use																								
T-7	Prepare and Evaluate Options to Meet Future Facility Requirements a. Develop Options for Locating Older Youth Based on Space Requirements and Facility/Site Evaluation b. List Advantages and Disadvantages of Options c. Prepare Preliminary Site Concepts d. Prepare Cost Models for Selected Option(s) e. Project Advisory Committee Meeting: Review Facilities Assessment, DRAFT Program and Options/Analysis																								
T-8	Prepare Master Plan Report a. Prepare and Submit DRAFT Report b. Project Advisory Committee Meeting: Presentation on Options and Final Recommendations c. Prepare and Submit FINAL REPORT by January 31, 2019																								



PROJECT ADVISORY COMMITTEE

Meetings were held with the Project Advisory Committee four times during the study process to gain input and insight into the project information that was presented. Project Advisory Committee Members included:

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3. Harvey Perez, Director of Institution Programs
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SUMMARY OF REPORT SECTIONS

This Report contains the following Sections:

Section 1 Introduction

Section 2 Overview of System Trends, Youth Profile Characteristics, and JR Operations

Section 3 Forecast of Future Capacity Requirements

Section 4 Review of Best Practice in Juvenile Facility Operation and Design

Section 5 Assessment of (3) Current JR and (3) Other Facilities/Sites to Meet Capacity Requirements

Section 6 Options to Meet Future Capacity and Site Requirements

Section 7 Recommendation for Meeting Expansion Requirements

Appendix A Facility Standards

Appendix B Detailed Space Allocation Program for “Ideal” Facility

Appendix C Pre-Design Cost Estimate RO

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OVERVIEW OF SYSTEM TRENDS, YOUTH PROFILE CHARACTERISTICS, AND JR OPERATIONS





OVERVIEW OF SYSTEM TRENDS, YOUTH PROFILE CHARACTERISTICS, AND JR OPERATIONS

INTRODUCTION

In order to develop options to meet future JR capacity requirements, system trends and profile characteristics of the current population housed in JR facilities needs to be analyzed. In addition, current JR operations, programs, services, and facility capacities need to be assessed in order to understand the full impact to JR of continuing to serve the current population as well as the expanded population of older youth resulting from SB 6160 (and HB 2907 if passed). System trends and profile characteristics of the current population at JR facilities, and an overview of JR operations and current facility capacities are presented in this Section.

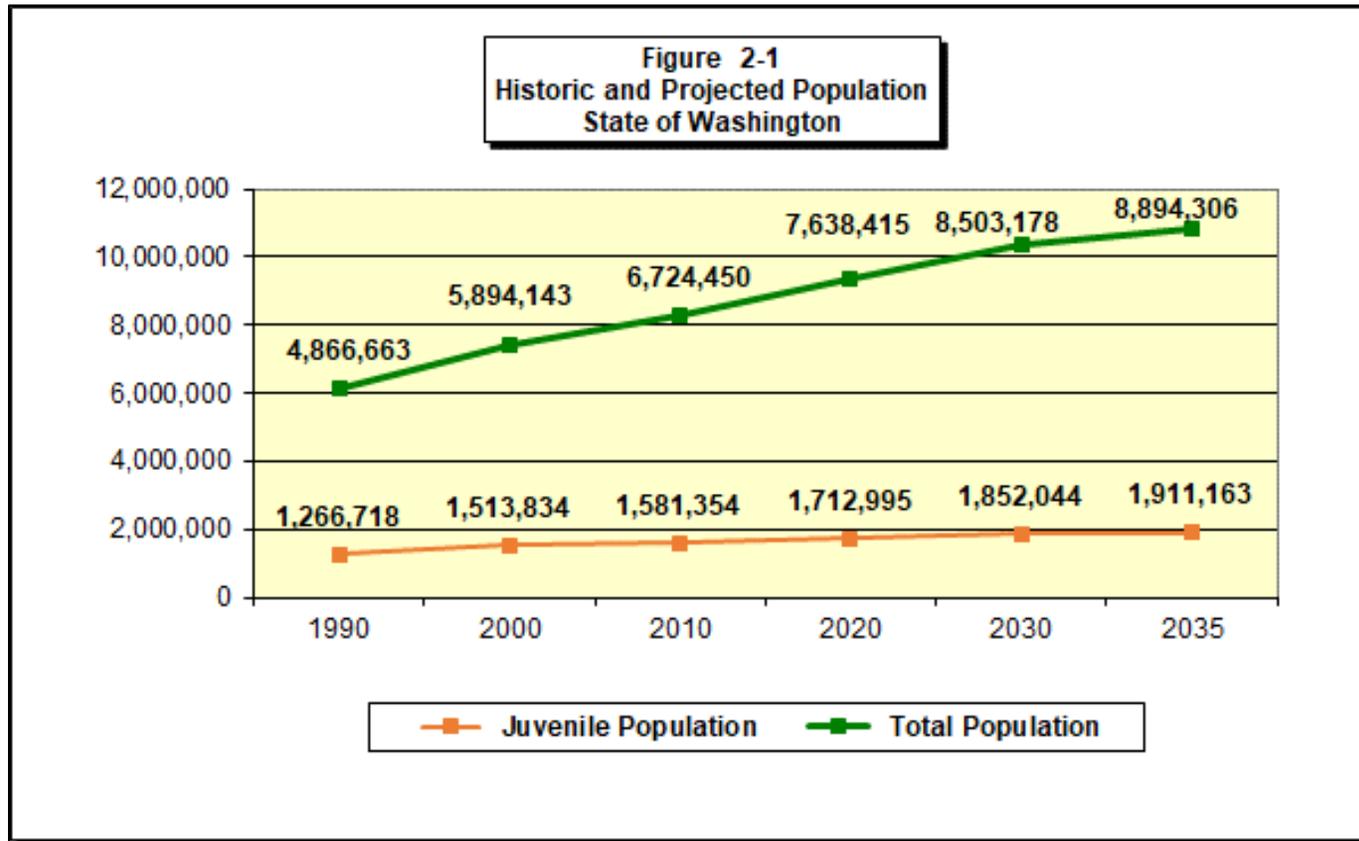
OVERVIEW OF SYSTEM TRENDS AND YOUTH PROFILE CHARACTERISTICS

Demographic Trends

Table 2-1 and Figure 2-1 show population trends in Washington. Total state population increased by 38.2% from 1990 to 2010 (a total increase of 1,857,787 persons). Total state population is projected to increase by 32.3% from 2010 to 2035 (a total increase of 2,169,856 persons). Total state juvenile population (under 18) increased by 24.8% from 1990 to 2010 (a total increase of 314,636 persons). Total state juvenile population is projected to increase by 20.9% from 2010 to 2035 (a total increase of 329,809 persons).

Table 2-1 HISTORIC and PROJECTED POPULATION State of Washington								
	1990	2000	2010	2020	2030	2035	Avg. Annual % Increase	
							1990-2010	2010-2035
State of Washington								
Total Population	4,866,663	5,894,143	6,724,450	7,638,415	8,503,178	8,894,306	1.91%	1.29%
Juvenile Population	1,266,718	1,513,834	1,581,354	1,712,995	1,852,044	1,911,163	1.24%	0.83%

Source: US Bureau of the Census & Washington Office of Financial Management.



Source: US Bureau of the Census & Washington Office of Financial Management.



Table 2-2 presents a profile of the population in Washington based on the US Census. Population was evenly distributed by gender, with a Caucasian majority (79.5%). Asians were the largest defined minority population at 8.9%. The poverty level of 11% was slightly lower than the US average of 12.3%. The unemployment rate was higher than the US average for August of 2018. Washington's Median Household Income was \$62,848, 13.6% higher than the US average.

Table 2-2 STATE OF WASHINGTON POPULATION PROFILE			
2017 Census Estimate	% of Total	2017 Population in Poverty:	% of Total
Gender:		Washington	11.0%
Males	50.0%	United States	12.3%
Females	50.0%	August 2018	% of
Totals:	100.0%	Unemployment:	Total
Race/Ethnicity:		Washington	4.5%
Caucasian	79.5%	United States	3.9%
African-American	4.2%	2016 Median	% of
American Indian	1.9%	Household Income:	Total
Asian	8.9%	Washington	\$62,848
Other	5.5%	United States	\$55,322
Totals:	100.0%		

Source: U.S. Census & Bureau of Labor Statistics.



Table 2-3 presents child welfare data for Washington. Washington ranked 15th in Overall Child Well-Being in the 2018 Annie E. Casey Foundation Kids Count Data Book. Washington also ranks 19th in Economic Well-Being, 26th in Education, and 5th in Health in the 2018 Kids Count Data Book. With the exception of high school students not graduating on time, Washington ranked above the United States average on all of the child well-being indicators shown in Table 2-3.

Table 2-3 CHILD WELFARE/WELL-BEING State of Washington		
Well-Being Indicator	Washington Rate	United States Rate
Children Living in Poverty - 2016	14%	19%
Children Whose Parents Lack Secure Employment - 2016	26%	28%
Teens Not in School & Not Working - 2016	7%	7%
Fourth-Graders Not Proficient in Reading - 2017	61%	65%
Eighth-Graders Not Proficient in Math - 2017	59%	67%
High School Students Not Graduating on Time - 2015-16	20%	16%
Low Birth-Weight Babies - 2016	6.4%	8.2%
Child and Teen Deaths per 100,000 - 2016	21	26
Teens Who Abuse Drugs or Alcohol - 2015-16	5%	5%
Children in Single Parent Families - 2016	28%	35%
Children Living in High Poverty Areas - 2012-16	5%	13%

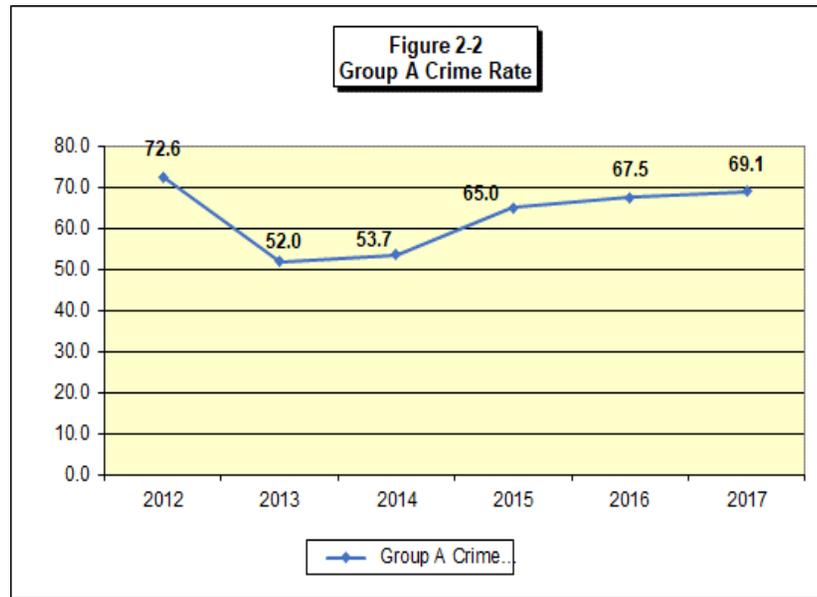
Source: Annie E. Casey 2018 Kids Count Data Book - State Trends in Child Well-Being.



Law Enforcement Trends

Table 2-4 and Figure 2-2 show trends in reported crime in Washington between 2012 and 2017. The Group A crime rate decreased 5% during the period. The breakdown by category for 2017 was: Crimes Against Property - 71.9%; Crimes Against Person - 20.8%; and Crimes Against Society - 7.3%. Crimes Against Society includes animal cruelty, drug/narcotic, gambling, pornography, prostitution, and weapons law violations. The State of Washington converted to the National Incident-Based Reporting System (NIBRS) in 2012. The Group A Crime Rate was calculated by the using the population covered by NIBRS reporting agencies.

Table 2-4 CRIME TRENDS State of Washington							
	2012	2013	2014	2015	2016	2017	% Change/ Year
NIBRS Agency Population	4,679,895	4,442,830	5,238,092	5,973,820	6,646,027	6,780,485	9.0%
Total Group A Offenses	339,576	358,109	374,459	388,479	448,849	468,751	7.6%
Group A Crime Rate	72.6	52.0	53.7	65.0	67.5	69.1	-1.0%
Notes: (1) National Incident Based Reporting System (NIBRS) Group A Offenses include 33 specific offenses divided into 3 categories: Crimes Against Persons; Crimes Against Property; and Crimes Against Society.							
<i>Source: Crime in Washington.</i>							

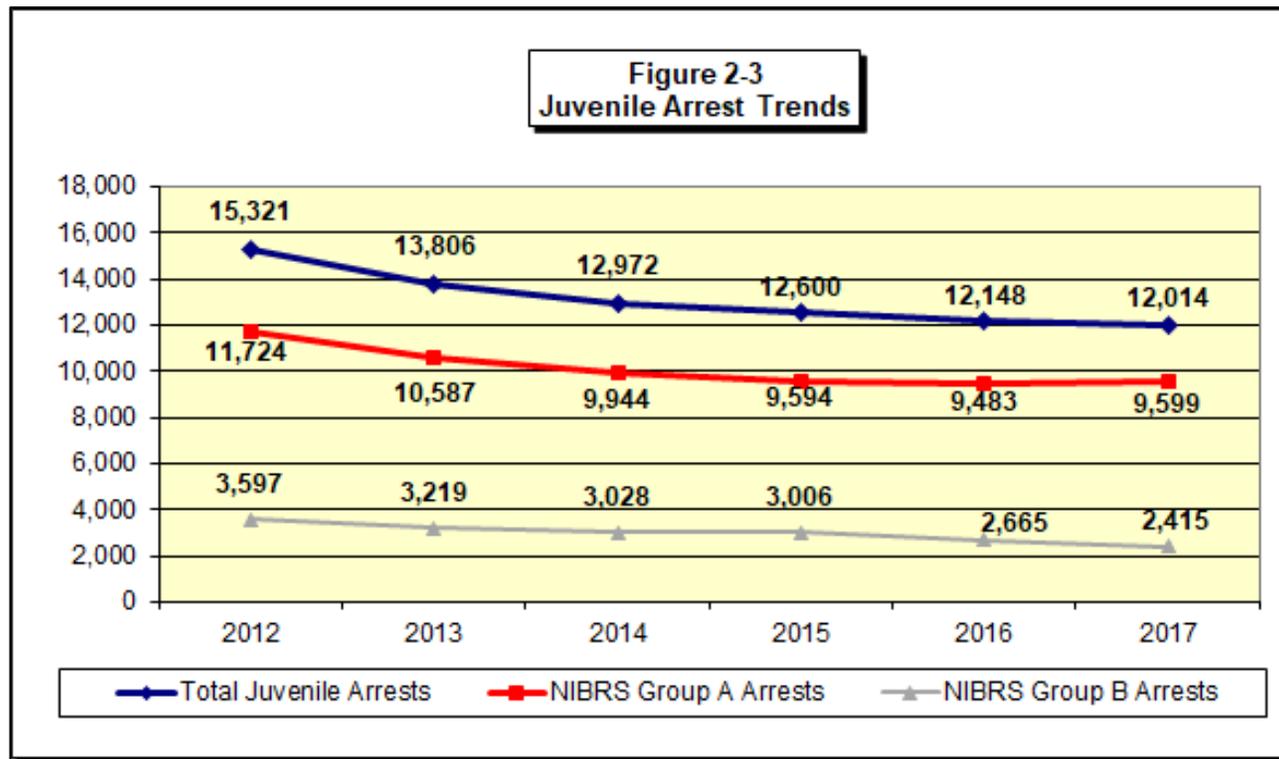


Source: Crime in Washington.



Table 2-5 and Figure 2-3 show the number of juveniles arrested and the juvenile arrest rate in Washington between 2012 and 2017. Group A arrests decreased by 18.1% from 2012 to 2017. Group B arrests decreased by 32.9% during the period. Total juvenile arrests decreased by 21.6% from 2012 to 2017.

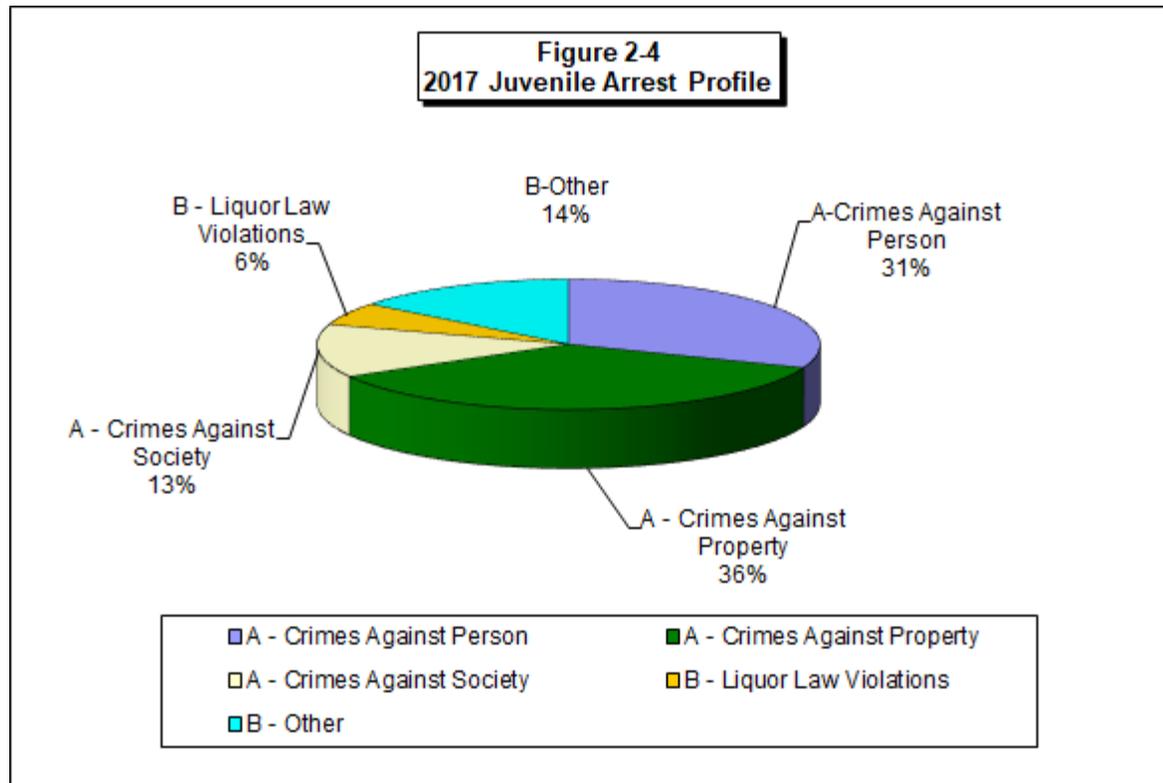
Table 2-5 JUVENILE ARREST TRENDS State of Washington							
	2012	2013	2014	2015	2016	2017	% Change/ Year
Juvenile Population	1,572,614	1,577,215	1,588,398	1,602,759	1,625,611	1,649,570	1.0%
NIBRS Group A Arrests	11,724	10,587	9,944	9,594	9,483	9,599	-3.6%
Group A Arrest Rate	7.5	6.7	6.3	6.0	5.8	5.8	-4.4%
NIBRS Group B Arrests	3,597	3,219	3,028	3,006	2,665	2,415	-6.6%
Group B Arrest Rate	2.3	2.0	1.9	1.9	1.6	1.5	-7.2%
Total Juvenile Arrests	15,321	13,806	12,972	12,600	12,148	12,014	-4.3%
Total Arrest Rate	9.7	8.8	8.2	7.9	7.5	7.3	-5.0%
Notes:							
(1) National Incident Based Reporting System (NIBRS) Group A Offenses include 33 specific offenses divided into 3 categories: Crimes Against Persons; Crimes Against Property; and Crimes Against Society.							
(2) NIBRS Group B includes the following 10 offenses: Bad Checks; Curfew/Vagrancy; Disorderly Conduct; Drunkenness; DUI; Family Offenses; Liquor Law Violations; Peeping Tom; Trespass; and All Other Offenses.							
<i>Source: Crime in Washington.</i>							



Source: Crime in Washington.



Figure 2-4 shows a profile of juvenile arrests in 2017. A total of 79.9% of juvenile arrests were for NIBRS Group A Offenses. Of the Group A juvenile arrests, 31% were for crimes against persons and 49% were for property of crimes against society. A total of 20.1% of juvenile arrests were for NIBRS Group B Offenses. A total of 44.4% of juvenile arrestees were between 13 and 15 years of age.



Source: *Crime in Washington*.



JUVENILE REHABILITATION RESIDENTIAL FACILITY TRENDS

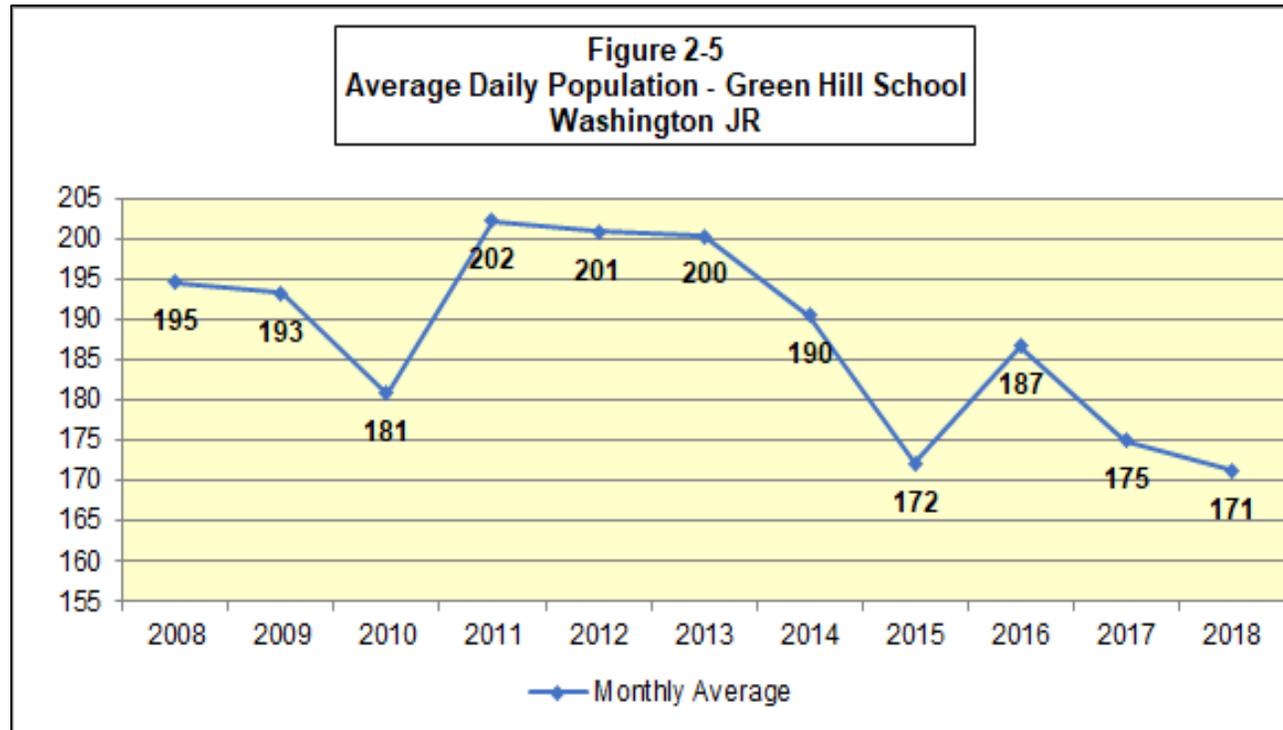
Monthly data from 2008 to 2018 on average daily population (ADP), monthly admissions (ADM), and average length of stay (ALOS) at Green Hill School, Echo Glen Children’s Center, and Naselle Youth Camp are presented below to gain an understanding of the trends in the current caseload population at JR secure facilities.

Average Daily Population

Table 2-6 and Figure 2-5 show the trend in average daily population at Green Hill School. The total percentage decrease in ADP during the 11-year period was 12.3%; actual number decrease was 24. ADP peaked at a monthly average of 202 in 2011. Current capacity at Green Hill School is 180, although one housing unit is vacant and some occupied housing units are operating below capacity.

Table 2-6 AVERAGE DAILY POPULATION - GREEN HILL SCHOOL Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	198	191	184	185	208	198	190	174	181	171	177
February	204	192	190	174	197	208	192	174	188	168	178
March	199	195	191	184	200	204	200	178	189	166	183
April	202	195	192	192	212	203	201	174	193	163	174
May	198	195	180	196	206	199	195	176	187	163	160
June	205	193	174	189	203	197	193	175	180	171	155
July	193	193	173	226	205	205	197	162	185	174	
August	192	196	170	230	205	207	190	166	193	182	
September	185	191	171	224	201	204	192	170	190	180	
October	185	193	173	212	194	190	189	165	188	182	
November	186	194	184	206	189	192	176	172	188	189	
December	187	191	188	208	190	197	170	179	178	189	
Monthly Average	195	193	181	202	201	200	190	172	187	175	171
Hi Month	205	196	192	230	212	208	201	179	193	189	183
Lo Month	185	191	170	174	189	190	170	162	178	163	155
Peaking Rate	5.4%	1.4%	6.2%	13.8%	5.6%	3.8%	5.6%	4.0%	3.4%	8.1%	6.9%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -1.2%											
Actual # Change per Year: -2.4											

Source: Washington Juvenile Rehabilitation.



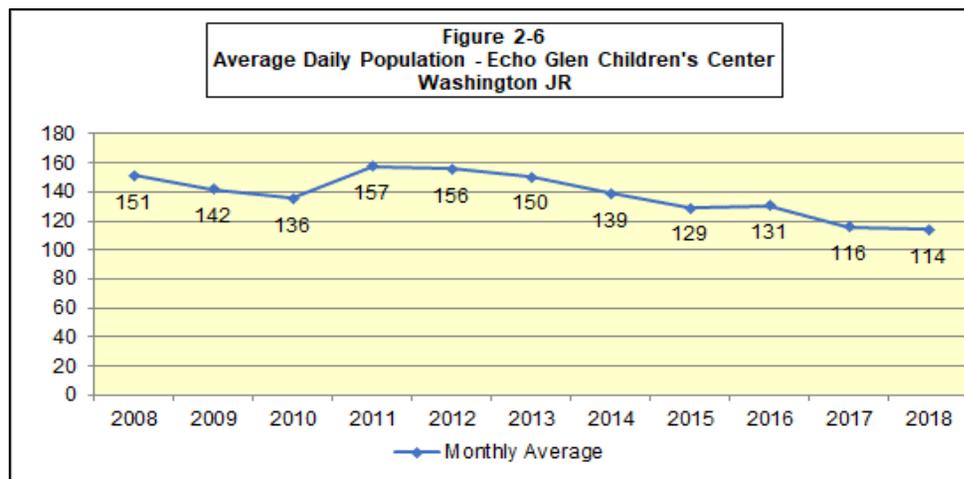
Source: Washington Juvenile Rehabilitation.



Table 2-7 and Figure 2-6 show the trend in average daily population at Echo Glen Children's Center. The total percentage decrease in ADP during the 11-year period was 24.5%; actual number decrease was 37. ADP peaked at a monthly average of 157 in 2011. Current capacity at Echo Glen Children's Center is 172, although several housing units are vacant and some occupied housing units are operating below capacity.

