

09/9/98
Clerk 9/10/98.

Introduced By: LARRY GOSSETT

Proposed No.: 98-581

105641

MOTION NO. 105641

1
2
3 A MOTION approving the Phase I Juvenile Justice
4 Operational Master Plan and the work plan for developing the
5 Phase II Juvenile Justice Operational Master Plan.
6

7 WHEREAS, juvenile justice agencies are straining to meet the current demand for
8 services which are expected to increase substantially over the next fifteen years; and

9 WHEREAS, King County code 4.04.020 provides that an operational master plan
10 sets forth how an organization will address its workload now and in the future; and

11 WHEREAS, the Juvenile Justice Operational Master Plan is divided into two
12 phases, the first of which is an assessment and strategic plan based on the input of
13 stakeholders throughout King County; and

14 WHEREAS, consistent with Council Motion 10478 and the results of two juvenile
15 policy forums, the Phase I Juvenile Justice Operational Master Plan puts forth a vision for
16 the juvenile justice system that emphasizes reducing delinquent behavior through effective
17 accountability measures, early intervention, and community partnerships; and

18 WHEREAS, the Phase I Juvenile Justice Operational Master Plan sets forth a range
19 of strategies and objectives that includes critical changes already underway in the juvenile

1 justice system and additional measures which will be examined during Phase II in terms of
2 potential effectiveness, costs, and necessary community partnerships; and

3 WHEREAS, the Phase II Juvenile Justice Operational Master Plan will outline
4 alternative scenarios for regional decision-makers to decide on how the juvenile justice
5 system will address current and expected growth in workload;

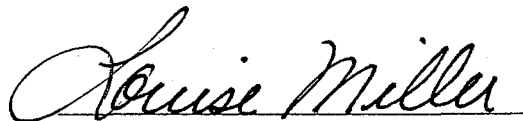
6 NOW, THEREFORE BE IT MOVED by the Council of King County:

7 1. The Phase I Juvenile Justice Operational Master Plan, dated August 3, 1998, is
8 approved.

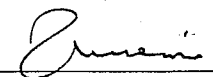
9 2. The work plan for developing the Phase II Juvenile Justice Operational Master
10 Plan is also approved.

11 PASSED by a vote of 70 to 0 this 5th day of October,
12 1998.

13 KING COUNTY COUNCIL
14 KING COUNTY, WASHINGTON

15 
16 Chair

17 ATTEST:

18 
19 Clerk of the Council

20 Attachments: Phase II Work Plan

21

Juvenile Justice Operational Master Plan
Phase II Work Plan -- *Blueprint for Change*

During Phase II of the Juvenile Justice Operational Master Plan, King County seeks to develop a range of recommendations that will enable the juvenile justice system and its stakeholders to accomplish the vision and goals in Phase I. The strategies and objectives from Phase I will be the starting point for the work in Phase II.

KEY OUTCOMES FROM PHASE II:

Although there are many intermediate steps towards completing Phase II, four outcomes are key to a successful effort:

1. An Array of System Improvements and Program Options

- ♦ The concepts and strategies from Phase II will be analyzed and developed into specific recommendations for change by each subcommittee. These recommendations provide an array of choices for managing detention and court workload. The analysis should include an estimate of needed resources, workload impacts, an evaluation of the impact on reducing current disproportionality, and implementation considerations.

2. Recommended Set of Improvements/Options and Workload Forecasts

- ♦ From the range of improvements, the Oversight Committee will recommend a scenario and estimate its impact on the forecasted need for detention beds, courts, and other resources. Although the recommendations will include community-based approaches, implementation will depend upon developing appropriate partnerships with schools, local officials, and community service agencies.

3. Roles, Partnerships, and Coordination Mechanisms

- ♦ Some of the most promising strategies from Phase I involve schools and communities. Phase II should set into motion mechanisms for developing partnerships to implement those recommendations that fit the needs and priorities of individual communities.

4. Indicators and Performance Measures

- ♦ With the assistance of the consultant team, Phase II will include a set of overall system indicators and measures for specific programs. These measures are critical to evaluating the success of current and approved system improvements and program options.

ELEMENTS OF THIS PHASE INCLUDE:

1. Coordination of Ongoing Efforts: Parallel with this project, a coordination structure, such as the Operational Master Plan Oversight Committee or Criminal Justice Council, should ensure current system improvements and pilot projects are consistent with the goals, principles, and strategies of the Phase I Operational Master Plan.
2. Analyses of At-Risk/Offender Youth Population: Continue to collect data to understand the needs of troubled youth from various parts of King County. One analysis is a detailed profile of the detention population that will support the detention forecast and the development of

alternatives to detention. The profile of youth on community supervision also will provide important information to Phase II subcommittees. Other analyses, as needed, will be conducted on youth involved in the juvenile justice system. These analyses should provide data in time for the Phase II subcommittees to complete their work programs.

3. Analysis of Potential Changes and Programs: Each Phase I strategy and objective will be examined in terms of its expected outcomes, cost, an evaluation of the impact on reducing current disproportionality, implementation considerations, roles and responsibilities of affected agencies, and adherence to the vision and principles. Where possible, these will be compared to current juvenile justice funded programs.
4. Forecast/Alternatives Analysis: An analysis of workload, staffing, and resources required a) if there is no change to operations and b) for future scenarios based on implementation of system changes recommended in this phase.
5. Community Feedback and Involvement: Work with community and regional leaders to develop the mechanisms for creating effective partnerships. These mechanisms are needed to identify the assets and problems of delinquent youth in particular areas and the strategies that best fit individual communities. Seek community feedback on draft report.
6. Recommendations: Present to regional decision-makers the trade-offs among the alternative scenarios and the alternative recommended by stakeholder groups. This alternative will address how to manage the forecasted need for detention beds.
7. Indicators and Performance Measures: To measure progress and to help direct funding, develop indicators for tracking the effectiveness of the system in general and specific performance measures for evaluating the success of current programs and recommended changes.

PHASE II KEY MILESTONES

MILESTONES	START DATE	END DATE
Convene OMP Workgroup ♦ Review Phase II and Profile Scope, Work Plan, RFP, Consultant Selection, Draft Reports	10/1/98	5/1/99
Community Supervision Profile Report ♦ Interim report which describes data collected, selected findings, and suggestions for further analysis. Additional reports will be issued depending on requests from subcommittees.	Underway	9/22/98
Detention Profile Project ♦ Staff have begun drafting scope of work to select a research consultant. Goal is to have data become available in time for subcommittees to use in their analysis.	Underway	12/1/98
Consultant Selection	Underway	11/23/98

MILESTONES	START DATE	END DATE
◆ Issue RFP and select consultants for Phase II.		
Subcommittees ◆ Create subcommittees. For each, establish scope of work to include Phase I strategies/objectives; detailed program descriptions; resource estimates; developing data needs (i.e., detention profile and community supervision profile); forecasting workload impacts; implementation considerations; and, performance measures. Provide staff/consultant support.	11/30/98	3/19/99
Baseline Workload Forecast ◆ Consultant team forecasts detention beds and other workload indicators for the juvenile justice system. Assumptions are developed and presented to relevant subcommittees.	12/1/98	1/18/99
Scenario Development and Alternatives Analysis ◆ From the results of the individual subcommittees, consultant team develops alternative scenarios for how the juvenile justice system operates in the future. For each alternative scenario, estimate resources and impact to workload. Compare scenarios on other factors consistent with Phase I principles. This must address the forecasted number of detention beds, alternative program placements, and courts for each alternative scenario.	2/15/99	4/12/99
Benchmarks and Performance Measures ◆ Consultant team develops justice system benchmarks to evaluate overall performance and coordinates performance measures for individual programs as recommended by the subcommittees.	1/4/99	4/1/99
Draft Report and Recommendations ◆ Consultant team presents draft report to Oversight Committee and incorporates recommendations.	4/12/99	4/26/99
Final Draft Report ◆ Consultant team prepares final draft report with Oversight Committee recommendations.	4/26/99	5/10/99
◆ Community Feedback/Council Approval	5/10/99	6/30/99

PROJECT ORGANIZATION AND ROLES

The concept for structuring Phase II's work is to organize subcommittees associated with the five goals in the Phase I report with the Oversight Committee providing policy direction and the OMP Workgroup providing project guidance.

- **Oversight Committee:** Group of principals from key juvenile justice agencies, regional decision-making bodies, and youth-serving organizations from across King County which guide the overall direction of Phase II and make recommendations to regional decision-making bodies. Membership on the Oversight Committee should demonstrate ethnic, geographic and class diversity. Membership includes:

- Presiding Judge, Superior Court
 - Chief Juvenile Judge, Superior Court
 - Prosecutor
 - Sheriff
 - Director, Department of Youth Services
 - Deputy Director, Department of Community and Human Services
 - Deputy Director, Seattle/King County Department of Public Health
 - City of Seattle Representative
 - Suburban City Association Official
 - Seattle Police
 - Suburban Police
 - School District Representative
 - Parks and Recreation Representative
 - Community Network Representation
 - Ex Officio Members: Senior Criminal Justice Policy Advisor (Executive Office), Council Staff, and Budget Office Representative
- OMP Workgroup: A group of mid- to high-level managers and staff which direct the work of the project consistent with the policy guidance of the Oversight Committee. Membership will be drawn from the same organizations on the Oversight Committee. This group will provide project review, analysis, problem solving, and coordination of operational and Phase II planning efforts.
 - Subcommittees: Representatives from stakeholder organizations who are assigned to examine a series of strategies and objectives from the Phase I report. Each subcommittee will be supported by a combination of consultant and project staff. The groups assigned to system improvements, juvenile offenders, and early intervention for truants, at-risk youth, and minor offenders will be the initial areas of emphasis. The number of subcommittees created will be decided by the Oversight Committee to ensure coordination with existing efforts and avoid duplication of effort.

PROJECT STAFF AND CONSULTANT WORK TASKS

POSITION	WORK TASKS
Project Coordinator	<p>Phase II Report Development (35%)</p> <ul style="list-style-type: none"> ▪ Manage the development of the Phase II Operational Master Plan including outlining critical steps, developing project timelines, setting work programs for individual subcommittees, overseeing consultants, monitoring progress, providing updates, identifying and getting resolution to crucial policy issues, and responding to requests from decision-making groups. <p>Stakeholder Input and Involvement (15%)</p> <ul style="list-style-type: none"> ▪ Managing the logistics of obtaining stakeholder input by maintaining the stakeholder database, organizing committees with membership from all parts of the County, providing staff support for committees, and organizing other forums as necessary for stakeholder involvement.

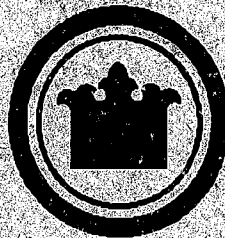
POSITION	WORK TASKS
	<p>Consultant Management (10%)</p> <ul style="list-style-type: none"> ▪ Develop requests for proposal and organize selection processes. ▪ Negotiate the contracts and establish monitoring and billing procedures. ▪ Review and provide feedback on consultant work products. ▪ Monitor expenditures and budget of consultants. <p>Report Approval and Next Planning Stage (5%)</p> <ul style="list-style-type: none"> ▪ Develop presentations, materials, and legislation for decision-makers to approve the Phase II Operational Master Plan. ▪ Develop scope and budget for future planning stages. <p>Community Relations (15%)</p> <ul style="list-style-type: none"> ▪ Organize mechanisms for broad community input on project. ▪ Speak to community groups as requested. ▪ Work with County, city, and school staff to develop mechanisms for community partnerships for Phase I strategies and objectives. <p>Collaboration with Other Planning Efforts (15%)</p> <ul style="list-style-type: none"> ▪ Continue close collaboration with Seattle SafeFutures on joint ventures such as completing the youth profile project, launching the detention profile project, and sharing strategies. ▪ Work with other planning efforts including Community Services Division Strategic Plan and community networks on supporting early intervention strategies and proposals emerging from the Operational Master Plan. <p>Budget and Staff Management (5%)</p> <ul style="list-style-type: none"> ▪ Monitor the expenditures of the project to ensure they remain within budget. ▪ Develop budget estimates for future steps.
<p>Assistant to Project Coord. (term-limited)</p>	<p>Phase II Report Development (50%)</p> <ul style="list-style-type: none"> ▪ Assist in the development of the Phase II Operational Master Plan through conducting research and analysis, drafting materials, providing updates, and identifying and getting resolution to issues. ▪ Provide support to project workgroup and subcommittees. This includes organizing subcommittees, assisting with their analysis, and ensuring subcommittees stay within scope and on schedule. <p>Stakeholder Input and Involvement (15%)</p> <ul style="list-style-type: none"> ▪ Assist with the logistics of organizing stakeholder involvement by coordinating committees and subcommittees and organizing other forums as necessary for stakeholder involvement. <p>Collaboration with Other Planning Efforts (20%)</p> <ul style="list-style-type: none"> ▪ Take lead responsibility for specific joint projects with Seattle SafeFutures and other planning efforts. For example, profile projects require additional staff involvement to meet the data requirements of subcommittees and internal efforts. <p>Community Relations (15%)</p> <ul style="list-style-type: none"> ▪ Assist with organizing means for broad community input on project. ▪ Speak to community groups as requested. ▪ Work with County, city, and school staff to develop mechanisms for community partnerships for Phase I strategies and objectives.
<p>Phase II</p>	<p>Baseline Forecast</p>

POSITION	WORK TASKS
Consultant	<ul style="list-style-type: none"> ▪ Develop baseline long-term forecasts of workload for all juvenile justice agencies, building on the detention profile project. ▪ Based on these forecasts and current operations, develop baseline estimates of resource needs. <p>Strategies/Objectives Analysis</p> <ul style="list-style-type: none"> ▪ In conjunction with subcommittees, analyze the feasibility of the Phase I strategies and objectives, estimate the impact on workload and costs, and identify implementation issues. <p>Subject Area Expertise</p> <ul style="list-style-type: none"> ▪ Provide expertise and best practices on special subject areas such as court process, sentencing alternatives, model programs, and community-based strategies. <p>Workgroup and Subcommittee Support</p> <ul style="list-style-type: none"> ▪ Help facilitate subcommittees and support their needs for data and research. <p>Scenario Development/Alternatives Forecast</p> <ul style="list-style-type: none"> ▪ Synthesize the analysis from the subcommittees into distinct scenarios and forecast the impact to workload for each scenario. This analysis must include forecasts of detention beds for each scenario. <p>Comparative Analysis of Scenarios</p> <ul style="list-style-type: none"> ▪ Develop criteria for evaluating the various scenarios. ▪ Compare scenarios according to criteria which should include costs, impact to workload, implementation considerations, roles and responsibilities of affected agencies, and adherence to the vision and principles. <p>Presentations on Analysis and Assumptions to Oversight Committee and Stakeholder Groups</p> <ul style="list-style-type: none"> ▪ Make periodic presentations to various stakeholder groups on interim steps, draft results, and key policy issues. <p>Draft Phase II Report</p> <ul style="list-style-type: none"> ▪ Draft the Phase II report and incorporate feedback into final version. <p>Benchmarks & Indicators</p> <ul style="list-style-type: none"> ▪ Develop indicators and benchmarks that signal the overall effectiveness of juvenile justice efforts. These should provide the framework for performance measures on individual programs. ▪ In conjunction with the subcommittees, develop performance measures for each recommended program.

