

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



King County

September 30, 2021

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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:
 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;
 2. A description of how the community engagement process will engage youth and families that have been involved in the juvenile criminal legal system;
 3. A description of how the community engagement process will ensure participation by the council in the selection of community organizations and representatives; and
 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
- 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 (PHCCFJC) at the request of Superior Court, which has statutory authority for juvenile detention under state law.¹ 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.²

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,³ 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

¹ RCW 13.20.010 ([LINK](#))

² About King County Juvenile Detention ([LINK](#))

³ 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.

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

IV. Background

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. It operates King County’s Alternatives to Secure Detention program, providing community supervision to youth assigned to electronic home monitoring. The Executive operates the juvenile detention facility on behalf of the separately elected Superior Court.⁴ Superior Court has statutory responsibility for detention and agreed to have the Executive operate the detention facility.

Key Historical Context: The operation of King County’s juvenile legal system is a shared responsibility between the King County Executive and executive departments (Department of Public Defense and Adult and Juvenile Detention), King County Superior Court, and the King County Prosecuting Attorney’s Office (PAO). Law enforcement is a function of individual jurisdictions, tribes, and universities throughout the County. King County Sheriff contracts for law enforcement services with a number of cities within King County as well as with Sound Transit and Metro. The Prosecutor, judges, and the Sheriff are separately elected officials responsible for the policies and operations of their individual and independent branch or agencies. The King County Department of Public Defense is an executive branch department; it is guaranteed freedom from political interference by the King County Charter. The King County Council is the policy setting body for King County Government

The Court adjudicates juvenile criminal matters, along with Becca and Dependency cases and utilizes alternatives to secure detention (such as electronic home monitoring), diversion and expedited case processing options to reduce the use of secure confinement for youth. The Prosecutor files criminal cases against juveniles in the Court and prosecutes cases before the Court. The Department of Public Defense defends those who have been charged with crimes and who cannot afford attorneys.

King County is a national leader in the reduction of the use of secure confinement of juveniles. Beginning in 1999, King County saw a decline in referrals into the juvenile legal system, filings by the Prosecuting Attorney’s Office, and in detention utilization. The declines are due in large part to innovative collaborations with communities as well as efforts by the Superior Court and the Prosecuting Attorney’s Office.

In the recent past, historic County initiatives such as the Juvenile Justice Operational Master Plan, Uniting for Youth, Reclaiming Futures, the Juvenile Justice Equity Steering Committee, and the Juvenile Detention Alternatives Initiative (JDAI) helped spur declines in the use of secure detention. More recently, County efforts such as the King County Youth Action Plan, Best Starts for Kids, Zero Youth Detention, and Restorative Community Pathways continue to drive system change to reduce the use of secure detention.

⁴ Juvenile Court Services-Detention Facilities-Administration by the County Executive – King County code 2.16.175
[\[LINK\]](#)

Between 2010 and 2020, the average daily population of youth in secure detention dropped by 70 percent, from 89 to 27 youth. This downward trend represents an average of 62 fewer youth experiencing secure detention each day.⁵

Even though the number of youth in detention in King County is at a historically low level, youth of color are dramatically overrepresented in secure detention. Confronting and successfully eliminating this pernicious inequity continues to be one of the most challenging issues facing King County. In 2010, the average daily population of youth in secure detention was comprised of 73 percent youth of color. By 2020, the representation of youth of color in secure detention had risen to 77 percent.

In August 2012, King County voters approved a nine-year property tax to finance a new Children and Family Justice Center. The project replaced courtrooms, offices, and parking. It also replaced the former detention facility, substantially reducing the capacity of detention from 212 to 112.⁶ The Patricia H. Clark Children and Family Justice Center (PHCCFJC) was opened in February 2020.

Effective on March 1, 2018, the Executive's order directing all youth under 18 who have been charged as adults to be housed in juvenile detention instead of in the adult detention facility was enacted. By state law, 16- or 17-year-olds are automatically charged as an adult if they are charged with a serious violent offense such as murder, manslaughter, or rape. In certain circumstances, the prosecutor or the court may make a motion to transfer a juvenile to adult criminal prosecution.⁷

In calendar year 2020, the average daily population of 27 youth in secure detention includes a daily average of six youth charged as adults. The path through the adult legal system for youth charged as an adult is complex and the time for resolution of these cases is significantly longer than youth who are charged in juvenile court. In 2020, the average length of stay in secure detention for youth charged as an adult was almost 200 days compared to youth with cases processed through juvenile court, whose average length of stay is 18 days.