Table 2-7 AVERAGE DAILY POPULATION - ECHO GLEN CHILDREN'S CENTER Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	157	135	139	141	147	142	134	124	123	123	106
February	156	146	132	149	157	147	136	127	127	116	108
March	158	144	122	151	160	152	151	129	134	115	117
April	160	132	124	157	161	150	154	127	127	110	122
May	168	138	129	159	160	148	150	134	132	115	121
June	167	139	132	164	155	150	139	131	136	116	111
July	148	142	135	165	154	155	134	132	129	118	
August	146	141	142	163	160	160	130	129	124	119	
September	142	137	136	165	162	158	134	123	131	118	
October	139	145	138	168	158	159	136	129	137	114	
November	139	149	148	158	148	147	138	129	133	114	
December	133	150	150	148	146	137	128	134	133	114	
Monthly Average	151	142	136	157	156	150	139	129	131	116	114
Hi Month	168	150	150	168	162	160	154	134	137	123	122
Lo Month	133	132	122	141	146	137	128	123	123	110	106
Peaking Rate	11.2%	6.0%	10.6%	6.8%	4.1%	6.4%	11.1%	3.9%	5.0%	6.0%	6.9%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -2.5%											
Actual # Change per Year: -3.7											

Source: Washington Juvenile Rehabilitation.



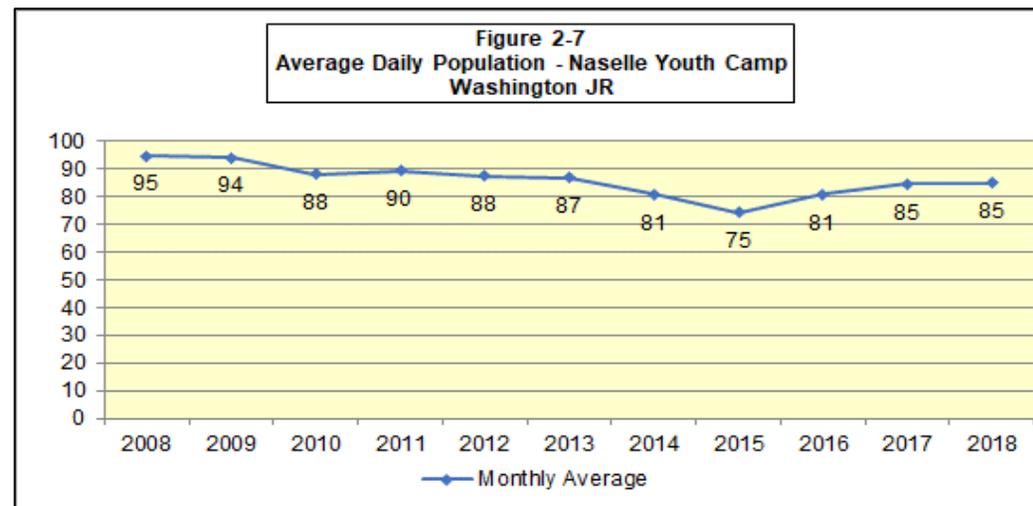
Source: Washington Juvenile Rehabilitation.



Table 2-8 and Figure 2-7 show the trend in average daily population at Naselle Youth Camp. The total percentage decrease in ADP during the 11-year period was 10.5%; actual number decrease was 10. ADP peaked at a monthly average of 95 in 2008. Current capacity at Naselle Youth Camp is 76, although one 24 bed housing unit is vacant.

Table 2-8 AVERAGE DAILY POPULATION - NASELLE YOUTH CAMP Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	94	89	89	88	85	95	81	71	79	85	91
February	98	98	94	98	78	85	86	70	73	82	87
March	99	99	94	90	87	89	80	68	82	83	86
April	91	93	91	93	84	94	80	69	81	84	78
May	103	99	86	96	85	83	87	73	80	79	85
June	100	96	85	90	93	85	80	75	82	78	84
July	96	99	86	91	92	91	85	75	78	87	
August	88	93	86	90	92	84	82	74	80	88	
September	94	94	82	88	90	80	80	73	82	85	
October	91	88	83	81	90	83	75	80	85	89	
November	91	91	88	81	87	87	76	83	85	87	
December	93	92	92	88	89	86	78	83	84	88	
Monthly Average	95	94	88	90	88	87	81	75	81	85	85
Hi Month	103	99	94	98	93	95	87	83	85	89	91
Lo Month	88	88	82	81	78	80	75	68	73	78	78
Peaking Rate	8.6%	5.0%	6.8%	9.5%	6.1%	9.4%	7.6%	11.4%	5.0%	5.2%	6.8%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -1.1%											
Actual # Change per Year: -1											

Source: Washington Juvenile Rehabilitation.



Source: Washington Juvenile Rehabilitation.

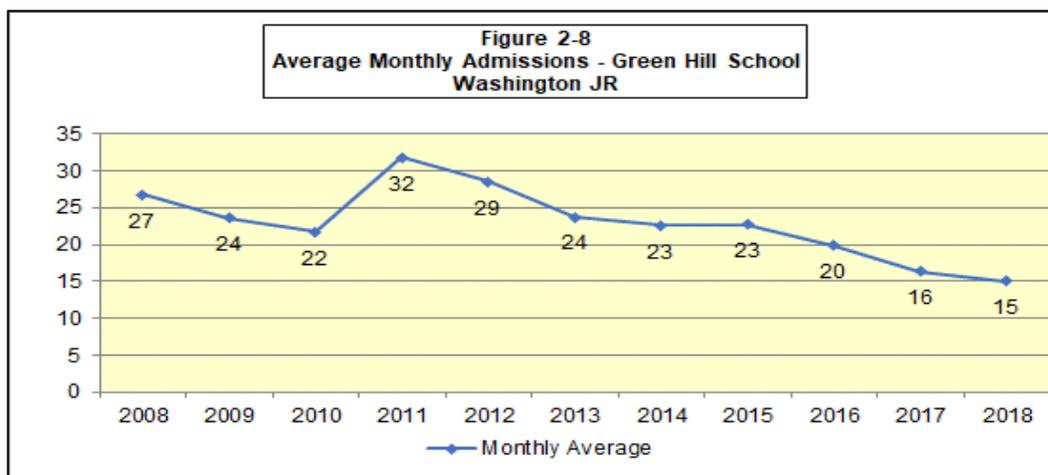


Monthly Admissions

Table 2-9 and Figure 2-8 show the trend in monthly admissions at Green Hill School. The total percentage decrease in monthly admissions during the 11-year period was 44.4%; actual number decrease was 12. Admissions peaked at a monthly average of 32 in 2011.

Table 2-9 ADMISSIONS - GREEN HILL SCHOOL Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	28	22	16	17	30	34	18	23	24	15	14
February	17	32	26	27	22	26	31	14	21	10	23
March	38	25	24	31	43	31	24	28	20	17	22
April	26	31	9	30	31	24	21	25	24	13	9
May	33	20	17	28	32	23	17	27	18	11	10
June	26	25	20	34	39	19	34	18	23	21	12
July	20	33	21	31	26	29	21	26	22	19	
August	26	15	29	45	33	19	21	24	23	30	
September	27	21	29	35	18	19	26	21	17	17	
October	31	28	24	36	19	23	23	19	16	18	
November	25	13	25	32	27	25	14	22	19	16	
December	24	18	21	36	22	13	21	26	11	9	
Monthly Average	27	24	22	32	29	24	23	23	20	16	15
Hi Month	38	33	29	45	43	34	34	28	24	30	23
Lo Month	17	13	9	17	18	13	14	14	11	9	9
Peaking Rate	42.1%	39.9%	33.3%	41.4%	50.9%	43.2%	50.6%	23.1%	21.0%	83.7%	53.3%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -4.4%											
Actual # Change per Year: -1.2											

Source: Washington Juvenile Rehabilitation.



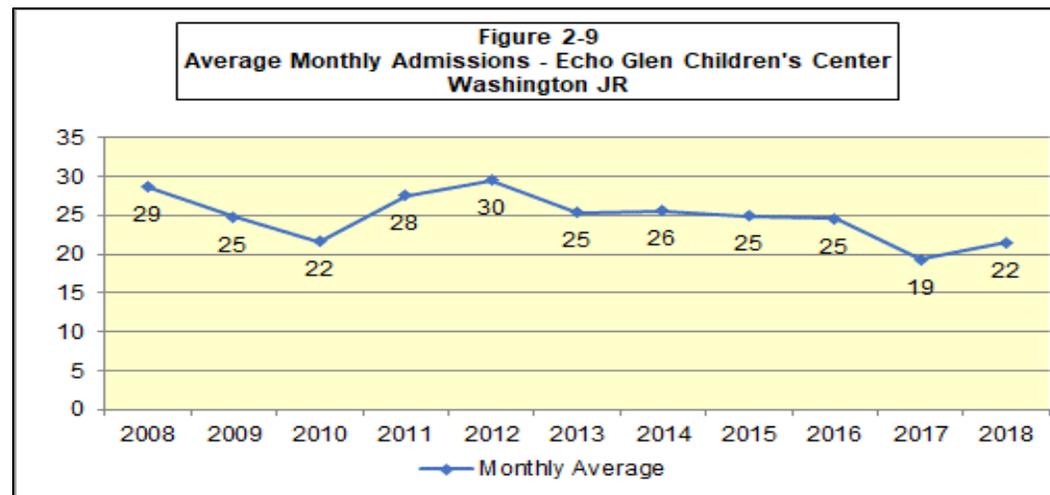
Source: Washington Juvenile Rehabilitation.



Table 2-10 and Figure 2-9 show the trend in monthly admissions at Echo Glen Children's Center. The total percentage decrease in monthly admissions during the 11-year period was 24.1%; actual number decrease was 7. Admissions peaked at a monthly average of 30 in 2012.

Table 2-10 ADMISSIONS - ECHO GLEN CHILDREN'S CENTER Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	28	28	16	24	32	22	37	31	19	15	18
February	23	28	19	27	35	30	21	22	22	23	29
March	30	25	23	38	27	28	35	26	27	28	28
April	36	25	24	30	31	20	25	24	26	15	20
May	37	28	18	28	33	28	22	24	27	21	21
June	27	30	23	29	29	30	25	26	29	21	13
July	29	26	20	36	29	26	23	21	16	24	
August	31	22	22	24	39	25	23	31	31	20	
September	26	22	14	32	21	23	20	27	34	17	
October	28	26	27	28	26	28	34	22	28	15	
November	22	19	30	17	21	23	25	22	17	19	
December	27	19	24	18	32	21	17	23	19	14	
Monthly Average	29	25	22	28	30	25	26	25	25	19	22
Hi Month	37	30	30	38	39	30	37	31	34	28	29
Lo Month	22	19	14	17	21	20	17	21	16	14	13
Peaking Rate	29.1%	20.8%	38.5%	37.8%	31.8%	18.4%	44.6%	24.4%	38.3%	44.8%	34.9%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -2.4%											
Actual # Change per Year: -0.7											

Source: Washington Juvenile Rehabilitation.



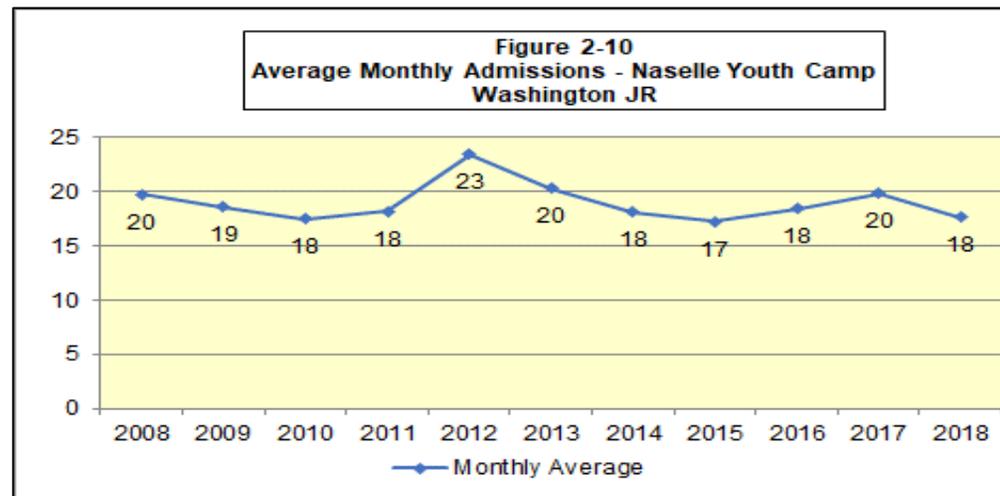
Source: Washington Juvenile Rehabilitation.



Table 2-11 and Figure 2-10 show the trend in monthly admissions at Naselle Youth Camp. The total percentage decrease in monthly admissions during the 11-year period was 10%; actual number decrease was 2. Admissions peaked at a monthly average of 23 in 2012.

Table 2-11 ADMISSIONS - NASELLE YOUTH CAMP Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	21	28	22	26	20	22	20	20	17	16	19
February	16	18	17	15	21	14	12	19	8	17	17
March	16	11	21	13	26	30	15	21	29	26	18
April	24	29	13	15	13	21	25	15	18	20	18
May	30	11	12	11	23	18	21	16	15	14	18
June	16	21	18	23	15	23	23	13	15	28	16
July	16	11	15	27	23	24	20	18	15	26	
August	15	21	16	16	34	20	21	18	21	22	
September	26	16	11	21	19	16	11	16	18	11	
October	30	20	24	19	30	22	16	25	32	22	
November	11	24	22	16	23	15	19	12	16	15	
December	16	13	19	16	34	19	14	14	17	21	
Monthly Average	20	19	18	18	23	20	18	17	18	20	18
Hi Month	30	29	24	27	34	30	25	25	32	28	19
Lo Month	11	11	11	11	13	14	11	12	8	11	16
Peaking Rate	51.9%	56.1%	37.1%	48.6%	45.2%	47.5%	38.2%	44.9%	73.8%	41.2%	7.5%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -1.0%											
Actual # Change per Year: -0.2											

Source: Washington Juvenile Rehabilitation.



Source: Washington Juvenile Rehabilitation.

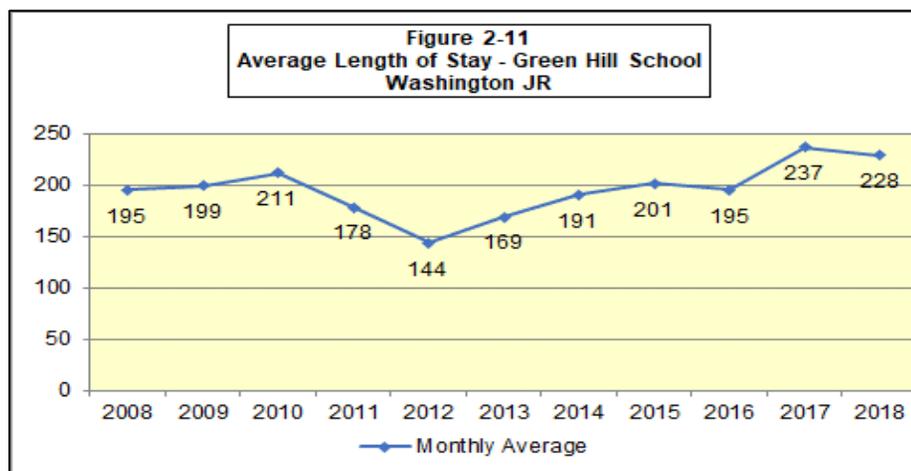


Average Length of Stay

Table 2-12 and Figure 2-11 show trends in average length of stay (ALOS) at Green Hill School. The total percentage increase in ALOS during the 11-year period was 16.9%; actual number increase was 33 days. ALOS peaked at 237 days in 2017, and based on the first six months of 2018 is averaging around 228 days.

Table 2-12 AVERAGE LENGTH OF STAY - GREEN HILL SCHOOL Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	220	171	186	207	142	147	169	201	174	267	303
February	206	150	240	193	148	139	218	152	231	192	248
March	199	193	205	230	139	155	128	209	156	367	180
April	173	172	232	212	137	181	135	215	189	301	218
May	164	135	207	149	88	209	172	192	133	216	281
June	233	195	252	185	147	166	273	235	268	212	140
July	127	166	329	191	130	110	223	233	132	279	
August	172	266	185	133	122	153	266	216	206	163	
September	249	198	184	136	141	197	176	206	225	247	
October	147	175	194	233	178	259	194	168	194	163	
November	217	303	118	120	164	127	191	215	201	246	
December	235	263	205	149	188	184	141	173	229	188	
Monthly Average	195	199	211	178	144	169	191	201	195	237	228
Hi Month	249	303	329	233	188	259	273	235	268	367	303
Lo Month	127	135	118	120	88	110	128	152	132	163	140
Peaking Rate	27.6%	52.3%	55.6%	30.8%	30.9%	53.3%	43.3%	16.8%	37.6%	55.0%	32.7%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: 1.7%											
Actual # Change per Year: 3.3											

Source: Washington Juvenile Rehabilitation.



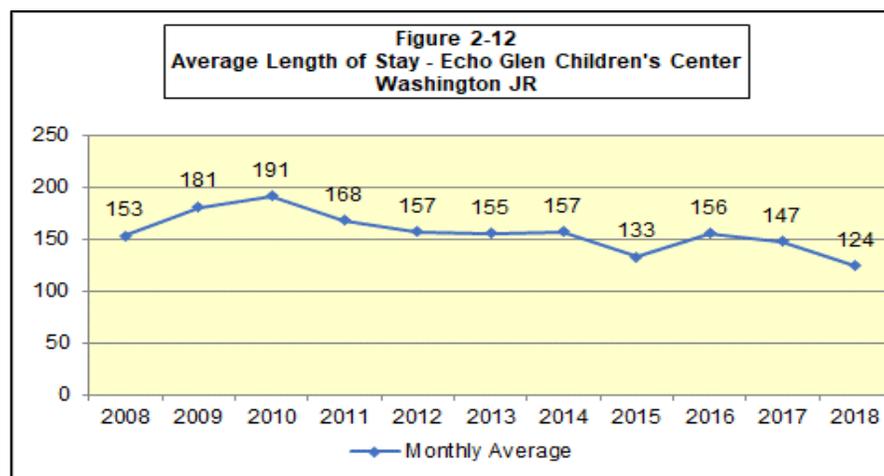
Source: Washington Juvenile Rehabilitation.



Table 2-13 and Figure 2-12 show trends in average length of stay (ALOS) at Echo Glen Children's Center. The total percentage decrease in ALOS during the 11-year period was 19%; actual number decrease was 29 days. ALOS peaked at 191 days in 2010, and based on the first six months of 2018 is averaging around 124 days.

Table 2-13 AVERAGE LENGTH OF STAY - ECHO GLEN CHILDREN'S CENTER Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	182	124	160	194	170	96	195	106	170	168	189
February	163	182	203	159	130	125	121	140	171	127	69
March	171	148	187	134	159	155	198	110	171	124	119
April	158	141	191	175	162	137	102	156	111	212	109
May	123	176	212	173	123	175	183	139	202	179	134
June	156	182	166	140	192	142	180	139	118	141	124
July	186	233	226	193	126	180	187	127	147	120	
August	137	168	215	136	151	189	138	143	151	156	
September	166	224	169	173	155	189	151	92	172	175	
October	137	185	180	156	153	168	157	129	165	143	
November	127	224	158	204	192	114	155	179	129	107	
December	129	180	230	175	165	191	113	134	159	116	
Monthly Average	153	181	191	168	157	155	157	133	156	147	124
Hi Month	186	233	230	204	192	191	198	179	202	212	189
Lo Month	123	124	158	134	123	96	102	92	111	107	69
Peaking Rate	21.6%	29.0%	20.2%	21.7%	22.7%	23.2%	26.4%	34.8%	29.9%	43.9%	52.4%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -1.9%											
Actual # Change per Year: -2.9											

Source: Washington Juvenile Rehabilitation.



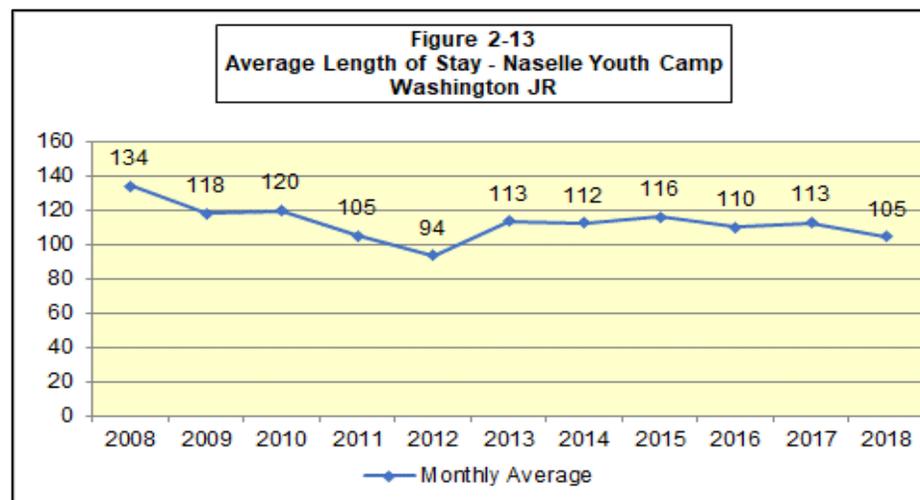
Source: Washington Juvenile Rehabilitation.



Table 2-14 and Figure 2-13 show trends in average length of stay (ALOS) at Naselle Youth Camp. The total percentage decrease in ALOS during the 11-year period was 21.6%; actual number decrease was 29 days. ALOS peaked at 134 days in 2008, and based on the first six months of 2018 is averaging around 105 days.

Table 2-14 AVERAGE LENGTH OF STAY - NASELLE YOUTH CAMP Washington Juvenile Rehabilitation											
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
January	155	134	133	134	131	67	108	173	105	118	97
February	95	86	97	66	77	136	116	108	86	148	103
March	143	112	139	140	85	97	90	112	136	105	90
April	89	134	126	88	108	129	121	111	123	86	109
May	120	110	96	136	88	72	130	138	145	76	140
June	82	99	122	117	94	142	112	96	74	104	88
July	211	127	142	105	72	136	107	128	104	114	
August	158	86	103	92	100	111	117	96	131	102	
September	116	120	160	88	103	110	96	134	115	136	
October	104	137	114	91	104	129	134	86	103	111	
November	170	148	111	84	90	109	124	118	92	108	
December	162	122	92	119	70	122	93	89	103	143	
Monthly Average	134	118	120	105	94	113	112	116	110	113	105
Hi Month	211	148	160	140	131	142	134	173	145	148	140
Lo Month	82	86	92	66	70	67	90	86	74	76	88
Peaking Rate	57.8%	25.5%	33.8%	33.3%	40.1%	25.3%	19.3%	49.5%	32.1%	31.5%	34.0%
Average Annual Rate of Change (2008-2018)											
Percent Change per Year: -2.2%											
Actual # Change per Year: -2.9											

Source: Washington Juvenile Rehabilitation.



Source: Washington Juvenile Rehabilitation.



Youth Profile Characteristics

Youth profile characteristics at each of the three JR facilities are presented in Tables 2-15 to 2-17. Table 2-18 presents a profile of the statewide JR residential population, which includes youth in community facilities. Currently 85% of the population at Green Hill School are age 17 to 20, 90% of the population at Echo Glen Children’s Center are age 14 to 17, and 97% of the population at Naselle Youth Camp are age 16 to 18. All three facilities have a high percentage (35% to 50%) of youth classified as institutional minimum. On further assessment (snapshot) suitability/eligibility criteria indicate that roughly one third of youth on institutional minimum status could be placed in community facilities.

Echo Glen Children’s Center is the only facility to house females. All three facilities have a high percentage of youth with chemical dependency and mental health treatment needs. Robbery and assault are the leading offenses (50% or greater) for youth in JR facilities. For the statewide profile (all JR facilities including community) shown in Table 2-18, 42% of youth are age 18 to 20, and 53% are 15 to 17, indicating an almost even split between the younger and older youth populations at JR facilities.

Table 2-15 POPULATION PROFILE - GREEN HILL SCHOOL Washington Juvenile Rehabilitation					
	Number	% of Total		Number	% of Total
Sex:			Chemical Abuse/Dependency:		
Male	150	100.0%	No	87	58.0%
Female	0	0.0%	Yes	63	42.0%
Total			Total		
	150	100.0%		150	100.0%
Race:			Mental Health:		
African American	37	24.7%	No	29	19.3%
Asian	7	4.7%	Yes	121	80.7%
Caucasian	47	31.3%	Total		
Hispanic	32	21.3%		150	100.0%
Mixed	19	12.7%	Security Level:		
Native American	3	2.0%	Institution Minimum	58	38.7%
Other	5	3.3%	Maximum	1	0.7%
Total			Medium	79	52.7%
	150	100.0%	Minimum	5	3.3%
Age:			Unknown	7	4.7%
<16	22	14.7%	Total		
<17	49	32.7%		150	100.0%
<18	45	30.0%	Offense:		
<19	28	18.7%	Assault	35	23.3%
<20	6	4.0%	Burglary	8	5.3%
Total			Motor Vehicle Theft	8	5.3%
	150	100.0%	Murder/Manslaughter	14	9.3%
County of Commitment:			Rape/Rape of a Child	7	4.7%
Benton	10	6.7%	Robbery	49	32.7%
Clark	13	8.7%	Theft	8	5.3%
King	37	24.7%	Other Offenses	21	14.0%
Pierce	25	16.7%	Total		
Snohomish	13	8.7%		150	100.0%
Spokane	9	6.0%			
Yakima	9	6.0%			
Other	34	22.7%			
Total					
	150	100.0%			

Source: Washington Juvenile Rehabilitation.



	Number	% of Total		Number	% of Total
Sex:					
Male	65	80.2%	Chemical Abuse/Dependency:		
Female	16	19.8%	No	38	46.9%
			Yes	43	53.1%
Total	81	100.0%	Total	81	100.0%
Race:					
African American	10	12.3%	Mental Health:		
Asian	4	4.9%	No	21	25.9%
Caucasian	28	34.6%	Yes	60	74.1%
Hispanic	16	19.8%	Total	81	100.0%
Mixed	19	23.5%	Security Level:		
Native American	2	2.5%	Institution Minimum	28	34.6%
Other	2	2.5%	Maximum	4	4.9%
Total	81	100.0%	Medium	46	56.8%
Age:					
<12	2	2.5%	Minimum	1	1.2%
<13	1	1.2%	Unknown	2	2.5%
<14	12	14.8%	Total	81	100.0%
<15	36	44.4%	Offense:		
<16	17	21.0%	Assault	20	24.7%
<17	8	9.9%	Burglary	7	8.6%
<18	5	6.2%	Motor Vehicle Theft	5	6.2%
Total	81	100.0%	Murder/Manslaughter	6	7.4%
County of Commitment:					
Clark	8	9.9%	Rape/Rape of a Child	9	11.1%
Cowlitz	5	6.2%	Robbery	18	22.2%
Douglas	4	4.9%	Other Offenses	16	19.8%
Grays Harbor	7	8.6%	Total	81	100.0%
King	15	18.5%			
Pierce	5	6.2%			
Snohomish	4	4.9%			
Whatcom	4	4.9%			
Yakima	4	4.9%			
Other	25	30.9%			
Total	81	100.0%			

Source: Washington Juvenile Rehabilitation.

	Number	% of Total		Number	% of Total
Sex:					
Male	72	100.0%	Chemical Abuse/Dependency:		
Female	0	0.0%	No	12	16.7%
			Yes	60	83.3%
Total	72	100.0%	Total	72	100.0%
Race:					
African American	11	15.3%	Mental Health:		
Asian	3	4.2%	No	38	52.8%
Caucasian	30	41.7%	Yes	34	47.2%
Hispanic	12	16.7%	Total	72	100.0%
Mixed	11	15.3%	Security Level:		
Native American	2	2.8%	Institution Minimum	37	51.4%
Other Race	3	4.2%	Medium	27	37.5%
Total	72	100.0%	Minimum	2	2.8%
Age:					
<16	13	18.1%	Unknown	6	8.3%
<17	29	40.3%	Total	72	100.0%
<18	21	29.2%	Offense:		
<19	9	12.5%	Assault	12	16.7%
Total	72	100.0%	Drug Offenses	5	6.9%
County of Commitment:					
Clark	10	13.9%	Motor Vehicle Theft	6	8.3%
King	19	26.4%	Other Sex Offense	7	9.7%
Lewis	4	5.6%	Rape/Rape of a Child	6	8.3%
Pierce	10	13.9%	Robbery	21	29.2%
Spokane	4	5.6%	Other Offenses	15	20.8%
Thurston	4	5.6%	Total	72	100.0%
Other	21	29.2%			
Total	72	100.0%			

Source: Washington Juvenile Rehabilitation.



