

**Okanogan County**  
**Juvenile Court Services and Correction Center**  
*Superior Court of the State of Washington*  
*PO Box 432 • 237 North 4th Ave*  
*Okanogan, WA 98840-0432*

February 11, 2013

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**Annual Summary Report**

*This report is generated for the Superior Court Judges and the County Commissioner's in order to provide updates on the Juvenile Department's operations. The intent of the report is to ensure that our elected officials remain informed on Departmental functions and issues.*



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## ***MESSAGE FROM THE DIRECTOR***

2012 was a year with continued changes, new beginnings, and remarkable events. The Juvenile Department continues to be an agency with a dedicated and professional staff that provides critical services for protecting and strengthening our community. Our staff can be viewed as part of a larger integral team that expands statewide; and that team is well respected throughout our nation and amongst the Courts for which they work. Washington State has become a national leader in the way that we conduct ourselves in the performance of our duties within the juvenile justice system. Throughout the Nation other states are looking at how we deliver our programs to the families and youth that come into contact with the system. They are coming to us because we are proving that our methods used are cost effective and exemplify results that work. We have become a juvenile justice system that has reduced recidivism. Furthermore, we have become the only state in the nation that factors results at the juvenile courts into our adult prison forecasts.

Our staff is highly qualified individuals who believe in the vision and mission of the agency. Staff who has dedicated their professional lives to helping our community's families and youth. They work diligently at strengthening our community for the future. With enthusiasm and professionalism they help a youth graduate, they help a youth with addiction problems, they protect a family from abuse, and overall they protect the community from harm. Without a doubt, every juvenile employee in our Department has a common commitment of letting everyone that they encounter; whether it is another agency, the public or troubled youths and families that someone cares and is there to help.

Please take time to read this report on what we have accomplished in all areas under our authority. This report is merely a summary of the past years highlights of the some of the projects that have occurred. There have been new projects and many changes that have improved the quality and efficiency of our operations and these projects were accomplished with fewer resources than in past years.

With continued economic challenges, the Juvenile Department will continue to strive for excellence while performing our daily duties that serve the public. We will continue to provide effective programs that meet our mission and the needs of our community and partners. I thank the Judges and Commissioners for supporting our Department, and I am honored to be a part of a dedicated group of staff; a highly effective and functioning team that paves the way for our state and the nation to follow. I look forward to working with all of you as elected officials and leaders of our community as we move forward in 2013. Finally, I want to thank juvenile staff for their leadership, dedication, and professionalism and for making this Department what it is and will continue to be. You are an inspiration to me and are a constant reminder that one of the greatest gifts that a leader can receive is great staff. Thank you for all your hard work, enthusiasm, and dedication this past year.

Respectfully,

Dennis T. Rabidou  
Juvenile Court Administrator  
Director of Youth and Family Services

## **DETENTION CENTER OPERATIONS:**

### **Stats:**

The average daily population (ADP) for 2012 was 13.7. This is a slight decline from our ADP last year. The last 2 months of 2012 our average population was higher than it had been since 2004. In 2012, the detention population never averaged less than 10 youth and grew up to an average of 17 and a half youth for the month of November, which had our highest bed count of 526 youth. We have had 39 days of operating at or beyond bed capacity which is an increase from last year when we only had 29 days.

### **Personnel:**

We had a turnover of full-time and part-time staff in 2012. One full-time staff successfully completed the two week academy graduating on September 21, 2012. We have two other full-time staff schedule to complete the academy that is scheduled in October of 2013. We have had a significant turn-over with part-time staff this year and we are close to meeting our operating needs for part-time employees. The new part-time staff have been doing very well adapting to the work environment and filling in as needed. Okanogan's part-time detention staff is very unique in that they have very similar responsibilities and expectations as the full-time staff. Quality staff is critical in this sense and improved hiring processes have led to an excellent outcome. We have come through 2012 with a great core group of both full-time and part-time staff and we will continue to grow and improve in 2013.

Detention staff continues to be critical for maintaining safety and security for the juvenile courtroom. Staff continue to prevent numerous weapons; including guns from entering the courtroom. We do so by implementing security procedures for the courtroom that rely on the adaptability and knowledge of our detention staff.

