

Report on the Implementation of County Policies to Reduce the Use of Secure Confinement for Children and Youth in King County

As Required by Ordinance 18636

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Background - Ordinance 18636

The operation of King County's juvenile justice system is a shared responsibility between the King County Executive, King County Superior Court, the Department of Public Defense, and the King County Prosecuting Attorney's Office. The Executive operates the juvenile detention facility of behalf of Superior Court: Superior Court has statutory responsibility for detention but via statute this may be delegated to the county executive. The Court has agreed to have the Executive operate the detention facility¹. The Court adjudicates juvenile criminal matters, BECCA and Dependency cases; the Court utilizes alternatives to secure detention (such as electronic home monitoring or "EHM"), diversion and expedited case processing options to reduce the use of secure confinement for youth and address racial disproportionality in the juvenile justice system. The Public Defender provides defense services as needed for eligible juveniles, while the Prosecutor determines when it is necessary to file criminal cases against juveniles in the Court.

As cited in numerous reports and in Ordinance 18636, King County is a national leader in the reduction of the use of secure confinement of juveniles. Working in partnership with employees, Superior Court, the Prosecutor's Office (PAO), public defense, local law enforcement, and communities, King County's innovative and collaborative juvenile justice approaches have resulted in a 77 percent reduction in admissions to secure detention between 1998 and 2017².

In recognition that despite the reduction in the use of detention, a corresponding decrease in racial disproportionality has not been achieved the Executive chartered the Juvenile Justice Equity Steering Committee (JJESC) in 2015 to inform actions that reduce disproportionality in the incarceration rates of Black, Latino, Native American and other youth of color in King County. Several recommendations of the Steering Committee have been implemented to date, including a mentoring program with the Federal Way Youth Action Team, simplified Miranda rights language for juveniles based on understanding of the adolescent brain, and the mall safety pilot project. Collaboration with the JJESC, community organizations, and community members to develop, fund, and implement targeted actions to further reduce and eventually eliminate disproportionality and achieve positive life course outcomes for youth of color are underway under the efforts of Zero Youth Detention, discussed on page 7.

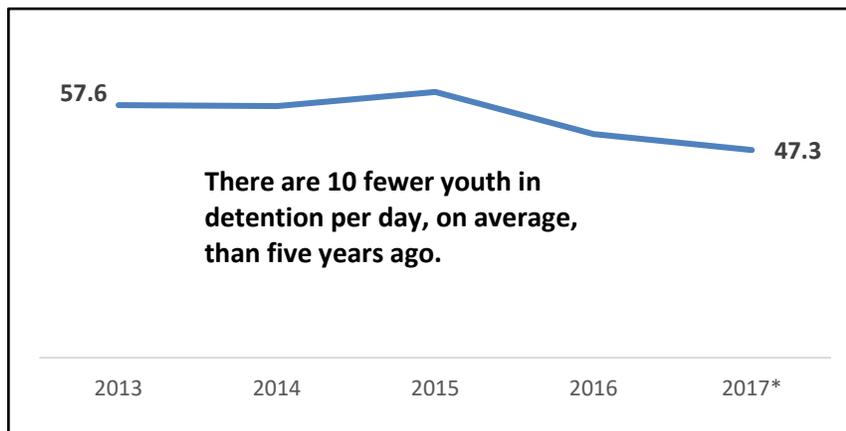
On an ongoing basis, King County makes substantial financial investments in services aimed at achieving better outcomes for children, youth, and families, including preventing children and youth involvement in the juvenile justice system, as well as investments with the goal of reducing racial disproportionality within this system. Through initiatives like Best Starts for Kids

¹ RCW 13.20.060; King County Ordinance 13668

² Data provided by the Office of Performance, Strategy and Budget.

(BSK), the Veterans, Seniors, and Human Services Levy (VSHSL), and the Mental Illness and Drug Dependency (MIDD) sales tax, King County is working to provide even more upstream prevention and early intervention funding, services, and programming to support families, children and youth in community so that fewer youth interface with the justice system. The results of this work are documented by data: **there are ten fewer youth in detention per day on average than five years ago, representing an 18 percent reduction in use of secured detention.**

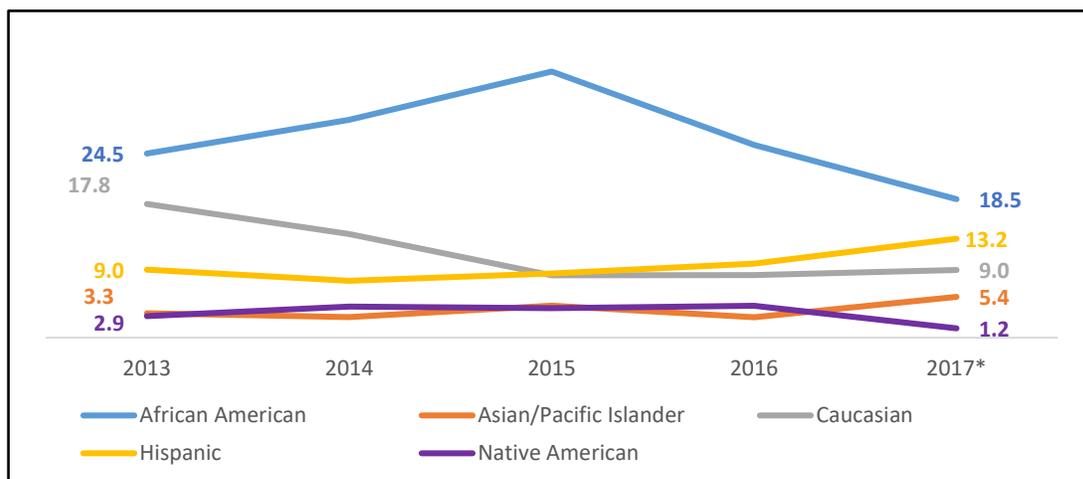
Average Daily Population in Secure Detention – 5 Year Trend³



**does not include youth charged as adults*

The County’s collaborative efforts to reduce the use of secure detention for African American youth is showing results: **2017 had the lowest representation of African American youth in King County detention.**

Average Daily Population of Youth in Secure Detention by Race⁴



³ Data provided by Office of Performance, Strategy and Budget.

⁴ Data provided by Office of Performance, Strategy and Budget.

Despite successes in reducing the use of secure detention for African American youth, use of detention increased for Latino and Asian Pacific Islander youth between 2016-2017, indicating that further work is needed to continue to undo racial disproportionality for youth of color.

King County Children and Family Justice Center & UW Report

In August 2012, King County voters approved a nine-year property tax levy lid lift⁵ to finance a new Children and Family Justice Center (CFJC) on the current site of the Youth Services Center at 12th Avenue and Alder, on the southwestern edge of Seattle's Central District. The project consists of replacing courtrooms, offices, and parking; and significantly reducing the capacity of and replacing the detention facility. The CFJC will also include youth and family program space, a resource center, and childcare facilities for families on court business.

In May 2017, the King County Executive asked Dr. Eric Trupin, professor and vice chair of the Department of Psychiatry and Behavioral Sciences at the University of Washington School of Medicine, to review and evaluate the design of the Children and Family Justice Center. In addition, Dr. Trupin was asked to examine staff training, and how services to youth in juvenile detention could be better aligned with community resources.

On August 17, 2017 a report entitled “Working to Reduce the Use of Secure Confinement: A review of King County’s Children and Family Justice Center” by Dr. Eric Trupin (“UW report”) was submitted to the Executive. The UW report contains 195 individual recommendations regarding:

- Design of the CFJC facility
- Programming and operations of Juvenile Detention
- Juvenile Court operations and policies

Ordinance 18636

The King County Council passed Ordinance 18636 in December 2017. The Ordinance adopted the recommendations of the UW report to guide the “the implementation of adopted county policies and county goals related to juvenile justice reform”⁶. The Ordinance also:

- Directed the Executive to implement UW report recommendations that are within the county's authority to perform and are consistent with State law;

⁵ *The King County Council voted 8-0 on Ordinance 17304, with one member excused, to place the measure on the August ballot.*

⁶ *Ordinance 18636, lines 105-106.*

- Requested that the Superior Court, Public Defender, and Prosecuting Attorney work with the Executive to implement “action as appropriate” as necessary for the implementation of the recommendations of the UW report; and
- Encouraged the Executive, the Superior Court, Public Defender, and Prosecuting Attorney to consult additional reports which can contribute to the achievement of the reduction of the use of secure confinement for children and youth in King County.

Ordinance 18636 calls for the following items to be included in the report due to the Council on June 30, 2018⁷:

1. *Actions taken to implement the policy guidance, including a summary of how each action advances policies and goals;*
2. *An accounting of the implementation to date of the recommendations of the Working to Reduce the Use of Secure Confinement: A Review of King County's Children and Family Justice Center report and the rationale for alternative measures taken in lieu or in addition to the report's recommendations; and*
3. *Recommendations by the Interbranch work group created in Section 1 of this ordinance, for changes to county operations, functions, structures including an assessment of the feasibility of establishing a county business unit with a focus on children and youth services, or policies that could advance this policy guidance. Recommendations should also include any legislation necessary to implement the recommendations.*

The Ordinance also directs the Executive to annually submit a report on the progress of implementing the recommendations contained in the UW report beginning in 2018 through 2022. This is the first of the reports delivered to the Council in response to the Ordinance.

Responding to the Ordinance

This report was developed by executive staff with input from departments and agencies representing the members of the Interbranch work group as specified in Ordinance 18636. Superior Court and the Prosecuting Attorney’s Office, and Executive department staff, provided information, reviewed data, and provided input into the development of this report and appendices.

Section 2.B.2 of the Ordinance calls for “an accounting of the implementation to date of the recommendations of the (UW report)”. There are 195 recommendations and sub recommendations contained in the UW report arranged into three broad categories. Responsibility for carrying out the UW report recommendations is shared among the Executive

⁷ Ordinance 18636, lines 147-152.

branch (via the Department of Adult and Juvenile Detention, the Department of Community and Human Services, Public Health, Department of Public Defense, Department of Executive Services, and Office of the Executive), the judicial branch via Superior Court, and the Prosecuting Attorney’s Office. Due to the number of recommendations in the UW report and the varied responsibility for implementing each recommendation and sub-recommendation, a crosswalk spreadsheet is provided with this report (Appendix A) that provides the implementation status of each recommendation as required by the Ordinance. Each entity responsible for carrying out the recommendations of the UW report provided input and reviewed the crosswalks in Appendix A.

Information responding to section 2.B.1 of the Ordinance calling for “actions taken to implement the policy guidance” is outlined in the “Actions Taken to Implement Policy Guidance” section of this report begins on page 9. Superior Court, the Prosecutor’s Office, and Executive departments provided information that is compiled in this report.

The findings and conclusions in the “Recommendations to Advance Policy Guidance” section of this report address recommendations for changes to county operations, functions, and structures called for in section 2.B.3 of the Ordinance and begin on page 19. The recommendations, including the findings on establishing a county business unit focusing on children and youth services, were informed by input from interviews held with internal and external stakeholders⁸.

The Road Map to Zero Youth Detention: Strategic Plan to Transform King County’s Approach to Juvenile Justice

Having received input from an array of community voices regarding the use of secure detention and other improvements to drive improved outcomes or youth, in 2017 the Executive announced that a road map to further reduce the use of secure detention for juveniles in King County would be developed. The term “zero youth detention” represents an aspirational goal for juvenile justice reform. It is also a tool for transformational change of the justice system⁹, intended to motivate and inspire actions across systems that will result in better outcomes for King County’s youth, families¹⁰, and communities.

Since November of 2017, representatives from across King County government have been meeting to review and build on the recommendations provided by groups and organizations such as the Juvenile Justice Equity Steering Committee, the Children and Youth Advisory Board,

⁸ Internal stakeholders included leaders from organizations comprising the Interbranch Work Group. See Appendix B for the composition of the Interbranch Work Group and Appendix C for a list of key informants interviewed.

⁹ The term “justice system” includes youth not only the criminal justice system, but also children and families involved with the child welfare dependency system, children in need of services, at risk youth, and/or school truancy matters.

¹⁰ The term “families” includes those people, defined by the youth and family, who are primary attachment relationships and provide essential care for the well-being of each other such as love, resources, supports, and guardianship.

and coalitions of community organizations that include Treehouse and Team Child. This work, including community feedback, is currently being finalized and compiled for the Road Map to Zero Youth Detention report.

The Road Map to Zero Youth Detention (or “the Road Map”) is a strategic plan for moving toward zero youth detention. Upon completion, it will include objectives, strategies, and measurable outcomes to reduce and work towards the elimination of the use of secure detention for youth in King County. Because the County alone cannot make progress toward achieving zero youth detention, the Road Map will identify those actions that are solely within the County’s purview as well as those where the County is a partner, convener, or influencer of actions of other systems. Envisioned by the Executive in 2017 prior to the UW report and Ordinance 18636, it also fulfills a UW report recommendation to “develop a strategic plan for reduction in the use of secure detention”¹¹.

Given the last 20 years of system collaboration to reduce the use of secure detention, the Road Map report will recognize the deep multisystem complexities and very hard work necessary to undo the pernicious problem of racial disproportionality in secure detention for youth. It will acknowledge that the next steps and actions to make further progress require widespread, committed collaboration from systems and institutions outside of King County government’s control such as school districts, municipal law enforcement, child welfare, and behavioral health. Rooted in equity and social justice principles, the Road Map will place those most impacted by racial disproportionality and the justice system --- youth, their families, communities, and crime victims ---at the center of conversations about the issues.

The Road Map is a key component of King County’s multipronged efforts undertaken in collaboration with justice system leaders and communities to continue juvenile justice system reform and improvements. The Road Map development process is informed by experts in adolescent development, brain science and trauma-informed treatment, including the Interbranch work group called for by Ordinance 18636. The Juvenile Justice Equity Steering Committee and the Children and Youth Advisory Board are reviewing and commenting on the work, providing a sounding board with community voices and subject matter experts for the evolving recommendations and outcomes of the Road Map. Both groups are providing recommendations to the Road Map.

The Road Map to Zero Youth Detention report is planned to be submitted to the Executive on August 30, 2018. Due to the development status of the Zero Youth Detention work, details and findings of the Road Map are not captured in this report.

¹¹ *UW Report Guiding Recommendation #1.*

Implementation of Policy Guidance

As noted earlier in this document, the UW report contains 195 recommendations and sub recommendations. The crosswalk in Appendix A provides an accounting of the implementation status of the recommendations¹².

Responsibility for enacting or implementing the program and policy recommendations of the UW report is shared between the Executive, the Superior Court, the Prosecutor, and in some instances, the King County Council. Appendix A indicates when a sub-recommendation is the responsibility outside of the Executive’s purview. In many instances, Appendix A notes that a recommendation is policy of the Superior Court or subject to judicial discretion and does not include an implementation status. The Court has indicated that policy decisions related to some of the UW report recommendations are under review and consideration by the bench, with some policy decisions likely by late summer 2018. Subsequent reports due to the Council as required by this Ordinance may reflect the outcomes of the Superior Court’s policy decisions.

The UW report identified recommendations and sub-recommendations into three groups, as below.

1. **Guiding Recommendations (GR):** four overarching recommendations;
2. **Architectural Recommendations (AR):** three general recommendations with 33 sub recommendations related to design and use of space; and
3. **Program Recommendations (PR):** Seven broad recommendations with 147 sub recommendations related to operations, policies, and services for youth in the facility. These recommendations are further categorized by policy and program recommendations.

Tables 1-3 below provide summarized highlights of the implementation of the recommendations.

Guiding Recommendation	Response Highlights
GR 1: Consistent with the King County Executive’s commitment to achieve a goal of zero youth detention, develop a County strategic plan (“road map”) with specific funding sources, measurable outcomes and implementation timelines to reduce and ultimately eliminate detention of youth under age 18	<ul style="list-style-type: none"> • <i>The Road Map to Zero Youth Detention will be the County’s Strategic Plan to reduce work towards the elimination of youth in King County. It will be submitted to the Executive on August 30th.</i> • <i>Funding will be referenced in the Road Map and detailed in the 2019-2020 County budget sent to the Council in September.</i> • <i>Baseline data and success measures will be included in the Road Map.</i>

¹² Please note that executive staff applied a naming/numbering convention system to the recommendations, sub-recommendations in order to more clearly identify and track recommendations.

¹³ Page 3 of UW report.

Table 1. UW Report Guiding Recommendations¹³	
Guiding Recommendation	Response Highlights
in King County.	
GR 2: Prioritize the expansion or development of initiatives that target the elimination of racial disparities in rates of arrest, referral, filing and incarceration.	<ul style="list-style-type: none"> • <i>The Road Map to Zero Youth Detention will identify and prioritize strategies that eliminate racial disproportionality.</i> • <i>The Road Map will recognize that the County alone is not responsible for eliminating racial disparities. It will identify where the County is solely responsible for implementing an action, where the County is a partner, convener or influencer.</i> • <i>Enacting or implementing the recommendations of the UW report is shared between the Executive, the Superior Court, the Prosecutor, and in some instances, the King County Council. Appendix A indicates when a sub-recommendation is the responsibility outside of the Executive’s purview.</i>
GR 3: Develop and implement Strategic Plan in collaboration with the community, including engagement of existing groups such as the Juvenile Justice Equity Steering Committee as well as grassroots community-organized movements.	<ul style="list-style-type: none"> • <i>Recommendations from the Juvenile Justice Equity Steering Committee and the Children and Youth Advisory Board¹⁴ that inform policy development and operational improvements that eliminate racial disproportionality will be included in the Road Map.</i> • <i>The Road Map is being developed in collaboration with communities most impacted, including the Juvenile Justice Equity Steering Committee.</i> • <i>Input from families and youth most impacted by the justice system will be incorporated into the Road Map.</i>
GR 4: Architectural designs and programs related to the Children and Family Justice Center should be informed by Guiding Recommendations 1, 2 & 3.	<ul style="list-style-type: none"> • <i>The decisions and planning related to architectural designs and programs have been and will continue to be informed by the three recommendations above.</i>

As noted, the Road Map is currently under development. The UW report’s guiding recommendations will largely be addressed in the Road Map.

Table 2. UW Report Architectural Recommendations¹⁵	
<i>37 total recommendations: 4 principal recommendations; 33 sub recommendations</i>	
<i>See appendix A for details on each sub recommendation</i>	
Principal Recommendation	Response Highlights
AR 1: Reduce the number of secure beds, design transitional units and design more residential units. (11	<ul style="list-style-type: none"> • <i>Analysis determined that reducing the secure bed capacity would not meet current separation/space/classification needs, particularly with the addition of youth charged as adults to the facility.</i>

¹⁴ See Appendix D for May 3, 2018 Children and Youth Advisory Board Initial Recommendations on the Path to Zero Youth Detention.

¹⁵ Please note that some of the “architectural recommendations” in the UW report include operational or programmatic elements.

Table 2. UW Report Architectural Recommendations¹⁵ 37 total recommendations: 4 principal recommendations; 33 sub recommendations See appendix A for details on each sub recommendation	
Principal Recommendation	Response Highlights
sub recommendations)	<ul style="list-style-type: none"> • Transitional beds designed as part of the secure perimeter are included in the CFJC design. • Transitioning units to community use as the secure population declines will occur.
AR 2: Design living spaces centered on fostering decision-making responsibility, self-management and relationship building in the detained youth population. (10 sub recommendations)	<ul style="list-style-type: none"> • Enhanced architectural finishes, visitation rooms are included in the CFJC design. • Housing placement options are determined by Superior Court • Staffing levels meet Juvenile Detention Alternatives Initiative (JDAI)¹⁶ and Prison Rape Elimination Act (PREA)¹⁷ standards of 8:1.
AR 3: Design a facility that aligns with a vision of strengthening families and communities. (12 sub recommendations)	<ul style="list-style-type: none"> • The design incorporates trauma informed and public health approaches, focusing on the well-being of youth, families, and communities within existing policy and financial parameters¹⁸.

Recommendation AR-1: reducing the number of secure beds, design transitional units and design more residential units: With regard to architectural recommendations of the UW report, analysis determined that reducing the number of secure beds from the planned 112 is not operationally nor fiscally feasible given the current populations and construction status of the facility. Reducing the number of beds within the footprint of the facility would not provide space for the current census and population mix where separations are required for youth charged as adults, individuals with class A felonies, by gender, co-defendants and witnesses.

As noted in Appendix A with regard to the recommendation to architectural recommendation 1a to “explore architectural designs of same level units with 8 beds each”:

Within the existing footprint, this model would reduce bed capacity in half which does not meet current separation/space/classification needs. Design and construction cost to make these changes without expanding the footprint of the facility estimated to be in the \$5-10 million range. Expanding the footprint would add significant cost to the project (upwards of \$20 million) and result in a significant delay. Creating 2 levels of 8 bed units

¹⁶ An initiative supported by the Annie E. Casey Foundation to reduce the use of secure detention for youth. <http://www.aecf.org/work/juvenile-justice/jdai/>

¹⁷ Prison Rape Elimination Act passed in 2003; includes federal standards to meet requirements of the Act; <https://www.prearesourcecenter.org/>

¹⁸ The UW report recognizes feasibility of making significant changes due to contractual commitments and imminent construction of the facility (pg. 2).

within the existing footprint would block out the natural light to the lower level and would require raising the building height in order to fit the HVAC system estimated to be an additional cost of \$10-20 million.

The UW report acknowledged that contractual commitments and construction timing impacted the feasibility of significant changes to the design of the CFJC¹⁹.

Because it is anticipated that the secure detention population will continue to decline, resulting in part from upstream investments through Best Starts for Kids and other initiatives, and collaborations with schools, law enforcement, city partners, the Court, the Prosecutor, and communities, the facility is being built with flexible design elements, including enhanced architectural finishes, so that the facility can be utilized by the community. To that end, the County is enhancing finishes in all rooms, responding to a recommendation in the UW report, resulting in increased costs of \$1-2 million.

Transitional units are a part of the design of the Children and Family Justice Center. It is envisioned that as the number of youth in detention declines, more units can be utilized by community organizations to provide additional, beneficial services for children and their families. See examples of enhanced finishes below.



Figure 1 Housing Dayroom - Enhanced Finishes

¹⁹ UW report, page 2.



Figure 2. Housing Unit - Enhanced Finishes

Table 3. UW Report Program Recommendations <i>154 total recommendations: 7 principal recommendations; 147 sub recommendations</i> <i>See appendix A for details on each sub recommendation</i>	
Principal Recommendation	Response Highlights
PR 1: Eliminate admission of status offenders ²⁰ to secure detention (7 sub recommendations)	<ul style="list-style-type: none"> • <i>The majority of policy and program actions related to these recommendations reside with Superior Court.</i> • <i>The County has expanded Children’s Crisis Outreach Services (CCORS).</i> • <i>Safe Spaces is providing crisis stabilization beds.</i>
PR 2: Continue to reduce the number of juvenile offenders admitted to secure detention (25 sub recommendations)	<ul style="list-style-type: none"> • <i>The majority of policy and program actions related to these recommendations reside with Superior Court.</i> • <i>The Court's current practice minimizes use of secure detention, focusing only on the highest risk youth.</i> • <i>Two tier warrants are in place.</i> • <i>Recent changes to the Detention Intake Criteria have further reduced likelihood of detention for lower risk youth.</i> • <i>Five outpatient mental health agencies are providing expanded capacity for Wraparound with Intensive services throughout King County.</i> • <i>Zero Youth Detention Road Map will contain recommendations to support the reduction of the use of secure detention for juveniles.</i>
PR 3: Transfer youthful offender population from adult facilities to juvenile	<ul style="list-style-type: none"> • <i>All youth charged as adults were transferred from the Maleng Regional Justice Center to the Youth Services Center by 12/17.</i> • <i>Oversight of programmatic elements of the Department of Adult</i>

²⁰ The UW report uses the term “offender” when referring to youth in detention. This report uses language that supports the personhood of youth who are held in detention; it follows the County’s commitment to person-first language and refers to youth in detention as “youth” rather than “offender”.

Table 3. UW Report Program Recommendations

154 total recommendations: 7 principal recommendations; 147 sub recommendations

See appendix A for details on each sub recommendation

Principal Recommendation	Response Highlights
facilities. (6 sub recommendations)	<i>and Juvenile Detention (DAJD) moved to Public Health (PH) in spring 2018. Moving detention operations to Public Health may require approval of the Court and Council.</i>
PR 4: Enhance workforce training and improve behavior management protocols. (74 sub recommendations)	<ul style="list-style-type: none"> • <i>DAJD annual training plan includes training on trauma, adolescent development, crisis intervention/de-escalation.</i> • <i>Juvenile Court staff, including all probation counselors and juvenile judges, are in the process of completing a series of four mandatory trainings on race and equity, focusing on the topics of cultural competence, implicit bias, and institutional racism.</i> • <i>DAJD has determined, based on the current population, that the Orientation and Assessment team is adequately staffed.</i> • <i>DAJD will review current visiting data to determine if increased visitation is feasible in the existing space with current space limitations & will review the current policy for the new facility.</i> • <i>Development of a new behavior management system focusing on reducing the risk of trauma reactions while supporting positive interactions with youth.</i> • <i>Juvenile Clinic staff, nurses and mental health providers are trained to provide crisis stabilization and intervention services.</i> • <i>DAJD is currently reviewing all policies, procedures and manuals to update language use to align with best practices for a TIC facility.</i>
PR 5: Commit to maintaining continuity of advocacy at all stages of system involvement (14 sub recommendations)	<ul style="list-style-type: none"> • <i>DAJD has made changes to background requirements to enable broader access to the facility by community members.</i> • <i>The County is actively developing more opportunities for mentors and advocates in collaboration with communities.</i> • <i>DAJD and PH are reviewing therapeutic modalities.</i> • <i>The Court is re-envisioning family engagement strategies, including outreach and education in the courthouse and in the community.</i>
PR 6: Improve academic/ educational achievement and vocational/ work readiness for both detained youth and youth on probation (10 sub recommendations).	<ul style="list-style-type: none"> • <i>The County has partnerships and is able to place youth into internships at these locations; the number of youth placed into internships is based on available funding.</i> • <i>DAJD actively engages the public and organizations to help provide programming and training for youth.</i> • <i>The Court is expanding incentives to encourage youth participation in programs.</i>
PR 7: Expand and support opportunities for community participation and youth re-integration (8 sub recommendations)	<ul style="list-style-type: none"> • <i>Eliminating legal financial obligations (LFOs) is a statutory policy decision of the Court and the King County Council.</i> • <i>DAJD & Public Health are exploring how to conduct program evaluations and research outcomes.</i> • <i>The Court recently launched eQuality program in partnership with Center for Children and Youth Justice (CCYJ)²¹.</i>

²¹ <https://ccyj.org/our-work/supporting-lgbtq-youth/>

In addition to the summary of actions outlined above in Tables 1-3 further actions taken by the Executive, Court, and Prosecutor that also implement policy guidance are outlined below.

Superior Court compiled a [Juvenile Court Services Community Report](#) that shares the Court's initiatives to reduce the use of secure detention and its actions to address racial disproportionality. It is included as Appendix E to this report. In addition, the following Court related activities are underway that directly relate to recommendations included in the UW report:

Screen and Release: A newly implemented strategy allowing youth presented to secure detention to be released immediately. Juvenile judges are on-call and able to review cases and release youth outside of court hours.

2-tier Warrant Expansion: Reducing the number of warrants that lead to youth detention by enhancing law enforcement's ability to provide a new court date and release the youth in the field.

Juvenile Court-wide Trainings on Implicit Bias and Institutional Racism: Court staff participate in dialogue and trainings provided by national leaders on understanding privilege, implicit bias, and institutional racism and how this impacts youth and families, and communities.

Mentorship: Juvenile Court Services contracts with community organizations to provide high quality mentorship services, building healthy non-parental adult relationships with youth, offering guidance and encouragement, and helping to cultivate a young person's development in a positive and healthy context.

Partnership for Youth Justice: Juvenile Court supports 14 community boards, located throughout the community, to administer the diversion process for youth charged with misdemeanors such as shoplifting and minor in possession.

The Prosecutor's Office works closely with its King County justice partners and community to launch or expand programs that keep youth out of the justice system. A snapshot of the work of the PAO related to recommendations of the UW report are outlined below:

Community Empowered Disposition Alternative and Resolution (CEDAR): The CEDAR pilot was launched in May with support from the Executive and communities. CEDAR is an "expedited" track for certain first-time juvenile felony youth that would allow for early acceptance of responsibility and provide positive incentive to engage in community resources and support. It is a collaborative process involving juvenile justice stakeholders to achieve improved outcomes for youth and communities, while seeking to lower rates of racial disproportionality and reduce

use of detention. See Appendix F for details about the CEDAR program. CEDAR replace the UPFA-2 Peacekeeping Circle recommendation in the UW report.

