



## Agency Recommendation Summary

The Department of Children, Youth, and Families (DCYF) requests \$27,004,000 (\$26,262,000 General Fund-State) and 41.0 Full Time Equivalents (FTE) in the 2025-27 Biennial Budget to ensure facilities are safe and secure for both young people and staff. DCYF also requests funding to support the infrastructure needed to establish transparent, fair, and consistent procedures for young people in JR’s care. This infrastructure will ensure unbiased and consistent processes that enhance the safety of young people and staff, reduce legal exposure, and improve outcomes for young people.

## Program Recommendation Summary

### 020 - Juvenile Rehabilitation

The Department of Children, Youth, and Families (DCYF) requests \$22,307,000 General Fund- State and 28.0 FTE in the 2025-27 Biennial Budget to ensure facilities are safe and secure for both young people and staff. DCYF also requests funding to support the infrastructure needed to establish transparent, fair, and consistent procedures for young people in JR’s care. This infrastructure will ensure unbiased and consistent processes that enhance the safety of young people and staff, reduce legal exposure, and improve outcomes for young people.

### 090 - Program Support

The Department of Children, Youth, and Families (DCYF) requests \$4,697,000 (\$3,955,000 General Fund-State) and 13.0 FTE for a Hearings Team and the necessary administrative infrastructure. This funding is needed to develop transparent and fair procedures, including policy and rulemaking as well as effective sentencing management, to ensure an unbiased, consistent, and fair processes that enhance the safety of young people and staff, reduce legal exposure, and improve outcomes for young people.

## Fiscal Summary

Fiscal Summary <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
<b>Staffing</b>						
FTEs	41.0	41.0	41.0	41.0	41.0	41.0
<b>Operating Expenditures</b>						
Fund 001 - 1	\$18,745	\$3,562	\$22,307	\$3,562	\$3,562	\$7,124
Fund 001 - 1	\$2,016	\$1,939	\$3,955	\$1,939	\$1,939	\$3,878
Fund 001 - C	\$26	\$24	\$50	\$24	\$24	\$48
Fund 001 - A	\$353	\$339	\$692	\$339	\$339	\$678
Total Expenditures	\$21,140	\$5,864	\$27,004	\$5,864	\$5,864	\$11,728
<b>Revenue</b>						
001 - 0393	\$379	\$363	\$742	\$363	\$363	\$726
Total Revenue	\$379	\$363	\$742	\$363	\$363	\$726

## Decision Package Description

The Department of Children, Youth, and Families’ (DCYF) Juvenile Rehabilitation’s (JR) goal is to deliver treatment, provide resources, and develop skills; in a safe, therapeutic, functional setting, so young people can plan for their future and reenter their communities. With the passage of SB 6160 (2018) and HB 1646 (2019), the residential population within JR has substantially changed. Legislation extended juvenile jurisdiction to age 25 for certain offenses and allows individuals convicted in adult court to remain in the custody of DCYF until their 25th birthday, which aligns with adolescent brain development research and positive outcomes associated with retaining individuals in a juvenile facility as long as possible.

Over the last year, JR’s institutions, Echo Glen Children’s Center (EGCC) and Green Hill School (GHS), have experienced an influx of entries that have outpaced the rate of releases and coupled with an increase in the overall length of stay, this has caused a significant rise in population. The population at GHS was 150 in January 2023 and increased to 240 in June 2024. GHS has a safe operational capacity of 180 young people. Therefore, the increase in population experienced between January 2023 and June 2024, exceeds the safe operational capacity by 30%. This overcapacity poses significant risks to both staff and residents, which comprises the safety and the ability to manage the facility effectively. DCYF attempted to address this safety issue by transferring eligible young people to minimum-security options, hiring contracted security staff, and deploying DCYF headquarters staff to secure facilities. However, these actions did not resolve the safety concerns, as the facility was still overcrowded. With increasing safety concerns for residents and staff in an overcrowded facility and with no other solution but to reduce the population, on July 5, 2024, DCYF suspended intakes of new offenders at both GHS and EGCC, in an effort to stabilize the population in the facilities. The intake freeze has been lifted, yet the issue of overcrowding persists, and JR continues to be strained in

adequately providing treatment and rehabilitation, as well as in mitigating risks associated with the growing and increasingly complex population of young people in its care.

