

**Proviso Response:**  
**Children and Family Justice Center – Strategic Planning Project:**  
**2022-2025**  
June 30, 2022



**King County**

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## II. Proviso Text

[Ordinance 19210](#), Section 50, Adult and Juvenile Detention, P3; As amended in [Ordinance 19307](#), Section 31, Adult and Juvenile Detention, P3: PROVIDED FURTHER THAT:

Of this appropriation, \$300,000 shall not be expended or encumbered until the executive transmits two reports showing the plan for achieving zero youth detention and for instituting a strategic planning process for the future of secure juvenile detention at the children and family justice center, each accompanied by a motion to approve the report and the motions approving the reports are passed by the council. Each motion should reference the subject matter, the proviso's ordinance number, ordinance section and proviso number in both the title and the body of the motion. Upon passage of each motion, \$150,000 is released for encumbrance or expenditure.

The first report shall include, but not be limited to, a description of the process used by the executive to select the strategic planning consultant or consultants as described in the executive's proposed 2021-2022 operating budget for the department of adult and juvenile detention. The description shall include the types of qualifications and experience required of the selected consultant or consultants, the planned scope of work for the consultant's engagement with King County including expectation on community involvement, prospective consultant deliverables and a proposed timeline for the completion of the consultant's final report.

The second report shall provide an interim report on the strategic planning process described in the executive's proposed 2021-2022 operating budget for the department of adult and juvenile detention and shall include, but not be limited to, the following:

- A. A description of the proposed community engagement process for the strategic planning effort for the future of secure juvenile detention at the children and family justice center with a proposed timeline. The description of the community engagement process should also include the following:
  - a. A listing of the community organizations representing youth and families, juvenile justice practitioners, labor organizations, youth rights advocacy representatives, community-based service providers and other groups that will be invited to participate in the planning work;
  - b. A description of how the community engagement process will engage youth and families that have been involved in the juvenile criminal legal system;
  - c. A description of how the community engagement process will ensure participation by the council in the selection of community organizations and representatives; and
  - d. A description of how both the executive and the strategic planning consultant or consultants will solicit participation of the groups identified in this subsection of this proviso and how the strategic planning process will use these groups' input for the development of recommendations and options; and
- B. A detailed project plan for completion of the community and family justice center and juvenile detention strategic planning process managed by the selected consultant including project governance, milestones for project completion, project deliverables and opportunities for community input.

The executive should electronically file the first report and motion required by this proviso no later than September 30, 2021, and the second report and motion required by this proviso no later than June 30, 2022, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the law and justice committee, or its successor.

### III. Executive Summary

The King County Executive oversees the secure detention facility located within the Patricia H. Clark Children and Family Justice Center at the request of Superior Court, which has statutory authority for juvenile detention under state law.<sup>1</sup> Under the County Executive, the Department of Adult and Juvenile Detention's (DAJD) Juvenile Division is responsible for the care and custody of all youth in detention. The DAJD Juvenile Division is committed to providing quality, innovative, and comprehensive services to youth, families, and their communities.<sup>2</sup>

In July 2020, the King County Executive committed to converting youth detention units at the Children and Family Justice Center to other uses no later than 2025, stating, "phasing out centralized youth detention is no longer a goal in the far distance. We have made extraordinary progress and we have evolved to believe that even more can be done."

Between the years of 2010 and 2021, the average number of youth in secure detention per day declined by 75 percent, from a daily population of 89 to 22 youth.<sup>3</sup> A variety of initiatives have collectively contributed to this reduction, including legal system reform efforts by community members and systems partners. Youth of color continue to be overrepresented in secure detention despite the reduction in the overall daily population.<sup>4</sup>

As called for by [Ordinance 19210](#) and [Ordinance 19307](#), this report is the second Proviso response submitted to the King County Council on the strategic planning effort to close the youth detention facility at the Judge Patricia H. Clark Children and Family Justice Center (CFJC) by 2025 and repurpose it for other community-identified uses. The Executive submitted the first Proviso report on September 30, 2021.

The September 2021 report included an overview of key historical context relative to the strategic planning work and documented previous and ongoing efforts to reduce the number of young people in detention over the past two decades.<sup>5</sup> The September 2021 report identified previous engagement with interested parties and outlined an approach for soliciting project consultants for this effort.

#### Key Changes Since September 2021

The strategic planning approach has progressed and evolved since the September 2021 report. It is clear that closing the County's youth detention facility requires a holistic continuum of community-based alternatives to address the complex needs of young people who would otherwise be in detention. Based on feedback from community and input from interdepartmental staff, management of this strategic planning project is planned to shift to the Department of Community and Human Services (DCHS) to enable a holistic continuum of community-based alternatives and services for youth and their families. DCHS will lead the strategic planning effort and DAJD will remain a closely involved partner, continuing to bring its expertise and knowledge to the strategic planning work.

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<sup>1</sup> RCW 13.20.010 [\[LINK\]](#).

<sup>2</sup> King County Juvenile Detention [\[LINK\]](#).

<sup>3</sup> King County DAJD Detention and Alternatives Statistical Reports [\[LINK\]](#).

<sup>4</sup> Zero Youth Detention Data Dashboard [\[LINK\]](#).

<sup>5</sup> These efforts include the Road Map to Zero Youth Detention [\[LINK\]](#), Restorative Community Pathways [\[LINK\]](#), and the efforts led by Zero Youth Detention to curb gun violence in the region. These include Regional Community Safety and Well-Being Plan [\[LINK\]](#), Regional Peacekeepers King County [\[LINK\]](#), and Beloved King County [\[LINK\]](#).

In addition, the project phases are modified to reflect additional planning since the September 2021 report, delineating between the necessary components of the plan, and clearly communicating the phases to interested parties. A fifth phase, “transition to closure,” was added to reflect the need for transition planning and implementation in phase 4 before successful closure can occur. The modifications to the phases have not impacted the sequence or composition of project milestones.

Utilizing a sole-source waiver, the County has contracted with the W. Haywood Burns Institute (Burns Institute) as the initial project consultant.<sup>6</sup> Extensive research, conversations with national experts, and planning efforts led the project staff to identify the Burns Institute as the only organization with the experience, expertise, and capacity to execute the strategic planning project in a jurisdiction of this size. It is expected that further consulting resources will be necessary, particularly consultants with specific local knowledge and experience.

The project’s Advisory Committee, comprised of 14 community representatives, impacted young people and families, and systems partners, guides and shapes the project.<sup>7</sup> The first Advisory Committee meeting occurred in March 2022; the committee continues to meet every other week.<sup>8</sup> Ultimately, the Advisory Committee will create the recommendations to successfully close the youth detention facility and repurpose the space, which will be informed by significant community engagement with impacted young people and families.

As called for by the King County Council, this report outlines the proposed community engagement process for centering young people and their families who have lived experience in the youth legal system. Project staff, the Burns Institute, and the Advisory Committee are designing a multifaceted community engagement approach with several avenues for impacted young people, families, and communities to participate in and inform the strategic planning project. Subcommittees will be established to focus on specific topics. Because these subcommittees will be comprised of more individuals than the Advisory Committee alone, it is another avenue for community participation. It is expected that the subcommittees will expand the number and diversity of organizations and community members who can directly inform the plan.

Another critical avenue for engagement will be community engagement activities intentionally designed to connect with impacted young people and their families. These engagement activities will include listening circles, focus groups, and interviews, among other approaches, to hear from community and interested parties, planned to take place in phase 2, starting in July 2022 to December 2022. Project staff will work with the Burns Institute and the Advisory Committee to design and host engagement activities. The County will fund local community organizations working with impacted young people and families to lead engagement activities. Project staff will synthesize and share the findings from the engagement activities with the participants of those activities, the Advisory Committee, and members of the public via the project website.

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<sup>6</sup> The Burns Institute is a Black-led, national nonprofit with a diverse team working to transform the administration of justice.

<sup>7</sup> Out of the current 14 members, seven members represent community perspectives and impacted communities, including three representatives under 25 years old and one parent. Recruitment is underway for additional community members including impacted young people and family members.

<sup>8</sup> The Advisory Committee’s meeting agendas, slides, and notes are posted to the project website [\[LINK\]](#).

Findings from the community-centered engagement process will inform the Advisory Committee’s recommendations. Beginning in early 2023, the community engagement activities will shift to solicit input on engagement findings and proposed strategies. Project staff, the Burns Institute, and local community organizations will plan community town halls to share findings from the community engagement activities from phase 2 and solicit input from community members on the Advisory Committee’s draft recommendations. The community town halls will facilitate broader engagement from members of the public in addition to impacted populations, and will be planned throughout the region to ensure adequate geographic engagement. Additional engagement activities, such as strategy development workshops and online surveys, may be implemented to solicit further collaboration with impacted populations and members of the public.

With support from project staff and the Burns Institute, the Advisory Committee will then finalize the recommendations and options. The Executive will review the final report developed by the project staff and the Burns Institute and move forward on actions needed to implement the recommendations in partnership with the King County Council. Transition planning and implementation will take place in phase 4. A fifth phase has been added to the milestones since transmittal of the September 2021 report. The added Phase 5 includes transition to closure by 2025.

This report also includes a project plan with key milestones that contribute to the Executive’s goal of closing the youth detention facility and reinvesting in a continuum of community-based alternatives needed to support youth who would otherwise be in detention. The following table outlines the projected timeline to achieve important milestones during the five phases of the project.

<b>Key Milestones</b> <i>Information and dates subject to change</i>	<b>Estimated completion dates</b>
<b>Phase 1: Project Roll-Out (January – June 2022)</b>	
Establish composition of Advisory Committee and recruit members	Feb. 2022
Procure strategic project support and facilitation support for the Advisory Committee	Feb. 2022
Convene Advisory Committee	March 2022
Complete community mapping	June 2022
Submit Proviso response to Council	June 2022
<b>Phase 2: Community Listening and Learning (July – December 2022)</b>	
Launch engagement activities for impacted young people and families	July 1, 2022
Launch funding opportunity for local community organizations to design and host engagement activities.	July 31, 2022
Launch subcommittees	July 31, 2022
Synthesize findings and report on community engagement activities in July, August, and September 2022. Adjust activities as needed.	Sept. 30, 2022
Design, plan, and identify dates for community townhalls for early 2023.	Dec. 15, 2022
Complete Phase 2 community engagement activities.	Dec. 15, 2022
Synthesize findings and report on community engagement activities in October, November, and December 2022.	Dec. 31, 2022
<b>Phase 3: Community Strategy Development (January – September 2023)</b>	
<b>Review synthesized community input from engagement findings with the Advisory Committee and subcommittees.</b>	Jan. 31, 2023
Develop draft recommendations framework with the Advisory Committee.	March 1, 2023
Host community engagement to get feedback on draft recommendations framework.	April 30, 2023
Synthesize and review feedback from community engagement with the Advisory Committee.	May 15, 2023

Incorporate community feedback into draft recommendations framework and develop detailed recommendations with the Advisory Committee.	June 30, 2023
Finalize recommendations and review final report with Advisory Committee.	July 31, 2023
Review final recommendations and final report internally.	Aug. 31, 2023
Submit final report to the Executive, community, and interested parties.	Sept. 30, 2023
<b>Phase 4: Transition Planning and Preparation (October 2023 to 2024)</b>	
Convene transition teams and create transition plans for the recommendations.	Dec. 31, 2023
Identify and formulate additional budget requests for 25-26 budget in transition plans	Jan. 30, 2024
Implementation of transition plans. Continued engagement with impacted communities to get feedback on the implementation. Create modifications as needed to adjust to needs.	Dec. 2024
<b>NEW - Phase 5: Transition to Closure (2025)</b>	
Continued implementation of transition plans.	Dec. 2025

Finally, the County’s 2020 adopted budget included a Proviso directing the King County Facilities and Management Division (FMD), in coordination with the Office of Equity and Social Justice (OESJ) to develop and propose uses and ownership structures of the County-owned land at 12<sup>th</sup> Avenue and East Alder Street (Alder Complex). This land is adjacent to the CFJC where the detention facility is located. The Proviso requires FMD to conduct a community-driven process to propose uses and ownership of the undeveloped parcels of land at the Alder Complex, centering adults and youth impacted by the criminal legal system in the process; and submit a report detailing the community engagement process and outcomes of the process to the Council.<sup>9</sup> The project team is coordinating outreach and community engagement across both projects in partnership with FMD. This coordination enables the County to leverage engagement findings and ensure that land-use and repurposing recommendations and options are aligned and informed by one another.

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<sup>9</sup> Ordinance 19210 [\[LINK\]](#).

## IV. Background

As called for by [Ordinance 19210](#), and [Ordinance 19307](#), this report is the second report submitted to the King County Council on the strategic planning effort to close the youth detention facility at the Judge Patricia H. Clark Children and Family Justice Center (CFJC) by 2025 and repurpose it for other community-identified uses. The first Proviso report was submitted on September 30, 2021.<sup>10</sup> The September 2021 report's executive summary is included as Appendix A.

**Department Overview:** The Department of Adult and Juvenile Detention (DAJD) operates three detention facilities and various community supervision programs for pre- and post-trial defendants throughout King County. DAJD is responsible for the care, custody, and support of youth who are detained in the juvenile detention facility at the CFJC. It operates King County's Alternatives to Secure Detention (ASD) program, providing community supervision to youth assigned to electronic home monitoring (EHM). The Executive operates the juvenile detention facility on behalf of the separately elected Superior Court.<sup>11</sup> Superior Court has statutory responsibility for detention and agrees to have the Executive operate the detention facility.