Choose 180: Operated in partnership with a community agency, this is a pre-filing juvenile diversion program that connects youth with community, teaching them the skills necessary to avoid engagement with the criminal justice system.

Family Intervention Restorative Services (FIRS): An alternative response to family violence where youth are diverted from secure detention and the formal court process, and are immediately offered services.

The Executive, through the Departments of Public Health, Adult and Juvenile Detention, and Community and Human Services (DCHS) has launched or expanded a number of activities that relate to recommendations from the UW report. Major efforts are outlined below with supporting documents in the Appendix as noted.

Transferred youth charged as adults into the Youth Services Center: As of December 2017, all youth charged as adults are housed at the Youth Services Center.

Public health approach to juvenile secure detention: The Executive signed an Executive Order in November 2017 calling for a new direction for juvenile detention using a public health approach. In April 2018, it was announced that all programming within Juvenile Detention will be placed under the care of Public Health.

A public health approach is a way to change a whole system to achieve better outcomes for children, youth, families, and communities. It is resilience-based, building on the strengths of families and communities. Applied to juvenile detention, a public health approach focuses on the well-being of youth, families, and communities to drive changes to services, systems, and root causes. See Appendix G for a description of a public health approach to juvenile detention.

Workforce Development: Foundational to a public health approach in juvenile detention is a focus on workforce development, including training detention staff on science based adolescent brain development and providing trauma informed services. DAJD's annual training plan includes training on trauma, adolescent development, crisis intervention and de-escalation. Juvenile detention staff are receiving enhanced training on understanding the roots of adolescent behavior based on brain science and evolving principles of adolescent development and understanding the adolescent brain. Plans are underway to digitize these trainings and make them available to all county employees and providers who serve youth and families. Trainings are being developed in collaboration with King County's Child Psychiatrist.

Detention staff are being trained in Peacemaking Circles Keeper's Training. The Juvenile Division is incorporating peacemaking circles throughout the organization as a way to build an

inclusive work environment for staff. All staff are being trained in restorative mediation to better assist youth in problem-solving. Trainings on interpersonal communication and direct supervision are also being provided so that staff can expand and strengthen interpersonal skills which are fundamental to building rapport with youth.

Revising the behavior management system: Driven by a growing understanding of adolescent brain science and alignment with trauma responsive principles, DAJD convened a multidisciplinary team of detention staff and mental health professionals to build a new behavior management system for detained youth. The focus of this work has been on reducing the risk of trauma reactions along with reducing the use of solitary confinement, while supporting positive interactions with youth. Use of an incentive system and the development and application of restorative practices are key components to the new behavior management system being implemented starting in summer 2018. The new behavior management system incorporates as many of the recommendations that capacity and security requirements allow. It is guided by the latest research and evidence in adolescent brain science and trauma responsive care.

Children's Crisis Outreach & Response Service (CCORS) Expansion – Safe Spaces: The Safe Spaces initiative is a coordinated approach to supporting homeless youth who are at risk for involvement in the justice system launched in February 2018. The program serves youth under the age of 18 who are currently involved, or at risk of being involved, with the justice system as a result of low level offenses or transgressions. In the event of law enforcement contact, or potential contact, the YMCA will send a parent peer specialist to work with the family, and a youth peer to work with the youth and connect them to resources. In collaboration, NEXUS Youth and Families Services has successfully launched a 24/7 shelter facility that provide 24-hour supervision to offer short-term crisis stabilization beds for youth that are engaged by law enforcement. The YMCA also send their staff to conduct peer support and crisis service at this location. Please see Appendix H for a report on King County's youth, family, and prevention programs from the DCHS Behavioral Health and Recovery Division that provides additional information on an array of programs serving youth.

Additional actions taken by the Executive, Court, or Prosecutor to reduce the use of secure detention:

- **Implementing enhanced electronic home monitoring technology** and collaboration working with the Court to support youth with more complex needs ability to participate on electronic home monitoring.
- **Implemented revised solitary confinement protocols** (report due to the Council in September 2018).

- **Revising behavioral health services contract to better serve youth** in secure detention, ensuring that youth are connected with services, that services provided are trauma informed, and individualized care plans are developed in collaboration with detention center staff.
- **Supporting revisions to state law that would enable evidence based behavioral health services to be provided** prior to contact with the justice system. While the legislation did not pass, the County will again support this effort in the upcoming legislative session along with other bills that will reduce the use of secure detention for youth and reduce racial disproportionality.
- **Establishing peacemaking as a restorative justice practice for youth** referred to the justice system for serious offenses. Peacemaking incorporates victim advocates, mentors, family members and community leaders through transformative mediation to strengthen relationships, build community, and facilitate innovative problem-solving.
- **Creating opportunities for young people who face systemic barriers to success** by investing \$2.3 million of Best Start for Kids funding to eleven community organizations serving youth and families. These organizations are providing culturally appropriate services and supports in communities. See Appendix I.
- **Revising the Detention Risk Assessment (DRAI)** to limit the list of eligible offenses for admission into detention to those that pose a significant risk to community safety.

Outside of architectural recommendations for the CFJC, the foundational policy guidance of the UW report is to reduce the use of secure detention by eliminating the admission of status youth to detention and limiting confinement to high risk youth. The report then outlines a number of specific actions or steps ranging from “enhance workforce training and improve behavior management protocols” to “improve academic/educational achievement” that would presumably result in the fulfillment of the policy guidance.

As recognized in the Ordinance and the UW report, the County has been diligently working on reduction of the use of secure detention for close to 20 years, by actions such as establishing and updating detention entrance criteria, as well as implementing and funding a number community based solutions to keep kids from entering or staying in detention. Also noted in the Ordinance, the UW report, and this document, strides in reducing the use of detention in King County have been accomplished as a result of the collaborative partnerships of the Executive, the Court, the PAO, DPD, and communities.

It is critical to understand that many of the UW report policy (and some program) recommendations to reduce the use of secure detention *fall solely within the policy and/or judicial discretion of Superior Court* (as identified in Appendix A). For example, UW report recommendations such as eliminating secure detention for At Risk Youth, Children in Need of Services, and truancy and dependency custody offenses; passing a County act (ordinance) prohibiting the placement of youth with status offenses in secure detention; and placing only

“high risk” youth in secure detention are either dictated by state law or are policy decisions of Superior Court. As a separate branch of government, Superior Court Judges determine their policies and operations, and make individual decisions to resolve cases based on their interpretation of state statute and case law.

Another key contextual aspect of implementing the UW report recommendations is the restricted funding environment that the County operates within. The County’s deeply constrained General Fund is the primary funding source for criminal justice services and programs, including Superior Court, District Court, the Sheriff, the Department of Adult and Juvenile Detention, the Prosecutor’s Office, and the Department of Public Defense. The General Fund continues to support the provision of statutorily required justice services (adjudicating, prosecuting, or defending court cases; jail or detention; law enforcement) in the face of the ongoing structural deficit due to costs for existing services growing at a rate faster than the revenue sources that support them. And while King County voters and policymakers support levies such as the MIDD sales tax and BSK and VSHSL property tax levies, these funds are programmed to address deep needs in health and human services and programs, including supporting the health and human services safety net for individuals and families most in need. Similarly, with regard to the voter approved levy funds that support the construction of the CFJC, those funds are restricted to construction of the facility; they are not available for repurposing to operations or programs.

Because no new revenue exists, funding for implementing UW report recommendations requires reprioritizing and repurposing funds from existing services and programs, with very serious cascading impacts to the County’s services, outcomes, and workforce. How to accomplish reallocation of funds in the current fiscal environment is an ongoing challenging facing King County policymakers and staff.

Recommendations to Advance Policy Guidance

The higher vision for King County’s youth is not merely avoiding detention, but achieving better life course outcomes: happy, healthy, safe, and thriving. Some youth, particularly youth of color, experience significant barriers to these outcomes from involvement in the juvenile justice system and juvenile detention. The fundamental questions embedded in Ordinance 18636 are twofold: 1) how is King County government contributing to better outcomes for children, youth, and families, who are involved in the juvenile justice system and secure detention; and 2) what more can be done to achieve better outcomes for these youth and families. It is from this perspective, along with the recognition that the County is in a resource-restricted environment, that the following recommendations have been developed. Please note that the Road Map will further specify additional steps to reduce the use of detention and increase healthy outcomes for youth.

To inform the development of recommendations called for by Ordinance 18636, Executive staff conducted 32 interviews with internal county government stakeholders and external stakeholders (see Appendix C) for a list of key informants interviewed). A series of questions were posed to those interviewed, to better understand the effectiveness of coordination among county agencies and departments serving children, youth, and families²² and how having a county business unit serving children and youth would impact outcomes for children, youth, and families.

A number of common themes arose from the interviews that helped scope and guide the recommendations in this report. Highlights from those themes are included below.

Key Informant Feedback Themes

- *Coordination and collaboration is better than it's ever been between King County separately elected agencies and Executive departments serving families, youth, and children. Yet there is room for improvement, particularly in terms of outcomes accountability.*
- *All interviewed acknowledged the need for and utility of having jointly established, measurable outcomes for children, youth, and families; outcomes should build on and leverage existing outcomes developed by other County initiatives such as BSK.*
- *Separately elected officials, the Executive, the King County Council, and community should develop and collaboratively undertake a joint planning process to develop shared, measurable outcomes for children, youth, and families.*
- *About 80% of those interviewed said they did not believe or they were not sure that a county business unit focusing on children and youth (or children, youth, and families) would achieve better outcomes for children, youth, and families; many stated that increasing integration, effectiveness, and accountability within the existing structures is feasible, particularly if mutually agreed upon outcomes were developed and monitored.*
- *Participants frequently noted concerns around creating a new county business unit in the currently challenged and constricted revenue environment due to cost, service disruption, and impact on the workforce.*
- *Using existing structures and functions, potentially with some modification, such as the Children and Youth Advisory Board and the Strategic Advisor for Children and Youth to assist in the development of policies and protocols that achieve improved outcomes for King County's children, youth, and families.*

²² Ordinance 18636 asked for an analysis of a business unit with a focus on children and youth services. A number of those interviewed recommended the specific inclusion of families based on the premise that children receive services within the context of their families (using the broader definition of families as noted on page 7 of this report).

Outlined below are the recommendations for changes to county operations, functions, structures, including the assessment of the feasibility of a county business unit focused on children, youth, and families. They have been developed based on input from leadership of the organizations named to participate in the workgroup^{23 24}. In addition, participants provided the recommendations to the Interbranch work group for review and feedback.

Feasibility Assessment	Establishing a county business unit with a focus on children and youth services
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Washington State has recently undertaken a reorganization of some of its services for children, youth, and families, combining Children’s Administration and Department of Early Learning into one department with a focus on children, youth, and families called the Department of Children, Youth, and Families (DCYF). Not all functions have been consolidated under DCYF; recommendations regarding whether the Office of Homeless Youth Prevention and Protection Programs in the Department of Commerce and whether the Juvenile Rehabilitation division of the Department of Social and Health Services should be integrated into the DCYF, and if so, what the appropriate timing and process is for integration into DCYF, are due in November 2018.

This report recommends not creating a single county business unit focused on children and youth at this time. A primary factor for this recommendation is that this change would impact only Executive departments, and not separately elected agencies (Superior Court and the PAO) that have significant bodies of work serving children, youth, and families, which limits the efficacy, efficiency, and impact of a reorganization.

Other factors for this finding include the potential for substantial cost and disruption. The resources to plan, implement, and manage such a change would necessarily come from existing services, resulting in cuts that would likely impact direct services for children, youth, and families. King County is also in the midst of other county reorganizations and change efforts already underway (Metro and Local Services, Public Health and Juvenile Detention programming). As noted earlier, placing the programming for Juvenile Detention under Public Health is expected to yield further improvements to services for children, youth, and families impacted by secure detention for youth.

The recommendations below share common themes: using existing collaborations, roles, and structures to help achieve better outcomes for the children, youth, and families who live in King County. The following recommendations outline a measured approach for continuing to build

²³ See Ordinance 18636, lines 126-135 and appendix B for the list of Interbranch Work Group participants.

²⁴ The sponsors of the Ordinance were interviewed. Council staff was invited to attend all Interbranch Work Group meetings.

on the work that has been achieved through collaboration over the last 20 years. By identifying shared outcomes, measuring progress toward achieving outcomes, and leveraging existing roles and structures, King County can take a fiscally and operationally prudent approach to building on current strengths and align efforts for all who serve children, youth, and families in King County.

Recommendation 1	Jointly create shared outcomes for children, youth, and families across King County separately elected agencies and Executive departments
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Identified in the Youth Action Plan²⁵, echoed by the JJESC²⁶ and referenced by the Children and Youth Advisory Board (CYAB) in its initial Zero Youth Detention recommendations²⁷, this recommendation is the foundation for achieving improved outcomes for King County’s children, youth, and families across King County’s health, human services, and justice systems, including reduced use of secure detention for youth.

While there has been significant progress on identifying, monitoring, and reporting on outcomes for children, youth, and families via BSK, developing shared outcomes across all of King County’s services for children, youth, and families has not yet occurred. All key informants interviewed endorsed creating shared outcomes, including the separately elected PAO and Court. This recommendation enables the development of shared data and metrics for joint reporting, which in turn supports accountability and transparency to communities and policymakers.

The Executive, Court, and PAO will need to coordinate a formalized approach to implement this recommendation. Rather than creating additional workgroups, it is possible to leverage existing collaboration tables such as Criminal Justice Council or Uniting for Youth to be the venue for this work. In addition:

- Initiatives such as BSK and VSHSL that have existing outcomes could be leveraged to help shape outcomes for justice involved children, youth, and families.
- Science—including the brain and behavior development of children and youth—should prominently inform outcomes.
- Outcomes must be developed in partnership with communities where those most impacted are meaningfully involved in the discussions as an equity and social justice best practice.
- Tremendous knowledge and lived experience exists in groups such as the Children and Youth Advisory Board and the Juvenile Justice Equity Steering Committee that could be used to inform development of outcomes.

²⁵ [Youth Action Plan Recommendation 4a](#), page 60.

²⁶ Recommendations from the Juvenile Justice Steering Committee are attached as Appendix J.

²⁷ Recommendations from the Children and Youth Advisory Board are attached as Appendix K.

Jointly determining outcomes alone isn't enough, however. Along with setting outcomes, it is necessary for data on outcomes to be gathered so it can be jointly reviewed and analyzed, shared data across agencies and with communities, and used inform program and quality improvements.

Recommendation 2	Use Strategic Advisor for Children and Youth to advise all Executive departments providing services to children, youth, and families and offer to advise separately elected agencies
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The Executive created the Strategic Advisor for Children and Youth position in 2016. Residing in DCHS, the position has been necessarily focused on the launch, oversight, coordination, and implementation of BSK work. The opportunity exists to now use the full scope of the position beyond BSK to coordinate and lead the work among and between King County's departments and separately elected agencies' policies, services, programs, and data involving children, youth, and families including the development of shared outcomes per Recommendation #1 above.

This recommendation leverages an existing role to bring an intentional, coordinated focus on children, youth, and families across King County departments and agencies serving children, youth, and families. One key facet of this existing role and position is that it monitors national research and trends associated with the development of children and youth, including brain science. Through the implementation of this recommendation, this knowledge and expertise could be available to all departments and agencies in King County, resulting in greater coordination and alignment, and ultimately better outcomes for children, youth, and families.

Implementation of this recommendation may result in future organizational shifts within DCHS to address workload and align populations served with service approaches.

Recommendation 3	Continue to utilize the Children and Youth Advisory Board to advise the Executive and Council on all matters relating to children, youth, and families including juvenile justice matters
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King County Children and Youth Advisory Board (CYAB) was established in 2016 to assist policymakers as they consider outcomes, policies, and investments for children, families, youth and young adults²⁸. The CYAB also serves as the BSK strategies oversight and advisory body providing recommendations on the distribution of BSK levy proceeds. The board includes child and youth experts, researchers, and community leaders with specialized knowledge and training.

²⁸ Via Ordinance 18217

In January 2018 the Executive asked the CYAB to provide advice on the development of strategies and recommendations to achieve a path to zero youth detention. The board responded in May with initial recommendations (Appendix D) from an ad hoc committee on juvenile detention, offering seven litmus questions to inform discussions and decisions related to youth detention and five specific recommendations that address structure, language, alignment and measurement. The CYAB recommendations are being integrated into the development of Road Map to Zero Youth Detention work at all possible opportunities.

Using the CYAB to advise the Council and Executive on juvenile related justice matters, such as the use of secure detention for youth, would enable the equity emphasis of the CYAB²⁹, its public health lens, data focus, and grounding in trauma informed approaches to advise King County policymakers on key elements related to the County’s evolving juvenile justice work. It will bring a science informed objectivity and guidance to issues facing King County including juvenile justice matters.

It will be necessary to further develop CYAB members’ knowledge of juvenile justice matters and policies to ensure that they have the most current relevant information, as well as linking the County’s justice agencies to the work of the CYAB. In addition, the CYAB may wish to develop an ongoing subcommittee dedicated to exploring and addressing juvenile justice system matters and improvements.

Recommendation 4	Reconstitute and re-charge Uniting for Youth collaboration table
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Uniting for Youth, originally called the King County Systems Integration Initiative, is a collaboration table where state and local agencies and organizations³⁰ have come together to together to examine and improve integrated program development, policy development, and service delivery for children, youth, and families served by the child welfare and juvenile justice systems. Uniting for Youth originated as a Models for Change Initiative funded by the MacArthur Foundation in 2004, and developed beyond the funding period.

The Uniting for Youth (UFY) table produced a number of successes in the past that helped various system partners work better together³¹. The opportunity exists to revitalize and recharge the Uniting for Youth table in light of the state’s reorganization of services for children, youth, and families, the County’s evolving work with BSK, MIDD, and Zero Youth Detention, as well as the County’s commitment to equity and social justice. This

²⁹ *Children and Youth Advisory Board equity statement is Appendix L.*

³⁰ *See Appendix K for list of Uniting for Youth Member organizations as of June 2018.*

³¹ [Uniting for Youth Models for Change Report 2013](#)

recommendation calls for a renewed vision to be established for the Uniting for Youth table to work together with the CYAB, the Strategic Advisor for Children, and with the new state DCYF to collaborate on the implementation of the Road Map as well as other efforts to continue to improve outcomes for children, youth, and families and address racial disproportionality. This recommendation responds to the recognition that achieving better outcomes for children, youth, and families is a shared responsibility among county policymakers, departments and agencies, and also between the county, state, and local jurisdictions.

Like the previous recommendations, this recommendation builds on past success within an existing structure to inspire future action. It harnesses the organizational power of those already at the table and brings in the specific expertise and knowledge of child and adolescent development along with and a focused public health approach to the work of achieving better outcomes for children, youth, and families involved with multiple systems, including the justice system.

In implementing this recommendation, it will be necessary to assess areas of focus between the CYAB and UFY to determine goals and deliverables, along with how the groups can effectively work together. Both groups and the Strategic Advisor for Children and Youth should understand the charge, role, and processes of the others along with collectively determining shared deliverables and methods of data sharing to inform collaboration and progress toward goals. The UFY table can play a role for monitoring data and developing responses as needed related to recommendation #1 in this report: create shared outcomes. Formal reports from UFY to county policymaker should be considered. Finally, county organizations should prioritize staffing resources for this recommendation.

Conclusion

Involvement with the juvenile justice system—including detention—is a major barrier for youth to be happy, healthy, safe and thriving. These barriers are amplified for youth of color. Reducing the use of secure detention and eliminating racial disproportionality are major components of achieving better outcomes for children, youth and families in King County. The Executive is committed to continuing reducing the use of secure detention and eliminating racial disproportionality. These outcomes can be achieved only in partnership with policymakers, Superior Court, the Prosecutor, public defense, school districts, and law enforcement.

The UW report outlines a number of suggestions for the three branches of King County government to reduce the use of detention as well as offering architectural advice on making the facility. The Executive, Court, and Prosecutor have worked collaboratively to implement or

plan to implement many of the recommendations in the report while working within policy, jurisdictional, fiscal, and statutory parameters with regard to the CFJC building, contractual, design and land use constraints. Foundational activities like shifting to a system-wide public health approach builds on the promising efforts underway to transform Juvenile Detention into an environment that limits further traumatization of youth, promotes their resilience, and ensures youth and their families have access to needed supports and services. This approach ultimately leads to better life success for youth and safer communities. Over the ensuing months even further progress will occur in part by enacting the recommendations contained in this report and in part through implementing the actions that will be outlined in the Zero Youth Detention Road Map report due at the end of August 2018.

The recommendations in this document have been developed balancing the need for achieving improved outcomes for children, youth, and families, with a pragmatic understanding of the fiscal and staffing realities of King County along with the impact of changes planned and currently underway. The Youth Action Plan states, “There cannot be one ‘single point of accountability’ for all of the work related to children, youth, and families because one person cannot be responsible for the broad successes or failures of meeting outcomes.” So too, one county business unit cannot be responsible for all King County children, youth, and families programming and services due to the major role of Superior Court and the PAO when dealing with youth who are involved with the juvenile justice system. Reorganizing executive branch agencies would have limited effectiveness due to the shared responsibilities for the County’s juvenile justice system.

The findings and recommendations in this report provide the opportunity to further align efforts and enable broader system collaborations between the branches of county government, the state, schools, and communities to occur. Creating shared countywide outcomes for children, youth, and families to include justice system outcomes and then collecting and assessing outcomes data enables policymakers to target interventions that result in better outcomes. By collaborating on implementing the recommendations, the Executive and to the extent possible, the PAO and Court, will advance the underlying intent of the Ordinance: achieve better outcomes for children, youth, and families of King County.

Appendices A-K

Appendix	Description
A	Crosswalk of University of Washington Report Recommendations
B	Interbranch Work Group Members
C	List of Key Informant Interviews
D	Children and Youth Advisory Board Initial Zero Youth Detention Recommendations
E	Juvenile Court Services Community Report
F	Community Empowered Disposition Alternative and Resolution Program Description
G	Description of Public Health Approach
H	Behavioral Health Division Youth, Family, and Prevention Programs
I	Best Starts for Kids Stopping the School to Prison Pipeline Funding
J	Juvenile Justice Equity Steering Committee
K	Uniting for Youth Member Organizations
L	Children and Youth Advisory Board Equity Statement

**UW Report Recommendations
June 2018 Implementation Status**

Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
UW Report: Architectural Recommendations								
1.	Reduce the number of secure beds, design transitional units and design more residential units							
	Explore architectural designs of same-level units with 8 beds each; re-assess whether mezzanines/pods can be eliminated or reduced in the transition or residential units							
1a				●	●		●	Within the existing footprint, this model would reduce bed capacity in half which does not meet current separation/space/classification needs. Design and construction cost to make these changes without expanding the footprint of the facility estimated to be in the \$5-10 million range. Expanding the footprint would add significant cost to the project (upwards of \$20 million) and result in a significant delay. Creating 2 levels of 8 bed units within the existing footprint would block out the natural light to the lower level and would require raising the building height in order to fit the HVAC system estimated to be an additional cost of \$10-20 million.
1b	Explore architectural designs that allow for transitional beds and more residential (community-operated) beds			●				Transitional and/or community operated beds are a part of the design plan for Children and Family Justice Center (CJFC) with a vision toward turning over more units to transitional/residential use as the number of youth referred for detention declines.
1b1	● Design transitional beds (low detention-grade units) within the secure perimeter from the onset		●					Transitional and/or community operated beds are a part of the design plan for CJFC with a vision toward turning over more units to transitional/residential use as the number of youth referred for detention declines. Could be within the secure perimeter depending on population.
1b2	● Build more residential beds at the onset of construction (4 units total), thereby reducing the number of beds within the secure perimeter				●		●	Adding additional beds/units without expanding the footprint would reduce secure bed capacity to an extent as to not meet separation/space/classification needs with current populations numbers, including auto adult youth. Expanding the footprint would add significant cost to the project. Transitioning units to community use as the secure population declines will occur.
1b3	● Eliminate BECCA beds in compliance with the Legislature's recent Truancy Reduction initiative (2SHB 2449)28 and the pending 2017 reauthorization of the Juvenile Justice Delinquency Act (JIDPA)				●		●	State law does not provide for the elimination of Becca beds. King County is working to eliminate the need for Becca beds in partnership with school districts and communities.
1b4	● Consider alternative uses of BECCA bed space: program space, orientation space, secure or transition living units for girls of for youth with acute mental or behavioral problems			●				Becca and orientation beds are interchangeable in the current design. Repurposing Becca unit could potentially occur depending on population needs.
1b5	c. Work with Juvenile Detention staff to re-evaluate secure placement housing classifications to maximize utilization of secure living units			●				This was done for the design and operation of the future building, and may occur in the future in partnership with labor and the Court.
1b6	● Consider the impact of same-level units (housing 8 youth) on classifications intended to separate contact of certain populations of youth			●				This was done for the design and operation of the future building. When possible, this will occur in alignment with staffing ratios required by Prison Rape Elimination Act (PREA) while preserving the ability to meet individual youth's needs and safety requirements, as space allows in the building.
1b7	● Consider alternative classifications schemes that also adhere to JDAI and PREA standards			●				This was done for the design and operation of the future building, may occur in the future in partnership with labor and the Court.
1b8	● Examine the current instrument used to determine youth placement and compare with the Structured Decision Making (SDM) tool to evaluate the security level that a youth needs and to guide their placement in transitional beds, residential beds or Alternatives to Secure Detention (ASD) beds when possible					●		Placement of youth into secure detention, release, or alternatives to secure detention (ASD) is determined by Superior Court. Expanding those options to include transitional or residential beds would be determined by Superior Court. Superior Court currently uses Juvenile Detention Alternatives Initiative (JDAI) Detention Rating Assessment Instrument (DRAI) to determine placement option.

**UW Report Recommendations
June 2018 Implementation Status**

Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
1b9	<ul style="list-style-type: none"> Consider how expanded use of transitional beds and currently designated BECCA beds will impact the housing classification of secure living units 			●				Executive is committed to reverting secure living units to transitional units or residential units as the secure population declines. Community and justice partners continue to identify, develop and implement strategies to minimize the use of secure detention whenever possible.
2.	Design living spaces centered on fostering decision-making responsibility, self- management and relationship building in the detained youth population							
2a	Consider the use of materials and interior design elements reminiscent of college dorms rather than adult jails to create a therapeutic environment for youth		●					The materials in all of housing units to reflect a normative environment. Non secure units are being built with upgraded finishes.
2b	Include varying degrees of detention grade (see the appendix for design suggestions by an HOK Architect):			●				See above.
2b1	<ul style="list-style-type: none"> Design some bed units as transitional. 			●				Meeting current secure bed capacity needs, including the longer term housing of the auto adult population formerly housed at the RIC, is required. It is expected that the secure detention will decline and transitional units will be made available.
2b2	<ul style="list-style-type: none"> Allow youth to phase out of secure detention into transitional housing for good behavior and/ or as their release date nears. 					●		See above. Placement options (secure detention, ASD or release) are determined by Superior Court.
2c	Review the potential of managing youth in open spaces during intake (reduce the use of holding cells)		●					Current design of CFJC intake area is designed of opening seating.
2d	Include centralized dining area				●			Will not be implemented due to safety issues with bringing all youth to one central location. Dining with small groups, as designed in the current facility, creates a more normative environment, and will continue.
2e	Include a room for mothers and children in visitation	●						These rooms are in use at the Youth Services Center (YSC) and provided for in the design of CFJC.
2f	Include on-suite bathrooms, kitchens and courtyards		●					Each dayroom has small kitchenette, outdoor courtyard (recreation area), and bathrooms (youth do not have to go back to their dorms).
2g	Include white-board paint in all living units and in shared spaces		●					
2h	Review staffing levels				●			CFJC staffing model meets the JDAI and PREA standard of a 1:8 ratio.
3.	Design a facility that aligns with a vision of strengthening families and communities							
3a	a. Amend "trauma-informed" branding of the design; acknowledge it is in conflict with the concept of youth detention. Consider alternative language ("trauma-reducing")			●				Trauma Informed Care (TIC) facility expresses the county's intent on treating youth while in the facility.
3b	b. Reinforce that the design of negative pressure infirmary beds meet therapeutic and medically appropriate standards in the clinic		●					
3c	c. Partner with local community-based organizations to run residential housing and community programs		●					The new facility will contain residential housing units not part of secure detention that will be operated by community agencies. The County will seek community provider(s) to operate the 2 residential housing/transitional units that are in the CFJC design and not part of secure detention via a request for proposal (RFP) process. The county currently partners with a number of providers to operate residential housing programs and a wide array of community programs.