### **Current Projects:**

We worked very hard in 2012 to evaluate the detention facility and address concerns over safety and security. While we continue to seek funding to build a new detention center we still need to address many security issues associated with the age of our current one. Last year we had our doors and locks upgraded in detention to ensure safety and security while minimizing the costs for the county. In the later part of 2012 we had all the electronic and manual locks replaced and rekeyed throughout the building. This not only fixed security concerns we had, but it also addressed a safety concerns we had about emergency response access to the detention center.

Additionally, we improved our video and audio systems in the detention center. There is still much work to be done with both of these systems and we are working within our means and resources to improve safety and security for the community, the youth, and the staff.

Finally, this year we had to replace several windows in the detention center classroom with safety glass. This was due to an escape where a youth dove through one of the windows during class.

### **Projected Projects:**

We will be finishing up the audio upgrades early this year and will continue minor upgrades that will provide additional safety for staff and the community. We have begun working on integrating radios so we can communicate more effectively when officers are out with youth in the community either on transport or in the courtroom.

### **Issues:**

Last year we had legislation pass at the State and Federal level that have impacted juvenile detention centers across the state. State legislation (SB-6157) set forth diagnostic standards to identify youth with developmental disabilities. The new standards are in place so that we can recognize and react to information in order to structure programing accordingly. At the Federal level, the Prison Rape Elimination Act of 2003(PREA) finally adopted standards beginning of August 20, 2012. There are many parts of this act that require significant adjustments for our department and county. These new standards will be monitored and audited at both state and federal levels to ensure compliance.

We had three escapes last year at detention center. Two of them involved assaults on staff. In all cases the youth were caught within a few hours and returned to the detention center. This is due to good policies and procedures along with great partnerships and coordination with local law enforcement. Problems leading to the escapes have been fixed and new measures have been implemented to prevent further escapes.

Replacement of our cage vehicles remains to be an issue for detention center operations. Current cage cars are old and unreliable. Replacement of the cage cars is necessary in order to transport youth safely and to reduce liability for the county.

**ADMINISTRATION:**

**Stats:**

Total Referrals Processed
1,272

Offender Referrals	Violations	Dependencies	ARY	ARY Contempt	Truancy	Contempt
671	157	118	2	9	159	156

According to the most recent data, Okanogan County's total youth population (age 0-17) is .6% of the total state population. This percentage equates to 9,997 youth. Of that population, 3,021 youth ages 0-17 are living below the poverty line.

4,331 of the 9,997 youth are ages 10-17; this is the age group most likely to come into contact with the juvenile justice system. For Okanogan County juvenile arrests continue to decline with a 46.7% drop since 2006. Property offenses and drug and alcohol offenses are the leading causes for juvenile arrests in our county. Last year, we processed a total of 1,272 referrals through the juvenile court. Approximately 444 referrals for property offenses and 172 referrals for drug and alcohol offenses were processed. Probation violations are up from 108 to 157. We had 86 fewer dependencies this year. Truancy continues to be a growing concern for our county. Petitions are up from 68 to 159 and contempt's rose from 88 to 156. Truancy is of particular concern because of the continued decline in funding to address this problem. Our department is ready to address truancy for our community, but more resources are needed to accomplish this.

**Projects:**

Last year the Department worked on redefining its role to the community. Community relationships have been strengthened and the Department continues to work with several agencies to develop new partnerships. Key focus areas were developing relationships with our schools and the Colville Tribes to collaboratively work on addressing our county's truancy problem.

In January, we began exploring proven strategies to address our community's truancy problem. We found Spokane's Community Truancy Boards to be very effective in their county and they were getting attention not only from the State, but at the national level due to the effectiveness of their program. We attended Check and Connect training and worked closely with Spokane County Juvenile Court to learn and understand how it all works. We then began building relationships and engaging both our schools and the Tribes with the goal of eventually implementing community truancy boards in our own county. Progress has been slow due to continued cuts in funding both to the Courts and the schools.

In February we also met with the Colville Tribes new Director of Public Safety and the Director of their Truancy Prevention Program. We discussed our shared interest in dealing with the truancy program affecting our youth. Shortly after our meeting our Department conducted our own Becca training with the schools and the Tribal Truancy Program.

From February to March we continued our planning process with our new facilities proposal. The Administrative Services Director, multiple County Departments, and the architect met on several occasions to finalize drawings and to start building a proposal in order to seek funding.