### **Security Infrastructure**

Physical security of institutions is a critical baseline for DCYF in the agency's efforts to ensure a rehabilitative environment. DCYF must guarantee protection of young people from contraband, ensure the privacy of their records, and ensuring facilities are equipped to appropriately guarantee the safety of both young people and JR staff. National Performance Based Standards (PbS) are completed twice a year across JR secure facilities since 2005 to understand key juvenile performance standards and improve outcomes. In April 2024 for critical measures related to safety, Green Hill School was much worse than the national field average of like facilities and has gotten substantially worse since a year ago in April 2023 with measures related to security infrastructure that directly tie to a risk human life and safety. These measures include staff and youth fear for safety, contraband, assaults and fights, mechanical restraint use, and ratio of direct care staff to youth. With the increase in contraband and drugs in secure facilities, even with implementation of new millimeter wave (MMW) body scanners, drugs that come into facilities are in smaller packages than ever before and are increasingly dangerous. JR needs to improve the detection system. Additional capacity for contraband investigations in JR secure facilities is needed to manage evidence collection, investigations, and coordination with law enforcement to reduce overdoses on campuses, violence and coercion between residents, and keep contraband out of facilities.

When critical incidents occur on campus, DCYF must ensure timely investigation of and response to incidents, as well as responsivity to video records requests. To do so, DCYF must implement a new system that combines video recording and storage into one platform, complete with appropriate data privacy protections. This system requires networking and infrastructure improvements and the utilization of a cloud-based storage component to facilitate new long-term elastic storage requirements. This requirement stems from a litigation hold issued by the State Attorney General's Office which requires DCYF retain all video recorded at one of our large facilities for an open-ended amount of time (until litigation is resolved.) DCYF cannot meet this storage requirement with their existing storage system. DCYF requests funding for a Video Surveillance and Records Storage Platform. Effective video storage directly ties to staff and youth safety. Without it DCYF further risks the inability to hold residents and staff accountable to a safe environment.

In addition to systems managing video records, JR utilizes many other security technology systems in maintaining the safety of young people in JR's care to include a system called, "Guard 1" for juvenile wellness checks, surveillance systems in facilities and transport vehicles, duress systems, body and mail scanners, badge access systems, etc. The increase in technology has steadily grown over time and is necessary to support efficient, safe juvenile justice work that requires a level of expertise and ongoing support that DCYF does not currently have. A Security Technology Systems manager is needed to support all JR secured facilities, community facilities, and parole offices for security technology needs. The Security Technology Systems manager will guarantee that DCYF staff can be successful and have ongoing support and expertise in these critical job functions. This position will also ensure that these systems receive adequate and timely information technology (IT) service and repair. Without these critical investments, staff are severely hampered to safely conduct their jobs

In addition to bolstering technological security, DCYF also has physical security needs that must be addressed. The enacted 2024 supplemental budget provided funding for infrastructure and contracted security support for the Echo Glen Community Center (EGCC) institution to meet the immediate safety need for young people, staff, and the surrounding community. The EGCC campus perimeter fence and other security enhancements are underway with support of interim contracted security personnel. These contracted personnel have reduced the need for mandatory graveyard shifts and have provided a human presence at campus entry points. DCYF requests funding to continue the security personnel contract for an additional year until the campus perimeter fence project is completed. The presence of the contracted security personnel has been widely requested and supported by local law enforcement, community members, Snoqualmie City Council, and other partners invested in the safety and security of EGCC.

DCYF is also requesting a full replacement of hand-held radios and duress system at EGCC to address the critical need for a up to-date communication infrastructure for an aging campus. Providing reliable safety equipment to call for help when an emergency occurs (fight, escape, other security support) is necessary for a secured facility. Updating this infrastructure will include a full replacement of radios, repeaters, and base station with a backup system. Without functioning radios, staff's ability to call for help can lead to a critical delay causing serious harm to staff and youth.

To explore the benefits of providing JR youth with enhanced communication tools and educational resources, DCYF requests funding for exploration and development of the procurement of a secure communication and support system. This system would allow young people in custody to maintain vital connections with their families through phone calls, messaging, and video calls. It would also provide access to critical resources, such as educational support, a law library, music, podcasts, and other enrichment opportunities.

By fostering family connections and providing access to educational and rehabilitative tools, this system can help create a positive, supportive environment for youth. Without such a system, young people in custody risk becoming disconnected from their communities and support networks, which may hinder their reentry and long-term success. Implementing this system could mitigate those risks by offering structured opportunities for engagement, improving mental and emotional well-being, and reducing the likelihood of recidivism.