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98-581

**KING COUNTY
JUVENILE JUSTICE OPERATIONAL MASTER PLAN
PHASE I**



Final Draft Report

System Assessment and Vision Strategy Plan

prepared by:
CHINN PLANNING INC.

in association with:
CGA CONSULTING SERVICES, INC.



Final Draft Phase I Report
SYSTEM ASSESSMENT AND VISION STRATEGY PLAN

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Executive Summary



THE PROCESS

In December 1997, King County solicited consulting services to develop an Operational Master Plan for its juvenile justice system. The study objectives were:

1. Development of a long term vision that guides what services should be provided to juveniles.
2. Coordination of current and upcoming projects which will help manage increasing workloads, mitigate the stress on limited resources and crowded facilities, improve the delivery of justice services, and reduce the costs of delivering these services.
3. Completion of an Operational Master Plan, which will serve as a blueprint for programs, resources, and systemic changes needed to achieve the long term vision.

The study process was divided into two phases. Phase I, which is presented in this document, includes two key elements:

- System Assessment
- Vision and Strategy Plan

The project was organized to ensure maximum input and involvement from system officials, service providers, local law enforcement agencies, and cities throughout King County. Key Stakeholders, consisting of policy and decision makers, regional policy groups, city and county officials, school districts, juvenile justice service providers and system officials, had input at several points in the study process. Some Key Stakeholders served on an oversight committee, some served on decision making bodies, and over 100 were interviewed individually. In addition, Key Stakeholders were asked to attend the two Juvenile Justice Policy Forums held in May and June of 1998. The purpose of these workshops (attended by approximately 125 people) was to define the vision and philosophy of the juvenile justice system in King County and to identify goals and strategies to achieve the vision.

KEY FINDINGS

Demographic Trends - The juvenile population is projected to increase by 20% during the twenty-year period from 1990 to 2010, in contrast to the 10% decline in juvenile population from 1970 to 1990. *The increasing juvenile population combined with the increasing risk factors for juvenile delinquency will drive the demand for expanded juvenile justice services.*



Law Enforcement Trends - Juveniles come to the attention of the juvenile court primarily through contact with law enforcement. *An analysis of the types of arrests using available data for 1996 showed that 5.1% of juveniles were arrested for Part I violent offenses (murder, manslaughter, rape, robbery, and aggravated assault).* The vast majority of youth are arrested and referred to the court for property offenses.

Court Trends - In 1997, 31% of total offender cases referred to the juvenile court were referred for diversion, which is low compared to national averages of 40% to 45%. *Total diversion referrals have decreased over the past four years, indicating an increase in the percentage of cases sent forward for formal handling.* The high success rate (76%) of the diversion program over the last four years indicates that some higher level offenders could probably be managed in the program without diminishment of public safety, assuming appropriate staffing and supervision.

Offender case filings have remained relatively constant over the past five years. The increase in total juvenile filings is driven by increases in ARY/CHINS and truancy filings. *Offender cases accounted for 84% of all filings in 1992, but decreased to 55% of all filings by 1997.* Truancy filings increased to comprise 32% of total filings in 1997. Although substantial reductions occurred in the age of pending and resolved cases between 1992 and 1994, growth that exceeds national standards has occurred in case processing time over the past two years.

Detention and Probation Trends - *The use of secure detention for youth brought in on warrants and non-offender youth has increased.* Almost one-third of youth brought to detention are brought in on warrants issued for minor offenses. *Almost one third of youth admitted to secure detention are released within 48 hours.* Secure detention is also used heavily as a sentencing option. Sentenced youth comprise 22% of youth in secure detention. Seventy two percent (72%) of youth in alternative programs are sentenced, which means that the programs are used primarily as sentencing options rather than as alternatives to detention.

The average daily secure detention population (200) has increased 13.5% per year, while average daily population in alternative programs (23) has not changed since 1994. *Alternative programs such as the work crew and electronic monitoring have per diem costs that are 1/5 of secure detention costs, yet they serve only 12% of the total detention population.* King County also has a high rate of admissions to secure detention compared to other metropolitan counties. If current trends continue, the demand for secure detention could approach or exceed 500 youth per day over the next fifteen years.

Similar to virtually every jurisdiction in this country, King County has a high level of disproportionate minority involvement in the juvenile justice system for African American youth. African American youth are arrested at four times their representation in the juvenile population, and admitted to secure detention at over five times their representation in the juvenile population.

It is apparent from analyzing the data that demands on the juvenile justice system have grown substantially in the 1990's. *The use of secure detention has increased dramatically during the review period, and crowding is prevalent.* Moreover, it was found that the County has actually lost other temporary residential capacity for youth over the past 10 years. This appears to result in



some extra use of detention beds for youth who would be more appropriately assigned to a temporary residence such as a shelter, crisis residential facility, or group home.

Additional detention capacity will be needed to meet the current and future capacity need for the County if community based alternative programs, residential placements and diversion programs are not expanded. *If a greater variety and capacity of placement options are not expanded and funded, the pressure of continued growth within the juvenile justice system will be funneled into the detention center. This analysis found a high potential for the use of alternatives, which are more effective in terms of cost and impact for a high percentage of the youth entering the juvenile justice system.*

However, alternative programs and community supervision must be effective if they are to impact secure detention. The assessment of probation services indicated that 50% of youth assigned to probation reappeared in court for a violation of probation.

Prevention and Intervention - Juvenile justice must depend upon being able to link at-risk-youth (ARY), children in need of supervision (CHINS), offenders and families to a wide variety of support services and programs in the community. *Successful interventions, specialized treatment services, and a range of health and social services (outside the control of the justice system) are critically needed for youth and families to be able to overcome the problems and conditions which led to the youth's involvement with the justice system in the first place.* Communications and information/record/data sharing within and between government agencies, the court and community provider agencies needs to be improved substantially.

VISION, PRINCIPLES AND GOALS

The project oversight committee recommends the following vision statement and principles, based on input from Key Stakeholders provided during two Juvenile Justice Policy Forums.

Vision Statement

VISION STATEMENT

Through its partnerships with communities and families, King County's Juvenile Justice System reduces juvenile delinquency, helps youth in trouble make responsible choices, and serves the needs of at-risk youth.

The following principles explain the underlying philosophies and overall direction intended by the vision statement.



Guiding Principles

1. Families are supported in their roles to deter delinquent behavior.
2. Youth are held accountable in and to their families and communities which are integral participants in dealing with crime and delinquency.
3. The juvenile justice system is held accountable to youth, families and communities for its service delivery.
4. Delinquent and at-risk youth learn to act responsibly.
5. The justice system and its services are culturally sensitive.
6. The rights and needs of victims and witnesses are respected.
7. Reduce family and community violence as precursors of youth crime and delinquency.
8. Juvenile justice should be swift, fair and certain.
9. Youth entrusted to the justice system's care come to no harm at the hands of other youth or adults.
10. A continuum of services and sanctions must be accessible to all communities within King County.

Goals

The plan supporting the Vision Statement and its Guiding Principles is organized under five broad goals which identify the general action area of focus. Specific objectives to achieve each goal are included in this report.

GOAL A: Redesign the juvenile justice system and its processes with a central focus on families and communities and improved coordination with related services, programs and community-based support systems.

Goal A regards Process and Coordination changes and improvements primarily focused on: (1) justice system qualitative conditions, operational policies, procedures, activities, and programs; (2) their interface with families and communities; and (3) their coordination within the justice system as well as with needed support services or collaborative resources and authorities outside the justice system.



GOAL B: The King County juvenile justice system and its communities should expand the alternative services available as both supervision options and support services for juvenile offenders.

Goal B for Continuum of Services recommends objectives aimed at expanding and strengthening the quality and quantity of the range of optional responses, sanctions, services and resources available to deal with juvenile offenders most effectively.

GOAL C: Intervention strategies and programs should be developed to reverse negative trends or behavioral problems that are likely to lead to delinquency and crime.

Goal C focuses on Intervention objectives that aim at taking action to reverse or stop negative conditions or behavioral trends that are likely to lead to deepening delinquency and crime.

GOAL D: King County, its juvenile justice system, its communities and public and private organizations should develop and support prevention programs and services and collaborative inter-organizational efforts which help keep youth out of the justice system.

Goal D for Prevention actions reaches beyond the juvenile justice system's sphere of control to recommend a comprehensive set of objectives which will require much more than the justice system's involvement in order to be achieved. Most of these will require governmental and community leadership and collaboration with strong family support and involvement to bring about changes which in some cases are fundamental to socioeconomic conditions and lifestyle.

GOAL E: County, city, schools, state, and community service organizations should develop the relationships and partnerships that help troubled youth at the earliest signs of problems.

Goal E proposes Implementation Support by clarifying the roles of the many entities involved with troubled youth and families and by building partnerships among communities and local government to implement the strategies that emerge in Phase II of this planning effort. This goal recognizes the need to coordinate with other efforts targeting juvenile delinquency, such as Seattle SafeFuture, Community Services Division Strategic Plan (King County Department of Community and Human Services), and the Community Networks.



NEXT STEPS

The work in Phase II builds on the Phase I Vision and Strategy Plan. Phase II of the Operational Master Plan will specifically include the following:

1. *Analysis of At-Risk Youth Population:* Continued collection of data to understand the needs of troubled youth from various parts of King County.
2. *Analysis of Potential Changes and Programs:* Each Phase I objective and strategy will be examined in accordance with the vision and principles, cost effectiveness, roles and responsibilities of affected agencies, and overall priority. Where possible, these will be compared to current juvenile justice funded programs.
3. *Forecast:* An analysis of staffing and resources required if there is no change to operations and future scenarios based on implementation of system changes.
4. *Identify the Roles and Responsibilities of Affected Systems/Agencies:* Work with stakeholders to define the respective roles of systems and agencies within King County. Outline the partnerships necessary to implement the high priority recommendations.
5. *Recommendations:* Develop preliminary estimates for needed resources (staff, programs, and detention/residential/shelter beds) based on implementing the most feasible strategies.
6. *Indicators and Performance Measures:* To measure progress and direct funding, it is imperative that the system be able to evaluate the success of current programs and recommended changes.

SECTION 1

Introduction



King County, like many counties throughout the United States, faces immediate challenges within their juvenile justice system as a result of increasing workloads, changing laws, limited resources, and a lack of capacity for courts, probation, detention operations, and services to at-risk youth. More importantly, the stakeholders of the system are committed to finding new ways to slow the revolving door for offenders and to improve community safety. Due to limited resources and growing demand, officials recognize that the juvenile justice system must target its efforts and work collaboratively with other public and private agencies and communities to provide services to youth and their families.

In December 1997, King County solicited consulting services to develop an Operational Master Plan for its juvenile justice system. An explanation of the King County Master Planning Process is included in Appendix A. The study objectives were:

1. Development of a long term vision that guides what services should be provided to juveniles.
2. Coordination of current and upcoming projects which will help manage increasing workloads, mitigate the stress on limited resources and crowded facilities, improve the delivery of justice services, and reduce the costs of delivering these services.
3. Completion of an Operational Master Plan, which will serve as a blueprint for programs, resources, and systemic changes needed to achieve the long term vision.

Chinn Planning, Inc., in association with CGA Consulting Services, Inc. were selected to complete the Operational Master Plan, and the study was initiated in March 1998.

The study process was divided into two phases. Phase I, which is presented in this document, includes two key elements:

- System Assessment
- Vision and Strategy Plan

Phase II will focus on the completion of an Operational Master Plan, which will provide specific guidelines, phasing of priorities and cost estimates for implementing the goals, objectives and strategies developed in Phase 1.

The project was organized to ensure maximum input and involvement from system officials, service providers, local law enforcement agencies, and cities throughout King County. The project organization is shown in Figure 1-1.