Table 2-18 POPULATION PROFILE - STATEWIDE Washington Juvenile Rehabilitation					
	Number	% of Total		Number	% of Total
Sex:			Chemical Abuse/Dependency:		
Male	389	94.2%	No	183	44.3%
Female	24	5.8%	Yes	230	55.7%
Total	413	100.0%	Total	413	100.0%
Race:			Mental Health:		
African American	87	21.1%	No	142	34.4%
Asian	16	3.9%	Yes	271	65.6%
Caucasian	131	31.7%	Total	413	100.0%
Hispanic	88	21.3%	Security Level:		
Mixed	61	14.8%	Institution Minimum	134	32.4%
Native American	12	2.9%	Maximum	4	1.0%
Other Race	18	4.4%	Medium	161	39.0%
Total	413	100.0%	Minimum	109	26.4%
Age:			Unknown	5	1.2%
<12	2	0.5%	Total	413	100.0%
<13	1	0.2%	Offense:		
<14	16	3.9%	Assault	83	20.1%
<15	39	9.4%	Burglary	26	6.3%
<16	65	15.7%	Drug Offense	12	2.9%
<17	116	28.1%	Motor Vehicle Theft	22	5.3%
<18	110	26.6%	Murder/Manslaughter	24	5.8%
<19	51	12.3%	Other Sex Offense	21	5.1%
<20	13	3.1%	Rape/Rape of a Child	26	6.3%
Total	413	100.0%	Robbery	139	33.7%
County of Commitment:			Theft	16	3.9%
Benton	24	5.8%	Weapon Offense	19	4.6%
Clark	49	11.9%	Other Offenses	25	6.1%
Cowlitz	13	3.1%	Total	413	100.0%
King	99	24.0%			
Lewis	10	2.4%			
Pierce	49	11.9%			
Skagit	10	2.4%			
Snohomish	24	5.8%			
Spokane	16	3.9%			
Thurston	18	4.4%			
Other	101	24.5%			
Total	413	100.0%			

Source: Washington Juvenile Rehabilitation.

Table 2-19 shows a profile of the 42 Youth Offender Program (YOP) youth in JRA facilities in mid-2018. This population profile may more closely resemble the older youth population that will be housed in JR facilities based on SB 6160 (and HB 2907 if it is passed). Assault (36%), murder/manslaughter (26%), and robbery (21%) are the leading offenses for YOP youth with a sentence at or past their 21st birthday.

Table 2-19 Most Serious Offense for YOP with Sentences at or Past their 21st Birthday		
Row Labels	Count	Percent
Assault	15	36%
Burglary	1	2%
Sex Offense	2	5%
Kidnap	2	5%
Murder/Manslaughter	11	26%
Rape	1	2%
Robbery	9	21%
Weapon	1	2%
TOTAL	42	100%

Source: Washington Juvenile Rehabilitation.



OVERVIEW OF JUVENILE REHABILITATION OPERATIONS AND SERVICES

Continuum of Services

Washington's continuum for juvenile justice services is shown in Figure 2-15. The continuum shows the array of services provided to youth, including prevention, early intervention, and the highest level of intervention which includes the JR secure facilities and community residential programs, as well as parole aftercare.

Figure 2-15
WASHINGTON STATE JUSTICE SYSTEM CONTINUUM OF SERVICES

Washington State Justice System Continuum of Services



Source: Washington Association of Juvenile Court Administrators and the Washington Department of Social and Health Services Juvenile Rehabilitation, January 18, 2013.



Guiding Principles

Figure 2-16 shows the guiding principles of JR. These guiding principles of enhancing public safety, reducing racial and ethnic disparities, using evidence-based research to guide programming, providing individualized and developmentally appropriate care, and building community partnerships will also guide the programs and services for the new population of older youth that will be housed in JR facilities.

Figure 2-16 JUVENILE REHABILITATION'S GUIDING PRINCIPLES

JUVENILE REHABILITATION'S GUIDING PRINCIPLES

- **Enhance Public Safety**
 - Youth accountability
 - Prevention of further criminal behavior
- **Address Racial and Ethnic Disparities**
- **Use Evidence-and Research-Based Practices**
- **Provide Individualized, Developmentally Appropriate Care**
 - Strength-based
 - Education and employment emphasis
 - Youth and family driven
- **Build Community Partnerships**

Source: Washington State Department of Social and Health Services.



JR Secure and Community Residential Facilities and Programs

Youth who are sentenced to more than 30 days of confinement are placed in JR operated residential facilities. JR operates three secure residential facilities and eight community facilities

JR Secure Residential Facilities

The three secure residential facilities operated by JR are:

- Green Hill School
- Echo Glen Children's Center
- Naselle Youth Camp

At each residential facility, youth receive a cognitive behavioral based treatment programs to:

- Reduce youth aggression and other criminal behaviors
- Increase youth success in the areas of education, vocational readiness, and job skills
- Stabilize and improve functioning of mentally ill youth
- Increase the likelihood youth will remain crime free
- Teach youth new skills to use in the community

The treatment model utilized at JR facilities is based on Dialectical Behavior Therapy and includes analysis of the youth's pattern of harmful behavior. Thorough behavioral analysis allows residential counselors to construct treatment plans that are tailored to the youth's specific needs. This includes strategies to:

- Extinguish problem behavior
- Teach youth new pro-social skills
- Support the use of new skills
- Avoid problem behavior in the future

Each of the three secure residential facilities specializes in a specific set of youth based on:

- Security level
- Age
- Gender
- Treatment needs

JR Community Residential Facilities

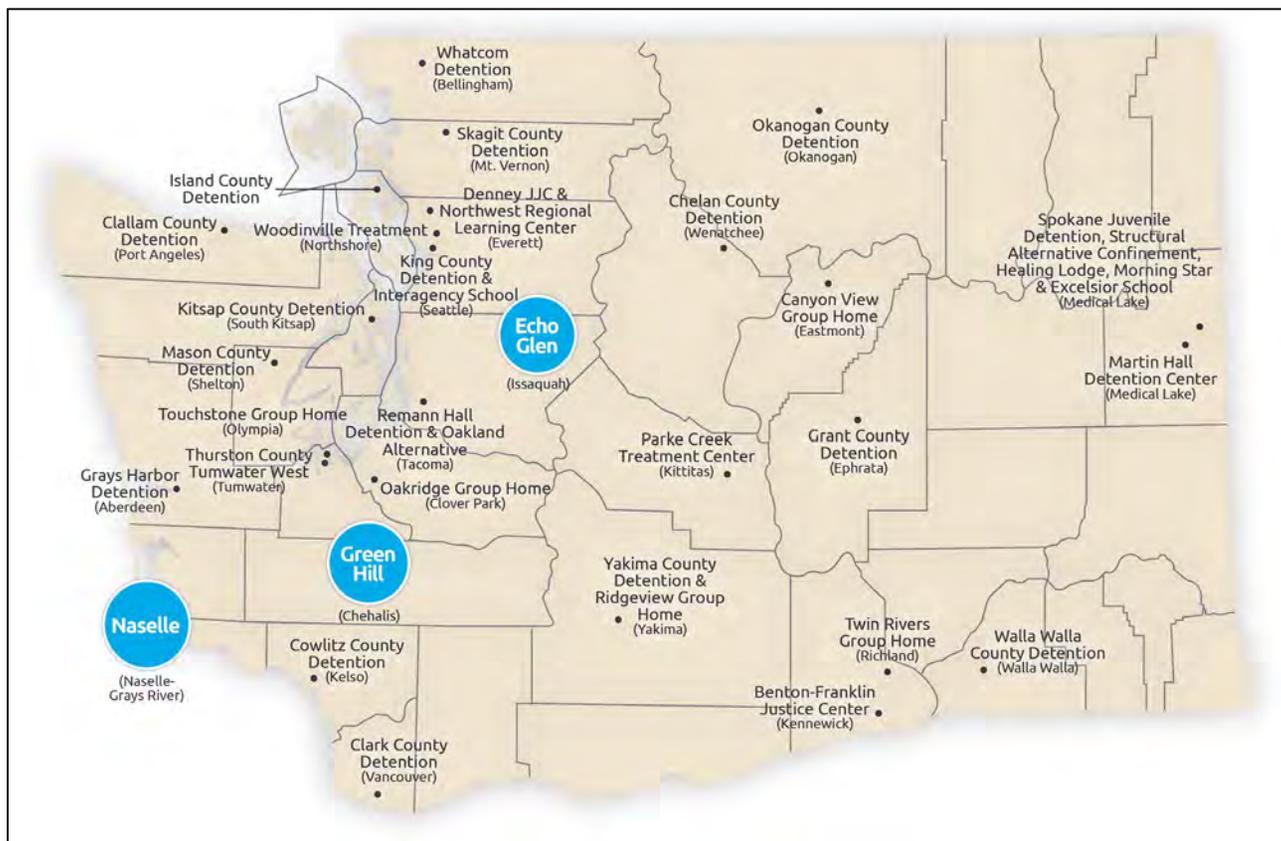
The Division of Community Programs provides community reentry and parole aftercare services to youth released from JR residential confinement including less restrictive placement in eight local community facilities. Parole counselor's work with youth and families to engage and motivate them to participate in community services designed to reduce risk and enhance protective factors improving outcomes and increasing public safety. Community facilities are located in each of the JR regions and provide step down and re-entry opportunities to minimum security youth transitioning from JR secure residential placements. Currently only 24% of youth that have been housed in one of the three JR secure facilities are placed in community facilities as a transition back to their home community.



Washington Juvenile Facility Locations

Figure 2-17 shows the location of the JR secure and community facilities, as well as youth detention centers located throughout the state. The three (3) JR secure residential facilities, shown in blue, are located in the Western part of the state.

**Figure 2-17
Juvenile Facilities in Washington**



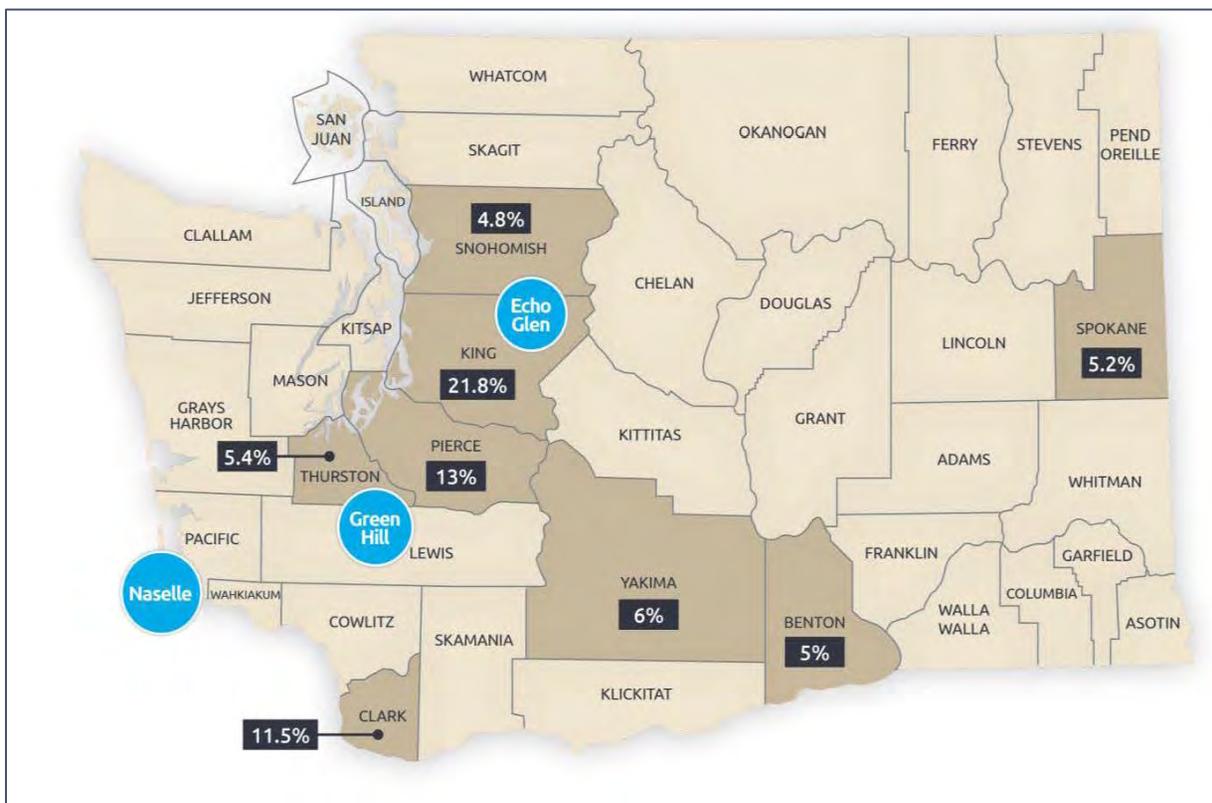
Source: Washington State Department of Social and Health Services.



Youth Admissions to JR by County Location

Figure 2-18 shows the County of admission for the majority of youth admitted to JR facilities in 2017. Over half (56.5%) of youth admitted to JR facilities are admitted from five counties in the western portion of the state. When three additional eastern counties are added, these eight counties represent almost three quarters (73%) of admissions to JR facilities.

Figure 2-18
Youth Admissions to JR by County Locations



56.5% (Western Washington)
Over half of youth are committed to JR facilities come from 5 counties in Washington. These include **King, Pierce, Thurston, Clark, Snohomish** counties.

16.2% (Eastern Washington)
Roughly one-fifth of youth committed to JR facilities come from 3 counties in Washington. These include **Yakima, Spokane & Benton** counties.



Current Capacity and Average Daily Population at JR Facilities

Table 2-20 shows the current capacity at JR facilities, and the current (November 2018) population at each facility. Current capacity is the number of rooms in occupied living/housing units, and does not include housing units at each of the three secure facilities that are vacant. Current capacity at JR facilities exceeds the November 2018 youth population by 144 beds.

Table 2-20 Current Capacity and Average Daily Population of JR Facilities		
	Current (Sept 2018) Capacity (Rooms)	Current Population (Nov 14, 2018)
<u>JRA Secure Facilities</u>		
Echo Glen Children's Center	172	95
Green Hill School	180	147
Naselle Youth Camp	76	70
Subtotal - JRA Secure Facilities	428	312
<u>Community Facilities</u>		
Canyon View State Community Facility	16	13
Oakridge State Community Facility	16	17
Parke Creek State Community Facility	14	10
Ridgeview State Community Facility (Female)	16	7
Sunrise State Community Facility	16	10
Touchstone State Community Facility	16	14
Twin Rivers State Community Facility	16	14
Woodinville State Community Facility	16	13
Subtotal - Community Facilities	126	98
TOTAL CAPACITY	554	410
<i>Source: Washington State DSHS Juvenile Rehabilitation, 2018.</i>		



Intervention and Treatment Programs

In addition to the general treatment provided to all youth, JR provides specialized treatment services to youth with specific treatment needs. These services include:

- **Substance Abuse Treatment**
Within its residential programs, JR operates intensive outpatient programs, intensive inpatient programs, and an aftercare recovery house. These programs are certified by the state. Youth who are assessed as needing specialized substance abuse treatment services are able to participate in these programs during their time in JR.
- **Sex Offender Treatment**
JR provides specialized sex offender treatment to youth while they are in residential programs and contracts for sex offender treatment services while youth are on parole. Sex offender treatment programming includes identifying the youth's offense pattern and improving skills to avoid offending.
- **Acute Mental Health Programming**
On any given day over 65% of youth in JR have an identified mental health disorder. A subset of these youth have acute mental health needs that must be carefully managed in JR residential care. JR operates several specialized living units that focus on managing and treating youth with severe mental illness, including risk of suicide and self-harm.
- **Washington State Aggression Replacement Training (WSART)**
JR provides formal WSART to youth in its residential programs. JR follows the same evidence-based service protocol as the juvenile courts.
- **Mentoring**
JR matches some youth on parole to mentors in the community. Mentoring has been shown to reduce youth recidivism.

Connections to Other Services and Programs

- **Mental Health Services**
A large portion of youth struggle to manage mental health issues. All parts of the juvenile justice system work to connect youth to community-based mental health programs. Early and effective mental health services can reduce the likelihood that a youth will become involved in juvenile justice.
- **Substance Abuse Services**
A large number of youth involved in the juvenile justice system struggle with substance abuse or chemical dependency. All parts of the juvenile justice system work to connect youth to community-based treatment programs. Effective treatment services reduce the likelihood that a youth will stay involved in the juvenile justice system.
- **Parenting Skills**
A large number of youth and families struggle with family interactions/dynamics. Parenting skill classes enhance community reentry and aftercare.

Source: *Washington Association of Juvenile Court Administrators and the Washington Department of Social and Health Services Juvenile Rehabilitation*, January 18, 2013.



SUMMARY OF SYSTEM TRENDS AND OPERATIONS

The current population of youth in JR facilities has decreased substantially over the past six years, averaging a 5% decrease per year in average daily population at JR facilities between 2012 and 2018. Monthly admissions at all 3 secure JRA facilities decreased over the past ten years, going from 76 monthly average admissions down to 55 average monthly admissions by 2018. Average length of stay decreased over the past ten years at Echo Glen Children's Center and Naselle Youth Camp, but increased at Green Hill School. The current average length of stay varies from 228 days at Green Hill School, and 105 to 125 days on average at Naselle Youth Camp and Echo Glen Children's Center. The average length of stay in community facilities is 425 days.

These trends are important to note when planning for the new population that will be placed in JR facilities as a result of SB 6160 (and HB 2907 if it is passed). As the trend data indicate, JR facilities already have a significant portion of population in residential facilities that are older (18 to 20). The YOP youth housed at Green Hill have longer lengths of stay and more serious offenses. The profile characteristics of youth at Green Hill, which already houses the older youth population, will likely resemble the new older youth population that will be placed in JR facilities as a result of legislation raising the age to 25. The older youth population will need to access vocational and training programs, community college course work, and independent living skills. In addition, the older youth population will also need to have access to community placements as they transition back to their home communities.

The treatment programs and interventions that are currently provided to youth placed in JR facilities will also be needed for older youth. The assessment in this Section indicates that currently JR facilities are operating under capacity, so the option for placing older youth at existing JR facilities will certainly be feasible, based on age level designation and development of treatment programming/services specific to the older youth population.

3

FORECAST OF FUTURE CAPACITY REQUIREMENTS





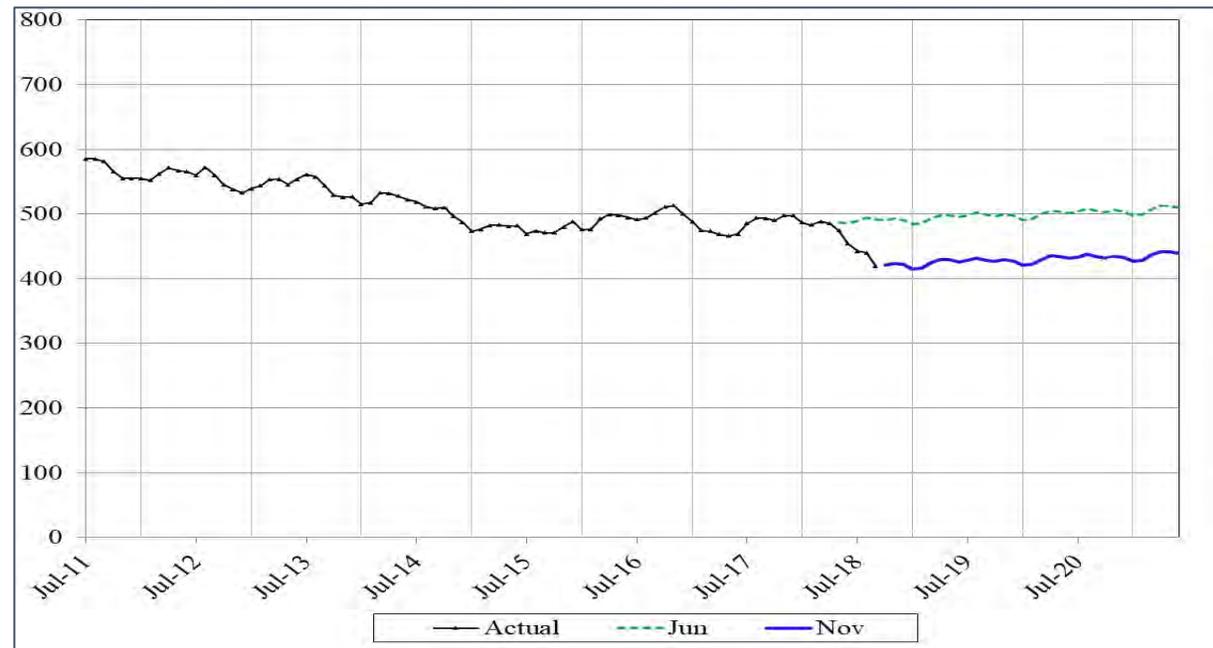
INTRODUCTION

In this Section the forecast of future capacity requirements will be presented. This includes the current caseload forecast, as well as the impact of the recently passed SB 6160 and proposed impact of HB 2907 on future JR capacity requirements.

CURRENT CASELOAD POPULATION FORECAST

Figure 3-1 shows the most recent (November 2018) forecast developed by the Caseload Forecast Council. The forecast shows the end of the month current caseload residential population in facilities operated or contracted by JR. The forecast includes youth in residence and those on leave or escape status for two weeks or more. Forecasts are only projected out for two years, and are run in February, June and November of each year. The actual population in JR facilities has been consistently lower than the forecast population over the past several years.

Figure 3-1
Current Caseload Capacity
Forecast
November 2018



Source: Washington JR and Caseload Forecast Council, November 2018.



Table 3-1 shows the actual JR population between 2012 and 2017. The number of youth in JR facilities on November 14, 2018 was 409, which is 80 youth below the caseload forecasts for June and November 2018. The November 2018 forecast dropped by 71 youth compared to the June 2018 forecast of average daily population of youth in JR facilities by 2021. Assuming an average daily population of 430 youth by the end of 2018, average daily population in JR facilities decreased by 32%, or 5.3% per year between 2012 and 2018. Assuming a conservative 2% to 4% continued annual reduction of JR current population, the average daily population of the current caseload at JR facilities could range from 270 to 350 by 2027.

Table 3-1		
Fiscal Year Caseload Change		
Actual Fiscal Year	Caseload	
2012	567	
2013	550	
2014	533	
2015	492	
2016	482	
2017	487	
Forecast Fiscal Year	Caseload	
	June 2018	November 2018
2018	489	486
2019	492	426
2020	499	429
2021	506	435

Source: Washington JR and Caseload Forecast Council.



FORECAST OF POPULATION WITH IMPACTS OF SB6160 (PASSED)

Table 3-2 shows the impact of SB 6160 on average daily population to be housed in JR facilities. The Caseload Forecast Council estimates that 48 older youth will be added to the average daily population of the current caseload population at JR facilities by 2027.

Summary of Bill SB6160
Removes certain crimes from those which are automatically declined to adult court when committed by a juvenile.

Table 3-2 Average Monthly Population Bed Impacts - Juvenile Rehabilitation E2SSB 6160.PL - Exclusive Adult Jurisdiction Caseload Forecast Council (March 8, 2018)										
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
JR AMP	0	0	1	8	22	32	38	44	47	48
<i>Source: Caseload Forecast Council.</i>										

FORECAST OF POPULATION WITH IMPACTS OF HB 2907 (PROPOSED)

Table 3-3 shows the impact of HB 2907 on average daily population to be housed in JR facilities if it is passed by the legislature. The Caseload Forecast Council estimates that 75 older youth will be added to the average daily population of the current caseload population at JR facilities by 2027. If this legislation is passed retroactively, an additional 30 to 40 youth could be added to the average daily population in JR facilities, for a total impact of roughly 100 to 115 additional older youth in JR facilities by 2027.

Summary of Bill HB2907
Extends Juvenile Rehabilitation jurisdiction for youth convicted in adult court and adjudicated in juvenile court for serious violent offenses from age 21 to age 25.5.

Table 3-3 Average Monthly Population Bed Impacts - Juvenile Rehabilitation HB2907 (Revised) - Confinement in Juvenile Rehabilitation Facilities Caseload Forecast Council (February 22, 2018)										
	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
JR AMP	0	0	1	4	13	30	46	61	72	75
<i>Source: Caseload Forecast Council.</i>										



SUMMARY OF CAPACITY FORECAST

Table 3-4 presents the combined forecast population to be housed in JR facilities by 2027. Since the JR forecasts for the current caseload population only go through 2021, the Consultant projected future growth in this population based on continued decline in population averaging 2% per year. Table 3-4 shows the combined total forecast population of the current caseload and SB 6160 to be roughly 400 youth on a daily basis in 2027. If HB 2907 is passed, the total daily population could reach 500 per day by 2027.

Average daily population forecasts do not include peaking and classification factors that need to be applied to reserve additional beds for managing and/or separating populations or peaks in population during the course of a year. This factor can range from 20% to 25% above the average daily population to safely operate a facility.

Table 3-4 SUMMARY OF WASHINGTON JR AVERAGE DAILY POPULATION FORECAST											
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Comment
Current Caseload Population											
> WA Caseload Forecast Council	486	426	429	435	-	-	-	-	-	-	Estimates based on population trends and continued average 2% annual reduction in population.
> Chinn Planning Estimate	-	-	-	-	400	400	380	380	350	350	
SB 6160 Bed Impact (Passed)	0	0	1	8	22	32	38	44	47	48	
Subtotal	486	426	430	443	422	432	418	424	397	398	
HB 2907 Bed Impact (Proposed)	0	0	1	4	13	30	46	61	72	75	If retroactive another 30 to 40 youth added by FY2027.
Total Average Daily Population Forecast	486	426	431	447	435	462	464	485	469	473	Note: 11-14-18 population total was 409.

Source: Washington Caseload Forecast Council and Chinn Planning, Inc.

4

REVIEW OF BEST PRACTICE IN JUVENILE FACILITY OPERATION AND DESIGN



Green Hill



OVERVIEW OF POPULATION PROFILE AND TREATMENT INTERVENTIONS

The expanded population of older youth presents challenges for JR facility operations. Currently youth housed at JR facilities spend a good portion of each day attending school. At Echo Glen Children's Center, which houses younger youth (13 to 16), the education program includes both middle school and high school instruction. The majority of youth age 20 to 25 will have already completed high school or received a GED. Older youth will need a focus on job skill development, vocational programming, community college, and other technical and college courses. Figure 4-1 shows a list of critical components for effective treatment of juvenile offenders. Having a highly structured day with meaningful program activities is essential to effective treatment. The older youth population will need programming and activities that include post high school activities as listed above. In addition, the maturity level and developmental stage of a 14 to 15 year old are different than a 20 to 25 year old, and separating these populations, as JR currently does, is good practice.

Within JR currently there is a designation of one facility (Green Hill School) for older youth, and one facility for younger youth (Echo Glen Children's Center). This practice of separating younger youth (13 to 17) from older youth (18 to 25), with some exceptions, should be maintained for most effective operations. The profile characteristics of older youth currently housed at Green Hill School will be similar to the profile characteristics of older youth that will now stay at JR facilities until age 25, particularly the YOP population which have longer lengths of stay and more serious offenses.