### **Transparent and Fair Procedures and Processes**

JR is committed to establishing a procedurally just, transparent, and unbiased system that treats young people with consistency and respect. This system is critical not only for successful reentry but also for ensuring community safety. However, without the necessary infrastructure in place, JR risks inconsistency, lack of transparency, and procedural gaps, which could negatively impact both rehabilitation outcomes and public safety. These programs and positions are foundational and minimum expectations for running a juvenile justice agency, and DCYF is seeking to right-size Washington's system to address this gap. This decision package seeks funding to (1) balance accountability with rehabilitation, and (2) ensure accurate and appropriate placement within JR's continuum, while adhering to principles of fairness and transparency. The failure to fund these improvements may result in safety and legal risks, including inconsistent treatment, potential violations of rights, and increased legal challenges.

### **DCYF JR Infractions Unit**

DCYF JR has the difficult task of balancing rehabilitative and safety needs of adolescents and emerging adults. Currently JR utilizes an informal process for screening referrals to law enforcement, which lack consistency and documentation, raising both security and legal risks. However, there is a need for a formalized, consistent, and documented process. Additionally, without having a transparent continuum of alternatives and processes, creates population safety and security resulting in substantial risk of harm to the youth and staff in our system. Without a structured system, JR remains exposed to legal risks, including potential claims of arbitrary or biased decision-making, which could lead to litigation and reputational damage.

The creation of a DCYF JR Infractions unit will address this need and mitigate these risks by implementing a consistent, formal process for behavioral management and ensuring that referrals to law enforcement are reserved for serious or repeated infractions.

Failing to establish this unit may lead to disproportionate or inconsistent law enforcement involvement, undermining the principles of restorative justice and increasing security risks within JR institutions.

### **Hearings and Grievance Process**

Without a more formal hearings process, JR faces significant legal and safety risks. The lack of a structured, timely, and impartial process for reviewing behavioral infractions or placement decisions can lead to claims of due process violations, increasing DCYF's exposure. This could result in costly litigation, undermine the DCYF's credibility, and potentially lead to adverse judicial rulings that limit JR's ability to manage its operations. Additionally, unresolved disputes can escalate tensions within JR institutions, contributing to safety risks, including unrest and violence. To mitigate these risks, JR proposes funding a Hearings Team to ensure that all decisions are reviewed fairly and consistently, thereby reducing the likelihood of legal challenges, eliminating biases, and maintaining safety and order within the facilities.

JR also proposes implementing a Uniform Grievance Process to provide an avenue for young people to dispute DCYF decisions or actions.

Without a clear grievance process, JR could face legal challenges from youth who feel their concerns are not being properly addressed, leading to a lack of trust and increased tension within the facilities. A Uniform Grievance Process is essential to maintain transparency and respect, while reducing biases, disparate treatment, and the risks of violence and litigation that stem from unresolved disputes.

### **Classification Process for Placement Decisions**

Many young people in JR exhibit positive behavior and are eligible for less restrictive, community-based placements. However, without a standardized Classification Process, JR risks inconsistent or biased decision-making, which could result in disparate treatment and inappropriate placements that endanger both the youth and community safety. Standardizing the classification process will ensure fair, individualized evaluations, eliminating bias and promoting transparency and consistency. To ensure fairness in these evaluations, JR will standardize the Classification Process to align with legal requirements and provide individualized reviews for each young person. This process will eliminate bias and promote fairness, transparency, and consistency in placement decisions. The failure to implement this standardized approach could lead to reduced community safety as well as claims of discrimination or unequal treatment, which may expose JR to legal action and compromise the effectiveness of its rehabilitative mission.

### **Sentencing Records Management**

With the increased complexity of sentencing records following the passage of SB 6160 (2018), JR must address the risks associated with inaccurate or inconsistent record-keeping. Without proper oversight and resources, there is a significant risk of errors in sentencing records, which could lead to inappropriate placements, early releases, and extended commitments, which leads to reduced public safety and increased legal exposure. To mitigate these risks, JR seeks to create a Records Unit to oversee sentencing records and ensure accuracy.