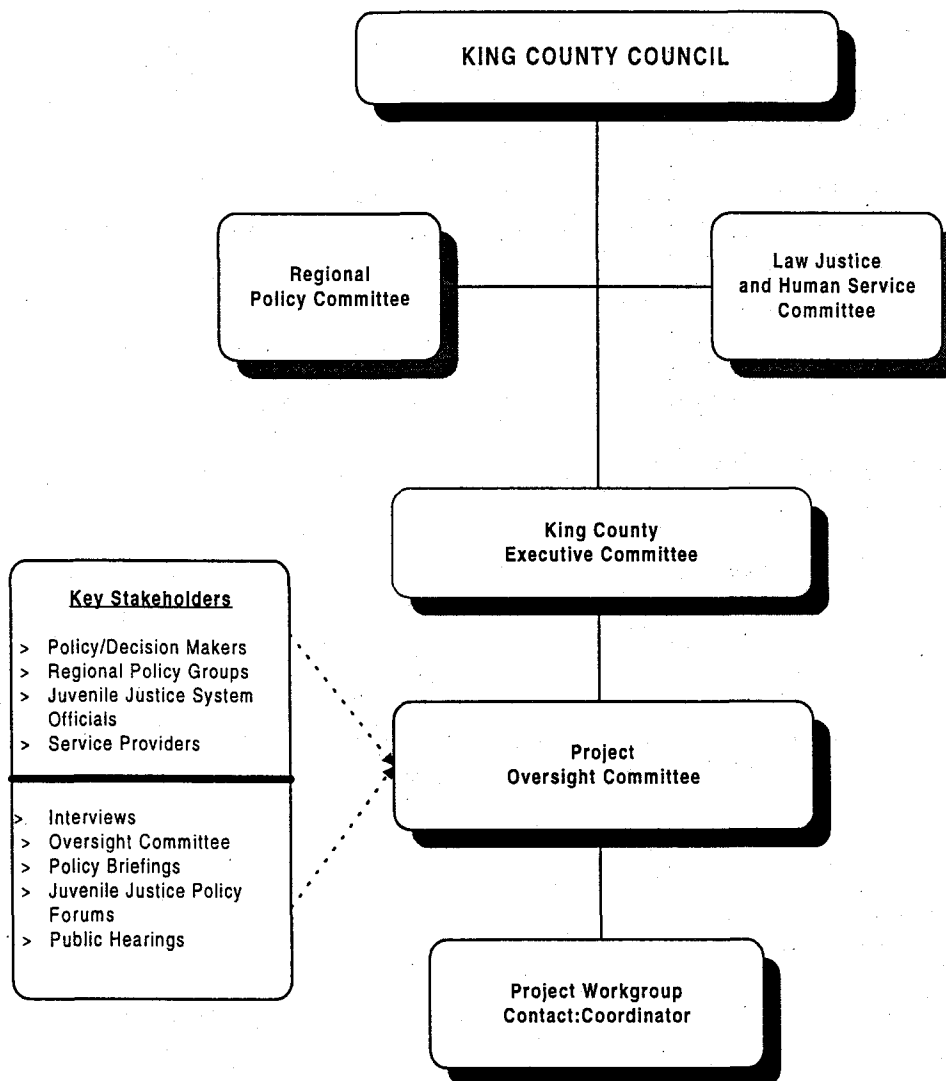
The specific responsibilities of each committee presented on the organizational chart are as follows:



□ **Project Workgroup (Contact: Coordinator)**

A small group within the Department of Youth Services (DYS) served as the contact for all communication related to scheduling, invoicing, on-site visits, monitoring of schedule, and other project management functions. Mr. Michael Gedeon served as the Project Coordinator and directed all communication with the Consultant Team Project Manager (Ms. Karen Chinn, Chinn Planning, Inc.).

**Figure 1-1
Project Organization**





Project Oversight Committee

A selected group of juvenile justice system officials and related agency directors directly involved with the juvenile justice system were selected to oversee the study process. The Consultant team met with the oversight committee on at least three occasions: in April to discuss project approach and key issues, in May to present a preliminary system assessment, and in June to present preliminary recommendations. These meetings provided a forum for the Consultant Team to review findings and recommendations with an internal working group before presenting information to the large policy and decision making bodies.

The Project Oversight Committee membership included:

- Ms. Nancy Campbell, Director, Dept. of Youth Services
- Ms. Terry Mark, Deputy Director, Dept. of Community & Human Services
- Mr. Norm Maleng, Prosecuting Attorney
- Ms. Sharon Stewart Johnson, Deputy Director, Dept. of Public Health
- Judge Laura Inveen, Chief Juvenile Judge, Superior Court
- Judge Bobbe Bridge, Presiding Judge, Superior Court
- Ms. Venerria Knox, Director, Dept. of Housing & Human Services
- Assistant Chief John Pirak, Seattle Police Department
- Mr. Tim Stonich, Director, Lake Washington School District Student Services
- Mr. Joe Bell, Regional Administrator, Dept. of Social and Health Services
- Chief Ed Crawford, City of Kent Police Department
- Sheriff David Reichert, King County Department of Public Safety

Ex Officio Members and Staff:

- Ms. Catherine Cornwall, Budget Supervisor, Office of Budget and Strategic Planning
- Mr. Clifton Curry, Senior Legislative Analyst, King County Council Central Staff
- Ms. Debora Gay, Deputy Director, Office of Budget and Strategic Planning
- Mr. Michael Gedeon, Project Coordinator, Department of Youth Services
- Mr. Bruce Knutson, Director, Superior Court Social Services
- Mr. Doug Stevenson, Supervisor, King County Council Central Staff
- Mr. Bernie Warner, Deputy Director, Department of Youth Services

In addition to attending two meetings with the consultants as outlined above, the members of the oversight committee attended two Juvenile Justice Policy Forums, in May and in June, and held two review sessions without the consultant team to review draft vision and recommended goals and strategies.

Policy/Decision Making Committees

The key bodies for policy and decision making review are the King County Council, the King County Council Law, Justice and Human Services Committee, the Regional Policy Committee, and the Regional Law, Safety and Justice Committee. These committees were briefed throughout the study process, including a presentation on the draft report.



□ **Key Stakeholders**

Key Stakeholders consist of policy and decision makers, regional policy groups, city and county officials, juvenile justice service providers and system officials. Key Stakeholders had input at several points in the study process. Some Key Stakeholder served on the oversight committee, some served on decision making bodies, and many were interviewed individually. The consultant team interviewed over 100 stakeholders during the study process.

In addition, Key Stakeholders were asked to attend two Juvenile Justice Policy Forums held in May and June. The purpose of these Forums was to define the vision and philosophy of the juvenile justice system in King County. The first workshop began with a short presentation of the juvenile justice system assessment as a background for discussion on future policy directions. The workshops were structured to solicit ideas and input on the vision statement and principles for the juvenile justice system. The second workshop was held to review the out come from the first workshop.

These workshops were attended by 125 key stakeholders. The list of attendees is included in Appendix B.

This Phase I report is organized in three sections:

- Section 1 - Introduction
- Section 2 - Growth Trends and System Assessment
- Section 3 - Vision and Strategy Plan

SECTION 2

Growth Trends and
System Assessment

**GROWTH TRENDS**

Data were collected and analyzed on trends and characteristics of all components of the juvenile justice system. Where appropriate, and when data was available, comparisons were made to state and national trends.

In addition, interviews were conducted with a wide range of officials and staff from the juvenile justice system, the county, cities within the county, and other public and private agencies in order to develop a better understanding of the issues and to aid in the interpretation of the quantitative data analysis. This section summarizes the data that were collected and the key findings from the system assessment.

DEMOGRAPHIC PROFILE OF KING COUNTY

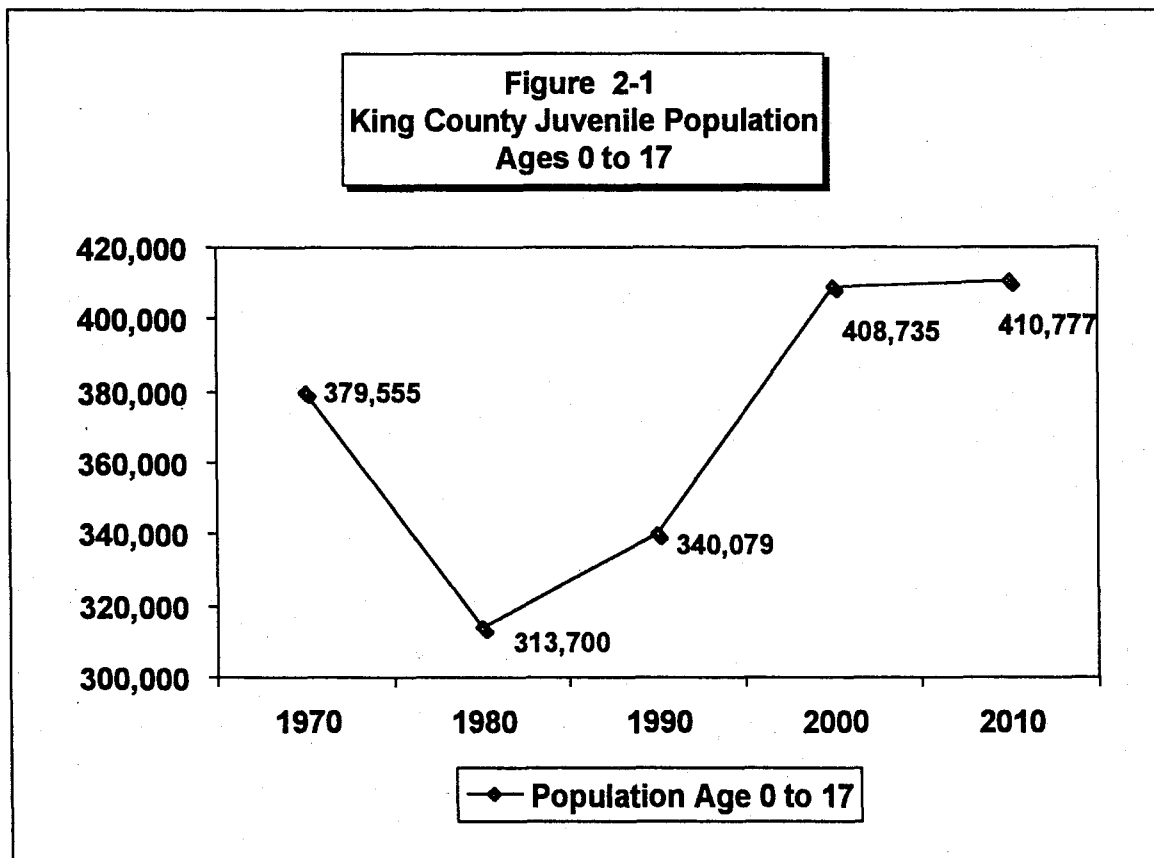
Table 2-1 shows a profile of the King County population based on the findings of the 1990 U.S. census. The population had slightly more females, and Caucasians represented 85% of the total County population. All other races combined accounted for only 15% of the total population, with Asian/Pacific Islanders having the highest minority population at 7.9%. Minority population in poverty is 130% higher than their representation in the general population.

	Number of Persons	Percent of Total		# of Households	Percent of Total
Gender:			Household Income:		
Males	741,804	49.2%	below \$10,000	60,961	9.9%
Females	765,515	50.8%	\$10,000-25,000	137,242	22.3%
Totals:	1,507,319	100.0%	\$25,000-50,000	222,679	36.1%
Race/Ethnicity:			\$50,000-75,000	116,481	18.9%
Caucasian	1,280,287	84.9%	\$75,000-100,000	43,219	7.0%
African-American	74,968	5.0%	over \$100,000	36,109	5.9%
American Indian	17,796	1.2%	Totals:	616,691	100.0%
Asian/Pacific Islands	119,070	7.9%	Persons in Poverty:		
Other	15,198	1.0%	Caucasian	76,601	65.1%
Totals:	1,507,319	100.0%	African-American	16,149	13.7%
Employment			American Indian	4,432	3.8%
Employed Persons	836,859	95.4%	Asian/Pacific Islands	17,784	15.1%
Unemployed Persons	40,352	4.6%	Other	2,623	2.2%
Totals:	877,211	100.0%	Totals:	117,589	100.0%

Source: US Census.



Figure 2-1 shows the historic and projected juvenile population for King County. Total King County population increased by 1.5% annually from 1970 to 1990, while population for youth through 17 years of age decreased at a rate of .5% annually. Total population is projected to increase to 1,840,176 by 2010, a slightly lower growth rate of 1.1% per year. Juvenile population is projected to increase 20% from 1990 to 2010, compared to the period from 1970 to 1990 when juvenile population declined by 10% overall. The increasing juvenile population will increase the demand for services in the King County Juvenile Justice System.



Source: U.S. Census.

Table 2-2 presents the pattern in growth in "risk factors" that are associated with delinquency among the juvenile population in the state of Washington. The percent of Washington population below poverty increased 40% in a five year period (1990 - 1995). Domestic violence arrests increased substantially by 67% over the four year period, while the average number of youth on the family foster care caseload has grown by only 1% per year.



	1991	1995	% Increase
1. Youth in Washington (10 to 17)	545,411	627,229	15%
2. Percent of Washington Population Below Poverty	8.9%	12.5%	40.4%
3. Percent of Births to Teenage Mothers	10.9%	11.3%	3.7%
4. Teen Suicides (13 to 19)	52	40	-23%
5. Domestic Violence Arrests	18,216	30,460	67%
6. On-Time High School Graduation Rate	n/a	73%	n/a
7. Average Number of Children per Month on Family Foster Care Caseload	5,843	6,062	4%

Source: Washington State Institute for Public Policy and U.S. Census Bureau.

JUVENILE LAW ENFORCEMENT TRENDS

Table 2-3 contains the data on law enforcement trends for King County. The crime rate, expressed as the number of reported Part I Crimes per 1,000 population (murder, rape, aggravated assault, robbery, burglary, larceny/theft, motor vehicle theft, and arson) declined steadily from 1990 to 1996. Crime rates do not reflect crime by juveniles or adults; the total crime rate reflects the level of all crime in King County, whether committed by adults or juveniles.

Arrest information is maintained separately for juveniles and adults, for all types of arrests. Total juvenile arrests increased from 1990 to 1992, then decreased in 1993 and 1994. The number of arrests for violent offenses (murder, manslaughter, rape, robbery, and aggravated assault) represented 6.5% of total juvenile arrests in 1994. Juvenile arrest data for 1995 and 1996 is understated due to information system problems. (The following jurisdictions did not report in 1995 or 1996: King County Police; Algona; Clyde Hill; Federal Way; Seatac; Woodinville; and Burien.)