**Context: September 2021 Proviso Response Report** - The September 2021 report included an overview of key historical context for the strategic planning work to close the County's youth detention facility by 2025 and repurpose the space for other community-identified uses. It highlighted that despite successful efforts to reduce the overall number of young people in detention in King County, the racial disparities of young people of color in detention have worsened.<sup>12</sup>

The September 2021 report documented previous and ongoing efforts to reduce the number of young people in detention over the past two decades. In 2018, the Executive published the Road Map to Zero Youth Detention that launched King County on the journey to eliminate secure detention for youth.<sup>13</sup> In 2020, community organizations partnered with the Prosecuting Attorney's Office (PAO) and the Department of Public Defense (DPD) to establish the Restorative Community Pathways Program (RCP), a comprehensive, community-led and County-supported diversion program.<sup>14</sup> RCP responds to youth in crisis and harmed parties with community-based services and support.<sup>15</sup>

As described in the September 2021 report, the commitment to close the youth detention facility stemmed from the Executive's declaration of racism as a public health crisis in June 2020. The declaration committed all of King County government to being intentionally anti-racist, pro-equity, and accountable to Black, Brown, and Indigenous People of Color.<sup>16</sup> In July 2020, the Executive deepened the focus on addressing systemic racism and harm in the youth criminal legal system and committed to converting the youth detention facility to new community-identified uses no later than 2025.<sup>17</sup>

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<sup>10</sup> CFJC Strategic Planning Proviso Report, September 2021 [\[LINK\]](#).

<sup>11</sup> Juvenile Court Services-Detention Facilities-Administration by the County Executive – King County code 2.16.175 [\[LINK\]](#).

<sup>12</sup> Zero Youth Detention Data Dashboard [\[LINK\]](#).

<sup>13</sup> King County Road Map to Zero Youth Detention [\[LINK\]](#).

<sup>14</sup> Implementation Plan on Restorative Community Pathways, August 2021 [\[LINK\]](#).

<sup>15</sup> Implementation Plan on Restorative Community Pathways, August 2021 [\[LINK\]](#).

<sup>16</sup> Racism as a Public Health Crisis in King County, June 2020 [\[LINK\]](#).

<sup>17</sup> The King County Executive's commitment to close the detention facility, July 2022 [\[LINK\]](#).

The September 2021 report identified previous engagement with interested parties in the strategic planning effort. It outlined the engagement undertaken in planning for this strategic planning effort, which included conversations with several important groups including:

- Community-based organizations working with young people involved in the criminal legal system;
- Leading youth development experts;
- County advisory boards such as the Children and Youth Advisory Board;
- Statewide groups;
- Superior Court and Juvenile Court;
- Labor management and labor guilds at the detention facility;
- King County Council;
- Young people in detention; and
- Other County departments.

In addition, the report outlined the soliciting approach for project consultants. It provided next actions and an estimated timeline to initiate the strategic planning process.

**Updates in this Report** – Since the September 2021 report was transmitted to Council, the strategic planning project has evolved through community input. Some of the key changes are outlined below.

- Department of Community and Human Services: It is clear that closing the County’s youth detention facility requires a holistic continuum of community-based alternatives to address the complex needs of young people who would otherwise be in detention. Based on feedback from community and input from interdepartmental staff, management of this strategic planning project is planned to shift to the Department of Community and Human Services (DCHS) to enable a holistic continuum of community-based alternatives and services for youth and their families. DCHS will lead the strategic planning effort and DAJD will remain a closely-involved partner, continuing to bring their expertise and knowledge to the strategic planning work.

DCHS’ mission is to provide equitable opportunities for people to be healthy, happy, and connected to community.<sup>18</sup> Its wide array of programs and expertise, ranging from behavioral health to children, youth, and young adults to housing, align with the goal of developing a continuum of community-based alternatives to address needs and risks of young people that uphold community safety and support their well-being.<sup>19</sup> DCHS also manages and administers several of the County’s social service funds, including Best Starts for Kids,<sup>20</sup> the Mental Illness and Drug Dependency (MIDD) Behavioral Health sales tax,<sup>21</sup> and the Veterans, Seniors & Human Services levy (VSHSL).<sup>22</sup> The shift enables efficient and effective alignment to develop the continuum of community-based alternatives needed for young people who would otherwise be in detention.

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<sup>18</sup> Department of Community and Human Services website [\[LINK\]](#).

<sup>19</sup> DCHS has five divisions: the Adult Services Division; the Behavioral Health and Recovery Division; the Children, Youth, and Young Adults Division; the Developmental Disabilities and Early Childhood Supports Division; and Housing, Homelessness, and Community Development Division [\[LINK\]](#).

<sup>20</sup> Best Starts for Kids website [\[LINK\]](#).

<sup>21</sup> MIDD Behavioral Health Sales Tax Fund [\[LINK\]](#).

<sup>22</sup> Veterans, Seniors, and Human Services Levy [\[LINK\]](#).

In June 2022, DAJD and DCHS leadership shared the anticipated shift of the project’s governance with the Advisory Committee and asked the Committee's feedback on that plan. Many members supported the shift and expressed appreciation for the County’s flexibility and centering community in the work. A few Committee members requested more information about the process and project structure, which the County plans to provide to the Committee in July.

- Updates to Project Phases: The report also includes an update to the project’s phases, revised to reflect additional planning and delineate components of the plan.<sup>23</sup> Notably, these modifications to the project phases are not expected to impact the actions to close the facility, nor do they change the sequence of the milestones.

The following changes have been made to the project’s phases:

- Phase 1 is separated into two phases to distinguish the project planning milestones from the community engagement milestones. This enables clear communication around project roll-out and community engagement activities.
  - Phase 2 and phase 3 in are combined into one phase because the activities within the phases related to recommendations development and refinement.
  - Phase 4 is modified to reflect the need for transition planning and implementation. Originally, the fourth phase began in 2024 and included the “implementation of recommendations and actions (subject to labor negotiations).” After further discussion about the actions needed to close the facility and develop the continuum of community-based alternatives, project staff recognized the need for dedicated time for transition planning and implementation. Transition planning will need to incorporate not just the preparation and implementation of the recommendations, but also the transition planning needed for labor, capacity building for community organizations, and building of physical infrastructure. These activities must take place in 2024 to successfully ensure the closure of the facility by 2025.
  - A fifth phase is added to reflect the understanding that the closure of the youth detention facility will be a transition process. There may still be a need for secure detention in the most complex cases until the infrastructure and capacity of the continuum of community-based alternatives to detention are fully developed, funded, and implemented. Additionally, young people in detention will need sufficient time for the resolution of their cases, especially when a young person is charged as an adult and has a longer length of stay in detention. A phased approach for staffing is also needed until the youth detention facility can be closed. See Appendix B for a visual on the project timeline’s modifications and addition of phase 5. See Section VI below for more information about the milestones in each phase and the overall timeline.
- Selection of an Initial Project Consultant: The County has contracted with the W. Haywood Burns Institute (Burns Institute) as the initial project consultant. The Burns Institute is a Black-led, national

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<sup>23</sup> The September 2021 Proviso report had four phases of project milestones. From October 2021 to January 2023, phase 1 included a wide array of milestones including planning activities and community engagement activities. From January 2023 to May 2023, phase 2 included recommendation development and a second round of community engagement. From May 2023 to September 2023, phase 3 included the finalization of the recommendations, a third round of community engagement, and the final report development. From 2024, phase 4 included the implementation of recommendations and actions (subject to labor negotiations) [\[LINK\]](#).

nonprofit with a diverse team working to transform the administration of justice. The Burns Institute employs strategies and tactics to establish a community-centered approach of justice administration that is anchored in structural well-being.<sup>24</sup> This report details the process of identifying and securing a partnership with the Burns Institute and explains why consultant support early in the strategic planning project was needed. Section V provides additional information about the Burns Institute and their role as the project consultant. It is expected that further consulting resources will be necessary, particularly consultants with specific local knowledge and experience.

- Updated Data and Context - The September 2021 report highlighted the state of King County's secure youth detention in 2020. Data for 2021 is updated below.
  - Between 2010 and 2020, the average daily population of youth in secure detention dropped by 70 percent, from 89 to 27 youth.
  - From 2020 to 2021, the average daily population of youth in secure detention decreased again, from 27 youth to 22 youth, a 75 percent overall reduction since 2010.<sup>25</sup>
  - In 2010, the average daily population of youth in secure detention was comprised of 73 percent youth of color and 27 percent white youth.
  - By 2020, the representation of white youth in detention decreased to 23 percent, while the representation of youth of color increased to 77 percent. In 2021, the percentage of white youth decreased to 16.9 percent while the percentage of youth of color in secure detention increased to 83 percent.<sup>26</sup>

It is notable that the average daily population of young people in detention in 2021 includes an average of eight youth charged as adults. As described in the September 2021 report, the path through the adult legal system for youth charged as adults is complex, and the time for resolution of these cases is significantly longer than youth who are charged in juvenile court. In 2021, the average length of stay in secure detention for youth charged as an adult was nearly 183 days. In contrast, youth with cases charged in juvenile court had an average length of stay of 27 days.<sup>27</sup>

Since the September 2021 report, King County has made progress on several efforts to reduce harm in the youth criminal legal system and support young people in their communities. In November 2021, RCP started receiving referrals from the Prosecuting Attorney's Office (PAO) for young adults and community members who experienced harm. Between November 2021 and May 2022, the community-led RCP consortium has served more than 100 young people and community members who experienced harm. RCP is a vital step on King County's journey to zero youth detention, as the County continues to divest from the juvenile legal system response to youth in crisis and invests in a community-based diversion response.

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<sup>24</sup> Burns Institute's Structural Well-Being Framework [\[LINK\]](#).

<sup>25</sup> King County DAJD Detention and Alternatives Statistical Reports [\[LINK\]](#).

<sup>26</sup> King County DAJD Detention and Alternatives Statistical Reports [\[LINK\]](#).

<sup>27</sup> King County DAJD Detention and Alternatives Statistical Reports [\[LINK\]](#).

Zero Youth Detention’s (ZYD) Regional Community Safety and Well-Being Plan,<sup>28</sup> the Regional Peacekeepers Collective,<sup>29</sup> and the Beloved King County campaign to prevent gun violence<sup>30</sup> are efforts underway to create the supportive conditions needed to ensure young people can be healthy, safe, and loved in their communities. Supportive conditions can reduce the likelihood of young people becoming involved or being further enmeshed in the criminal legal system.

- **Engagement Coordination** - The County’s 2020 adopted budget included a Proviso directing the King County Facilities and Management Division (FMD), in coordination with the Office of Equity and Social Justice (OESJ) to develop and propose uses and ownership structures of the County-owned land at 12<sup>th</sup> Avenue and East Alder Street (Alder Complex). This land is adjacent to the CFJC where the detention facility is located. The Proviso requires FMD to conduct a community-driven process to propose uses and ownership of the undeveloped parcels of land at the Alder Complex, centering adults and youth impacted by the criminal legal system in the process; and submit a report detailing the community engagement process and outcomes of the process to the Council.<sup>31</sup> The project team is coordinating outreach and community engagement across both projects in partnership with FMD. This coordination enables the County to leverage engagement findings and ensure that land-use and repurposing recommendations and options are aligned and informed by one another.

**Report Methodology:** This report was developed by DAJD and DCHS with support from the Executive Office. The information contained in this report is extracted from various data, reports, and presentations created by King County staff members from DAJD and the Office of Performance, Strategy, and Budget (PSB).

## V. Progress To Date

The September 2021 report outlined a series of next actions for initiating the strategic planning effort. This section provides updates on progress made on those milestones. The summary table below provides a snapshot of progress, with narrative following providing a more detailed discussion of the work.

Next Actions from September 2021 Report	Status	Summary
Hire and onboard a project manager	Completed	DAJD hired and onboarded a project manager for this strategic planning effort in November 2021.
Establish project Advisory Committee	Completed	The project’s Advisory Committee was seated in January and February 2022. Its first meeting was March 21, 2022.
Collaborate with and leverage Zero Youth Detention (ZYD)	Ongoing	<ul style="list-style-type: none"> <li>• Between October 2021 and April 2022, project staff participated in the ZYD’s Regional Community Safety and Well-Being Plan work groups.<sup>32</sup> Analysis and engagement</li> </ul>

<sup>28</sup> Regional Community Safety and Well-Being Plan [\[LINK\]](#).

<sup>29</sup> Regional Peacekeepers King County [\[LINK\]](#).

<sup>30</sup> Beloved King County [\[LINK\]](#).

<sup>31</sup> Ordinance 19210 [\[LINK\]](#).

<sup>32</sup> ZYD Regional Community Safety and Well-Being Plan [\[LINK\]](#).

Next Actions from September 2021 Report	Status	Summary
		<p>findings from ZYD’s regional planning effort are incorporated into this strategic planning project.</p> <ul style="list-style-type: none"> <li>• In December 2021 and January 2022, ZYD leadership identified individuals and community organizations for the Advisory Committee.</li> <li>• In April 2022, a countywide project team was launched to support and collaborate on the strategic planning effort. The project team is comprised of departmental representatives from DAJD, DCHS, ZYD, OESJ, FMD, Office of Labor Relations (OLR), and the Executive Office. The county project team helps to align existing and emerging investments, programs, and policies related to supports for young people involved in the criminal legal system. This county project team meets every six weeks.</li> </ul>
Develop consultant scope of work in partnership with the Advisory Committee	Underway	<ul style="list-style-type: none"> <li>• The Advisory Committee has reviewed the Burns Institute’s proposed scope of work and provided feedback.</li> <li>• It will next support the development of the Burns Institute’s work plan for the project.</li> <li>• Additional consultant resources are anticipated to be necessary.</li> </ul>
Engage national experts to reimagine King County’s juvenile legal system	Ongoing	<ul style="list-style-type: none"> <li>• Project staff met with the Justice Lab at Columbia University in January and February 2022 to discuss strategic communication throughout the project and engagement with key interested parties.<sup>33</sup></li> <li>• Project staff, the Burns Institute, and the Columbia Justice Lab have coordinated activities and discussed areas of opportunity for collaboration on the project.<sup>34</sup></li> <li>• Discussions are underway with Justice Lab regarding further work with the project, which may include building awareness of community-based alternatives to secure detention in other communities and connecting the County with leaders across the country who have led</li> </ul>

<sup>33</sup> The Justice Lab at Columbia University [\[LINK\]](#).