It is notable that the severity of offenses for which youth are detained often reflect charges of serious and violent offenses against persons. In 2010, approximately 30 percent of presentations to secure detention were in response to a youth being charged with a serious violent felony or person felony.⁸ While the number of youth detained had significantly declined over the course of a decade, by 2020 the percent of presentations to detention for a serious violent felony or person felony had more than doubled to represent 63 percent of charges at the time of booking.

In September 2018, the Executive released the County's Road Map to Zero Youth Detention, a groundbreaking strategic plan that launched King County on the journey to eliminate secure detention for youth. It outlined practical solutions informed by communities and employees designed to help young people thrive; keep youth from entering the juvenile legal system; divert youth from further

⁵ King County DAJD Detention and Alternatives Statistical Reports [\(LINK\)](#)

⁶ The PHCCFJC was built with 156 beds of which 32 beds are outside of secure custody. An additional 12 beds are transitional use only (e.g., orientation and classification). Seven Living Halls contain 16 beds each for a total of 112 beds.

⁷ Juvenile Court – Exclusive original jurisdiction-Exceptions. RCW 13.04.030(1)(e)(v) [\(LINK\)](#)

⁸ Serious violent felonies and person felonies include murder, attempted murder, assault in the 1st degree, and other charges that may result in physical harm. From 2010 to 2020, annual admissions to secure detention for property offenses were reduced from 18% to 5%. RCW 9.94A.030: Definitions [\(LINK\)](#)

juvenile legal system involvement; and support strong communities. The Road Map to Zero Youth Detention states, “The journey to Zero Youth Detention means carefully expanding the range of community-based diversion options until it becomes the primary response for most youth who come into contact with the legal system.”

Key Current Context: The Executive declared Racism as a Public Health Crisis in June 2020, committing King County to being intentionally anti-racist, pro-equity, and accountable to Black, Brown, and Indigenous People of Color. In doing so, he also acknowledged that success across this region depends on recognizing and acknowledging the specific ways in which Black and Indigenous People of Color are disproportionately affected and profoundly impacted by racially inflicted trauma and oppression. This focus also acknowledges the complex intersection of disabilities, gender identity, sexual orientation, class, and other identities that are part of systems of power and privilege.

In support of this work, a policy agenda and budget that purposefully centered the voices and lived experiences of communities across the region most impacted by systemic racism and economic inequity was identified in July 2020. The policy and budget recommendations to the King County Council were based on the requests, immediate needs, and specific priorities voiced by local government, systems, and the community. In response, the King County 2021-2022 Adopted Biennial Budget included funding for a number of the Executive’s proposed criminal legal system reforms and anti-racist programs. Notable investments in reforming the criminal legal system included over \$6 million for Restorative Community Pathways (RCP) for comprehensive, community-based services to 800 young people in lieu of filing criminal charges.

RCP is the result of decades-long community organizing by black organizers, youth organizers, and other communities of color to advocate in King County and speak to the harm and ineffectiveness of the juvenile legal system. It builds on King County’s current plans and investments to realize the vision of a community where every person can thrive. RCP is a vital step on King County’s journey to zero youth detention, as the County divests from the juvenile legal system responses to youth in crisis and invests in a community-based diversion response. RCP, community, and system partners come together to promote the positive development and well-being of all youth, expand the use of the best evidence and promising practices related to adolescent development, and ensure that the collective response to youth in crisis restores them to a path towards well-being.

In July 2020, the Executive committed to converting King County’s youth detention units at the PHCCFJC to new uses by 2025. The Executive stated, “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.”

Report Methodology: This report was developed by DAJD staff. 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. The section below provides a summary of stakeholder engagement which informed development of this plan.

V. Stakeholder Engagement to Date

The strategic planning for closing secure detention for juveniles at the PHCCFJC begins with engagement, seeking and receiving feedback, and sharing progress. Since the fall of 2020, DAJD has engaged various stakeholders in individual, group, and public forums to discuss the PHCCFJC

strategic planning process. Part of this work has been to directly communicate that the strategic planning process conducted by DAJD will be open, transparent, accessible, and community driven.

DAJD's initial engagement with community providers, youth advocates, legal system practitioners, county leaders, and system reformers is summarized below. DAJD's engagement work is ongoing and evolving, with robust community engagement planned for subsequent phases of this work.