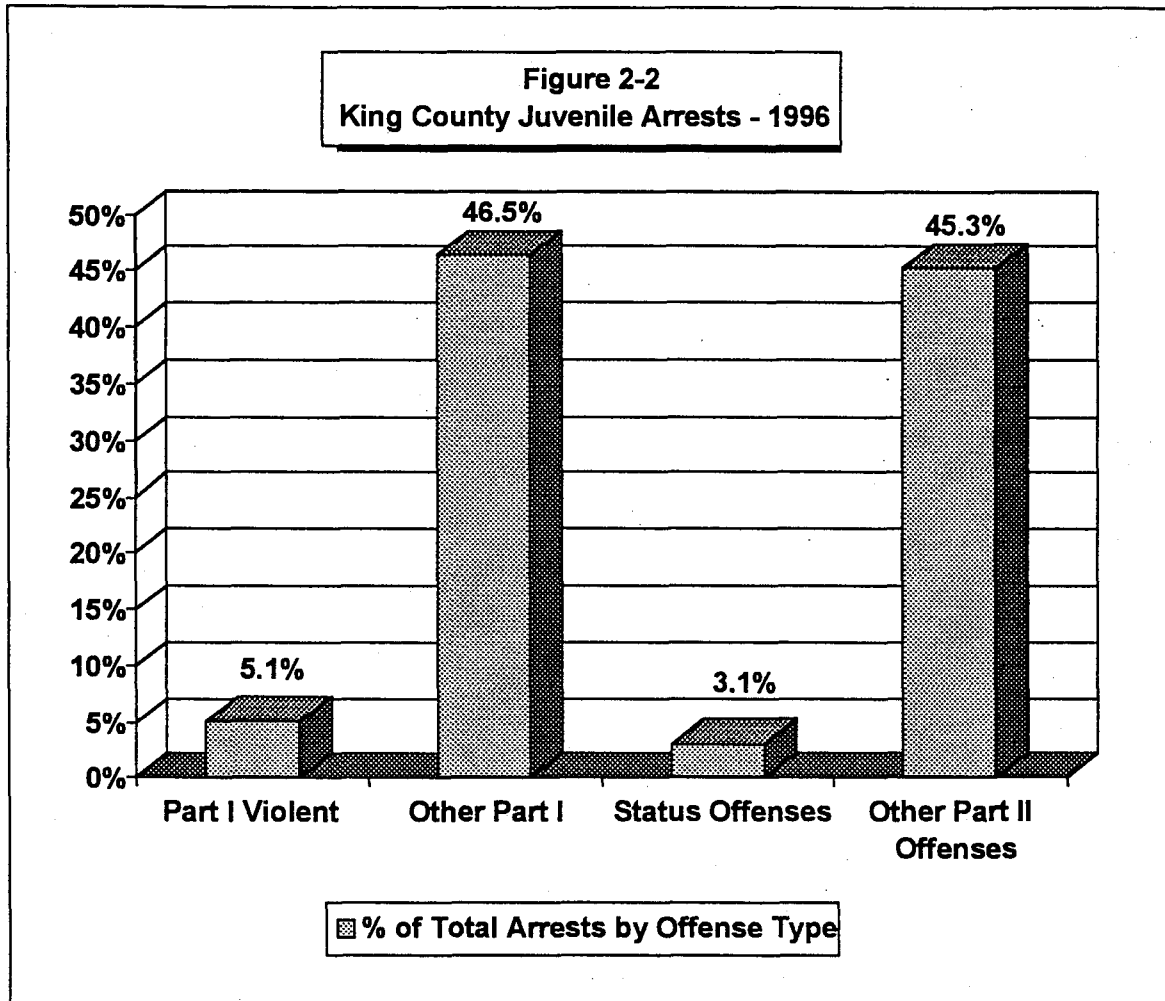
Figure 2-2 shows the break-down for King County juvenile arrests that were reported in 1996. Juveniles arrested for violent offenses represented 5.1% of total juvenile arrests in 1996. Juveniles arrested for Other Part I offenses and all other offenses (except status) represented 91.8% of total juvenile arrests in 1996.



**Table 2-3
COMMUNITY and JUVENILE LAW ENFORCEMENT TRENDS
King County, Washington**

	1990	1991	1992	1993	1994	Annual % Increase	1995	1996
COMMUNITY TRENDS								
Total Population	1,507,319	1,528,575	1,549,832	1,571,088	1,592,345	1.4%	1,613,601	1,626,694
Crime Rate	82.2	81.8	81.1	76.2	73.3	-2.7%	73.7	73.0
JUVENILE LAW ENFORCEMENT TRENDS								
Juvenile Population	340,079	346,944	353,809	360,674	367,539	2.0%	374,404	381,269
Total Arrests	16,302	17,602	18,298	17,994	16,259	-0.1%	9,997	9,809
Rate per 1,000 pop.	47.9	50.7	51.7	49.9	44.2	-1.9%	26.7	25.7
Crime Index Arrests	9,647	9,878	10,321	9,342	8,208	-3.7%	5,259	5,063
Rate per 1,000 pop.	28.4	28.5	29.2	25.9	22.3	-5.3%	14.0	13.3
Violent Offenses	1,741	1,681	1,672	1,943	1,057	-9.8%	457	498
% of Index Arrests	18.0%	17.0%	16.2%	20.8%	12.9%	-7.2%	8.7%	9.8%
Non-Index Arrests	6,655	7,724	7,977	8,652	8,051	5.2%	4,738	4,746
Non-Status Arrests	6,494	7,561	7,812	8,421	7,751	4.8%	4,470	4,443
Rate per 1,000 pop.	19.1	21.8	22.1	23.3	21.1	2.6%	11.9	11.7
Status Arrests	161	163	165	231	300	21.6%	268	303
Rate per 1,000 pop.	0.5	0.5	0.5	0.6	0.8	18.1%	0.7	0.8
% of Total Arrests	1.0%	0.9%	0.9%	1.3%	1.8%	21.7%	2.7%	3.1%
Curfew/Loitering	29	20	1	0	0	-25.0%	0	0
Runaway	132	143	164	231	300	31.8%	268	303
VIOLENT CRIME ARREST PROFILE								
Violent Crime Arrests								
Murder/Manslaughter	13	6	5	8	14	1.9%	9	11
Forcible Rape	109	121	139	127	106	-0.7%	26	33
Robbery	307	386	320	389	385	6.4%	234	276
Aggravated Assault	1,312	1,168	1,208	1,419	552	-14.5%	188	178
NOTES:								
(1) "Reported Crime" includes the Crime Index Offenses; Murder, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny/Theft, Vehicle Theft, and Arson.								
(2) Crime Rate is the number of Crime Index Offenses reported for every 1,000 persons in the population, including adults and juveniles.								
(3) Juvenile arrest rate is the number of arrests per 1,000 population age 17 and under.								
(4) "Violent Offenses" include Murder, Nonnegligent Manslaughter, Forcible Rape, Robbery, and Aggravated Assault.								
(5) "Status Arrests" consists of arrests for curfew violations, loitering, and runaways.								
(6) 1995 and 1996 juvenile arrest data is under-stated due to information system problems.								

Source: Washington Sheriff's Association.



Source: Washington Sheriff's Association.

JUVENILE COURT TRENDS

Juvenile court cases are divided into four areas: 1) offender, 2) dependency, 3) At-Risk Youth (ARY) and Children in Need of Supervision (CHINS), and 4) truancy. Juvenile offender filings relate to delinquency matters, and are the focus of this study.

Juveniles offenders enter the juvenile court through a referral, either from law enforcement, schools, human service agencies, or parents. The vast majority of referrals to the juvenile court come from law enforcement when a youth is arrested. Table 2-4 illustrates the trend in juvenile offender referrals from 1993 to 1997. Total offender referrals to the juvenile court decreased by .9% per year during the review period. An 8 ½% increase in offender referrals occurred between 1995 and 1996, but referrals then decreased by 14% between 1996 and 1997.



	1993	1994	1995	1996	1997	Annual % Change
Total Referrals	15,748	16,651	15,950	17,303	15,192	-0.9%

Source: King County DYS.

Table 2-5 shows an analysis of the referrals for 1997. African American youth comprised 27% of referrals to the court, which is roughly four times higher than their representation (7%) in the juvenile population. Juveniles referred for crimes against property accounted for 50% of all referrals in 1997, while juveniles referred for crimes against person accounted for 21.6% of all referrals. Nationally, the offense categories for juveniles referred to court in 1997 are almost identical to King County (according to the U.S. Department of Justice, 1996):

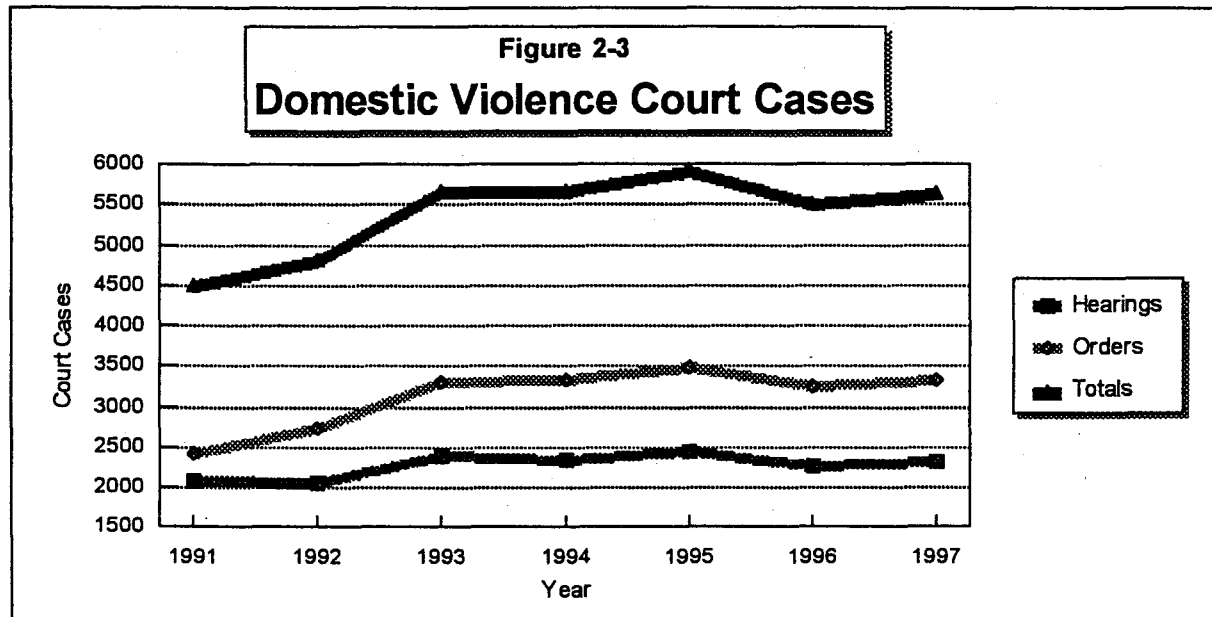
- ▶ Crimes Against Property = 52%
- ▶ Crimes Against Person = 22%
- ▶ Drug Offenses = 8%
- ▶ Public Order = 19%

	#	% of Total
Gender:		
Male	10,961	71.6%
Female	4,338	28.3%
Unknow n/Missing	17	0.1%
Total	15,316	100.0%
Race:		
Caucasian	8,553	55.8%
African American	4,120	26.9%
Asian	1,425	9.3%
American Indian	314	2.1%
Hispanic	591	3.9%
Other	149	
Unknow n/Missing	164	1.1%
Total	15,316	99.0%
Offense Category:		
Crimes Against Property	7,785	50.8%
Crimes Against Person	3,309	21.6%
Drug Offenses	874	5.7%
Status Offenses	636	4.2%
Warrants	424	2.8%
Parole hold/suspended/revocation	256	1.7%
Weapons/Firearm Offenses	177	1.2%
Other Offenses	1,855	12.1%
Total	15,316	100.0%

Source: King County DYS.



Figure 2-3 displays domestic violence court case trends for the period from 1991 to 1997. Total domestic violence court cases have grown by 25% from 1991 to 1997, to a total of 5,644 cases. The use of court orders has grown faster than hearings, at a 37% total increase versus 12% for hearings. As of 1997, ex-parte domestic violence cases represented 29% of all domestic violence cases, and court hearings and orders represented the remaining 71%.



Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-6 shows juvenile court filings by type for the period from 1992 to 1997. The increase in juvenile filings has been driven by increases in ARY/CHINS and truancy filings. Truancy was not a factor in court filings prior to 1995, but became a major factor with a high level of growth for the past two years. Dependency and offender filings decreased by 3.8% and 1.6% respectively per year between 1992 and 1997 (It should be noted that offender filings for the first six months of 1998 have increased.). Offender cases accounted for 84% of all filings in 1992, then declined to 55% by 1997. Truancy filings comprised 32% of total filings in 1997. Nationally, status offenses increased 66% between 1985 and 1994 - truancy alone increased by 67%.

Table 2-7 displays the trend in juvenile court trials from 1992 to 1997. The number of trials more than tripled during the review period, but the number of trial hours increased by only 37%, and the average trial time decreased by 58%. By 1997, truancy accounted for the highest percentage of trials at 57%. Offender trials grew in volume slightly during the mid-term, then decreased to the 1993 level by the end of the period. ARY and CHINS trials were 42% less than dependency trials in 1992, but exceeded dependency by almost 96% in 1997.

Total and average trial hours are shown in Table 2-8. The growth in total trial hours appears to be driven primarily by the major increase in truancy, and slight increases in ARY/CHINS and dependency trials. Average trial time has declined overall, with dependency trials being by far the most time consuming since 1993.