<sup>34</sup> The specific activities and scope of work with the Columbia Justice Lab is still under development at the time of this report writing.

Next Actions from September 2021 Report	Status	Summary
		<p>other transformational projects within the youth criminal legal system.<sup>35</sup></p> <ul style="list-style-type: none"> <li>• Ongoing liaison work with the Washington State Juvenile Detention Alternatives Initiative (JDAI) group, a national network of juvenile justice practitioners across the country that is supported by the Annie E. Casey Foundation.<sup>36</sup></li> </ul>
Develop consultant scope of work in partnership with the Advisory Committee	Underway	<ul style="list-style-type: none"> <li>• April 2022-initial draft scope of work for the Burns Institute provided to the Advisory Committee.</li> <li>• May 2022-Advisory Committee provided input and discussed their project priorities for the Burns Institute’s proposed scope of work.</li> <li>• Advisory Committee feedback was incorporated into the proposed scope of work.<sup>37</sup></li> <li>• May 2022-project staff and the Burns Institute began developing a detailed work plan to achieve the project milestones; Advisory Committee members will contribute to the work plan development and review the document before it is finalized in June 2022.</li> </ul>

**Contracting with Burns Institute** - As outlined in the September 2021 report, the project team had envisioned selecting project consultants through a competitive national search and developing the consultant scope of work with input from the Advisory Committee. In preparation for this approach, the project team identified the skills, qualifications, and experience required for this work. Desired skills included experience working with community members and organizations, particularly those from historically marginalized communities and those who have experienced the youth legal system.

After extensive research and initial planning efforts, the project team determined that the envisioned approach outlined in the September 2021 report would be infeasible, as the landscape of national experts working at the intersection of youth legal system reform and community-centered strategic planning is limited. After discussions with national and local experts, the project team identified one organization, the Burns Institute, with the experience, expertise, and capacity to execute a strategic planning project on the youth legal system reform in a jurisdiction of this size.

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<sup>35</sup> The Justice Lab at Columbia University convenes the Youth Correctional Leaders for Justice, a group of current and former youth correctional administrations to build a national movement that aims to shift systems away from the use of incarceration and focus on a more youth-, family-, and community-oriented vision of youth justice. [\[LINK\]](#).

<sup>36</sup> Washington State Department of Children, Youth, and Families. JDAI in Washington [\[LINK\]](#).

<sup>37</sup> Project staff and the Burns Institute are finalizing the scope of work at the time of writing this report.

In January 2022, DAJD applied for and received approval of a single source waiver from the King County Procurement and Payables Section to contract with the Burns Institute. The single source waiver for the Burns Institute was sought because of its unique experience leading community-centered efforts around youth criminal legal system transformation in Los Angeles County<sup>38</sup> and San Francisco.<sup>39</sup> Its experience in leading transformational projects in large jurisdictions on the west coast gives them a unique perspective and expertise that King County can leverage in this strategic planning process. In addition, the organization is well-regarded by local and national interested parties. The Burns Institute has previously worked with King County on youth detention reform and has historical knowledge of engaging both community and systems partners.<sup>40</sup>

Between February and April 2022, DAJD completed contracting with the Burns Institute to provide initial strategic planning and facilitate the Advisory Committee meetings. To effectively embed racial equity and community-centered principles into the start of the project, DAJD recognized that it required support from the consultants when initially convening the Advisory Committee. The complexities of this type of strategic planning effort, the history of youth legal system reform in King County, and the intentionality needed to thoughtfully center impacted communities required early and additional support from experts within the field. One critical component of the early project work was convening and facilitating the Advisory Committee with a framework that grounded the members in the relationship-building required to develop sound recommendations and the historical context of systemic racism in the youth legal system. The Burns Institute's Structural Well-Being Framework included those important elements and is a tested method to bringing together diverse groups of interested parties for shared decision-making.<sup>41</sup> The Burns Institute is helping to incorporate these components within the Advisory Committee to effectively build a coordinated group dedicated to addressing the complexities of closing the youth detention facility.

Although the Advisory Committee did not select the Burns Institute through a competitive process, project staff are working to ensure that the Advisory Committee is shaping the Burns Institute's work on the project. As noted above, is expected that further consulting resources will be necessary, particularly consultants with specific local knowledge and experience.

In addition to the Burns Institute, the County will partner with and fund local community organizations to support the planning process. Funding in the project budget has been allocated for local community organizations to design and host community engagement activities. The Advisory Committee will help shape this funding opportunity and help select organizations to receive community engagement grants. See Section VI below for more information about the funding opportunity for local community organizations. In addition, the Burns Institute plans to subcontract with a local community organization(s) to provide additional planning support.<sup>42</sup>

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<sup>38</sup> Los Angeles County: Youth Justice Reimagined [\[LINK\]](#).

<sup>39</sup> San Francisco. Close Juvenile Hall Work Group Final Report [\[LINK\]](#).

<sup>40</sup> No Turning Back: Promising Approaches to Reducing Racial and Ethnic Disparities Affecting Youth of Color in the Justice System [\[LINK\]](#).

<sup>41</sup> Burns Institute Structural Well-Being Framework. [\[LINK\]](#).

<sup>42</sup> The Burns Institute regularly subcontracts with local consultants to support their place-based strategic planning efforts. Planning for this subcontracting opportunity is currently underway and will be finalized in the work plan development with the Advisory Committee.

**Additional Engagement with Interested Parties:** The September 2021 report noted initial engagement with interested parties conducted for the project. This section provides an overview of additional engagement conducted between September 2021 and May 2022 and planned for June 2022.

Notably, early engagement with interested parties was prioritized, especially in April and May 2022, to provide updates on the updated project approach and receive feedback on how individuals and organizations would like to be engaged throughout the strategic planning effort.

- *Young people in detention.* In June 2022, listening circles and one-on-one discussions with young people in detention will be held.<sup>43</sup> Approximately 20 youth will be engaged through these methods. The listening circles and discussions will feature an overview of the project and a group discussion on key questions. The following key questions will be included:
  - What do you think you or other young people like you need to be fully supported in your community?
  - What do you think about the idea of closing the detention center?
  - What do you think should be the response when a young person creates harm in the community?
  - How would you like to be involved in the project?
- *Parents and family members with young people in the criminal legal system.* Project staff collaborated with the Juvenile Court Services team to connect with parents and family members of young people involved in the criminal legal system. From February to May 2022, the Juvenile Court Services team conducted outreach to parents and family members of young people in detention and presented the opportunity to its Peer Parent Group. Project staff met one-on-one with interested parents and family members to discuss the opportunity to serve on the Advisory Committee and future opportunities to participate in subcommittees and focus groups.

Approximately ten parents were engaged during this time through outreach and one-on-ones. In meeting with these parents, project staff shared the project overview, the time commitment necessary for Advisory Committee members, and compensation for their engagement.<sup>44</sup> They then asked parents about how they would like to be involved in the project. One parent expressed interest in serving on the Advisory Committee; others shared that they wanted to participate in the subcommittees and help recruit other parents to participate in the project.

Planned for June 2022 is attendance at the Juvenile Court Services' Peer Parent Group. Project staff will share more about the strategic planning project, invite parents and family members to the Advisory Committee and planned subcommittees, and receive feedback on how participants want to be involved in the project.

- *Young people in the community.* In March 2022, the project team and ZYD's Juvenile Justice Work Group hosted a Youth Summit at Garfield High School. Forty-one students participated in small group discussions and took a short survey on how King County can reduce harm by the youth

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<sup>43</sup> These listening sessions and discussions with young people were originally planned for April 2022 over the Seattle Public School spring break. However, continued staffing challenges in the youth detention facility due to COVID-19 and staff turnover limited the capacity for extra programming opportunities.

<sup>44</sup> The estimated time commitment for participating in the Advisory Committee is approximately six to eight hours per month for approximately 18 months.

criminal legal system and better support young people in their communities. The discussions also included the students' perspectives on the closure of the detention facility. More than one-third of those students reported that they had been impacted by the youth criminal legal system, either through personal involvement, being harmed by a young person in the youth criminal legal system, or because they had a family member involved in or harmed by a young person in the criminal legal system. See Appendix C for the summary of the Youth Summit at Garfield High School.

In April 2022, the team returned to Garfield High School to share the findings and receive further feedback from the students on how to reduce harm by the youth criminal legal system, especially for students of color. Because the Youth Summit model was successful in reaching young people, this format will be used to engage other middle and high school students throughout King County. In June 2022, the project staff will attend another youth summit at Garfield High School to share opportunities about subcommittees and other upcoming engagement activities for young people.

- *Detention staff and community partners working with youth in detention.* Juvenile detention staff offer vital perspectives on what they believe is needed to better support young people with complex needs in community. In January and February 2022, DAJD hosted six hour-long listening sessions with staff and community partners working in detention. Five follow-up discussions with organizations that could not attend the listening sessions were also held. The listening sessions and follow-up discussions featured a project overview, updates on actions to date, a discussion on the September 2021 report, and a group discussion around key questions. The questions included what supports are needed for young people with complex needs, what detention staff want the public and King County leadership to know about their work, and how detention staff want to be engaged in the strategic planning effort.

A total of 36 people participated in the listening sessions and follow-up discussions, ranging from juvenile detention officers, juvenile detention supervisors, community surveillance officers, medical staff, program staff, and community partners working in detention.<sup>45</sup> A summary of the listening session findings and a frequently asked questions (FAQ) section was shared with staff and community partners in March 2022. See Appendix D for the summary of the findings from the staff listening sessions.

In April 2022, DAJD added overview of the strategic planning project to its New Employee Orientation (NEO) training for new Juvenile Division staff, including Juvenile Detention Officers. This step ensures new staff are aware of the project, its goals, and opportunities to participate and share feedback. The presentation features an overview of the project, the project timeline, information about how staff can become involved in the project, and discussion questions. The first NEO with the presentation of the strategic planning project is expected in mid-June 2022.

DAJD distributes monthly updates on the strategic planning effort to detention staff. These updates feature recent milestones, updates, and upcoming engagement opportunities. DAJD emails these month updates to detention staff and posts them throughout the facility to support employee awareness of the project.

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<sup>45</sup> The community partners working in detention that were engaged in this engagement process included: Circle Faith Future (formerly known as the Youth Chaplaincy Coalition) [\[LINK\]](#), Consejo Counseling and Referral Services [\[LINK\]](#), Seattle Public Schools – Interagency Schools [\[LINK\]](#), The Residency [\[LINK\]](#), UPower [\[LINK\]](#), and Woke and Heard [\[LINK\]](#).

- Community partners working to support young people in their communities. Project staff continues to engage community partners who are supporting young people in their communities, including:
  - *Let's Connect:* The Juvenile Court Services team hosts Let's Connect, a meeting that takes place every six weeks with more than a hundred community organizations working to serve young people involved in or at risk of being involved in the criminal legal system.<sup>46</sup> Project staff presented to the Let's Connect community in May 2022, sharing project updates, the timeline of activities, and upcoming opportunities for community organizations to participate in the strategic planning project. Project staff answered questions from the group and solicited future partnerships with those organizations. More than 70 people attended the meeting, including representatives from more than 25 community organizations and local government agencies. Several community organization representatives indicated interest in supporting engagement activities with impacted young people and their families. Project staff will continue to provide updates and engagement opportunities to this group throughout the strategic planning effort.
  - *Allies in Healthier Systems for Health and Abundance in Youth (AHSAY) Center:* The project staff regularly meets with Dr. Benjamin Danielson and staff at AHSAY in this strategic planning effort. Dr. Danielson is a member of the Advisory Committee and provides strategic guidance to the DAJD project team throughout the project. Dr. Danielson leads the recently created AHSAY Center at the University of Washington. The mission of AHSAY is to end youth incarceration in Washington State by 2030 and to promote paths to opportunity that are youth-centered, community-informed and evidence-based, with a focus on communities historically most impacted by youth incarceration.<sup>47</sup>

AHSAY is supporting the strategic planning project with technical assistance. In May 2022, DAJD and AHSAY developed a scope of work and a Memorandum of Understanding for provision of AHSAY's technical assistance for the strategic planning effort. AHSAY will support the project by engaging philanthropic partners and synthesizing existing and emerging research to support the Advisory Committee's decision-making. It will also evaluate the strategic planning effort to identify lessons learned for other jurisdictions seeking to close their youth detention facilities.

- *Community partners supporting young people on Electronic Home Monitoring (EHM):* In May 2022, DAJD met with representatives from Safe Futures<sup>48</sup> and the Urban League<sup>49</sup>, organizations working with young people on Electronic Home Monitoring (EHM).<sup>50</sup> The project team provided project updates and solicited feedback on how the organizations would like to be engaged in the strategic planning effort. Project staff plans to partner with these organizations to conduct outreach to the young people on EHM to participate in engagement activities. These organizations shared that they also want to participate in the subcommittees and help lead engagement with both impacted young people and other community organizations they partner with.

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<sup>46</sup> Superior Court Juvenile Court Community Partnerships and Programs [\[LINK\]](#).