Figure 4-1 TREATMENT FOR JUVENILE OFFENDERS

The Coalition of Juvenile Justice outlines nine components that are critical to effective treatment for juvenile offenders:

1. Highly structured, intensive programs focusing on changing specific behaviors;
2. Development of basic social skills;
3. Individual counseling that directly address behavior, attitudes, and perceptions;
4. Sensitivity to a youth's race, culture, gender, and sexual orientation;
5. Family member involvement in the treatment and rehabilitation of children;
6. Community based, rather than institution-based treatment;
7. Services, support and supervision that "wrap around" a child and family in an individualized way;
8. Recognition that youth think and feel differently than adults, especially under stress; and,
9. Strong aftercare treatment.



Figure 4-2 presents a summary of some well known treatments for juvenile offenders. Many of these treatments are currently used in JR facilities. Trauma informed care relates to both service and treatment intervention as well as the physical environment. These treatments for juvenile offenders are supported by evidenced based research, and will be the same set of treatment interventions that will be effective for the older youth population that will be housed in JR facilities.

**Figure 4-2
Summary of Treatments for Juvenile Offenders**

What Works	Description
Multisystemic Therapy (MST)	An integrative, family-based treatment with a focus on improving psychosocial functioning for youth and families.
Functional Family Therapy (FFT)	A family-based program that focuses on delinquency, treating maladaptive and acting out behaviors, and identifying obtainable changes.
Multidimensional Treatment Foster Care (MTFC)	As an alternative to corrections, MTFC places juvenile offenders who require residential treatment with carefully trained foster families who provide youth with close supervision, fair and consistent limits, consequences and a supportive relationship with an adult.
Cognitive Behavioral Therapy (CBT)	A structured, therapeutic approach that involves teaching youth about the thought-behavior link and working with them to modify their thinking patterns in a way that will lead to more adaptive behavior in challenging situations.
Dialectical Behavior Therapy (DBT)	A therapeutic approach that includes individual and group therapy components and specifically aims to increase self-esteem and decrease self-injurious behaviors and behaviors that interfere with therapy.
Trauma Informed Care (TIC)	A trauma-informed child- and family-service system is one in which all parties involved recognize and respond to the impact of traumatic stress on those who have contact with the system including children, caregivers, and service providers. Programs and agencies within such a system infuse and sustain trauma awareness, knowledge, and skills into their organizational cultures, practices, and policies. They act in collaboration with all those who are involved with the child, using the best available science, to facilitate and support the recovery and resiliency of the child and family.
What Seems to Work	Description
Family Centered Treatment (FCT)*	FCT seeks to address the causes of parental system breakdown while integrating behavioral change. FCT provides intensive in-home services and is structured into four phases: joining and assessment; restructuring; value change; and generalization.
Aggression Replacement Therapy (ART)	A short-term, educational program that focuses on anger management and provides youth with the skills to demonstrate non-aggressive behaviors, decrease antisocial behaviors, and utilize prosocial behaviors.

Source: NCMHJJ, 2002; Sullivan, Benneer & Painter, 2009 (FCT).*



EXAMPLES OF TRAUMA INFORMED YOUTH RESIDENTIAL FACILITY ENVIRONMENTS

The following pages provide visual examples of environments that support treatment interventions and recognize the trauma that has been experienced by many youth in residential facilities. An abundant amount of natural light, small living units, substantial education/vocation and recreation space, mix of color and space, and normative environmental character are all characteristic of a trauma informed environment.

New Hampshire Sununu Youth Services Center



Lobby



Exterior



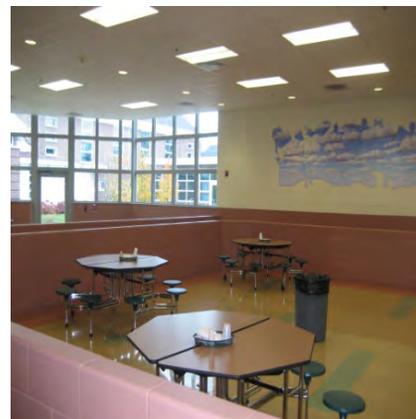
Dayroom



Bathroom



Life Skills



Dining



Gym



Library



Washington DC - New Beginnings Youth Center



Mural at Student Commons



Youth Sleeping Room



Housing Dayroom



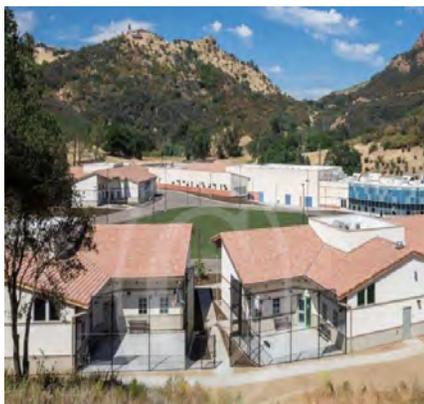
Youth Sleeping Room



School



Campus Kilpatrick, Los Angeles, CA



Site Plan



Exterior



Dining Youth Commons
Grand Opening



Culinary Arts



Vocational Shop



Gymnasium



Day Room & Sleeping Area



KEY OPERATIONAL AND FACILITY CONCEPTS

Figure 4-3 presents a summary of national best practice concepts for juvenile facilities. These guiding concepts were used in the development and consideration of options to meet future capacity requirements. Options that are developed for future youth residential capacity, particularly a population that will be much older, will be analyzed using this list to determine how closely each option will comply with best practice concepts for youth residential treatment facilities.

Figure 4-3 NATIONAL “BEST PRACTICE” – OPERATION AND DESIGN FOR JUVENILE RESIDENTIAL FACILITIES

- Structured Decision Making for Placement and Classification
- Placement Based on Individualized Assessment - Behavior Characteristics and Service Needs
- Programming Responsive to Individual Risks and Needs
- Provide Programming Responsive to “Special Needs Population” – Trauma Informed Care
- Extensive Program Opportunities (Education, Vocation, Recreation, and Visiting)
- Structured Daily Routine
- Normative Environmental Character (Non-Institutional)
- Behavior Management is the Basis of Safety and Security
- Maximize Staff Supervision of Youth Residents
- Small Housing Units (8-16 youth) Results in Improved Classification, Safety, and Management
- Single Occupancy Sleeping Rooms
- Housing Units Arranged in Groups for Shared Services and Staffing Efficiency
- Access to Abundant Natural Light
- Open Dayroom with Contiguous Sleeping Rooms (Improved Supervision)
- Single User Showers/Toilet Rooms (1 per 4 to 8 Residents)
- On-Unit Housing Activities (Counseling, Homework, Passive Recreation for Program Flexibility)
- Access to Outdoor Space
- Central Dining
- Very limited and Monitored Use of any form of Isolation
- Minimum Direct Supervision Staffing Ratio of 1:8 (day) and 1:16 (night) to comply with PREA Standards
- Incorporate ACA Standards and Other Youth Residential Facility Standards



NATIONAL STANDARDS AND STAFFING GUIDELINES

The key standards that should be reviewed and incorporated into any youth residential facility planning and evaluation include:

- **American Correctional Association (ACA) Juvenile Correctional Facility Standards (3rd Edition) and Performance Based Standards for Juvenile Correctional Facilities (4th Edition).** This is a nationally recognized organization that develops and monitors standards compliance for juvenile detention and commitment facilities. A summary of ACA space standards and guidelines is included in Appendix A.
- **National Commission on Correctional Health Care (NCCHC) Standards for Health Services in Juvenile Detention and Confinement Facilities.** This set of nationally recognized standards govern health care service delivery and facility standards. A summary of the applicable space standards is included in Appendix A.
- **PREA Staffing Standards.** In addition to a detailed set of requirements to ensure that youth are safe in facilities, The Prison Rape Elimination Act (PREA) dictates staffing ratios in youth commitment facilities, which is a minimum of 1:8 staff to youth during awake hours, and 1:16 during sleep hours. These standards are included in Appendix A.

The above standards were utilized in the development and analysis of facility options to meet future capacity requirements. One option to meet future capacity requirements is the development of a new facility to house the older youth population. The standards listed above were used to develop an “ideal” facility space program and concept, which will be presented in Section 6. For existing facilities evaluation, these standards were used to assess potential future use of facilities, and determine renovation and/or new construction requirements.



SITE CRITERIA AND REQUIREMENTS

Figure 4-4 presents a list of criteria that was developed with input from the Project Advisory Committee and Consultant team for ideal characteristics of a site to develop a new facility, if required, that would adhere to the best practice concepts presented in this Section. This list of site criteria will also be used to evaluate options for meeting future capacity requirements at existing JR facilities and other facilities/sites that are not currently operated by JR.

**Figure 4-4
Criteria to Identify Possible Sites/Buildings for Expansion of JR Population for Older Youth 144 Capacity Facility (FY 2027)**

- 160,000 SF of building(s) -assumes 1,100 SF/youth
- Minimum 20-acre site for residential campus
- Public transportation access
- Community/Staff Resources in close proximity-medical, psychologists, psychiatrists, substance abuse, mental health, staff availability
- Community college proximity-secondary education and vocational programs
- Utilities adequate for residential facility
- Emergency services access-police, fire, ambulance
- Zoning
- Community acceptance
- Overall grade 5% to 7%
- Appropriate housing—low occupancy living units (8 to 16 bed)
- Program space-gym, vocational, education, visiting, all support Services
- Capability to be Type I-3 Occupancy

5

ASSESSMENT OF (3) CURRENT JR AND (3) OTHER FACILITIES/SITES TO MEET CAPACITY REQUIREMENTS





INTRODUCTION

The consultant team performed a high-level assessment of existing JR residential facilities and select other governmental or privately-owned facilities during the study process for consideration to house older youth. The purpose of the assessment was to evaluate the overall design, physical condition and operational efficiencies of the existing facilities to determine which facilities provide the greatest potential for accommodating older youth population based on established criteria defined in Section III. The facilities assessment is not intended to be an in-depth detailed analysis of the facilities physical conditions and systems but to provide a general overview of the current facilities physical condition with emphases on operational effectiveness. The methodology used for the assessment included a) review of available architectural and engineering drawings and other pertinent documentation associated with the project; b) conducting facilities tours with representatives from JR, management staff providing operational overview and maintenance staff providing facility building physical and systems conditions. This provided opportunity for the assessment team to discuss and confirm our visual observations associated with the building's physical conditions, space utilization and understanding of the operational effectiveness of the facility. The facility tours also provided the consultant team the insight needed to determine if the facility structures have potential to be effectively reused with cost-effective improvements or as part of expansion scenarios that may be needed to meet programmatic requirements for the older youth population or compliance with contemporary standards.

The following section of the report will include an assessment of immediate and long-term use potential of the facilities based on the assessment team's analysis. This section of the report is organized as follows:

JR Residential Facilities:

- Green Hill School
- Echo Glen Children's Center
- Naselle Youth Camp

Governmental/Private-ly-Owned Facilities:

- Rainier School
- Daybreak Youth Services
- Grant County Youth Services Center



JR RESIDENTIAL FACILITIES

Green Hill School

Green Hill School in Chehalis, WA is a medium/maximum security fenced facility that provides older, male offenders education and vocational training. Educational options include high school diploma, general equivalency diploma (GED), and pre-college courses. Vocational programs include computer technology, light machine fabrication, vehicle maintenance, landscaping, welding, and the Juvenile Vocational Industries Program or “JVIP”. Green Hill School provides dialectical behavior therapy, anger replacement training, cultural programming, sex offense specific and intensive outpatient chemical dependency treatment. Male youthful offenders sentenced by the Department of Corrections also reside at Green Hill School.

Key Observations include:

- Campus consists of 45 Acres surrounded by a high security fence with anti-climb chain link mesh.
- Secure campus is adjacent to residential neighborhoods, recreation park and small businesses on two sides; I-5 Freeway and green space/wetlands on the other sides.
- Campus consists of newer and older buildings with various architectural styles that reflect the period of construction and does not provide an integrated campus concept.
- Campus building projects include replacement of the recreation building, campus security upgrades and existing housing unit upgrades for mental health population.
- Current visitation space is small and does not meet current needs by limiting number of families that can visit at one time.
- 40-bed juvenile housing units do not comply with nationally recognized standards.
- Campus building organization and site circulation provide good security zoning of functions.
- Security compromises considerations:
 - Public access to perimeter fencing and views into campus activity areas.
 - New building projects siting that obstructs or limits security staff observation of circulation paths or buildings.
- Campus buildings are generally newer, so the overall campus physical plant is in better condition than the other large secure facilities in the system.
- Campus provides limited expansion opportunities inside the security fence based on the size and current building layout.
 - Five classrooms are currently being used for institutional programs, including the intensive out-patient substance abuse treatment program.

Potential new building sites are limited on Green Hill School campus based on the current density of buildings and the projected implementation of the new recreation center and sport fields project. In order to maintain visibility across the campus for security the potential new program buildings would be located on vacant property be located on the perimeter of the site. The existing recreation center is scheduled for demolition after construction of the new recreation is complete. This site was identified as prime location for any new construction that may be needed to accommodate the older youth population. However, the site has limited expansion potential because it is adjacent to the flood plain. Figure 5-2 identifies the two potential site locations on campus considered for potential new building construction.

Figure 5-1 shows the site diagram for the Green Hill School. Figure 5-2 shows Potential new building sites for Green Hill School. Photo images of Green Hill School are shown on p. 5-5.



Figure 5-1. Green Hill School Site Diagram





Figure 5-2. Two potential site locations on campus considered for potential new building construction





Green Hill School Photos





Echo Glen Children's Center

Echo Glen Children's Center in Snoqualmie, WA is a medium/maximum security facility that is not fenced but bordered by natural wetlands. It provides treatment services for younger male offenders and is the only institution for female offenders. Echo Glen provides educational services for a wide range of youth with varying needs. The facility provides dialectical behavior therapy, anger replacement training, cultural programming, sex offense specific and inpatient chemical dependency treatment. Echo Glen offers gender specific programming for female offenders. It is also known for its Canine Connection program which allows youth to train future service animals. Female youthful offenders sentenced by the Department of Corrections also reside at Echo Glen Children's Center.

Key Observations include:

- Echo Glen Children's Center is located in a rural forested area and the campus was purposefully designed as a juvenile treatment facility without fences responding to the programmatic needs of the residents and creating a therapeutic environment.
- Campus buildings are thoughtfully organized and appropriately zoned to provide the necessary separation between public, services and juvenile housing and programs.
- Campus design reflects the operational adjacencies required for a secure juvenile campus facility and the individual cottages reflect concepts associated with that period construction.
- The lower scale buildings and exterior designs maintain a variation and consistency of building materials that results in a unified campus design. The newer building additions also responded appropriately to the campus concept.
- Family and professional visitation is currently at the cottages and visitors come in with the juvenile case manager.
- Several of the 16 bed cottages are closed or used for other program or administrative functions. The cottages that house youth average 10-11 youth, not 16.
- Five (1, 9, 10, 12, 13) housing units are for higher risk juveniles and include a fenced outdoor recreation area and circulation to adjacent outdoor recreation.
- All housing units have single sleeping rooms for the juveniles.
- Campus physical plant is approximately 50 years old and the buildings that have not been renovated have various maintenance needs that require immediate attention and continued long term strategy for repairs and upgrades.
- Expansion of the campus is limited to land located outside the environmental wetland area that approached many of the existing juvenile cottages.
- An Academic School and Activity Center renovation and/or new construction has been proposed due to classrooms that are in various levels of disrepair.
- Many housing units and program areas including the recreation building require maintenance and interior or exterior upgrades.
- Current programs are limited to the younger juvenile age groups and do not include vocational and industrial type programs appropriate for older age groups and currently offered at Green Hill School.
- The kitchen and dining area have been renovated and provide a state-of-the-art environment for the culinary arts program.
- There is no central laundry facility at Echo Glen Children's Center.



Potential new building site for the older youth population needed to be located outside the exiting campus perimeter in order to separate the current younger youth from the new older youth population program. Because the Echo Glen campus borders on wetlands the potential building expansion area shown on Figure 5-4 was determined to be the best location that was out of the wetlands and separated from the main campus activities.

Figure 5-3 shows the site diagram for the Echo Glen Children's Center. Figure 5-4 shows a potential location for building expansion. Photo images of Echo Glen Children's Center are shown on p. 5-9.

Figure 5-3. Echo Glen Children's Center Site Diagram

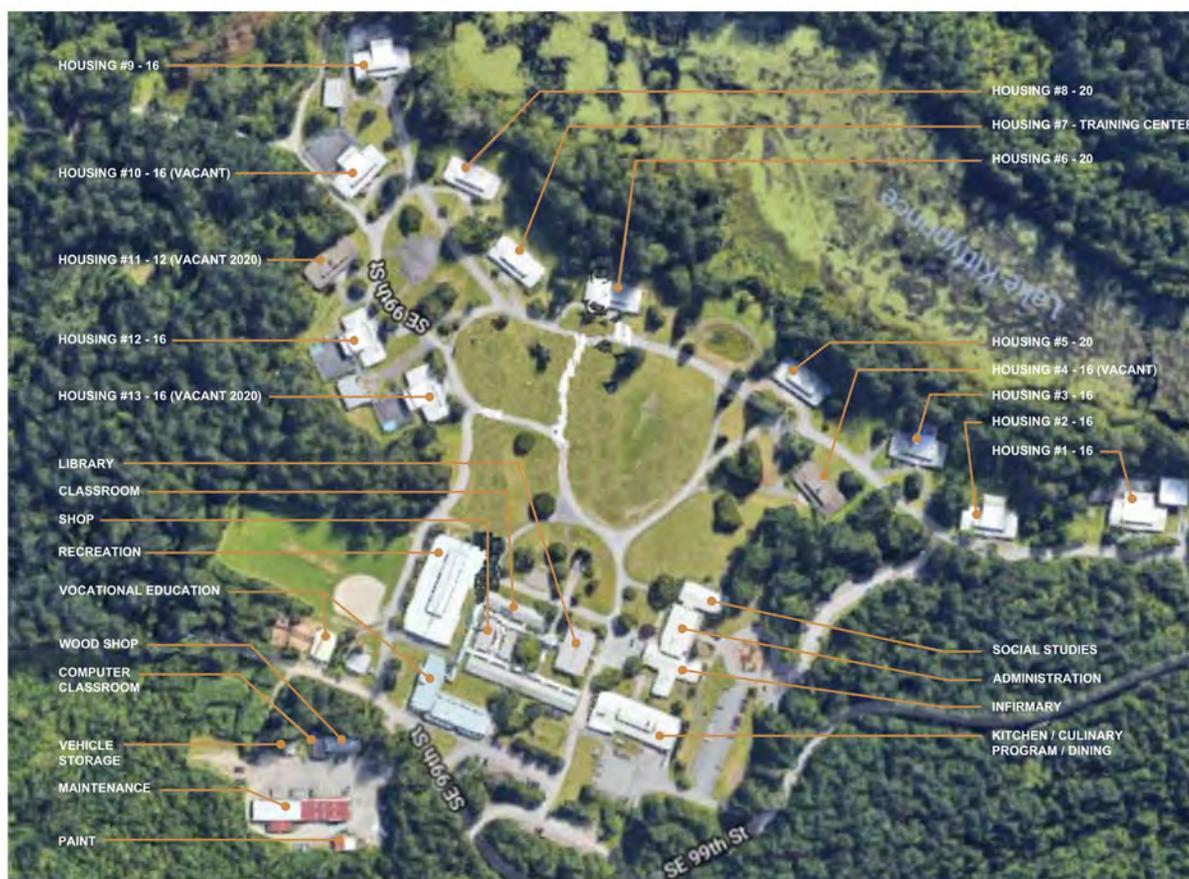




Figure 5-4. Potential Building Expansion.





Echo Glen Children's Center Photos





Naselle Youth Camp

Naselle Youth Camp in Naselle, WA is a medium security facility that is not fenced. It provides educational and treatment services for male offenders. Educational options include high school diploma and general equivalency diploma (GED). Treatment services include dialectical behavior therapy, anger replacement training, cultural programming, sex offense specific and outpatient chemical dependency treatment. Naselle, in collaboration with the Department of Natural Resources, offers a forestry work program. The Department of Fish and Wildlife, in cooperation with Naselle, operates an aquaculture program. Youth involved in the forestry program assist with fighting fires during the height of firefighting season.

Key Observations include:

- Naselle Campus is located at the Washington coast in a forested area in buildings that were constructed circa 1950 for the Naselle Air Force Station that was part of the Federal Air Defense Command permanent radar network.
- This is a campus without fences and includes limited academic education and vocational programs. These include small engine repair and a forest fire training program leading to national certification.
- Fish and Game program with small hatchery tanks on site where juveniles learn to hatch and raise fish for release.
- Due to the remote location of this campus, staff housing is provided to a portion of the staff at a reduced rental rate in apartments directly adjacent to the facility. The housing was originally built as part of the Naselle Air Force Station.
- The physical condition of the campus buildings requires significant maintenance to bring them up to current standards. Essentially the campus buildings have exceeded projected life span and the expense to retrofit them would be close to replacement cost.
- Campus open space for facility expansion is limited and the adjacent property is forest land with steep grades.
- Family visitation may require long distance travel time because of the distance from the metropolitan areas. Special accommodations are provided to families assisting them if they do not have the means to visit.
- The location at the coast provides limited educational or vocational opportunities outside the campus other than forest maintenance, forest fire training, and aquaculture program.
- Current educational building is somewhat limited in the number of students that it can accommodate-currently 90 juveniles.
- Three different juvenile housing unit designs were built in 1975 and do not meet standards. Harbor Cottage was built in 1985 and includes a two-story structure with double occupancy bedroom currently funded for 37 juveniles, which is over the recommended size for juvenile housing units.

Naselle is located in a densely forested area and limited site was available for expansion without encroaching on the adjacent forest. In addition, much of the property surrounding the youth camp have noticeable changes in the adjacent grade that may require significant site grading to accommodate new building construction. Figure 5.6 shows the two locations that are adjacent to the campus site perimeter identified as potential building expansion area.

Figure 5-5 shows the site diagram for the Naselle Youth Camp. Figure 5-6 shows two locations identified as potential building expansion areas. Photo images of Naselle Youth Camp are shown on p. 5-13.



Figure 5-5. Naselle Youth Camp Site Diagram

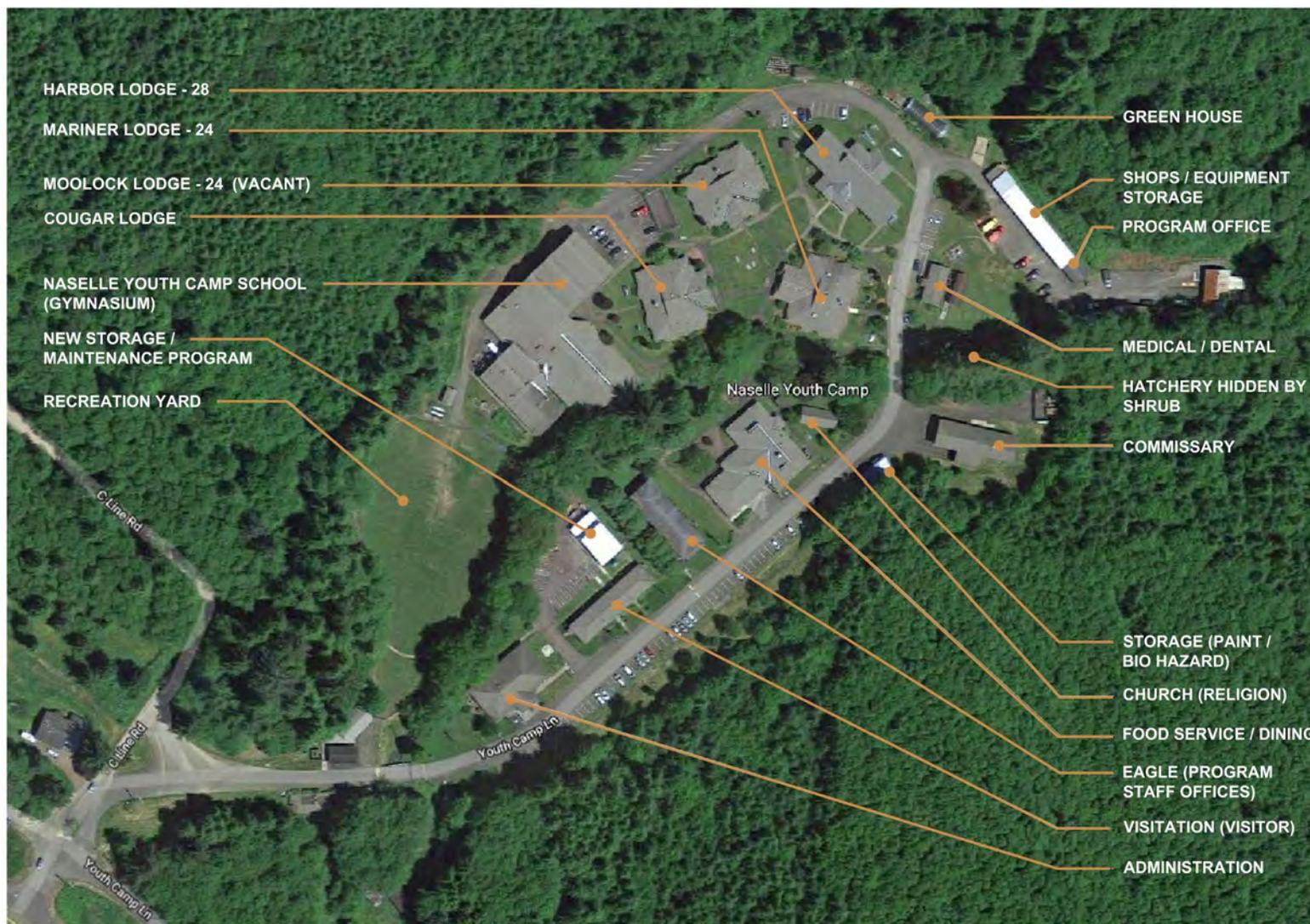




Figure 5-6. Potential Building Expansion Areas for Naselle Youth Camp





Naselle Youth Camp Photos





GOVERNMENTAL/PRIVATELY-OWNED FACILITIES

Rainier School

Rainier School in Buckley, WA is a DSHS habilitation center for 300 individuals with intellectual and developmental disabilities. The Rainier School is an historical campus facility circa 1938 and as an institution will continue to provide services on the existing campus with a reduced population based on the current strategic plan to provide needed services to the developmentally disable community through community-based facilities. The projection reduces the number of individuals that will remain on campus receiving services to 200 individuals. This reduction results in existing buildings that are available for repurposing or total redevelopment of property as identified in the Rainier School Master Plan developed in 2016. Two dormitory quads located on the edges of the Rainier School campus were identified as vacant and were assessed to determine the potential of renovating one dormitory quad to accommodate the older youth program.

Key Observations:

- The dormitory quad building complex was constructed circa 1950 and consists of two-story buildings with a day-lighted basement for the dormitory housing buildings.
- Rainier School is in a rural area and is not a secure campus.
- Dormitory quad building complex is low security construction and the current physical condition will require a complete renovation including window and door replacement and mechanical/electrical system upgrades.
- Rainer Campus includes resident housing dispersed throughout the site. The administration, medical, support and program buildings are connected by a covered walkway system that runs throughout the campus. The covered walkway is in disrepair and requires upgrade.
- Campus support and program buildings include food service, laundry, recreation facilities that includes a gymnasium, bowling alley, indoor pool (currently closed) and social center. In addition, residents have access to limited vocational programs that would not be available to the older youth if located on campus.
- The Rainer Campus is not an appropriate location to locate the older youth based on the campus population of fragile individuals with intellectual and developmental disabilities and the youth would not have access to the campus program and activity spaces.

Photo images of Rainier are shown on p. 5-15.