**UW Report Recommendations
June 2018 Implementation Status**

Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
3c1	<ul style="list-style-type: none"> Allot space for expansion of programs modeled after FIRS in residential units 			●				See above. Utilization of the facility for this purpose is possible as the secure population declines.
3c2	<ul style="list-style-type: none"> Allot space for alternative to secure detention (ASD) beds in residential units 			●				The County currently provides this program offsite. Utilization of the facility for this purpose is possible as the secure population declines.
3c3	<ul style="list-style-type: none"> Allot space for specialized alternative to secure detention (SASD) beds for youth with acute and serious behavioral (mental health, substance abuse) or emotional needs in residential units 				●			The County currently provides this program offsite. Utilization of the facility for this purpose is possible as the secure population declines, however, applicable land use codes for this space provides for the development of detention related functions and medical related facilities in a residential zone are prohibited.
3c4	<ul style="list-style-type: none"> Allot space for beds for youth with acute and serious behavioral (mental health, substance abuse) or emotional needs in residential units 				●			The County currently provides this program offsite. Utilization of the facility for this purpose is possible as the secure population declines. Applicable land use codes for this space provides for the development of detention related functions; medical related facilities in a residential zone are prohibited.
3c5	<ul style="list-style-type: none"> Allot space for homeless youth in residential units (as TLP housing) until the young person finds a job to pay for stable housing 			●				Utilization of the units within the facility for this purpose is possible as the secure population declines. The County will work in partnership with communities to collaboratively determine the utilization of space and programming. An RFP is planned to be issued to contract with a community provider to run the 2 planned residential housing units that are in the current design and not part of secure detention. The County funds a number of YYA Transitional Housing programs. Changing the design or footprint to add
3c6	<ul style="list-style-type: none"> Include more conference rooms available for community use 			●				A large conference in the CJFC courthouse will be available for public use. Conference rooms and program space in secure detention will not be available to the public for security reasons. Changing the design or footprint to add space is not feasible at this late date due to significant cost increases.
3c7	<ul style="list-style-type: none"> Expand the program suite to increase community accessibility 			●				The program suite in included to facilitate community providers greater access to youth. For security reasons it is not a resource for the general public.
3c8	<ul style="list-style-type: none"> Engage arts organizations to work with detained and non-detained youth to develop murals and installations 		●					
3d	<ul style="list-style-type: none"> Non-secure beds and spaces must be culturally appropriate to serve all racial and ethnic groups and be inclusive of religious differences, differences in sexual or gender identification and medical histories 		●					
UW Report: Program and Policy Recommendations								
1.	Eliminate admission of status offenders to secure detention							
a.	Policy							
1a1	<ul style="list-style-type: none"> Eliminate secure detention for At-Risk Youth (ARY), Child in Need of Services (CHINS), truancy and dependency custody offenses 					●		Policy decision of the court. Currently detention is not used for truancy; it may be used for ARY and CHINS in instances of child safety but not as a sanction. Requires resources for safe alternative housing and services for youth in community.
1a2	<ul style="list-style-type: none"> Pass a county act prohibiting the placement of status offenders in to SD and allocate funding to place youth in crisis residential centers 					●		Currently a policy decision of the Court; Council action would be required to dictate Court policy.

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1a3	<ul style="list-style-type: none"> Allow status offenders to sign informal agreements instead of diversion agreements 					●		Policy decision of the court. Status offenders do not sign informal or diversion agreements.
b.	Programs							
1b1	<ul style="list-style-type: none"> Expand funding of programs modeled after FIRS to include status offenses and active warrants issued for status offenses 					●		Policy decision of the court.
1b2	<ul style="list-style-type: none"> Expand funding of Step-Up under the Best Starts for Kids strategy area "Help Youth Stay Connected to Families and Communities." 				●			Best Starts for Kids funding is fully programmed with planned investments underway. The Step Up Program is rarely at capacity; expansion is not warranted.
1b3	<ul style="list-style-type: none"> Expand community truancy boards 	●				●		As of June 2018, community truancy boards are in place with all but four King County school districts.
1b4	<ul style="list-style-type: none"> Offer wraparound evaluations and services: enhance the Children's Crisis Outreach Response System (CCORS) and if needed, provide crisis stabilization beds in Safe Spaces 	●						Wraparound services are currently implemented. The County is implementing a CCORS expansion.
2.	Continue to reduce the number of juvenile offenders admitted to secure detention							
a.	Policy							
2a1	<ul style="list-style-type: none"> Expand pre- and post-disposition alternative to secure detention (ASD) programs (Electronic Home Detention, Group Care, Work Crew, and Weekend Reporting) 	●				●	●	Policy decision of the Court. Collaborative efforts between DAJD and the Court are underway to explore expanding alternative programs. Federal Way Youth Action Team, HYPE, and POP already implemented.
2a2	<ul style="list-style-type: none"> Limit commitment to secure placement to high risk youth 	●				●		Policy decision of the Court. The Court's current practice minimizes use of secure detention to the highest risk youth. Recent changes to the Detention Intake Criteria have further reduced likelihood of detention for lower risk youth.
2a3	<ul style="list-style-type: none"> Amend the practice of not permitting bookings of youth under 12 to detention without the specific authority of the Chief Juvenile Court Judge to apply to you under 14 					●		Policy decision of the court.
2a4	<ul style="list-style-type: none"> Reduce detention admissions for warrants, probation violations, misdemeanors, felony property crimes, and drug crimes 	●				●		Policy decision of the court. The Court has implemented several policy and practice changes with the goal of reducing detention admissions. Additional changes are policy decisions of the Court.
b.	Programs							
2b1	<ul style="list-style-type: none"> Increase opportunities for judges, prosecutors and public defenders to expand electronic home monitoring and screen-and-release 	●				●	●	The Court implemented a policy change allows Judges to order youth directly into ASD programming. Screen & Release policy has also recently been amended to expand eligibility. Placements options (secure detention, ASD, release) are determined by Superior Court.
2b2	<ul style="list-style-type: none"> Identify funding to expand residential units modeled after FIRS. Suggested eligible crime categories include: Offender warrants, probation violation warrants and probation violation sentences; Non-DV Assault 4 cases (against store security personnel, officers, transit/bus drivers, health care providers that are best described as resisting or mere unwanted touching); Felony property crimes (Class C felonies such as car theft); Drug/alcohol-related cases 					●	●	Policy decisions of the court. Additional funding required to expand access.
2b3	<ul style="list-style-type: none"> Clarify and standardize the role of the Juvenile Justice Assessment Team (JJAT) and the Children's Crisis Outreach Response System (CCORS) 	●						DCHS is working with Juvenile Court on a retooling of the JJAT team and program. The Court has recently hired a JJAT supervisor.
2b4	<ul style="list-style-type: none"> Provide direct referrals to immediate housing options onsite (such as Safe Spaces) or at partnering community-run organizations. Train resource center staff in 24/7 crisis stabilization and intervention 	●				●		A contract for under 18 shelter bed is in place. A partnership with YouthCare to provide onsite Housing Navigator to address issues around housing/homelessness for youth is underway. Direct referrals are a policy decision of the Court.

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2b5	<ul style="list-style-type: none"> Allocate funds for evidence-based behavioral health interventions for youth in the home, secure/transitional units, residential units and specialized alternative to secure detention beds (SASD) to include a full continuum of therapeutic behavioral health supports for youth who present substance abuse, mental health or other behavioral health needs; recommended modalities include DBT, MST-FIT and motivational interviewing. Continue expanding rehabilitative orientation for all youth involved with King County Juvenile Court and assure access to empirically-supported treatments 	●					●	The County contracts for many of these community based services for those eligible for behavioral health and wraparound services, including the modalities recommended. The Court currently provides evidence based interventions (MST-FIT, FFT, ART, EET, COS) to eligible youth as determined by Washington State Risk and Needs Assessment - PACT. Additional funding is required to create and support operations of units. Additional funding is required to expand access to evidenced based modalities.
2b6	<ul style="list-style-type: none"> Partner with King County Behavioral Health and Recovery Division to increase the availability of evidence-based treatments for youth with disruptive behavior in the public behavioral health system 			●			●	The County is expanding use and reporting of EBP and culturally based promising practices for youth in the community. Additional funding is required to expand evidenced based modalities to youth not currently in the legal system.
2b7	<ul style="list-style-type: none"> Expand access for eligible youth who meet TR v DSHS settlement criteria to allow access to Wraparound with Intensive Community Services (W/ise) 	●						
2b8	<ul style="list-style-type: none"> Expand funding and staffing support for prevention and diversion programs under the Best Starts for Kids strategy area of "Stopping the School-to-Prison Pipeline". 			●				The stated priority and focus of Best Starts for Kids funding is prevention and early intervention. While some of the suggested programs under this recommendation are currently funded by Best Starts for Kids, some are funded through other sources, and some are not planned for funding. Best Starts funding is committed per the spending plan. Any additional or expanded expenditures come at the expense of community based prevention and early intervention activities.
2b9	<ul style="list-style-type: none"> A Warrant Prevention Program to better assist youth and their families in attending scheduled hearings; create video-opportunities for remote court appearance 			●			●	A Court funded warrant prevention pilot was completed. It was not continued due to performance metrics not being met. The Court is planning text message reminders along with warrant quashing opportunities. Video conferencing is currently not planned. Additional funding would be needed for such a program.
2b10	<ul style="list-style-type: none"> 180 Program, which is available to youth facing their first or second low-level misdemeanor offense 	●					●	The program, now called Choose 180, is expanding through other non-county funding streams. Expansion requires additional funding.
2b11	<ul style="list-style-type: none"> The IF Project, an innovative partnership between law enforcement, community leaders and the previously incarcerated which engages inmates to share their experiences through writing and video diaries as a way to dispel misconceptions and prevent crime 	●						This is currently underway. If Project volunteers facilitate groups with our youth 2x per month. Currently, working on developing a research project with NYU to conduct rapid cycle trials to determine the efficacy of our programming.
2b12	<ul style="list-style-type: none"> Continue to develop the Unlawful Possession of a Firearm (UPFA 2) Peace Keeping Circle Intervention Program 			●				The Community Empowered Disposition Alternative and Resolution (CEDAR) pilot program replaces this program.
2b13	<ul style="list-style-type: none"> Property theft diversion programs (continue to support Theft 3 and Mall Safety Pilot Project and evaluate its effectiveness). 	●						Currently Best Starts funded
2b14	<ul style="list-style-type: none"> Federal Way Youth Action Team 	●						Currently Best Starts funded
2b15	<ul style="list-style-type: none"> The Youth Engagement Team, who takes referrals from multiple points including law enforcement and uses mediation/family reconciliation to return youth home or place youth into housing. 			●				Facets of this recommendation are addressed by FIRS, Federal Way Youth Action Team, and Safe Spaces.
2b16	<ul style="list-style-type: none"> Community Passageways, which is a mentorship and leadership development program that employs formerly incarcerated individuals as ambassadors and mentors 	●						
2b17	<ul style="list-style-type: none"> Expand Two Tier Warrants: Suggested eligible crime categories include: all failure to appear warrants, prostitution, property felonies and probation violations. 			●		●		The Court currently has two tier warrants. The Court is currently reviewing crime categories. Policy decision of the court.

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2b18	<ul style="list-style-type: none"> o Refer to residential unit youth who have more than two warrants in the past six months. 					•		Policy decision of the court. Court currently reviewing policy.
2b19	<ul style="list-style-type: none"> o Refer to residential unit youth who would otherwise be detained because there is no adult available to meet them at release, they have been absent from home for at least 72 hours without parental consent, or they are “beyond the control of his/her parent.” 					•		Policy decision of the court. Court currently reviewing policy.
2b20	<ul style="list-style-type: none"> • Reduce the use of Violation of Court Order (VCO) Warrants issued at the request of Juvenile Probation Counselors 					•		Policy decision of the court.
2b21	<ul style="list-style-type: none"> o Develop compliance contingency plans around success based on treatment plans, educational participation and pro-social development 	•						
3.	Transfer youthful offender population from adult facilities to juvenile facilities							
a.	Policy							
3a1	<ul style="list-style-type: none"> • Transfer youth currently detained in the Maleng Regional Justice Center to the Youth Services Center / CFJC 	•						Completed December 2017
3a2	<ul style="list-style-type: none"> • Support a County Ordinance prohibiting the placement of youth under 18 in adult facilities 					•		County Council action required.
3a3	<ul style="list-style-type: none"> • Move the Juvenile Division of the Department of Adult and Juvenile Detention to another county department to better reflect the county’s position on juvenile justice as age-appropriate and non-punitive. Consider the Public Health- Seattle and King County (PHSKC) or the Department of Community and Human Services (DCHS) as options 	•				•		Oversight of programmatic elements of DAID t moved to Public Health in spring 2018. Moving detention operations to Public Health may require approval of Court and Council.
3a4	<ul style="list-style-type: none"> • Support state-wide juvenile justice reform initiatives to reduce adult adjudication of juveniles 	•				•		Individual policy decisions to support legislation made by Executive and separately elected judges and prosecutor.
3a5	<ul style="list-style-type: none"> o Consider amending the list of crimes for which youth can be tried as adults. For example, remove Robbery 1 					•		State Legislative action required.
3a6	<ul style="list-style-type: none"> o Support housing youth tried as adults in juvenile facilities until age 25 in order to provide better rehabilitative programming and reduce recidivism 					•		State Legislative action required.
4.	Enhance workforce training and improve behavior management protocols							
a.	Policy							
4a1	<ul style="list-style-type: none"> • Provide mandatory trainings to current and incoming law enforcement, judges, detention staff, and probation counselors on cultural competence, implicit bias, institutional racism, LGBTQ, diversity, youth homelessness, crisis intervention/de-escalation, trauma, family engagement, case planning, advocacy and adolescent brain development 	•						DAID’s annual training plan includes training on trauma, adolescent development, crisis intervention/de-escalation. Juvenile Court staff, including all probation counselors and juvenile judges, are in the process of completing a series of four mandatory trainings on race and equity, focusing on the topics of cultural competence, implicit bias, and institutional racism.
4a2	<ul style="list-style-type: none"> • Allow detention staffing patterns and schedules to accommodate weekly multidisciplinary team meetings with detention supervisors, detention officers, mental health staff, teachers, restorative justice coordinator, probation counselors and mentors to develop detention case plan and transition plan (e.g., add teachers and mentors). A component of this is to develop continuous strategies to help youth gain “good time” for early release (even if the youth came from ASD). 	•				•		Underway and expanding multidisciplinary teams. Post adjudicated youth good time is solely within purview of DAID; pre adjudicated are fully within the Court’s discretion.

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4a3	<ul style="list-style-type: none"> • Expand Orientation and Assessment team. 				●			DAJD has determined due to the current population that the Orientation and Assessment team is adequately staffed.
4a4	<ul style="list-style-type: none"> o Youth should be held in orientation for up to 12 hours and no longer than 24 hours. The Orientation and Assessment team used to be composed of two individuals and is now only handled by one person. This high workload has resulted in youth being held in orientation with no programming (not even school or gym time) for up to 72 hours. 	●						It is current practice that youth are housed in the Orientation Unit between 12 and 24 hours.
4a5	<ul style="list-style-type: none"> o Train restorative justice coordinator in restorative practices and evidence based behavioral interventions (the current coordinator used to be part of the Orientation and Assessment Team). Consider expanding individual position to a team structure. 	●						The Restorative Justice Coordinator has been trained in Trauma Informed Care and restorative practices. The individual will become an Aggression Replacement Training facilitator in April and be trained in motivational interviewing in summer 2018
4a6	<ul style="list-style-type: none"> • Expand Visitation access. 		●					Policies are currently being revised to reflect family engagement; DAJD has begun testing expanded visitation with loved ones.
4a7	<ul style="list-style-type: none"> o Extend visitation to all include all siblings (currently only siblings under eight are allowed). 			●				DAJD is reviewing pending assessment of the expanded visitation test (noted above).
4a8	<ul style="list-style-type: none"> o Allow visitation five times a week instead of three. 			●				DAJD will review current visiting data to determine if increased visitation is feasible in the existing space with current space limitations. DAJD will review the current policy for the new facility.
4a9	<ul style="list-style-type: none"> o Allow youth to receive and send mail between correctional institutions (they can currently only exchange communication with a parent or legal guardian). 			●				DAJD will review the current policy. Current policy is consistent with other state institutions (juvenile and adult) that prohibit communication of this kind without authorization.
4a10	<ul style="list-style-type: none"> o Allow youth to have regular and free access to phones to call caregivers, relatives, defense, probation, outside therapist, etc. (currently youth are only able to make phone calls if their families purchase a calling card). 		●					As of May 1, 2018 youth have access to free phone calls to parent or guardian, defense attorneys and Juvenile Probation Officers.
4a11	<ul style="list-style-type: none"> • Review entire School Compliance Procedures. 	●						DAJD reviews it's school compliance procedures annually. The school curriculum is determined by Seattle Public Schools.
4a12	<ul style="list-style-type: none"> o Emphasize daily and consistent school attendance and participation. 	●						This is done on a daily basis in collaboration with Seattle Public Schools.
4a13	<ul style="list-style-type: none"> o If it's necessary for youth to receive instruction in their living units, consider expanded courtyard time and emphasize individual activities (writing, drawing, etc.). 		●					
4a14	<ul style="list-style-type: none"> o Refer youth to mental health practitioner after 2 consecutive absences instead of 5. 		●					In partnership with the provider of behavioral health services, DAJD will review and amend the current practice.

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4a15	<ul style="list-style-type: none"> Allow youth to move into transitional beds for good behavior using the Level System; use level changes (demotions) as punishment only in extraordinary circumstances. 			●				Placement into the current options secure detention, release, ASD is determined by Superior Court. Expanding options to include transitional or residential beds would need to be determined in partnership with Superior Court. Superior Court currently uses JDAI's Detention Rating Assessment Instrument (DRAI) to recommend placement option. DAJD's behavior management system is currently under review and will be revised in 2018 using best practices of JDAI, Trauma Informed Care and Cognitive/Dialectic Behavior Therapy to promote positive behavior management. DAJD is aligning youth behavior management tools/system with best practices, informed by a public health approach. Revisions to the behavior management system will be phased in beginning in summer 2018.
4a16	<ul style="list-style-type: none"> For all levels, if youth do not earn an Incentive Day (a day where positive behavior is displayed), the number of days they have accrued thus far should remain constant (not rolled back to zero). When a new Incentive Day is gained, it should be added to the total number of Incentive Days earned. 			●				In the new incentive system, juveniles won't lose any incentive days except for the most serious infractions. For the first offense, if they have no further infractions they keep their level. For the second offense they will lose a significant number of incentive days but not all of them.
4a17	<ul style="list-style-type: none"> During the first 24-hours a youth is in detention for orientation, the multidisciplinary team may consider placing youth in Tier III or Honor Level. 			●				The new incentive system allows for new admits to move through the levels faster than the previous system while giving staff the opportunity to maintain safety and security for all youth.
4a18	<ul style="list-style-type: none"> If a youth resides in orientation for more than 24 hours (holidays, weekends), programming should be provided. 	●						Some programming is provided while a needs based assessment occurs during this time frame.
4a19	<ul style="list-style-type: none"> Include youth returning from a JRA facility in this consideration. 	●						Some programming is provided while a needs based assessment occurs during this time frame.
4a20	<ul style="list-style-type: none"> Allow low-risk youth to move from Base Level (basic rights) to Tier II (basic rights plus privileges) on second day in detention instead of after 3 consecutive days where youth display positive behavior (Incentive Days). 			●				The new incentive system allows for new admits to move through the levels faster than the previous system while giving staff the opportunity to maintain safety and security for all youth.
4a21	<ul style="list-style-type: none"> Allow youth to continue to work towards early release (do not forfeit eligibility if youth is demoted to Base Level). 					●		Release is determined by the Court.
4a22	<ul style="list-style-type: none"> Allow youth to move to Tier III (privileges and responsibilities) after earning 3 consecutive Incentive Days instead of 7. 			●				In the new system, they will earn progressive privileges faster than in the current system.
4a23	<ul style="list-style-type: none"> Move current jobs designated for Honor Level to Tier III (food cart pick-up, rec. specialist assistant, library assistant). 			●				"Jobs" are the highest in earned privileges in an expanded level system; due to increased gang violence, many of the jobs have had to be suspended to protect even those at the highest levels to maintain consistent safety and security.
4a24	<ul style="list-style-type: none"> Allow programming with Honor Level. 	●						
4a25	<ul style="list-style-type: none"> Develop an open door policy. 	●						
4a26	<ul style="list-style-type: none"> Allow youth move from Tier III to Honor Level after earning 5 consecutive Incentive Days or earlier by discretion instead of after 25 days. 			●				The new incentive system allows for new admits to move through the levels faster than the previous system while giving staff the opportunity to maintain safety and security for all youth.
4a27	<ul style="list-style-type: none"> Assign jobs to Honor Level youth based on interest and abilities (leadership roles in recreational or program activities, mentorship). 			●				The new behavior management system will expand options for participation in leadership roles.
4a28	<ul style="list-style-type: none"> Allow youth to have personal items. 							
4a29	<ul style="list-style-type: none"> Allow youth who reach Honor Level to move into transitional housing. 	●				●		Housing options are determined by the Court.

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	Behavior Management Tools							The new behavior management system incorporates as many of the recommendations that capacity and security requirements allow. It is guided by the latest research and evidence in adolescent brain science and trauma responsive care.
4a30	o Problem Solving Model: Juvenile Detention Officer walks youth through the Behavior Chain Analysis (derived from techniques of Dialectic Behavior Therapy) so that youth can succeed at a social skill or task.			●				A form of behavior chain analysis will be introduced as the new behavior management system is phased in.
4a31	o Implement problem solving (Behavior Chain Analysis) in place of sanctions.			●				A form of behavior chain analysis will be introduced as we phase in the new behavior management system.
4a32	o If it becomes apparent near the end of a staff member's shift that the youth is not meeting expectations, allow youth the opportunity to have an intervention first thing the next morning and still gain an Incentive Day for the previous day.			●				All staff are being trained in restorative mediation to address conflict so that the young person does not necessarily lose privileges.
	o Program Modification: a tool used to document rule infractions and associated behavior.							
a4a33	o Instead of restricting participation, youth who exhibit problematic or negative behaviors should receive programming.		●					They will receive programming based on their needs.
a4a34	o Consider allowing all youth to participate in social events (special assemblies, Saturday night movie, tournaments, church)		●					As much as possible given separations of individuals for security purposes limits the county's ability to provide "all facility" events.
a4a35	o More effectively use radios and books as incentives.		●					
a4a36	o Consequence Grid: a guide that describes infractions and consequences.							
a4a37	o Amend consequences to include behavioral interventions by line staff or sessions with mental health staff for minor infraction	●						
	o Behavior Contracts: a tool used to outline the specific behaviors that a youth needs to complete in order to be successful in the Level System (includes background behavior, specific target behavior, alternative behaviors)							
a4a38	o Behavior Incentive Programs (BIP): a program used for youth at risk of being demoted in the Level System.		●					
a4a39	o Daily activities should be modified provide incentive only if youth are a safety threat to others. Continuous programming should be emphasized for these youth		●					
	o Specific Intervention Programs (SIP): a program designed for youth who spend an unusually large amount of dorm time as a result of Program Modifications, the SIP lays out activities over 4 to 7 days.							
a4a40	o Allow youth to earn Incentive Days and to progress in the Level System.	●						

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a4a41	o Emphasize motivational interventions and restorative justice techniques.	•						
a4a42	o Youth should not be placed in isolation and should instead be given time outs (two hours or less) to de-escalate a situation.		•					
a4a43	o A problem solving session (Behavior Chain Analysis) should occur immediately or as soon as possible after an incident (currently this occurs after eight hours in isolation).		•					
a4a44	o Review and amend Key Milestones for Youth in Isolation as outlined in Policy No. 16.9, which is initiated when a youth is isolated for more than 8 hours.			•				No child will be confined to their room more than 4 hours of free time unless it is deemed necessary for security purposes and will be given needs based programming.
a4a45	• Develop strategies that reduce the likelihood of isolation (even as a rare occurrence).		•					This is the guiding principle of the new behavior management system
	o Critical Specific Intervention Program (CSIP): team of detention supervision, management, mental health, orientation and assessment, nurse and others as needed develop a plan to manage youth unresponsive to other methods of motivation.							
a4a46	o Ultra-Security: status assigned to youth who are involved in staff assaults starting with Level I (restrictive, with potential use of shackles and handcuffs) and through Level III (limited restrictions).	•						
a4a47	§ Engage multi-disciplinary team.	•						
a4a48	§ Include mental health team in debriefing sessions following serious incidents.	•						
a4a49	o Maintain Level II for 4 days instead of 7.			•				The new incentive system allows for new admits to move through the levels faster than the previous system while giving staff the opportunity to maintain safety and security for all youth.
a4a50	o Review Level III in 4 days instead of 7.			•				The new incentive system allows for new admits to move through the levels faster than the previous system while giving staff the opportunity to maintain safety and security for all youth.
a4a51	• Reduce the use of sanctions.		•					
a4a52	o Program Modification: limit the restrictions of youth from recreational activities, library privileges, religious services and a loss of commissary.		•					
a4a53	o When youth are disruptive and get removed from school or other activities for behavioral reasons, perform problem solving (Behavior Chain Analysis) and consult with restorative justice coordinator.			•				A form of behavior chain analysis will be introduced as we phase in the new behavior management system. Aggression Replacement Training workshops and motivational interviewing techniques will be used when the new system is adopted until the staff has a chance to be trained in behavior chain analysis.
a4a54	o Allow youth out of base level eligibility for commissary after three Incentive Days instead of five; adjust commissary levels accordingly to increase privileges but do not withhold.	•						
a4a55	o Prosecution: evaluate the impact that the proposed adaptations to the Level System, and changes to behavioral, therapeutic and restorative interventions have on reducing negative behaviors which could lead to additional charges. Take measures to prevent prosecution of youth in detention.					•		Policy decision of Prosecutor's Office
a4a56	o Loss of Free Time (LOFT) should remain for youth who are difficult to manage; their schedules should include rigorous activities and programs.		•					
a4a57	o Early bed: reconsider this practice.				•			Later bed times are an effective incentive for prosocial behavior and are reserved for juveniles who have earned the privilege.

