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KING COUNTY COUNCILMAN  
DISTRICT NO. 3

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Layout and Graphics:  
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## EXECUTIVE'S MESSAGE

Helping children and families lead productive lives is one of the top priorities of King County government. Government cannot replace the love and care of a family. It can only go so far in repairing the damage done by the breakdown of our traditional social values. Families must be empowered to deal with their own problems, and communities must be mobilized to support families in that effort. ■ Working with families and communities is a primary responsibility of the Department of Youth Services. We must focus on ways to make families healthy, to see that parents take responsibility for raising their children, and that the young people have the opportunity to succeed. Parental responsibility is a key component of the Continuum of Care program, and family-centered counseling is a constant theme in the work of Juvenile Probation Officers. ■ This report offers information on the programs offered by the Department of Youth Services. The employees of the Department and I share a common goal of healthy, productive families in our communities.



Tim Hill  
King County Executive

## DIRECTOR'S MESSAGE

The situation for youth and families in King County in 1991 was very different than five years ago, when I became director at the Department of Youth Services. The problems families face now are much more serious: a pervasive drug culture, AIDS, economic hardship, violence, and alienation. Our staff have risen to the challenge of working with exceptionally troubled families, using enormous energy and creativity to respond to growing demands on both their professional skills and their personal stamina. ■ Even as they are meeting the demands of extremely difficult jobs, I have been impressed and touched by how many of our staff involve themselves with youth and families outside of DYS: they coach teams, serve as foster parents, teach at churches and synagogues, and volunteer at schools. ■ This is the caring spirit which gave the Department of Youth Services many successes in 1991. It is the spirit which will carry us through the challenges of 1992 and beyond.



Harold F. Delia  
Director

## KING COUNTY COUNCIL

AUDREY GRUGER, District One  
CYNTHIA SULLIVAN, District Two  
BRIAN DERDOWSKI, District Three  
LOIS NORTH, District Four  
RON SIMS, District Five

BRUCE LAING, District Six  
PAUL BARDEN, District Seven  
GREG NICKELS, District Eight  
KENT PULLEN, District Nine

## CITIZENS ADVISORY COMMITTEE

The Citizens Advisory Committee continued to monitor detention programs during 1991, to offer assistance and input as programs continued to function in the transition facility. Special attention was given to the detention drug and alcohol program. ■ The Committee made recommendations about the DYS budget which were incorporated into the DYS submittal and remained in the finalized County budget. ■ Study of the Juvenile Code was another major project. The Committee made recommendations to the State Juvenile Issues Task Force on the definition of confinement which were contained in the final report. ■ Serving on the Citizens Advisory Committee in 1991 were: Edith Christensen, Joann Costello, Mark Della, Hunter John, Lee Fletcher-McGookin, Paul Garcia, John Greaney, Sheila Guy-Snowden, Lance Henderson, Barbara Heneghan, Mary Ellen Rochester, Terry Seaman, Steven Sego, Stan Taylor, Peter Tsai, and Byron Ward.

## MISSION

The mission of the King County Department of Youth Services is:

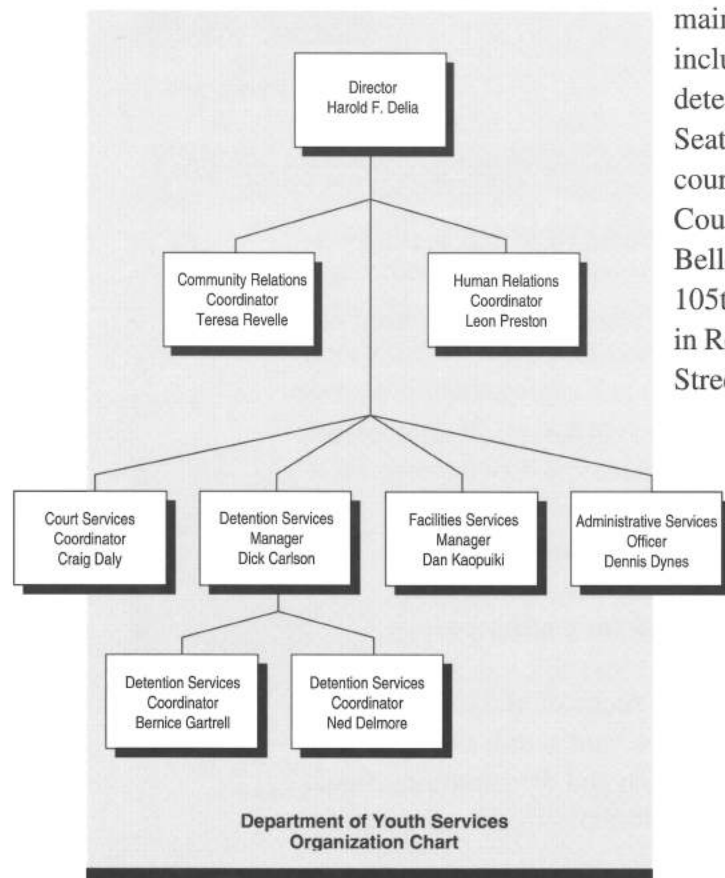
- To support the King County Juvenile Court by providing intake, detention and community supervision for juvenile offenders; and
- To provide treatment services to juveniles in the context of detention and community supervision programs; and
- To administer other youth programs assigned by the Executive; and
- To advocate within the Government and Community for youth.