- *Representatives from Community Passageways, Choose 180, and Creative Justice* were consulted to obtain their ideas and feedback regarding the process they believe should be used to develop the strategic plan.⁹ They emphasized the need to have not only community involvement, but a community-led process. These agencies are key stakeholders given their presence in community and commitment to working with youth involved in the juvenile legal system.
- *Dr. Ben Danielson* was engaged as a thought partner and advisor to bring community voice to the work and provide a perspective reflective of community interest, equity, and social justice. Dr. Danielson has been instrumental in the development of the job announcement for the DAJD project manager for this project as well as serving on one of the interview panels to help identify the best candidates.
- *Briefing of Children and Youth Advisory Board Youth Justice Subcommittee* on October 13, 2020. Subcommittee members requested that the Children and Youth Advisory Board be kept informed and included as the project progresses.¹⁰
- *Juvenile legal service system providers* were briefed at a service provider meeting on July 14, 2021. The meeting of service providers who work with youth involved with the juvenile legal system was attended by 65 participants. Attendees were given an overview of the project and an update on efforts to identify and engage key stakeholders. The providers inquired about plans to repurpose the PHCCFJC. DAJD committed to continue to meet with this group and provide future updates.
- *The African Young Dreamers Empowerment Program International* sponsored a youth-led summit on July 10, 2021 focused on ending youth incarceration. DAJD Juvenile Division Director served on a panel with a state representative and a member of the Federal Way Police Department. Youth and young adults shared their perspectives regarding relationships between youth of color, law enforcement, and the legal system. Juvenile detention and the County's commitment to close the facility were also discussed.
- *The Washington State Juvenile Detention Alternative Initiatives (JDAI) Statewide Steering Committee* requested a presentation on the County's decision to close the PHCCFJC, which was made by DAJD at its August 11, 2021 meeting. The steering committee is administered through the Department of Children Youth and Families (DCYF). During the meeting, the steering committee was informed that the work to develop the strategic plan to close the PHCCFJC will require engagement with

⁹ Community Passageways [\[LINK\]](#)
Choose 180 [\[LINK\]](#)
Creative Justice [\[LINK\]](#)

¹⁰ Children and Youth Advisory Board is an oversight and advisory board comprised of King County residents and stakeholders with geographically and culturally diverse perspectives who make recommendations and monitor distribution of levy proceeds. [\[LINK\]](#)

community and representatives of the executive, legislative, and judicial branches of government, since each has a governing stake in the way that juvenile detention is administered in the state. The group is comprised of court administrators, detention managers, and superior court representatives from the eight JDAI sites across the state.¹¹

- *Outreach to Superior Court judicial officers and probation staff.* Judges assigned to the Juvenile Court have demonstrated a willingness to explore new approaches to meet the needs of detained youth. During the COVID-19 pandemic, the Court has implemented practices that have challenged the overreliance on secure custody, providing youth with unprecedented opportunities be screened and released pending case resolution and placement for community supervision using alternatives to secure detention, such as electronic home monitoring. The Court has voiced its need to be consulted and included as the County develops the strategic plan to implement zero youth detention.
- *Labor management meetings and other forums with labor guilds representing, nurses, medical assistants, juvenile detention officers, corrections supervisors, cooks/bakers, community surveillance officers, community placement specialists and others.* These important conversations established the foundation for DAJD’s commitment to include and listen to the perspectives of individuals who work within the juvenile detention facility. These individuals have a unique and vested interest in the decision to close the facility. Recently, DAJD developed a protocol for monthly communications to staff providing updates and progress reports. Conversations were held with juvenile detention officers and corrections supervisors providing opportunities for staff to ask questions and receive feedback, and updates regarding project progression and stakeholder involvement.
- *Initial project briefings of King County Councilmembers* and their legislative aides where DAJD leadership requested that Councilmembers identify stakeholders within their districts who are key individuals and organizations that should be consulted and engaged with for their insights, ideals, and input regarding the strategic plan and the efforts necessary to close the PHCCFJC as a secure detention facility for juveniles. These meetings yielded meaningful insights, with a recurring theme highlighting the necessity for community inclusion as the project progresses.
- *Conversations with detained youth* facilitated by *The If Project* met with youth in custody as part of recurring sessions during the summer of 2021.¹² These ongoing conversations provide vital input and feedback from those with lived experience – the youth who are detained. Youth share their insights into what they need to be successful in the community, as well as what is needed to effectively and meaningfully respond following a youth’s contact with law enforcement.
- *Executive Cabinet work sessions* in February and March 2021 with DAJD leadership to identify gaps in services for legal system involved youth, discuss essential elements of alternatives to the PHCCFJC, provide an analysis of the population in custody, and discuss practices in other jurisdictions that promote decarceration and more therapeutic community-based alternatives.
- *Initial meetings* were held with staff and leaders representing:
 - Zero Youth Detention
 - Best Start for Kids