<sup>47</sup> Allies in Healthier Systems for Health and Abundance in Youth (AHSAY). [\[LINK\]](#)

<sup>48</sup> Safe Futures Youth Center [\[LINK\]](#).

<sup>49</sup> Urban League of Metropolitan Seattle [\[LINK\]](#).

<sup>50</sup> King County DAJD Electronic Home Monitoring [\[LINK\]](#).

- *Restorative Community Pathways Partners*: In February 2022, DAJD invited the consortium of community-based organizations that administer the County’s RCP program to join the CFJC Strategic Planning Advisory Committee to represent community groups serving as alternatives to youth detention. To date, the Burns Institute has led two conversations with three organizations of RCP, Creative Justice, Choose180, and Community Passageways, about how they can participate in this work with the County. The County remains committed to engaging with RCP partners in the strategic planning process and will continue to invite RPC to collaborate on this work.
- *Systems partners, including Juvenile Court Services and Superior Court Judges*. In January 2022, the project team presented on the strategic planning process during orientation for two new Juvenile Court Judges. The Superior Court, the Juvenile Court, and Juvenile Court Services are represented on the Advisory Committee.

In addition, DAJD participates in a monthly Juvenile Court Partners meeting to coordinate systems partners within the youth criminal legal system. DAJD shares regular project updates for the strategic planning effort with that group. Project staff also meet monthly with the Juvenile Court Services Community Partnerships Manager to discuss opportunities to collaborate and connect engagement opportunities for the strategic planning effort to impacted young people, families, and community organizations supporting young people in their communities.

- *King County Community Engagers Team*. Since February 2022, DAJD has participated in the County’s Community Engagers Team. Led by OESJ and the Executive’s external relations team, this group meets to coordinate community engagement among departments; standardize engagement approaches; foster internal collaboration across the County’s departments on projects and initiative; and reduce the burden of County engagement on communities. DAJD has provided updates on the strategic planning process to this group and shared planned engagement activities monthly reports. It is expected that this group will provide feedback to and collaborate with project staff on community engagement activities in the future.
- *The public*. In March 2022, the County launched a strategic planning website on the County’s public input platform.<sup>51</sup> The website is a key communication hub for project updates and engagement findings as the project unfolds. It features project goals and timelines, a short survey on how people would like to be engaged in the project, and a sign-up for a listserv on project updates. The website will be translated into Spanish and has Google translation capabilities for more than one hundred additional languages. The website will also host translated project materials in Somali, Vietnamese, Russian, Central Khmer (Cambodian), Marshallese (Marshall Islands), Lao (Laotian), and Arabic.<sup>52</sup> The website aligns with King County’s standards for visual accessibility.<sup>53</sup>

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<sup>51</sup> CFJC Strategic Plan 2025 Website [\[LINK\]](#).

<sup>52</sup> DAJD records show that since 2019, approximately 600 young people in detention have requested services in primary languages other than English. Nearly 60% of these young people indicated Spanish as their preferred language. The other top languages with at least 10 young people requesting services included: Somali, Vietnamese, Russian, Central Khmer (Cambodian), Marshallese (Marshall Islands), Lao (Laotian), and Arabic.

<sup>53</sup> King County Web Accessibility [\[LINK\]](#).

In March 2022, project staff applied for and received language access funding from OESJ to expand language access in the strategic planning project. DAJD received nearly \$30,000 to support translations of project materials, simultaneous interpretation services for engagement activities with impacted young people and families, and outreach through community organizations and media serving immigrant and diaspora communities. This funding will help expand the reach of the outreach and engagement of this project to communities across the County.

To ensure robust, authentic, and ongoing community engagement that centers the experiences of impacted youth, families, and communities, project staff will continue to leverage and expand its engagement with parties interested in this project.

## **VI. Report Requirements**

The outcome of this strategic planning project is a clear path to implement closure of the juvenile detention facility located within the CFJC, guided and informed by community priorities. The Executive believes that this strategic planning effort will lead to more just and accountable community-based alternatives that support young people who would otherwise be in detention. These alternatives will promote community safety and well-being, especially in communities most affected by violence, by transforming the options for young people in crisis. These alternatives will advance anti-racist and pro-equity policies and operations needed to confront the embedded systemic racism of the criminal legal system and mitigate the long-lasting harms of youth incarceration that disproportionately impact young people of color.

The reimagining of youth justice envisioned in this strategic planning effort is not solely about closing a physical detention space. Reimagining youth justice expands the range of community-based alternatives to meet the needs of young people without removing them from their families and communities. These community-based alternatives must address the complex needs and risk levels of young people to prevent further harm to their communities, families, and themselves. However, the current landscape of community-based alternatives has serious gaps in services that young people in detention need. Youth need intensive behavioral health services including substance abuse treatment, medical detoxification, and residential treatment facilities. Youth and their families require community-based counseling and interfamily support for issues such as domestic violence, as well as support for basic needs including safe and stable housing. Thus, DCHS is stepping into a leadership role for the project.

A core component of this project is the development of the infrastructure and capacity required to create and/or expand meaningful and sustainable community-based alternatives to detention for young people. Such community-based alternatives must be part of an overarching service delivery continuum that the County establishes to serve young people in their communities. This means that the County and its partners must actively identify gaps in existing community-based services; pilot approaches and other promising practices that address those gaps; and evaluate those initiatives to inform what is needed to be scaled or adjusted to serve youth who would otherwise be in detention. Although King County will lead many of these pilot programs, services, and other early efforts, this work requires engagement across public, non-profit, philanthropic, and private sectors. All groups are encouraged to explore opportunities within their influence to create new approaches to serve young people involved in the criminal legal system.

The County is embarking on a bold and unprecedented effort that few jurisdictions across the nation have successfully accomplished. Achieving these objectives requires tenacity, creativity, commitment, and collaboration to reimagine and reform the sphere of resources for youth who have historically been placed in secure youth detention. It also requires robust, authentic, and ongoing engagement with the young people, families, and community organizations impacted by the criminal legal system. Ultimately, aligned, coordinated, and intertwined county, state, federal and philanthropic funding is required.

The responses contained in this section are organized to align with each of the legislative requirements of the Proviso.

**A. A description of the proposed community engagement process for the strategic planning effort for the future of secure juvenile detention at the children and family justice center with a proposed timeline.**

This strategic planning effort reflects the commitment of King County to break the cycle of harm, disenfranchisement, and reliance on incarceration. It requires reinvesting in community-based alternatives that are therapeutic, trauma-informed, and youth- and family- centered. The Executive is committed to delivering on a robust, authentic, and ongoing community engagement process that centers the youth, families, and communities most impacted by the criminal legal system.

Project staff, the Burns Institute, and the Advisory Committee are designing a multifaceted community engagement approach with several avenues for engagement with impacted populations and other interested parties. These avenues will leverage existing spaces and trusted messengers where impacted community members are already engaged. They will help foster a culture of meaningful engagement where lived experience is centered, valued, and compensated, and will help support shared decision-making and power sharing.

The multifaceted community-centered engagement approach is comprised of the Advisory Committee that guides and shapes the project and subcommittees that will support the work of the Advisory Committee, as well as expand the number and diversity of people engaged in this effort. It includes engagement activities with young people and their families who have been directly impacted by the criminal legal system; partnerships with community organizations to design and implement engagement activities; and engagement with other interested parties such as members of the public.

The strategic planning effort will take place over five phases as shown below, and community-centered engagement with those most impacted by the youth legal system will be prioritized in each phase.



To date, this work has engaged many community organizations and systems partners throughout phase 1 in preparation for the launch of the project. Most of the community engagement process will take place in phase 2 and phase 3. This engagement will inform the Advisory Committee’s recommendations

on converting youth detention units at the CFJC to other uses no later than 2025. In phase 4 and phase 5, the project team will continue to share project updates to all interested parties, including impacted young people and their families, and solicit input throughout the transition planning and implementation of recommendations to adjust the approach as needed. See below for more details on these phases and the key milestones in each phase. Appendix B shows how these phases differ from the proposed phases in the September 2021 report.

**1. A listing of the community organizations representing youth and families, juvenile justice practitioners, labor organizations, youth rights advocacy representatives, community-based service providers and other groups that will be invited to participate in the planning work.**

**Advisory Committee:** The project’s Advisory Committee is comprised of community leaders, impacted young people and parents, and youth criminal legal system partners. The Advisory Committee guides and shapes the project, identifies avenues for engagement, and will co-create recommendations to achieve the project goals. The County provides stipends to the Advisory Committee’s community members for their time and expertise.

Creation of the Advisory Committee and the selection of members was an intentional process conducted to ensure key interested parties and perspectives are built into and guiding this work. Out of the current 14 members of the Advisory Committee, seven members represent community perspectives and impacted communities, including three representatives under 25 years old and one parent. The project team worked with community and systems partners working with impacted young people to recruit and identify individuals for the Advisory Committee and other community engagement opportunities.<sup>54</sup> Recruitment continues for additional representatives of impacted young people and family member to serve on the Advisory Committee. In addition, recruitment is underway at the time of this report writing for community representatives from victim services and advocacy organizations.

The Advisory Committee includes youth criminal legal systems partners, including representatives from the Superior Court, Probation, Public Defense, law enforcement, the Prosecutor’s Office, and the Juvenile Detention Officers Guild. Community members and organizations represent geographic diversity across the County’s four regions.<sup>55</sup>

The Advisory Committee met for the first time on March 21, 2022. The Advisory Committee meets every other week, and the agendas, slides, and notes for the meetings are posted to the project website.<sup>56</sup>

*Current Advisory Committee Composition*

- Judge Averil Rothrock, Superior Court, Juvenile Court
- Dr. Benjamin Danielson, Allies in Healthier Systems for Health and Abundance in Youth (AHSAY) Center
- Hikma Sherka, Children and Youth Advisory Board
- Katie Hurley, Department of Public Defense

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<sup>54</sup> The project team worked with Juvenile Court Services, Community Passageways, The Residency, and Urban Impact to connect with and conduct outreach family members and young people with experience in the youth legal system to serve on the advisory committee.

<sup>55</sup> The four regions in King County are South, Seattle, East, and North [\[LINK\]](#).

<sup>56</sup> CFJC Strategic Plan Website [\[LINK\]](#)

- Karina Wiggins, Friends of Youth
- Jason Smith, Juvenile Detention Officers Guild
- Jimmy Hung, Prosecuting Attorney's Office
- Linsay Hill, Multi-Service Center
- Judge Patrick Oishi, Superior Court
- Paul Daniels, Superior Court, Juvenile Court Services
- Parent (1)
- Chief Wendell Shirley, Police Chiefs and Sheriffs Association
- Young people impacted by the youth legal system (2)

**Subcommittees:** Subcommittees will serve as another avenue for the project's community engagement. The subcommittee structure provides for engagement with community organizations, impacted young people and family members, and systems partners, and for deeper discussion on specific topics. Once established, these subcommittees will connect to the Advisory Committee, and Advisory Committee members will participate in, and in some cases, co-lead subcommittees. The subcommittees will help expand the number and diversity of organizations and community members who can participate and directly inform the strategic planning effort and the recommendation development. Subcommittee members will include representatives from community service providers, impacted youth and families, systems partners, labor organizations, and philanthropy.

The subcommittees will focus on topics such as identifying specific responses for when young people have contact with local law enforcement and are unable to return home. The Advisory Committee will finalize the list of subcommittee topics before those groups are established. The Advisory Committee aims to launch the subcommittees in July 2022. Recruitment for subcommittee members has been underway since February 2022, focusing on impacted young people, parents and family members, and community members working with young people.<sup>57</sup> The recruitment and outreach for subcommittee members will continue through June 2022. As with the Advisory Committee, community members participating in the subcommittees will be compensated.

**Engagement with Ongoing Community Groups:** Community members and organizations are participating in several ongoing efforts to reduce harm in the youth criminal legal system and support young people in their communities. To alleviate the burden on community members and organizations to participate in additional engagement venues, project staff will leverage the existing spaces and groups that convene impacted young people, families, and community organizations working with young people. The project team will share information and updates about the project, highlight upcoming engagement opportunities, solicit input on key questions from these groups, and provide compensation for participants when appropriate.

Such existing community groups include: the Juvenile Court Services Let's Connect group; King County Children and Youth Advisory Board<sup>58</sup>; African Young Dreamers Empowerment Program International (AYDEPI)<sup>59</sup>; Greater Seattle and King County Youth Action Board comprised of young people who have

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<sup>57</sup> Many of the young people, parents and family members, and community organizations that were recruited for the Advisory Committee indicated that they were interested in the subcommittees.

<sup>58</sup> Children and Youth Advisory Board [[LINK](#)].

<sup>59</sup> African Young Dreamers Empowerment Program International (AYDEPI) [[LINK](#)].

experienced homelessness<sup>60</sup>; Team Child’s newly emerging Youth Advisory Board<sup>61</sup>; Restorative Community Pathways Youth Advisory Council<sup>62</sup>; Regional Community Safety and Well-Being Plan Youth Advisory Council<sup>63</sup>; and Juvenile Court Services CFJC Youth Action Council.<sup>64</sup>

**Community Mapping.** At the same time, many community organizations and leaders are not yet engaged in this effort. Their engagement with the process is needed. In April 2022, the Burns Institute, in partnership with the project staff and the Advisory Committee, began community mapping for the strategic planning project. The Burns Institute is meeting with community organizations and individuals not yet involved in this effort to understand their work, the youth they support, their involvement in other systems reform efforts, and funding they receive from the County. This work will inform the understanding of the community landscape of organizations supporting young people involved in or at risk of involvement with the youth legal system.

