



STATE OF WASHINGTON
DEPARTMENT OF CHILDREN YOUTH AND FAMILIES

Green Hill School
375 SW 11th Street
Chehalis, Washington 98532
Phone (360) 740-3400 Fax (360) 740-3406

September 4, 2025

To: All Green Hill School Staff
Jenny Heddin, DCYF Chief Programming Officer
Rebecca Kelly, JR Deputy Assistant Secretary
Ron Heley, WFSE Labor Advocate

From: Green Hill School Administrative Team

Subject: Green Hill School – Year-end Accomplishments

On August 20, 2025, we held a mid-management meeting that included a period of reflection over the past year. This campus endured significant challenges due to overpopulation, making it difficult to achieve our mission. While we are not entirely out of the woods yet and at our safe operating capacity, this campus rallied in the face of adversity in service to the youth and our responsibility to care for them, pushing forward improving the environment in whatever way possible despite the challenges. This required a culture shift, resilience, teamwork, and most importantly being open for change in immediate practice to move into a positive direction. The media and others who don't work here everyday lack the complete picture of the dedication and commitment of this campus team. We see it though and it is important to take a step back and celebrate where we are today.

Below are a few of the accomplishments over the last several months, identified by the GHS leadership team.

Education/Vocation Programs:

- Centralia College courses continue with an average of 35 students enrolled.
- 72 youth are involved in some type of campus work experience opportunity.
- To date, 50 youth have been inducted into the Phi Beta Kappa Honor Society at Centralia College.
- To date, 7 youth have earned bachelor's degrees and 30 have earned associate degrees.
- To date, TEPA has graduated 77 youth with a total of 109 enrolled. In 2024, TEPA had 27 graduates.
- Implemented the new Culture Barber Academy.
- One youth received their barbering certification.
- Continuing an amazing partnership with our Academic School, consisting of dedicated educators and staff who have shown up for our young people every day with patience and

flexibility. From January 2025 through August 2025, the Academic School granted a record 59 high school diplomas.

- “Peace on the Hill” aggression reduction in school program was a success.

Campus Safety, Security and Wellness:

- Mail screening improvements, including photocopying all mail.
- Implementation of Clear Bag requirements.
- Maintaining an exemplary GHS Safety Program to include monthly Safety Committee Meetings with regular attendance from all work areas.
- Safe transition out of Incident Command status.
- Campus-wide reduction in use of force (UoF) events
 - July 2024 - population 224 with UoF 68 incidents
 - July 2025 – population 210 with UoF 19 incidents
- Union partners provided a Taco Truck twice for staff appreciation on campus.
- Implemented All Staff Safety Trainings on Wednesdays.
- Improved radio communications and safe line movements.

Substance Use Disorder Response:

- Developed an Overdose Response Checklist.
- Maintaining Narcan access for all staff in work areas.
- Increase in 1:1 engagement between the Substance Use Disorder (SUD) professionals and youth needing individualized care.
- SUD programming expansion to 3 levels of care serving over 60 youth at a time.

Operations:

- Implemented separate Honors Level visitation days.
- Implemented the new Behavior Management/Rule Violation process.
- Successfully opened Baker North and continue to afford various youth opportunities to reside there.
- Health Center achieved full National Commission for Correctional Health Care accreditation.
- Health Center has increased mental health efficiency up 125% with the implementation of telemedicine and increase in providers.
- Living Units implemented Honors wings.
- Initiated weekly Cleanest Wing competition, driving up overall campus cleanliness with healthy competition.
- Future Plan completion improvement from 61% in December to 89% in July 2025.
- Implementation of the new religious property box program to protect youth spiritual items
- Hawthorn scored a 2.05 for Environmental Adherence.
- Three GHS family feedback forums.

Personnel Activities and Changes:

- 12 GHS Hiring Fairs held.
- New staffing model adopted, JRC2 and JRC1 rebids with implementation occurring in a few weeks. This new model will pull JRC2s (counselors) off the floor to do full-time case management roles.

- New Employee Academy occurring monthly with full classes of new hires.
- Hired a Grievance Coordinator improving trust in the youth complaint process

Other Young Person Program Events/Enhancements:

- Sustained a level of Cultural and Youth Engagement Programs on campus to include the below events:
 - Pursuit for Change
 - Black History Celebration
 - Pow-Wow
 - Indo-European Event
 - Asian Pacific Islander Event
 - Reset graduation
 - Eid al-Fitr celebration meal at the conclusion of Ramadan
 - Sweat Lodges
 - Dia de los Muertos presentation and celebration
 - Youth legislative testimony opportunities
- Continued partnership with Transformational Mentoring programs, facilitating groups regularly for young people.
- Bridge Music Project program.
- Family Holiday Meal.
- Resident Magazine published (two installments so far).
- Youth led Yoga and Walking Club.
- Expansion of Religious Services for residents through the Spiritual, Ethical, Religious Values (SERV) program provided by the GHS Religious Coordinator.
- Successful Resource Fair Event with over 180 youth participating.
- One GHS youth was awarded the PbS Employment Matching Award.

There are many more accomplishments and new ones underway as we continue the positive trajectory in improving the conditions of the campus for staff and youth. Please take a moment to reflect on your own and your team's accomplishments and celebrate them.