¹¹ Washington State Juvenile Detention Alternative Initiatives counties include Adams, Benton-Franklin, Clark, King, Mason, Pierce, Snohomish, and Whatcom. [\[LINK\]](#)

¹² The If Project [\[LINK\]](#)

- Department of Community and Human Services
- Department of Public Defense
- King County Juvenile Detention Guild
- Office of Performance, Strategy, and Budget
- Prosecuting Attorneys' Office
- Public Health Seattle King County
- Superior Court
- Washington State Council of County and City Employees, Council 2, Local 2084-S
- Washington State Nurses Association

VI. Next Steps

This section outlines key next steps that DAJD will take to initiate the strategic planning process. See Section VIII below for a timeline for these elements.

- *Hire and on-board a project manager.* Due to the depth and breadth of this project, it is necessary for DAJD to bring on dedicated staff. The project manager must have demonstrable experience completing complex, sensitive projects on time while working in a highly collaborative environment. The project manager will oversee the work of the consultant in partnership with DAJD leadership and the advisory committee. Recruitment for this position is underway.
- *Establish the project advisory committee.* The project advisory committee will advise the County on an array of project related matters, including identifying stakeholders for engagement, developing the consultant request for applications/qualifications/proposals and review/evaluation of submitted responses, recommending engagement strategies, and identifying potential solutions to barriers and challenges. Members will participate in community meetings and serve as community resources for the project work.

The advisory committee will include representatives from community, service providers, youth advocates, Superior Court, Prosecuting Attorneys' Office, Department of Public Defense, education, public health, labor organizations, local law enforcement, and philanthropy. DAJD will work with existing committees such as but not limited to the Children and Youth Advisory Board to leverage expertise and guidance for the project advisory committee.

The voices and experiences of youth, especially those who have experienced the juvenile legal system and detention, will be prominently reflected in leadership roles throughout the process. The advisory committee will work closely with project staff to achieve the objectives of the project.

- *Collaborate with and leverage Zero Youth Detention.* The 2018 Roadmap to Zero Youth Detention set the path for King County to eliminate secure detention for youth.¹³ Not only will DAJD leverage important work of ZYD to support and inform the closing the detention facility by 2025, ZYD brings deep community partnerships to inform the project's work. Via ZYD, DAJD is already partnering with

¹³ 2018 Roadmap to Zero Youth Detention [\[LINK\]](#)

many juvenile legal system practitioners. A ZYD collaboration table will be developed to support the work of this project, as well as to help guide the process of reimagining the juvenile legal system and formulate a vision for King County that supports alternatives to existing structures and practices.

- *Develop consultant scope of work and release request for applications/qualifications/proposals in partnership with the advisory committee.*
- *Engage local experts to reimagine King County's juvenile legal system.* King County has established relationships with several national juvenile legal system experts that will be leveraged to inform the project objectives, including:
 - The Justice Lab at Columbia University which has identified best practices being adopted by jurisdictions across the nation as they seek to end mass incarceration and support leaders in building and enhancing community capacity to meet the needs of those involved in the legal system.
 - The W. Haywood Burns Institute, a San Francisco Bay organization based in Oakland, California, with a mission focused on dismantling structural racism and building community-centered structural well-being. One of the few non-profit organizations that has worked with municipalities across the country to reimagine their legal systems, advance public policies that promote decarceration, and work with community to achieve goals of system reform.
 - The Annie E. Casey Foundation, a premier philanthropic organization advancing juvenile legal system reform.

VII. Report Requirements

The outcome of the strategic planning process is a clear path to implement the closure of the juvenile detention facility located within the PHCCFJC guided and informed by community priorities. Eliminating secure detention for juveniles will be accomplished through expanding or creating comprehensive community-centered programs and community alternatives serving children and families. Achieving these objectives requires creativity, commitment, and collaboration to reimagine and reform the sphere of resources for youth who have historically been placed in secure juvenile detention. Achieving these objectives requires intentional and authentic engagement with communities impacted by the criminal legal system. And ultimately, achieving these objectives requires funding resources.

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

A. 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.

DAJD will conduct a national search for a strategic planning consultant with specific expertise in developing and delivering public sector strategic plans. The scope of work and review processes will be developed by a workgroup that will include community members and representatives of the legal system, including Superior Court, Probation, Prosecuting Attorney's Office, and the Department of

Public Defense. A competitive process will be used to request qualifications, applications, and solicit proposals.