Rainier School Photos





Daybreak Youth Services

Daybreak Youth Services in Brush Prairie, WA is located on an 8.5-acre site in a 30,500 square foot single story building constructed in 2006 and originally designed for church related services and programs. The building was retrofitted in 2017 to a low security adolescent residential inpatient treatment facility that provides youth drug and alcohol and mental health treatment programs. The program has a total of 58-beds consisting of a 24-bed housing unit for boys, a 22-bed housing unit for girls and a 11-bed E&T housing unit providing specialized mental health evaluation and treatment. The facility design includes administrative space, staff offices, youth housing units with 2-4 occupant dormitory style sleeping rooms, two academic classrooms, small gymnasium and fitness center, small and large group rooms and chapel, kitchen and dining hall. Outside the secure perimeter with a separate entrance is the Daybreak Boardroom. In addition, the facility has a significant outdoor secure recreation area accessed from the housing units.

Key Observations:

- The Daybreak Youth Services is a contemporary metal building design consisting of metal siding with stone trim on the public side and a metal roof system. The public entrance and lobby area are in stories and the entrance includes a covered vehicle public drop off area and a large wood window wall system that provides a public entrance that is inviting and not intimidating.
- A mobile office trailer is needed to supplement the number of staff offices in the building.
- Visitors are required to identify themselves through an intercom system prior to reception staff releasing the door and allowing entrance into the build.
- The site design includes an abundance of parking spaces located on the street access side of the building.
- The facility has a significant secure fenced recreation area accessed directly from the youth housing units.
- The number of educational academic classroom spaces does not meet standard for the number of youths in the treatment programs.
- The partial size gymnasium does not provide flexibility for different group activities to occur in the gymnasium at the same time.
- Vocational education spaces are not part of the program and would have to be added if the facility is considered for older youth.
- Daybreak Youth Services building is designed for short-term youth treatment programs and does not meet the security requirements or space standards necessary for the treatment of longer-term older youth programs.

Photo images of Daybreak are shown on p. 5-17.



Daybreak Photos





Grant County Youth Services Center

Grant County Youth Services Center in Ephrata, WA is a small single-story building that includes juvenile court, juvenile probation and a small secure 18-bed juvenile detention center. The facility is no longer used for the longer-term juvenile detention programs. Grant County currently contracts with Martin Hall Detention Center located in Medical Lake for all juvenile detention services. Martin Hall is a regional juvenile detention center that serves many small jurisdictions throughout Eastern Washington. However, the secure detention component is still being used by Grant County for the intake processing and holding of juveniles prior to being released for transfer to the regional detention center. It is also used for the temporary holding of juveniles waiting for their court appearance.

Key Observations:

- The secure facility includes staff offices, small dayroom, kitchen, visitation and two small program rooms. It also has a small attached fenced outdoor basketball court located at the back of the building and away from public parking.
- Family visitation requires driving to Martin Hall located in Medical Lake and is approximately a two-hour drive.
- The building is commercial grade construction except for the secure detention component and will not conform to the security requirements established for the residential juvenile treatment facility.
- Youth Services Center juvenile program areas do not meet the standards and programmatic requirement established for the older youth population.
- Building location is next to adjacent vacant property that may allow for further development of the site.

Grant County Youth Services Photos



6

OPTIONS TO MEET FUTURE CAPACITY AND SITE REQUIREMENTS



Echo Glen



OPTIONS TO MEET FUTURE CAPACITY AND SITE REQUIREMENTS

INTRODUCTION

In this Section options for meeting future capacity requirements for the new older youth population (up to age 25) will be presented. The options break down into three basic categories—build a new facility on a vacant site for the new older youth population, reuse existing JR facilities to house both the current population and new older youth population, or renovate and/or expand other facilities to meet the capacity requirements of the older youth population. Each option will be described and presented with graphic concepts. The approximate cost estimate (summarized in Section 7 and detailed in Appendix C) and the pros and cons of each option will be presented. In addition, although the capacity study provides options to meet future secure facility requirements of the older youth population, a discussion of the need to expand community facilities is also presented in this Section.

BUILD NEW FACILITY ON VACANT SITE

The distinct advantage of constructing a new 144 capacity treatment facility is the ability to meet the special programmatic needs of the older youth population in a secure campus design in conformance with recognized juvenile justice national best practice. Table 6.1 presents a summary of the Washington JR Conceptual Program, which defines the required facility components and projected space requirements for a new 144 capacity treatment facility. The program statement represents the “ideal juvenile facility program” for older youth based on similar facilities developed by the consultant team. This program was developed and reviewed by JR staff and the Project Advisory Committee. The importance of the program statement is that it establishes the facility components needed for the new older youth population treatment facility and establishes the basis for the assessment of current JR residential facilities and selected facilities. The detailed space program is included in Appendix B.



Washington JR Conceptual Program Statement – Table 6.1

WASHINGTON JRA CONCEPTUAL PROGRAM STATEMENT SUMMARY SQUARE FEET 144 CAPACITY FACILITY FOR YOUTH AGE 20-25				
Comp. #	Facility Component	Total NSF Component	Grossing Factor	Total DGFSF
1.000	<u>Public Lobby/Administration</u>			
1.100	Public Lobby/Administration	3,384	30%	4,399
	Subtotal - Public Lobby/Administration			4,399
2.000	<u>Staff and Security Services</u>			
2.100	Central Control	460	30%	598
2.200	Intake, Transfer, and Release (Vehicle Sallyport)	2,162	35%	2,919
2.300	Staff, Security and Training Areas	3,090	35%	4,172
	Subtotal - Staff and Security Services			7,688
3.000	<u>Programs</u>			
3.100	Vocational Programs	5,130	25%	6,413
3.200	Multipurpose/Treatment	2,980	35%	4,023
3.300	Education/Transition Planning	4,366	35%	5,894
3.400	Visitation	2,730	25%	3,413
3.500	Gym/Indoor Recreation	26,735	10%	29,409
	Subtotal - Programs			49,151
4.000	<u>Services</u>			
4.100	Food Service and Dining	4,500	30%	5,850
4.200	Health Services	3,210	35%	4,334
4.300	Laundry	800	20%	960
4.400	Facility Maintenance, Storage, and Housekeeping	2,000	20%	2,400
	Subtotal - Services			13,544
5.000	<u>Resident Housing-144 Capacity (9) 16 BED HOUSING UNITS</u>			
5.100	(9) 16 Bed Single Occupancy Housing Units with Housing Support Area	4,070	50%	54,945
	Subtotal - Resident Housing			54,945
	TOTAL - FACILITY COMPONENTS DGFSF			129,727
	Building Grossing Factor 25% (Includes: Mechanical/Electrical/Circulation Corridors/Wall/Wall Thickness)			32,432
	TOTAL - FACILITY COMPONENTS BGSF			162,158



Conceptual 16-Bed Youth Housing Unit (Cottage) options were developed and presented to JR staff for review and comment in order to establish the following preferred housing concept incorporated into the new facility design concept. Figure 6.1 shows the preferred housing unit concept. The new housing unit complies with evidence based best practice juvenile residential design concepts that were discussed during development of the project. The housing unit recommended design considerations include:

- Housing unit that incorporates single occupant sleeping rooms and is designed in compliance with ACA standards.
- Contemporary living units that allow staff to have continuous visual contact with youth in the dayroom and activity areas.
- Single story floor plans with interior design concepts that provides a non-institution therapeutic environment that encourages juvenile and staff interaction.
- Integrated security systems for visual and audio monitoring and door controls.
- Opportunity for outdoor recreation and exercise without leaving the secure perimeter of the living unit.
- Design concept that allows an abundance of daylight into sleeping rooms, dayrooms and youth activity spaces.

16-Bed Housing Unit Concept- Figure 6.1



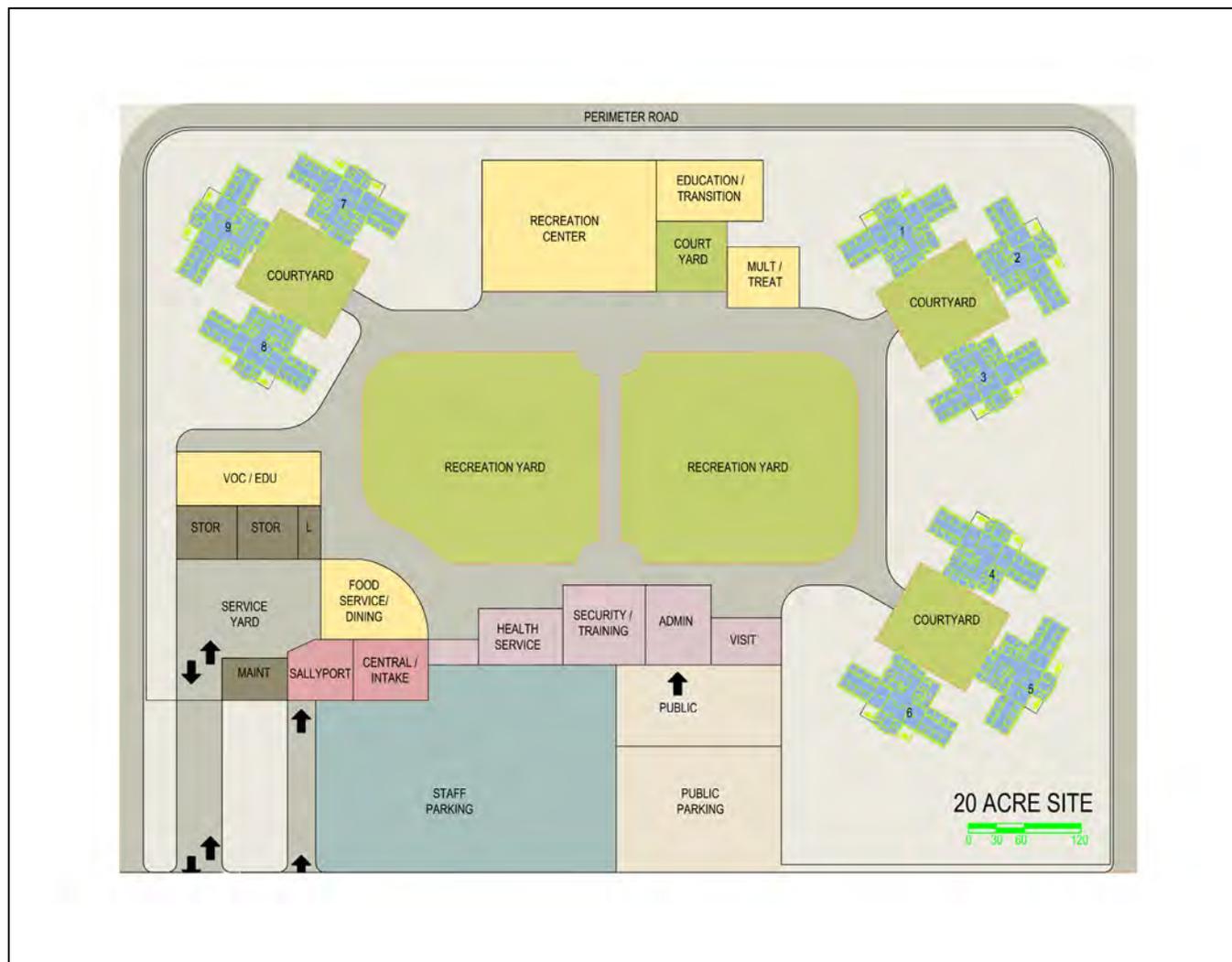


The housing concept shown in figure 6.1 also incorporated important operational adjacencies and appropriate security zoning which allows separation between different activities and functions in the housing unit. The general plan layout provides clear separation of the building lobby, staff offices, youth treatment interview room and the other support functions from the housing units and the centralized high activity program area. The secure circulation corridor provides direct access from the housing to interview room, calming/quiet room, program manager and counselor offices and the entrance. The 16-bed housing unit is sub-divided into two small 8-bed units with one dayroom, combined toilet/shower room and small enclosed outdoor courtyard. The housing units are located adjacent to the large multi-purpose/group room. The kitchenette, honors lounge and library/study room are accessed from centralized multi-purpose/group room. The staff station is strategically located to provide control staff unobstructed observation of the housing unit dayrooms, multi-purpose/group room, kitchenette, library/study and honors lounge.

The facility site concept, shown in Figure 6.2 graphically illustrates how the facility program components (buildings, support services, youth programs, etc.) integrate into the overall site diagram. The facility components are located on the site indicating the component size, location and approximate relationship to the other facility components or site elements that are located inside and outside the site security perimeter. The conceptual layout was developed based on the Consultant Team's experience with similar secure youth treatment facilities and staff discussion and confirmation. The overall site layout incorporates best practice design concepts that will result in an operationally efficient and safe campus for staff, youth and public.



New Facility Site Concept – Figure 6.2





The major design components associated with the new 144 Capacity Treatment Facility site diagram are organized based on operational and security zoning required for the overall facility secure operation. As illustrated in Figure 6.2, the major program components are located around the centralized recreation field that is envisioned to include a traditional running track, sport fields and outdoor basketball court and other activity spaces. The education/transition planning, multipurpose/treatment, and gymnasium/indoor recreation center components are grouped together and include an exterior landscaped entrance covered courtyard. The building front facade faces the centralized recreation field and the administration and support buildings. Nine 16-bed youth housing units required for the facility 144-bed buildout are strategically located in small housing clusters for classification flexibility. The design concept shows three youth housing units grouped around a common outdoor landscaped plaza. The housing cluster locations provide separation between classifications and allows for efficient access along outdoor covered walkways to education, recreation, dining and other support buildings. Youth movement through the secure campus would be visually screened from the public and adjacent road by the administration, support and service buildings along the front that are part of the security perimeter. Security perimeters adjacent to public areas where there may be an operational concern should consider architecturally designed site security walls that will mitigate the potential for unauthorized communication between public and youth.

The overall facility design concept locates the administration, visitation, security/training, health services, and intake/release/transfer components along the front campus. The building components will be constructed as part of the facility security perimeter and become the public image for the campus. The security perimeter for the site will consist of security fence or wall construction located around the property that may be accessible to the youth. In addition, a perimeter patrol road located outside the secure perimeter should be provided to ensure security staff have access around the entire site. Interior roadways should be necessary for building maintenance access and emergency vehicles and located separate from youth circulation walkways. Food service and laundry should be located within the security perimeter and adjacent to the fenced service yard for deliveries. Maintenance, storage and housekeeping will be outside the security perimeter in the service yard. Buildings located inside of the security perimeter will be kept at least 40 feet away from the security fence in order to maintain an adequate boundary around the security perimeter.

Facility security will be achieved through a balanced design concept that includes building layout, construction material usage, sophisticated electronic security monitoring and control systems, and well-trained staff. The Central Control operation is a critical element of security design. The function of Central Control is to monitor the electronic security systems throughout the campus and control any pedestrian or vehicle movement through the security perimeter and buildings. The location of the central control operations can vary based on the facility security and operational philosophy. Although building system details are outside the scope of the project Electronic security systems are essential in the operation and security of the secure residential campus treatment facility. These systems are designed to protect the residents, staff and the public as well as provide accountability for the operations of the facility.



The new residential facility concept provides opportunity to create a built-environment for older youth that supports specialized treatment programs and skills development while maintaining a safe and secure physical environment for the youth, staff, and public. Facility design and site recommendations include:

Site security recommendations for the new facility include:

- Identifiable and secure site entry points into the facility.
- Clearly defined pedestrian circulation system that separates public movement from staff, youth offenders, and other support services.
- Staff parking that is visually and functionally separated from public parking.
- Site lighting and surveillance cameras for all parking areas, along all circulation routes inside and outside the security perimeter, along the perimeter fence, and in other strategic locations that require surveillance monitoring for unauthorized activities.
- Access to all buildings for security vehicles, emergency response vehicles (fire trucks and ambulances), garbage trucks, and small plant operations vehicles.
- Outdoor recreation activities should be located out of sight from the public to prevent contact and eliminate opportunities for passage of contraband and other related items.

Planning and building design recommendations for the new facility include:

- Building security zoning providing separate and distinct activity areas and circulation for juvenile, staff, public and support services.
- Security logic that recognizes and responds to a hierarchy of site and building security requirements while reinforcing treatment goals.
- Overall facility design that allows for future expansion capability.
- Variation of scale for the buildings and their component parts, including plan configuration of interior and exterior spaces, interior spatial variety, and exterior building nomenclature.
- Spatial organization, furnishings, and fixtures that permit flexibility in response to programmatic and operational changes.
- Views to the outside in all areas, with controlled access as appropriate for a range of activities.
- Extensive use of natural light in housing, program, and other areas appropriate.
- Use of varied colors throughout to minimize the drab consistency often associate with institutional architecture.
- Use of a variety of textures and finishes on interior surfaces that is appropriate to changing functions and to minimize institutional monotony.
- Incorporation of sustainability concepts for energy efficiencies and compliance with State mandated US Green Building Council-LEED Certifications.
- Compliance with State, Federal and local code requirements and the American Correctional Association (ACA) Standards.



The following is a summary of the Consultant Team's assessment of this option under the respective Pros and Cons:

Pros:

- The new 144-bed secure juvenile residential facility would provide JR with a campus conforming to evidence based best practice design concepts.
- New facility design layout can maximize staffing efficiencies thereby reducing overall operational costs.
- Sustainability concepts including LEED Certification could be incorporated into the campus site and building designs resulting in an overall living environment that is therapeutic and healthy for staff and youth.
- Maintenance costs will be reduced with the quality building construction material, HVAC and other support systems supported with life/cycle/cost analysis.
- Initial maintenance costs will be lower because the campus facility is new.
- Appropriate treatment and educational programs and security specific to the requirements of the older youth population could be incorporated into the new facility.

Cons:

- Locating a secure residential treatment facility on a new site can significantly extend the schedule because of the regulatory and zoning process requirements that include public participation.
- Most expensive option for accommodating the older youth population.
- Do not need additional capacity in JR system for the housing and treatment facilities to accommodate older youth population.
- The heavy investment in new and renovated buildings for the existing secure residential facilities should be a priority if appropriate for the youth treatment program.
- Population trends may continue to decrease resulting in even greater number of surplus beds if new campus option is selected.

RENOVATION AND NEW CONSTRUCTION AT EXISTING JR FACILITIES

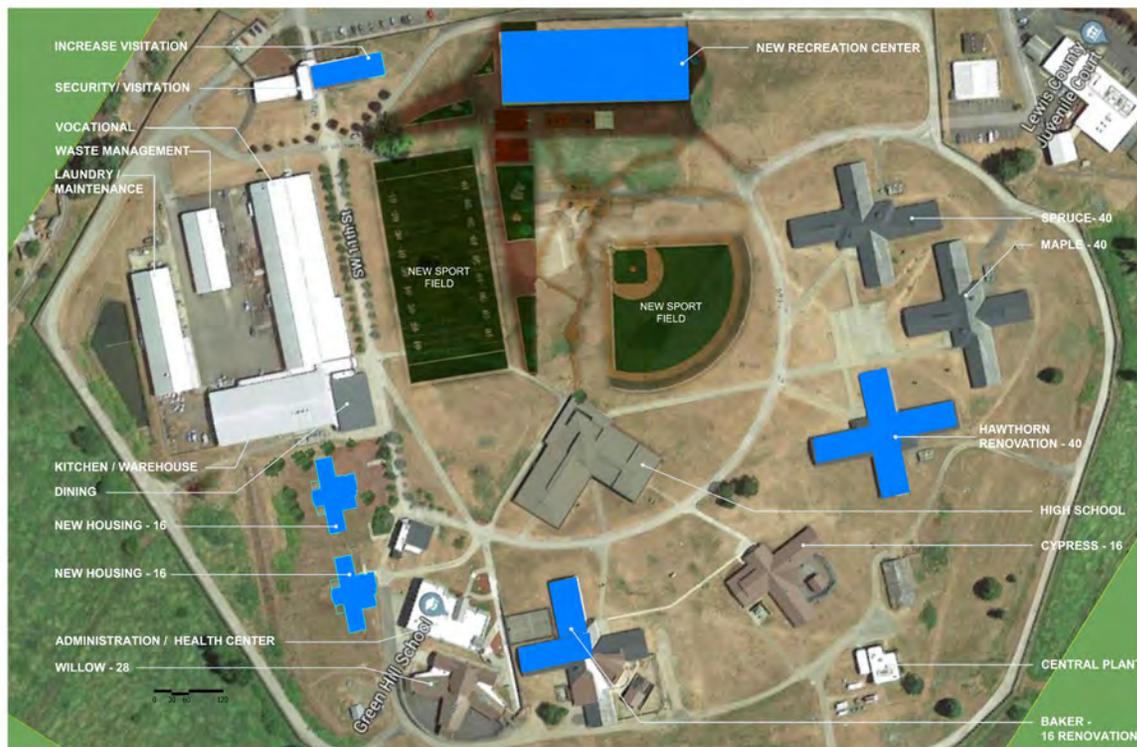
In order to maximize the use of existing JR facilities, the Consultant Team identified available juvenile housing and program spaces at the facilities to determine the potential use for the new older youth program. It was determined current capacity at JR facilities would be adequate to meet present caseload population forecast and projected new older youth population through 2027. Renovation of vacant housing units with some new construction/renovation of infrastructure will be required, but it will be less costly than developing additional capacity at a new site. Two facilities, Green Hill School and Echo Glen Children's Center, are the focus of recommendations and they are located within the corridor where the majority of youth in the system are coming from. Naselle Youth Camp is in a very remote location and does not meet criteria established for the older youth population. It should be noted that current capacity at JR facilities proposed for long term use is based on some housing units that have capacity to house 20 to 40 youth. This exceeds recommended standards for juvenile housing unit capacities. As population levels decrease the large housing units should be evaluated for renovation to reduce capacity to comply with standards.



1. Green Hill School

Green Hill School was assessed and determined by the consultant team to be the most appropriate JR residential facility for accommodation of the older youth population. The basis for this assessment include the medium/maximum classification security level for the existing fenced campus and the juvenile treatment programs available that include various vocational education programs appropriate for the older youth. Many of the older youth (18-20) in the system are currently located at Green Hill School. These residents may remain on campus if determined by staff that they are compatible with the older youth program based on their age, classification, maturity and other factors. The younger youth and those who may have special treatment requirements not compatible with the older youth program will be relocated to the Echo Glen Children's Center. Figure 6.3 identifies the Green Hill School Proposed Site Diagram and Buildings proposed for renovation and new construction projects required to accommodate the new older youth population through 2027:

Green Hill School Proposed Site Diagram and Buildings – Figure 6.3





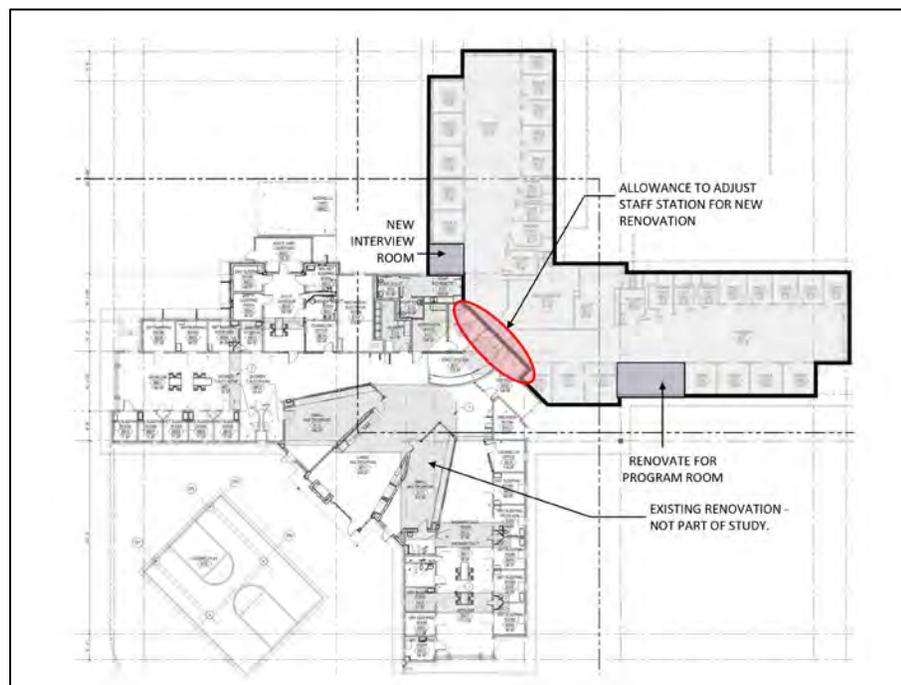
Summary Recommendation – Green Hill School

- Renovate 16 Beds at Baker Cottage
- Renovate 32 Beds at Hawthorn Cottage
- Complete New Recreation Center
- Future Development of two new 16 Bed Housing Units
- Expansion of Visitation Center
- Full Build Out 194 Capacity
- Future Consideration to Reduce 20-40 Bed Housing Unit Density in order to Meet Standards

The recommended site and building descriptions/conceptual diagrams for Green Hill School are summarized as follows:

16 Bed Baker Cottage Renovation:

Image 16 Bed Baker Renovation – Figure 6.4

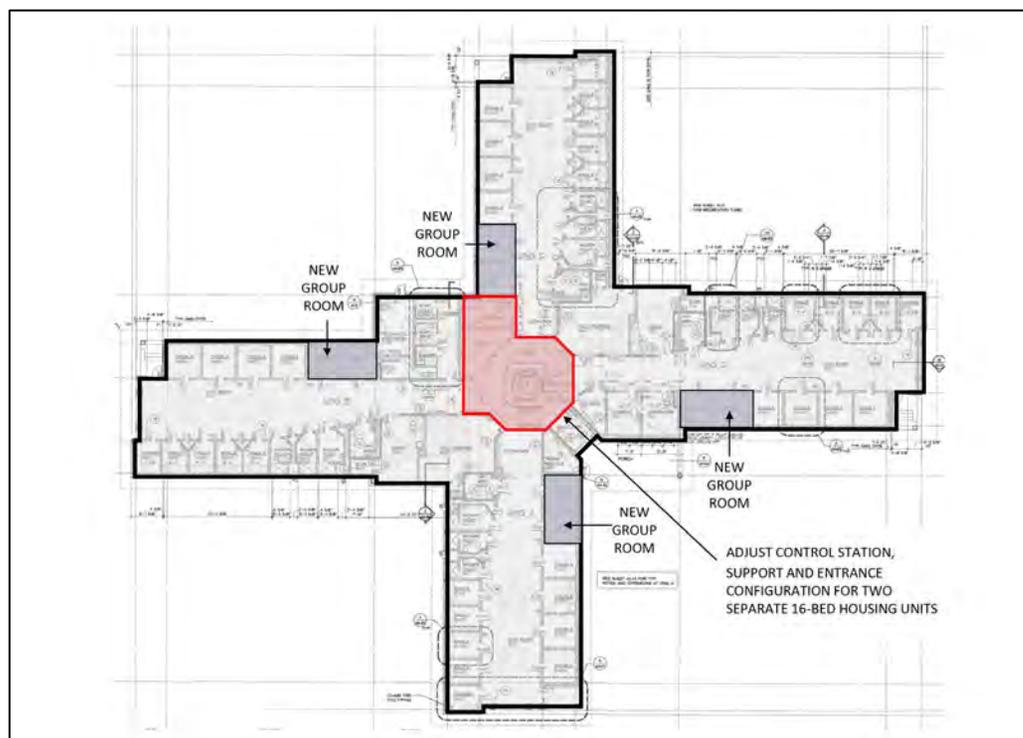




Summary Description: Renovation of two juvenile housing wings (16 Beds) at Hawthorn that include additional program/interview rooms, new interior finishes, necessary limited HVAC/Electrical upgrades and staff control station adjustments needed for effective monitoring/control of the updated housing unit.