In June, our County invited Senator Parlette, our 12<sup>th</sup> District Senator, to tour our facilities and to meet county employees. During her visit Senator Parlette was given a detailed presentation on our building proposal and our overall capital facilities plan. The event went over really well and the Administrative Services Director and I along with the Judges and County Commissioners continued to work with the Senator and her staff throughout the year. In November we were asked to go to Olympia in order to brief the Ways and Means Committee Staff on the project. It is going to take continued support and working with the legislatures by our elected officials in order to receive state support and funding.

In March we attended Non-Violent Crisis Intervention Training. The training certified me as an instructor so that we could train county employees. The purpose of the training was to provide employees with new skills in order to assist them in dealing with difficult people that they may encounter as a public service provider and county employee. The training provides practical skills and strategies to safely manage disruptive or difficult behavior while balancing the responsibilities of care and safety. Employees learn how to defuse challenging and disruptive behavior before an incident escalates to a crisis situation. In June we conducted our first training with county employees. Participants included juvenile staff, noxious weed staff, commissioner's staff, and school staff.

In January 2010, our Department became an official GED testing center. We are unique to any other county in that our Department is the lead agency for conducting the testing. Other counties with similar programs utilize a school or educational district as the lead agency. Our probation staff, the Detention Manager, and I are the examiners for the GED. Last year the GED testing services were bought out by a company named Pearson Vue. Now all testing centers must conduct computer based testing (CBT) for the delivery of the GED. In cooperation with the Okanogan School District, we began transitioning from a paper based testing to computer based. We are in the final stages of the transition and are expected to be testing this month.

There were many other projects that were completed last year, many too extensive to discuss in this report. Through WAJCA there were 8 Strategic Planning Committee meetings, 4 CJAA committee meetings, 4 Quality Assurance Committee meetings, and 8 Finance Committee meetings. Additionally, there were 6 local Integrated Case Management (ICM) meetings and 1 statewide meeting. In January 2010, a pilot project initiated by DSHS began in Okanogan County. This project utilizes a wraparound approach towards coordinated efforts for systems of care. There are four pilot counties; Okanogan Co., Skagit Co., Pierce Co., and Thurston Co., that have begun implementation of this new process. The Juvenile Department is part of the leadership team for the Okanogan County site. Other members of the team include the Colville Tribes, DSHS, JRA, Family Empowerment, CA, OBHC, and a parent from our local community. Currently, resources are lacking to support the program, but efforts continue to seek funding in order to improve the project and services.

## **Projected Projects:**

**Detention and courtroom expansion-** We will continue to work with state legislatures for support of our new facilities project. We will invite both 12<sup>th</sup> District and 7<sup>th</sup> District Senators and Representatives to come and tour our facilities and we will deliver presentations to them that illustrate and explain our requests for support. We will also work hard this year at presenting our project to the community. We will educate the community on our Courts and the Department so that the community better understands the services that we deliver. The next task for our project is to expand the support for and securing of funding for the project.

**WAJCA-** There is many projects being worked on through WAJCA. Disproportionate Minority Contact is at the top of the list. A recent report from the Washington State Institute of Public Policy indicates that Washington State may have problems in this area of our juvenile justice system. Preliminary reports only provide the data. There is no analysis with the data so the courts must now analyze preliminary findings to explore the extent of the problem. This will be a huge project that will involve multiple agencies and will most likely be worked on over the next couple of years.

The juvenile courts are playing a critical role with the passage of HB2536. Many agencies will be seeking support and knowledge from the courts on the implementation of evidence based programs for service delivery. The courts are far ahead of Children's Administration, mental, health, and substance abuse in regards to delivering evidence based strategies. Locally, we will work this year to explore whether our CD/ART program that we have implemented will be proposed to the CJAA committee for acceptance to a promising program. If accepted we will work at researching the program with the assistance of the Washington State Center for Court Research to see if the program meets the criteria for becoming evidence based program.

## **Issues:**

**Vehicles-** Vehicles continue to be a main issue for our Department. We have replaced half of our fleet, but the Department still needs to replace three vehicles. Our fleet is critical to the Department's operations. We expended our entire budget allotted for maintenance and repairs last year repairing the aging fleet. One vehicle alone had over 3k in repairs in order to keep it running.

**Services-** Our Treatment Services Unit was significantly reduced with budget reductions, but we continue to provide the best services possible. We have developed new programs, but increased use in drugs and alcohol are still a major problem with our youth. With the extensive geographical nature of our county and limited services, our outreach program was very successful for dealing with this problem. We will work with County Commissioner's and the Courts to bring this service back to the community through our Department.