Table 2-6
Juvenile Court Filings - 1992 to 1997

Year	Dependency	ARY & CHINS	Truancy*	Offender	Totals
1992	1,398	214	2	8,434	10,048
1993	1,295	239	n.a.	7,931	9,465
1994	1,150	273	4	8,462	9,889
1995	1,082	334	766	7,989	10,171
1996	1,034	534	3,895	9,035	14,498
1997	1,134	647	4,506	7,775	14,062
% Growth	-19%	202%	225200%	-8%	40%
Avg./Yr.	-3.8%	40.5%	45040%	-1.6%	8%

Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-7
Juvenile Court Trials - 1992 to 1997

Year	Dependency	ARY & CHINS	Truancy	Offender	Totals
1992	278	42	2	672	994
1993	128	66	0	725	919
1994	107	50	2	893	1,052
1995	132	96	39	865	1,132
1996	161	256	741	687	1,845
1997	230	450	1,853	730	3,263
% Growth	-17%	971%	92550%	9%	228%
Avg./Yr.	-3.5%	194%	18510%	1.7%	45.7%

Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-8
Total and Average Trial Hours - 1992 to 1997

Year	Dependency		ARY & CHINS		Truancy		Offender		All Trials	
	Trial Hours	Avg. Hours	Trial Hours	Avg. Hours	Trial Hours	Avg. Hours	Trial Hours	Avg. Hours	Trial Hours	Avg. Hours
1992	783.5	2.82	55	1.31	1.75	0.88	1,750.50	2.6	2,590.75	2.61
1993	596.5	4.66	53.5	0.81	0	0	1,507	2.08	2,157	2.35
1994	798	7.46	54	1.08	100	n.a.	1,905	2.13	2,857	2.72
1995	797.5	6.04	78.75	0.82	10.25	0.26	2,044.25	2.36	2,930.75	2.59
1996	1,126.5	7	159.5	0.62	244.5	0.33	1,604.25	2.34	3,134.75	1.70
1997	1,095.5	4.76	201.95	0.45	523.5	0.26	1,732	2.37	3,552.95	1.09
% Growth	40%	69%	267%	-66%	29814%	-70%	-1%	-9%	37%	-58%
Avg./Yr.	8.0%	13.8%	53.4%	-13.1%	5962.9%	-14.1%	-0.2%	-1.8%	7.4%	-11.6%

Source: King County Superior Court, Dept. of Judicial Administration.



Table 2-9 shows juvenile offender case dispositions by category for the period from 1992 to 1997. Guilty pleas remained the major type of disposition, but there was a noticeable drop in volume from 1996 to 1997. Dismissals are still the second most prevalent type of disposition, however, a steady decline in volume has occurred. Deferred prosecution has continued to rise to almost the level of dismissals as of 1997, while convictions showed a slight increase by 1997. "Guilty pleas before trial" combined with dismissals account for approximately 85% of all dispositions in 1992, then declined to 63% by 1997.

Juvenile case disposition rates from 1992 to 1997 are displayed in Table 2-10. Until 1997, the court's disposition rate was high, but the 1997 total disposition rate fell to 83%. The rapidly increasing number of truancy cases artificially distorted the total disposition rate, as many of the truancy cases are not disposed until the end of the next school year. The disposition rate for offender cases was 100% or higher from 1993 to 1997.

Year	Acquittal by Court	Change of Venue	Consolidated Cases	Continued or Deferred Pros	Convicted by Court	Dismiss After Trial	Declination of Jurisdiction	Dismissal	Guilty Plea	Guilty Plea After Trial	Statistical Completion	Uncontested
1992	172	68	1	5	516	-	16	3,333	3,581	-	1	401
1993	165	142	-	157	433	1	22	3,220	3,347	-	3	586
1994	173	147	1	1,350	579	-	36	2,312	3,560	-	-	550
1995	194	36	-	1,258	549	-	24	2,247	3,463	-	-	780
1996	147	33	2	1,519	519	1	9	2,191	3,662	1	1	933
1997	149	10	-	1,655	588	-	9	1,901	3,120	-	-	578
% Growth	-13%	-85%	n.a.	23%	14%	n.a.	-44%	-43%	-13%	n.a.	n.a.	44%
Avg./Yr.	-2.7%	-17.1%	n.a.	7.5%	2.8%	n.a.	-8.8%	-8.6%	-2.6%	n.a.	n.a.	8.8%

Source: King County Superior Court, Dept. of Judicial Administration.

Year	Dependency	ARY & CHINS	Truancy	Offender	Totals
1992	124%	125%	100%	96%	100%
1993	116%	84%	n.a.	102%	103%
1994	107%	71%	0%	103%	102%
1995	90%	97%	20%	107%	98%
1996	73%	80%	98%	100%	97%
1997	103%	106%	40%	103%	83%
% Growth	-17%	-15%	-60%	7%	-17%
Avg./Yr.	-3.4%	-3%	-12%	1.5%	-3.5%

Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-11 shows the year-end pending cases for 1992 to 1997. Since 1994, an upward trend has occurred in all pending case types except offender cases. The number of offender cases



decreased significantly during the review period. Truancy pending cases increased dramatically from 1996 to 1997.

The average age of pending cases is displayed in Table 2-12 for the period from 1992 to 1997. ARY/CHINS average age of pending cases showed the highest increase from 99 to 665 days. The age of pending dependency cases decreased significantly from 729 to 481 days, while pending offender cases' age decreased dramatically from 414 to 54 days. The overall average age of pending cases decreased by 71 days, declining rapidly from 1992 to 1994, then increasing in the following years.

Table 2-13 shows the average age of resolved cases for the period from 1992 to 1997. Although the average age dropped substantially from 1992 to 1996, 1997 showed a 31-day increase. The time-frame for resolution of each type of case increased from 1996 to 1997. The 1997 offender case average age of 59 days exceeds the national standards of 30 days for detained youth and 45 days for non-detained youth (Institute of Judicial Administration, ABA, "Juvenile Justice Standards for Court Organization and Administration, 1980").

Table 2-11
Year-end Pending Cases - 1992 to 1997

Year	Dependency	ARY & CHINS	Truancy	Offender	Totals
1992	830	44	-	3,536	4,410
1993	623	81	-	2,910	3,614
1994	542	151	4	1,423	2,120
1995	646	162	354	1,168	2,330
1996	932	250	482	1,300	2,964
1997	901	221	1,831	1,195	4,148
% Growth	9%	402%	45675%	-66%	-6%
Avg./Yr.	1.7%	80%	15225%	-13.2%	-1.2%

Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-12
Average Age of Pending Cases (days)
1992 to 1997

Year	Dependency	ARY & CHINS	Truancy	Offender	Average
1992	729	99	n.a.	414	414
1993	504	126	n.a.	472	367
1994	221	212	204*	57	163
1995	265	355	35	62	179
1996	324	423	51	85	221
1997	481	665	173	54	343
% Growth	-34%	572%	394%	-87%	-17%
Avg./Yr.	-6.8%	114%	197%	-17.4%	-3.4%

Note: Since this average is for only 2 cases filed in 1994 it is not used in the trend calculations.

Source: King County Superior Court, Dept. of Judicial Administration.



Year	Dependency	ARY & CHINS	Truancy	Offender	Average
1992	662	631	29	155	369
1993	372	66	n.a.	147	195
1994	327	114	n.a.	237	226
1995	166	108	4	60	85
1996	186	58	50	54	87
1997	233	77	101	59	118
% Growth	-65%	-88%	2425%	-62%	-68%
Avg./Yr.	-13.0%	-18%	808%	-12.4%	-13.6%

Source: King County Superior Court, Dept. of Judicial Administration.

Table 2-14 displays the Superior Court workload indicators for the period from 1992 to 1997. While the number of trials per court (judges and commissioners) grew by 80%, filings, trial hours and dispositions per court all declined. The increase in trials per court is driven by the increase in ARY/CHINS and truancy trials, indicating an increase in formal handling of cases.

Year	Filings per		Trials per		Trial Hours per		Dispositions per	
	Court	Ops. Staff	Court	Ops. Staff	Court	Ops. Staff	Court	Ops. Staff
1992	2,512	670	249	66	648	173	2,524	673
1993	2,366	631	230	61	539	144	2,445	652
1994	1,648	360	175	38	476	104	1,689	368
1995	1,453	345	162	38	419	99	1,430	339
1996	2,071	475	264	60	448	103	2,004	460
1997	1,926	435	447	101	487	110	1,599	361
% Growth	-23%	-35%	80%	52%	-25%	-36%	-37%	-46%
Avg./Yr.	-4.7%	-7%	16.0%	10%	-5.0%	-7%	-7.3%	-9%

Source: King County Superior Court, Dept. of Judicial Administration.

DIVERSION TRENDS

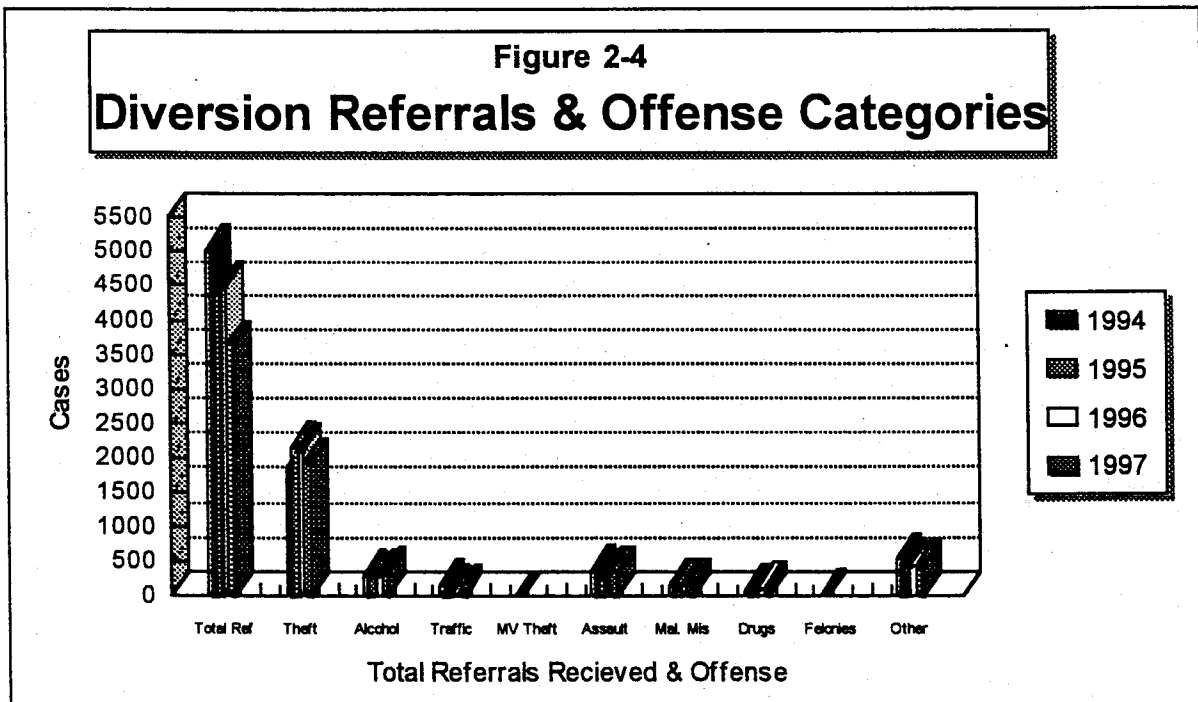
Figure 2-4 illustrates Superior Court diversion program referrals by offense type for the period from 1994 to 1997. Referrals for diversion for drug, alcohol and theft cases increased, while other offense categories declined; the overall number of diversion referrals received decreased during the review period. In 1995, the State Legislature disallowed the diversion of offenders charged with taking a motor vehicle without permission and the unauthorized use of a parent's credit card. This meant that a number of cases that traditionally had been resolved between the youth, their



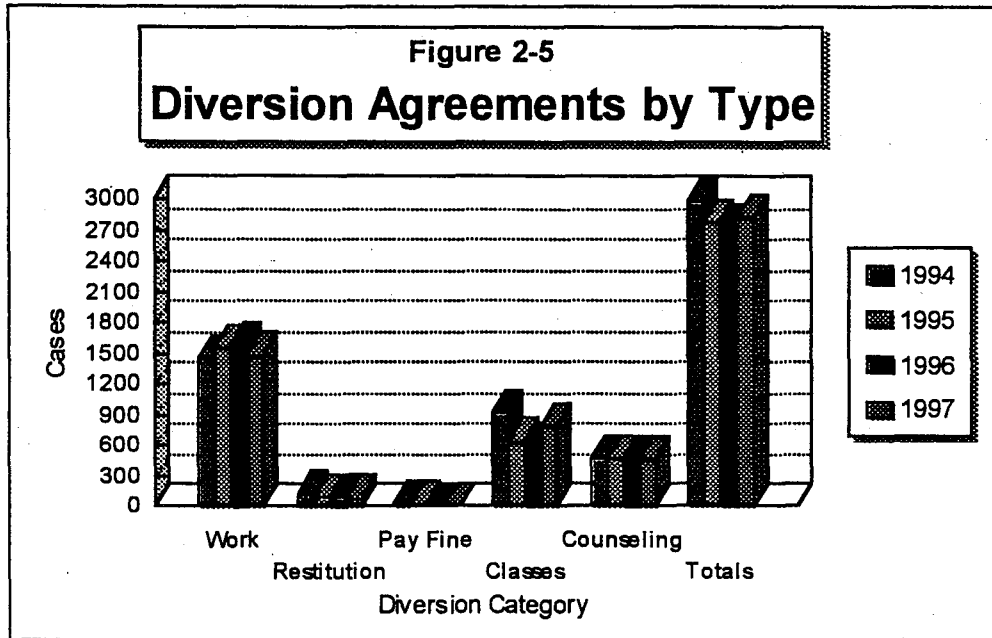
family and a community diversion board now required formal court filing and processing. In 1997, 31% of cases referred to the juvenile court were diverted, in contrast to the 1994 national average of 45% of delinquent cases diverted from adjudication.

Diversion agreements by type are displayed in Figure 2-5. Community service or other assigned work continues to be the major sanction used for diverting juvenile offenders, representing 48% of all diversions in 1994 and 52% in 1997. The use of fines as a diversion sanction declined more than any other category. The total number of diversion agreements declined slightly from 1994 to 1997, compared to a significant increase in the number of offenders detained.