32 Bed Hawthorn Cottage Renovation

32 Bed Hawthorn Renovation – Figure 6.5





Summary Description: Renovation of four juvenile housing wings (32 Beds) for Hawthorn Cottage (or another 40 Bed Cottage) subdividing the housing into two separate 16 Bed housing units. The renovation will include additional program/interview rooms, new interior finishes, necessary limited HVAC/Electrical upgrades and staff control station adjustments needed for effective monitoring/control of the updated housing unit.

New Recreation Center

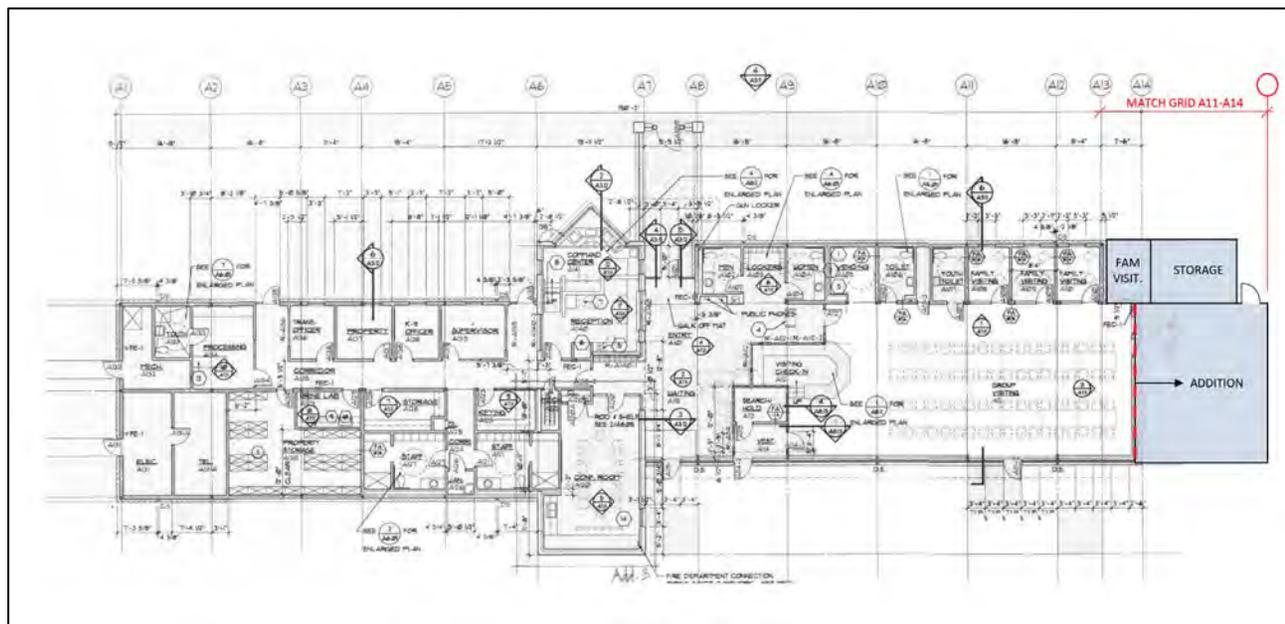
Summary Description: New Recreation Center project has gone through predesign and is in the funding process and expected to proceed to the construction phase. The new recreation center is an important project for the recreational needs of the older youth population.

Projected Cost:

Summary Description: Refer to the 16 Bed Housing Unit Concept Figure 6.1 and the descriptive narrative for the preferred new 16 Bed Housing Unit.

Visitation Center Expansion:

Visitation Center Expansion Concept - Figure 6.6



Summary Description: New expansion of central visitation to allow for more family visitation with the new addition matching the existing building design.



Family Overnight Visitation Center located near the main entrance is a small building that would include residential style apartments with group spaces for special programs that involve the youth and parents. This program has not been developed and is not part of this project; however, the concept was included because it was identified as part of the overall vision for future campus buildings.

The following summary is the consultant team's assessment organized under the respective Pros and Cons:

Pros:

- The majority of the buildings on Green Hill School campus have been renovated or replaced resulting in newer and more contemporary campus building when compared to other JR residential treatment facilities.
- The campus is the only medium/maximum security fenced facility in the system and is appropriate for the older youth population.
- Renovation of existing 40 bed housing units to subdivide the building into two separate 16 bed housing units will conform to juvenile Standards and allow for a safer operation.
- Vocational education programs appropriate for the older youth population are currently located at this campus providing the youth greater opportunities.
- Building renovation and construction on an existing residential treatment campus is more time efficient construction because of regulatory and zoning processes that would be required for new site construction.
- Renovation of juvenile housing for the older youth population at Green Hill School is a cost-effective solution since housing is available system wide to transfer younger youth of other facilities.

Cons:

- Two 40 bed juvenile housing units are not being renovated to bring them into compliance with juvenile Standards.
- Construction activities will occur on a fully operational secure residential treatment campus interrupting the campus operation.

2. Echo Glen Children's Center

It was determined by the consultant team that the campus does not conform to the criteria established for the older youth population program. The younger youth population and classifications currently at Echo Glen Children's Center are not compatible and would be at risk with the older youth population on the campus. In addition, the current programs do not include the necessary vocational education facilities that would be needed for the educational programming for the older youth population. However, this facility is ideal for the programming and treatment of the younger youth currently at Green Hill School that can be transferred to Echo Glen Children's Center when the older population enters the system. Figure 6.7 identifies the following Echo Glen Proposed Site Diagram and Buildings for renovation and new construction projects needed to accommodate the additional youth that will be assigned to the program.



Echo Glen Children's Center Proposed Site Diagram and Buildings – Figure 6.7



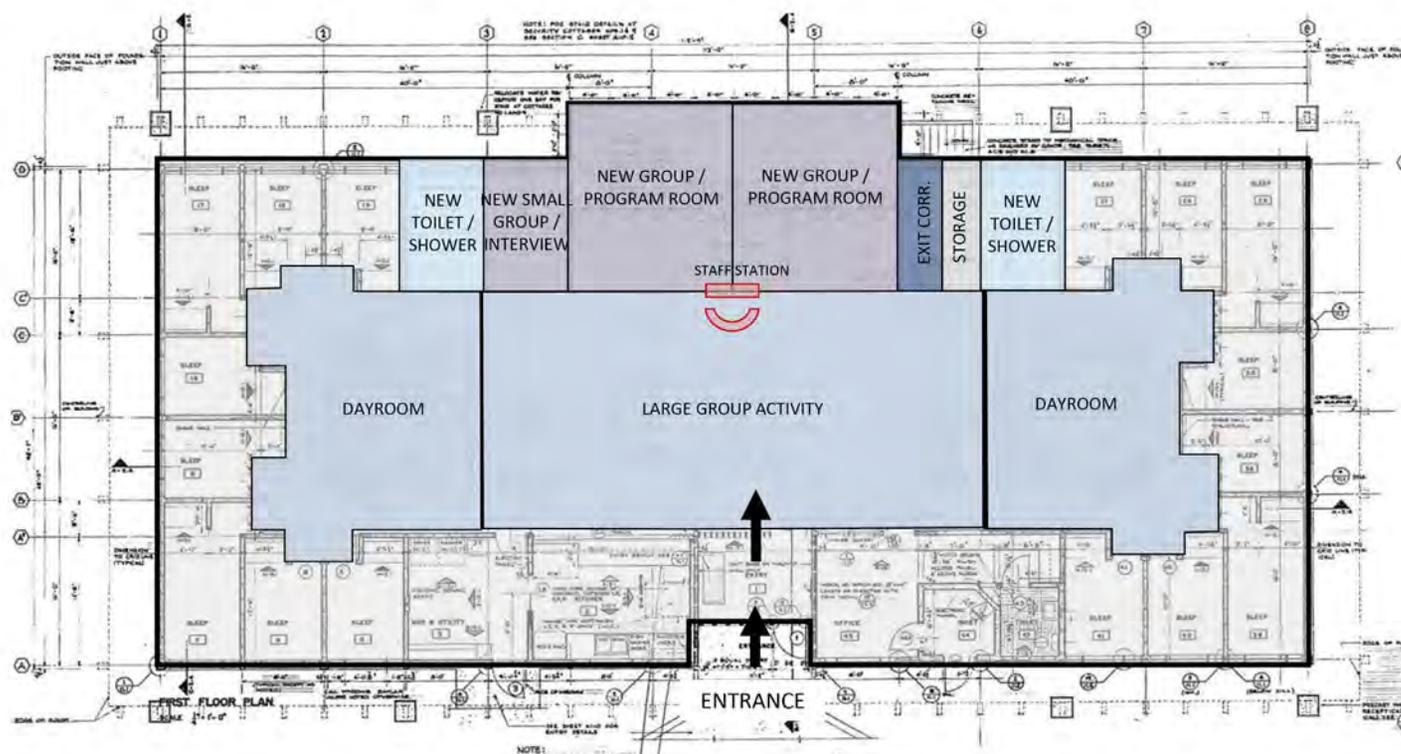
Summary Recommendation – Echo Glen Children's Center

- Renovate Cottages #4 and #5 for (2)16 Bed Housing Units.
- Move 32 youth (ages 16 to 17 or younger) from Green Hill to Echo Glen after the Renovation of the (2) Cottages.
- Construct New Family Visitation Center.
- Future Campus Project - New Recreation Center
- Full Build Out 204 Capacity (if required)
- Future Consideration to Reduce 20 Bed Housing Unit Density in order to Meet Standards



16 Bed Cottage #4 Renovation/Addition:

Image 16 Bed Cottage # 4 Renovation/Addition – Figure 6.8



Summary Description: Major renovation of 16 Bed Cottage #4 with small building addition relocating youth toilet/shower rooms and removal of fire place to open up the center area for new dayrooms and large group activity. New toilet/shower rooms and program rooms will be located along the perimeter as shown on the concept diagram. All spaces will receive new interior finishes and the building will included HVAC/Electrical and systems upgrades necessary for the secure building.



20 Bed Cottage #5 Interior Finish Renovation:

Summary Description: 20 Bed Cottage #5 was renovated in 2004 and will required new interior finishes appropriate for the secure building. In addition, consideration should be given to reduce the density of the Cottage to 16 Beds conforming with current juvenile Standards.

New Central Visitation Building:

Central Visitation Plan and Section - Figure 6.9





Summary Description: Construction of a new 4,100 sf Central Visitation Building located near the main entrance of the campus with architectural design compatible with overall architecture of the campus. The program elements include public lobby for visitor security screening, staff station, six private/family visitation rooms and a large central group visitation. The concept envisions a window wall providing an abundance of natural light into the space and access to an outdoor visiting area in full view of the staff station.

Family Overnight Visitation Center located near the main entrance is a small building that would include residential style apartments with group spaces for special programs that involve the youth and parents. This program has not been developed and is not part of this project; however, the concept was included because it was identified as part of the overall vision for future campus buildings.

The following summary is the consultant team's assessment organized under the respective Pros and Cons:

Pros:

- Central visitation was originally envisioned to be located in a vacant cottage. Construction of a new Central Visitation will provide a better design and location specific to the visitation functions and allow the vacant cottage to be renovated for youth housing.
- The campus is considered medium/maximum security but does not have a fence around the perimeter of the campus. This facility is appropriate for the younger youth that are transferring from Green Hill but not for the older youth population.

Cons:

- The 20 bed juvenile cottages on campus are not being renovated to bring them into compliance with juvenile Standards.
- Construction activities will occur on a fully operational secure residential treatment campus potentially interrupting the campus operation.

3. Naselle Youth Camp

It was determined by the consultant team that the facility does not conform to the criteria established for the older youth population program. However, it should be noted that if the juvenile population increase in the future that Naselle Youth Camp has the Moolock Cottage available for juvenile housing. However, the current design and condition of the unit would require renovation and interior finish upgrades. In addition, the unit should be subdivided to reduce the density of the 24 Bed housing unit to meet current juvenile Standards. All current housing units are designed with 24-28 beds and do not meet current Standards.



NEW SITE LOCATIONS(s)

Introduction

The capacity study requirements mandated maximum use of exiting JR facilities and resources; and identification of other governmental or privately-owned facilities that might provide potential facility options for the new expansion to accommodate older youth population entering the system. Locating available larger facilities in conformance with the programmatic requirements needed for the older youth population was very challenging. To assist JR in the search process, the design team established the physical building/site criteria required for the new residential treatment facility included in Section 5. Institutional buildings with similar occupancy requirements were identified as potential candidates included higher education with dormitory housing, medical facilities, military bases, correctional facilities, police/fire training centers and industrial facilities. It was recognized that facilities selected for consideration would need to conform with current building codes and local zoning requirements for a secure facility. Community support will also be an important consideration when locating a new residential treatment campus. During the search process the building and site criteria was used for a computer-generated search program that identified buildings and sites for consideration throughout the state. However, many preferred building locations were not available for development and most were not compliant with the established criteria for the project. The following governmental/privately-owned facilities were selected by JR for design team consideration and recommendations:

1. Rainier School

Rainier School in Buckley, WA is a large DSHS habilitation center for individuals with intellectual and developmental disabilities. Because of recent strategic policy changes the historical campus circa 1938 currently operates with a reduced population. This resulted in vacant dormitory buildings that were considered for renovation and additions that would possibly accommodate the older youth population. Specifically, two dormitory quads located on the edges of the campus were identified and assessed to determine the potential of renovating one dormitory quad to accommodate the program. The Rainier School facility assessment and key observations are included in Section 5.

The following summary items based on the consultant team's key observations and assessment of the Rainier School facility have been organized under the respective Pros and Cons:

Pros:

- Rainier School is an established historical campus with low scaled buildings that are appropriately designed for the campus.
- The facility is in a rural area with adjacent farm land that provides for potential development
- The campus resident population is dispersed throughout the site and access campus administrative and support buildings using covered walkways.
- Campus support and program buildings include food service, laundry, recreation facilities that include gymnasium, bowling alley, indoor pool (currently closed) and social center.
- Rainier School strategic master plan requires future development to consist of complementary uses.



Cons:

- The Rainier School campus serves individuals with intellectual and developmental disabilities and new building development be for complementary uses that support the institution. The location of the older youth residential treatment facility on the campus would be considered an incompatible use.
- The two-story building complex identified for the older youth is dated and requires significant building maintenance and interior renovation that includes mechanical/electrical systems upgrades to meet standards.
- Campus support and program buildings would not be available to the older youth population based on compatibility with the current campus population. New treatment program and support spaces would need to be incorporated into the project and current property size within the dormitory quad may not accommodate without additional adjacent property.
- The quad complex is not constructed as a secure facility and the exterior building wall will have to become the security perimeter since there is not enough property to support a separate security perimeter.
- The Rainer School is not an appropriate site to locate the older youth based on the campus fragile population, the overall condition of the buildings and the additional buildings that will be need in order to meet the programmatic requirements established for the older youth treatment program.

2. Daybreak Youth Services

Daybreak Youth Services in Brush Prairie, WA is located on an 8.5-acre site in a 30,500 square foot single story building constructed in 2006. The building was originally designed as a church and renovated in 2017 for a low security 58-bed boys and girls adolescent residential inpatient treatment facility that provides youth drug and alcohol and mental health treatment programs. The facility includes administrative space, staff offices, youth housing with 2-4 occupant dormitory sleeping rooms, two academic classrooms, small gymnasium, fitness center, small and large group rooms, chapel, kitchen and dining hall. The facility has a large secure outdoor secure recreation area. Daybreak Youth Services facility assessment and key observations are included in Section 5.

The following summary items based on the consultant team's key observations and assessment of the Daybreak Youth Services facility have been organized under the respective Pros and Cons:

Pros:

- The Daybreak Youth Services is a contemporary metal building design with stone trim on the public side and metal roof system.
- The public entrance and lobby are two story volumes with full height wood window wall and covered vehicle drop off area.
- Public entrance for the adolescent residential treatment center looks inviting and not intimidating.
- Visitors are required to identify themselves at the entrance door prior to being admitted into the reception lobby.
- Large secure recreation area provided direct access from the youth living units.



Cons:

- Daybreak Youth Services building is designed for short-term youth treatment programs and does not meet the security requirements or space standards necessary for longer-term treatment programs needed for the older youth population.
- Interior room finishes are not appropriate for the potential abuse especially in the boy's living unit where walls have been reinforced with Masonite paneling.
- Mobile office trailer is needed to supplement the number of staff offices in the building.
- The number of educational academic classroom spaces do not meet standards for the number of youths in the treatment programs.
- The partial size gymnasium does not provide flexibility for different group activities to occur in the gymnasium at the same time. The gymnasium and other indoor activity spaces do not meet the requirements for the older youth population.
- Vocational education spaces are not part of the short-term treatment program and would have to be added if the facility is considered for the older youth population.

3. Grant County Youth Services Center

Grant County Youth Services Center in Ephrata, WA is small building built circa 1960 and includes juvenile court and probation services. Previously it included a fully operational 18-bed secure juvenile detention center. The detention facility is no longer used for Grant County's long-term juvenile detention program. However, parts of the secure detention are being used for the juvenile intake process and the temporary secure holding of juveniles waiting for transfer to contracted detention facility and juvenile court.

The following summary items based on the consultant team's key observations and assessment of the Grant County Youth Services Center facility have been organized under the respective Pros and Cons:

Pros:

- The Grant County Youth Services Center was offered for consideration because of the vacated detention program.
- Current location is adjacent to vacant property on the edge of town that may provide the potential for additional development.

Cons:

- The existing building is small and does not conform to the criteria, standards and security established for the new older youth population juvenile residential treatment facility.
- Development of the site to accommodate a new large secure juvenile residential treatment facility in that location would extend the schedule because of the regulatory and zoning process requirements that include public participation.



EXPANSION OF COMMUNITY FACILITIES

The focus of this capacity study was on the new older youth population that will be housed in JR over the next 7 to 8 years. Based on the older youth population profile (more serious offenses, longer lengths of stay), the older youth population will initially need to be placed in secure residential facilities to meet projected population by 2027. However, older youth will also need access to transitional community based residential facilities as they return to the community. Currently 24% of youth leaving JR secure facilities move into community facilities. There is a waitlist for community placements, which is evidenced by the high percentage (30%-35%) of youth in JR secure facilities that are in institutional minimum status. On further assessment (snapshot), roughly one third of youth in institutional minimum status are suitable/eligible for community facility placement. The average length of stay at community facilities (over one year) limits the number of youth that can move to community placements within a year based on the total current capacity of roughly 120 beds in smaller (16 capacity) community facilities.

During the study process the consultant team toured the Woodinville Community Facility in Woodinville, WA. This facility has the capacity to house 16 youth. The program goal is to prepare youth for successful re-entry by increasing family contact, developing job readiness skills and placements, connecting youth to community schools and vocational programs, and reinforcing youth with independent living skills needed for successful re-entry. The Woodinville Community Facility provides a therapeutic, home like environment for youth to achieve these goals. The facility has some space deficiencies and areas for improvement (especially for an older youth population), but it reflects the type of facility that will be needed for older youth. Some changes, such as single occupancy sleeping rooms and more vocational or other study spaces would enhance any new community facility to house the older youth population.

Increases in community residential placements will decrease the need for secure residential placements. Juvenile Rehabilitation should look comprehensively at all community options to ensure that youth are placed in the community to the full extent possible. This includes residential options, as well as other dispositional alternatives/options in the community. Every effort to move youth of all ages to community placements will reduce the number of secure residential placements needed in the future.

SUMMARY

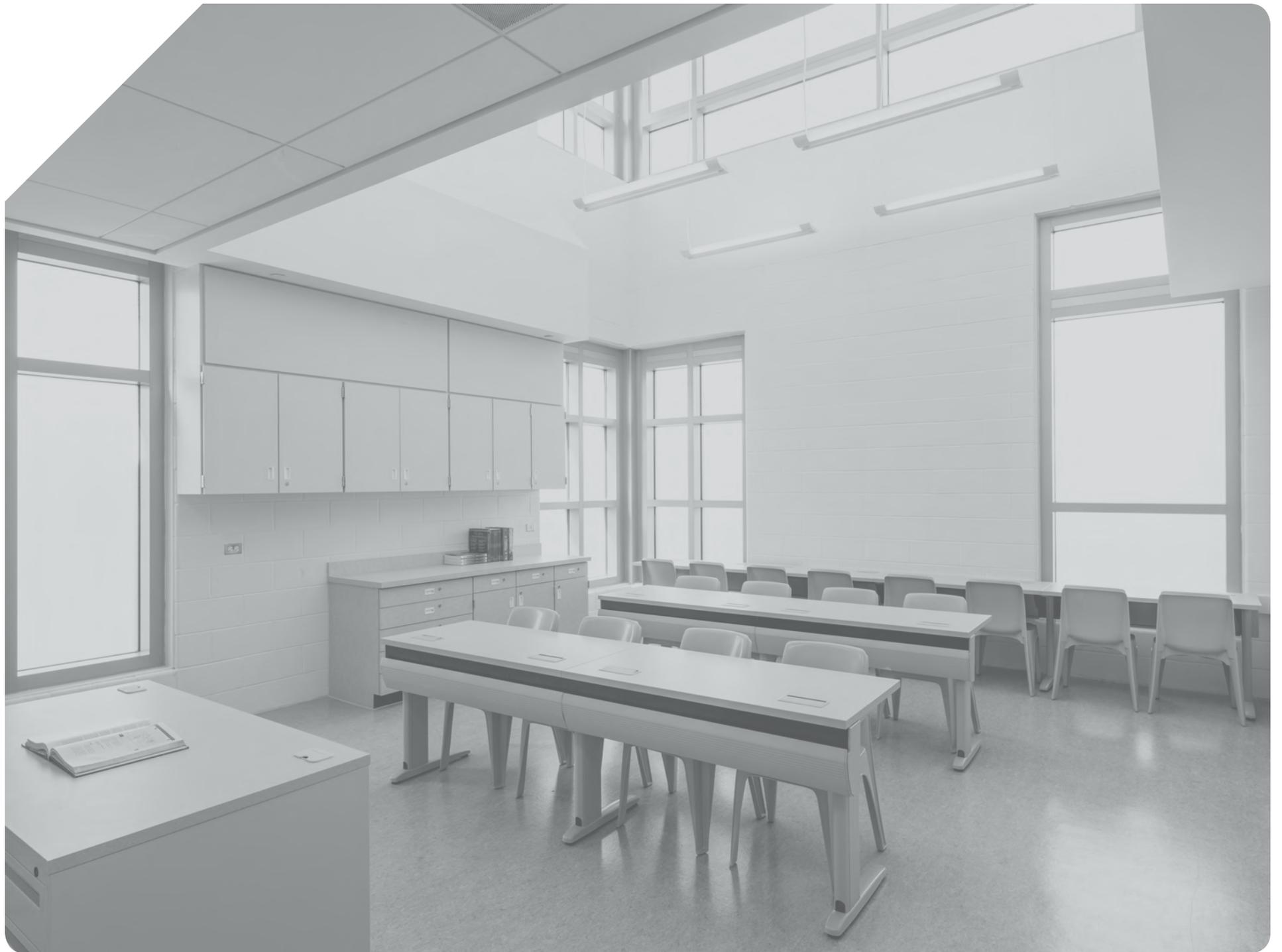
Of the three options presented the one that is recommended is Option 2, renovation and new construction at two of the existing JR facilities. Capacity at JR facilities, with minor renovations to vacant housing units and some additional support spaces, will be adequate to meet future capacity requirements. In fact, with additional housing renovations there will be excess capacity by 2027. The Naselle Youth Camp should continue to operate with the current population of youth, but it is not well suited for the older population requiring increased access to vocational and other types of programming. JR has a tremendous investment in the infrastructure at Green Hill School and Echo Glen Children's Center and that can be used to fullest extent possible.

Option 1 to build a new facility has the highest cost, and the added capacity is not needed. Option 3 to reuse existing facilities is not feasible due to the specific requirements associated with a secure residential facility, particularly for older youth that will stay in facilities longer.

The next Section will summarize the recommendations and present a phasing plan to implement Option 2. This will require some shifting of populations in order to maintain an older population at Green Hill School, and a younger population at Echo Glen Children's Center.

7

RECOMMENDATION FOR MEETING EXPANSION REQUIREMENTS





INTRODUCTION

The system assessment and facilities analysis support the option to meet capacity requirements at existing JR facilities. Current capacity at JR facilities will be adequate to meet the current caseload population forecast and projected new older youth population through 2027. Renovation of vacant housing units and some new construction/renovation of infrastructure will be required (shown in Section VI options), but it will be less costly than developing capacity at a new site(s). In addition, the two JR facilities that are the focus of recommendations are located in the corridor where the majority of youth are coming from. Naselle, with a very remote location, does not meet criteria established for the new older youth population. Current capacity at JR facilities proposed for long term use is based on some living units that have capacity to house 20 to 40 youth. This exceeds recommended standards for juvenile housing unit capacities. As population levels decrease the large housing units should be evaluated for renovations to reduce current density.

The three identified non-JR sites for possible placement of the new older youth population did not meet criteria established for selecting a site/building. In addition, all three locations would be either inadequate in terms of site and building(s) size, or cost prohibitive compared to renovation and new construction at existing JR facilities.

JR will need to expand community capacity to meet the demand for the current caseload population, as well as the new older youth population that will also need to transition to community facilities. An on-going assessment of youth on institution minimum status is necessary to determine demand for community capacity. Placing youth in community facilities frees up capacity at the JR secure facilities. Currently 24% of youth go to a community facility after a secure placement, and based on a recent review of youth at all three JR facilities in institutional minimum status, 30% to 35% qualify for placement at a community facility. A comprehensive assessment and strategic plan should be developed to guide a long-term plan for all programs, service, and facilities.

The JR residential facilities include development currently in process or anticipated to be added in the future in order to address programmatic need or the improvement of the campus condition. The following projects were discussed by JA staff during the housing capacity project discussions and the design team felt it was beneficial to identify them as current or potential future development. The projects listed are recommended for current development or future consideration and are not considered part of the housing capacity study requirements and therefore not included in the phased cost estimate:

- New Recreation Center at Green Hill School
- Central Laundry at Echo Glen Children's Center
- Family Overnight Visitation Center at Green Hill School and Echo Glen Children's Center
- Academic/Vocational Expansion at Echo Glen Children's Center
- Addition of One New Community Facility



RECOMMENDATION SUMMARY

The following is a summary of the recommendations for meeting future capacity requirements at existing Juvenile Rehabilitation secure residential facilities that were presented in Section 6 Options:

- **Summary Recommendations Green Hill School-Older youth population (target older youth age 18 to 25)**
 - Complete New Recreation Center (already partially funded, but also key to housing new older youth population)
 - Renovate 16 Bed Baker Wing
 - Renovate (1) 40 Bed Housing Unit to a 32 Capacity Housing Unit
 - Expansion of Visitation Center
 - Future Consideration to Reduce Housing Unit Density (Especially 40 Bed Units)
 - Other Upgrades to Campus/Ongoing Maintenance
 - As Needed in Future Add (2) 16 Bed Housing Units

- **Summary Recommendations Echo Glen Children's Center (target younger youth age 14 to 18)**
 - Renovate (2) 16 Bed Vacant Housing Units
 - Move 32 youth (age 16 to 17 or younger) from Green Hill School to Echo Glen after Renovation
 - Construct Visitation Center
 - Other Upgrades to Campus
 - Recreation Center Renovation in the Future
 - New Academic School/Vocational
 - Future Consideration to Reduce Housing Unit Density (20 Bed Units)
 - Renovation of Additional Vacant Cottages if Needed in the Future
 - Other Upgrades to Campus/On-Going Maintenance

- **Summary Recommendations Naselle Youth Camp (maintain current population)**
 - Maintain Current 76 Bed Capacity
 - Location and Infrastructure Not Suited for New Older Population (age 20-25)
 - If Population Increases Renovate 24 Capacity Housing Unit
 - Full Build Out 100 Capacity (if required)
 - Other Upgrades to Campus/On-Going Maintenance

Table 7-1 presents a summary of the recommendations and total capacity at all JR facilities by 2027 after recommendations are implemented. As Table 7-1 indicates, there will still be excess capacity at JR facilities after 2027 if current trends in average daily population continue. If average daily population increases, additional vacant capacity could be brought on line at all three secure facilities in the future if required.