**Funding-** Becca and CASA continue to be on the chopping block for state cuts. Last year a significant amount of work and effort on the part of WAJCA and AOC went into working with our legislatures in order to save our State Becca money. We took significant cuts, but the funding was saved from the original proposals to cut all funding. Our Department cannot afford any further reductions in our Becca funds. CASA funding took minor cuts last year, but appears to be in danger again this year.

Work has already begun to reduce the impact and lessen the loss of funding for this year. It is anticipated that cuts will include a stop loss so that the courts and county can plan for reductions over the next three years.

## **PROBATION:**

### **Stats:**

**Probation:** From January through December of 2012, the Probation Officers carried an average caseload of 27 youth; this does not include youth monitored for Legal Financial Obligations (LFO). The current total youth monitored for LFO's is at 27. During 2012, 116 youth were discharged successful from supervision and 37 were discharged unsuccessful. Probation Officers filed 157 probation violations and 9 terminations of diversion in 2012.

**Theft Reflections:** 31 youth were referred for the Theft Reflections Class in 2012 and 30 completed the class; 2 youth have since reoffended with a theft. This is a program that probation started back in 2008 and is a potentially promising program that we may pursue further and ask for grant funding to support.

**Aggression Replacement Training (ART):** We had four ART groups last year with a total participant count of 37 youth. Okanogan continues to have exceptional participant and graduation results due to the way that we conduct our programming. We are very unique because our Department utilizes transport drivers to get the youth to and from the programming. This is especially important now that we have added a chemical dependency component to the program. This ensures that youth receive 10 weeks of treatment services in the area of substance abuse.

### **Personnel:**

The Probation Unit has 3 Probation Officers and 1 Probation Manager. Currently, our probation officers co-facilitate our ART classes in addition to their standard probation duties. With recent grant money we added a dedicated ART co facilitator to our department. This lessens the demand on our probation unit and provides consistency to our program delivery making it more affective.

### **Current Projects:**

One of our Probation Officer's continues to facilitate the *GED testing for youth on probation* who are in or out of detention. In 2012 we had 11 youth who completed their GED testing; 10 tested successfully and received their GED.

Our Probation Manager, has continued to be involved in the Integrated Case Management (ICM) Wraparound process that is a collaborative effort, with participants from Children and Family Services, schools, Okanogan Behavioral Healthcare, Juvenile Rehabilitation Administration and the Colville Tribe. Two other Probation Officers became involved in this process in 2012 due to supervising youth who were referred to ICM. This continues to be an ongoing process involving training and coordinating

which hopefully will move us closer to implementing full wraparound services in Okanogan County sometime in the future.

The Probation Manager, Probation Officers and Administrative Services Officer have been working on updating the Case Supervision Manual and should have that completed in early 2013. The Juvenile Department's Community Supervision Standards have been updated as of the end of December 2012 and are now awaiting approval by Superior Court Judge.

### Projected Projects:

The Probation Officers are going to be attending Motivational Interviewing training in January, February and March of 2013 to enhance their skills in working with the youth on their caseloads. Trainings are being held in Spokane and Bellingham and will require travel on several occasions to complete. We are also looking at completing Risk Assessments with youth in our Diversion program to determine who would benefit from two of our evidenced based programs that we offer at the Juvenile Department, Aggression Replacement Training and Functional Family Therapy.

### Issues:

The Probation Unit continues to try and provide consistent supervision to the youth on our caseloads despite covering a large geographical area with 1 less Probation Officer since 2011 and an aging fleet of cars. Probation Officers continue to be concerned about the fact they do not have the level of contact they used to with the youth they supervise. They meet our Probation Standards consistently for in-person and collateral contacts per month, but prior to budget cuts the Probation Officer's went beyond the standards in their contacts. It is proven that the more contact with moderate and high risk youth, the better we are able to address issues that come up and keep the level of accountability high. The Probation Unit hopes at some point in the future to get back to the staffing level we were at prior to 2011 so we are able to see our youth more frequently.

Additionally, the probation unit currently has no resources to dedicate to our growing truancy problem in our county. There are researched based approaches that are affective at dealing with this problem, but support is needed in order to start delivering these programs to the community. They are not expensive and the benefits will outweigh the costs. I look forward to working with our County Commissioners and Judges to began dialogues and strategize approaches to this growing problem in our schools and community.