Development of the scope of work for the competitive process will be informed by the planned Advisory Committee. A team will be convened by DAJD to review and score the materials which will include, but not be limited to, representatives from the Advisory Committee; community stakeholders such as service providers or persons with prior experience as a detained youth; juvenile legal system practitioners in the Superior Court; educators; behavioral health practitioners; representatives from Public Health-Seattle; representatives from the Office of Performance Strategy and Budget; representatives from the Office of Equity and Social Justice; and representatives from employee labor groups.

B. Identification of skills, qualifications, and experience required of selected consultant or consultants

The following demonstrable skills, qualifications, and experience will be required by the preferred consultant(s). Additional skills, qualifications, and experience may be identified by the workgroup through development of the scope of work for the consultant(s).

- Experience in working with community stakeholders, particularly those from historically marginalized communities and those who have experienced the juvenile legal system.
- Experience with community-led legal system reform efforts, including identifying and recommending strategies that result in decarceration.
- Experience with detention system process redesign and development of community-based alternatives to secure detention where community and other stakeholders played a prominent role in developing alternatives.
- Knowledge and understanding of the criminal legal system.
- Knowledge and understanding of historic inequities compounded by racism.
- Knowledge and understanding of King County’s commitment to becoming an anti-racist, pro-equity organization.
- Strong communication and facilitation skills, with demonstrated ability to center community voices and experience in the work.
- Superior project management skills.

C. Planned scope of work including expectations on community involvement and prospective consultant deliverables

The information in this section is an initial outline of the consultant scope of work. The final scope of work will be determined by the workgroup.

The consultant will be responsible for leading a process that achieves the following two objectives.

1. Identifying a clear path to close the juvenile detention facility located within the PHCCFJC by 2025, including determining the detention alternatives and community-based resources, practices, and approaches to serve those youth who would otherwise be referred to the juvenile detention facility and;
2. Bringing forward driven recommendations for the repurposing and reuse of the facility that serves community identified needs.

In service to the two objectives, consultant deliverables are expected to include, but are not limited to the following:

- A. A project plan that includes a schedule and milestones for achieving the consultant scope work. The project plan should provide for regular written status reports to leadership.
- B. A community and stakeholder engagement plan. The plan will provide for authentic, accessible, robust, and multipronged community and stakeholder engagement activities. The plan must specifically provide for engagement with youth and families who have been involved with the juvenile criminal legal system.
- C. A communication plan that enables internal and external stakeholders to have clear information on the project and progress towards meeting the established objectives in a timely way through an array of formats.
- D. A plan for integrating the expertise of local and national experts, such as the Annie E. Casey Foundation, the Justice Lab at Columbia University, and the W. Haywood Burns institute, into the planning work.

D. Project timeline

Developing this project requires continued careful and thoughtful planning to ensure successful outcomes. King County government's administrative rules and requirements, such as hiring and procurement processes, dictate much of the estimated timeframes outlined in the early work of Phase 1. Further, identifying the members of the Advisory Committee requires respectful and deep collaboration with community, stakeholders, and County leadership, which simply takes time to accomplish, particularly as youth will be prominently included. At the same time, every effort will be made to expedite the work to the extent possible in ways that work for community and the County.

The timeline provided below is estimated due to several factors, including hiring of staff, seating the advisory committee, and selecting and on-boarding consultants. 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, Committee, and community may drive changes to the timeline. Given these elements, and the reality that this project is groundbreaking and deeply complex with crucial outcomes for community, the County, and labor, the estimated project timeline provided below will necessarily be revised throughout the process over the next several years.

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

The estimated timeline above reflects a phasing approach intended to provide community and stakeholders with several opportunities to shape, inform, and determine recommendations for King County to implement the closure of the juvenile detention facility located within the PHCCFJC.

VIII. 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 aggressive 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 – each action that traditional “government” does not do easily or readily. Yet, it is only through eliminating secure detention and investing in community-based alternatives that are therapeutic, trauma-informed, youth and family centered can the cycle of disenfranchisement, suffering, and reliance on incarceration be broken.

Clearly this work is, and will become increasingly more challenging as the project develops. Staying the course requires discipline, commitment, collaboration, and transparency among all county partners, stakeholders, and community. It is vital that the priorities and perspectives of community be centered in this work.

King County is stepping into the pioneering work to eliminate secure detention for youth. This uncharted effort is one in a series of actions King County has undertaken in the last 18 months to reimagine elements of criminal legal system while centering equity and rebuilding public trust. From transitioning the King County Sheriff’s Office to the executive branch, to rethinking fare enforcement on public transit, to declaring racism as a public health crisis, King County is dedicated to undoing the burdens of systemic racism, and ensuring every person has the opportunity to thrive.