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	<ul style="list-style-type: none"> Culture Change 							
a4a58	<ul style="list-style-type: none"> o Re-evaluate the use of color-coded security bracelets designating security level/ offense type; consider the psychological consequences of this exposure on youth. 			●				DAID review the current policy and modify if possible. Consideration must be given to maintaining a safe and secure environment for youth.
a4a59	<ul style="list-style-type: none"> o Describe housing classifications when explaining the purpose of the Orientation and Assessment Specialist (instead of "it will help them determine how to best meet your needs"). o Encourage conversation between staff and youth and between youth peers. 			●				Under review
a4a60		●						
a4a61	<ul style="list-style-type: none"> o Allow youth to go to the bathroom and get water during courtyard and gym time. 				●			Youth have hygiene breaks before and after the activity unless it is an emergency.
a4a62	<ul style="list-style-type: none"> o Allow and encourage youth to draw and write on the walls (coated with special paint), allow youth to put up pictures on the walls. 		●					Chalkboard walls have been incorporated into the CFJC design for this purpose.
a4a63	<ul style="list-style-type: none"> o Reevaluate the facility's dress code to better facilitate positive interactions. 			●				DAID will review in collaboration with labor partners.
a4a64	<ul style="list-style-type: none"> o Include school uniforms and recreational clothing for youth. Consider eliminating visual distinctions based on good behavior (white tops). 			●				DAID will review in collaboration with labor partners.
a4a65	<ul style="list-style-type: none"> o Change wording of "bring a youth under control" to "intervene to de-escalate behavioral problem" in the <i>System for Managing Youth Behavior</i> manual 		●					
a4a66	<ul style="list-style-type: none"> o Improve Juvenile Detainee Information Handbook: 		●					
a4a67	<ul style="list-style-type: none"> o Consider replacing current manual from 2014 with more current version; preferably develop more interactive ways to communicate with youth (such as videos). 		●					
a4a68	<ul style="list-style-type: none"> o Include detainee rights as first section (before sexual abuse). 		●					Labor implications - requires negotiation with the impacted bargaining unit.
a4a69	<ul style="list-style-type: none"> o Change identification of Detention/ Probation "officer" to "counselor" or "staff" 				●			DAID is currently reviewing all policies, procedures and manuals to update language use to align with best practices for a TIC facility. Court determines its terminology.
a4a70	<ul style="list-style-type: none"> o Use sensitive and age-appropriate language: For example, in the Court Procedures Section under "conditions courts may consider when addressing release," change "parents wanting you back at home" to "caregiver/parent involvement." 		●			●		
	b. Programs							
a4b1	<ul style="list-style-type: none"> • The new budget cycle accounts for implementing DBT training for detention staff; expand funding and contract to include community groups managing residential living units. 			●				Training of staff in behaviors that help foster safe, positive interactions, irrespective of a particular modality, is a priority and ongoing. DAID and PH are reviewing therapeutic modalities to determine the best options for the populations, particularly given the short time that most youth are in the facility.
a4b2	<ul style="list-style-type: none"> • Develop key performance indicators for "organizational change for sustainability" and "trauma informed environment for youth." <ul style="list-style-type: none"> o Currently the Division Director evaluates revamped hiring practice informally using youth grievances and number of reported incidents (which have gone down) 		●					
a4b3	<ul style="list-style-type: none"> • Train clinic staff and resource center staff in 24/7 crisis stabilization and intervention. 	●						

**UW Report Recommendations
June 2018 Implementation Status**

Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
a4b4	<ul style="list-style-type: none"> Provide mental health and wellness support for detention staff. <ul style="list-style-type: none"> Self-care room. Free Identify ways to engage/ ensure staff participation in healing and talking circles. Free access to community mental health support. 	●						The County currently has a program, EAP, Employee Assistance Program. Detention staff are being trained in Peacemaking Circles, Keeper's Training. The Juvenile Division is incorporating peacemaking circles throughout the organization as a way to build an inclusive work environment for staff. County employees have access to employee assistance programs along with medical insurance that provides behavioral health services.
5.	Commit to maintaining continuity of advocacy at all stages of system involvement							
5a	a. Policy							
5a1	<ul style="list-style-type: none"> Eliminate barriers preventing mentors with criminal backgrounds from entering juvenile and adult detention facilities and from applying for County employment. 	●						
5a2	<ul style="list-style-type: none"> Focus on transition and re-entry from day one: include probation counselors, families and mentors in case planning and program delivery plans. 			●			The County is exploring how to implement this recommendation.	
5a3	<ul style="list-style-type: none"> Provide regular visits for families and non-relatives and include flexible times to ensure continuity of support and to facilitate relationship building. 	●						
5a4	<ul style="list-style-type: none"> Clarify rules of court to ensure responsibilities of counsel as advocating for family unification, treatment plans and modification hearings 					●	Policy decision of the Court.	
5b	b. Programs							
5b1	<ul style="list-style-type: none"> Create more opportunities for mentors/advocates. 	●						
5b2	<ul style="list-style-type: none"> Provide trainings in DBT, trauma and crisis de-escalation. 	●		●				DAID and PH are reviewing therapeutic modalities to determine the best options for youth, including youth who's stay in detention is 14 days or less.
5b3	<ul style="list-style-type: none"> Provide trainings about behavioral health, housing, educational and legal resources available to youth; collaborate to improve outreach materials and communications. 	●						
5b4	<ul style="list-style-type: none"> Create family engagement coordinator roles (family advocates). 					●	Funding needed.	
5b5	<ul style="list-style-type: none"> Create opportunities (video chat) for detained youth to communicate with their families during and outside of visitation hours. 		●				This resource will be available in the new building; the current building does not have the WI-Fi infrastructure to support this.	
5b6	<ul style="list-style-type: none"> Expand incentives for court-appointed special advocates (CASA) volunteers to ensure that no child is without an adult advocate; fund required training for volunteers to work with abused/neglected children. 				●		The Court supports this recommendation; funding needed.	
5b7	<ul style="list-style-type: none"> Expand Parents For Parents: provide financial incentives and/or transportation reimbursement for parents to attend Dependency 101 and Dependency 201 classes. 	●				●	State Children's Administration provides transportation vouchers for parents. Court staff facilitate addressing other family needs to the extent possible. Stipends for parent allies who teach classes and connect with parents at court are provided by the Court.	
5b8	<ul style="list-style-type: none"> Fund the expansion of Juvenile Justice 101, a program which employs navigators who provide support to families undergoing the court process. Focus on reaching minority communities by contracting with community organizations. 			●			The Court is re-envisioning family engagement strategies, including outreach and education in the courthouse and in the community via Zero Youth Detention planning.	
5b9	<ul style="list-style-type: none"> Follow up with progress in the Latino Community led by Consejo and Centro de la Raza. 			●			The Court is re-envisioning family engagement strategies, including outreach and education in the courthouse and in the community via Zero Youth Detention planning.	
5b10	<ul style="list-style-type: none"> Identify engagement strategies for immigrant and refugee communities 			●			The Court is re-envisioning family engagement strategies, including outreach and education in the courthouse and in the community via Zero Youth Detention planning.	
6.	Improve academic/ educational achievement and vocational/ work readiness for both detained youth and youth on probation							

**UW Report Recommendations
June 2018 Implementation Status**

Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
6a	a. Detention Programs							
6a1	<ul style="list-style-type: none"> Expand library accessibility: open 7 days a week instead of 6, extend daily time use (allow 2 hours on weekdays, 3 hours on weekends). 	●						
6a2	<ul style="list-style-type: none"> Provide increased funding and training for the Inter-Agency Academy. 				●			Seattle Public Schools operates the Academy. Funding needed.
6a3	<ul style="list-style-type: none"> Provide a single point of contact with King County school districts to promote timely access to education and alternative programs for youth transitioning back to school. 	●						Seattle Public Schools, as the operator of the Academy, is the single point of contact and places youth exiting into schools across King County.
6a4	<ul style="list-style-type: none"> Partner with Learning Centers (Shoreline Community College, Seattle Vocational Institute) to provide orientation appointments to detained youth on GED preparation, post-GED studies, college applications, WorkSource services and other available resources. Consider creating an appointment as part of youth's transition case plan. 	●				●		King County Employment and Education Resources (DCHS) operates Learning Center North in partnership with Shoreline Community College and is a key partner at Learning Center Seattle.
6a5	<ul style="list-style-type: none"> Partner with YouthSource (Renton Technical College) to provide information sessions about education, employment, leadership services to detained youth. Consider creating an appointment as part of youth's transition case plan. 	●						The County's YouthSource program partners with King County Superior Court's Probation staff to provide information to youth on probation and enrolls young people into services when appropriate.
6a6	<ul style="list-style-type: none"> Expand vocational programs that emphasize skill building. 						●	Recommendation supported; lack of funding. Length of stay impacts long-term programming.
6a7	<ul style="list-style-type: none"> Give youth short term job placements based on contracts with community-run vocational programs or other employment opportunities. 						●	Recommendation supported; lack of funding. Non profit hiring practices and requirements could impact opportunities
6a8	<ul style="list-style-type: none"> Engage members of the Rotary Club, Chamber of Commerce and other Service Organizations to a greater extent. 	●						The County has partnerships and is able to place youth into internships at these locations, with the number of youth placed into internships is based on available funding. DAID actively engages the public and organizations to help provide programming and training for youth.
6b	b. Community Programs							
6b1	<ul style="list-style-type: none"> Develop youth leadership training programs (with the intent of reducing youth incarceration) in media, public speaking, and legislative and budget advocacy. Details 		●					Development of a youth leadership council for and with youth within the facility is underway.
6b2	<ul style="list-style-type: none"> Provide financial incentives and/or transportation reimbursement to motivate youth to enroll in Learning Centers and YouthSource services; include this information in the Resource Center. 	●		●		●		The Court is working to expand incentives to encourage youth participation in programs. Youth are currently referred to YouthSource and provided transportation support for students to enroll into one of the learning centers. Financial incentives and support services are available after students enroll (i.e.: incentives to complete a high school diploma or GED, bus tickets, food, etc.)
7.	Expand and support opportunities for community participation and youth re- integration							
7a	a. Policy							
7a1	<ul style="list-style-type: none"> Develop a County Legislative strategy to eliminate legal financial obligations (except for restitution owed to individual victims of crime) and facilitate record sealing. 					●		Policy decision of the Court/Council
7a2	<ul style="list-style-type: none"> Ensure that no youth exits to homelessness and is referred to a service provider specializing in homeless youth and youth adult services for housing and case management services. 	●						Youth are not released from detention without a responsible adult to care for them. Juvenile Detention has Alternative to Secure Detention contract.
7a3	<ul style="list-style-type: none"> Ensure that youth who are unable to return home are given access to community shelter (onsite or offsite), family reconciliation services and continued access to educational opportunities 	●						Youth are not released from detention without a responsible adult to care for them. Juvenile Detention has Alternative to Secure Detention contract.
7b	b. Detention Programs							

**UW Report Recommendations
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Rec #	Recommendation	Currently Doing	Planned to be Implemented As Recommended	Planned to be Implemented Modified from Recommendation	Not Planned for Implementation	Non Executive Policy - Court or PAO Discretion	Funding	Basis For Determination/Notes
7b1	<ul style="list-style-type: none"> Expand the Pongo Teen Writing Program <ul style="list-style-type: none"> Enable all youth to participate on a continuous basis (currently, new youth admitted are given priority) and promote peer support. Develop advocacy campaign to showcase the talent of participating youth and the healing properties of arts therapy. Account for the role of families with the intention of creating a network of support. Identify partners to conduct program evaluation and research outcomes. 					●	●	Pongo is a volunteer/non profit organization working in partnership with the Seattle Public Schools. This is part of the school curriculum, any expansion would have to be agreed upon between the Seattle Public Schools and Pongo.
7b2	<ul style="list-style-type: none"> Make “know your rights” (Miranda, police encounters) and “how to” (Juvenile Record Sealing Project) workshops mandatory for youth in diversion programs or undergoing court proceedings; make accessible to community youth. 			●			●	KCSO recently released new Miranda Warnings for youth. Seattle University and University of Washington offer law/education classes for youth - including record sealing. County provided programming needs funding.
7b3	<ul style="list-style-type: none"> Provide positive youth development programs for LGBTQ youth 	●						The Court recently launched eQuality program in partnership with Center for Children and Youth Justice (CCYJ). The County also offers specific education/employment support for LGBTQ+ youth.
7c	c. Community Programs							
7c1	<ul style="list-style-type: none"> Provide youth with vouchers to use for classes (sports, music, arts) in the community based on self-selected programs in detention. Identify partnering organizations such as Pongo, Creative Justice and Urban Artworks and the IF program. 	●		●				Court: Project Based Mentoring is currently under development by the Court. Program includes mentor relationship coinciding with self-selected youth activities. These organizations are currently partners and provide programming in the facility.
7c2	<ul style="list-style-type: none"> Expand restorative mediation training for detained youth and community peers. 			●			●	Will implement as allowed by funding; expansion requires additional funding.
7c3	<ul style="list-style-type: none"> Enhance services and programming of Recovery High Schools. 			●		●	●	The County continues to actively support existing Recovery High Schools and identify opportunities for expansion in the community. Expansion requires additional funding. Work is ongoing to enhance/refine PYJ and CABs.
7c4	<ul style="list-style-type: none"> Enhance the role of the Partnership for Youth Justice’s 17 Community Accountability Boards (CABs). Create leadership opportunities for youth previously involved in the juvenile justice system. Participation should require workshops on available community resources and developmentally appropriate behavioral reinforcement. 			●			●	
7c5	<ul style="list-style-type: none"> Fund and expand King County Record Sealing Clinics 				●		●	Record sealing clinics not offered by the County or Court. Expansion would require input from Seattle University, University of Washington, and community organizations along with additional funding.

Ordinance 18636 Interbranch Team

Department/Agency	Name
Council Staff	Pat Hamacher
Sheriff's Office	Jesse Anderson
Superior Court	Lea Ennis
Superior Court	Jorene Reiber
Prosecuting Attorney's Office	Jimmy Hung
Prosecuting Attorney's Office	Leesa Manion
Prosecuting Attorney's Office	Stephan Thomas
Public Health	Rhonda Berry
Public Health	Michael Gedeon
Public Health	Regina Jones
Public Health	Sarah Wilhelm
Community and Human Services	Dr. Margaret Cary
Community and Human Services	Sheila Capestany
Community and Human Services	Zac Davis
Community and Human Services	Denise Rothleutner
Adult and Juvenile Detention	Pam Jones
Adult and Juvenile Detention	Angela Toussaint
Public Defense	Anita Khandelwal
Facilities Management Division	Cristina Gonzalez
Performance, Strategy, and Budget	Kapena Pflum
Performance, Strategy, and Budget	Elly Slakie
Performance, Strategy, and Budget	Marcus Stubblefield
Executive Office	Kelli Carroll
Executive Office	Celia Jackson
Executive Office	Natasha Jones

This Interbranch team also functions as the Zero Youth Detention Interbranch Workgroup

Ordinance 18636 Key Informants

**Indicates organization participated in the workgroup called for by Ordinance 18636*

External Interviewees	
Name	Organization
Justice Bobbe Bridge (Ret.)	Center for Children and Youth Justice
Steve Daschle	Southwest Youth & Family Services
Abigail Echo-Hawk	United Indians of All Tribes
Melinda Giovengo	YouthCare
Sean Goode	Choose 180
Mike Heinisch	Kent Youth and Family Services
Annie Lee	Team Child
Ann Levinson	State Blue Ribbon Commission
Estela Ortega	El Centro de la Raza
Terry Pottmeyer	Friends of Youth
Dawn Rains	Treehouse

Internal County Government Interviewees	
Name	Organization
Councilmember Rod Dembowski	*Council
Councilmember Larry Gossett	*Council
Sherriff Mitzi Johanknecht	*Sheriff's Office
Judge Laura Inveen	*Superior Court
Judge Wesley Saint Claire	*Superior Court
Paul Sherfey	*Superior Court
Jorene Reiber	*Superior Court
Lea Ennis	*Superior Court
Prosecutor Dan Satterberg	*Prosecutor's Office
Leesa Manion	*Prosecutor's Office
Lorinda Youngcourt	*Public Defense
Anita Khandelwal	*Public Defense
Willie Hayes	*Adult and Juvenile Detention
Patty Hayes	*Public Health
Rhonda Berry	*Public Health
Adrienne Quinn	*Community and Human Services
Sheila Capestany	*Community and Human Services
Dwight Dively	*Performance, Strategy and Budget
Whitney Abrams	*Executive Office
Gary Kurihara	*Executive Office
Caroline Whalen	*Department of Executive Services ¹

¹ The Facilities Management Division participated on Interbranch team

Children and Youth Advisory Board
Juvenile Justice Ad Hoc Committee

Initial Recommendations on the Path to Zero Youth Detention

Final Draft May 3, 2018

BACKGROUND

In December 2017 the King County Children and Youth Advisory Board (CYAB) was invited by Executive Dow Constantine to provide input regarding, ‘strategies and recommendations to achieve a path to zero detention’. THE CYAB understands that every component of work of the Best Starts for Kids relates to the individual, family, community and societal factors that culminate in juvenile detention. The CYAB formed an ad hoc committee to respond to the Executive’s request. Recognizing the timeline for other decisions, the Ad Hoc Committee on Juvenile Detention here presents for consideration its *initial* thoughts and recommendations.

This document first presents context-building information which is followed by two groups of recommendations. The first group recommends seven key concepts that we believe should drive conversations related to zero youth detention. Each concept is accompanied by a key ‘Litmus Question’ because we believe that asking the right questions will help to assure that decisions are well informed. This development of litmus questions is similar conceptually to the CYAB’s formation of equity questions, based on our equity statement, which helps us make equity-based assessments. Our committee also suggests that this approach of posing key litmus questions might be applicable to other county-wide decision making.

The second group of five recommendations are specific and address structure, language, alignment and measurement.

The CYAB wholeheartedly supports Executive Constantine’s [vision of zero youth detention](#). The CYAB hopes this combination of decision-making support recommendations and specific recommendations will prove useful. The CYAB will continue to offer a bold rethinking of processes and decisions to fulfill our advisory charge.

THE CYAB CONTEXT

Our contribution to the discussion of the path to achieve zero detention is based on our advisory role to the Youth Action Plan and Best Starts for Kids. Our role calls on us to **center on youth and communities** in the process of deliberating important, relevant, county wide decisions. Our perspective also derives from **our equity statement**, which, among other things, calls us to promote both the disruptive and restorative components of equity-focused efforts. An equity focus is especially important in considering issues with a sustained history of racial bias. Our role is informed by a **public health perspective**, which links upstream causes to downstream effects and understands the interconnectedness of multiple sectors in our communities. A public health perspective does not criminalize abhorrent behavior or seek

to remove young people from society based solely on a sense of the need for punishment or out of fear. This public health perspective, based on a social-determinants philosophy, seeks upstream interventions, early life investments, tracks progress to yield objective evidence, and honors every person's potential, regardless of their current position in our society. As we contemplate our role in the youth detention discussion, our voices are grounded in these concepts

Our views and recommendations related to youth detention are also founded on our understanding of the development of brain functions and of the origins of behavior. We believe that policies related to youth must reflect an understanding of child and adolescent development and an awareness that brain development continues at least through the early twenties. Knowledge of development and related disabilities provides the context required to appreciate differences in individual developmental levels and to consider the role of behavioral health services. Behaviors have roots and they have consequences. We can find ways to hold people accountable yet still be restorative in the way we sculpt those consequences.

Our focus on equity and development serves underscore some important facts about current juvenile detention:

- ***Individuals with developmental disabilities are still overrepresented in detention.*** This speaks strongly to a trail of inadequate services and supports and suggests that the choice of detention is inappropriate for too many of them. In addition, zero tolerance policies that lead to automatic suspensions disproportionately hurt children with disabilities.
- ***The vast majority of young people in the justice system do not perpetrate serious crimes.*** Conversations about youth detention should not be framed around the very rare serious offenders.
- ***Discussions about youth detention still have a disproportionate focus on the moment of offense, not the many steps that preceded the offense.*** Strategies to improve youth detention, including the design of new buildings, must reflect an awareness of the upstream roots of the behaviors that led to detention.
- ***Reducing the number of detained youth is trumpeted as success when racial disproportionality of detainees remains.*** Racial injustice at any scale is not an outcome our community can accept.
- ***Criminalizing youth cultivates criminals.*** Any young person has great capacity for growth, restoration and reaching their full potential; therefore, a restorative and behavioral health perspective must be the overriding public health approach.

CYAB AD HOC COMMITTEE RECOMMENDATIONS

Recommendations Utilizing *LITMUS QUESTIONS* to Inform Decisions:

1. All who make decision about the development and nature of the youth detention system are called upon to **announce and adopt a public health perspective**. This means recognizing they are seeing youth in crisis, not criminals. This means seeking to understand root causes of that crisis. This means having a focus on interrupting any further harm. This means an ultimate goal of restoring wellness.

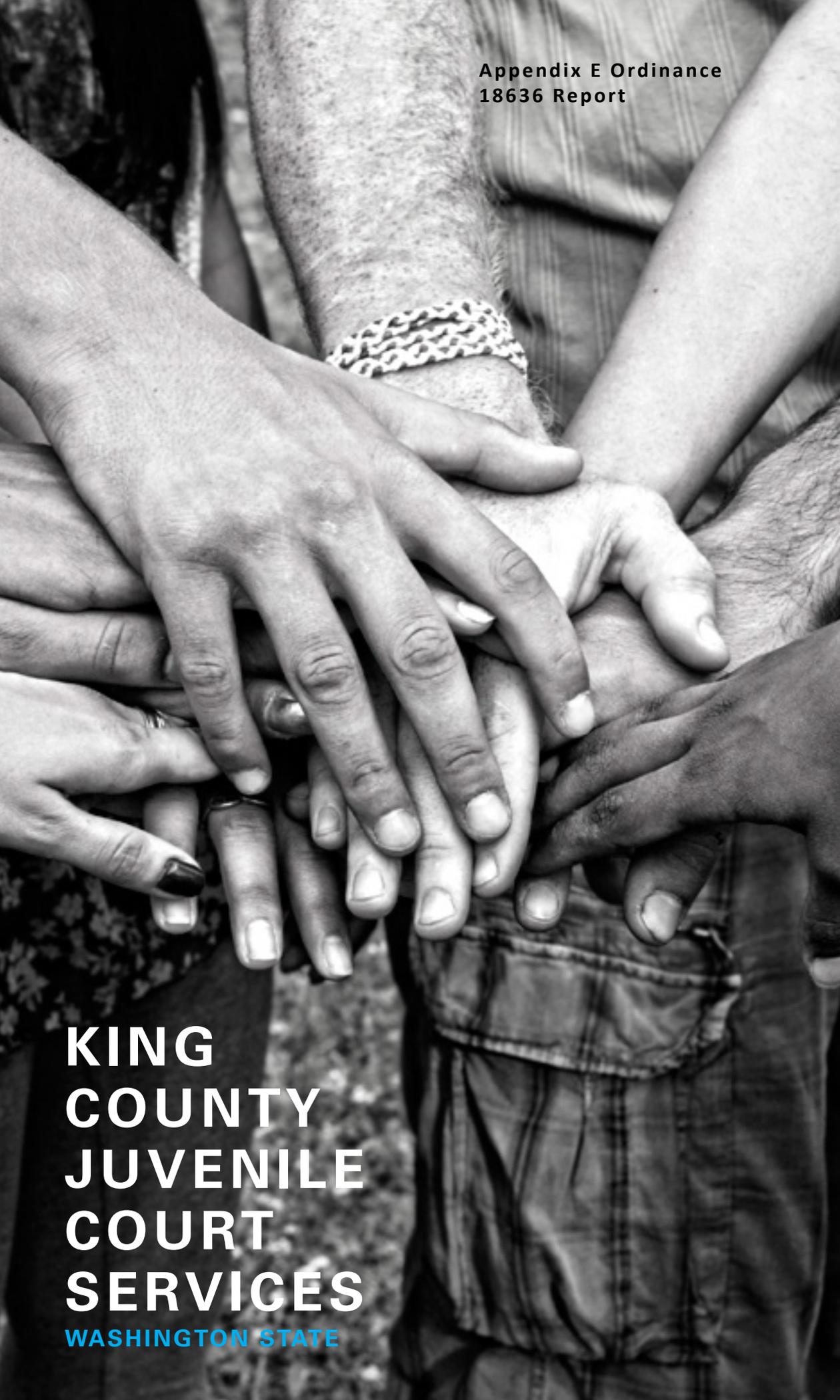
Litmus question: Are we furthering our understanding of root causes, are we interrupting harm, and are we helping to place this youth on a pathway to wellness?

2. Those most affected by the youth detention system—**youth, their families and communities—must continue to be centered in conversations** about this topic. Not just episodically, and not in a way that holds their voices powerless.
Litmus question: Are those most affected centered in our discussion about this issue?
3. Anyone who is involved with youth and their caregivers, from early learning instructor to law officer to judge, must have a deep **understanding of both brain and behavior development**. They must be able to recognize behaviors rooted in age appropriate development or developmental delays. This work must take into account an individual’s personal developmental level and the connections between mental health, substance abuse, and behavior.
Litmus question: Is my action duly informed by an understanding of this person’s development?
4. Eliminating **racial disproportionality** must be a driving goal. This does not ignore other forms of oppression, but does recognize how strongly racial bias historically and currently exists at our community’s and at our nation’s core. We recognize the role that institutions, structures and policies play in perpetuating racial disproportionality. Other discriminatory practices also drive the nature and scope of decisions.
Litmus question: Will this action specifically help eliminate racial and other biases in practices or outcomes?
5. Community-wide systems must be rebuilt to deconstruct pipelines to prison and to **construct strong pathways to success**, especially for youth of color. Issues of discipline and punishment at every level of a young person’s life must include an awareness of its potential contribution to a negative versus a positive pipeline. This does not negate the concept of consequences, but it does necessitate a supportive component to those consequences.
Litmus question: Does this decision and the nature of its implementation promote a path to success or to prison?
6. Systems and policies must be built with a strong awareness that any young person has **enormous capacity for restoration, growth, and achieving their full potential**. From the youngest of children to young adulthood, nurturing their social-emotional and their restorative capacity must be cultivated in the programs we create for them.
Litmus question: Are we fully recognizing this youth’s capacity for growth in making this decision, policy or program?
7. Policies as well as conversations about youth must be grounded in the fact that the **vast majority of youth are not involved in serious crimes**. It is as harmful to couch conversations in a fear of the rare serious offender as it is to create programs overly focused on these few.
Litmus question: Are we overly emphasizing the rare serious offender in this discussion or decision?

Specific Recommendations:

In addition to the litmus questions above, the CYAB makes these additional specific recommendations regarding structure, language, alignment and measurement.

8. The CYAB calls for assuring that any new facility is fully capable of **completely repurposing its spaces** away from detention. In honoring a goal of zero detention, planning and construction of any facility must occur in such a way that all of its spaces can be effectively transformed for non-detention purposes.
9. The CYAB recommends embracing a public health perspective and **eliminating words like “detention” and “justice”** from the names of centers, departments, policies, programs and buildings.
10. The CYAB urges the creation of systems that **align the knowledge, purpose and goals of the disparate King County programs and personnel that influence youth**. This requires collaborative alignment between educational professionals, community-based groups, police, prosecutors, judges, “detention” staff, family support systems and others. We recognize the different accountabilities built into each of these quarters, but we feel strongly that any solutions that don’t include strategies to build strong alignment and shared goals among these influencers will fall short of success.
11. The CYAB encourages **measurement and assay efforts** that help link foundational components of our society to the issues of youth in crisis. We must analyze the connections between factors like education, transportation, food security, housing, poverty (including generational cycles of poverty), racism and other forms of group oppression, as well as other life stressors, to their effects on youth in crisis who are currently identified as “offenders.” Strengths and opportunities, like bolstering family agency, cultivating support systems and positive experiences, nurturing community connections and building personal responsibility, must also be part of this kind of analysis. Intentional investments in using data and wisdom to inform our understanding of youth in crisis and their contextual setting is a prerequisite to making better investments.
12. A core strategy to reach the goal of zero detention must include a strong, statewide children and youth behavioral health safety net. The CYAB encourages our local communities to work with the State of Washington to overhaul policies essential to our safety net and align with our equity goals for children, youth and young adults. In addition, the CYAB recommends state detention policies which support adolescent brain development completing in the mid-twenties.



**KING
COUNTY
JUVENILE
COURT
SERVICES**

WASHINGTON STATE

WE ENVISION KING COUNTY
JUVENILE COURT SERVICES
AS A SYSTEM THAT
COLLABORATES WITH
OUR COMMUNITIES AND
PARTNERS TO PROVIDE
UP-FRONT, THERAPEUTIC,
AND CULTURALLY
RESPONSIVE SERVICES TO
ALL YOUTH AND FAMILIES.

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A MESSAGE TO OUR COMMUNITY

King County Juvenile Court Services is committed to responding to the needs of youth and families in a manner that is trauma informed, research based, and culturally relevant.

Our organization strives to respond to the unique needs of every youth and family, while providing opportunities to engage in pro-social activities that foster hope and remove barriers to long-term success.

A constant driver of our work is the commitment to reduce racial and ethnic disparities. Policy changes and new programs are approached from the lens of how to equitably serve all members of our community, and remove institutional barriers that contribute to disproportionate system involvement for youth of color. There is no one answer to solving disproportionality, but we believe that collaboration across systems, and with community partners, is necessary to improve outcomes for our youth.

Involvement with the juvenile court is an event that is not wished upon any youth or family, but in the event of a referral to the court, this is an opportunity to provide interventions and supportive programming, with the goal of eliminating any future system involvement. Juvenile Court Services staff, volunteers, and community and system partners work together to provide an appropriate response for youth who come into contact with the juvenile justice system. We are committed to approaching our work through a restorative lens, uplifting young people, their families, and community through positive programs and services.

JUDGE J. WESLEY SAINT CLAIR
Chief Juvenile Court Judge



LEA ENNIS
Director of Juvenile Court Services





RACE, EQUITY + ADDRESSING DISPROPORTIONALITY

King County Juvenile Court Services considers eliminating disproportionality and improving equitable access to services as the foundation to juvenile justice reform efforts.

The court and its partners have engaged in collaborative, multi-faceted strategies including: policy changes, staff trainings on implicit bias and privilege, review of culturally responsive services, and the development of sustainable court and community partnerships. Juvenile Court Services envisions a process where youth and families who are referred to the court are immediately connected to community-based programs and networks of support.

In an effort to reduce disproportionality within the juvenile justice system, the following policies and practices were adopted or expanded in 2016:

- + Continually reviewing and reducing the number of warrants that result in secure detention. The Juvenile Court has enhanced law enforcement's ability to provide a new court date and release the youth in the field.
- + Adhering to a strict list of criteria for a youth to be presented to secure detention. Eligible offenses are limited to those that pose a significant risk to community safety.
- + Instituting a new policy, Juvenile Court allows a youth brought to secure detention to be immediately released. Juvenile Court judges are on call and can remotely review cases and release eligible youth outside of traditional court hours.

INITIATIVES

King County Juvenile Court Services engages in partnership with local, state, and national level experts in the field of juvenile justice in an effort to adopt best practices and innovative programming.