The Department will undertake this Mission with a focus on public safety, the positive integration of youth into their communities, and youth development. Department programs will respect the dignity of youth and their families, foster youths' desires to be productive citizens and will reflect community concern for its youth.

## MAJOR DUTIES

The primary responsibility of the Department of Youth Services is the juvenile offender population of King County. The Department is the largest county juvenile department in the state and processes over one-third of all juvenile offender referrals in Washington. ■ Juvenile Probation Counselors make recommendations to the judges on youth appearing for court hearings. These Counselors are also responsible for youth who are placed on community supervision. They monitor the youths' progress on court-ordered requirements and aid them in fulfilling their requirements through counseling and other supportive services. Assignments of divertable offenses are made to community agencies by the Department. Department staff maintain diversion records and monitor agencies' compliance with diversion law and standards. ■ The Department operates the County detention facility for juveniles. Juvenile offenders may be held in detention for up to thirty days on a court order. A youth may also be held in detention pending trial if a secure setting is needed to guarantee public safety or the youth's appearance for court proceedings. ■ The

main offices of the Department of Youth Services, including the administrative offices and the juvenile detention facility, are located at 1211 East Alder, Seattle. This building also houses the Juvenile Court courtrooms. ■ Five units of Juvenile Probation Counselors are based in community offices: in Bellevue, at 11101 N. E. 8th; in Seattle at 1833 North 105th, Suite 201; in Burien at 15111 8th Ave.S.W.; in Renton at 451 S. W. 10th, and in Auburn at 2 - 1st Street S. E.



## NEW FACILITY

A major activity for DYS in 1991 was the construction of a new detention facility. The King County Office of Capital Planning and Development provided expert project administration and technical assistance for DYS. ■ The Office of Capital Planning and Development assigned a project manager with full administrative and technical capability on site. A process was designed to include DYS staff as active participants in the evolution of their new building. Architects, consultants, and contractors worked together to produce quality construction on time and on budget. ■ With demolition complete, construction of the new building began in January, 1991. In late April, after moving 28,000 cubic yards of soil, excavation for the new foundation was completed. Three thousand cubic yards of concrete were poured to complete the foundation in mid-June. Concrete masonry work was begun in May. As of December, 1991, 170,000 pieces of structural masonry and 71,000 pieces of brick have been installed. Two hundred and two tons of structural steel have been installed. The roof is covered with 18,700 square feet of shingles and 41,400 square feet of single-ply membrane. ■ By the end of 1991, construction was 70% complete. The building is scheduled to be completed in the summer of 1992.



Last remains



Initiating excavation



## COURT SERVICES

Most Court Services staff are organized into geographically defined units, responsible for receiving and processing juvenile offender referrals for a given area of the County. The staff work with individual youth and families to assist in the rehabilitation of juvenile offenders, and handle the court process associated with the legalities of the cases. Other staff serve in the Court Support Unit. This Unit relieves the geographically assigned staff of a variety of court related work, handling the initial court process for newly detained youth, processing certain diversion cases, making disposition recommendations for misdemeanor sentencing, and acting as liaison with Superior Court staff. ■ **An Educational Psychologist** does testing and diagnostic assessments as a resource for Probation Counselors. Other Juvenile Probation Counselors and support staff work in two specialized projects: **Sex Offender Program**, which investigates, supervises, and provides therapeutic intervention for juvenile sex offenders, and the **Diagnostic Program**, which provides assessment and assignment recommendations for youth newly sentenced to State institutions. ■ In keeping with the Division's efforts to work with youth and families in their own communities, 1991 saw the opening of a new satellite office in the fast-growing Auburn area. ■ In conjunction with the establishment of the Auburn office, the City Unit was reorganized with the transfer of the West Seattle caseloads to the Burien satellite office. This change helped balance the Division workload. ■ In 1991, DYS participated with three other County departments in planning a comprehensive, coordinated response to gangs. The program will go into full operation in 1992. ■ Initial work began on the American Correctional Association accreditation process which will continue into 1992. The

accreditation process will involve an in-depth review of all Division policies and procedures, and modification or development of new policies to meet national standards.