Table 7-1

**CAPACITY STUDY RECOMMENDATIONS SUMMARY
RENOVATE AND EXPAND AT TWO CURRENT JRA SITES**

	Current Capacity	Renovation of Vacant Housing Units	Future Capacity	Notes
Green Hill School	180	(1) 16 Bed Unit	196	(2) additional 16 bed housing units can be added in future if needed
Echo Glen Children's Center	172	(2) 16 Bed Units	204	cottage 13 (16 beds) can be vacated/renovated when girls occupy #11 but already included in current capacity
Naselle Youth Camp	76		76	24 bed vacant housing unit if needed (renovation required)
Community Facilities (8 total)	128		128	community capacity will be needed for older youth
TOTAL CAPACITY	556	48	604	
TOTAL 2027 PROJECTED AVERAGE DAILY POPULATION			473	Assumes passage of HB2907 and 75 to 100 additional youth are at JRA facilities
EXCESS CAPACITY BASED ON CURRENT CAPACITIES IN HOUSING UNITS			131	reduction in larger housing units (40) would reduce capacity but enhance living environment

Source: Chinn Planning, Inc.



IMPLEMENTATION PHASING PLAN

The following phasing schedule shows that all key recommendations can be implemented by 2027 to ensure adequate secure residential capacity to meet the needs of the current population and new older youth population.

RECOMMENDED PHASING PLAN
Washington Juvenile Rehabilitation
Capacity Study for Juvenile Confinement Facilities Expansion

a. Phase I 2019-2021

1. Planning, Design and Construction Phase Renovation of (2) 16 Bed Cottages at Echo Glen--Total Renovated Capacity 32 (Note: Continue and complete in Phase II if necessary)
2. Planning and Design Phase Renovation of (1) 40 Bed Housing Unit at Green Hill to Reduce Capacity to 32, and (1)16 Bed Baker Housing Unit-- Total Renovated Capacity 48
3. Complete Strategic Plan for Washington Juvenile Rehabilitation--Comprehensive assessment of operational, programmatic, community, and facility components requiring upgrades based on changing trends and profile characteristics of youth population
4. Planning and Design Phase New Visitation Center at Echo Glen Children's Center

b. Phase II 2021-2023

1. Complete Renovation of (2) 16 Bed Cottages at Echo Glen
2. Complete Renovation of (1) 32 Bed Housing Unit and (1) 16 Bed Living Unit (Baker) at Green Hill School
3. Planning and Design Phase for Expansion of Visitation Space at Green Hill School
4. Complete Construction of New Visitation Center at Echo Glen Children's Center

c. Phase III 2023-2025

1. Complete Expansion of Visitation Space at Green Hill School
2. Planning and Design Phase Renovation of (2) 40 Bed Housing Units at Green Hill to Reduced Capacity of (32) Each

d. Phase IV 2025-2027

1. Complete Renovation of (2) 32 Bed Housing Units at Green Hill



DEVELOPMENT COST SUMMARY

The consultant team developed a pre-design level cost estimate based on recommendations for meeting future capacity requirements at existing Juvenile Rehabilitation secure residential facilities that were presented in Section 6. The construction costs for all projects were totaled with escalations and allocated to conform with the recommended phasing plan. The cost estimate represents an order of magnitude for probable costs for the construction that reflects project recommendation and is based on comparable facility construction for local regional and market conditions. Construction costs include the actual or direct cost of construction for the site and buildings and do not include indirect or soft costs for Architect/Engineer fees, financing, system development charges, furnishings, move-in costs, and other related expenses. Total project cost includes direct construction costs plus owner indirect costs. These costs presume development will occur on currently owned properties and do not include any costs associated with land acquisition. Pre-Design Cost Estimate dated January 13, 2019, is included in Appendix C and defines the bases of the cost estimate and exclusions.

Overall Summary:

Recommended:	Construction Cost	Total Project Cost
Phase 1: 2019 – 2021	\$9,077,000	\$13,161,000
Phase 2: 2021 – 2023	\$9,041,000	\$13,110,000
Phase 3: 2023 – 2025	\$1,420,000	\$2,059,000
Phase 4: 2025 – 2026	\$5,834,000	\$8,459,000
Total Building and Sitework Construction	\$25,372,000	\$36,790,000
Alternate:		
New Campus 2025-2027 (Ideal Facility Program):	\$141,017,000	\$204,474,000

APPENDIX **A**

Facility Standards





FACILITY STANDARDS

AMERICAN CORRECTIONAL ASSOCIATION (ACA) JUVENILE CORRECTIONAL FACILITY STANDARDS (3RD EDITION)

Item	AMERICAN CORRECTIONAL ASSOCIATION (ACA) JUVENILE CORRECTIONAL FACILITY STANDARDS (3 RD EDITION)	Comments				
JUVENILE HOUSING						
3-JDF 2C-01	Living units are primarily designed for single occupancy sleeping rooms; multiple occupancy rooms do not exceed 20 percent of the bed capacity of the unit.	None				
3-JDF 2C-02	<p>Revised January 1996, Single cells/rooms and multiple-occupancy cells/rooms may be used for housing juveniles in medium/minimum custody when the classifications system, cell/room size, and level of supervision meet the following requirements:</p> <p>1. <u>Number of Occupants Amount of Unencumbered Space*</u></p> <table border="0" data-bbox="357 747 861 812"> <tr> <td style="padding-right: 40px;">1</td> <td>35 square feet per occupant</td> </tr> <tr> <td>2-50</td> <td>25 square feet</td> </tr> </table> <p><i>**Unencumbered space" is usable space that is not encumbered by furnishings for fixtures. At least one dimension of the unencumbered space is no less than seven feet. In determining unencumbered space in the cell or room, the total square footage is obtained and the square footage of fixtures and equipment is subtracted. All fixtures and equipment must be in operational position and must provide</i></p> <p><i>the following minimums per person: bed, plumbing fixtures (if inside the cell/room), desk, locker, and chair or stool.</i></p> <p>2. When confinement exceeds 10 hours per day, there are at least 80 square feet of total floor space per occupant.</p> <p>3. Housing is in compliance with American Correctional Association standards 3-JDF-2C-06, 3-JDF-2C-07, 3-JDF-2C-08, and 3-JDF-2C-09.</p> <p>4. Medium-security juveniles housed in multiple-occupancy cells/rooms require direct supervision.</p> <p>A classification system is used to divide occupants into groups that reduce the probability of assault and disruptive behavior. At a minimum, the classification system evaluates the following:</p> <ul style="list-style-type: none"> • mental and emotional stability • escape history • history of assaultive behavior • medical status • age • enemies of record • male and female juveniles are housed in separate cells/rooms 	1	35 square feet per occupant	2-50	25 square feet	None
1	35 square feet per occupant					
2-50	25 square feet					



3-JDF 2C-02-1	Added August 1991. Written policy, procedure, and practice provide that single-occupancy rooms shall be available when indicated for the following: <ul style="list-style-type: none">• juveniles with severe medical disabilities• juveniles suffering from serious mental illness• sexual predators• juveniles likely to be exploited or victimized by others• juveniles who have other special needs for single housing	While standards permit the housing of juveniles in multiple rooms, there is a need for single rooms for the juvenile groups listed above. The caveat "when indicated" refers to determinations made by the classification system, medical diagnosis, or other professional conclusion.
3-JDF 2C-03	Revised January 1996. Each sleeping room has, at a minimum, the following facilities and conditions: <ul style="list-style-type: none">• sanitation facilities, including access to toilet facilities that are available for use without staff assistance 24-hours a day• a washbasin with hot and cold running water• a bed and adequate space for storage• a desk and chair or stool in facilities that do not have scheduled program activities outside youth sleeping rooms for eight hours or more per day• natural light• temperatures that are appropriate to the summer and winter comfort zones	Sensory awareness is enhanced by providing variety in terms of space, surface textures, and colors. Natural lighting should be available either by room windows to the exterior or from a source within 20 feet of the room. The bed should be elevated from the floor and have a clean, covered mattress with blankets provided, as needed.
3-JDF 2C-04	Revised August 1995. Dayrooms with space for varied juvenile activities are situated immediately adjacent to the juvenile sleeping areas. Dayrooms provide a minimum of 35 square feet of space per juvenile (exclusive of lavatories, showers, and toilets) for the maximum number of juveniles who use the dayroom at one time, and no dayroom encompasses less than 100 square feet of space (exclusive of lavatories, showers, and toilets).	While the standard establishes a minimum square footage for any dayroom, total square footage is calculated for the maximum number of users at one time rather than the total number of juveniles served.
3-JDF 2C-05	Revised August 1998. Dayrooms provide sufficient seating and writing surfaces. Dayroom furnishings are consistent with the custody level of the juveniles assigned.	The standard provides managers and designers with flexibility designing and furnishing dayrooms and takes into consideration the range of activities that may occur (for example, dayroom activities usually include television viewing, reading, recreation, conversation, and games, and sometimes include eating and work). In lower security settings, the use of "normalized" furnishings should be considered.



3-JDF-2C-06 (REF. 2-8133)	Toilets are provided at a minimum ratio of one for every 12 juveniles in male facilities and one for every eight juveniles in female facilities. Urinals may be substituted for up to one-half of the toilets in male facilities. All housing units with five or more juveniles have a minimum of two toilets.	The standard ensures the availability of toilets and requires a measure of privacy and control for users. At the same time, the standard provides flexibility for designers and managers.
3-JDF-2C-07 (REF.2-8133)	Juveniles have access to operable wash basins with hot and cold running water in the housing units at a minimum ratio of one basin for every 12 occupants.	Provision must be made for juvenile access to wash basins in sleeping areas, dayrooms, and other parts of the facility.
3-JDF-2C-08	Revised August 1995. Juveniles have access to operable showers with temperature-controlled hot and cold running water, at a minimum ratio of one shower for every eight juveniles, unless national or state building or health codes specify a different ratio. Water for showers is thermostatically controlled to temperatures ranging from 100 degrees Fahrenheit to 120 degrees Fahrenheit to ensure the safety of juveniles and to promote hygienic practices.	Juveniles can use scalding showers as a weapon against, or punishment for, other juveniles. Also, accidental injury could occur when cold water is drawn in other areas, thereby unexpectedly elevating the hot water in showers to scalding temperatures. Water temperatures below 100 degrees Fahrenheit are uncomfortable and may deter an individual from pursuing good hygienic practices. The temperature controls should not preclude the use of water at higher temperatures, if needed, in other areas of the institution, such as kitchens.
3-JDF-2C-09	Revised August 1995. Juveniles with disabilities are housed in a manner that provides for their safety and security. Housing used by juveniles with disabilities is designed for their use and provides for integration with other juveniles. Programs and services are accessible to juveniles with disabilities who reside in the facility.	If the facility accepts individuals with disabilities, it must provide for their housing and use of facility resources. Housing includes, but is not limited to, sleeping quarters/areas, furnishings, dayrooms, toilets, washbasins, facilities, showers/bathing, and other common elements. Program and service areas include, but are not limited to exercise and recreation areas, visiting rooms, laundry facilities, private counseling space, group meeting rooms, dining rooms, telephone facilities, admission and intake areas, and administrative areas, where appropriate.



3-JDF-2D-01	<p>Revised January 2008. Written policy, procedure, and practice require that all housing areas provide at a minimum the following:</p> <ul style="list-style-type: none">• lighting of at least 20 foot-candles at desk level and in the personal grooming area, as documented by a qualified source, at least once per accreditation cycle.• Natural light available from an opening or window that has a view to the outside, or from a source within 20 feet of the room.• Other lighting requirements for the facility determined by tasks to be performed.• Access to drinking fountain.• Heating, ventilation, and acoustical systems to ensure healthful and comfortable living and working conditions for juveniles and staff.	None
3-JDF-2E-01 (REF. 2-8143)	<p>Principle: Adequate space must be provided for the various program and service functions conducted in the facility. Spatial requirements are best determined by careful assessment of how, when, and by how many juveniles such spaces are used.</p> <p>The total combined indoor activity area, which includes the gymnasium, multi-purpose room(s), library, arts and crafts room(s), and all other leisure areas outside the living unit, provides space equivalent to a minimum of 100 square feet per juvenile.</p>	Space requirements for living units, day room, dining room, and school classrooms are stated specifically in other standards, as are outdoor space requirements.
3-JDF-2E-02 (Ref. New)	Outdoor and covered/enclosed exercise areas for general population juveniles are provided in sufficient number to ensure that each juvenile is offered at least one hour of access daily.	None
3-JDF-2E-03 (Ref. 2-8147)	Sufficient space is provided for a visiting room or areas for contact visiting. There is adequately designed space to permit screening and searching of both juveniles and visitors. Space is provided for the proper storage of visitors' coats, handbags, and other personal items not allowed into the visiting area.	None
3-JDF-2E-04 (Ref. 2-8152)	There is interview space available in or near the living unit.	Juveniles waiting to see their social worker or probation officer need a place to wait next to the office but away from their group. Use of such a room, with a door into the office, can save time and make for more effective interviews. A small alcove can serve the same purpose.
3-JDF-2D-05	School classrooms are designed in conformity with local or state educational requirements.	None



(Ref. 2-8146)		
3-JDF-2E-06 (Ref. 2-8144)	There is at least 15 square feet of floor space per person using the dining room or dining area; space is provided for group dining except where security or safety considerations justify otherwise.	In addition to provisions for the maximum number of juveniles that utilize the dining area, allowances should be made for staff or guests who may use the dining area at the same time.



NATIONAL COMMISSION ON CORRECTIONAL HEALTH CARE (NCCHC) STANDARDS FOR JUVENILE FACILITIES



STANDARDS FOR HEALTH SERVICES IN JUVENILE DETENTION AND CONFINEMENT FACILITIES – 2011

Y-D-03 CLINIC SPACE, EQUIPMENT, AND SUPPLIES
important

Standard: Sufficient and suitable space, supplies, and equipment are available for the facility's medical, dental, and mental health care services.

Compliance Indicators

1. Examination and treatment rooms for medical, dental, and mental health care are large enough to accommodate the necessary equipment, supplies, and fixtures, and to permit privacy during clinical encounters.
2. Pharmaceuticals, medical supplies, and mobile emergency equipment are available and checked regularly.
3. There is adequate office space with administrative files, secure storage of health records, and writing desks.
4. Mental health services are provided in an area with private interview space for both individual assessment and group treatment, as well as desks, chairs, lockable file space, and relevant testing materials.
5. When laboratory, radiological, or other ancillary services are provided on site, the designated area is adequate to hold equipment and records,
6. When patients are placed in a waiting area for more than a brief period, the waiting area has sets and access to drinking water and toilets.
7. At a minimum, daily inventories are maintained on items subject to abuse (e.g., syringes, needles, scissors, other sharp instruments).
8. If treatment and examinations take place on site (as opposed to a community medical setting), the facility has, at a minimum, the following equipment, supplies, and materials:
 - a. hand-washing facilities or appropriate alternate means of hand sanitization,
 - b. examination tables,
 - c. a light capable of providing direct illumination, and
 - d. trash containers for biohazardous materials and sharps
9. All aspects of the standard are addressed by written policy and defined procedures.



Discussion

An intent of this standard is that the facility provides sufficient equipment and space to support the health services program. The amount of space and the configuration of the room(s) needed for the care and treatment of patients may vary with the size of the facility and the kinds of services provided on site.

The types of equipment, supplies, and materials for examination and treatment depend on the level of health care provided in the facility and the capabilities and needs of specific health care professionals.

The daily monitoring of sharps can be in the form of verification of the accuracy of daily logs or other types of monitoring systems.

In addition to equipment required by compliance indicator #8, the facility should have, at a minimum, the following equipment, supplies, and materials for the examination and treatment of patients:

- a. scales,
- b. thermometers,
- c. blood pressure monitoring equipment,
- d. stethoscope,
- e. ophthalmoscope,
- f. otoscope,
- g. transportation equipment (e.g., wheelchair, stretcher),
- h. equipment and supplies for pelvic examinations if female juveniles are housed in the facility, and
- i. fetal heart monitor if pregnant juveniles are housed in the facility.

Basic equipment for on-site dental examinations includes at a minimum:

- a. hand-washing facilities or appropriate alternate means of hand sanitization,
- b. dental examination chair,
- c. examination light,
- d. sterilizer,
- e. instruments,
- f. trash containers for biohazardous materials and sharps, and
- g. a dentist's stool.



Additionally, a dental operatory should have at least:

- a. an X-ray unit with developing capability,
- b. blood pressure monitoring equipment, and
- c. oxygen.

Optional Recommendations

It is good administrative practice to maintain inventory lists of all equipment, materials, and supplies purchased for health services.

Suitable medical and health care reference books, periodicals, audiotapes, videotapes, and online computer resources should be available to health staff. Publications should include current medical, mental health, dental, pharmacological, and nursing textbooks specific to the adolescent and developmental specialties, and a medical dictionary.

Y-D-04 DIAGNOSTIC SERVICES ***Important***

Standard: On-site *diagnostic services* are registered, accredited, or otherwise meet applicable state and federal law.

Compliance Indicators

1. The responsible health authority maintains documentation that on-site diagnostic services (e.g., laboratory, radiology) are certified or licensed to provide that service.
2. When the facility provides on-site diagnostic services, there is a procedure manual for each service, including protocols for the calibration of testing devices to ensure accuracy.
3. Facilities with full-time health staff have multiple-test dipstick urinalysis, finger-stick blood glucose tests, peak flow meters (handheld or other), and in facilities housing female juveniles, pregnancy test kits.

Definition

Diagnostic services include biomedical or imaging services and results that are used to make clinical judgments. These diagnostic services may be provided by reference laboratories, hospital radiology and laboratory departments, public health agencies, or correctional facilities.



Discussion

An intent of this standard is that the facility provides the necessary diagnostic services for patient care. Specific resources for diagnostic studies and services to support the level of care provided to juveniles are important aspects of a comprehensive health care system.

Personnel working in radiology should regularly monitor levels of exposure through dosimeters.

Facilities offering on-site laboratory services should seek accreditation (or a waiver) by a CLIA-approved agency (Clinical Laboratory Improvement Amendments). The list of CLIA accrediting agencies can be obtained from the U.S. Department of Health and Human Services' Centers for Medicare and Medicaid Services.

Y-D-05 HOSPITAL AND SPECIALITY **Important**

Standard: Arrangements are made to provide hospitalization and *specialty care* to patients in need of these services.

Compliance Indicators

1. For each community hospital or off-site specialty service used regularly for medical and mental health care, there is a written agreement that outlines the terms of the care to be provided.
2. The agreements require that the off-site facilities or health professionals provide a summary of the treatment given and any follow-up instructions; this information is to accompany the juvenile on return or be faxed immediately to facility health staff.
3. For on-site specialty services used regularly for medical and mental health care, there are appropriate licenses and certifications.
4. All aspects of the standard are addressed by written policy and defined procedures.



PRISON RAPE ELIMINATION ACT (PREA) STANDARDS

Understanding the Impact of the Prison Rape Elimination Act (PREA) Standards on Facilities That House Youth

Passed in 2003, the Prison Rape Elimination Act (PREA) is the first federal civil statute focused specifically on addressing sexual violence in juvenile facilities, jails, prisons, lockups, and other facilities. PREA established the National Prison Rape Elimination Commission, which held hearings about sexual misconduct in custody, issued reports on the problem of sexual victimization in secure facilities, and proposed standards for the prevention, detection, and response to sexual misconduct in criminal and juvenile justice settings. The law provided for data collection, technical assistance, early funding to assist states, and periodic reviews of facilities with high and low rates of victimization.

PREA required the Bureau of Justice Statistics (BJS) to examine the prevalence of sexual misconduct in juvenile facilities. To meet this requirement, BJS surveyed youth in 195 juvenile confinement facilities across the country. Over one in eight youth reported experiencing one or more incidents of sexual victimization by another youth or facility staff from 2008 to 2009.

Finally, PREA required the Department of Justice to issue standards outlining the steps that facilities must take to address sexual misconduct prevention, detection, and response. On June 20th, 2012, the Department of Justice officially published the final standards for four types of facilities: juvenile facilities, adult prisons and jails, lockups, and community confinement facilities. The final standards and the Justice Department commentary are available at <http://www.gpo.gov/fdsys/pkg/FR-2012-06-20/pdf/2012-12427.pdf>.

What do the standards mean for facilities that house youth?

The PREA standards apply to certain categories of facilities. For example, the standards establish a set of standards for “juvenile facilities,” defined as facilities “primarily used for the confinement of juveniles pursuant to the juvenile justice system or criminal justice system.” The Justice Department made clear that facilities such as group homes fall within the juvenile facility standards, not the adult community confinement facility standards.

For the purposes of PREA, a “juvenile” is any person under the age of 18 “unless under adult court supervision and confined or detained in a prison or jail.” In states with extended age of juvenile court jurisdiction, the juvenile standards still apply to facilities that confine youth over the age of 18, so long as the facility confines *primarily* youth under the age of 18. The standards for adult prisons, jails, and lockups also contain special provisions for youth housed in those criminal justice facilities pursuant to the adult criminal justice system, which are discussed later in this document.

Under the PREA standards, State governors must certify that all facilities “under the operational control of the State’s executive branch” fully comply with the PREA standards, including facilities operated by private entities on behalf of the State. Otherwise, the State may lose five percent of any Department of Justice grant funds that it receives for “prison purposes.” The Department of Justice has not yet specified which funding streams could be in jeopardy for non-compliance. Additionally, correctional accreditation organizations that receive any federal funding must ensure that their standards conform to the PREA standards.



PRISON RAPE ELIMINATION ACT (PREA) STANDARDS *(continued)*

Note: Even though a facility such as a county-operated juvenile detention center does not officially fall within the scope of the governor's certification, an agency and facility administrators may be subject to litigation for noncompliance with the standards to the extent that courts interpret the PREA standards as "generally accepted professional standards."

What do the PREA standards require for youth in juvenile facilities?

Officials should read the PREA standards and commentary in full to understand the requirements that apply to their facilities. This section provides a summary of the key requirements in each area. It is intended for individuals who wish to understand the new standards but who do not have responsibility for implementing the details of the requirements.

- Prevention Planning
- Response
- Training and Education
- Screening
- Reporting
- Responding to Misconduct
- Investigations
- Discipline
- Medical and Mental Health Care
- Data Collection and Review
- Audits

Source: Center for Children's Law and Policy, Washington DC, www.cclp.org, 2012.



Staffing Standards

1. PREA Staffing Standards

Prison Rape Elimination Act (PREA) Juvenile Facility Staffing Standards

Standards for Juvenile Facilities – 115.313 Supervision and Monitoring

- (c) Each secure juvenile facility shall maintain staff ratios of a minimum of 1:8 during resident walking hours and 1:16 during resident sleeping hours, except during limited and discrete exigent circumstances, which shall be fully documented. Only security staff shall be included in these ratios. Any facility that, as of the date of publication of this final rule, is not already obligated by law, regulation, or judicial consent decree to maintain the staffing ratios set forth in this paragraph shall until October, 1, 2017, to achieve compliance.

Source: National Standards to Prevent, Detect, and Respond to Prison Rape Under the Prison Rape Elimination Act (PREA), 28 C.F.R. Part 115, Docket No. OAG-131, RIN 1105-AB34, May 17, 2012.

APPENDIX **B**

Detailed Space Allocation Program for “Ideal” Facility





SPACE ALLOCATION PROGRAM SUMMARY

Table - B1 WASHINGTON JRA CONCEPTUAL PROGRAM STATEMENT SUMMARY SQUARE FEET 144 CAPACITY FACILITY FOR YOUTH AGE 20-25				
Comp. #	Facility Component	Total NSF Component	Grossing Factor	Total DGSF
1.000	<u>Public Lobby/Administration</u>			
1.100	Public Lobby/Administration	3,384	30%	4,399
	Subtotal - Public Lobby/Administration			4,399
2.000	<u>Staff and Security Services</u>			
2.100	Central Control	460	30%	598
2.200	Intake, Transfer, and Release (Vehicle Sallyport)	2,162	35%	2,919
2.300	Staff, Security and Training Areas	3,090	35%	4,172
	Subtotal - Staff and Security Services			7,688
3.000	<u>Programs</u>			
3.100	Vocational Programs	5,130	25%	6,413
3.200	Multipurpose/Treatment	2,980	35%	4,023
3.300	Education/Transition Planning	4,366	35%	5,894
3.400	Visitation	2,730	25%	3,413
3.500	Gym/Indoor Recreation	26,735	10%	29,409
	Subtotal - Programs			49,151
4.000	<u>Services</u>			
4.100	Food Service and Dining	4,500	30%	5,850
4.200	Health Services	3,210	35%	4,334
4.300	Laundry	800	20%	960
4.400	Facility Maintenance, Storage, and Housekeeping	2,000	20%	2,400
	Subtotal - Services			13,544
5.000	<u>Resident Housing-144 Capacity (9) 16 BED HOUSING UNITS</u>			
5.100	(9) 16 Bed Single Occupancy Housing Units with Housing Support Area	4,070	50%	54,945
	Subtotal - Resident Housing			54,945
	TOTAL - FACILITY COMPONENTS DGSF			129,727
	Building Grossing Factor 25% (Includes: Mechanical/Electrical/Circulation Corridors/Wall/Wall Thickness)			32,432
	TOTAL - FACILITY COMPONENTS BGSF			162,158



PUBLIC LOBBY/ADMINISTRATION – 1.000

Component: PUBLIC LOBBY/ADMINISTRATION - 1.000					
Subcomponent: Public Lobby/Administration					
Subcomponent No: 1.100					
Space No.	Support Area/Equip. Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
1.100	Reception/Waiting	90	1	90	6-8 person
1.101	Entry Vestibule	40	1	40	
1.102	Control Station	200	1	200	w/3 stations; main control and monitoring; storage; view into intake, lobby and visiting; climate control
1.103	Restroom	50	1	50	in Control Room
1.104	Equipment Storage	80	1	80	in Control Room
1.105	Electrical Room	80	1	80	for all facility security electronics, UPS, adjacent to control room
1.106	Superintendent	180	1	180	
1.107	Assistant Superintendent	140	3	420	
1.108	Operations Manager	120	1	120	
1.109	Administrative Assistant	64	1	64	
1.110	Additional Offices	100	2	200	
1.111	Conference Room	800	1	800	40 person; capability to subdivide
1.112	Conference/Meeting Storage	100	1	100	adjacent to conference/meeting
1.113	Copy/Workroom	120	1	120	w/work surface, cabinets for supplies, copier, printer
1.114	Mail Room	100	1	100	w/shelving; postage supplies
1.115	Supply Storage	200	1	200	central supplies for facility (additional see 4.400)
1.116	Server Room	60	1	60	
1.117	Telephone/Communication	80	1	80	
1.118	File Area	160	1	160	secure; separate area for secured personnel files
1.119	Kitchenette	60	1	60	adjacent to conference room
1.120	Toilet	50	2	100	
1.121	Janitor Closet	40	1	40	
1.122	Waste Storage	40	1	40	storage for shredding; recycle; waste
Public Lobby/Administration - Subtotal				3,384	
30% Department Grossing Factor (DGSF)				1,015	
TOTAL DGSF - PUBLIC LOBBY/ADMINISTRATION				4,399	