**TREATMENT SERVICES:**

Summary of CD Treatment Services provided from January 2012 through December 2012

EVALUATIONS	DET. EVALS	DET 1x1'S	OP 1x1'S	DET. GROUP	ADEC	UA'S
81	32	450	140	25	4 sessions 30 youth	987

**SUMMARY OF SERVICES**

Our youth outpatient program suffered serious cutbacks in December 2010. However, we continued with limited services. The programs that we can realistically provide for our youth on probation are as follows:

- Substance Abuse Assessments on all youth going through the Court system.
- Weekly contact with incarcerated youth who suffer from Chemical Dependency issues
- ADEC (Alcohol/Drug Education Class). This 4 hour class is offered to youth who do not show, through a Substance Abuse Assessment, a need for Outpatient Treatment services as defined above, but have experimented with chemicals.
- ART (Aggression Replacement Therapy). ART is a ten week class with specific guidelines teaching youth pro-social ways to deal with their lives.
- We have added a pilot program that we call CD/ART (Chemical Dependency/Aggression Replacement Training). We are very excited about this pilot program and we are currently conducting our third group. Using the basic components of ART, this group deals specifically with Chemically Dependent youth. We have known for a long time that the majority of our “moderate to high risk youth” not only suffer from aggression, but they also have significant Chemical Dependency issues.
- We conduct Urinalysis testing on probation youth on a regular, random basis.
- We provide limited outpatient services within our capabilities for the most severe youth.

Treatment services through our Department are more affective, we do not have the same barriers as other treatment providers like OBHC or the Tribe. We are able to provide services to our youth quicker and we are able to hold them more accountable. Our CD counselors are in constant contact with our Probation Officers making communication much easier, having our counselors have better knowledge of the youth and families due to information that is provided through the probation unit. The

whole process works more efficiently than any other treatment services provided in the county for our youth.

Outreach substance abuse services are still not available for the youth in Okanogan County. Outreach services were provided by our Department to all surrounding school districts, and outlying areas; especially on the reservation. With our county's large geographic region and the lack of transportation systems, this program was crucial and affective. It was embraced by our schools, all the prevention counselors, family empowerment services, teachers, guidance counselors and the parents of the youth being served. We look forward to working with our Commissioners in order to bring back this service back to our community.

The Juvenile Substance Abuse Program is under the same umbrella as Juvenile Court services. Therefore, the relationship between the Probation Officer and the Chemical Dependency Counselor works efficiently and very well together. They ride together to school districts for visits, counseling, urinalysis testing, and have team meetings to and from their destinations. Individual appointments conducted at the Juvenile office are often held together (Probation Officer and Chemical Dependency Counselor) with the youth or established back to back to make it easier on the youth in regards to transportation and hardship for a parent or guardian and their work schedules.

Unfortunately, IOP (Intensive Outpatient Program) for youth has been discontinued at OBHC. There is only one CD group currently up and running and there are many factors that contribute to making services difficult i.e. Assessments that have to be re-done and scheduling and time constraints with only one youth counselor. OBHC requires an I & R (information and referral) for services. This appointment is in place for making sure all information on each youth is in order, including payment and /or good DSHS medical coupons. There is a higher volume of no-show appointments at OBHC due to the limited appointment times offered and the paperwork that is required to begin services. The paperwork can be overwhelming for both the youth and their parents. OBHC and our Department have recently established quarterly meetings in attempts to improve the system barriers, but services through our court prove to be more affective and efficient.

Even with the massive cuts to our Treatment Services Unit, our counselors have provided exceptional service to our youth. We were innovative at developing a new program last year and it is currently providing our youth with the best services within the county. We look forward to rebuilding our Treatment Services Unit so that we can again offer a full range of services. With HB2536 services will be expected to be research and/or evidence based. Our pilot CD/ART program is ahead of the game. We are currently the only court in the State offering this program and hope to lead other counties and courts in the future.

### **DEPENDENCY UNIT:**

Currently, there are major changes occurring for court dependency units. These changes are occurring at the state and national level and will require adjustment at our local court levels as well. Recently, under the direction and support of WAJCA (Washington Association of Juvenile Court Administrators) and the SCJA (Superior Court Judge's Association) the CASA program managers established a statewide association. This association was formed due to the on-going issues with WACASA, the state agency, responsible for supporting local court CASA programs. The newly formed association has begun the difficult work of rebuilding WACASA so that it can continue to provide funding, support, and training to our local court programs.