Sex offender case staffing

## DETENTION SERVICES

In 1991 the Detention Services Division provided staff and housing for a daily average of 113 youth. Efforts were focused on refining operations within an interim facility, the result of demolition of part of the old facility in preparation for the construction of a new one. ■ The first half of the year saw detention population increases, as high as 142 youth in detention on a single day. A lawsuit was filed against DYS in August, alleging overcrowding in the interim facility. An injunction resulted which prohibited the housing of more than two youth in a sleeping room. ■ DYS, Superior Court judges, and other juvenile justice agencies then implemented a number of strategies to control the size of the detention population during the period of reliance on the interim facility. These strategies, including group care and electronic monitoring, allowed for the detention of youth requiring it, but provided alternatives which ensured youth who were not dangerous to the community would appear for Court hearings. Efforts to reduce the secure detention population have been successful, and DYS has been able to comply fully with the injunction. ■ Major efforts were made in 1991 to prepare for the move to the new facility. Many staff working groups were created to consider various operational scenarios in the new building, then to make recommendations about policies, procedures, and post orders. The Detention Services manual was redrafted to take into account both the new facility and American Correctional Association Standards. The manual will be finalized in 1992. ■ In the face of high detention populations, a court injunction, and increasing focus on the new facility, the Detention Services Division continued to provide quality care and programming which included: ■ **A school program**, operated by the Seattle Public Schools, staffed by a principal, five teachers, five certified education assistants and clerical staff. ■ **A library program**, operated by the Seattle-King County Library System. ■ **A chaplaincy program**, supported by the Church Council of Greater Seattle, staffed by a full-time chaplain, clerical support and scores of volunteers. There were 1,532 counseling contacts made in 1991. ■ **A recreation program**, which uses a gymnasium, ceramics and crafts rooms, outdoor recreation areas, and game/TV rooms. Special events are provided each month by two Recreational Specialists. ■ **A drug/alcohol program** which provides assessments, information classes, and individual and group counseling. A youth Drug/Alcohol Specialist is employed for detained youth. After-care is provided by two Community Surveillance Officers who assist in locating community in- and out-patient treatment and monitor the youths' progress after release. ■ **A medical program**, through contracts with the University of Washington, provides both medical and mental health services for detained youth.



Detention School

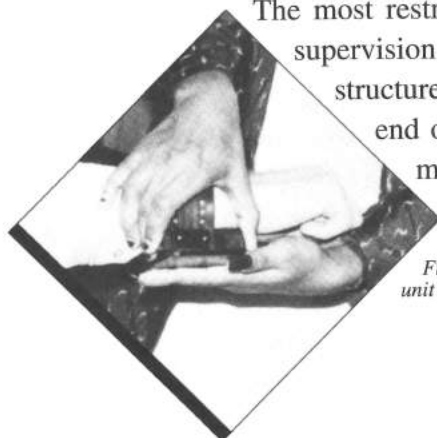


Recreation

## C ONTINUUM OF CARE

The Continuum of Care (COC) is a highly organized system designed to provide a variety of services to pre- and post-adjudicated youth, based on their individual needs and strengths. The guiding principle is that a youth can be on detention status, but not necessarily in detention. Conditions of a youth's placement, including such things as attendance at school, curfew, and participation in treatment, are spelled out in contracts. ■ **Youth** are placed in one of three COC components: ■ **Home Detention.** The least restrictive component, this program is for youth who have parents or other significant adults willing to provide close supervision with the assistance of two COC Community Surveillance Officers. By the end of 1991, 10 slots were available. ■ **Electronic Monitoring.** A more restrictive component, this program provides enhanced accountability and 24-hour a day supervision through a combination of electronic monitoring, ankle bracelets and/or voice verification, and additional monitoring and assistance by Community Surveillance Officers. By the end of 1991, 30 slots were available. ■ **Group Care.**

The most restrictive component, this program provides round-the-clock staff supervision in two different group home settings. These settings are highly structured, and include school, counseling, work, and recreation. By the end of 1991, 14 slots were available. In 1991, 507 placements were made to COC programs. Fewer than 20 youth were referred for new offenses while placed.