STAFF AND SECURITY SERVICES – 2.000

Component: STAFF AND SECURITY SERVICES - 2.000					
Subcomponent: Central Control					
Subcomponent No: 2.100					
Space No.	Support Area/Equip. Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
2.100	Entry Vestibule	40	1	40	
2.101	Control Station	200	1	200	w/3 stations; main control and monitoring; storage; view into intake, lobby and visiting; climate control
2.102	Restroom	60	1	60	in Control Room
2.103	Equipment Storage	80	1	80	in Control Room
2.104	Electrical Room	80	1	80	for all facility security electronics, UPS, adjacent to control room
Central Control Subtotal				460	
30% Department Grossing Factor (DGSF)				138	
TOTAL DGSF - Central Control				598	



Component: STAFF AND SECURITY SERVICES - 2.000					
Subcomponent: Intake Transfer and Release					
Subcomponent No: 2.200					
Space No.	Support Area/Equip. Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
2.200	Secure Entry Vestibule	60	1	60	w/metal detector
2.201	Transfer/Receiving Area	80	1	80	transfer counter; view into intake area
2.202	Youth Waiting	120	1	120	w/open staff station; seating for 4-5 youth; copier, fax, shredder
2.203	Intake/Youth Files	60	1	60	secure
2.204	Intake/Transport Office	120	1	120	shared use
2.205	Youth Processing Area	100	1	100	secure processing area-return from work, education or other off campus activities
2.206	Interview Carrels	36	2	72	adjacent to open seating area
2.207	Interview Room	80	1	80	interview or health screen
2.208	Search/Shower	70	2	140	w/toilet, sink, shower
2.209	Clothing Storage/Issue	300	1	300	hygiene supplies, clothing
2.210	Property Storage	400	1	400	w/locked cabinet; washer/dryer
2.211	Single Holding Rooms	70	4	280	visible from staff processing, dry
2.212	Equipment Storage	120	1	120	
2.213	Staff Restroom	50	1	50	
2.214	Staff Office	100	1	100	verify?
2.215	Kitchenette	40	1	40	w/refrigerator, sink, microwave, supplies
2.216	Janitor Closet	40	1	40	
2.217	Vehicle Vestibule	-	-	-	appropriate height; (3) vehicles, covered
Intake Transfer and Release Subtotal				2,162	
35% Department Grossing Factor (DGSF)				757	
TOTAL DGSF - Intake Transfer and Release				2,919	



Component: STAFF AND SECURITY SERVICES - 2.000					
Subcomponent: Staff Area and Training					
Subcomponent No: 2.300					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
2.300	Staff Entry Vestibule	-	-	-	see Public Lobby
2.301	Radio/Equipment Issue	120	1	120	at staff entrance
2.302	Staff Toilet/Shower	260	2	520	male/female; 3 toilets; 3 sinks; 2 shower/changing area with 6 temp lockers
2.303	Staff Locker Area	180	1	180	adjacent to staff toilets and staff breakroom; half height lockers
2.304	Lactation Room/Quiet Room	80	1	80	w/sink, frig, comfortable chair
2.305	Staff Breakroom	300	1	300	16 capacity; sink, frig, microwave, storage, vending, staff mailboxes, adjacent to training room; table and chairs; access to outdoors desired
2.306	Shift Supervisor Office	180	1	180	shared use office w/workstations and files
2.307	Training Office	120	1	120	secure personnel files
2.308	Other Office	120	1	120	
2.309	Storage	140	1	140	
2.310	EMS Gear	140	1	140	shelving; emergency response equipment
2.311	Large Meeting/Training Room	1000	1	1,000	50 person; video link
2.312	Meeting Room Storage	150	1	150	adjacent to training/meeting room; table, chairs, mats, CPR, and other equipment
2.313	Janitor Closet	40	1	40	
Staff Area and Training Subtotal				3,090	
<u>35% Department Grossing Factor (DGSF)</u>				<u>1,082</u>	
TOTAL DGSF - Staff Areas and Training				4,172	



PROGRAMS – 3.000

Component: PROGRAMS - 3.000					
Subcomponent: Vocational Programs					
Subcomponent No: 3.100					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
3.100	Entry Vestibule	40	1	40	w/metal detector
3.101	Construction/Welding and Building Trades Program	2000	1	2,000	dirty shop area to house Construction/Building Trades including HVAC, masonry, plumbing as well as welding. Needs secure areas for tools and supplies storage separate from work areas, eyewash stations, large secure overhead steel door for delivery/transfer access
3.102	IT/Business/Graphics	1000	1	1,000	multiuse classroom for business classes, IT/Computer, w/storage and technology support; IT network cabling
3.103	Culinary Arts	1500	1	1,500	Classroom, kitchen, seating (café style) area
3.104	Instructor Office	200	1	200	shared use offices, built in desk areas and storage, copier, printers w/view into vocational areas, with one of the staff restrooms adjacent
3.105	Eye-wash Station	20	1	20	
3.106	Storage	150	1	150	storage for office supplies, program consumables, technology supplies, filing cabinets
3.107	Janitor Closet	40	1	40	
3.108	Waste Closet/Trash	30	1	30	
3.109	Staff Restroom	50	1	50	
3.110	Youth Restrooms	50	2	100	single toilet and sink
Vocational Programs Subtotal				5,130	
<u>25% Department Grossing Factor (DGSF)</u>				<u>1,283</u>	
TOTAL DGSF - VOCATION PROGRAMS				6,413	



Component: PROGRAMS - 3.000					
Subcomponent: Multipurpose/Treatment Programs					
Subcomponent No: 3.200					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
3.200	Entry Vestibule	40	1	40	
3.201	Commons Area	500	1	500	16-20 youth capacity; multiple use, groups, table top games, exercise area
3.202	Beverage Station	40	1	40	at commons
3.203	Honors Lounge	160	1	160	8 to 10 capacity
3.204	Art Room	300	1	300	w/sink, storage
3.205	Music Room	400	1	400	sound absorption; storage
3.206	Volunteer Workroom	150	1	150	w/storage, 4-5 workstations, files
3.207	Animal Assisted Therapy	250	1	250	supplies, pet wash station, specialized flooring (access to outdoor dog runs)
3.208	Interview Room	80	2	160	
3.209	Program Staff Shared Use Office	140	4	560	shared use; workstations; treatment meetings; additional offices at housing unit
3.210	Program Materials Storage	150	1	150	
3.211	Youth Restrooms	50	2	100	
3.212	Staff/Volunteer Restrooms	50	2	100	
3.213	Janitor Closet	40	1	40	
3.214	Waste Storage	30	1	30	
Multipurpose/Treatment Programs Subtotal				2,980	
35% Department Grossing Factor (DGSF)				1,043	
TOTAL DGSF- MULTIPURPOSE/TREATMENT PROGRAMS				4,023	



Component: PROGRAMS - 3.000					
Subcomponent: Education/Transition Planning					
Subcomponent No: 3.300					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
3.300	Library	300	1	300	w/work carrels
3.301	Interview/Testing Room	80	2	160	
3.302	Special Education	140	1	140	files and work area
3.303	Multipurpose/Classrooms	500	4	2,000	10-12 capacity; work stations, video connections; individual and group instruction
3.304	Teacher Workroom/Break Area	200	1	200	workstations, lockers, supplies, and storage w/sink, frig, microwave, cabinets
3.305	Staff Toilets	50	2	100	
3.306	Education Offices	120	2	240	
3.307	Transition Specialist	160	1	160	shared office for 2 staff
3.308	Conference Room	400	1	400	20 person; video link
3.309	Administrative/Support Workstation	48	2	96	
3.310	File Area-Secure	100	1	100	inactive
3.311	Copy/Printer/Fax Workroom	100	1	100	near teacher workroom
3.312	Supplies/Materials Storage	300	1	300	carts w/laptops, A/V, supplies, instruction materials
3.313	Janitor Closet	40	1	40	
3.314	Waste	30	1	30	
Education/Transition Planning Subtotal				4,366	
35% Department Grossing Factor (DGSF)				1,528	
TOTAL DGSF - EDUCATION/TRAINING PLANNING				5,894	



Component: PROGRAMS - 3.000					
Subcomponent: Visitation					
Subcomponent No: 3.400					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
3.400	Security/Screening/Public Waiting	300	1	300	at Public Lobby; 20-25 person
3.401	Group Visiting Room	1,200	1	1,200	40 capacity; sound absorbing finish; video link; equip for small children
3.402	Private Visiting/Interview	150	6	900	6 capacity accessible from group visiting area; family treatment; transition planning; and other visits; video link
3.403	Visiting Room Storage	100	1	100	adjacent to visiting area; chairs, tables, AV equipment, etc.
3.404	Staff Toilets	50	2	100	2 staff, 2 visitor
3.405	Janitor Closet	30	1	30	
3.406	Visitor Toilets	50	2	100	
3.407	Outdoor Area	-	-	-	
Visitation Subtotal				2,730	
<u>25% Department Grossing Factor (DGSF)</u>				<u>683</u>	
TOTAL DGSF - Visitation				3,413	

NOTE: Does not include space allocation for a Family Service Center to include space for overnight visits and Family Treatment Services.



Component: PROGRAMS - 3.000					
Subcomponent: Gym/Indoor Recreation					
Subcomponent No: 3.500					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
	Gym/Workout				
3.500	Gym/Auditorium	5,600	2	11,200	High school gym, folding benches, folding stage equipment for drama and special events; religious events
3.501	Gym/Auditorium Storage	600	1	600	tables, chairs, and equipment
3.502	Locker Room	450	2	900	area to store gym clothes and shoes; changing area
3.503	Cardio Room	450	1	450	
3.504	Free Stretch/Yoga Room	450	1	450	
3.505	Workout Room/Weight	900	1	900	weights, other exercise; multipurpose
3.506	Recreation Office	200	1	200	shared use
3.507	Recreation Storage	200	1	200	locate in close proximity to outdoor recreation area; recreation equipment
3.508	Bike Program	200	1	200	bike repair and storage
3.509	Youth Toilets	50	4	200	
3.510	Staff/Visitor Toilets	50	2	100	
3.511	Janitor Closet	40	1	40	
	Covered Sports Area				
3.512	Covered Sports Area Pool	5,260	1	5,260	
	Pool				
3.513	Pool	4,550	1	4,550	
3.514	Pool Storage	140	1	140	
3.515	Pool Utility	650	1	650	
3.516	Locker Room	475	1	475	
3.517	Youth Restroom	60	2	120	
3.518	Youth Toilet	50	2	100	
	Gym/Indoor Recreation Subtotal			26,735	
	10% Department Grossing Factor (DGSF)			2,674	
	TOTAL DGSF - Gym/Indoor Recreation			29,409	

Note: Outdoor area for large recreation fields; recreation storage; toilets; covered area.



SERVICES – 4.000

Component: SERVICES - 4.000					
Subcomponent: Health Services					
Subcomponent No: 4.200					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
	<u>Clinic</u>				
4.200	Youth Waiting	60	1	60	3-4 seating
4.201	Nurses Station	80	1	80	view into waiting; 2 workstations w/locked cabinets
4.202	Security Staff Station	36	1	36	at nurses station
4.203	Medical Observation Room	100	4	400	w/toilet; temp observation; view from security and nurse station
4.204	Youth Restroom	50	1	50	also used for specimen collection; adjacent to lab
4.205	Exam Room	150	3	450	standard exam room w/sink, table, work station
4.206	Large Exam/Procedure Room	200	1	200	Used for procedures requiring larger area or equipment (Radiology, EKG); locked storage, work station, cabinets, sink; optometrist exams
4.207	Office/Evaluation Room	120	1	120	Psychiatric, Physiological, Specialists, other; telemedicine
4.208	Lab Area	80	1	80	w/sink, work surface, cabinets; secure area
4.209	Medical Supplies	100	1	100	clinic and exam room supplies
4.210	Vaccine Storage	40	1	40	with freezer, locked storage; supplies
4.211	Pharmacy	200	1	200	secured area; sink/frig, workstations, cart storage
4.212	Medical Records	60	1	60	access from nurses station
4.213	Copy/File/Work Area	60	1	60	adjacent to nurse station
4.214	Dental Operatory	140	2	280	w/1 chair, partitioned, wet counter, cabinet and storage
4.215	Dental Lab	80	1	80	adjacent to operatory; sink; work surface; w/compressor
4.216	Oxygen Storage	20	1	20	closet to store oxygen upright
4.217	Soiled/Clean Linen	30	2	60	separate cleaned and soiled linen storage
4.218	General Storage	100	1	100	large items (wheel chair, crutches)
4.219	Trash Storage	30	1	30	separate area for medical waste; biohazard storage
4.220	Janitor Closet	40	1	40	w/locked cabinets



Component: SERVICES - 4.000 (continued)					
Subcomponent: Health Services					
Subcomponent No: 4.200					
Space No.	Area Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
<u>Clinic Administration</u>					
4.221	Nurse Supervisor Office	120	1	120	
4.222	Shared Use Office/Meeting	120	1	120	Dentist, Physician, other consults; telemedicine
4.223	Meeting/Conference Room	150	1	150	
4.224	Medical Transcription Work Area	64	1	64	w/medical records
4.225	Kitchenette	60	1	60	frig, sink, microwave, cabinets
4.226	Staff Toilet	50	1	50	
4.227	Staff Lockers	40	1	40	
4.228	Storage	60	1	60	general office supplies
Health Services Subtotal				3,210	
40% Department Grossing Factor (DGSF)				1,284	
TOTAL DGSF- Health Services				4,494	



HOUSING AND HOUSING SUPPORT
- 5.000

Component: (1) 16 SINGLE ROOM HOUSING UNIT -TOTAL CAPACITY 144 (9) 16 ROOM UNITS					
Subcomponent: Housing and Housing Support for (1) 16 Single Occupancy Living Unit					
Subcomponent No: 5.100					
Space No.	Support Area/Equip. Description	Net Area (s.f.)	Number of Units	Subtotal Net Area (s.f.)	Comments
5.100	Living Unit Entry Area	40	1	40	
5.101	Sleeping Rooms	80	15	1,200	
5.102	Sleeping Room (ADA)	100	1	100	handicap Accessible w/toilet and sink
5.103	Dayroom	50	16	800	35sf ACA; used 50sf to include occasional dining in dayroom; natural lighting/view to outdoor courtyard
5.104	Showers	70	2	140	1:10 ratio; one ADA
5.105	Toilets/Sink	70	2	140	1:8 ratio; one ADA
5.106	Staff Desk/Station	40	1	40	open desk in day room; view into sleeping rooms
5.107	Youth Counselors Office	100	2	200	shared use
5.108	Program Manager Office	100	1	100	shared use
5.109	Supervisor Office	100	1	100	shared use
5.110	Staff Storage/Lockers	60	1	60	
5.111	Staff Toilet	50	1	50	
5.112	Multipurpose/Group Room	240	1	240	off dayroom, quiet or TV viewing-8 to 10 capacity; locked storage
5.113	Library/Study Lab	160	1	160	6 to 8 capacity; workstations; view into dayroom
5.114	Program Storage	60	1	60	locked area for group room and computer equipment study lab
5.115	Interview Room	80	1	80	view from dayroom
5.116	Kitchenette	80	1	80	off dayroom; sink, frig, stove, dishwasher, storage cabinets
5.117	Honors Lounge Area	80	1	80	soft furnishings
5.118	Calming/Quiet Room	100	1	100	soft furnishings
5.119	Laundry Area	60	1	60	near staff area
5.120	Laundry Linen Storage	60	1	60	separate clean and soiled areas
5.121	Housing Supply Storage	80	1	80	clothing, sheets, hygiene supplies
5.122	Phone Alcove	40	1	40	off dayroom area; sound absorption material
5.123	Janitor Closet	30	1	30	with sink, cleaning supplies
5.124	Waste Storage	30	1	30	
5.125	Outdoor Courtyard Area	-	-	-	not included in SF-Outdoor Area
Dormitory Housing Subtotal				4,070	
50% Department Grossing Factor (DGSF)				2,035	
Subtotal DGSF (1) UNIT				6,105	
GRAND DGSF TOTAL (x 9 UNITS)				54,945	

APPENDIX **C**

Pre-Design Cost Estimate RO





Washington State
Department of Social
and Health Services

Rehabilitation Administration

Transforming Lives



Washington Juvenile Rehabilitation
CAPACITY STUDY FOR JUVENILE CONFINEMENT FACILITIES EXPANSION
Multiple Sites, Washington

PRE-DESIGN
COST ESTIMATE R5
January 13, 2019

JMB CONSULTING GROUP

BASIS OF COST ESTIMATE R5

Conditions of Construction

The pricing is based on the following general conditions of construction

The general contract procurement method will be design/bid/build

Pricing assumes a minimum of (3) bidders in all trades

There will not be small business set aside requirements

Pricing assumes existing facilities that are to be renovated or expanded will be vacant and available to the contractor during construction without limitation

The contractor will be required to pay prevailing wages

EXCLUSIONS

Allowance for Percent for Art

Ground improvement or special foundations

Owner supplied and installed furniture, fixtures and equipment

Hazardous material handling, disposal and abatement except as identified

Compression of schedule, premium or shift work, and restrictions on the contractor's working hours

Tap fees, street use fees, electrical consumption charges

Design, testing, inspection or construction management fees

Architectural and design fees

Third party commissioning

Assessments, taxes, finance, legal and development charges

Environmental impact mitigation

Builder's risk, project wrap-up and other owner provided insurance program except as identified

Land and easement acquisition

Also see detail of each estimate

OVERALL SUMMARY				
			Construction cost	Project cost Incl Pre-design (45%)
	Enclosed Area	\$ / SF	\$x1,000	\$x1,000
Phase 1: 2019 - 2021, Echo Glen #4	5,888 SF	572.80	3,373	4,890
Phase 1: 2019 - 2021, Echo Glen #5	5,662 SF	358.01	2,027	2,939
Phase 1: Strategic Master Plan			-	420
Phase 1: 2019 - 2023, Echo Glen New Visitation	4,120 SF	892.58	3,677	5,332
Phase 2: 2021 - 2023, Green Hill 40-Unit	18,900 SF	263.85	4,987	7,231
Phase 2: 2021 - 2023, Green Hill Baker	16,448 SF	246.50	4,054	5,879
Phase 3: 2023 - 2025, Green Hill Visitation Add	1,070 SF	1,327.01	1,420	2,059
Phase 4: 2025 - 2027, Green Hill Housing Reno	18,900 SF	308.68	5,834	8,459
TOTAL Building & Sitework Construction	104,438 SF	242.94	25,372	36,790

Alternates

Alternate 1: New Campus 2021-2023	162,158 SF	869.63	141,017	204,474
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	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 1: 2019 - 2021, Echo Glen #4</u>				
Echo Glen Unit 4, existing	5,556	sf		
Echo Glen Unit 4, addition	332	sf		
Subtotal	5,888	sf		
A.1 Echo Glen # 4				
Foundations				
Allow for modifications for revised layout	3,458	sf	29.00	100,278
SOG				
Allow for modifications for revised layout	3,458	sf	13.00	44,952
Superstructure				
Vertical structure	3,458	sf	52.00	179,809
Roof structure	332	sf	48.00	15,936
Exterior enclosure				
New enclosure at addition	360	sf	130.00	46,800
Roofing				
New roofing at addition	332	sf	36.00	11,952
Interior construction				
Partitions+doors+specialties	3,458	sf	167.00	577,462
Partitions+doors+specialties, refresh	2,430	sf	34.00	82,625
Stairs		No work		
Interior finishes				
Walls+floors+ceilings	5,888	sf	56.00	329,728
Conveying systems				
Plumbing				
Fixtures	16	ea	7,100.00	113,600
HVAC				
Modify existing to suit revised layout	5,888	sf	48.00	282,624
Fire protection				
Modify existing to suit revised layout	5,888	sf	6.00	35,328
Electrical				
Modify existing to suit revised layout	5,888	sf	53.00	312,064
Equipment/Furnishings	5,888	sf	9.00	52,992
Selective demolition	5,888	sf	16.00	94,208
Site preparation		No work		
Site improvements		No work		
Site utilities		No work		
Mark ups				
Design & Estimating Contingency	15.00%		2,280,358	342,054
Construction/Risk Contingency	3.00%		2,622,411	78,672
Escalation Contingency	6.06%		2,701,084	163,675
GCs/GRs	8.00%		2,864,759	229,181
Fee	3.00%		2,864,759	85,943

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		3,179,882	39,749
GL Insurance	1.50%		3,219,631	48,294
Builder's Risk Insurance	0.50%		3,267,925	16,340
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		3,284,265	15,469
B&O Tax, COS	0.22%		3,284,265	7,061
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		3,291,326	65,827
				-
				3,372,621

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 1: 2019 - 2021, Echo Glen #5</u>				
Echo Glen Unit 5, existing	5,662	sf		
Subtotal	5,662	sf		
A.1 Echo Glen #5				
Interior construction				
Partitions+doors+specialties, refresh	5,662	sf	34.00	192,508
Stairs		No work		
Interior finishes				
Walls+floors+ceilings	5,662	sf	56.00	317,072
Conveying systems				
Plumbing				
Fixtures	16	ea	7,100.00	113,600
HVAC				
Modify existing to suit revised layout	5,662	sf	48.00	271,776
Fire protection				
Modify existing to suit revised layout	5,662	sf	6.00	33,972
Electrical				
Modify existing to suit revised layout	5,662	sf	53.00	300,086
Equipment/Furnishings	5,662	sf	9.00	50,958
Selective demolition	5,662	sf	16.00	90,592
Site preparation		No work		
Site improvements		No work		
Site utilities		No work		
A.2 Greenhill Renovation Planning + Design				
		No work		
Mark ups				
Design & Estimating Contingency	15.00%		1,370,564	205,585
Construction/Risk Contingency	3.00%		1,576,149	47,284
Escalation Contingency	6.06%		1,623,433	98,374
GCs/GRs	8.00%		1,721,807	137,745
Fee	3.00%		1,721,807	51,654
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		1,911,205	23,890
GL Insurance	1.50%		1,935,096	29,026
Builder's Risk Insurance	0.50%		1,964,122	9,821
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		1,973,943	9,297
B&O Tax, COS	0.22%		1,973,943	4,244
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		1,978,187	39,564

<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
			<hr/> 2,027,048

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 1: Strategic Master Plan</u>				
Washington Juvenile Rehabilitation	1	ls	420,000.00	420,000
				-
				420,000

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 1: 2019 - 2023, Echo Glen New Visitation</u>				
C.2 Echo Glen New Visitation Center Construction	4,120	sf	558.00	2,298,960
C.3 Green Hill Housing Planning & Design		No work		
Mark ups				-
Design & Estimating Contingency	15.00%		2,298,960	344,844
Construction/Risk Contingency	3.00%		2,643,804	79,314
Escalation Contingency	14.71%		2,723,118	400,560
GCs/GRs	8.00%		3,123,678	249,894
Fee	3.00%		3,123,678	93,710
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		3,467,283	43,341
GL Insurance	1.50%		3,510,624	52,659
Builder's Risk Insurance	0.50%		3,563,283	17,816
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		3,581,099	16,867
B&O Tax, COS	0.22%		3,581,099	7,699
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		3,588,799	71,776
				-
				3,677,442

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 2: 2021 - 2023, Green Hill 40-Unit</u>				
B.1 Echo Glen Cottage #4 & 5 Construction			See Phase 1	
B.2 Green Hill Housing Renovation				
Reconfigure 40-Unit existing to Group Room	1,056	sf	365.50	385,968
Reconfigure 40-Unit Core to separate Housing				
	1,160	sf	449.00	520,840
Refresh balance of area	16,684	sf	132.50	2,210,630
				-
Mark ups				-
Design & Estimating Contingency	15.00%		3,117,438	467,616
Construction/Risk Contingency	3.00%		3,585,054	107,552
Escalation Contingency	14.71%		3,692,605	543,168
GCs/GRs	8.00%		4,235,773	338,862
Fee	3.00%		4,235,773	127,073
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		4,701,708	58,771
GL Insurance	1.50%		4,760,479	71,407
Builder's Risk Insurance	0.50%		4,831,887	24,159
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		4,856,046	22,872
B&O Tax, COS	0.22%		4,856,046	10,440
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		4,866,487	97,330
				-
				4,986,688

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 2: 2021 - 2023, Green Hill Baker</u>				
B.3 Green Hill Housing Renovation				
Reconfigure Baker	1,688	sf	342.98	578,952
Refresh balance of area	14,760	sf	132.50	1,955,700
B.4 Green Hill Visitation Planning & Design				
		No work		-
Mark ups				
				-
Design & Estimating Contingency	15.00%		2,534,652	380,198
Construction/Risk Contingency	3.00%		2,914,850	87,445
Escalation Contingency	14.71%		3,002,295	441,626
GCs/GRs	8.00%		3,443,921	275,514
Fee	3.00%		3,443,921	103,318
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		3,822,752	47,784
GL Insurance	1.50%		3,870,537	58,058
Builder's Risk Insurance	0.50%		3,928,595	19,643
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		3,948,238	18,596
B&O Tax, COS	0.22%		3,948,238	8,489
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		3,956,727	79,135
				-
				4,054,457

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 3: 2023 - 2025, Green Hill Visitation Add</u>				
C.1 Green Hill Visitation Center Addition	1,070	sf	767.00	820,690
Mark ups				-
Design & Estimating Contingency	15.00%		820,690	123,104
Construction/Risk Contingency	3.00%		943,794	28,314
Escalation Contingency	24.07%		972,107	233,982
GCs/GRs	8.00%		1,206,090	96,487
Fee	3.00%		1,206,090	36,183
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		1,338,760	16,734
GL Insurance	1.50%		1,355,494	20,332
Builder's Risk Insurance	0.50%		1,375,826	6,879
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		1,382,706	6,513
B&O Tax, COS	0.22%		1,382,706	2,973
WSST EXCLUDED	0.00%			
Predesign fee allowance	2.00%		1,385,678	27,714
				-
				1,419,905

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Phase 4: 2025 - 2027, Green Hill Housing Reno</u>				
D.1 Green Hill Housing Renovation (Similar to B3)	2,216	sf	409.21	906,808
Refresh balance of area	16,684	sf	132.50	2,210,630
Mark ups				-
Design & Estimating Contingency	15.00%		3,117,438	467,616
Construction/Risk Contingency	3.00%		3,585,054	107,552
Escalation Contingency	34.20%		3,692,605	1,262,856
GCs/GRs	8.00%		4,955,462	396,437
Fee	3.00%		4,955,462	148,664
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		5,500,563	68,757
GL Insurance	1.50%		5,569,320	83,540
Builder's Risk Insurance	0.50%		5,652,859	28,264
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		5,681,124	26,758
B&O Tax, COS	0.22%		5,681,124	12,214
WSSIT EXCLUDED	0.00%			
Predesign fee allowance	2.00%		5,693,338	113,867
				-
				5,833,963

	<i>Quantity</i>	<i>Unit</i>	<i>Rate</i>	<i>Total</i>
<u>Alternate 1: New Campus 2021-2023</u>				
Allow for new buildings	162,158	sf	508.00	82,376,264
Allow for site work	871,200	sf	8.45	7,363,818
Mark ups				-
Design & Estimating Contingency	15.00%		89,740,082	13,461,012
Construction/Risk Contingency	3.00%		103,201,094	3,096,033
Escalation Contingency	14.36%		106,297,127	15,264,267
GCs/GRs	8.00%		121,561,395	9,724,912
Fee	3.00%		121,561,395	3,646,842
Preconstruction Fees	0.00%			
GC/CM P&P Bond	1.25%		134,933,148	1,686,664
GL Insurance	1.50%		136,619,812	2,049,297
Builder's Risk Insurance	0.50%		138,669,110	693,346
Plan Review - EXCLUDED	0.00%			
Permit fees - EXCLUDED	0.00%			
B&O Tax, WA	0.47%		139,362,455	656,397
B&O Tax, COS	0.22%		139,362,455	299,629
WSSIT EXCLUDED	0.00%			
Predesign fee allowance	0.50%		139,662,084	698,310
				-
				141,016,792

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