Table 2-15 shows the diversion program trends and associated success rates. For the period from 1994 to 1997 an average of 66% of the total cases seen by diversion committees signed diversion agreements, while the remaining 34% were counseled and released. In 1997, 80% of the diversion agreements were successfully completed. Over 10% of diversion cases had prior offenses from 1994 to 1997, and the average success rate was still 76%; this compares very favorably from a national perspective. The program's consistently high success rate indicates that some higher level offenders could probably be managed by diversion without diminishment of public safety.



Source: King County Superior Court, Dept. of Judicial Administration.



Source: King County Superior Court, Dept. of Judicial Administration.

**Table 2-15
Diversion Program Trends and Success Rates**

Year	Cases Handled					Diversion Agreements Completed		Diversion Agreements Violated		Cases Seen With Prior Offenses	
	Tot. Cases Seen	Agreements Signed		Counseled & Released		#	% of Tot	#	% of Tot	#	% of Tot
		#	% of Tot	#	% of Tot						
1994	3,392	2,295	68%	1,085	32%	1,724	75%	243	11%	460	14%
1995	3,581	2,278	64%	1,296	36%	1,651	72%	337	15%	361	10%
1996	3,544	2,291	65%	1,247	35%	1,771	77%	291	13%	336	9%
1997	3,380	2,217	66%	1,144	34%	1,771	80%	246	11%	411	12%
% Change	-0.4%	-3%	-3%	5%	6%	3%	6%	1%	5%	-11%	-10%
Avg./Year	-0.1%	-1%	-1%	2%	2%	1%	2%	0%	2%	-4%	-3%

Note: Of the total cases seen by diversion committees a marginal number (7 to 19) are rejected by the committees each year and that data shows no significant trend. Cases that were "counseled and released" were considered to be resolved with the family and no further supervision via a diversion agreement was deemed necessary. The counts of "agreements completed" and "agreements violated" do not equal 100% of "agreements signed" as some cases carry over to the following calendar year (9% to 14% annually).

PROSECUTOR AND PUBLIC DEFENDER CASE TRENDS

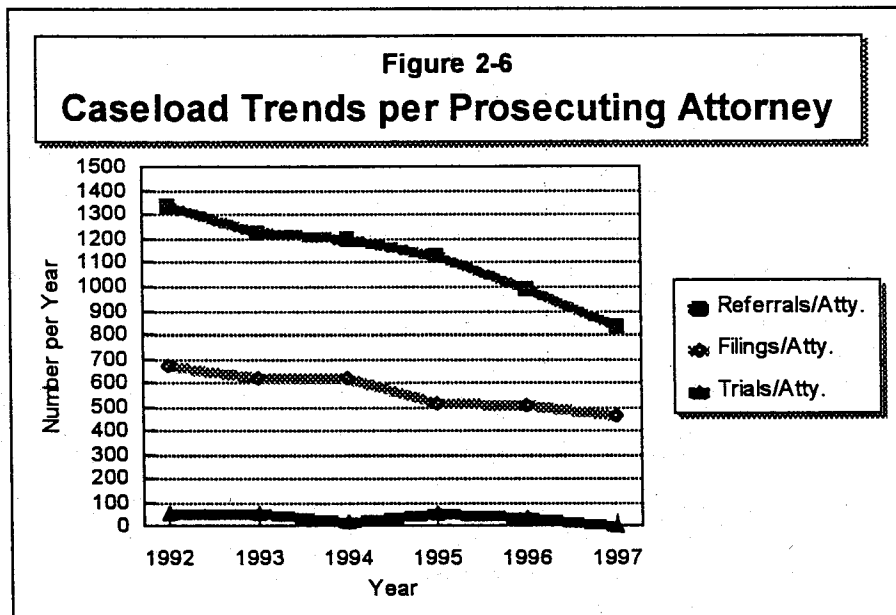
Table 2-16 shows the caseload trends and staffing for the Prosecuting Attorney's Juvenile Section for the period from 1992 to 1997. The number of assigned attorneys increased by 7% per year, going from 12 to 16 attorneys. The number of referrals to the juvenile section declined 17% between 1992 and 1997, going from 16,068 to 13,304 referrals. On a per attorney basis, the overall trend for referrals, filings, and trials declined from 1992 to 1997. Figure 2-6 graphically displays these trends.



**Table 2-16
Pros. Atty. Juvenile Section Caseload Trends
1992 to 1997**

Year	Attorneys	Referrals	Filings	Trials	Referrals Per Attorney	Filings Per Attorney	Trials Per Attorney
1992	12	16,068	8,012	682	1,339	668	57
1993	12	14,666	7,388	700	1,222	616	58
1994	13	15,602	8,016	260	1,200	617	20
1995	14	15,834	7,190	820	1,131	514	59
1996	15	15,854	8,148	662	1,057	543	44
1997	16	13,304	7,377	n.a.	832	461	n.a.
% Growth	33%	-17%	-8%	-100%	-38%	-31%	-100%
Avg./Yr.	6.7%	-3.4%	-2%	-20%	-8%	-6%	-20%

Source: Prosecuting Attorney's Office, Juvenile Section.



Source: Prosecuting Attorney's Office, Juvenile Section.

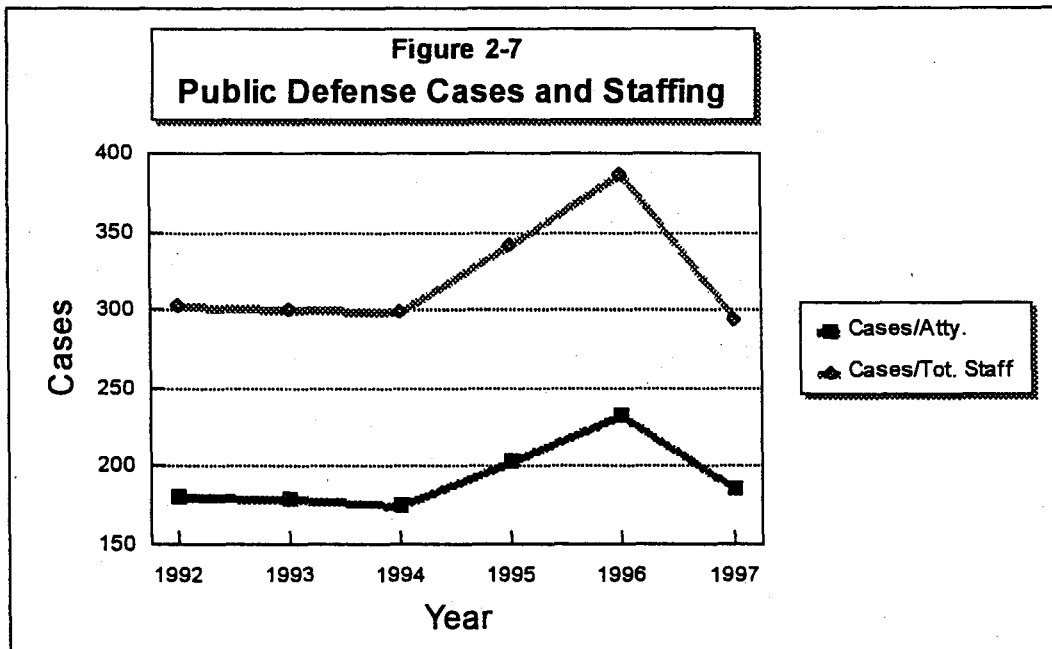
Table 2-17 shows the caseload trends and staffing for the King County Office of Public Defense for the period from 1992 to 1997. The number of assigned attorneys increased from 28.6 to 31.17, a 9% increase, while the number of cases handled increased by 5.6% for the same period. The number of support staff declined by approximately 7.5% during the review period. Figure 2-7 graphically displays the trend in the number of cases handled per attorney and the number of cases per total Public Defense staff. The number of cases per attorney declined by about 3.1% between 1992 and 1997. From data reported, a full-time equivalent of about 31 defense attorneys handled 9,157 cases in 1997, compared to 16 prosecuting attorneys that handled 7,377 filings in 1997.



**Table 2-17
Public Defense Caseloads and Staffing**

Year	Cases	Attorneys	Support Staff	Total Staff & Attys.	Cases Per Total Staff	Cases Per Attorney
1992	8,674	28.6	19.45	48.05	181	303
1993	8,674	28.9	19.65	48.55	179	300
1994	8,240	27.5	19.58	47.08	175	300
1995	9,987	29.25	20.02	49.27	203	341
1996	10,491	27.1	17.99	45.09	233	387
1997	9,157	31.17	17.99	49.16	186	294
% Change	5.6%	9.0%	-7.5%	2.3%	3.2%	-3.1%
Avg./Year	1.11%	1.80%	-1.50%	0.46%	0.64%	-0.63%

Source: King County Office of Public Defense, May 1998.



Source: King County Office of Public Defense, May 1998.

SECURE DETENTION TRENDS

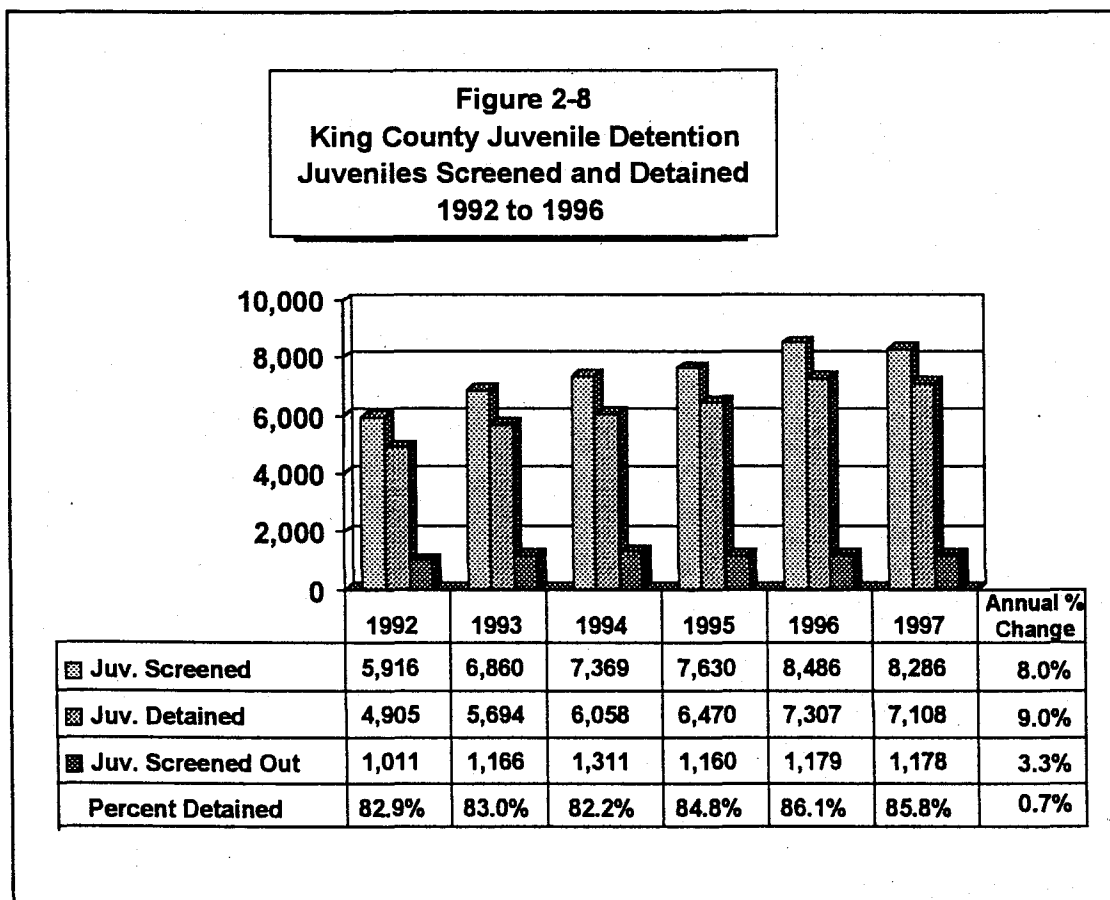
Trends in the use of secure juvenile detention were examined by looking at three aspects: the Average Daily Population (ADP) of juveniles detained in detention facilities; the pattern of Admissions; and the Average Length of Stay (ALOS) for juveniles placed in secure detention. As



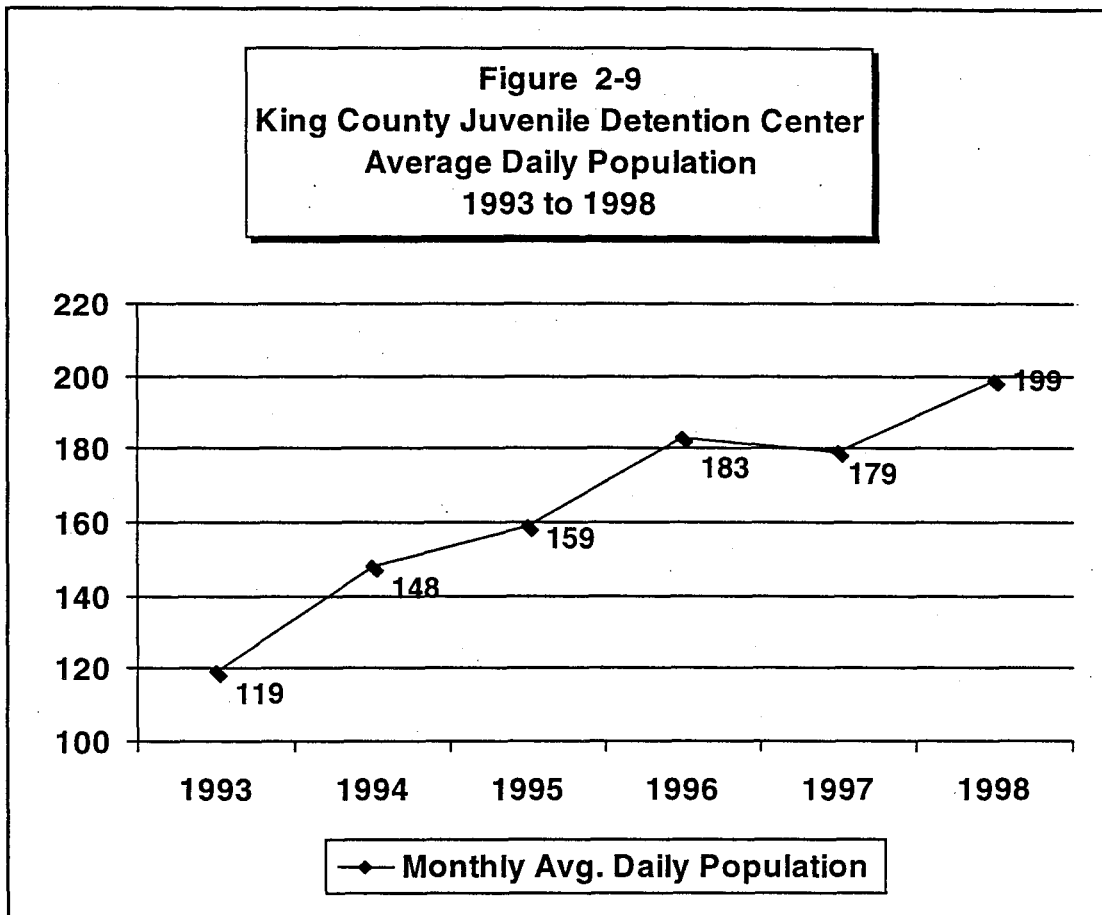
with any institution, the size of the detention population is determined by how many juveniles are admitted and how long they are kept there (ALOS). In order to understand the growth in the secure detention population, it is necessary to examine the trends in Admissions and ALOS.