*Fitting electronic monitoring unit to detainee's arm*

## H UMAN RELATIONS

The Human Relations Section works to ensure equitable and consistent treatment for all employees, and to uphold the principles of good personnel management within DYS. This Section oversees recruiting and hiring, background investigations, labor/management relations, contract negotiations, development of personnel policies and procedures, affirmative action, employee development and training, and resolution of grievances. ■ In 1991, 26 people were appointed to regular positions. Fourteen of these positions were promotional, and 11 were affirmatively filled by applicants from under-represented groups or persons with disabilities. ■ At the close of 1991, there were 293 staff employed at DYS, including on-call staff. ■ Highlights of 1991 include the development of an employee handbook and Code of Ethics. In addition, classification studies of detention positions were completed to identify new positions and modify existing positions in preparation for the opening of a new detention facility in 1992.

## C OMMUNITY RELATIONS

The Community Relations Section contains five programs: ■ **Public Relations.** This program focuses on informing the community about DYS activities. Tours, speakers, and contacts throughout the community are used in this mission. A major task in 1991 was to keep the community informed about the demolition and construction work associated with a new detention facility. ■ **Volunteer Program.** A full-time Volunteer Coordinator recruits and orients community citizens to assist in special Department projects, to serve as staff aides, to tutor, or to assist in recreational and counseling programs. In 1991, 300 volunteers together gave more than 45,000 hours of service. ■ **Employment Development for Youth (EDY)** is a work training program for youth on community supervision or parole. Services include pre-employment classes, job search assistance, subsidized work experience, school placement, and vocational and work adjustment counseling. In 1991, 463 community youth and 327 detained youth were referred for EDY services. Two hundred ninety youth completed pre-employment classes, 117 youth were enrolled in subsidized work experience, 80 youth got unsubsidized jobs, 87 youth received vocational counseling, and 15 youth were referred for vocational training. ■ **The Community Service Project** is staffed by a full-time Juvenile Probation Counselor and two support staff. Youth who are required to perform community service through a court order or a diversion agreement are referred to worksites in the community and monitored for compliance. In 1991, 1,203 youth were referred to worksites to complete 29,642 hours of community service. Seventy-six percent of these youth successfully completed their required hours. Project staff obtained a grant for a mural project which will provide an additional worksite in 1992. ■ **Office Services** is responsible for mail distribution at DYS. Staff also print various publications and forms and maintain the supply of forms needed throughout the Department. Finally, Office Services staff monitor and ensure the maintenance of all DYS copiers.



*Student interns*



# ADMINISTRATIVE SERVICES

The Administrative Services Section performs a variety of tasks and services in support of the Director and operating sections of the Department. The basic responsibilities of this Section are budget, fiscal, research and statistics, contracting, records maintenance, and oversight of the departmental management information systems. ■ **The Administrative Services Officer** prepares and manages, through the review process, the Department's annual budget, controls operating budgets, and maintains oversight of the Departmental management information systems. ■ **Fiscal Office** staff prepare payroll and process accounts payable and receivable, process budget revisions and interfund transfers, do Department banking and supervise all accounting activities related to operating, capital, and special budget funds. ■ **Research Unit** staff perform analytical work on Department issues, develop and monitor contracts with community agencies and consultants, staff the Citizens Advisory Committee and Department committees, maintain workload statistics, prepare grant applications, and assist the Director by preparing speeches, correspondence and planning documents. ■ **Records Unit** staff use several recordkeeping systems to manage the records of all juvenile offenders, including storage, retrieval, release, and destruction, as well as fingerprinting for State records. ■ **Highlights of 1991** include submission of a grant application for continued funding for the Structured Residential Program (the detention drug and alcohol program.) ■ New Grant applications secured funding to serve committable youth in the local community under the Option B Program, and to serve first-time sex offenders under the Sex Offender Disposition Alternative Program. ■ Research Unit staff began to coordinate University of Washington researchers' access to DYS records, pursuant to a State-wide study to assess the extent of racial disproportionality in the juvenile justice system. This study will continue in 1992.