The Records Unit will also help develop a standardized sentencing management system, ensuring uniformity and reducing the risk of errors. Failure to establish this unit could result in costly legal challenges, as errors in sentencing records may lead to lawsuits or public scrutiny, compromising both public safety and trust in JR's operations.

### **Promote Positive Behavior Utilizing Multi-Tiered Systems Support Framework**

JR is transitioning from the Integrated Treatment Model (ITM) to a Multi-Tiered Systems of Support (MTSS) framework, incorporating Positive Behavioral Interventions and Supports (PBIS). Without a clear, structured framework like MTSS, JR risks inconsistent staff responses to youth behavior, potentially exacerbating safety concerns and undermining the rehabilitative process.

The MTSS framework is designed to foster safer, more structured environments that encourage positive behavior, reduce idle time, and implement data-driven interventions. Failure to transition to MTSS could result in poorly managed behavior, increased safety risks within institutions, and a greater risk of recidivism, ultimately compromising both youth outcomes and public safety.

With improved transparency in the agency's processes and infrastructure, DCYF can better ensure both the baseline safety of young people and fidelity to processes that safeguard rights and promote rehabilitation. This decision package represents critical and timely needs to support the young people in the JR program and positions the agency to not only be a place of accountability, but also of healing, growth, and rehabilitation.

## **Assumptions and Calculations**

### ***Expansion, Reduction, Elimination or Alteration of a current program or service:***

DCYF requests funding to guarantee safety and security for both young people and staff in JR facilities..

### ***Detailed Assumptions and Calculations:***

Hearings Team: Cost \$1,738,000

- Client services contracts for attorneys to represent individuals at hearings, \$30,000 per year. \$100 per hour, 20 hours per hearing, 45 hearings per year.

Security Infrastructure: Cost \$15,791,000

- Contract with Security Services Northwest for perimeter monitoring, \$10,392,000 one-time for FY26 until perimeter fence is completed at Echo Glen.
- Perimeter lighting, \$90,000 one-time for FY26 until perimeter fence is completed at Echo Glen.
- Radio system for Echo Glen, \$1,000,000 one-time for FY26.
- Video surveillance and records protection system, \$3,000,000 on-time for FY26.

Specialized Correctional Communication Solution System: Cost \$1,540,000

- Phones and tablets for JR institutions- 41 phones and 350 tablets at \$61 per month (\$286,000 per year)
- Procurement legal supports- \$150,000
- Network infrastructure and connections - \$500,000 implementation costs for FY26.

### ***Workforce Assumptions:***

DCYF requests 41.0 FTEs and \$7,560,000 (\$9,584,000 GF-S) in the 2025-27 Biennial Budget that includes a 5% institutional premiums pay for both Green Hill School and Echo Glen plus an additional 5% King County Premium pay for Echo Glen.