While the landscape will continually evolve throughout this planning effort, community mapping helps identify the diversity of community organizations working with young people involved in the youth legal system. It shows a comprehensive view of where current efforts and local funding are concentrated and where power and influence are distributed. Community organizations and individuals identified and engaged throughout the community mapping exercise will be encouraged to participate in the subcommittees and partner on the community engagement for impacted young people and families.

It is expected that the Burns Institute will finalize the community mapping in June 2022. It will then share the findings with the Advisory Committee and create recommendations on how to further engage those community organizations and individuals identified in the process.

## ***2. A description of how the community engagement process will engage youth and families that have been involved in the juvenile criminal legal system;***

In addition to the Advisory Committee and subcommittees, the community engagement process for the strategic planning effort will meaningfully engage young people and families who have been involved in the youth criminal legal system through actions discussed in detail below.

**Intentional Engagement Activities with Impacted Young People and Families.** Project staff will work with the Burns Institute and local community organizations to intentionally engage impacted young people and their families. These activities will include traditional engagement strategies such as listening circles, focus groups, and interviews, and non-traditional engagement strategies such as healing circles, and will create opportunities for small group and one-on-one discussions around key questions for the project. The formats will allow individuals with shared lived experiences to share their perspectives on specific issues, provide input on strategies and recommendations, and connect with one another. These activities will take place in phase 2, beginning in July 2022 through December 2022.

Engagement with important subsets of impacted young people is also planned. These subsets include young people currently in detention; young people currently on Electronic Home Monitoring (EHM);

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<sup>60</sup> Youth Action Board King County [[LINK](#)].

<sup>61</sup> Team Child [[LINK](#)].

<sup>62</sup> Restorative Community Pathways Youth Advisory Board [[LINK](#)].

<sup>63</sup> Regional Community Safety and Well-Being Plan Youth Advisory Committee [[LINK](#)].

<sup>64</sup> CFJC Youth Action Team [[LINK](#)].

young people with previous experience in detention or EHM; and young people who were previously in detention and are now in state Juvenile Rehabilitation institutions such as Echo Glen<sup>65</sup> and Green Hill.<sup>66</sup> Another important group prioritized for intentional engagement are those who have been harmed (victims) by young people, including other young people and community members. Parents and family members of young people with experience in the youth legal system will also be engaged through these engagement methods. As noted above, project staff will continue to work with its systems partners and community organizations to coordinate these engagement activities through existing groups.

The community engagement process will also prioritize engaging underrepresented populations with unique experiences in the criminal legal system such as immigrant households, limited English speaking households, female and non-binary youth, and multi-system involved youth such as those who have experienced homelessness, interacted with the foster care system, or interacted with the behavioral healthcare system. Simultaneous language interpretation and translated materials will be provided.

This work recognizes that young people and their families have the best insight into making positive change and often face barriers to participating in engagement activities. Where possible, engagement activities will take place where impacted young people and their families are already connected or are receiving services to connect with them. These spaces include middle and high schools, youth councils, social service organizations, diversion programs, afterschool programs at organizations that support young people in their communities, and existing peer parent groups. Other logistics will be considered, such as the location of these activities, to ensure that they are welcoming and accessible, for example, by prioritizing community spaces such as libraries or community centers. The times and formats of the engagement activities will be accessible for young people and family members, with times in the late afternoons, evenings, and weekends. In addition, activities will be held both virtually and in-person so people can engage in the ways that they feel most comfortable.

As noted previously, engaged community members have been and will continue to be compensated for their time and expertise. Stipends will be provided to impacted young people and family members who participate in regular activities such as the Advisory Committee and subcommittees. Incentives such as Visa gift cards will be provided to impacted young people and family members who participate in intentional engagement activities such as listening circles and focus groups.

**Community-Led Engagement.** Local community organizations have important connections to the impacted young people and families they serve, so meaningfully engaging impacted young people and families requires support from a range of local community partners. Several local community organizations supporting young people involved in the youth legal system will be funded as consultants to design and host intentional community engagement with impacted young people and their families. The County plans to release a funding opportunity in July 2022 to support the engagement activities. Interested community organizations may submit letters of intent of how they plan to conduct outreach and engagement for the project and the specific populations they aim to engage. This funding opportunity will be modeled on successful previous funding opportunities between the County and community organizations, including the Racism is a Public Health Crisis in King County Outreach and Engagement Fund for the proposed 2021-2022 biennial budget.<sup>67</sup> Interested members of the Advisory

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<sup>65</sup> Washington State Department of Children, Youth, and Families Green Hill School [\[LINK\]](#).

<sup>66</sup> Washington State Department of Children, Youth, and Families Echo Glen Children's Center [\[LINK\]](#).

<sup>67</sup> King County Community Outreach and Engagement Funding Opportunity [\[LINK\]](#).

Committee will be recruited to inform the funding opportunity, review applications for this funding, and select the community partners.

The County will create additional opportunities for local community-led engagement. Materials such as facilitation guides and standardized questions for community organizations to host conversations about the closure project and document the findings from those conversations will be created to support the work.<sup>68</sup> Project staff will work with interested community organizations to provide incentives for impacted young people and families who participate in these conversations.

**Reporting on Community Engagement.** Reporting on engagement findings and establishing a feedback loop with participants throughout the community engagement activities are next actions for the project team. Reporting back on findings with participants and organizations helps ensure that the captured information is accurate. It also provides an opportunity for participants to hear what others have shared and holds the project team accountable to receiving feedback from participants.

Summaries from the community engagement activities will be shared directly with participants, the Advisory Committee and subcommittees, and the public via the project website. Project staff, in partnership with the Burns Institute, the Advisory Committee, and the funded local community organizations will review synthesized engagement findings and discuss any challenges, barriers, or lessons learned. Based on feedback and guidance from the Advisory Committee, adjustments may be necessary to ensure that engagement activities are relevant and accessible for impacted young people, families, and community organizations.

**Community Townhalls and Other Engagement to Inform Recommendations Development.** Beginning in phase 3 in early 2023, community engagement activities will shift to soliciting input on findings and draft recommendations. Community town halls will be scheduled to share findings from community engagement conducted in phase 2, provide project updates, and receive feedback from community members on the Advisory Committee's draft recommendations. These phase 3 community town halls will enable broader engagement from members of the public in addition to impacted populations. They will be planned throughout the County to provide for geographic engagement. Further planning will occur to determine the details and structure of the community town halls. As noted in the section below, Executive staff will engage the Council in the planning and the creation of those town halls.

In addition to the community town halls, other engagement activities for impacted young people and families to provide direct feedback on proposed strategies from the Advisory Committee will be scheduled. These activities may include strategy development workshops in partnership with the Advisory Committee and subcommittees. Further planning will occur to determine the details and design of phase 3 engagement activities. Ongoing opportunities, such as online surveys for members of the public to provide input on the draft recommendations from the Advisory Committee and share their feedback on the approach, are also planned.

### ***3. A description of how the community engagement process will ensure participation by the council in the selection of community organizations and representatives; and***

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<sup>68</sup> Several organizations have already expressed interest in hosting their own conversations with their program participants about the strategic planning project. Planning is underway at the time of this report writing to ensure that findings from this type of engagement can be synthesized and incorporated into the findings from other engagement activities.

The September 2021 report highlighted meetings between Councilmembers and staff in summer 2021 and project staff to discuss the strategic planning process and solicit their feedback on community organizations and representatives. These suggestions were used to inform the creation and launch of the Advisory Committee in March 2022. These suggestions were also shared with the Burns Institute for community mapping, and the project staff will continue to use these suggestions to inform the recruitment and composition of the subcommittees.

In April 2022, DAJD shared a project update with the Council and other key interested parties. The project update featured the list of the Advisory Committee members, the website with the meeting notes and agenda of the Advisory Committee meetings, and the proposed project timeline and phases.

In addition to sharing project information with Council offices, Executive staff will seek input from Councilmembers on community engagement opportunities, such as recruiting subcommittee members, promoting engagement opportunities, and collaborating on community town halls.

Executive staff will continue to provide briefings, project updates, and information about the strategic planning effort to the Council as requested.

***4. A description of how both the executive and the strategic planning consultant or consultants will solicit participation of the groups identified in this subsection of this proviso and how the strategic planning process will use these groups' input for the development of recommendations and options; and***

The Advisory Committee, project staff, the Burns Institute, and involved community organizations will use the following principles of community-centered engagement to solicit meaningful engagement of community members and organizations throughout the strategic planning project.<sup>69</sup>

- Understanding and centering the needs of those most impacted;
- Acknowledging and navigating differences in and among communities;
- Understanding community is dynamic, not homogeneous;
- Building authentic relationships;
- Establishing shared values;
- Recognizing and repairing harm;
- Cultivating a sense of belonging;
- Working towards shifting power; and
- Valuing the expertise of those with lived experience.

Those core principles will be embedded throughout the strategic planning process including with the Advisory Committee, subcommittees, community engagement activities for impacted young people and family members, partnerships with the local community organizations, and engagement with members of the public. Ultimately, adherence to these principles of community-centered engagement will help ensure that the recommendations developed by the Advisory Committee address the needs, challenges, and opportunities of impacted communities.

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<sup>69</sup> These principles for centering community are adapted from the Burns Institute.

**Community Input in the Recommendation Development Process.** The Advisory Committee, with support from the Burns Institute, will develop the recommendations and options for the closure of the youth detention facility. The Advisory Committee’s development of the recommendations will incorporate findings from subcommittees and community engagement conducted with impacted populations, community organizations and groups engaged, as well as town halls and surveys. On an ongoing basis, findings from engagement activities will be shared with that Advisory Committee. As noted above, the findings will also be shared with the participants in engagement activities and the public via the project website to ensure accuracy, transparency, and continual learning. Advisory Committee members and subcommittee members may be invited to attend the community engagement activities to help them learn directly from the participants.

Starting in early 2023, the Advisory Committee will use the findings from community engagement in phase 2 to develop a draft recommendations framework. This draft framework will be a high-level overview of potential approach or approaches reflective of community engagement activities, principles of the SWB Framework from the Burns Institute, and discussions within the Advisory Committee and subcommittees. The draft recommendations framework may also include a list of guiding principles for the proposed approach or approaches.

Members of the public, as well as previously engaged impacted young people and families, will be encouraged to attend community town halls to learn about the engagement findings and provide input on the draft recommendations framework. In addition to the community town halls, it is anticipated that an online survey for members of the public to share input on the draft recommendations framework will be made available. The Advisory Committee will consider the findings and feedback from the community town halls and other engagement activities in phase 3 to refine the recommendations framework and move towards finalizing the detailed recommendations.

***B. A detailed project plan for completion of the community and family justice center and juvenile detention strategic planning process managed by the selected consultant including project governance, milestones for project completion, project deliverables and opportunities for community input.***

**Project Structure and Project Management:** As noted earlier, management of this strategic planning effort is shifting to DCHS. Roles of the Advisory Committee, project consultants and community partners, and the County project team are outlined below.

- **DCHS:** DCHS manages the strategic planning effort including execution of project scope, timeline, and milestones. DCHS coordinates with other governance players, leverages its existing relationships with community organizations, leads the design and implementation of the community-centered activities in partnership with the Burns Institute and local community organizations, and ensures alignment of the project with existing and emerging funding, and programmatic and policy opportunities.
- **DAJD:** DAJD supports coordination with governance players, engages with detention staff, and participates in developing project updates to the Executive and Council as needed.
- **Advisory Committee:** The Advisory Committee guides and shapes the project and identifies avenues for engagement. It will create the recommendations informed by the community-

centered engagement process to achieve the project goals. The Committee includes a broad range of representatives. See Appendix E for the Advisory Committee Roster.

- *Burns Institute, technical assistance providers, and local community partners:* Described below.
  - The Burns Institute provides consulting project support and expertise on systems-change.
  - AHSWAY provides technical assistance and support for the project, including research, philanthropic partner engagement, and evaluation of the strategic planning process.
  - The Justice Lab at Columbia University is anticipated to provide additional project support, including strategic communication.
  - Local community organizations will be funded to support and design community engagement activities with impacted young people and their families.

Other interested parties, such as community organizations, philanthropic partners, or national youth legal system organizations, may offer and provide additional technical assistance as the project progresses.

- *County project team:* The countywide project team supports the internal alignment and coordination of the project with ongoing and emerging efforts. The countywide project team supports the Advisory Committee as subject-matter experts and technical experts on programs and initiatives within the County. The departments include the DAJD, DCHS, ZYD, OESJ, FMD, and the Executive Department (OESJ, OLR, Office of Performance, Strategy, and Budget, and Executive Office).

**Project Phases:** The strategic planning effort to close the youth detention facility by 2025 is taking place over five phases. As noted in the Section II, the project team has modified the phases proposed in the September 2021 report and added a fifth phase to account for transition planning and implementation in 2025.