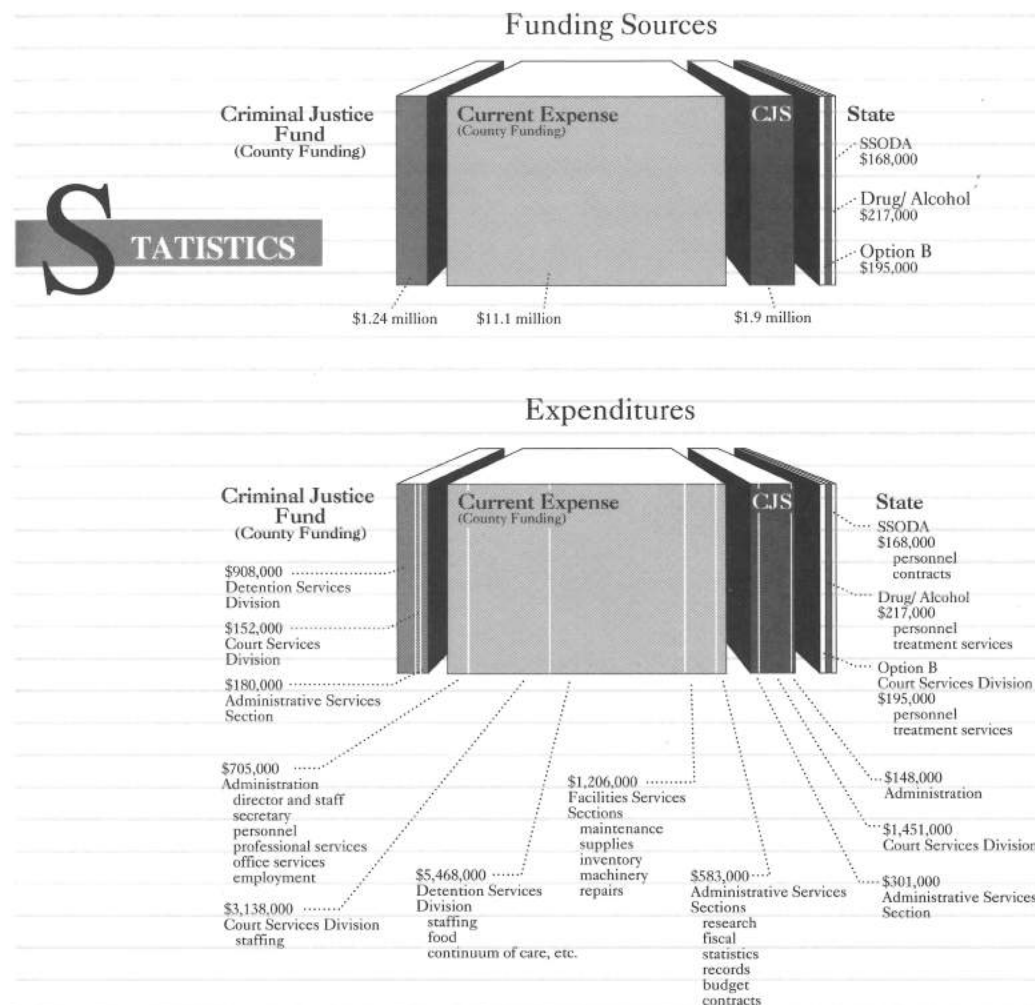
# FACILITIES SERVICES

In 1991, virtually every unit of DYS and every tenant agency in the facility had an increase in work scope or staff size. At the same time, the Facilities Services Section went into the year with reductions of three staff and 2% operating funds, due to the demolition of part of the facility. By stretching resources to the maximum, the facility was kept safe, secure, operational, and clean. In addition, remodeling was done to accommodate large staff increases in the Guardian Ad Litem Program, housing and offices were created for a new substance abuse program, offices and infirmary wardrooms were built in the transitional facility, and a major roof repair project was completed. Most importantly, Facilities completed a major reconfiguration of the detention living areas to help the Department comply with a Court injunction limiting the number of young people who could be housed in a single room.