- Infractions Unit. 4.0 FTEs

1.0 WMS Band 3. Annual Salary and Benefits \$167,000

1.0 Program Specialist 3 at Green Hill. Annual Salary and Benefits \$107,000

1.0 Program Specialist 3 at Echo. Annual Salary and Benefits \$111,000

1.0 Program Specialist 3 at HQ. Annual Salary and Benefits \$102,000

- Hearings Team in Program Support. 7.0 FTEs

1.0 WMS Band 3. Annual Salary and Benefits \$162,000

1.0 WMS Band 2. Annual Salary and Benefits \$143,000

1.0 Management Analyst 4, Annual Salary and Benefits \$119,000

4.0 Forms and Records Analyst 3, Annual Salary and Benefits \$90,000 per FTE

- Policy and Rulemaking in Program Support. 1.0 FTE

1.0 WMS Band 2. Annual Salary and Benefits \$143,000

- Transparent & Fair Procedures & Processes. 18.0 FTE

1.0 Program Specialist 4 for Grievance Process at Echo Glen. Annual Salary & Benefits \$119,000

1.0 Program Specialist 4 for Grievance Process at Green Hill. Annual Salary & Benefits \$114,000

2.0 Program Specialist 3 for Classification Process HQ. Annual Salary & Benefits \$102,000 Per FTE

2.0 Program Specialist 3 for Classification Process at Echo Glen. Annual Salary & Benefits \$111,000 Per FTE

2.0 Program Specialist 3 for Classification Process at Green Hill. Annual Salary & Benefits \$107,000 Per FTE

2.0 Forms & Records Analyst 3 for Forms & Records Unit HQ. Annual Salary & Benefits \$90,000 Per FTE

1.0 Forms & Records Analyst 3 for Forms & Records Unit at Echo Glen. Annual Salary & Benefits \$98,000

1.0 Forms & Records Analyst 3 for Forms & Records Unit at Green Hill. Annual Salary & Benefits \$94,000

1.0 Washington Management Services (WMS) Band 2 for Records Unit HQ. Annual Salary & Benefits \$143,000

1.0 Program Specialist 5 Lead Project Mgr. MTSS & PBIS. HQ. Annual Salary & Benefits \$119,000

1.0 Program Specialist 5 Project Mgr. MTSS & PBIS at Echo Glen. Annual Salary & Benefits \$128,000

1.0 Program Specialist 5 Project Mgr. MTSS & PBIS. At Green Hill. Annual Salary & Benefits \$123,000

1.0 Program Specialist 5 Lead Trainer. MTSS & PBIS. HQ. Annual Salary & Benefits \$119,000

1.0 Administrative Assistant 4 MTSS & PBIS. HQ. Annual Salary & Benefits \$88,000

- Security Infrastructure. 4.0 FTE

1.0 Investigator 3 for Contraband investigations at Echo Glen. Annual Salary & Benefits \$130,000

1.0 Investigator 3 for Contraband investigations at Green Hill. Annual Salary & Benefits \$124,000

1.0 Management Analyst 5 for Surveillance & Records System HQ. Annual Salary & Benefits \$130,000

1.0 WMS 2 for Surveillance & Records System HQ. Annual Salary & Benefits \$143,000

- Specialized Corrections Communications Solutions System. 2.0 FTE

1.0 Investigator 1 at Echo Glen. Annual Salary & Benefits \$94,000

1.0 Investigator 1 at Green Hill. Annual Salary & Benefits \$90,000

- IT Staffing. 5.0 FTE

1.0 System Admin Journey – Storage Engineer

1.0 Network Technician Journey

3.0 Network/Telephony technicians Journey (Low Voltage, Radio encryptions keys, Specialized Correctional Communication solution, Cameras, etc.)

### **Historical Funding:**

FY2026

- FTE = 123.0 FTE
- Total Funds = \$12 million
- Near General Fund = \$12 million
- Other Funds = \$0 million

FY2027

- FTE = 123.0 FTE
- Total Funds = \$12 million
- Near General Fund = \$12 million
- Other Funds = \$0 million

## **Strategic and Performance Outcomes**

### **Strategic Framework:**

This decision package supports the Governor’s Results WA goal areas of Efficient, Effective, and Accountable Government by increasing the procedural justice, due process, and transparency of decision making.

RESULTS WASHINGTON (Related Outcome Measures):

Goal 4: Health and safe communities: Fostering the health of Washingtonians from a healthy start to safe and supported future.



### **Performance Outcomes:**

#### **Transparent and Fair Procedures and Processes**

- **The JR Infractions Unit** will lead to a reduction in referrals to local law enforcement for behaviors that can be managed by DCYF and a reduction in additional charges faced by young people in JR. DCYF expects to see improved behavior outcomes and a reduction in the number of critical incidents due to a clear, transparent system that balances accountability and rehabilitation. DCYF anticipates this will reduce recidivism for young people in JR as well as minimize their interactions with the criminal justice system.
- **Building out the team for Hearings** will increase trust and confidence in processes and reduce the amount of time that young people must wait for a hearing. The national performance-based standards (PBS) for juvenile justice highlights that a young person's perception of their rules and rights significantly improves their confidence in being treated fairly and equitably, even if they do not agree with the outcome of the decision.
- **A Uniform Grievance Process** creates a new opportunity for review of decisions. DCYF will track the number of grievances received and outcomes in order to improve practice. Grievances will be addressed in a timely manner in alignment with JR policy.
- **Classification Process improvements** will help DCYF see an increase in accurate security classification to support defensible and safe movement of clients within the JR system, which leads to better outcomes for clients and safer communities and public trust.
- **The Records Unit** will lead to elimination of records errors in court orders and sentencing entries into the Automated Client Tracking system.