- ***Phase 1: Project Roll-Out (January – June 2022):*** This phase focuses on building a strong foundation for this project. Key milestones of this phase include:
  - Launching the Advisory Committee;
  - Contracting with the Burns Institute;
  - Identifying additional technical assistance providers;
  - Establishing an internal countywide project team;
  - Creating a community-centered engagement process;
  - Launching a project website; and
  - Conducting early engagement with key interested parties to inform the community-centered engagement activities in phase 2.
- ***Phase 2: Community Listening and Learning (July – December 2022):*** This phase will focus on community-centered engagement with impacted young people, families, and communities. Key milestones of this phase will include:
  - Launching the subcommittees;
  - Selecting and funding local community organizations to design and host engagement activities;
  - Hosting intentional community engagement activities with impacted young people and their families such as listening sessions, focus groups, and healing circles;

- Identifying potential state and local legislative changes needed to close the youth detention facility;
  - Identifying potential budget recommendations for the proposed 2023-2024 biennial budget;
  - Synthesizing and sharing engagement findings with engagement participants, Advisory Committee and subcommittees, and members of the public;
  - Providing project updates to interested parties through briefings and the website; and
  - Planning community town halls and other engagement activities in phase 3.
- **Phase 3: Community Strategy Development (January – September 2023):** This phase will focus on developing recommendations with the Advisory Committee while centering input and solutions from impacted young people, families, and communities. Key milestones of this phase will include:
    - Convening the Advisory Committee and subcommittees to begin developing a draft recommendations framework;
    - Working with state and local governments to address the identified legislative changes needed to close the youth detention facility;
    - Implementing community town halls on the engagement findings and soliciting feedback on a proposed framework of recommendations;
    - Sharing draft recommendations with relevant internal interested parties such as detention staff;
    - Finalizing the recommendations with the Advisory Committee and preparing a final report for the Executive; and
    - Submitting the final recommendations and report to the Executive in September 2023.
- **Phase 4: Transition Planning and Implementation (October 2023 – 2024):** This phase will be shaped by the recommendations from the Advisory Committee on closing the youth detention facility and repurposing the space to serve other community uses. The final recommendations moved forward by the Executive will require detailed transition and implementation planning. This phase will be contingent on negotiations with labor organizations. Key milestones in this phase may include:
    - Identifying and coordinating transition teams;
    - Developing transition plans;
    - Engaging with labor groups and other relevant parties;
    - Coordinating with philanthropic partners to invest in expanded and new alternatives;
    - Developing 2025-2026 biennial budget requests and proposals; and
    - Developing timelines, processes, communications, and other necessary information for affected employees,
    - Collaborating with community organizations, the judicial branch, and County departments that will implement community-based alternatives to secure detention; and
    - Ongoing community engagement with impacted populations to ensure transparent communication and that their input is incorporated throughout the transition planning and implementation.
- **Phase 5: Transition to Closure (2025):** This phase will be the culmination of the project. It will include continued implementation of transition plans identified in phase 4. It is important to

note that the transition to closure of the detention facility will require a series of measured and intentional steps to meet the needs of the young people in detention, expand the community-based services, and manage change with the implementation process.

This gradual approach is needed because there will likely still be a need for secure detention in the most complex cases until the infrastructure and capacity of community-based alternatives to detention are fully developed. Additionally, young people in detention will need sufficient time for the resolution of their cases, particularly cases where a young person is charged as an adult and has a longer length of stay in detention. Relatedly, phased approach for staffing is also needed in 2025 until the youth detention facility can be closed.

**Milestones for Project Completion:**

This project requires continued careful and thoughtful planning to ensure successful outcomes. The timeline and milestones outlined below are estimated due to several factors. Notably, this work is occurring while King County continues to face challenges of COVID-19 and its ongoing impact to staffing and workloads. In addition, the consultant, Advisory Committee, and engaged community organizations may drive changes to the timeline. These elements, along with the groundbreaking and deeply complex nature of a project that has crucial outcomes for community, the County, and labor, will cause the estimated project timeline provided below to be revised over the course of the project. Updates will be provided on the website.

<b><u>Key Milestones-As of June 30, 2022</u></b> <i>Information and dates subject to change</i>	<b><i>Estimated completion dates</i></b>
<b>Phase 1: Project Roll-Out (January – June 2022)</b>	
Establish composition of Advisory Committee and recruit members	Feb. 2022
Procure strategic project support and facilitation support for the Advisory Committee	Feb. 2022
Convene Advisory Committee	March 2022
Complete community mapping	June 2022
Submit Proviso response to Council	June 2022
<b>Phase 2: Community Listening and Learning (July – December 2022)</b>	
Launch engagement activities for impacted young people and families	July 1, 2022
Launch funding opportunity for local community organizations to design and host engagement activities.	July 31, 2022
Launch subcommittees	July 31, 2022
Synthesize findings and report on community engagement activities in July, August, and September 2022. Adjust activities as needed.	Sept. 30, 2022
Design, plan, and identify dates for community townhalls for early 2023.	Dec. 15, 2022
Complete Phase 2 community engagement activities.	Dec. 15, 2022
Synthesize findings and report on community engagement activities in October, November, and December 2022.	Dec. 31, 2022
<b>Phase 3: Community Strategy Development (January – September 2023)</b>	
<b>Review synthesized community input from engagement findings with the Advisory Committee and subcommittees.</b>	Jan. 31, 2023
Develop draft recommendations framework with the Advisory Committee.	March 1, 2023
Host community engagement to get feedback on draft recommendations framework.	April 30, 2023
Synthesize and review feedback from community engagement with the Advisory Committee.	May 15, 2023
Incorporate community feedback into draft recommendations framework and develop detailed recommendations with the Advisory Committee.	June 30, 2023

<b>Key Milestones-As of June 30, 2022</b> <i>Information and dates subject to change</i>	<b>Estimated completion dates</b>
Finalize recommendations and review final report with Advisory Committee.	July 31, 2023
Review final recommendations and final report internally.	Aug. 31, 2023
Submit final report to the Executive, community, and interested parties.	Sept. 30, 2023
<b>Phase 4: Transition Planning and Preparation (October 2023 to 2024)</b>	
Convene transition teams and create transition plans for the recommendations.	Dec. 31, 2023
Identify and formulate additional budget requests for 25-26 budget in transition plans	Jan. 30, 2024
Implementation of transition plans. Continued engagement with impacted communities to get feedback on the implementation. Create modifications as needed to adjust to needs.	Dec. 2024
<b>Phase 5: Transition to Closure (2025)</b>	
Continued implementation of transition plans.	Dec. 2025

**Community Input:** Continual engagement with members of the public throughout the project will help ensure the approach and project findings are informed by, responsive to, and reflect community needs. Several opportunities for input from members of the public throughout the strategic planning effort will be provided. The website will continue to be a key communication hub for project updates and engagement findings as the project unfolds, as detailed above.

Community town halls planned for early 2023 are forums for members of the public to provide input and learn about the community engagement findings. Ongoing opportunities for community members to provide public input on the draft recommendations framework, such as through an online survey, are also planned. The Advisory Committee will consider feedback from the community and engagement activities with impacted populations in the development of the recommendations framework and final recommendations.

## VII. Conclusion

*“The path to Zero Youth Detention gets steeper and steeper from here, and only an all-out, concerted effort from government and community partners will get us to that summit.” Executive Constantine*

King County is embarking on a bold and innovative effort to end the use of secure detention for juveniles. Closing the juvenile detention facility enacts King County’s commitment to becoming an anti-racist, pro-equity government. This commitment requires the County to disrupt business as usual, replace it with something better, and share power – actions that traditional government does not do easily or readily. Through eliminating secure detention and investing in community-based alternatives that are therapeutic, trauma-informed, and youth- and family-centered, the cycle of disenfranchisement, harm, and reliance on incarceration can be broken.

As previously stated, the reimagining of youth justice is not solely about closing a physical detention space. Reimagining youth justice means expanding the range of community-based alternatives to meet the needs of young people without removing them from their families and communities. It requires upholding accountability and community safety, especially in communities most affected by violence. Reimagining youth justice requires robust, authentic, and ongoing community-centered processes and engagement with the young people, families, and communities who are most impacted by the cycle of violence and harm. Ultimately, reimagining youth justice requires a deep and sustained effort to transform the existing criminal legal system and build anti-racist alternatives that center those who are most impacted.

King County is continuing down an uncharted path to eliminate secure detention for youth and reimagine more just community-based alternatives to respond when young people create harm in their communities. This effort is one in a series of actions King County is taking to transform the criminal legal system by centering those who are most impacted. From the creation of the Gathering Collaborative,<sup>70</sup> which is focused on equitably spending more than \$25 million in federal funds to address the harms of racism compounded by the pandemic, to reimagining public safety and moving forward efforts to respond to community needs, King County continues to advance its commitment to addressing the burdens of systemic racism, and ensuring every person has the opportunity to thrive.

## **VIII. Appendices:**

Appendix A: Executive Summary of the First Proviso

Appendix B: Visual of the Modifications and Additions for the Project Phases from the September 2021 Report

Appendix C: Youth Summit Summary

Appendix D: Detention Staff Listening Session Summary

Appendix E: Advisory Committee Roster

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<sup>70</sup> Gathering Collaborative [\[LINK\]](#)

**Proviso Response:  
Children and Family Justice Center – Strategic Planning Project: 2022-2025**



**King County**

September 30, 2021

### III. Executive Summary

The King County Executive oversees the secure detention facility located within the Patricia H. Clark Children and Family Justice Center (PHCCFJC) at the request of Superior Court, which has statutory authority for juvenile detention under state law.<sup>1</sup> Under the county executive, the Department of Adult and Juvenile Detention's (DAJD) Juvenile Division is responsible for the care and custody of all youth in detention. The DAJD Juvenile Division is committed to providing quality, innovative, and comprehensive services to youth, families, and their communities.<sup>2</sup>

Between the years of 2010 and 2020, the average number of youth in secure detention per day declined by 70 percent, from a daily population of 89 to 27 youth. A variety of initiatives have collectively contributed to this reduction, including legal system reform efforts by community members and system stakeholders. While King County now has one of the lowest detention rates in the State of Washington,<sup>3</sup> youth of color continue to be overrepresented in secure detention.

In June 2020, the King County Executive committed to converting youth detention units at the Children and Family Justice Center to other uses no later than 2025, stating, "Phasing out centralized youth detention is no longer a goal in the far distance. We have made extraordinary progress and we have evolved to believe that even more can be done."

As called for by [Ordinance 19210](#), and [Ordinance 19307](#), this report outlines the process and timeline that will be utilized by the Executive to select the external consultants to help guide this historic initiative, in partnership with community. Consultants must bring exceptional skills and expertise to this work, particularly expert knowledge of juvenile legal system reform and experience assisting jurisdictions to challenge traditional and longstanding juvenile detention practices. Demonstrable experience working with community stakeholders, particularly those from historically marginalized communities and those who have experienced the juvenile legal system, are essential. They must also understand and reflect King County's commitment to becoming an anti-racist, pro-equity organization. Ultimately, community and system stakeholders will play a key role in shaping the final selection criteria for the team of external consultants.

To set the stage for gathering critical input from community stakeholders about the strategic planning process and selection of consultants, initial outreach has started by DAJD. Since fall of 2020, collaborative conversations have been held with community-based service providers, advocates who work with youth referred to the legal system, elected officials, legal system representatives, and youth currently detained in King County. One of the critical next steps in the strategic planning process is to establish an advisory board that will provide an authentic path for community to be involved in each step of the process, including in the selection of the external consultants. The advisory committee will provide oversight and guidance throughout the duration of the strategic planning process and implementation.

The scope of work for the selected consultants will include the development of a clear path to close the juvenile detention facility located within the PHCCFJC by 2025, including how to serve those youth who would otherwise be referred to secure detention. It will also identify recommendations for the

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<sup>1</sup> RCW 13.20.010 ([LINK](#))

<sup>2</sup> About King County Juvenile Detention ([LINK](#))

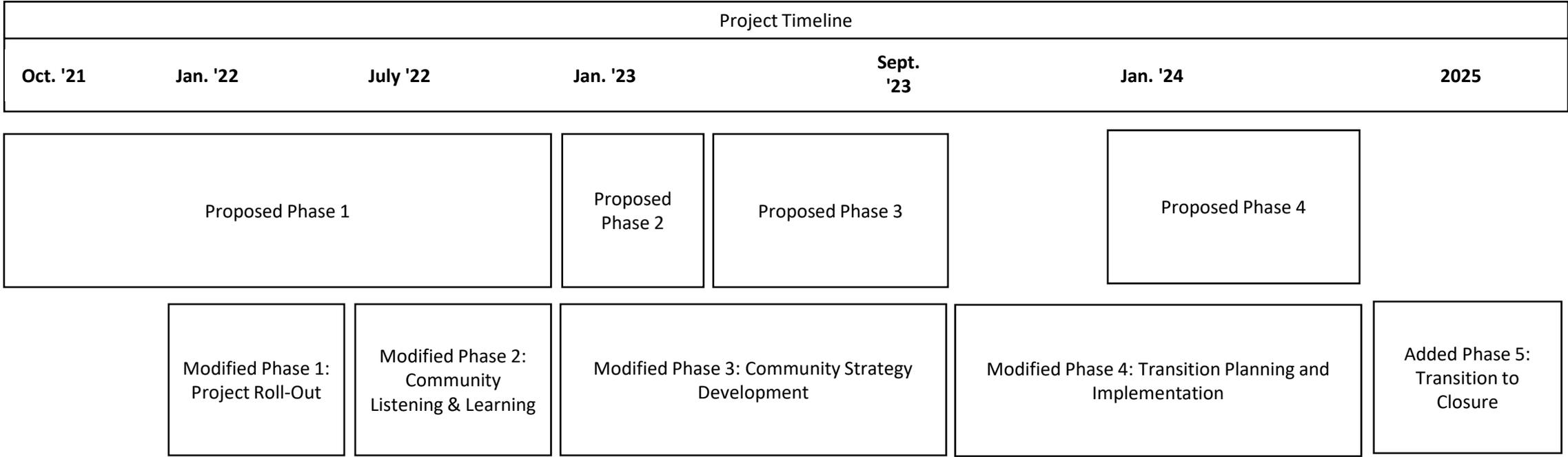
<sup>3</sup> Washington State 2019 Juvenile Detention Annual Report ([LINK](#))

repurposing and reuse of the juvenile detention facility to meet community-identified needs. Required written deliverables will include a detailed project plan to achieve these objectives.