Juvenile Detention Alternatives Initiative (JDAI)

The Juvenile Detention Alternatives Initiative (JDAI) is a national reform movement spearheaded by the Annie E. Casey Foundation.* King County Juvenile Court has been a formal JDAI site since 2004, yet began to adopt the JDAI reform framework in the late 1990s. JDAI's vision is for all youth involved in the juvenile justice system to have opportunities to develop into healthy productive adults. As a result of JDAI and other programs and initiatives, King County has experienced a consistent decline in the use of secure detention for juveniles. *GRAPHIC 1*

*www.aecf.org/work/juvenile-justice/jdai/

JDAI is rooted in the following 8 Core Strategies:

- + Prioritize Reducing Racial + Ethnic Disparities
- + Improve Conditions of Confinement
- + Community-Based Alternative Programs
- + Objective Detention Admission Criteria
- + Data-Driven Policies
- + Increasing Collaboration
- + Expediting Case Processing
- + Probation Violation + Warrant Options.

eQuality

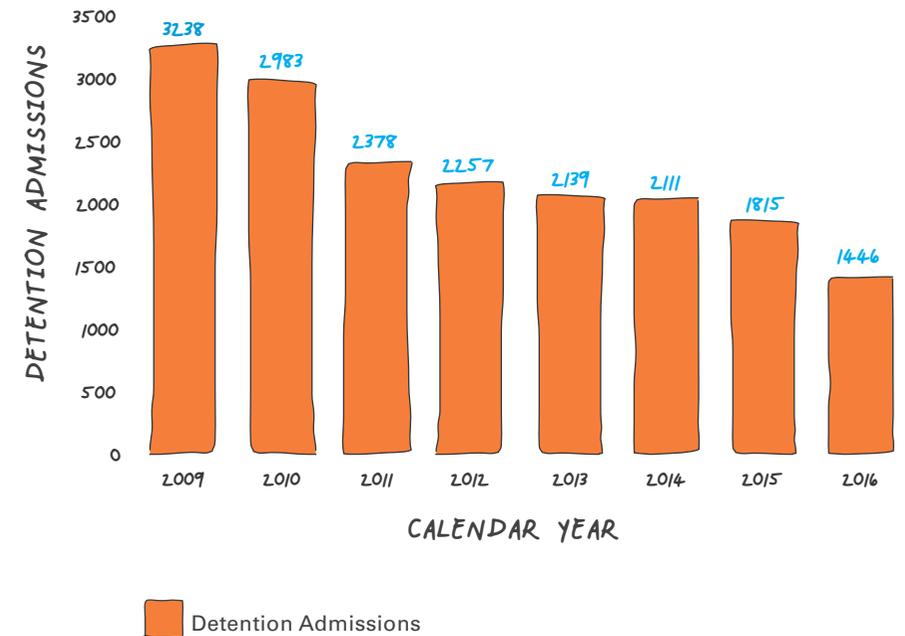
In partnership with Center for Children and Youth Justice, King County Juvenile Court Services has implemented the protocol for safe and affirming care (eQuality). The eQuality project seeks to improve the lives of LGBTQ+ youth in Washington State's child welfare and juvenile justice systems. LGBTQ+ youth are overrepresented in these systems, experience unique forms of trauma, and have specific needs related to their sexual orientation and gender identity. It builds the framework for providing safe and more affirming care to LGBTQ+ youth who are system involved.

Commercially Sexually Exploited Youth (CSEC)

King County no longer charges youth with prostitution. As a result of extensive outreach, education, and training, youth who were previously charged with prostitution are seen as survivors/victims of commercial sexual exploitation. The court supports a coordinated effort to align stakeholders in support of youth who are at risk for sexual exploitation, or are victims of trafficking. *GRAPHIC 2*

GRAPHIC 1

REDUCTION IN THE USE OF SECURE DETENTION



GRAPHIC 2

MINORS CHARGED WITH PROSTITUTION VERSUS MEN TRYING TO BUY SEX FROM MINORS



*Data provided by Val Richey, King County Prosecuting Attorney's Office

RESTORATIVE PROGRAMS

Restorative principles are a set of values that guide practices for how we respond to behavior. Restorative principles embrace the need to repair harm and rebuild relationships in the community. Restorative justice calls upon the support and engagement of the community and involves crime victims with the goal of strengthening bonds among community members and preventing future juvenile justice system involvement. Restorative justice embraces a healing process, rather than punishment.



"TO ME, RESTORATIVE PROGRAMS ARE BASED ON A PHILOSOPHY THAT SEES 'WRONGS' COMMITTED IN THE COMMUNITY AS OPPORTUNITIES THAT COULD BE TRANSFORMATIVE FOR ITS PARTICIPANTS. IT CHALLENGES US TO THINK DIFFERENTLY ABOUT PROBLEMS, PEOPLE, AND CRIMES."

Restorative Program Social Worker

Family Intervention + Restorative Services (FIRS)

The Family Intervention and Restorative Services (FIRS) program is an intervention offered to youth and families experiencing youth enacted family violence. The FIRS program offers two components; the FIRS Respite Center and FIRS Agreements.

FIRS is the result of a successful partnership between the King County Prosecuting Attorney's office, Superior Court, the Department of Adult and Juvenile Detention, the Department of Judicial Administration, the Department of Public Defense, and the City of Seattle.

- + The FIRS Respite Center, staffed by Pioneer Human Services, opened its doors on July 1st, 2016. Within the first 6 months of operation, 87 youth were successfully diverted from secure detention and offered placement in the respite center.
- + FIRS Agreements are a pre-diversion practice, offered as an alternative to the traditional court process and will not result in a court case or criminal record for the youth. The FIRS team provides immediate intervention through assessing family safety and service needs, facilitates safety planning and restorative process, and engages youth in the development of an agreement to participate in needed services. In 2016, 150 FIRS Agreements were signed.

Step-Up

Step-Up is a nationally recognized adolescent family violence intervention program designed to address youth violence toward family members. Step-Up believes respect is at the heart of all healthy family relationships. Step-Up offers a skills based and restorative practice group intervention for youth and their parents/caretakers. This 20-week intervention includes a youth group, parent group, and multi-family group with youth and parents together. The court employs a team of four social workers who provide this service in the community. In 2016, more than 72 families engaged in services through the Step-Up program.

Peacemaking

King County is pioneering peacemaking as a restorative justice response to youth referred to the court for serious offenses. Peacemaking is a method of bringing people together to strengthen relationships, build community, and facilitate innovative problem-solving.

A black and white photograph of a person in a hoodie holding a ball on a sports field, with another person in the background.

"I WOULD LIKE ALL OF YOU TO KNOW THAT I WILL NEVER FORGET YOU GUYS OR THE CHANCE YOU ALL HAVE GIVEN ME TO CHANGE MY LIFE AROUND AND KEEP MY RECORD SOMEWHAT CLEAN. THE EXPERIENCE I HAVE HAD HERE HAS HELPED ME REALIZE THAT WHAT I HAVE BEEN DOING MY WHOLE LIFE IS TRULY NOT RIGHT, AND THAT THE FEW SHORT DAYS I WAS HERE WERE BEARABLE DUE TO THE NICE WORKERS. I JUST HOPE ALL OF YOU KNOW THAT YOU HAVE HELPED CHANGE MY LIFE FOR THE BETTER."

Letter from youth following
a stay in the FIRS Respite Center

DIVERSION

Diversion directs youth away from the traditional case-processing model and instead refers youth to a restorative justice program or services. Diversion is a non-court processing model for low-level offenses. Successfully completing a diversion program keeps youth from having a criminal record.

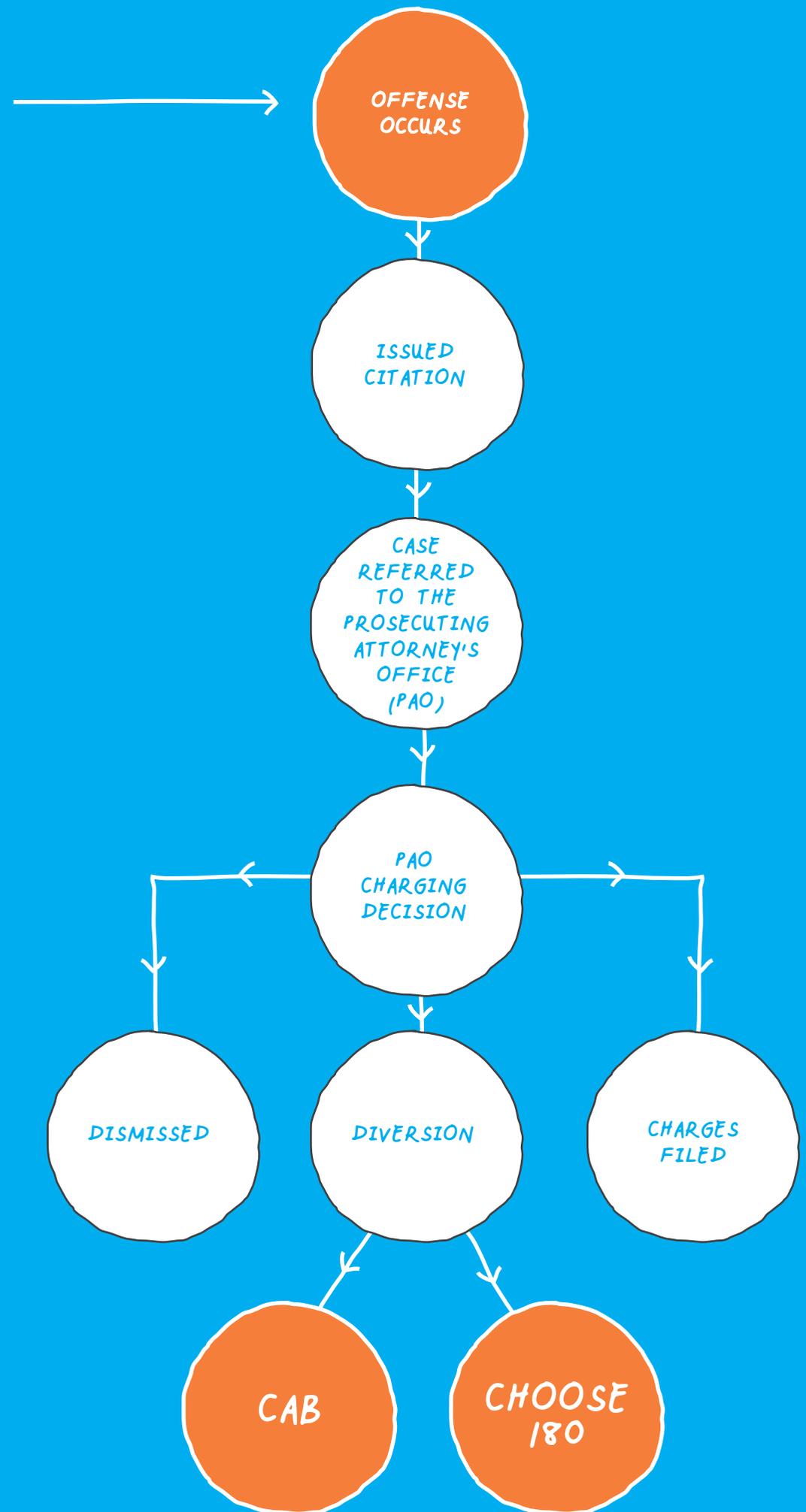
Community Accountability Boards (CAB)

King County operates 13 volunteer-led Community Accountability Boards (CAB). CABs interview youth and their caretakers in order to create an individualized diversion agreement. The objectives of the CAB and diversion agreement are to: provide accountability for the youth's behavior through effectively communicating the correlation between the crimes committed and individuals harmed by those actions; identify and help resolve issues that may be inhibiting the young person from achieving their potential; and connect youth to their community through local resources.

Choose 180

Choose 180 is a partnership between the prosecutor and a community-based agency. Youth who attend Choose 180 hear from volunteer speakers who have faced some of the same issues and struggles youth are experiencing, and who had made their own "180" change in direction. In 2016, Choose 180 was attended by more than 300 youth.

FROM OFFENSE TO DIVERSION PROGRAMS: CAB + CHOOSE 180



DRUG COURT + JUVENILE JUSTICE ASSESSMENT TEAM (JJAT)

Juvenile Court Services focuses on providing supports and programs informed by the therapeutic needs of our clients.

Juvenile Drug Court (JDC)

The Juvenile Drug Court (JDC) allows youth charged with an offense who have an alcohol or drug problem to participate in a 7 to 18 month program that includes early, continuous and intensive court-monitored treatment. The JDC program works closely with the JJAT team in an effort to ensure a therapeutic response is provided for all cases through comprehensive assessment tools and weekly case staffing. If a juvenile successfully completes the Drug Court program, their charges are dismissed.

Juvenile Justice Assessment Team (JJAT)

The Juvenile Justice Assessment Team (JJAT) is comprised of therapeutic staff including a psychologist, mental health, and chemical dependency staff who are responsible for providing assessments, consultation, and therapeutic interventions. The JJAT is instrumental in developing and guiding a therapeutic treatment plan for justice involved youth.

"THEY HAD SO MUCH HOPE IN ME, MORE THAN I HAD IN MYSELF, AND KEPT PUSHING ME IN THAT DIRECTION. I'M SIXTEEN MONTHS CLEAN AND LIFE IS GREAT. HONESTLY, I FEEL LIKE A PRODUCTIVE PART OF SOCIETY. I'M INDEPENDENTLY LIVING ON MY OWN. IT FEELS GOOD TO LIVE LIFE THE WAY IT'S SUPPOSED TO BE LIVED."

Drug Court Graduate

JUVENILE PROBATION

King County offers the following Evidence-Based Programs through Juvenile Court Services at no cost to the youth or family. In 2016, more than 250 youth were served through these programs

When a youth is placed on supervised probation by the juvenile court, a Juvenile Probation Counselor (JPC) is assigned to the youth based on their geographic living area. The JPC completes a full risk needs assessment and refers the youth and family to appropriate services which may include family, individual, mental health, or substance abuse counseling. The JPC coordinates with school staff, counseling staff, and other agencies and community resources in guiding the youth and family in meeting their needs.

Education + Employment Training (EET)

A comprehensive work training experience for justice involved youth. Participants receive case management, job readiness training, and job placement in community-based subsidized positions.

Multi-Systemic Therapy (MST)

Therapy designed to give parents the support and empowerment they need to provide a positive environment and access the community services necessary to achieve long term success for their youth.

Functional Family Therapy (FFT)

A family intervention therapy with sessions offered in the home, focused upon teaching communication and problem-solving skills.

Parent Youth Connections Seminar (PYCS)

An interactive seminar for youth and their parents or guardians that focuses upon skill building and making connections within the family and community. The program is designed to: increase positive relationships between caregivers and children, and increase a family's knowledge of, and connection to, community resources.

Aggression Replacement Training (ART)

A class that teaches participants to replace negative behavior with positive skills, anger control, and moral reasoning.

Family Integrated Transitions (FIT)

Intensive family and community-based treatment intervention addressing mental health and substance abuse disorders.

COMMUNITY PARTNERSHIPS

King County Juvenile Court Services works in partnership with non-profit organizations and community members to connect youth and families to a network of supportive events, interventions, and mentors.

Mentoring through the Credible Messenger Initiative

The King County Credible Messenger Initiative was developed through training and technical assistance from Community Connections for Youth in New York City and the Dept. of Youth Rehabilitative Services in Washington, D.C. It represents one component of King County's new approach to mentorship for our youth. Credible Messengers serve young people whose needs go far beyond the traditional mentoring approach of companionship, confidence-building and typical academic, social or career guidance. The King County Credible Messenger Initiative stems from a core belief that individuals from the same communities, with the same lived experience as those that they serve, are uniquely positioned to engage young people and family members often considered hardest to reach.

Believing that the answer is in our communities, the Credible Messenger Initiative seeks to practice true restorative justice by investing directly in

growing the human resources in our communities where the majority of our young people reside.

Credible Messenger mentors are not volunteers. They are paid professionals who receive training to enhance their professional development. Through mentoring, Credible Messengers experience a deepening of their own commitment to transformation and growth, personally and professionally. The Credible Messengers receive training on multiple relevant topics, including Facilitation, Positive Youth Development, Cognitive Behavioral Therapy, and Restorative Practices.

Youth Leadership, Intervention, and Change (Youth LINC)

King County Juvenile Court supports the efforts of Youth Leadership, Intervention and Change (Youth LINC), a program that strengthens agency coordination to reduce gang involvement, and connects gang or group involved youth to a network of support. A multidisciplinary team, facilitated by the Center for Children + Youth Justice (CCYJ) helps ensure that all agencies working with a shared client have common goals and strategies to support the youth. The multi-disciplinary team includes: school/education staff, outreach workers, social service providers, probation counselors, law enforcement, and job training/education service providers.

Federal Way Youth Action Team (FWYAT)

The FWYAT is a collaboration of community members and organizations that provide youth and families with pro-social programming, development opportunities, and connection to services. Currently, the FWYAT supports three programs that serve youth who are at risk of involvement with the justice system.

- + Helping Youth Achieve Excellence (HYPE) is a weekend program that reconnects youth to opportunity through developing relationships with positive adults from their community and pro-social skill building workshops.
- + Game of Life (GOL) is a program that operates two nights per week and is designed to engage young men through basketball. Through a "Health and Wellness" framework, GOL aims to develop deeper relationships with young men while assessing their needs and connecting them to services and supports. GOL is facilitated by community leaders and professionals who have valuable, relative life experience to the young men attending GOL.
- + The Positive Outcomes Program (POP) provides advocacy and mentorship to youth who are often underserved and at risk for interaction with the juvenile justice system.



DETENTION SERVICES

Detention services has embraced a trauma informed approach to care. Recent efforts have been focused on the redeployment of staffing resources, revamping of hiring practices, investing in staff training, and creating robust programs and services that adhere to a long term vision of being trauma informed.

Volunteer + Community Organizations

- Yoga Behind Bars
- Pongo Poetry
- Creative Writing
- Powerful Voices
- Jet City Improv
- Spoken Word/Slam Poetry
- Movie nights
- IF Project
- KUOW RadioActive Audio Storytelling
- Northwest Black Pioneers Exhibit
- AA Meetings
- Visual art classes
- Basketball clinics and camps
- U-Power
- Planter Box Gardening Program
- Young Men’s Peacemaking Circle Program
- Sweat, Pain, and Gain—Physical Education Program

On-Site Services

- Interagency School, Seattle Public Schools
- King County Library
- Mental Health Services provided by University of Washington Department of Psychiatry and Behavioral Sciences
- Health Services provided by University of Washington School of Medicine Department of Pediatrics
- Chaplaincy Programming and Mentoring

“PROGRAMS AND SERVICES OFFERED TO YOUTH SEEK TO EMBRACE RESTORATIVE PRINCIPLES, AND INCORPORATE BEST PRACTICES THAT ARE IN ALIGNMENT WITH SCIENTIFIC ADVANCEMENTS IN ADOLESCENT BRAIN DEVELOPMENT”

Pam Jones, Juvenile Division Director, Adult + Juvenile Detention

FINAL THANKS

We would like to acknowledge the dedication of our community partners who continually strive to improve the lives of youth and families.

Administrative Office of the Courts (AOC)	Glover Empowerment Mentoring (GEM)
Annie E. Casey Foundation	Helping Youth Perform Excellence (HYPE)
Atlantic Street Center	Institute for Family Development
Behavioral Health and Recovery Services Division	Juvenile Justice Equity Steering Committee (JJESC)
Center for Children and Youth Justice (CCYJ)	Kent Youth and Family Services
Certified Sex Offender Treatment Providers (CSOTP)	King County ADR (Mediation)
Children's Administration	King County Department of Adult + Juvenile Detention (KC DAJD)
Choose 180	King County Department of Public Defense (KC DPD)
Church Council of Greater Seattle, the Archdiocese of Greater Seattle	King County EER (Education, Employment, Resources)
City of Seattle	King County Prosecuting Attorney's Office (KC PAO)
Community Passageways	King County Sexual Resource Center
Community Psychiatric Clinic	Multi-Service Center
Creative Justice	Pioneer Human Services
DSHS Division of Behavioral Health + Recovery (DBHR)	Pointe One North Consulting
DSHS Rehabilitation Administration	Positive Outcome Program (POP)
Federal Way Youth Action Team (FWYAT)	Ryther
Game of Life (GOL)	School Districts across King County

Seneca Family of Agencies
Team Child
Therapeutic Health Services
Uniting for Youth (UfY)
University of Washington (UW)
Urban Art Works

Washington Department of Social + Health Services (DSHS)
Washington State Partnership Council on Juvenile Justice
YMCA of King County
YouthCare



KING COUNTY JUVENILE COURT SERVICES
1211 East Alder St. Seattle, WA 98122
kingcounty.gov/courts/superior-court/juvenile
(206) 205-9426

Created: Winter 2018

KING COUNTY PROSECUTING ATTORNEY'S OFFICE



DANIEL T. SATTERBERG
PROSECUTING ATTORNEY

Appendix F Ordinance 18636 Report

JUSTICE
COMPASSION
PROFESSIONALISM
INTEGRITY
LEADERSHIP

C.E.D.A.R. (Community Empowered Disposition Alternative and Resolution):

A more effective, efficient juvenile justice track that connects youth with community-based interventions and creates a path to success.

Background: The traditional juvenile court process is slow and struggles to deliver timely interventions to youth and families. Children get caught up in a legal process that largely caters to form over substance. A typical juvenile offender case can take several months to adjudicate before a respondent receives any meaningful intervention services. During these months, youth and families are asked to appear for multiple hearings that take them away from school, work and other important obligations. Sadly, many children return to criminal activity while their cases are pending, resulting in additional charges and often admissions to juvenile detention.

Justice is not served when accountability and delivery of services are delayed. A healthy, effective juvenile justice system should strive to remove the barriers that delay a child's opportunity to make amends for harm caused and seek to build connections back to communities willing to provide support.

CEDAR Proposal: Development of an "expedited" track for certain first-time juvenile felony offenders that would allow for early acceptance of responsibility and provide positive incentive to engage in community resources and support. This would be a collaborative process that pulls together Juvenile Justice Stakeholders to achieve improved outcomes, while lowering rates of racial disproportionality and reducing use of detention.

The CEDAR track will employ a staffing model soon after a youth is charged with an offense. The prosecutor, defense attorney, and probation counselor will meet to discuss and collaborate on a community based intervention plan (within 1 month of charging). If a plan is established, then the King County Prosecuting Attorney's Office (PAO) will offer an accelerated plea to a reduction of the initial charge. At the same time, the youth is also provided an incentive to earn a further "case benefit", post-adjudication, through engagement with the intervention plan. The sentencing hearing would be continued out by agreement of the parties in order to facilitate engagement (in most cases 4-6 months). As needed, the agreement could also include participation in evidence based interventions provided through Juvenile Court. During the community engagement phase, a youth will be supported through a partnership between juvenile probation and community. If a youth succeeds in following through with the set conditions, then the parties would return to court to process the case benefit. Possible case benefits may be a lower disposition recommendation, further reduction in charges, or in many cases a dismissal. If the youth is not

successful, then we would return to court to enter disposition on the already adjudicated charge(s). (See Appendix A for examples of a CEDAR track process).

Eligible Offenses: The PAO proposes that CEDAR be available for most first-time felony cases including the “Top 10” felony offenses filed into Juvenile Court.¹ These would include Robbery 2, Assault 2, Assault 3, Residential Burglary, Burglary 2, Motor Vehicle Theft, and Unlawful Possession of a Firearm 2. This category of crimes accounts for over 60 percent of all felonies filed into Juvenile Court. Unsurprisingly, these offenses also represent some of the highest rates of racial disproportionality in our juvenile justice system. Based on 2017 numbers, youth of color disproportionately make up 82% of respondents charged in these cases.

2017 “Top 10” Juvenile Felony Breakdown

Offense	Black	White	Hispanic	API	NA	Unk	Total
Robbery2	21	8	7	6	1	0	43
Att. Rob2	16	4	7	2	0	0	29
Theft1	11	1	9	5	1	0	27
Assault2	9	9	9	1	0	0	28
Assault3	20	8	6	0	1	0	35
Res Burg	15	4	3	3	0	0	25
Burg2	21	5	3	2	0	0	31
PSV ²	12	3	17	2	1	0	35
TMV ³	18	10	6	5	0	0	39
UPFA ²	32	12	21	7	0	0	72
	175	64	88	33	4	0	364
% total	48%	18%	24%	9%	1%	0%	100%

Community Justice Engagement: Youth and families are best served when appropriate interventions can be community based and culturally responsive. CEDAR will be a vehicle for providing referrals to community-based organizations currently supported through the Best Starts for Kids Initiative.⁵ Additionally, it can serve as a means for leveraging existing community partners who have a proven track record, and are ready and willing to work with Juvenile Court to support our youth. We already work with community organizations such as Choose 180, Restorative Mediation, and the Credible Messengers Program. Given the body of work CEDAR is anticipated to generate, county leadership must be willing to adequately fund these community partners to ensure program success.

¹ The PAO would exclude Serious Violent Offenses, Sexual Offenses, and Intimate Partner Domestic Violence.

² Possession of Stolen Vehicle.

³ Taking Motor Vehicle Without Permission 2.

⁴ Unlawful Possession of Firearm 2.

⁵ 4Culture/Creative Justice, Black Star Line African Family Educational Collective, Cham Refugees Community, Community Network Council, Community Passageways, Good Shepherd Youth Outreach, Living Well Kent Collaborative, Na’ah Illahee Fund, POCAAN, Urban League of Metropolitan Seattle.

As an example, the PAO has had notable success piloting serious felonies and firearms related offenses through the Peacemaking Circle intervention provided by Point One North, LLC.⁶ This organization has a broad network of community-based partners throughout King County, including faith-based organizations and culturally relevant providers, such as Consejo Counseling and Referral Service. The PAO's willingness to pilot violent felony offenses through a CEDAR process would necessarily involve the backing and funding of promising interventions such as Peacemaking Circles.

Conclusion: CEDAR already has broad support from King County Juvenile Court leadership, including judicial officers, probation, public defense and prosecutors. It is an innovative, progressive, smart approach to juvenile justice that is in line with other statewide efforts to keep children out of the juvenile justice system, such as ESSB 6550 which expands diversion options.⁷

The benefits of CEDAR will be substantial:

- Swift accountability and opportunity for atonement for youth.
- Provides an opportunity for youth to avoid criminal history.
- Swift justice for victims of crime.
- Reduces racial disproportionality.
- Reduces use of detention.
- Expedited access to evidence based services.
- Incentivizes engagement with effective community-based interventions.
- Substantially reduces the time that cases languish in the formal court process.
- Draws from restorative justice principles that are widely supported by the community and have proven effective in addressing juvenile delinquency.
- Significant long-term savings will be realized as a result of limiting costly formal court processing.