Facilities Staff

# STATISTICS

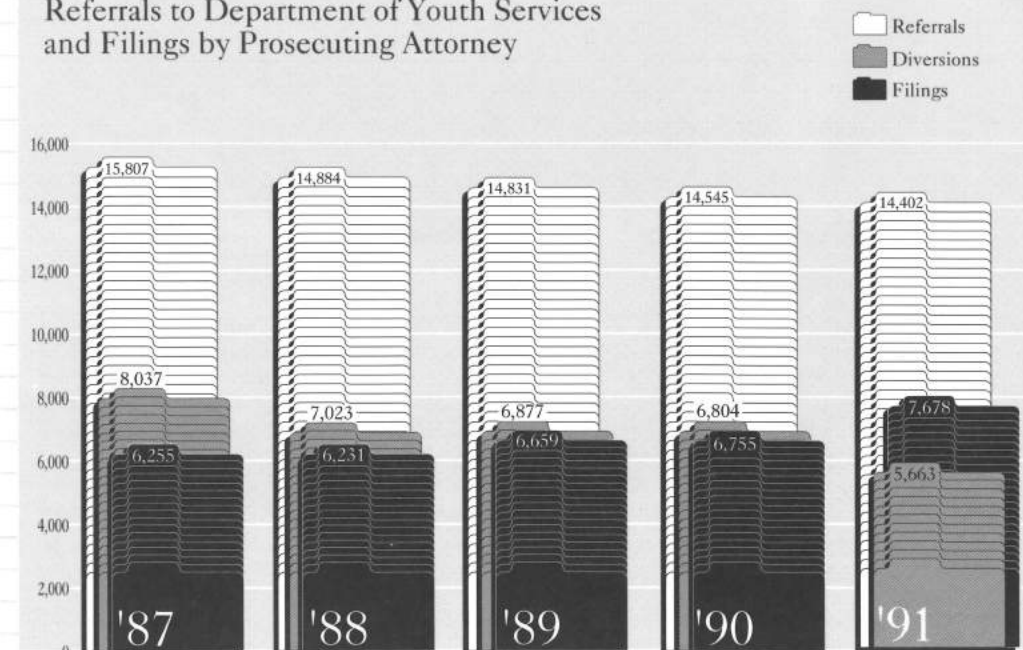


NOTE: Consolidated Juvenile Services (CJS) funding is received biennially by the DYS from the State of Washington through the Division of Juvenile Rehabilitation (DJR). The purpose of the funding is to assist counties to provide community corrections for juvenile offenders.

SSODA: Sex Offender Disposition Alternative

OPTION B: State grant funding thru DJR for youthful offenders who are eligible for commitment to a state institution but instead have been placed on community supervision by DYS.

Referrals to Department of Youth Services and Filings by Prosecuting Attorney



NOTE: "Referrals" are defined as police cases referred to the Prosecutor for screening for legal sufficiency. "Filings" are referrals which have been screened legally sufficient and subsequently formally charged by the Prosecutor. A police case can contain more than one offense. "Referrals", above, reflects only the most serious offense in a given case. "Filings", above, reflects only the most serious offense in a given filing.

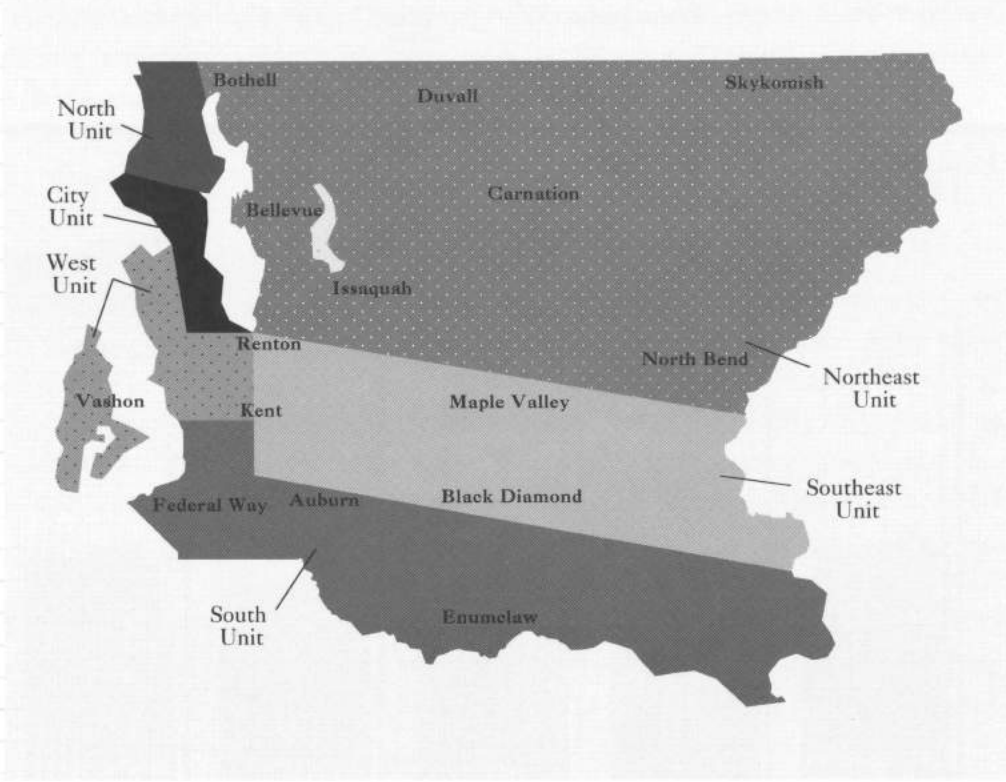
"Diversions" are legally sufficient cases which have been referred to community agencies or probation counselors for handling, instead of being filed in court. This less serious sanction is allowed by statute for certain minor offenses.