This report also includes a project plan with key milestones that lead toward the Executive’s goal of closing the juvenile detention facility within the PHCCFJC by 2025 and reinvesting in community programs, services, and interventions that serve the needs of youth who would otherwise be at risk of juvenile detention. The following table outlines the projected timeline to achieve key milestones during the four phases of the project.

<b>PHCCFJC Strategic Planning Key Project Milestones: Phase 1</b> <i>Information and dates subject to change</i>	<b>Projected Timeline</b> <i>Dates shown are estimated completion dates</i>
Hire and on board project manager Develop public facing communication approach (website) and initial content about the process and timeline Identify PHCCFJC Strategic Planning Advisory Committee Convene first meeting of the PHCCFJC Strategic Planning Advisory Committee; determine meeting cadence Develop materials for competitive process with Committee Open competitive process for consultant Consultant selection process Consultant Advisory Committee work sessions Consultant conducts initial key stakeholder interviews Review consultant project plan, communication plan, outreach plan with Advisory Committee; revise as needed Develop and submit Proviso response to the Council Conduct first phase of community engagement	October 31  November 30 December 31  January 30, 2022 March 1 March 30 April 1-30  May 1-31  June 30 July 2022– January 2023
<b>Key Project Milestones: Phase 2</b>	January – May 2023
Review and synthesize community input with Advisory Committee and community Develop options Conduct second phase of community engagement Review options with community Revise options with Advisory Committee	
<b>Key Project Milestones: Phase 3</b>	May – September 2023
Develop final report & recommendations Conduct third phase of community engagement Finalize report & recommendations Submit final report to community and stakeholders	
<b>Key Project Milestones: Phase 4</b>	2024
Implementation of recommendations & actions (subject to labor negotiations)	

The PHCCFJC Strategic Planning Project and its focus on closing the juvenile detention facility reflect the commitment of King County to break the cycle of disenfranchisement, suffering, and reliance on incarceration, while reinvesting in community-based alternatives that are therapeutic, trauma-informed, youth and family centered.



# YOUTH SUMMIT FINDINGS

STUDENTS AT GARFIELD HIGH SCHOOL SHARED HOW KING COUNTY CAN REDUCE HARM IN THE YOUTH LEGAL SYSTEM AND BETTER SUPPORT YOUNG PEOPLE IN THEIR COMMUNITIES.

THANK YOU TO THE YOUNG PEOPLE WHO SHARED THEIR BRILLANCE AND PARTICIPATED IN THE EVENT.

## THE EVENT

On March 3, 2022, members from the King County Juvenile Justice Work Group spoke with 41 students at Garfield High School. Students participated in small group discussions and took a short survey.

## WHAT STUDENTS SAID

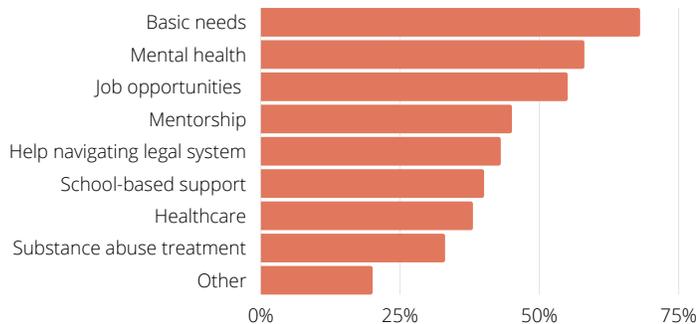
### How to reduce harm in the youth legal system:

- Understand the root causes of harm
- Help people take accountability for their actions with wrap-around services and support
- Promote community responses and create appropriate measures to respond to harm
- Focus on rehabilitation, harm reduction, skill-building, and reentry in detention
- Create greater awareness of resources and rights among young people

### How to better support young people:

- Expand accessible and culturally competent mental health services, especially in school
- Connect young people with trusting, caring, and supportive adults
- Improve connections to community resources and create more safe spaces outside of school
- Address systemic racism and poverty
- Create more supportive structures for students of color at school, including staff of color

## THE RESOURCES NEEDED



Less than half (43%) of students said there are enough resources in their communities for young people who need support.

Less than half (40%) of students said young people know where to go in their communities if they need support.

Over 70% of students indicated a need of 3 or more resources in their communities.

## THE STUDENTS

Nearly 80% of the students who participated in the summit identified as Black or African-American.

The students were between 14 years to 18 years old, and 40% were 16 years old.

58% of the students identified as female, 35% as male, and 8% as non-binary or transgender.



One in three students shared that they or their families have been impacted by the youth legal system.

## WHAT COMES NEXT

The Work Group will incorporate this feedback into their recommendations for the King County Regional Community Safety and Well-Being Plan. The Work Group will share these findings with the students who participated in the Youth Summit and seek additional input. The Youth Summit will be used as a model for future youth engagement on how King County can reduce harm in the youth legal system.

March 2022

## CFJC Strategic Plan Listening Sessions Findings

## Section 1: Overview

In January and February 2022, the Department of Adult and Juvenile Detention (DAJD) Juvenile Division held six listening sessions on the CFJC Strategic Plan with detention staff and community partners working with young people in detention. The hour-long sessions included a project overview, discussion of updates of actions taken thus far including the proviso report submitted to the County Council in September 2021, and group discussion.

The sessions were facilitated by Juvenile Division staff. Project Manager Emily Johnson provided the project overview and facilitated the discussion. Juvenile Division Director Allen Nance and Chief of Operations and Security Lisa Hymes-Davis attended the listening sessions. Emily Johnson scheduled and held five additional conversations with staff and community partners who were unable to participate in the listening sessions.

A total of 36 participants joined the listening sessions and additional discussions – 20 DAJD staff and 16 community partners (see the text box below for the composition of participants). The project team took and compiled notes across the discussions. They identified key themes by discussion question and summarized the findings. The project team also compiled the questions that participants asked and provided responses.

**Thank you to all staff and community partners working in detention who attended the listening sessions and shared their input on these key questions. Your feedback is invaluable and appreciated.**

## Section 2: Discussion Findings

Staff and community partners working in detention shared important feedback on four key discussion questions.

1. What do you want the public and King County leadership to know about your work in detention?
2. What do you want the public and King County leadership to know about the young people who are in detention?
3. What do you believe is missing or what should be strengthened to meet the needs of young people the community?
4. How do you want to be engaged throughout the process and what are effective ways to engage more of your colleagues in this process?

The discussions for each question are summarized below.

## Discussion Participants

Detention staff

- Juvenile Detention Officers
- Juvenile Detention Supervisors
- Juvenile Detention Guild Representation
- Community Surveillance Officers and Supervisors
- Health Clinic Staff
- Food Service Staff
- Juvenile Program Staff
- Administrative Support Staff

Community partners working in detention

- Chaplains
- Consejo Counseling and Referral Services
- King County Library System
- Seattle Public Schools - Interagency Schools
- The Residency
- Woke and Heard
- UPower

1. What do you want the public and King County leadership to know about your work in detention?

Nearly all employees and community partners working in detention shared that staff care deeply for the young people in detention. Staff provide the services, structure, and support that the young people need to be safe and well. Staff help the young people heal from their traumas, see their worth and value, and understand that they deserve a second chance.

Employees also shared that they help create accountability for the young people to understand the impact of their decisions and engage more effectively in problem-solving.

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*“We have a lot of quality, excellent staff who are passionate about working with youth and their families. ... Not everyone can do this work; it’s challenging.”*

*– Staff member*

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Community partners shared that they help create safe spaces for young people to address their traumas, find new information and pursue their passions, and access services that they may not otherwise have in their communities. As community partners, they play a different role than the staff and appreciate all that staff do to help the young people in detention.

Both staff and community partners shared that the young people in detention have many needs, traumas, and challenges. The jobs that the staff and community partners do are difficult, important, and often require flexibility and intentional effort.

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*“The staff here really make the difference. ... They always take the extra time to help young people grow and make better decisions.”*

*– Community partner working in detention*

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Some staff expressed frustration about the decision to close the detention facility by 2025. They feel decisions that impact their work are made without their input, and political or policy decisions are disconnected from the work that takes place in detention.

Staff also shared that they want a clearer direction from the County about the plan for involving staff in the repurposing of the facility, and that it is uncomfortable for staff to not know what comes next.

Staff and community partners feel that the public and King County leaders have misconceptions of their work and the young people in detention. They want county leadership to understand the work that they do and the role that they play in the development and care of these young people.

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*“People think that we’re not taking care of these kids, when it’s completely the opposite. ... I would tell them to take a moment to walk in our shoes.”*

*– Staff member*

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2. What do you want the public and King County leadership to know about the young people who are in detention?

Many staff and community providers working in detention highlighted that the young people in detention are impacted by trauma, systemic racism, poverty, and violence.

Most of the young people in detention are youth of color who come from under-resourced communities. Staff highlighted that many young people are in detention because they are not getting their needs met adequately in their communities.

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*“The kids we serve have often faced many, many challenges throughout the course of their lives. They didn’t get here because they made one bad decision. There’s poverty, trauma, drug addiction, unstable living conditions.” – Staff member*

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Many staff and community partners highlighted the young people in detention are just like every other young person. They grieve, they play, they get angry. They have goals and hopes for the future. They also have talents that can and should be nurtured.

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*“Despite being in their current situation, the youth have dreams and goals. I think it’s really powerful when they choose to share those goals with us.”*

*– Staff member*

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Staff also shared that the young people in detention have specific and complex needs, and services and programming need to be tailored to meet their needs.

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*“They have particular needs; there can’t be one program to be one-size-fits-all. ... Sometimes they need someone to take time to help them get to where they need to be.” – Staff member*

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Several staff and community partners cautioned the public and King County leadership to make sure that the young people are not reduced to their histories of trauma or painted with a broad general brush. They are individuals with unique personalities and needs.

Some staff acknowledged that detention is not the right answer or the best place, but the county does not have the right pieces or resources in place right now, and we can’t meet the needs of every person. Other staff expressed that without detention, there would be no place for young people to get the structure and stability they need.

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*“The young people are very capable, smart, intelligent human beings that made some mistakes. How can you use the mistake as a learning experience to move them forward?” – Community partner working in detention*

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Some staff expressed frustrations that detention has changed over the past few years. Some staff shared that detention used to provide more services and accountability for the young people. Now, they feel that accountability is not enforced, and there are fewer programming opportunities.

### 3. What do you believe is missing or what should be strengthened to meet the needs of young people in their communities?

Staff and community partners working in detention shared many resources and opportunities to better meet the needs of young people in their communities. The resources below are ordered by the frequency they were mentioned in the listening sessions.

**Safe spaces and programs for young people in their communities:** There are not enough spaces and programs for young people to be safe in their communities and make positive decisions, especially after school or on the weekends. Staff and community partners highlighted examples for opportunities like community centers, basketball programs, and skateboard parks. Staff highlighted that adult supervision and ample structured programming is important in these spaces.

**Supports in schools:** It is important for schools to be places of early intervention and support for young people. Staff highlighted that schools need more behavioral and mental health supports, support for students with special needs such as reading disabilities, and support for students to re-enter school after a disciplinary event. Several community partners also shared that traditional schools may not always be the best fit for young people, and alternative schools should be encouraged for young people with specific needs.

**Basic needs:** Young people and their families struggle to access the basic support they need to stay healthy and make positive decisions. These basic needs included adequate childcare, safe and affordable transportation, access to jobs, and access to healthcare services in their communities.

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*“Many of our youth are youth of color living in neighborhoods with lower resources. When trying to coordinate care for them, it can be really challenging, because the neighborhoods that need the most help don’t have the resources they need.”*

*– Staff member*

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**Mentorship:** Staff emphasized the importance of connection and intensive support from mentors as the young people navigate resources in the community and the choices they face as young adults. Longer-term mentorship and community support is needed, as most support is provided in a short-term capacity.

**Behavioral and mental health supports:** Many young people in detention have mental health needs that have been mostly untreated before they get to detention.

**Capacity building for community supports:** Community organizations who support young people in their communities need more capacity to effectively meet their needs. Staff highlighted the importance of case management and cultural competency, as well as early and consistent intervention and follow-up.

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*“I see that the youth in detention thrive with structure, adult engagement, and relationships that are important to them.”*

*– Staff member*

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**Coordination and alignment between**

**community resources:** Resources may exist in communities, but young people may not have access to them. More coordination is needed to ensure resources are widely known and not siloed.

Staff and community partners also highlighted opportunities to strengthen or improve supports and programming for young people already in detention.

**Transition and re-entry support:** The young people in detention need more support when they re-enter their communities from detention or juvenile rehabilitation centers.

They highlighted the importance of goal-setting while young people are in the facility,

warm hand-offs to community resources as they transition, and continued follow-up and case management as the young people navigate their re-entry.

**Skill-building opportunities:** Staff shared ideas about creating more opportunities to build skills in detention for when the young people re-enter their communities. Ideas included cooking classes, budgeting and household finance classes, and career discernment and vocational training.

**Educational support:** Additional educational support, such as tutoring, could help young people in detention become more successful academically.

#### 4. How do you want to be engaged throughout the process, and what are effective ways to engage more of your colleagues in this process?

Overwhelmingly, staff and community partners working in detention shared that they preferred the listening session format where they could ask and answer questions. Staff said that emails are helpful to summarize information for people who do not want to be directly involved but should not be used as the only method of communicating with staff.

Many staff wanted to know more about the staff transition plan in this project. They expressed concerns that they have not heard the County's or the department's commitment to ensuring staff are cared for in this process.