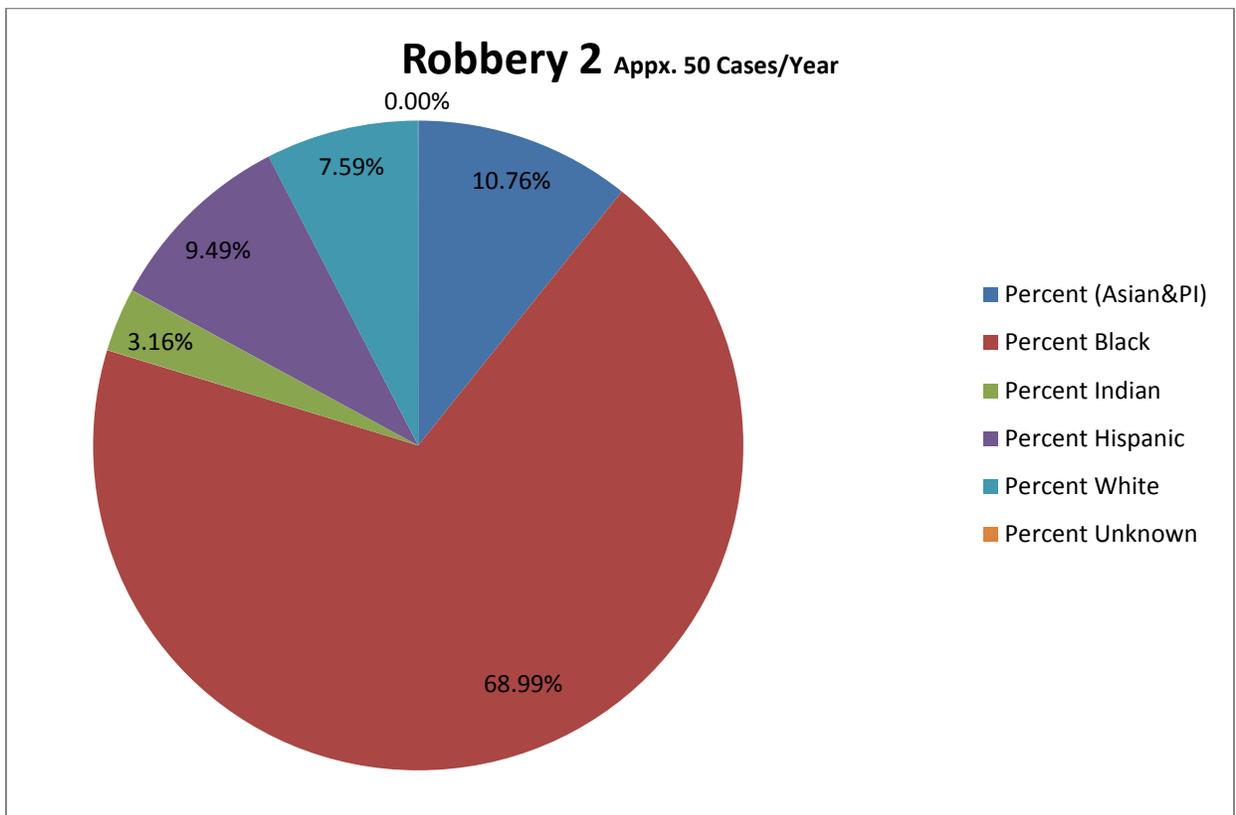
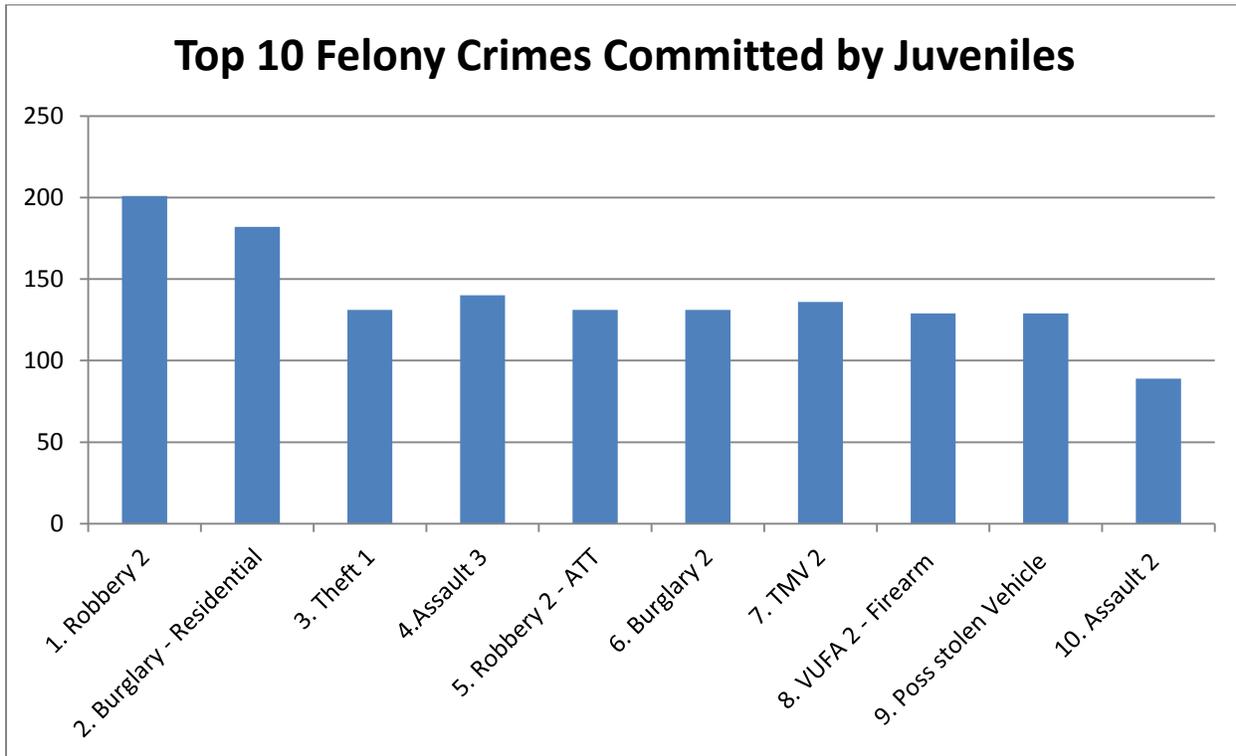
⁶ The PAO has successfully diverted 11 cases using this specific intervention. The offenses involved Robbery 1, Felony Threats, and Felony Firearms Possession.

⁷ <http://lawfilesexext.leg.wa.gov/biennium/2017-18/Pdf/Bill%20Reports/House/6550-S.E%20HBR%20APH%2018.pdf>. Signed by Governor 3/15/2018. Effective date 6/7/2018

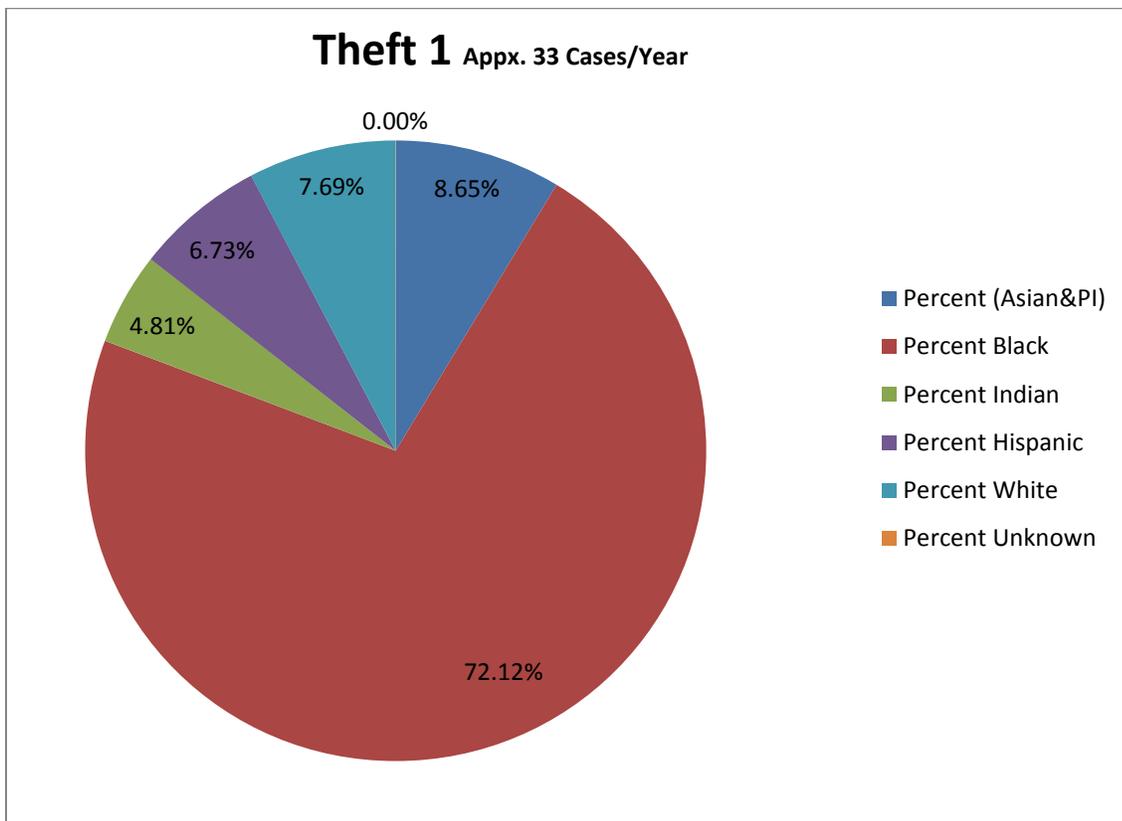
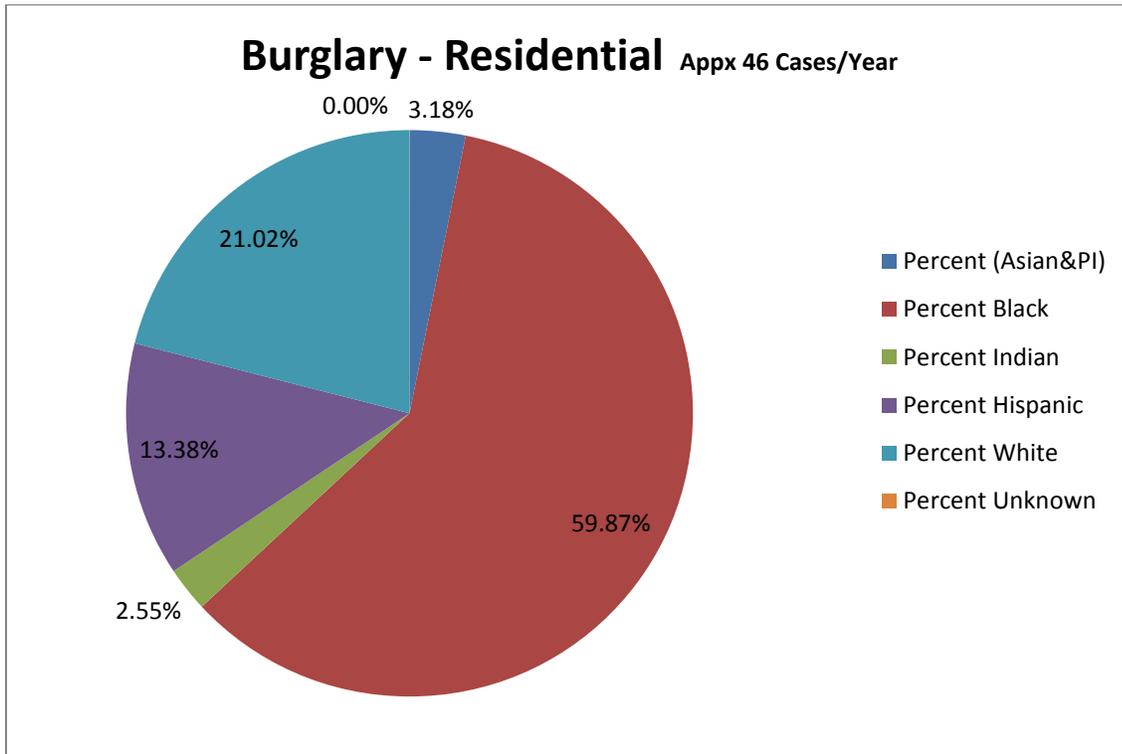
Example of *CEDAR* Track Process:



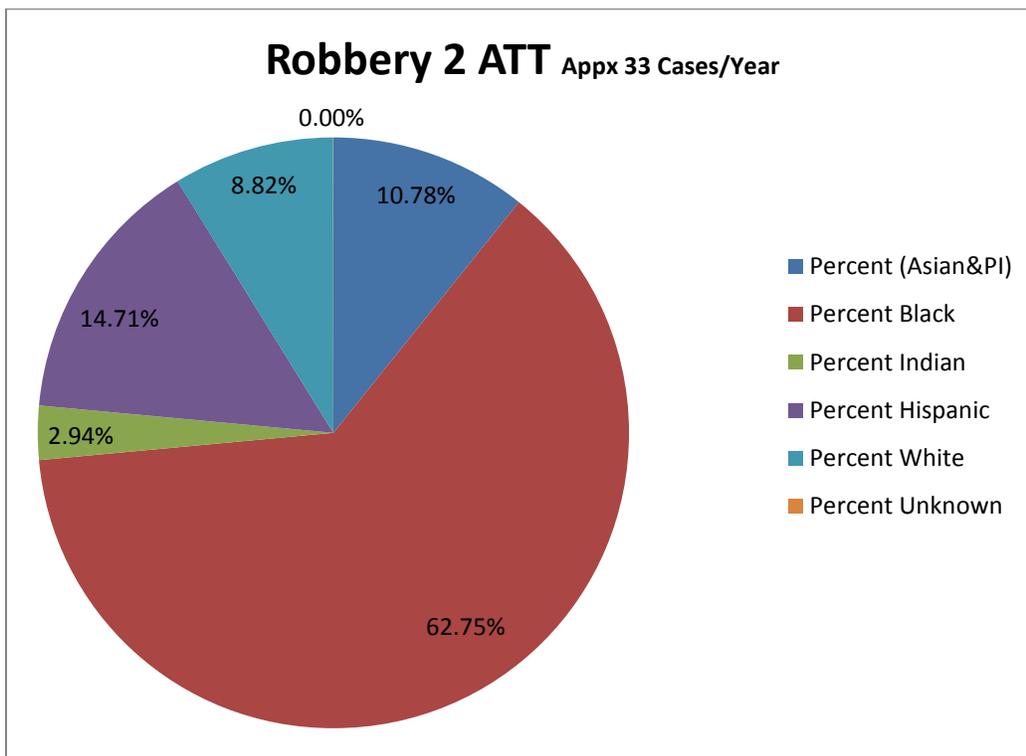
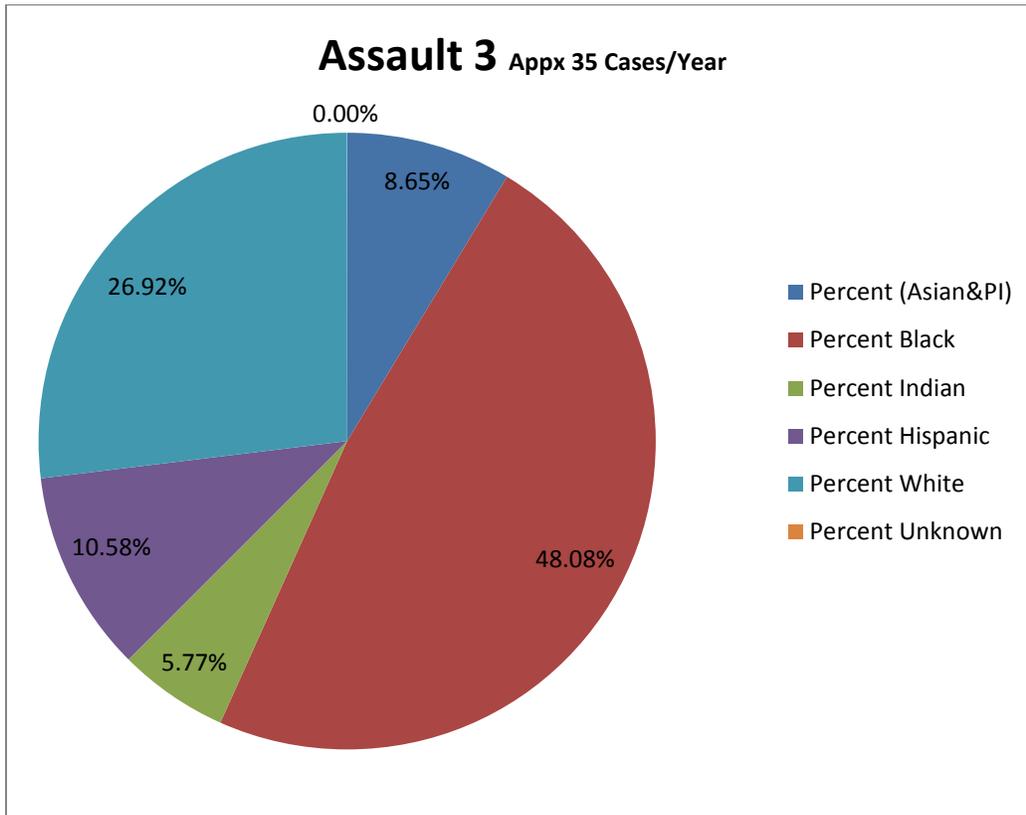
The Racial Disproportionality of the Top Ten Felony Crimes Filed in King County Juvenile Court 2014-2017



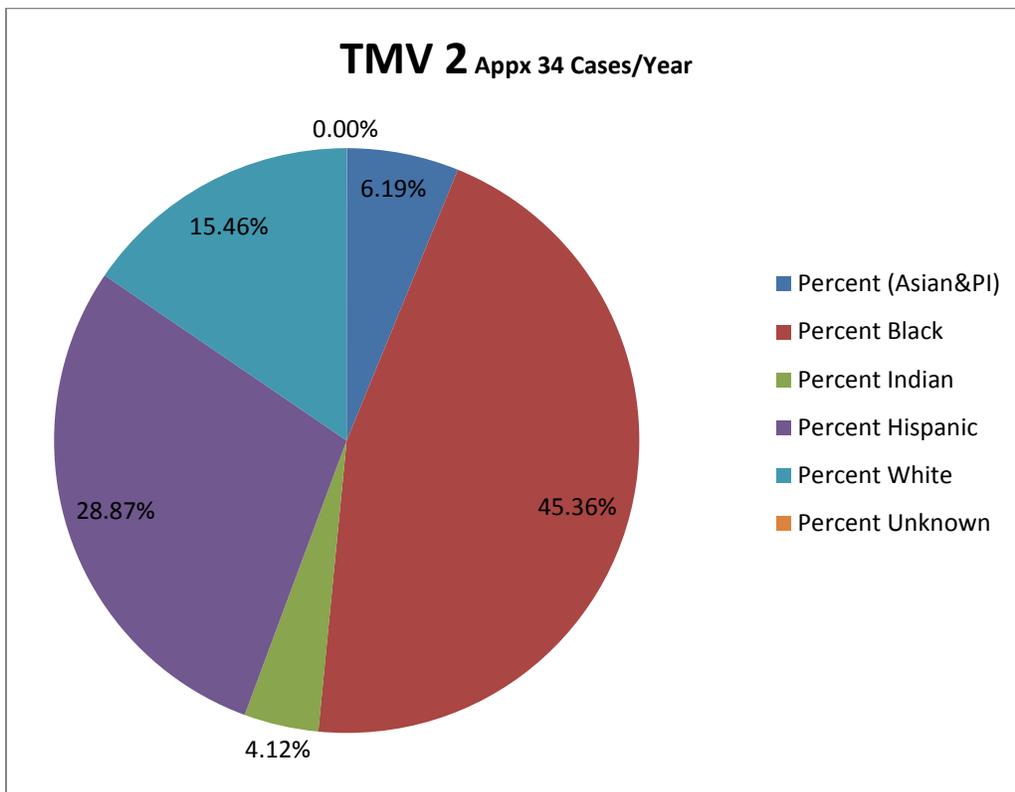
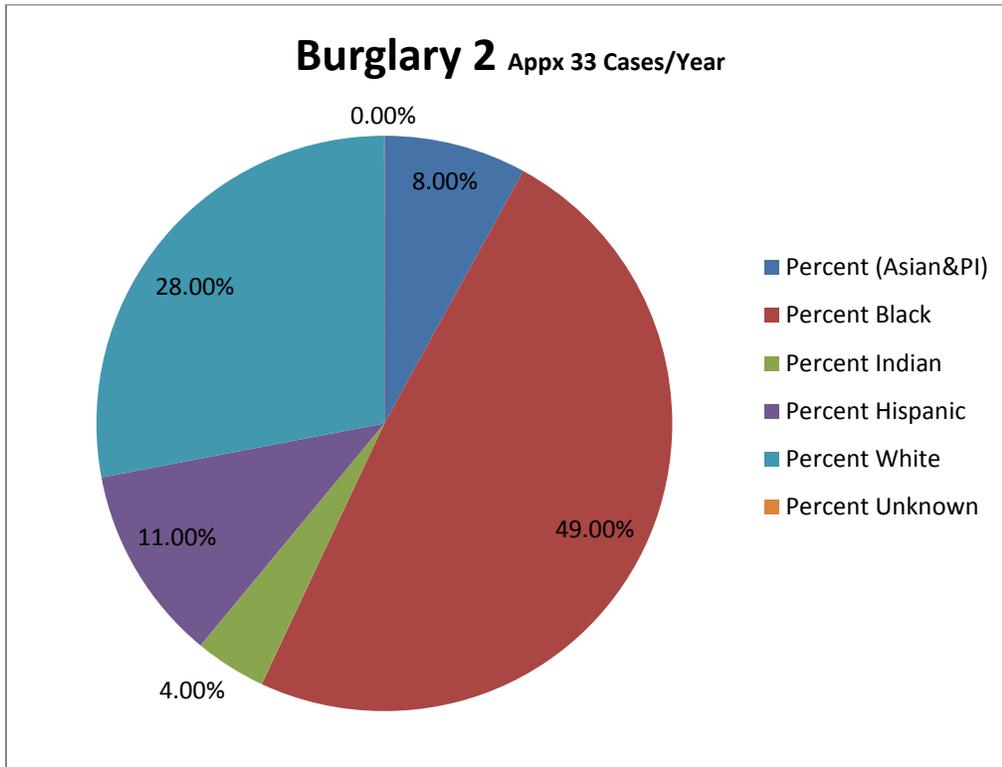
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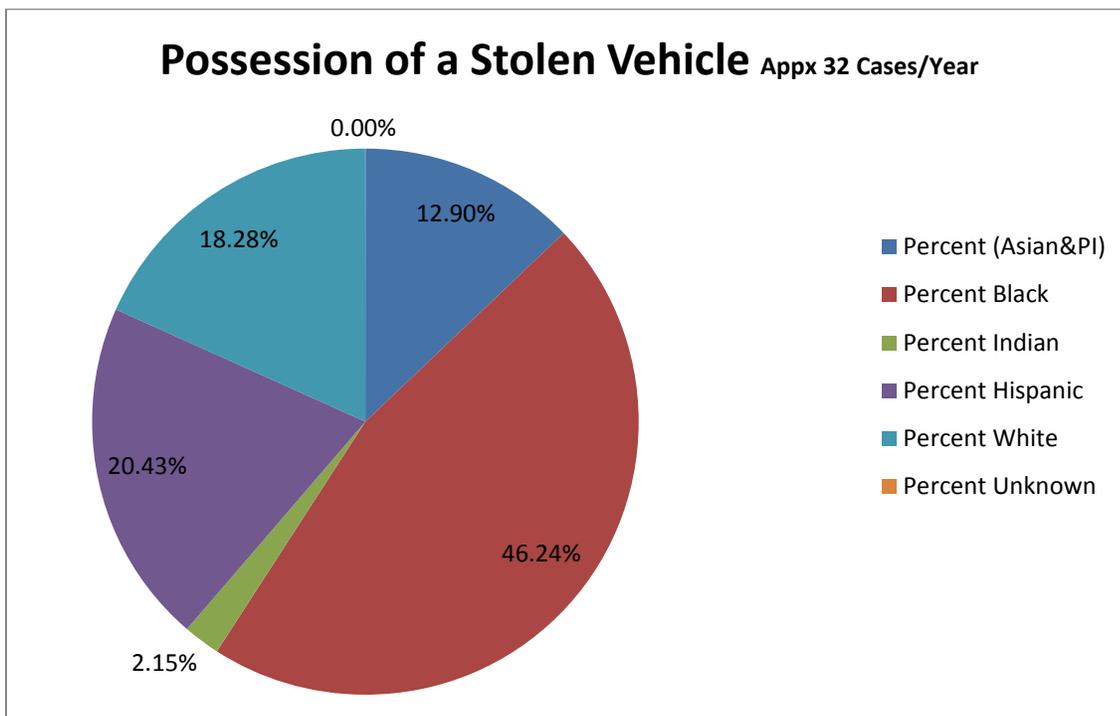
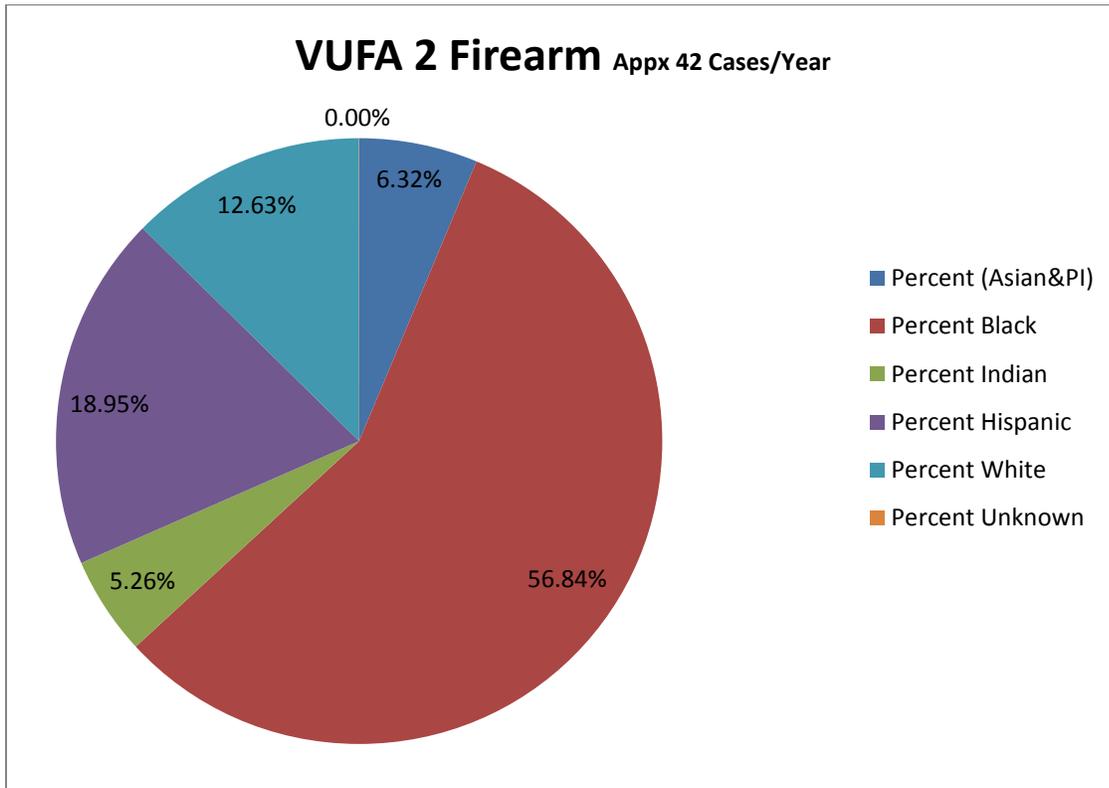
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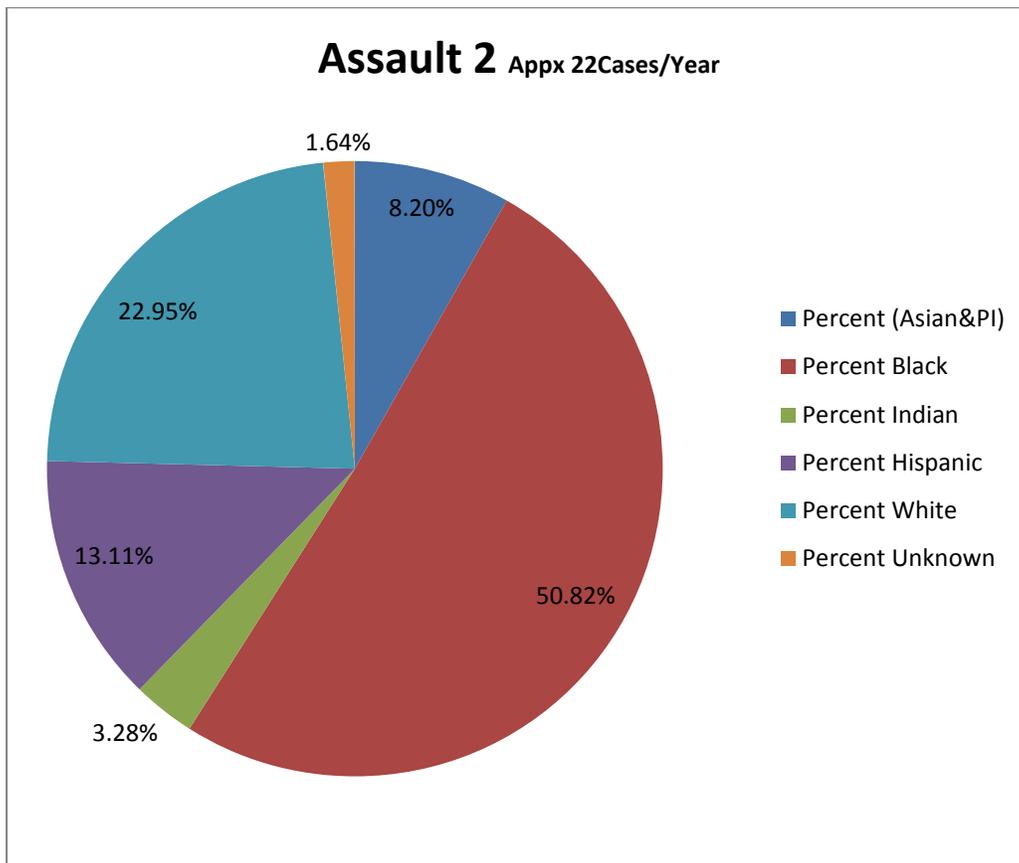
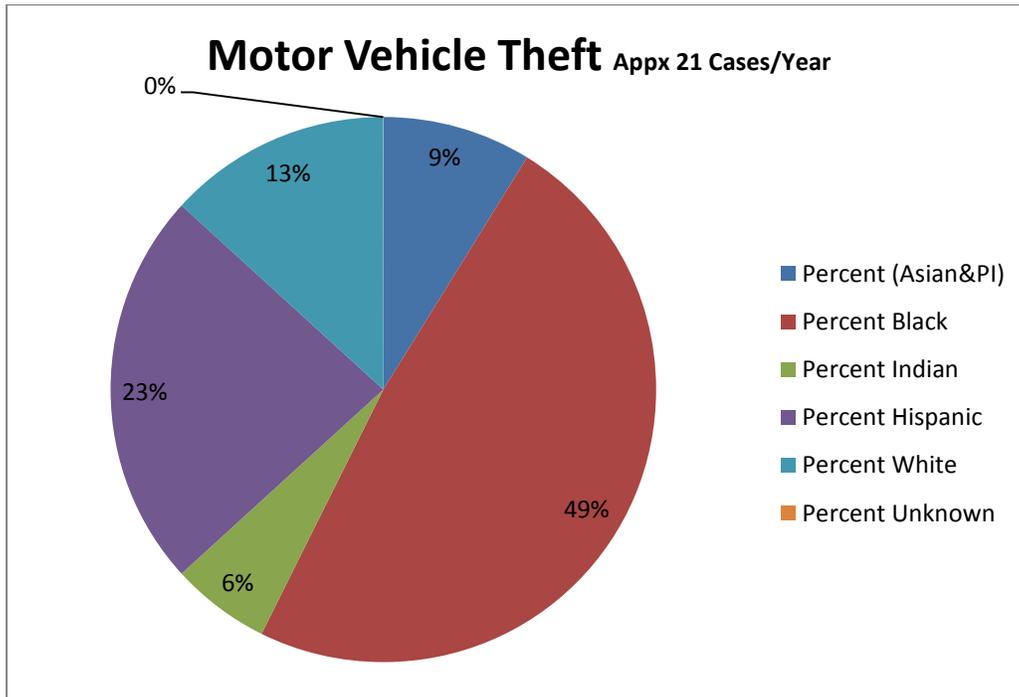
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PUBLIC HEALTH APPROACH TO JUVENILE JUSTICE

WHAT IS A PUBLIC HEALTH APPROACH?