The goal for the Okanogan County CASA program this year is to have 20 active volunteers with at least one case. Our objective has always been One CASA, One Case. The volunteer program coordinator is actively seeking community members to become CASA volunteers and has successfully recruited twenty-three volunteers in the last four years. The CASA program currently has ten active volunteers, one waiting to be assigned a case and one volunteer waiting to be sworn in. There are currently six prospective individuals seeking additional information and a training class is in the works to start mid-February. The Juvenile department is working with KOMW to schedule a date to participate in the radio program "Open Line" to inform community members about the CASA program and the Community Accountability Board (CAB) program. During the program we will extend an offer to publicly speak at any civic groups gathering to provide additional information regarding each program. The CASA program is also working with the Omak/Okanogan Chronicle to have them write an article about the volunteer program, share some important facts about abused and neglected children in our area, and the importance of how just one "voice for a child" can make a lifelong difference.

The CASA program continues to work with our volunteers to build a playhouse as a fund raiser project that will afford the volunteers to attend the state wide CASA conference in Spokane in mid-October 2013. We will complete the building project and sale tickets for a drawing at the county fair this year.

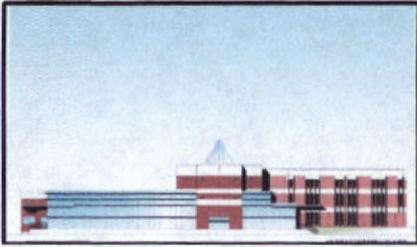
**SUMMARY:**

The Juvenile Department is an important Department to our Courts, the County, and more importantly to the community. We pride ourselves in protecting the community and rehabilitating the youth that we work with. We are working hard to improve our services and we are constantly redefining our commitment to those that we serve. Our vision is to become a leader in services to our County. To strengthen our families and youth, so that in turn we can have productive members in the social structures of our communities. We will accomplish this by building strong partnerships, developing effective programming, and protecting the community as necessary.

The juvenile staff is working hard to fill in the gaps where services have been lost and we continue to explore new ways to become more effective. We are looking at new ideas and reevaluating old ones. We will seek new avenues for funding sources and attempt to sustain current ones. We will certainly continue facing hard times ahead, but with our professional staff, and strong leadership from our elected officials, I am confident that our Department will meet its goals and objectives.

This report is a summary of our accomplishments and a summary of what's to come. I want to thank all the staff for the input and work that they have done in developing it. Although the report does not cover all of the work that is being accomplished, it does reflect the great work that is being done.

In closing, I would like to express a special thanks to our Superior Court Judges, the County Commissioner's, and their staff for the continued support to our Department. I hope this report was informative and I look forward to any suggestions or ideas to make it better in the future.



## OKANOGAN COUNTY CAPITAL BUDGET REQUEST

### PROBLEM STATEMENT

*The facilities of Okanogan County can no longer support growing needs and mandates for essential services in the community. The ten bed juvenile detention facility is one of the most obsolete in the State and wholly inadequate for safely housing juvenile offenders who have committed serious crimes, usually while under the influence of drugs or alcohol. The existing historic courthouse has been modified over the years to add additional courtroom space; conference rooms are now being used for court hearings. None of the courtrooms have adequate security. Upgraded infrastructure is essential in the County's ability to provide needed services and programs in a safe, secure, and efficient environment.*

### PRIORITIES

- **Replace obsolete 10-bed juvenile detention center with modern 30-bed facility**
- **Create additional courtroom capacity to reduce growing backlog of civil trials**
- **Improve courthouse security to protect public, employees and judges**
- **Maintain public service areas within existing county complex area for ease of access**
- **Reduce operating costs with basic building design, natural energy, and efficient mechanical systems**
- **Provide employment in the local community**

### PROPOSED SOLUTION

Remove the obsolete juvenile detention center and construct the "Okanogan County Justice Complex," a relatively small capital investment that solves many larger problems. This \$19.5 million multi-phase construction project adjoins a three-story addition to the existing Administration Building while remaining in the same footprint as current existing facilities. It will provide a new 30-bed modern juvenile detention center, new classrooms, two contemporary courtrooms, jury deliberation rooms, and court support offices into one completely secure facility.

### FUNDING CHALLENGES

- Limited bonding capacity
- Uncertain ability to increase voter approved taxes
- Obtaining and leveraging various grant opportunities
- **Capital funding assistance from State will be needed**