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*"This process should be as transparent as possible. Staff will be participatory if we also talk about what they are worried about – not having a job in the next few years."*

*– Staff member*

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Staff and community partners shared ideas for more effective engagement:

- Posting the project timeline downstairs and providing updates
- Hosting team-specific engagement to get more participation
- Holding engagement opportunities at different times – including at night-time for staff who are on overnight shifts
- Recording updates for staff who are unable to make in-person activities

Several staff and community partners also shared that they want more opportunities to connect to one another. Because the listening sessions included both partners and staff from across detention, some participants were meeting each other for the first time. Staff and community partners welcomed this interaction and cross-collaboration.

Several staff and community partners highlighted that they want to be deeply engaged in this work. They shared that they have a lot of expertise, and they want to involve their colleagues, partner organizations, and communities in this work.

Several staff shared their concerns that King County leadership is not actually listening to them or does not care about their feedback. Those staff feel like this engagement is just a rubber stamp to show that they talked to staff before making a decision that impacts them.

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*"It's important to make sure staff are hearing that the county is committed to ensuring that staff are heard. ... Let's make sure we repurpose staff when we repurpose the facility."*

*– Staff member*

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A few staff highlighted previous instances when decisions were made beyond their control that impacted their work, such as the decision to move young people charged as adults from the adult jail to youth detention.

A few staff shared that more effort is needed to engage the staff who will be most impacted, centering the Juvenile Detention Officers in the process.

## Section 3: Conclusion & Next Steps

These listening sessions provided an important opportunity for staff and community partners working in detention to hear updates about the project and provide feedback to key questions. The timing of the sessions in late January and early February created an opportunity in the first phase of the project (“Project Roll Out Phase”) to share project updates and to look ahead to the planned project activities in 2022. Staff and community partners shared that the format and structure of the sessions was effective and helped supplement previous email updates about the process.

The listening sessions were successful in gathering input from staff and community partners in the Project Roll Out phase. Staff and community partners have unique and valuable insight into the needs of young people and what it will take to successfully meet those needs in their communities. Staff and community partners want to be involved and engaged in the strategic planning process moving forward. Staff and community partners want their feedback to inform the direction of this project, and they want their thoughtful ideas, concerns, and frustrations to be heard by the DAJD and King County leadership.

Guided by the feedback from the staff, the project team is committed to the following:

- Sharing listening session findings with detention staff, community partners working in detention, DAJD leadership, and the project’s Advisory Committee.
- Posting listening session summaries and questions throughout the facility and providing opportunities for staff to share feedback.
- Planning periodic listening sessions throughout the project and creating different times for staff from all shifts to participate.
- Creating dedicated space on existing bulletin boards for strategic planning project updates and posting the project timeline and monthly communication updates throughout the facility.
- Identifying opportunities for additional engagement in collaboration with labor representatives.

## Appendix: Questions about the CFJC Strategic Plan

The project team solicited questions from staff and community partners working in detention about the strategic planning process. The questions were compiled across the listening sessions and answered below. The questions are organized into three types of questions: questions about the process, questions about the outcomes of the process, and questions about engagement.

### Process Questions:

Several questions staff and community partners asked were related to the strategic planning process.

#### **How will decisions be made in this strategic planning process? Who will make the decisions?**

The recommendations to close the detention facility and repurpose the space for other community uses will be created with the members of the Advisory Committee. The recommendations will be informed by robust, ongoing, and authentic community engagement centering the experiences of the young people, their families, and communities most impacted by the youth legal system. The recommendations are expected to be developed and finalized in Phase 3 of the project, taking place from approximately January 2023 to September 2023. The Executive and Council will make final decisions at the end of the strategic planning process, informed by the recommendations from the Advisory Committee and community input.

#### **What will this strategic planning process look like? How will the strategic planning process be transparent to staff and community partners in detention? How will the strategic planning process be transparent to the communities in King County?**

The strategic planning process will take place across five key phases over the next two years:

1. Project Roll Out: January – June 2022
2. Community Learning & Engagement: July – December 2022
3. Strategy Development & Engagement: January – September 2023
4. Strategy Implementation: October 2023 – 2024
5. Transition to Closure: 2025

Progress and findings from across the strategic planning process will be shared with staff and community partners throughout each of the five phases. The DAJD project team will continue to use methods such as the monthly staff emails, listening sessions, and posted materials to inform staff of these updates. We will also have a public-facing website where we share progress and findings with the general public and interested parties. The website will allow people to sign up for progress updates, provide input on survey questions, and learn more about what we are hearing in our engagement. When the website is finalized, we will share the link with staff and community partners working in detention.

#### **What are the W. Haywood Burns Institute and the Columbia Justice Lab? What roles will they play in this strategic plan?**

The W. Haywood Burns Institute (BI) is a Black-led national, nonprofit with a diverse team of bold visionaries working to transform the administration of justice. BI employs strategies and tactics to

establish a community-centered approach of justice administration that is anchored in structural well-being. BI has led similar community-centered efforts around youth legal system transformation in Los Angeles County and San Francisco. BI will support the plan by facilitating the Advisory Committee, advising on community engagement strategies, sharing lessons learned from efforts around the country, and structuring opportunities for co-created strategies. You can learn more about BI on their website: <https://burnsinstitute.org/>.

Columbia University's Justice Lab (Columbia Justice Lab) engages with directly impacted individuals, scholars, policymakers, and students in projects related to community corrections, emerging adult justice, juvenile justice, re-entry, mass incarceration, and solitary confinement. The Columbia Justice Lab designs and conducts research to inform justice policy development; convenes peer-to-peer learning and bridge-building among diverse and inter-disciplinary perspectives; and disseminates new ideas for justice policy and practice. The Columbia Justice Lab will support the plan by supporting engagement with local and state policymakers, leveraging search and programs from across the country, and advising on ways to communicate with diverse stakeholders. You can learn more about the Columbia Justice Lab on their website: <https://justicelab.columbia.edu/>

### **What is DAJD's position on the decision to close the youth detention center?**

The Department of Adult & Juvenile Detention is committed to its vision of being a professional and nationally recognized organization that supports safe, vibrant, and healthy communities in partnership with other criminal justice and human service agencies. DAJD supports the exploration of opportunities for juvenile justice system reform of all aspects of the justice system.

### **Does closing the detention facility mean that we are shutting down the Alternatives to Secure Detention program?**

Supporting young people in their communities when the detention facility is closed will require a wide range of programs. Programs like Alternatives to Secure Detention or Electronic Home Monitoring remain important tools as the Advisory Committee identifies a spectrum of community-based alternatives that support youth and keep communities safe.

### **Why does this project include the repurposing of the facility?**

In July 2020, the Executive committed to closing the secure detention facility by 2025 and repurposing the facility for other community uses. The repurposing component of the project is included in the scope because the closed detention facility is a historic opportunity to leverage existing public resources and facilities to meet community needs. Repurposing the facility can help address the need for additional community supports to meet the needs of young people who would otherwise be in detention and their families and other community identified needs. The Advisory Committee will identify recommendations repurposing the detention facility as part of this process based on engagement with community.

### **Outcome Questions:**

A majority of the questions staff and community partners asked were related to the outcomes of the strategic planning process, the future of secure detention, and the plans for repurposing of the facility. It is important for staff to understand that no decisions have been made. The Advisory Committee has not yet met, and no recommendations related to closure or repurposing of the

facility; transition of staff once the facility closes or is repurposed; or how to ensure that meeting the needs of young people who would otherwise be in detention have been made. These critical questions will be addressed and explored throughout the strategic planning process led by the Advisory Committee and informed by community and stakeholders.

The recommendations around facility closure and repurposing will come from the Advisory Committee based on input and feedback from community members and other interested parties. The project team commits to transparently sharing information so that staff and community partners working in detention understand the status of the process and recommendation development, opportunities where staff can provide feedback and input, and steps for transition planning. In addition, the draft Advisory Committee recommendations will be shared for public comment. We have provided additional details below for each specific question.

**What is the plan for how staff will transition when the detention facility closes?**

This critical question will be answered as part of the strategic planning process. Because the process is just beginning, and the Advisory Committee has yet to have its first meeting, there are no recommendations regarding this issue. The Advisory Committee will identify clear recommendations around detention facility closure and repurposing. As any post-detention plans are drafted, they will be shared with employees. Further, the project team will work closely with the Department of Human Resources, the Office of Labor Relations, and DAJD human resources staff to communicate timelines, processes, and other needed information to support affected employees.

The department will follow all County policies and collective bargaining protocols around staffing transitions, if staffing changes are necessary.

**Will youth and their needs be prioritized in the repurposing of the facility and the community uses?**

Yes, ensuring that youth and their needs are prioritized is central to this strategic planning process. We anticipate that it will be a guiding principle of the work of Advisory Committee to consider when identifying uses for the repurposing of the facility.

**What happens to the young people who are already in detention? What are we going to with the young people who are arrested for the most serious offenses? How will we ensure community safety if we do have not a secure detention facility for young people to go?**

The Advisory Committee will make recommendations around closure and repurposing the facility. The Advisory Committee will discuss and consider these important questions about young people who are in detention for serious offenses and work to ensure public safety is a key consideration of the recommendations made to close the facility and repurpose it for other community uses.

**What does the new model look like? Are we considering a model of having independent smaller facilities instead of a detention facility? What will the requirements of alternatives to secure detention look like (will they have to follow protections for youth like PREA, video, etc.)? Will there be additional funding to implement the recommendations of the plan?**

There is no “new model.” We know that to effectively meet the needs of young people in their communities, we will need a spectrum of community-based alternatives and tools. We will engage a wide variety of interested parties centering the young people and their families most impacted by the youth legal system to understand the needs and opportunities for community-based alternatives. The specifics of the proposed strategies and recommendations will be further detailed in Phase 3 of the project, starting approximately at the beginning of 2023.

**Has this type of effort worked in other communities? What is the feasibility of translating those findings here?**

Communities across the country have grappled with the complexities of supporting young people in their communities without relying on secure detention. King County is not unique in exploring community-based alternatives to secure detention and closing its youth detention facility. New York City’s Close to Home initiative, for example, shifted from placing most of their young people in state secure detention facilities to residential services and aftercare services closer to their families and communities. Young people receive therapeutic services at small group homes in their communities, and there are both non-secure placements and limited-secure placements. Other jurisdictions have closed their detention facilities because of declining youth detention numbers and high operational costs.

While it is difficult to estimate the impact of these potential strategies on King County, research shows investing in community-based alternatives improves outcomes for young people and does not decrease public safety.

- You can read more about the outcomes and lessons learned in the Close to Home initiative here: <https://thecrimereport.org/wp-content/uploads/2019/02/close-to-home-report-.pdf>.
- You can read more about how detention facilities across the country have been repurposed to meet other community needs here: <https://www.urban.org/research/publication/transforming-closed-youth-prisons>
- You can read more about the impact of community-based alternative programs in Texas on youth outcomes here: <https://csgjusticecenter.org/publications/closer-to-home/>

**Will the WA state judicial system be changed as part of this project? Is the idea that other centers, such as Echo Glen and Green Hill, will be turned into community-oriented projects?**

While we can’t predict the impact of our work, we recognize that other counties and state leaders are watching and learning from our experience. Our efforts are focused on our facility, not on the state-level facilities such as Echo Glen.

**Engagement Questions:**

Many staff and community partners asked questions about future engagement in this process and how young people with lived experience in the youth legal system will be involved.

**How can I become more involved in this process?**

Check out the monthly emails and posted signage in the detention center for the latest project updates and upcoming engagement opportunities. Sign up on the website to receive regular project

updates and information. Volunteer to participate in sub-committees and staff work groups as those opportunities become available.

**How will people with lived experiences in the youth legal system be engaged in this process? Are we interested in getting the feedback that detention staff and community partners get from the young people in detention?**

We are committed to ensuring this process centers the experiences and input of young people impacted by the youth legal system, centering youth of color who are overrepresented in detention. The Advisory Committee will include young people who have experience in the youth legal system. We will engage young people in the detention center and solicit their input and feedback through activities such as listening circles and workshops. We will use similar activities with young people who are on electronic home monitoring and young people who have returned to their communities post-detention. We will also engage parents and family members with lived experience in the youth legal system to provide input and feedback from their unique perspective on challenges and opportunities. We encourage staff and community partners that work with young people in detention to share what they are hearing from young people and encourage them to participate in structured activities to share their feedback with us directly. We anticipate that our consulting partners will further develop our approaches to engaging youth who have been involved with criminal legal system.

**What is the timeline for future staff engagement?**

We are committed to continue staff engagement throughout this strategic planning process. We are evaluating the feedback shared in the listening sessions and other discussions to identify how we can be more responsive to staff information needs. We will continue to share the next steps for future staff engagement through the monthly email communication updates and posted materials in the facility.

## Appendix E:

## CFJC Strategic Plan Advisory Committee Composition

<b>Position</b>	<b>Representative</b>	<b>Organization</b>
Systems partner	Judge Averil Rothrock	Juvenile Court, Superior Court
Community	Dr. Ben Danielson	Alliance for Healthier Systems for Health and Abundance in Youth (AHSAY), University of Washington
Community	Hikma Sherka	Children and Youth Advisory Board (CYAB)
Systems partner	Jason Smith	Juvenile Detention Officers Guild
Systems partner	Jimmy Hung	Prosecuting Attorney's Office
Community	Karina Wiggins	Friends of Youth
Systems partner	Katie Hurley	Department of Public Defense
Community	Linsay Hill	Multi-Service Center
Systems partner	Judge Patrick Oishi	Superior Court
Systems partner	Paul Daniels	Juvenile Court Services
Community	Paulette Makela	Parent of impacted young person
Community	PJ Rodrigue	Student and impacted young person
Community	Roman Nova	Artist and impacted young person
Systems partner	Chief Wendell Shirley	King County Police Chiefs and Sheriff Association

\* This list of Advisory Committee members is current as of June 1, 2022.