A public health approach to juvenile justice means engaging communities and applying a strong evidence base to determine prevention and intervention strategies that eliminate the need for juvenile detention and promote the well-being and development of all youth.



SCIENCE-BASED

Science about the way adolescent brains develop helps us understand ways we can support youth, particularly those who may have experienced trauma.



PROGRESS & PARTNERSHIP

The County funds community partnerships that creates opportunities for young people who face systemic barriers to success.



COMMUNITY ENGAGEMENT

This approach has already proven effective, but more needs to be done in partnership with community leaders. Success and reaching our goal of zero youth detention will require community engagement and involvement of community organizations, partners, families and youth.



LEADERSHIP & COMMITMENT

A coalition of twenty diverse county leaders committed to the public health approach has been assembled and includes:

- Public Health – Seattle & King County
- King County Superior Court
- Executive Office
- Department of Adult and Juvenile Detention
- Department of Community and Human Services
- Prosecuting Attorney's Office
- Department of Public Defense
- King County Sheriff's Office
- Performance, Strategy and Budget
- Office of Labor Relations

King County has **reduced the number of youth in detention by 70%** since 1998, and most youth are **out of detention in 3-5 days**.

Our most recent steps forward:

Summer 2018: Road Map to Zero Youth Detention report will put forth short and long-term strategies to keep kids out of the justice system, better deliver services, and increase support for those transitioning out of the justice system

Spring 2018: All programming work within Juvenile Detention will be placed under the care of Public Health.

November 2017: Executive order calling for a new direction for juvenile detention using a public health approach

November 2017: Executive order moving youth charged as adults from Maleng Regional Justice Center in Kent to Youth Services Center

August 2017: Deputy Executive Rhonda Berry appointed to lead the County's collective work to lead the County's Zero Youth Detention effort

July 2015: The Executive chartered the Juvenile Justice Equity Steering committee

THE PUBLIC HEALTH APPROACH IN PRACTICE

Public Health-informed programming addresses the needs of youth and families before they experience the juvenile justice system, when they interact with our systems and facilities, and when they transition out of the juvenile justice system.

STRATEGIES FOR ZERO YOUTH DETENTION

King County is already implementing **strategies to reduce the use of detention that are making a difference**. We are pairing upstream solutions that keep kids from interacting with the justice system in the first place with safe, respectful facilities to serve as a resource in our communities for our services. Additionally, our programs, working in conjunction with community partners, deliver supportive services in a nurturing, trauma-informed way.

- **Family Intervention and Restorative Services (FIRS)** - offers youth arrested for family violence incidents space at an overnight respite center instead of secure detention
- **Step-Up Program** - specifically addresses adolescent family violence
- **Creative Justice** - an arts-focused alternative to detention
- **The 180 Program** - a diversion program offering youth a chance to have their charges dismissed
- **Restorative Mediation** - helps youth understand the full impact of their actions directly from victims
- **Drug Court** - allowing juveniles charged with an offense who have alcohol or drug problems to participate in a program, including early, continuous and intensive court-monitored treatment

The new Children and Family Justice Center brings all family law matters under one roof.

As we work toward fewer and fewer youth coming into detention, we want to make sure that those who do are supported by a developmentally appropriate environment that helps them leave as resilient as possible and better connected to what they need to thrive in their community.

The new facility will feature:

- An environment conducive to delivering trauma-informed services
- Childcare for those attending family court
- 100 fewer beds than existing facility
- Space for courtrooms

Building for a future of zero youth detention.

As the County continues to drive reductions in the use of secure detention for juveniles, **the detention housing units will be constructed so that they can be easily converted to transition units and community use space.**

KING COUNTY BEHAVIORAL HEALTH AND
RECOVERY DIVISION –
YOUTH, FAMILY, AND PREVENTION
PROGRAMS

Adult SBIRT

Screening, Brief Intervention, and Referral to Treatment (SBIRT) is a comprehensive, integrated, public health approach to the delivery of early intervention and treatment services for persons with substance use disorders, as well as those who are at risk of developing these disorders (SAMHSA, 2017). Primary care centers, emergency departments, trauma centers, and other community settings provide opportunities for early intervention before more severe consequences occur.

MIDD funds SBIRT services for adults in the Emergency Departments of:

- Harborview Medical Center: 4 FTE SBIRT Clinicians; 0.8 SBIRT Implementation Lead
- St Francis Hospital and Highline Medical Center: 2 FTE SBIRT Clinicians with 1 FTE in each ED; 0.5 FTE shared SBIRT Implementation Lead

Benefits of SBIRT in medical settings (SAMHSA TAP 33, 2013; United States Preventive Services Task Force Recommendation, 2013):

- Reduces drug and alcohol use (10-30%)
- Link individuals with Substance Use Disorders to specialized care
- Reduces health care cost (\$3.81-\$5.60 is saved for every \$1.00 spent on SBIRT)
- SBIRT reduces emergency department visits, nonfatal injuries, hospitalizations, arrests, and motor vehicle crashes

BSK/MIDD School-Based SBIRT

This School-Based Screening Brief Intervention and Referral To services (SBIRT) strategy aims to prevent substance use and promote the mental health of our middle school students. It falls within the MIDD PRI-05 Collaborative School-Based Behavioral Health Services and BSK strategy of Screening and Early Intervention for Mental Health and Substance Abuse for youth aged 5-24 years. It also includes MIDD School-Based Suicide Prevention which provides students and schools suicide prevention trainings. Braided BSK/MIDD funds include the re-shaping of MIDD PRI-05 to work directly with school districts in King County middle schools. SBIRT is a proactive model to assist schools to integrate tiered supports for behavior, achievement and social emotional learning for students within the Multi-Tiered System of Supports (MTSS) framework

SCHOOL-BASED SBIRT MODEL:

Screening: Screening for substance use and mental health issues, combined with a strengths-based survey. Administration typically takes 12-15 minutes. The screening is entered into a password protected database and a report is generated. Screening can be universal or selected based upon needs for each school.

Brief Intervention: The Brief Intervention consists of a sequence of up to four semi-structured 15-20 minute sessions with the youth, one with the youth's caregiver and one with the youth and caregiver together. The number of sessions and the inclusion of the caregiver will depend on each student's needs. The brief intervention is based on motivational interviewing principles.

Referral To: May include referrals to assessment and/or other community based services and supports (for example, mentoring; educational; counseling; youth leadership opportunities).

City of Seattle Human Services Department Behavioral Services Contract

Public health services have a great impact on the health and well-being of Seattle's residents and neighborhoods. One of the ways the City improves its residents' health is by investing in what are called *enhanced public health services*, or services above and beyond the basic, core public health services provided by Public Health-Seattle & King County. The City's efforts and investments are focused on promoting the health of the public and, particularly, of groups who experience disparities in health outcomes. Behavioral Health Services includes multiple sub-programs:

1) *Chemical Dependency Interventions* program is designed to treat the approximately 25,000 Seattle residents served by the Dutch Schisler Service Center (DSSC) each year, with ongoing chemical dependency issues. Case management services are designed to provide quality service planning, motivational interviewing, referral to appropriate community resources, and individual follow up to all identified clients. Case management responsibilities include linkages and referrals into an array of publicly funded services including substance use disorder treatment, detoxification, other case management services, respite housing and high utilizer case management/staffing services. Case management services provide a single-entry point into multiple systems for the populations with complex physical and behavioral health conditions at DSSC.

2) *Emergency Services Patrol* van drivers function as the first responders and by providing direct assistance to the Seattle Police and Fire Department in the assessment and transportation of persons who are intoxicated and incapacitated in public areas. When ESP responds to 911 dispatch calls, this service will free-up City of Seattle Police Officers and other emergency workers to respond to other crisis calls. ESP is a cost-efficient alternative to incarceration or hospital emergency department visits. Instead of using an emergency ambulance to transport a single individual, the ESP van will pick up and transfer multiple clients to and from the Dutch Schisler Sobering Center (DSSC), to detoxification, hospital emergency departments, and other services.

3) *Youth Engagement Program* provides outreach and engagement services linking underserved Seattle youth or homeless youth to treatment or other services. With a focus on youth of color and/or sexual minorities who are involved in drugs or alcohol, have mental health needs, and/or who are involved in risky behaviors, and/or who are involved or at risk for involvement in the juvenile justice system, the program will provide opportunities to address the needs of youth on their terms.

4) *Multi-Systemic Therapy* is an intensive family- and community-based treatment program that focuses on addressing all environmental systems that impact youth. MST treats those factors in the youth's environment that are contributing to behavior problems. Such factors might pertain to individual characteristics of the youth, family relations, peer relations, and school performance. On a highly individualized basis, treatment goals will be developed in collaboration with the family, and family strengths are used as leverage for therapeutic change. Specific interventions used in MST will be based on the best of empirically-validated treatment approaches, such as cognitive behavior therapy and pragmatic family therapies.

The primary goals of MST will be to improve the quality of the youth and their family's life, reduce out-of-home placements, and empower families to resolve future difficulties.

In 2017, 33,660 unduplicated adults and children were served by the four programs.

Collaborative School-Based Behavioral Health Services

The MIDD Collaborative School-Based Behavioral Health Services invests in mental health and substance abuse prevention/early intervention services provided in middle schools. These services include assessments, screening, brief intervention, referrals, case coordination and behavioral health support groups. The initiative includes the development and integration of school-based SBIRT (screening, brief intervention, and referral to treatment) services. It also includes MIDD School-Based Suicide Prevention which provides students and schools suicide prevention trainings. Youth are trained on stress management and suicide prevention. Adults are trained on identification of early signs of stress, depression and suicide ideation, and how to handle these issues in families and in youth-serving organizations.

Achievements:

- Better coordination of prevention services have resulted by having a Prevention Intervention Counselors involved in school staff meetings (SIT teams).
- Prevention teams have the largest number of student participation and ongoing support from the school.
- The GSA (Gay Straight Alliance) group has increased in participation and offers a space where students feel safe and supported.
- Number of youth served by Youth Suicide Prevention presentations through Crisis Clinic reached 251% of goal.

Community Prevention and Wellness Initiative (CPWI)

There are 6 Community Prevention and Wellness Initiative (CPWI) Coalitions in King County. These coalitions are focused in communities with high rates of youth substance abuse and a demonstrated readiness to benefit from strategies to address those problems. The coalitions are comprised of one paid staff person and approximately 15-20 community volunteers representing a variety of community sectors (e.g. business, faith community, schools, etc). Each coalition focuses on an identified middle and/or high school as well as the community that surrounds it, and addresses youth substance abuse in a variety of ways, including prevention themed public awareness campaigns, parenting classes, and pro-social activities for youth. The funding also provides a full time Prevention/ Intervention Specialist for the designated schools.

Auburn Prevention Coalition works with Cascade Middle School and Auburn High School as well as the surrounding community. They report serving approximately 5,500 youth and adults in Auburn through strategies such as providing Life Skills Training (a curriculum that teaches positive coping skills to youth) to every 6th and 9th grader at Cascade and Auburn and sending out a postcard to all parents in the Auburn school district urging them to talk to their students about healthy Homecoming plans.

The Southwest Seattle Youth Alliance works with Denny International Middle School and Chief Sealth High School and the surrounding community. They report serving approximately 3,400 youth and adults in West Seattle through strategies such as providing Guiding Good Choices,

a parenting curriculum for parents of youth ages 9-14 in Oromo and Spanish, as well as working with Chief Sealth and Denny to revise their disciplinary practices and reduce out of school suspensions.

Vashon Alliance to Reduce Substance Abuse (VARSA) works with McMurray Middle School and Vashon High School as well as the Vashon Island community. They report serving approximately 4,200 youth and adults through strategies such as an outreach program for LGBTQ youth and providing Second Step, a curriculum that focuses on socio-emotional skills and resiliency to all 6th graders. They have also given out more than 750 prescription lock bags to Vashon residents in order to reduce prescription drug misuse.

Coalition for Drug-Free Youth (CDFY) partners with community members, organizations and groups in White Center/ North Highline as well as staff, students and families in the Highline School District (HSD), specifically, Cascade Middle School (MS), Evergreen High School (HS) and New Start HS. The CDFY also works with Puget Sound Educational Services District (PSED) that provides a Student Assistance Specialist/ Prevention-Intervention (PI) staff person who serves students at Cascade MS and Evergreen HS. Among the highlights and successes:

- Prevention Teams at Cascade MS and Evergreen HS – community projects, Red Ribbon Week, We Day, policy initiatives, and prevention conferences
- Community projects resulting in Cascade Prevention Team receiving a stewardship award from King County Parks for its anti-litter campaign at park adjacent to school
- Latino student Prevention Team/mentoring at Evergreen HS
- Peer mentoring programs (Peer Assistance and Leadership) at New Start HS
- Multi-cultural Nights – Cascade MS and Evergreen HS
- Drug prevention curriculum, LifeSkills Training, for students at Cascade MS
- “Cascade News to Know” newsletter published in five languages and distributed on-campus and throughout community
- Training of local residents in facilitating the evidence-based Guiding Good Choices (GGC) parenting skills program then GGC delivered to Latino and Somali families
- Area-wide multi-lingual media campaigns including bill boards, newsletters, posters, bookmarks, buses, radio, television, internet, social media and theatre ads
- Policy initiatives at the county and state level
- Cultural competence training
- Health fairs
- Advisory boards and/or PTA – Cascade MS, Evergreen HS and New Start HS
- Social norms, drug impairment trainings for school staffs, mental health service providers, other coalition coordinators
- Behavioral and mental health referrals to Navos by PI staff (Navos and PSED) at Cascade MS and Evergreen HS

Healthy Youth Central Area Network (HYCAN) was originally the ‘Central Seattle Drug-Free Communities Coalition’ (CSDFCC), which began in 2008 to address the lack of prevention services for youth following the elimination of the Safe and Drug-Free Schools and Communities grant. At that time, CSDFCC was awarded a federal Drug-Free Communities (DFC) grant. In 2011, CSDFCC became a CPWI community, and began to fund direct services in addition to prevention and environmental strategies originally funded under DFC. The name changed to HYCAN in 2015. With a focus to

increase healthy youth development in Seattle's Central Area, HYCAN supports youth and families living in the Central Area as well as students attending Washington Middle and Garfield High Schools.

Key partnerships include stakeholders involved in substance abuse and crime prevention initiatives, including schools, human service providers, civic organizations, government, law enforcement, the faith community, health care organizations, and the private sector. Specific partners include: Seattle Public Schools; Puget Sound Educational Service District; the Lutheran Church of the Good Shepherd; the East Precinct and African American Advisory Councils; the Seattle Police Department's East Precinct; PTSAs; Therapeutic Health Services; Seattle Youth Violence Prevention Initiative; the Central Seattle District Council; the Seattle City Attorney's office; the University of Washington School of Social Work; and Washington Asian Pacific Islander Community Services.

With an ongoing emphasis on youth development opportunities, HYCAN has sponsored middle and high school students attending the annual Washington State Prevention Summit, the Spring Youth Forum, the Game of Life and WE Day for key prevention strategy training. Youth also participated in the "We are Authentic" positive social norms campaign. Community collaboration is ongoing, facilitating neighborhood gatherings, community murals, out-of-school youth activities and parent trainings to strengthen families and neighborhoods, prevent crime and increase life quality for Central Seattle stakeholders.

HYCAN addresses prioritized risk/protective factors through coalition expansion and impact, community building, environmental campaigns, and evidence-based programs including HipHop2Prevent, Life Skills Training, Project Alert and Project SUCCESS. Outcomes are measured through pre/post surveys that indicate growth in knowledge, skills, and attitudes. Additional methods, such as the Healthy Youth Survey and Community Surveys as well as community input identify priority risk factors and needs assessments.

The SE Seattle P.E.A.C.E. Coalition is a community group founded in 2012 to keep Southeast (SE) Seattle youth safe, healthy and happy so they can learn. The group strives to bring together all sectors of the community to maximize our impact on youth and families. This includes schools, healthcare professionals, government, parents, youth, media, youth-serving organizations, religious and fraternal organizations, businesses, civic and volunteer groups, mental health and substance abuse agencies, law enforcement, as well as individual community members.

A challenge for the coalition is engaging the multiple different language and cultural groups that make up SE Seattle. A success for the Coalition is building the capacity of representatives from different ethnic groups to incorporate prevention programming into their community. The Coalition has a fulltime drug prevention specialist at Aki Kurose Middle School. We have successfully organized ethnic-specific parenting classes, supported positive afterschool youth leadership activities, and educated youth and parents about the risks of substance abuse. The Coalition is staffed by Neighborhood House and funded by the Washington State Department of Social and Health Services - Division of Behavioral Health and Recovery, King County Department of Community and Human Services, Aki Kurose Middle School and Puget Sound Educational Service District. The Coalition is implementing its Action Plan to increase community, school, youth and family protective factors and decrease risk factors associated with substance abuse and mental health problems. The Coalition is carrying out various strategies and activities to reduce youth substance abuse, and associated issues such as, mental health problems, truancy, school dropout and violence including:

- Monthly Coalition meetings and annual community events
- Drug prevention classes and groups for youth affected by substance abuse
- Programs to provide parents/families with parenting tips and tools
- Media campaigns to promote alcohol and other drug prevention

- Youth education to help youth make healthy and safe decisions
- Case management program to support at-risk middle school students
- Policy development and advocacy to prevent youth substance abuse
- “206 Rising” – our youth engagement campaign through music and arts, www.206rising.org #206rising or www.Facebook.com/206rising

Each strategy is evaluated for effectiveness and HYCAN updates its Action Plan annually to ensure they have the greatest impact possible.

Parent Partner Family Assistance

The aim of this initiative is to provide a program that offers an array of assistance services to families, caregivers, youth, and community members with the intent of engaging them in understanding about complex system. The program, which is facilitated by Guided Pathways, aims to inform and connect families and the community to relevant services, provides training, and provides individualized peer supports to parents and youth. The trainings and social events provide learning and advocacy opportunities for people interested in behavioral health challenges. The individualized supports provide direct and tailored support to parents and youth experiencing behavioral health challenges.

This MIDD initiative has brought parents and youth out of isolation, connected them to resources, and helped them obtain services that meet their unique needs. The initiative has provided a place where family voice and choice is heard. Fewer families and youth remain stuck in their challenges and achieve and maintain their well-being as a result.

The Youth Empower Support (YES) social emotional learning program at GPS has seen enrollment grow by 50% in Kent and Auburn school districts including:

- 216 new, unduplicated families received 1-to-1 parent and/or youth peer support, and
- 1,425.98 service hours were completed, a 20% increase from 2016.

Particularly successful was our program’s launching of an additional weekly session for boys of color January through June at Auburn’s Olympic Middle School. Also highly successful was the partnership with Auburn Cascade Middle School to support families facing truancy challenges.

Family Treatment Court

FTC is a recovery-based child welfare court intervention. Parents participate in FTC to receive help in obtaining and maintaining sobriety as well as family services that support a recovery based lifestyle, including mental health treatment when applicable. Many of the court’s parents have a history of incarceration and FTC supports their reentry into mainstream services. It is an improvement to the current way child welfare cases are handled in the dependency court system. It is also a prevention and early intervention program, working with both the parent and the child to prevent future involvement in the criminal and juvenile justice systems and address the health and well-being of child welfare involved families. FTC also received national recognition from the Office of Juvenile Justice and Delinquency Prevention for the excellence of their program as well as for their strong collaboration with community partners.

MIDD funding helped complete the south county full day expansion by securing an additional social worker position and half time court specialist to increase FTC capacity from 60 to 78 children at any one time or about 140 children per year throughout the county. This expansion means that south county residents receive equal access to the same high quality services as north county residents. The FTC program was recognized nationally on several fronts for their outstanding service provision including a national podcast conducted by the National Drug Court Resource Center and an award presented by the Office of Juvenile Justice and Delinquency Prevention. One of the FTC peer mentors was highlighted by the American Bar Association as a “Reunification Hero” in 2017.

With over half of FTC participants listing heroin as their drug of choice, FTC needed access to immediate inpatient bed and medically assisted treatment (MAT) options. We were able to refer and connect almost 52 percent of our parents to MAT services (an increase of 12 percent from 2016).

SAMHSA grant Year 2 (October 1, 2016 – September 30, 2017) evaluation results conducted by the University of Washington using Famlink, Superior Court, GPRA and NCFAS-G+R data sets for a cohort of 74 children and 61 parents. Primary findings include:

- For youth whose families were in the FTC and were returned home, there were no subsequent removals from the home.
- There were no additional reports of abuse and neglect after a child’s family entered the FTC.
- There were no re-entries to foster care for families.
- 57.1 percent of children reunified within 12 months of last removal from home.
- The mean days between entry to FTC and treatment was 21.7 days.
- 55.6 percent of parents exited from FTC completed substance use treatment.
- To date FTC has used about 16 EBPs with their clients with high completion rates.
- There was about 16.7 percent improvement in employment of those that exited the FTC program.

FIRS

The Family Intervention and Restorative Services (FIRS) program is an alternative to court involvement and secure detention for youth violent towards a family member. Youth are provided a place in a 24/7 non-secure facility in the community and are assigned a specialized Juvenile Probation Counselor (JPC) and Step-Up Social Worker. During the family intervention process, a validated risk and needs assessment, family violence safety plan, and FIRS Agreement are conducted. The FIRS agreement engages youth in appropriate services, including Step-Up, evidence-based therapy, or the 180 Program. Youth may also agree to complete community service or engage with other services.

FIRS has successfully offered alternatives to families in a meaningful way. In addition to enhancing access to existing services, FIRS expands the capacity of Step-Up, a “nationally recognized adolescent family violence intervention program designed to address youth violence toward family members”.

Representatives of the program presented at the 2017 JDAI National Conference. We also continue to be called upon to support multiple jurisdictions across the country.

MIDD funding has made it possible for Evidence Based Practices such as Functional Family Therapy to be offered to families without a formal adjudication. MIDD support has allowed Juvenile Court Services to step outside of the formal legal process and intervene based on need instead of services being driven by a legal framework. This has transformed the dynamics of service provision and led to higher engagement in services.

FIRS has resulted in a 62% reduction in charges being filed for juvenile domestic violence and over 300 families engaged in FIRS without having to traverse the court process. Further, in 2017, well over 100 kids were diverted from detention and entered the FIRS Respite Center. The University of Washington has conducted an evaluation of the program which has not yet been made available. This report should be very helpful in identifying strengths as well as areas for improvement

Juvenile Justice Assessment Team (JJAT)

The Juvenile Justice Youth Behavioral Health Assessments (JJAT) program seeks to address the behavioral health needs of youth involved in the justice system by creating a multi-disciplinary team approach to assessments and referrals. JJAT services further aim to divert youth with behavioral health needs and diagnoses from initial or further justice system involvement and reduce the incidence and severity of chemical dependency and mental and emotional disorders in youth. In late 2017, Ryther became the new JJAT mental health provider. Therapeutic Health Services continues to provide substance use services.

The Ryther Substance Use Disorder Enhancement staff participated in a Reclaiming Futures Learning Collaborative supporting JJAT's effort to bring SBIRT (Screening, Brief Intervention, and Referral to Treatment) to Juvenile Court. In addition, JJAT continued to refer youth for psychiatric and neuropsychological evaluations with both public and private resources in the community, scheduling these appointments in a fraction of the time it would take without JJAT support.

Juvenile Drug Court

Juvenile Drug Court (JDC) provides support and treatment services to youth charged with criminal offenses who have a substance use disorder (SUD). JDC has successfully reduced the rate of recidivism of youth of color in the justice system through providing an incentive driven programming model. In 2017, the Office of Juvenile Justice Delinquency Prevention (OJJDP) launched guidelines that support a coordinated system of care model for youth and their families struggling with and impacted by behavioral health issues. This resulted in more frequent phase elevation and graduation through the program and a more meaningful approach to addressing youth/family needs.

Youth graduation and phase elevation rates became more obtainable. The JDC team moved to a culturally targeted approach, reallocating resources to coincide with the participant in the program.

Seven youth graduated the JDC program in 2017. 14 youth participated in Evidence-Based Programs and 13 youth elevated to various phases within the JDC program.

MHFA

Mental Health First Aid (MHFA) gives people the skills to help someone who is developing a mental health problem or experiencing a mental health crisis. Using a 5-step strategy, participants are able to assess risk, respectfully listen to and support an individual in crisis, and identify appropriate professional help. Participants are also introduced to risk factors and warning signs for mental health or substance use problems and learn about evidence-supported treatment and self-help strategies. MHFA works to reduce stigma and increase access to behavioral health care before a situation turns into a crisis.

In 2017, the Behavioral Health and Recovery Division held a statewide MHFA instructor summit. There were approximately 35 attendees. Information about the successes and challenges of MHFA was gathered and attendees heard from an Equity and Social Justice panel on ways to help the curriculum be more inclusive. Also, a Request for Qualifications was released for a provider to create a coordinated system of MHFA throughout King County.

26 key staff within King County attended Adult MHFA training. Staff in attendance included representatives from the Executives office, BHRD, the Department of Community and Human Services, the Department of Judicial Administration, and Public Health. In addition, four BHRD staff as well as 12 others from around the state became certified instructors in Youth MHFA through this initiative in collaboration with EvergreenHealth hospital.

Opioid Overdose Prevention Partnership – Naloxone/Narcan – Community Overdose Prevention

Provides training and support to community partners (law enforcement, homeless housing, outreach workers, EMS and service providers) to prevent injury and death from opioid overdose. Coordinates training on Naloxone/Narcan and provides Naloxone kits for partners to administer on individuals suffering opioid overdose across King County communities.

Opioid Primary Prevention Taskforce Workgroup

This workgroup is coordinated by King County staff. It is made-up of a diverse set of partners focused on the three Primary Prevention recommendations, issued September 2016: Education, Secure Medicine Return, and Universal Screening. Provides opioid and overdose prevention education to providers, patients, and communities. Promotes King County Secure Medicine Return to providers and patients to reduce inappropriate access of medications in the home (misuse, accidental overdose, suicide, and death). Promotes and supports universal screening for risk factors that predict substance use, provision of education and/or brief intervention, and referral to appropriate support services and/or treatment for individuals and their families. The workgroup provides communities access to Opioid Medication & Pain flyer(s) in 22 languages as well as other resources located on the Task Force webpage to support community-led prevention and education efforts.

STAR Program for Individuals with IDD

The Substance use Treatment And Recovery (STAR) program provides adult substance use disorder (SUD) outreach, engagement, and treatment to individuals with intellectual and developmental disabilities (IDD) who are enrolled with Washington State Department of Social and Human Services/Developmental Disabilities Administration (DSHS/DDA) services. STAR Program staff members are available to perform consulting, training, and outreach activities to create linkages with community partners and provide education to organizations serving individuals with IDD in collaboration with DDA and the County.

Systems Partnerships and Coordinating Care Work

Children, Youth and Family services is a multi-system and multiple front doors landscape. In order to provide behavioral health services in the most efficient, effective and cost conscious manner, supporting system partnerships and establishing coordination and cooperation among multi-system partner, and information sharing and support among our providers is an essential component of facilitating our system well.