1991 Court Services Workload

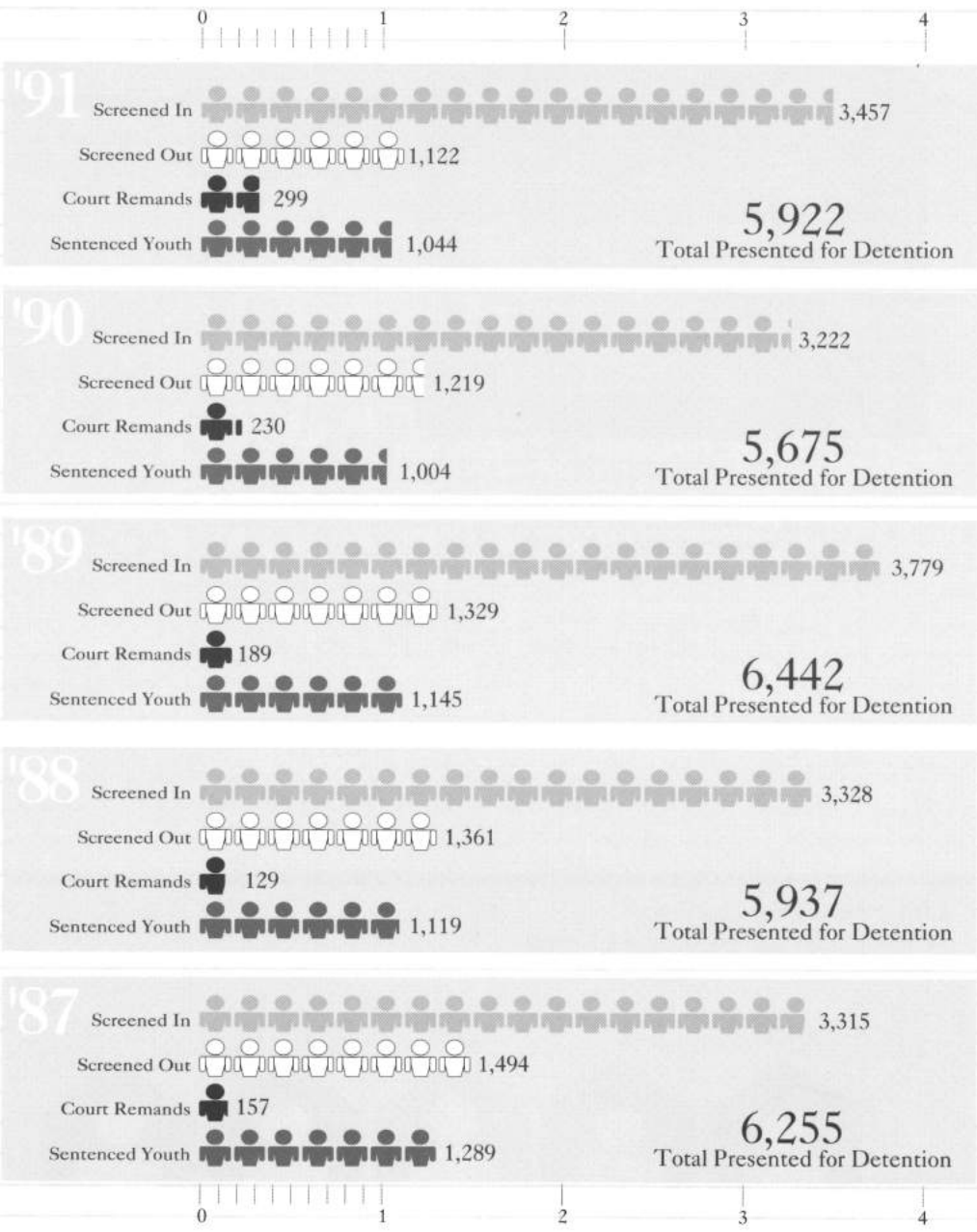
| Work Unit           | Map Color | Number of Cases Assigned |             |       | Number of Reappearances | Average Caseload at End of Year |            |
|---------------------|-----------|--------------------------|-------------|-------|-------------------------|---------------------------------|------------|
|                     |           | Investigation            | Supervision | Total |                         | Intake Staff                    | Supv Staff |
| City Unit           |           | 877                      | 547         | 1,424 | 1,538                   | 29.07                           | 51.73      |
| West                |           | 96                       | 46          | 142   | 97                      | 33.33                           | 35.00      |
| South               |           | 384                      | 219         | 603   | 506                     | 31.00                           | 40.25      |
| North               |           | 347                      | 225         | 572   | 348                     | 32.00                           | 26.00      |
| Northeast           |           | 412                      | 262         | 674   | 267                     | 40.33                           | 31.50      |
| Southeast           |           | 341                      | 217         | 558   | 409                     | 29.33                           | 42.75      |
| SubTotal            |           | 2,457                    | 1,516       | 3,973 | 3,165                   | 31.82                           | 39.16      |
| Sex Offender Unit   |           | 130                      | 58          | 188   | 46                      | 19.33                           | 30.00      |
| Detention Screening |           | 141                      | —           | 141   | —                       | NA                              | NA         |
| Diversion Unit      |           | 1,468                    | —           | 1,468 | 76                      | NA                              | NA         |
| Court Support Unit  |           | 3,043                    | —           | 3,043 | 284                     | NA                              | NA         |
| Total               |           | 7,239                    | 1,574       | 8,813 | 3,571                   | NA                              | NA         |