Figure 2-8 presents the trends in youth that are screened at the King County Detention Center, and those that are actually detained. The number of juveniles screened for detention increased 8% per year between 1992 and 1997, while the percentage of youth detained has remained constant at 83% to 86% of total youth presented to detention.

Figure 2-9 shows the significant growth trend in the number of juveniles in secure detention. The average daily population in secure detention increased 13.5% per year between 1993 and 1998, a daily increase of 80 juvenile offenders. The increase in average daily population is driven largely by the increase in average length of stay (contributing 62.5% of the increase, or 50 offenders), while the remaining 30 offender increase can be attributed to increasing admissions (contributing 37.5% of the increase). These estimates are approximate due to the use of calculated average length of stay at the beginning of the period (1993) and King County calculated average length of stay for 1998.



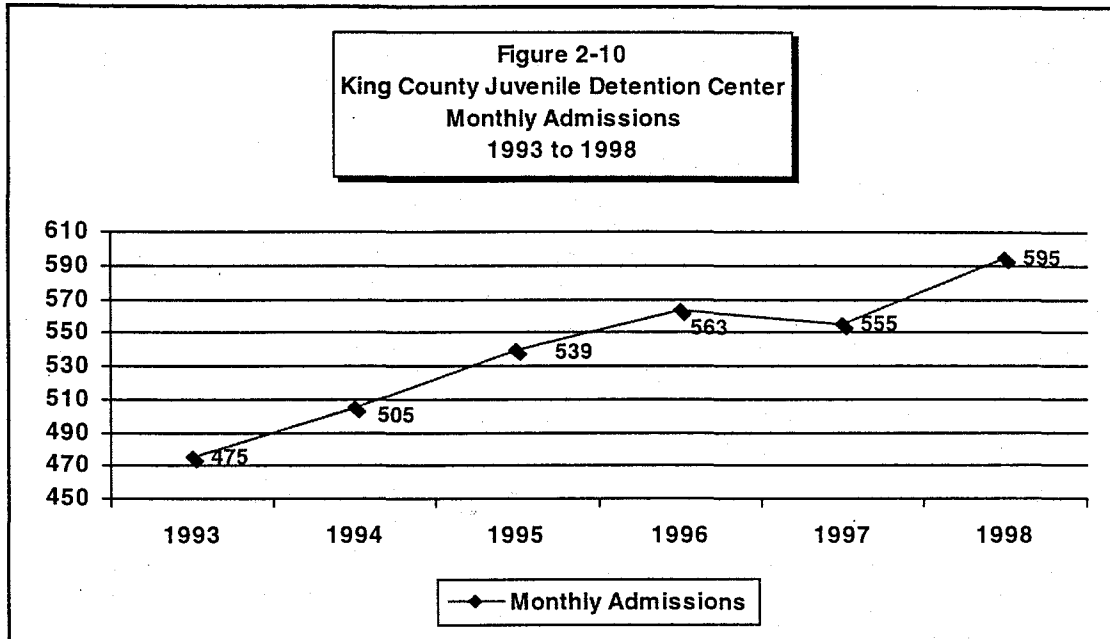
Source: King County DYS.



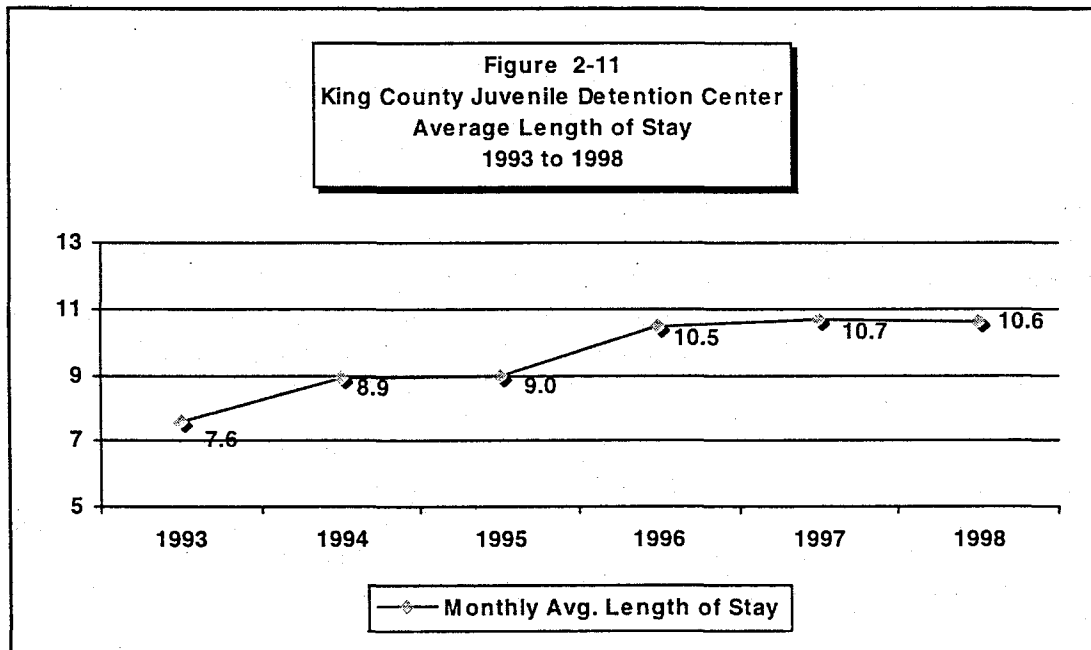
Source: King County Detention Center.

The trend in admissions to the King County Juvenile Detention Center is displayed in Figure 2-10. Total monthly admissions have increased by 5% per year between 1993 and 1998. In 1997, 35% of youth referred to the juvenile court were admitted to secure detention. Nationally, juveniles were held in secure detention facilities at some point between referrals and dispositions in 21% of all delinquency cases disposed in 1994 (U.S. Department of Justice, 1996).

Figure 2-11 presents the average length of stay statistics for the period from 1993 to 1997. Average length of stay has increased 8% per year between 1993 and 1998. Increases in length of stay have driven the increase in average daily population at the detention center more than increased admissions. Both sentenced and non-sentenced boys stay longer than girls in detention, the 1997 overall average length of stay was 11.29 days for boys and 8.52 days for girls.



Source: King County Detention Center.



Source: King County Detention Center.



A profile of juvenile offenders admitted into secure detention for 1995, 1996, 1997, and 1998 through April 16th is presented in Table 2-18. The number of females in detention has increased from 18.6% of the population in 1995 to 25% in 1998. The racial composition of youth in detention has remained constant since 1995, with a high level of disproportionate minority confinement. African American youth comprise 7% of the juvenile population, but 33% of admissions to secure detention. The number of youth age 12 to 14 in detention has gone up slightly since 1995, while the number of youth age 17 in detention has gone down slightly. The number of youth admitted to detention as CHINS has gone from 0% in 1995 to 10% in 1998. For the first two months of 1998, youth screened in on warrant(s) only represented a large portion of total admissions - 33% in January 1998 and 26% in February 1998.

	1995	1996	1997	1998
	% of Total	% of Total	% of Total	% of Total
Gender:				
Male	81.4%	78.9%	77.0%	74.8%
Female	18.6%	21.1%	23.0%	25.2%
Total	100.0%	100.0%	100.0%	100.0%
Race:				
Caucasian	45.7%	44.0%	47.2%	48.1%
African American	34.3%	36.0%	34.7%	33.1%
Asian	10.6%	9.7%	8.5%	9.9%
Hispanic	4.4%	5.0%	5.2%	3.4%
American Indian	3.1%	3.4%	2.8%	3.4%
Other	1.9%	1.9%	1.6%	2.1%
Total	100.0%	100.0%	100.0%	100.0%
Age:				
11 and under	0.1%	0.6%	0.4%	0.3%
12	1.5%	1.7%	2.2%	3.1%
13	6.4%	6.4%	7.2%	7.9%
14	13.6%	14.7%	13.6%	14.2%
15	22.1%	21.3%	21.7%	19.7%
16	25.9%	26.0%	25.1%	26.3%
17	27.7%	26.0%	25.3%	25.3%
18 and over	2.7%	3.3%	4.5%	3.2%
Total	100.0%	100.0%	100.0%	100.0%

Source: King County Department of Youth Services.

Table 2-19 shows a snapshot profile of juveniles in secure detention on April 8, 1998. Based on the one day snapshot in 1998, roughly ½ of the youth in secure detention are from Seattle. Youth arrested by the Seattle Police Department and King County Police comprise 58% of youth in detention. Approximately 65% of admissions to detention are pre-adjudicated and 22% are sentenced. Based on the one day snapshot in 1998, admissions to detention for Class A offenses (serious crimes against persons) are 3 times higher than Class A offenses admissions in 1997.

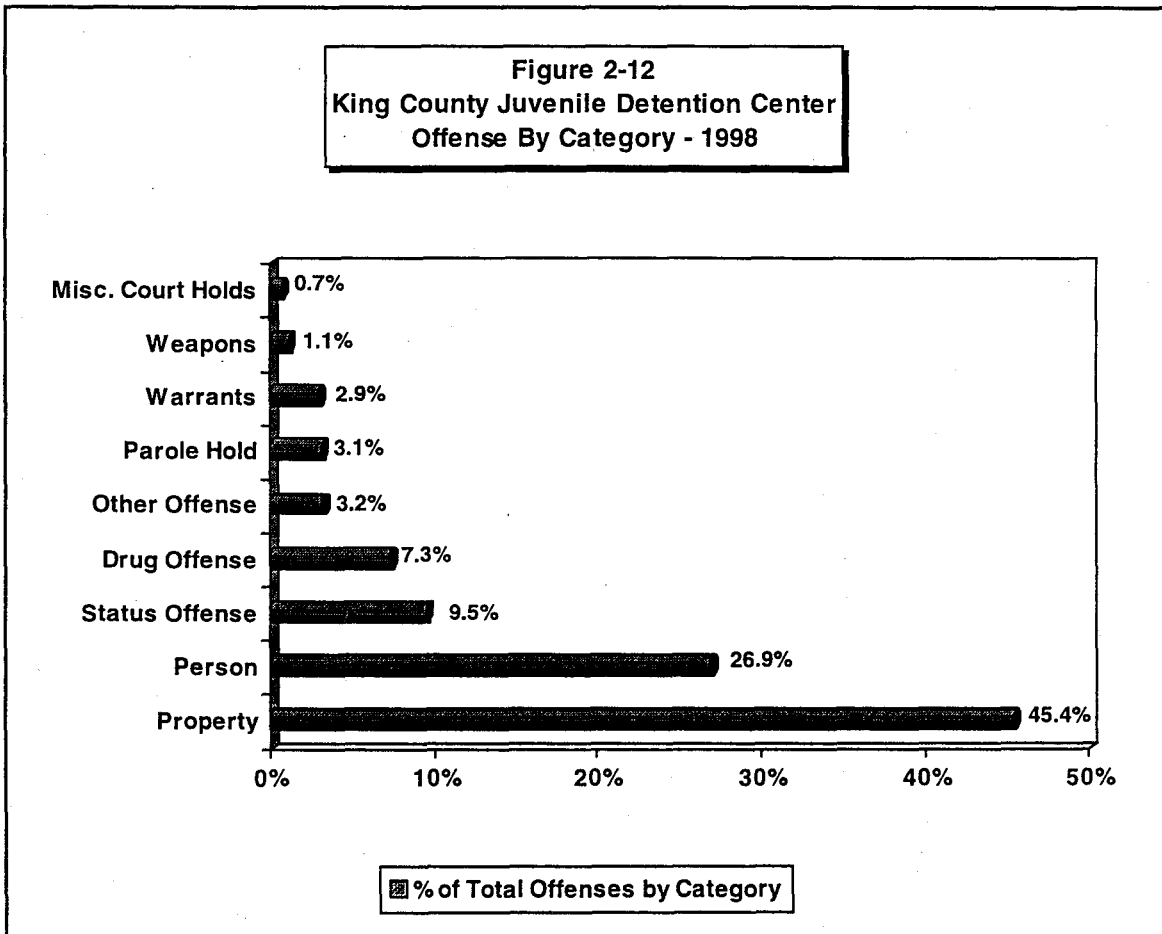


Table 2-19 Secure Juvenile Detention - Snapshot Profile - 4/8/98 King County, Washington		
	#	% of Total
Gender:		
Male	164	80.0%
Female	41	20.0%
Total	205	100.0%
Race:		
Caucasian	95	46.3%
African American	64	31.2%
Asian	29	14.1%
American Indian	7	3.4%
Hispanic	6	2.9%
Other	4	2.0%
Total	205	100.0%
City of Residence:		
Seattle	93	45.4%
Kent	17	8.3%
Auburn	12	5.9%
Federal Way	12	5.9%
Renton	8	3.9%
Bellevue	7	3.4%
Kirkland	7	3.4%
Other	49	23.9%
Total	205	100.0%
Arresting Jurisdiction:		
Seattle PD	79	38.5%
King County Police	40	19.5%
Federal Way PD	11	5.4%
Tukwila PD	10	4.9%
Bellevue PD	9	4.4%
Burien PD	7	3.4%
Renton PD	6	2.9%
Other	43	21.0%
Total	205	100.0%
Status:		
Non Sentenced	135	65.9%
Sentenced	46	22.4%
Inst. Commitments Awaiting Transp	6	2.9%
Subpeona/Witness/Material Witness	6	2.9%
Dependent	4	2.0%
Parole Suspension/Offenders	4	2.0%
Out of Jurisdiction	4	2.0%
Total	205	100.0%
Age:		
12	7	2.8%
13	18	7.3%
14	35	14.2%
15	46	18.6%
16	73	29.6%
17	60	24.3%
18 and over	8	3.2%
Total	247	100.0%
Note: Age data includes continuum of care and offenders out on passes.		