#### **Security Infrastructure**

- **Contraband Investigation capacity** will lead to a reduction in drugs introduction, use, and overdose incidence.
- **Video Surveillance and Records Storage System** funding will lead to the adoption of a video recording and storage system, improved sense of safety for staff and youth, and increased accountability in behavioral reviews and hearings.
- **Security Technology Systems Support** will lead to an improvement in facilities support, expert knowledge, and implementation of security technology systems resulting in improved resource deployment, use, and staff and client safety.
- **Contracted Security Support for EGCC** will lead to a reduction in escapes, riots, and serious injuries; reduce client criminal charges, and improve staff retention as these positions have provided needed coverage for graveyard and security shifts.

## Equity Impacts

### **Community Outreach and Engagement:**

This request is largely in response to feedback from the community regarding the need to stand up consistent, transparent processes within DCYF's JR institutions. JR discussed with advocacy groups who are invested in the juvenile rehabilitation space and solicited feedback on the processes prioritized in this request. The need for internal infractions and grievance processes were highlighted as particular needs that DCYF currently lacks, but urgently needs to meet the changing population served by JR institutions.

### **Disproportional Impact Considerations:**

This package equips JR to realize DCYF's vision of nurturing young people who have faced significant challenges to grow up safe and healthy—physically, emotionally, and educationally. Safe living environments and comprehensive treatment services for young people in JR is necessary to impact disproportionate minority confinement. JR serves a disproportionate number of minority individuals and has a responsibility to provide the best and safest services to reduce further contact with the justice system.

### **Target Communities and Populations:**

Safe living environments and comprehensive treatment services for young people in JR is necessary to impact disproportionate minority confinement. Young people of color make up the majority (64%) in JR. Funding the requested improvements in this decision package directly impact service and resource equity for these young individuals, who predominantly come from impoverished and marginalized families, neighborhoods, and communities. JR has a responsibility to provide the best and safest services to reduce further contact with the justice system.

### **Community Inputs and Incorporation:**

The community has been very engaged, especially advocacy groups about their concerns with JR facilities, conditions, staffing, safety challenges and due process for those in JR's care. Items in this funding request are in direct response to concerns expressed publicly in various forums.

## Other Collateral Connections

### **HEAL Act Agencies Supplemental Questions**

Not Applicable

### **Puget Sound Recovery:**

Not Applicable

### **State Workforce Impacts:**

Not Applicable

### **Intergovernmental:**

Not Applicable

### **Stakeholder Impacts:**

It is anticipated that stakeholders will support the improved safety and security in JR facilities.

### **State Facilities Impacts:**

Not Applicable

### **Changes from Current Law:**

Not Applicable

### **Legal or Administrative Mandates:**

Not Applicable

### **Governor's Salmon Strategy:**

Not Applicable

## IT Addendum

### **Does this Decision Package include funding for any IT-related costs, including hardware, software, (including cloud-based services), contracts or IT staff?**

No

## Objects of Expenditure

Objects of Expenditure <i>Dollars in Thousands</i>	Fiscal Years		Biennial	Fiscal Years		Biennial
	2026	2027	2025-27	2028	2029	2027-29
Obj. A	\$2,342	\$2,342	<b>\$4,684</b>	\$2,342	\$2,342	<b>\$4,684</b>
Obj. B	\$815	\$815	<b>\$1,630</b>	\$815	\$815	<b>\$1,630</b>
Obj. C	\$10,482	\$0	<b>\$10,482</b>	\$0	\$0	<b>\$0</b>
Obj. E	\$837	\$337	<b>\$1,174</b>	\$337	\$337	<b>\$674</b>
Obj. G	\$68	\$68	<b>\$136</b>	\$68	\$68	<b>\$136</b>
Obj. J	\$4,201	\$0	<b>\$4,201</b>	\$0	\$0	<b>\$0</b>
Obj. A	\$1,231	\$1,231	<b>\$2,462</b>	\$1,231	\$1,231	<b>\$2,462</b>
Obj. B	\$404	\$404	<b>\$808</b>	\$404	\$404	<b>\$808</b>
Obj. E	\$24	\$24	<b>\$48</b>	\$24	\$24	<b>\$48</b>
Obj. G	\$31	\$31	<b>\$62</b>	\$31	\$31	<b>\$62</b>
Obj. J	\$93	\$0	<b>\$93</b>	\$0	\$0	<b>\$0</b>
Obj. N	\$30	\$30	<b>\$60</b>	\$30	\$30	<b>\$60</b>
Obj. T	\$582	\$582	<b>\$1,164</b>	\$582	\$582	<b>\$1,164</b>



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