NOTE: "Investigation" refers to a case which has not yet been adjudicated. Generally, these cases are handled by Intake staff. A "supervision" case is one which has been adjudicated, in which a term of community supervision has been assigned by court order. Generally, these cases are handled by Supervision staff. "Reappearance" is a new referral on a youth who is currently on a caseload.

Total Service Units Map



Detention Screening



NOTE: Detention Screening assesses youth presented for detention by the police and other agencies. "Screened In" refers to youth who were detained after assessment; "Screened Out" refers to youth who did not meet criteria for admission to detention. Although screened-out youth are not physically detained, their cases proceed through the system.



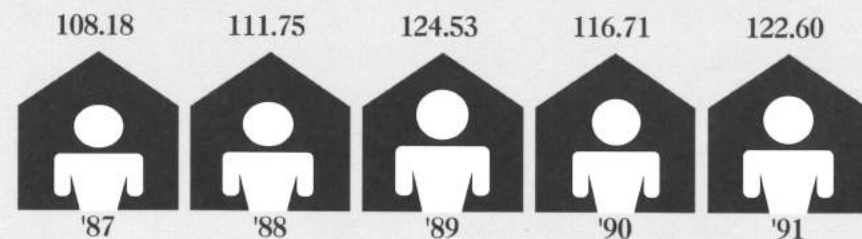
### Admissions to Detention by Age and Race

|                               |                  | '87   | '88   | '89   | '90   | '91   |
|-------------------------------|------------------|-------|-------|-------|-------|-------|
| AGE                           | (less than)10    | 1     | —     | —     | —     | 1     |
|                               | 10               | —     | 2     | 6     | 4     | —     |
|                               | 11               | 5     | 8     | 19    | 15    | 15    |
|                               | 12               | 66    | 48    | 73    | 73    | 80    |
|                               | 13               | 300   | 219   | 250   | 226   | 229   |
|                               | 14               | 601   | 554   | 591   | 539   | 675   |
|                               | 15               | 814   | 888   | 1,057 | 864   | 858   |
|                               | 16               | 1,201 | 1,084 | 1,304 | 1,191 | 1,193 |
|                               | 17               | 1,407 | 1,377 | 1,339 | 1,258 | 1,264 |
|                               | (greater than)17 | 357   | 378   | 429   | 270   | 355   |
| RACE                          | Asian            | 86    | 102   | 173   | 164   | 227   |
|                               | Black            | 1,715 | 1,824 | 2,280 | 1,999 | 1,994 |
|                               | White            | 2,632 | 2,293 | 2,209 | 1,927 | 2,107 |
|                               | Native American  | 193   | 221   | 197   | 156   | 143   |
|                               | Hispanic         | 88    | 89    | 158   | 147   | 141   |
|                               | Other            | 38    | 29    | 51    | 47    | 58    |
| Total Admissions              |                  | 4,752 | 4,558 | 5,068 | 4,440 | 4,670 |
| Admissions of Sentenced Youth |                  | 1,314 | 1,150 | 1,152 | 1,018 | 1,061 |
| % Of Total Admissions         |                  | 28%   | 25%   | 23%   | 23%   | 23%   |
| Individual Youth Admitted     |                  | 2,279 | 2,224 | 2,422 | 2,208 | 2,361 |
| % of Total Admissions         |                  | 48%   | 49%   | 48%   | 50 %  | 51 %  |

NOTE: Some youth are held in detention while their cases progress through the system. Others are sentenced to detention for an adjudicated offense. This chart reflects all admissions, sentenced and non-sentenced.

The "Individual Youths Admitted" section of this chart provides information on the number of individual youth admitted during the referenced years. It can be seen by studying the percentages in this section that some individuals are admitted more than once in a given year.

### Detention Population Average Total Building Count 5 Year Comparison



NOTE : "Total Building Count"reflects the total number of youth who are present in detention during a given twenty-four hour period.

### Average Length of Stay (days) at Time of Release



NOTE: This chart reflects the average number of days spent in detention by all youth detained, both sentenced and non-sentenced.

# C

ONSTRUCTION OF NEW FACILITY