The work below is a practical requirement of ensuring service and system quality and new and ongoing policy and program implementation and continuous quality improvements:

1. **Quarterly Meetings with Region 2 South [King County] DSHS Children's Administration, DCFS.** We have in the past 6 months also included **Coordinated Care MCO** as they will have FIMC responsibility for all youth in foster care, adoption support, and alumni of foster care up to age 26. We coordinate care, administrative barriers and issues, legislative changes, implications and implementation concerns and generally keep each other abreast of changes and emerging issues.
2. **Monthly Youth Providers Meeting**—Support and coordinate our Youth and Family Services Providers, implement and problem-solve ongoing and new documentation and accountability related requirements, new programs and activities such as WISe, CCORS Expansions, Trainings, changes to the Crisis System, discussing CALOCUS Implementation, Child/Youth Clinical Outcomes, etc.
3. **DDA, KCDDD Program Development subsequent to recent CMS Waiver determination**—providing technical assistance, consultations, program development in order to coordinate discussions of the needs of those on the autism spectrum and their families.
4. **'Kid's PIPs [Performance Improvement Plans] Care Coordination Pilots with Coordinated Care MCO and Molina**—PIP started with Molina. Work there is more focused on adults given who was identified as being in the pilot. Coordinated Care work has been more substantive-monthly meetings, model design and identification of next steps, discussion of how to collaborate etc. Next step will be organizing per each individual identified as being in the pilot meetings to discuss and implement the operational details of shared treatment planning between outpatient BH provider and CC MCO. This work includes coordination between the two healthcare systems around logistical issues such as communications, having different data base systems, etc.
5. **Reclaiming Futures and Uniting for Youth**—systems coordination with juvenile justice, child welfare, education, developmental disabilities, juvenile justice, all child and family serving system partners.

Workforce Development

The Workforce Development initiative's aim is to develop a sustainable, systems-based approach to support the behavioral health workforce by increasing the number of staff working in the King County behavioral health workforce and enhance their skill set, increase capacity to provide quality behavioral health services in King County; and increase adoption of evidence-based, best, or promising practices.

Workforce skill development trainings were also provided throughout 2017 in addition to a special Medication-Assisted Treatment Clinical Collaboration project in collaboration with Public Health and our local opiate treatment providers. Agencies also continued to take advantage of the Chemical Dependency education, licensing, and supervision program increasing the number of substance use clinicians in the field.

Youth Marijuana Prevention and Education Program

Provides support to King County communities to prevent youth marijuana use by reducing risks and increasing protection for youth. The program works directly with a diverse coalition of representatives focused on youth marijuana prevention across King County, to develop strategic prevention planning to address youth marijuana prevention with racial equity. Additionally, the program provides communities with access to youth marijuana prevention & education, resources, program grants, and support. The program collaborates with over 300 partners and strategic planning efforts are data informed by the Healthy Youth Survey, key informant interviews, and youth listening session data.

Children's Crisis Outreach Response System (CCORS)

The Children's Crisis Outreach and Response System (CCORS) provides countywide crisis response for youth up to age 18 who are currently in King County and experiencing a behavioral health crisis. These services are provided to children, youth, and families where the functioning of the child and/or family is severely impacted due to family conflict and/or severe emotional or behavioral problems, and where the current living situation is at imminent risk of disruption.

CCORS continues participation in monthly Crisis Intervention Team (CIT) Trainings for police officers and continually reviews and revises training provided, based on officer feedback, to insure it is meaningful and relevant. Participation in CIT Training has supported overall collaboration with law enforcement to better respond to crises.

CCORS maintains strong relationships with community providers and wraparound teams to insure client continuity of care. Meetings with school personnel, police and hospitals as needed to resolve challenges and maintain open communication continues to strengthen the multi-system support network.

Quarterly client satisfaction surveys include: "CCORS should be all over the USA. I am happy that KC has CCORS. I feel lucky that we found CCORS. My daughter is better aware of her emotions and able to talk about them. "And, "our communication has greatly improved and we are spending more time together as a family at the Y." "My wife and I were thrilled by the care and concern for our family".

Use of parent partners has increased community understanding and appreciation of the value of parent partners.

CCORS referrals continue to increase. Since 2010, there has been a 42% increase in referrals.

In 2017, there were 1211 referrals and 890 outreaches. Of those, 29% had hospital diversion as the primary reason for the referral. CCORS safely diverted 29% during the initial outreach and 85% were safely diverted during their enrollment in CCORS. We do not consider hospitalization a negative outcome as voluntary or involuntary hospitalization may be the best outcome based on the individual client. However, 25% had placement stabilization as the primary reason for the referral. 89% were successfully stabilized at exit.

CCORS uses the CALOCUS (Child and Adolescent Level of Care Utilization System) at the initial outreach with clients and at discharge for clients who enroll in CCORS services. In 2017, based on the average scores pre and post, clients exiting CCORS moved down a level of care from level 4 Intensive Outpatient to level 3 Outpatient. See additional information below:

YMCA CCORS EMERGENT OUTREACH SUMMARY

	2015	2016	2017
TOTAL NUMBER OF REFERRALS	1133	1164	1211
OUT OF COUNTY YOUTH	22	20	21
INTENSIVE STABILIZATION SERVICES REFERRALS MADE	143	136	129
DCFS	61	50	60
RSN	82	86	69
CCORS in House	0	0	0
REFERRAL SOURCE (ALL CCORS)			
Parent/Caregiver	196	195	173
Police	5	15	15
School	70	58	34
ER SW/Staff	626	698	790
Other *	93	61	70
TOTAL EMERGENT OUTREACHES (EO)	372	372	447
EO Attempted, no contact made	8	30	19
EO Contact Made	364	342	428
EO Average Response Time (minutes)	105.11	117.83	110.67
LOCATION OF EO			
Home	99	94	105
School	22	19	13

ER	227	217	295
Other **	14	15	15
DISPOSITION AFTER EO			
Remained in present situation	182	181	213
Moved to Natural Support	8	4	3
CSB	1	2	1
Voluntary Hospitalization	109	108	149
DMHP Referral	27	32	34
Detained on ITA	22	20	21
DCFS Placement	1	5	4
EO FOLLOW-UP RESULTS			
Referred to CCORS Follow-up	150	113	124
No follow-up requested	209	229	304
TOTAL HOSPITAL DIVERSIONS	81	64	86

Details for "Other"/asterisks:

* MHP Juvenile Detention Center, Fairfax Case Manager, Mental Health Therapist/Neighborcare Health, Case Manager, CA, GHC Counselor, SW at Providence Hospice
 ** Juvenile Detention, Coffee shop, FIRS Youth Service Center

CCORS Expansion – Safe Spaces

The Safe Spaces initiative is a coordinated approach to supporting homeless youth who are at risk for involvement in the justice system and their families. These supports serve youth under the age of 18 who are currently involved with, or at risk of being involved with the justice system as a result of low level offenses or transgressions. In the event of law enforcement contact, or potential contact, the YMCA will send a parent peer specialist to work with the family, and a youth peer to work with the youth and connect them to resources. In collaboration, Nexus Youth and Families Services has successfully launched a 24/7 shelter facility that provide 24-hour supervision to provide short-term crisis stabilization beds for youth that are engaged by law enforcement. The YMCA will also send their staff to conduct their peer support and crisis service at this location.

CCORS Expansion – Crisis Outreach Response System for Young Adults (CORS-YA)

This initiative provides a pilot program of community-based support to address gaps in the current behavioral health and housing systems for transition aged youth (18-24) with serious behavioral health needs, including those experiencing their first psychotic break. This program expands the current Children’s Crisis Outreach Response System (CCORS) serving youth in adult housing throughout Seattle, east King County, and/or south King County including transitional housing, rapid rehousing and permanent housing. The CORS YA program is still in its inception, but the team is currently providing crisis services coverage to 11 Transitional Housing units with the focus of expanding services to an additional 12 Transitional and Permanent Housing units this year. This expansion pilot program will provide young adults short-term intensive community-based support and ongoing stabilization services. In addition the CORS YA team provided support to the housing provider staff to ensure the safety of staff and other residents. Below is a list of programs the CORS-YA program is currently serving and will be serving as they expand services.

Agency	Program	Bed Count	Program Type
Friends of Youth	NG-Sandpoint	6	Transitional Housing
Friends of Youth	NG-Bothell	14	Transitional Housing
Friends of Youth	Supportive Permanent Housing	10	Permanent Housing
YMCA	Bergan Place Apartments	2	Permanent Housing
Friends of Youth	Sea/King RRH for YYA-FOY	16	Rapid Rehousing
Therapeutic Health Services		16	Rapid Rehousing
YMCA	Sea/King RRA for YA-YMCA	16	Rapid Rehousing
YouthCare	Open Doors Project	8	Rapid Rehousing
YouthCare	Sea/King RRH for YYA- YC	16	Rapid Rehousing
YMCA	Next Step (inactive as of 6/31/17)	38	Rapid Rehousing
Auburn Youth Resources	ACE	8	Transitional Housing
Auburn Youth Resources	Severson	8	Transitional Housing

Friends of Youth	New Ground Kirkland	9	Transitional Housing
Friends of Youth	NG-Avondale Park	24	Transitional Housing
United Indians of All Tribes Foundation	Labateyah	25	Transitional Housing
YMCA	West Seattle Shared Home	4	Transitional Housing
YMCA	McGrath Shared Home	5	Transitional Housing
YMCA	Bellevue Shared Home	5	Transitional Housing
YMCA	Shared Home--Central House	5	Transitional Housing
YMCA	YMCA Shared Home--Shoreline	3	Transitional Housing
YMCA	YMCA Shared Home--Auburn	5	Transitional Housing
YMCA	YAIT (Young Adults In Transition)	11	Transitional Housing
YMCA	Independent Youth Housing Program	25	Transitional Housing
YouthCare	Home of Hope	20	Transitional Housing
Friends of Youth	FOY-PH	6	Permanent Housing
YouthCare	University Commons / Marion West	20	Permanent Housing
Valley Cities	Phoenix Rising	24	Transitional Housing
YMCA	Home At Last	20	Permanent Supportive Housing
Friends of Youth	New Ground Totem Lake	10	Transitional Housing
YouthCare	Catalyst	12	Transitional Housing
YouthCare	Passages	8	Transitional Housing
YouthCare	ISIS House	12	Transitional Housing

CCORS Expansion – Time-Response for Adverse Childhood Experiences (TRACE)

The TRACE initiative is one that is in its inception and aims to expand existing crisis outreach and response programming available through the Children’s Crisis Outreach Response System (CCORS) to include responses to traumatic events involving children and families. TRACE staff will work in collaboration with first responders and the chaplaincy network in order to deliver more immediate, population-based response to traumatic events, e.g. youth suicide, community violence, etc.

WISe/Wraparound

Wraparound is a team based planning process to help youth overcome barriers to be successful in their home, schools and communities. The process is strength based and individualized to support youth in their community and within their family culture. Wraparound is a proven, effective approach to developing and coordinating plans of care that build on the strengths of the child or youth and family.

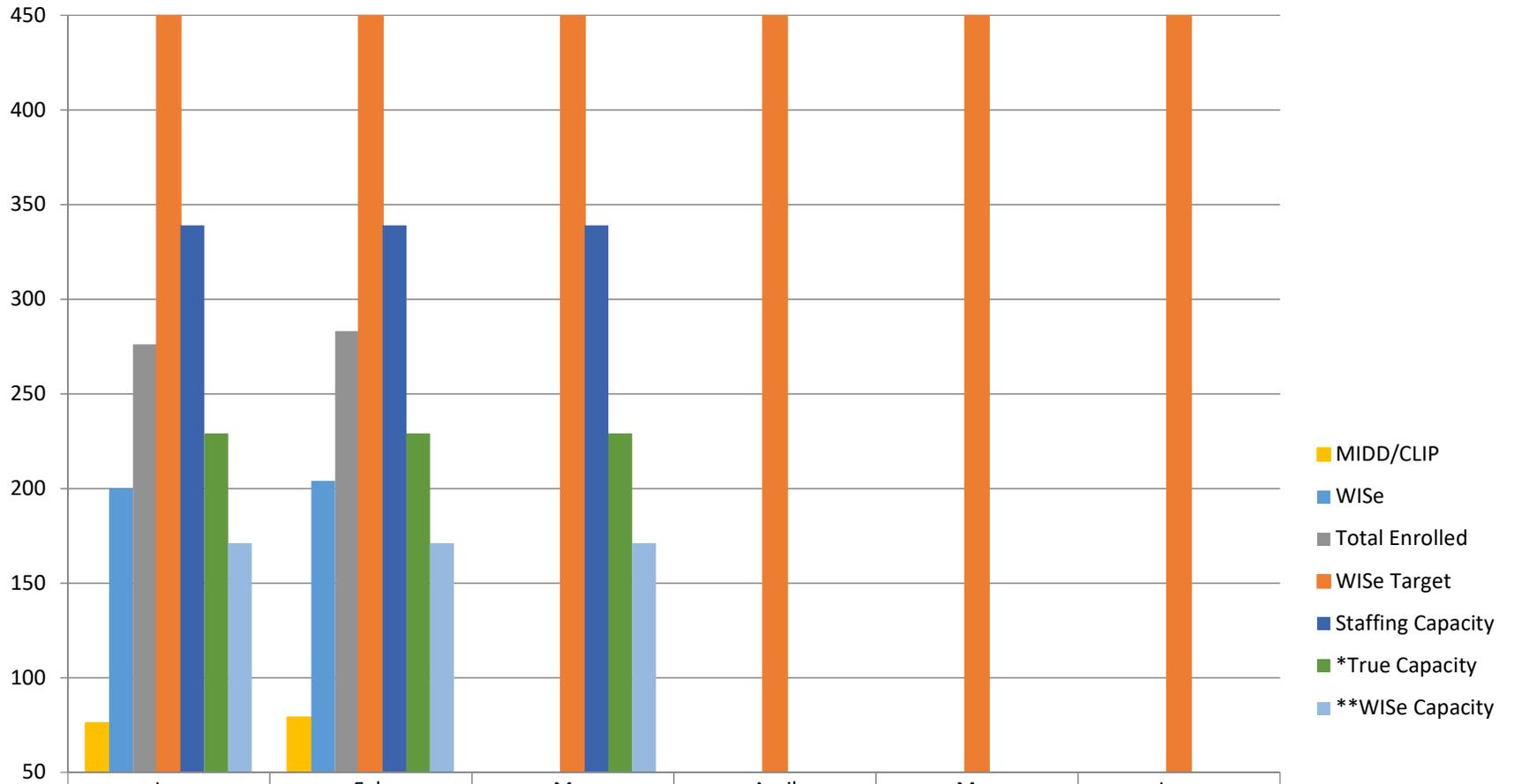
WISe is Wraparound with Intensive Services. This is a Wraparound service that also focuses on intensive outpatient mental health services as a necessary component of the program. In King County, WISe is a program that is available to children and youth who are Medicaid eligible and can benefit from receiving behavioral health services due to mental health diagnosis or other concerning behaviors. Wraparound is also available as a program in King County and is offered to children and youth who are not Medicaid eligible but could still use the supports that Wraparound has to offer.

All care plans are individualized and based on the needs and goals identified by the family. Plans address the specific cultural needs of the family, with a goal that services and supports occur in the family's home and community whenever possible. A team of supportive individuals works with the family to help them achieve their goals. The team is made up of professionals as well as 'natural' supports like relatives, neighbors, coaches, or clergy who may continue to be involved with the family for years.

Wraparound Delivery Teams at five community treatment agencies work collaboratively within each community to assist youth and families to develop a package of services that addresses the unique needs and goals of each family.

Approximately 534 youth and families were served in WISe/Wraparound in 2017. 55% of the teams that closed in 2017 (238) reported Wraparound was successful for youth or family or both. The number of youth and families that decline or disengage before completion dropped from 43% in 2016 to 33% in 2017. This supports the theory of better trained wraparound staff, increased efforts in engagement and the hope that parent partners bring to the conversation during the engagement phase of Wraparound.

Total Numbers per Month



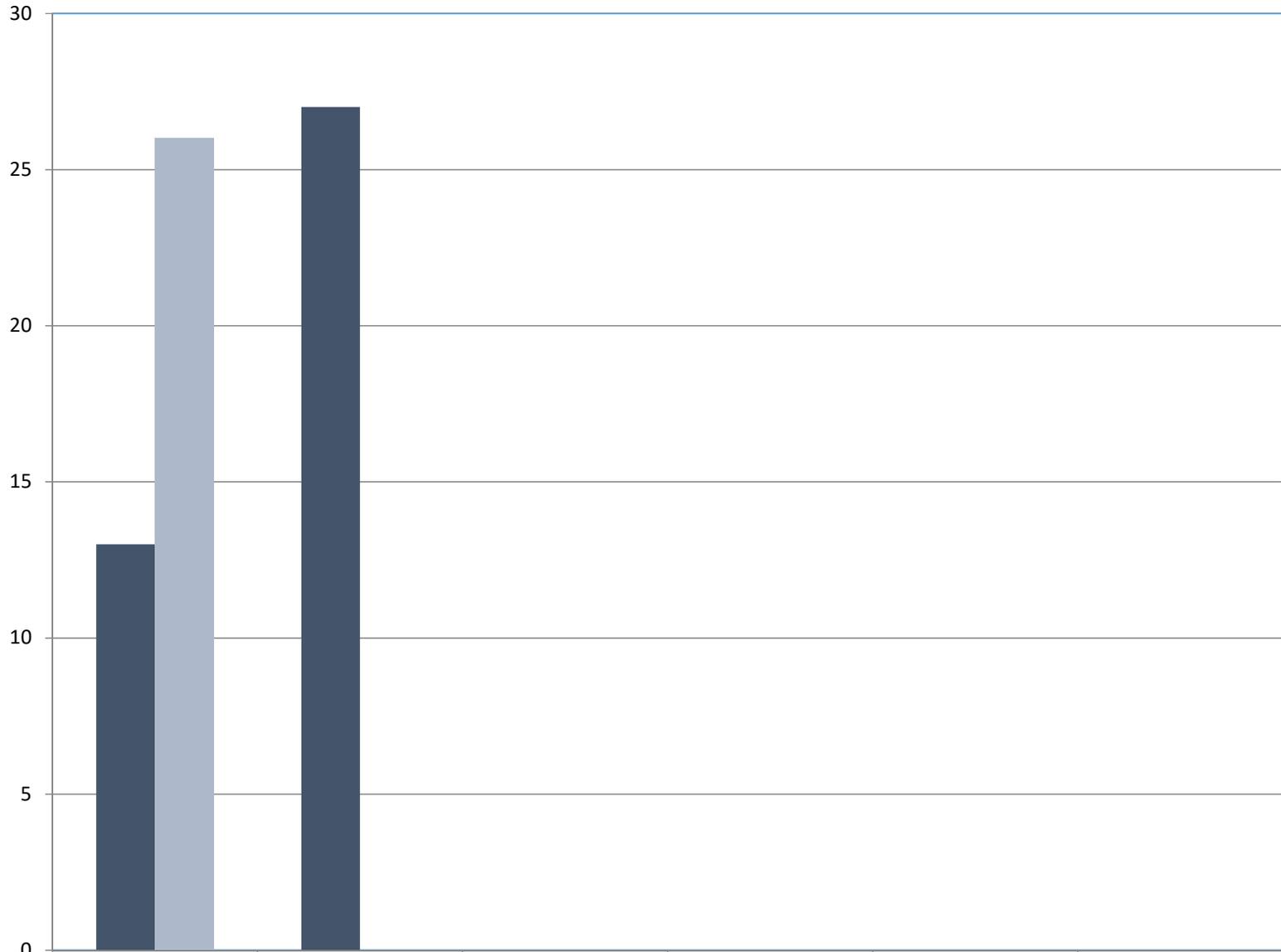
MIDD/CLIP	76	79					
WISE	200	204					
Total Enrolled	276	283					
WISE Target	450	450	450	530	530	530	
Staffing Capacity	339	339	339				
*True Capacity	229	229	229				
**WISE Capacity	171	171	171				

Numbers as of February 27 , 2018

* True Capacity = trained facilitators x caseload of 11

** WISE Capacity = 75% of True capacity

Monthly WISE Cases Open & Closed



■ WISE Opened
■ WISE Closed

■ WISE Opened
■ WISE Closed

	Jan	Feb	Mar	April	May	June
WISE Opened	13	27				
WISE Closed	26					

2018
 Numbers as of February 27 ,2018

Appendix I
Ordinance 18636 Report

Best Starts for Kids Stopping the School to Prison Pipeline Investments		
Organization & Program	Description	Amount
4 Culture <i>Creative Justice</i>	Staff, mentor artists, and community allies build relationships with youth who are currently directly involved in the county juvenile justice system. The majority of the youth involved with the program are black and brown, low-income, and struggling in school with chronic absenteeism and academic achievement. Participants attend two-hour classes twice weekly for four months; engaging through a culturally responsive curriculum providing space to create art, discuss important social issues, and develop a culminating project or presentation.	\$244,211
Black Star Line African Family Educational Collective <i>Embracing Your Best Self</i>	Serves youth ages 12-24 as part of a family system which includes parents/guardians/caregivers and siblings to develop salient African cultural identity; includes Training of Trainers to implement rites of passage programs to facilitate social-emotional intelligence, mindfulness, and cultural stewardship through daily, weekly, monthly and quarterly events.	\$244,445
Cham Refugees Community <i>Refugee and Immigrant Youth Support Program</i>	Via key members within an ethnic community, partner agencies will provide culturally and linguistically appropriate services such as comprehensive case management, immigration, resource navigation, youth education/development and senior services and through involving the whole community to families with youth at imminent risk of academic and career breakdown through a holistic approach. Refugee and immigrant youth within the Cham, Congolese, and Somali will be offered services where it's most convenient, whether it is inside their homes, the school, community center, church, mosques, or local offices.	\$244,445
Community Network Council <i>Critical Connections for Black Youth</i>	Provide supports and connections for Black youth ages 12-18 in the Kent School District who are struggling academically and socially. Black Academic Coaches will meet with students one-on-one twice a week and at facilitated group meetings twice a month focused on academic achievement, cultural identity development and increasing positive school and community connections; and engaging parents to support student achievement.	\$185,574
Community Passageways <i>Family Integrated Transitions</i>	In collaboration with the University of Washington, Community Passageway's community-based mentors deliver a culturally relevant evidence-based interventions to youth who are "at risk," have been involved, or are currently involved with the juvenile justice system. Youth and their families will receive weekly support in community and home settings.	\$243,220
Good Shepherd Youth Outreach	In-school and community-wide outreach, provide case management services primarily for African American youth. Implementing Standing Tall Mentorship Program (STMP) which brings life changing opportunities to promising, disadvantaged youth by providing inspirational messages of hope, offering effective mentoring, educational resources, supporting	\$225,866

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Best Starts for Kids Stopping the School to Prison Pipeline Investments		
Organization & Program	Description	Amount
<i>Promoting Youth to Success</i>	families, and building community partnerships. STMP also offers and promotes positive cultural identity development.	
Living Well Kent Collaborative <i>School to Success</i>	Partnering with three high schools in the Kent School District (KSD)- Kent Meridian, Kentwood and Kentlake – to directly support East African immigrant/ refugee high school students and their families who are vulnerable to not graduating on-time. These students and their families work intensively with a Student Support Worker and a Family Advocate.	\$190,831
Na'ah Illahee Fund <i>Indigenous Youth and Community Connections</i>	Create an operating framework for a network of King County-wide Indigenous community practitioners trained in innovative, indigenous-based prevention and early intervention strategies. This two-tiered program will provide a nurturing prevention environment for Indigenous youth to explore and develop positive self-identity and ways to successfully navigate institutions such as schools; and an early intervention strategy that utilizes Restorative Justice practices to directly address issues in order to build a school to success pathway.	\$239,915
POCAAN <i>Restore</i>	Education & Service Through Our Restorative Examples (RESTORE) program is an 18-month, multi-tiered approach that borrows from the Washington state-approved best practices of Restorative Justice (RJ) trainings and practice utilization, Behavioral Health (BH) services, and Multi-Tiered Support System (MTSS) school-based approach to intervene in the lives of students of color, primarily Black and Latinx youth, attending four targeted schools, two middle and two high schools, within the Renton and Tukwila School Districts in grades 7th through 10th.	\$244,445
Urban League of Metropolitan Seattle <i>Peer Connectors & Credible Messengers</i>	Provides mentorship, life skills, and empowerment to young African Americans, and young other under-served communities. Through strategic outreach, and connection, Peer Connectors will connect with opportunity youth, empower them with the tools necessary to stay on a path of success (prevention) and/or help them create a path to success. Credible Messenger cohorts as a diversion mechanism are also included.	\$244,445

Juvenile Justice Steering Committee Report Recommendations

King County Council Law and Justice Committee Briefing 2017-B0198

1. **Education Summit** - One primary challenge moving forward will be for committee members to stay engaged with one another even if not everyone chooses to serve beyond their initial commitment. There is good work and strong efforts going on in each of the school districts. And one challenge they face will be to continue some form of collaboration among themselves and ultimately with the remaining JJESC and the broader community. Marcus Stubblefield has expressed plans to attempt to bring the districts together to for an education summit which was in the making but never actualized. This summit needs to take place in order to demonstrate a unified and collaborative effort across all districts.
2. **Broader Funding for Small Community-Based Organizations** - Community organizations continue to develop creative and responsive programming and their challenge continues to be greater access to funds to further develop programming. There continues to be a need to provide support with application processes and skills development for the fiscal and administrative expertise required to run and maintain grants.
3. **Ongoing Collaboration** - There is a strong willingness on the part of the PAO to continue to engage with all parties to find lasting solutions and move to a more *"best interests" model of juvenile justice in favor of an offense-based, "just deserts" model focusing on punishment and accountability* associated with the current Juvenile Justice Act. The JJESC and its members need to continue this collaboration.
4. **Further Engage Law Enforcement** – There are current collaborative efforts with law enforcement in the county notably, Tukwila as well as the King County Sherriff. This effort needs to be expanded to engage the rest of law enforcement in the county most notably the Kent and Seattle Police Departments. Marcus Stubblefield has expressed a desire to bring together law enforcement across the county to have a summit similar to the one for educator and this effort should be supported by the committee.
5. **Begin Efforts to Overhaul the Juvenile Justice Act** – The committee was presented with information on the JJA expressing the need to begin efforts to change legislation governing the Act. This will require a dedicated team or subgroup to identify short and long term goals along with intermediate steps to begin and complete an overhaul.
6. **New Approach to Mental Health Treatment and Care** – The mental health sub-group needs to regroup to identify a range of strategies and continue to develop plans to look at training opportunities as well as potential certification of providers who would be competent in providing culturally responsive evidence based interventions.

7. **High Risk Youth** – The committee needs to refocus its efforts to address needs of high risk youth as outlined in the four phase process. This phase was not addressed do to timing issues.
8. **Develop a Comprehensive Strategy for Job Development for Youth** – The committee should identify strategies to create employment opportunities and jobs creation for young people to help ease the effects of poverty and homelessness.
9. **Engage in the Deeper Conversations on Race and Systemic Issues** – The committee should continue to explore a facilitate discussion on race and the broader implications of institutionalized racism and other systemic issues
10. **Support Ongoing Community Strategies** - The JJESC should either support or adopt a comprehensive model such as the one proposed by TeamChild to engage the community in the redesign, development, and deployment of community-based and community-driven solutions to support youth, families and community.

Uniting For Youth Member Organizations
As of 6.20.18

King County Departments and Agencies	Washington State Departments and Agencies	Community Organizations & Other Partners
Superior Court	Department of Social and Health Services	EL Centro de la Raza
Prosecuting Attorney's Office	Children's Administration/Department of Children Youth and Families	Center for Children and Youth Justice
Public Defense	Juvenile Rehabilitation	Guided Pathways
Public Health	Developmental Disabilities Administration	Seattle Police Department
Community and Human Services	Office of Superintendent of Public Instruction	Seattle Youth Violence Prevention Initiative
Adult and Juvenile Detention	Attorney General	Institute for Family Development
Performance, Strategy, and Budget		Puget Sound Educational Services District
		Robert F. Kennedy Youth Action Corp
		Casey Family Programs



Children and Youth Advisory Board

Statement on Equity

- Equity is an ardent journey toward well-being as defined by the affected
- Equity demands sacrifice and redistribution of power and resources in order to break systems of oppression, heal continuing wounds, and realize justice
- To achieve equity and social justice, we must first root out deeply entrenched systems of racism
- Equity proactively builds strong foundations of agency, is vigilant for unintended consequences, and boldly aspires to be restorative
- Equity is disruptive and uncomfortable and not voluntary
- Equity is fundamental to the community we want to build