Source: King County DYS.



A breakdown of committing offenses (does not include criminal history) for all youth admitted from January 1 to April 16, 1998 is presented in Figure 2-12. Based on the 1998 admissions profile, youth admitted for crimes against property comprise roughly 1/2 of admissions (45.4%). Youth admitted for crimes against persons comprise 27% of total admissions. National data indicates that in 1994, 25% of youth were detained for offenses against persons, 42% were detained for property offenses, 10% were detained for drug offenses, and 22% were detained for public order (U.S. Justice Dept., 1996). It should be noted that the 2.9% figure for warrants is understated due to the fact that the Detention Center lists the previous offense as the committing offense in many cases, rather than a warrant. Further detailed study indicates that approximately one-third of all offenders are presented to detention on warrants.

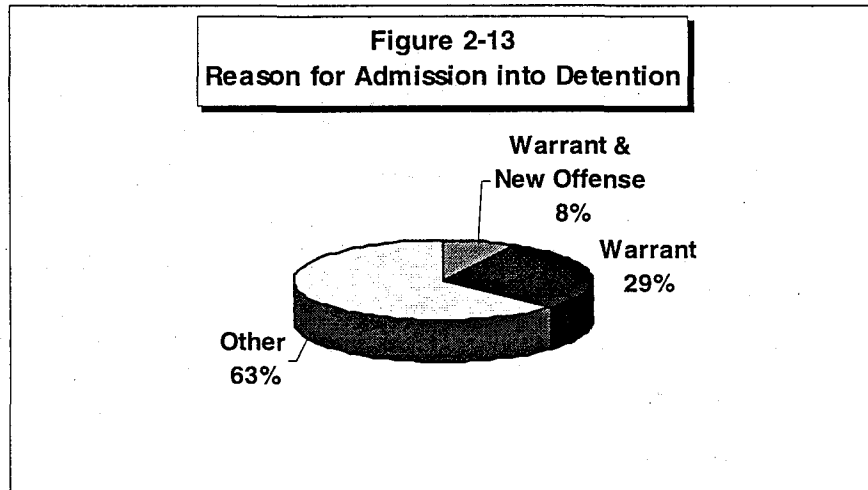


Source: King County Detention Center.



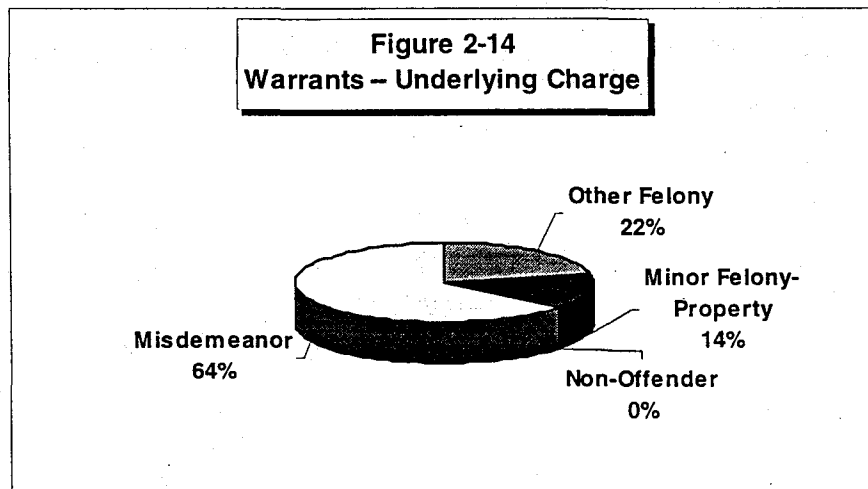
The majority of warrants are issued for failure to appear at court hearings. The arraignment and case setting hearings account for about half of all warrants issued. Most juveniles presented to detention *on warrants* are admitted. As shown in Figure 2-13, warrants represent 29% of all admissions into detention. However, the underlying offenses for most warrants are non-violent, minor offenses. Figure 2-14 shows that 64% of warrants issued are for misdemeanor offenses.

Warrants result in significant additional workload for all juvenile justice agencies. Aside from incorrigible behavior, the most frequent reasons for failing to appear are problems related to notifying the juvenile. In particular, notification problems largely involve sending the hearing notice to the correct address.



Note: Sample period is 10/96.

Source: JJWAN and Screening Logs.



Source: March & April warrants from JJWAN, N=603.



A recidivism analysis for 1997 admissions revealed that 26.1% of youth admitted to secure detention had never been admitted to detention before. The vast majority of youth admitted to secure detention (74%) had previously been admitted to secure detention.

Table 2-20 displays the trend in average daily population for sentenced offenders for the period from 1993 to 1997. The average daily population of sentenced youth in detention has doubled during the review period. The increase has been fairly consistent from year to year, with an average growth of 4.4 offenders per year. Probation violators represent 80% of the sentenced youth population.

The trend in population growth for non-offenders is shown in Table 2-21. The number of non-offender youth admissions has increased 854% between 1995 and 1997, and the average daily population of non-offender youth in detention increased from less than 1 youth per day in 1995 to 5.4 youth per day in 1997.

Table 2-20 Sentenced Average Daily Population - 1993 to 1997 King County Juvenile Detention Center					
	1993	1994	1995	1996	1997
January	17.4	21.0	30.4	26.2	29.2
February	19.8	20.7	26.0	32.2	40.6
March	15.9	23.2	26.8	35.0	31.7
April	25.4	21.4	30.5	35.8	44.9
May	21.4	19.7	23.8	37.5	40.8
June	16.7	22.1	32.2	41.1	39.3
July	14.4	24.7	26.4	28.7	26.4
August	16.1	22.9	30.9	30.3	32.7
September	14.6	21.0	18.3	21.7	32.6
October	20.5	21.0	31.3	27.7	31.6
November	18.6	23.5	31.2	31.9	46.1
December	22.0	28.4	34.5	32.5	39.7
Monthly Average	18.6	22.5	28.5	31.7	36.3
Hi Month	25.4	28.4	34.5	41.1	46.1
Lo Month	14.4	19.7	18.3	21.7	26.4
Peaking Rate (1)	36.9%	26.4%	20.9%	29.6%	27.0%
Average Annual Rate of Change					
Percent Change per Year		23.9%			
Actual Number Change per Year		6.9			
(1) Note: Peaking rate represents the high monthly ADP over the average daily population for the year.					

Source: King County Detention Center.



	1995	1996	1997	Annual % Change
Admissions	34	194	615	854.4%
Average Length of Stay	4.24	3.85	3.99	-2.9%
Average Daily Population	0.39	2.04	5.43	646.2%

Note: 1997 data is through September, 1997.

Source: King County DYS.

Table 2-22 shows an analysis of detention center releases for 1997 by the form of release and length of stay. The vast majority of youth were released to a parent (40.9%). In terms of length of stay, 27% of youth were released within 24 to 48 hours, 30% of youth were released within 3 to 7 days, and 25.8% of youth stayed in excess of 15 days.

Table 2-23 shows an analysis of detention center releases for 1998 (through April 1998) by the form of release and length of stay, while Figure 2-15 graphically displays the form of release. The vast majority of youth were released to a parent (52%). In terms of length of stay, 30% of youth were released within 24 to 48 hours, 33% of youth were released within 3 to 7 days, and 21% of youth stayed in excess of 15 days. The number of youth staying in excess of 31 days decreased to 5.8% in 1998, compared to 9.6% in 1997.

Release Form	1 day	2 days	3 - 7 days	8 - 14 days	15 - 30 days	31+ days	Total	% of Total
Parent	525	287	850	415	391	128	2,596	40.9%
Self	291	157	478	316	341	124	1,707	26.9%
DI - State Institution	102	134	254	75	99	256	920	14.5%
Relative	38	28	65	44	31	17	223	3.5%
DSHS	19	14	67	32	18	13	163	2.6%
Other Release	18	10	58	40	40	20	186	2.9%
Other Jurisdiction	33	15	32	14	11	5	110	1.7%
Group Home	5	10	29	16	14	4	78	1.2%
Juv. Parole Counselor	9	3	14	4	7	6	43	0.7%
Legal Guardian	4	2	12	6	5	3	32	0.5%
Jail	10	7	20	6	9	18	70	1.1%
Missing	4	2	5	1	3	3	18	0.3%
DYS	16	9	46	51	62	10	194	3.1%
Foster Parent	0	4	2	2	0	1	9	0.1%
Total	1,074	682	1,932	1,022	1,031	608	6,349	100.0%
% of Total	16.9%	10.7%	30.4%	16.1%	16.2%	9.6%	100.0%	

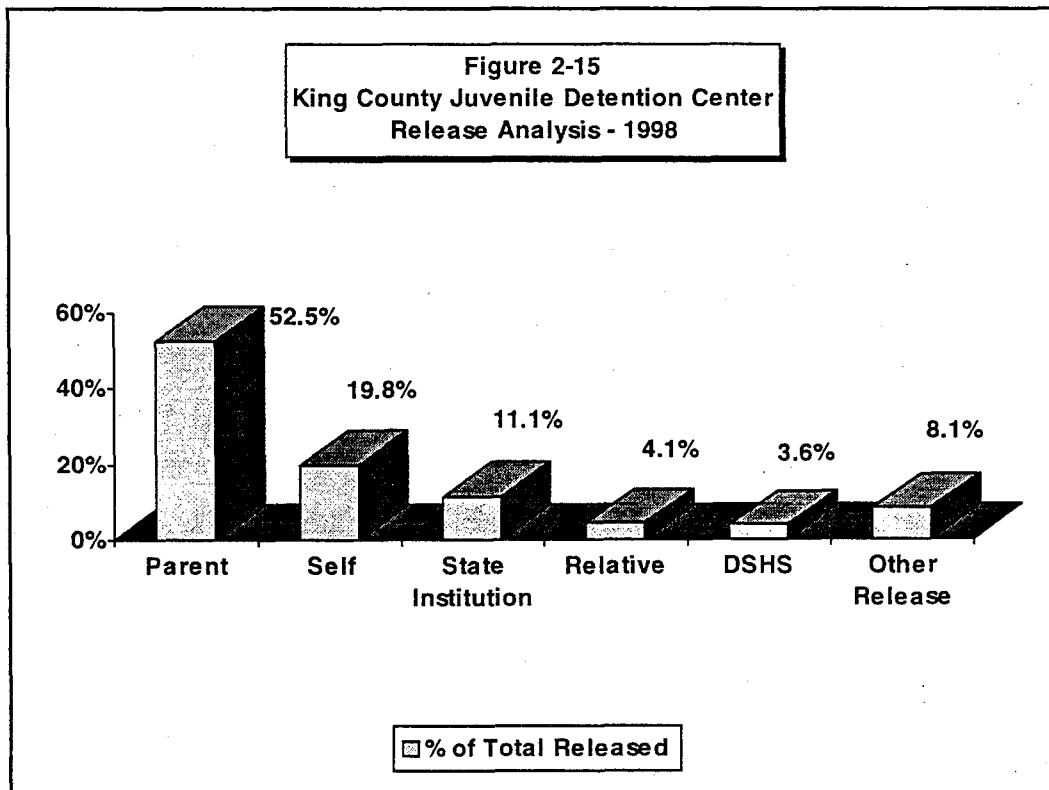
Source: King County DYS.



**Table 2-23
Detention Center Release Analysis - 1998
King County, Washington**

Release Form	1 day	2 days	3 - 7 days	8 - 14 days	15 - 30 days	31+ days	Total	% of Total
Parent	194	115	331	151	129	32	952	52.5%
Self	45	27	97	77	81	32	359	19.8%
DI - State Institution	22	25	68	23	29	35	202	11.1%
Relative	19	12	35	9	10	1	86	4.7%
DSHS	8	6	25	13	13	1	66	3.6%
Other Release	12	6	17	8	10	1	54	3.0%
Other Jurisdiction	11	4	5	2	2	1	25	1.4%
Group Home	2	3	3	3	3	1	15	0.8%
Juv. Parole Counselor	3	5	3	0	1	0	12	0.7%
Legal Guardian	0	1	5	3	2	0	11	0.6%
Jail	1	1	2	5	0	1	10	0.6%
Missing	3	3	3	1	0	0	10	0.6%
DYS	0	0	1	2	2	1	6	0.3%
Foster Parent	2	1	1	0	0	0	4	0.2%
Total	322	209	596	297	282	106	1,812	100.0%
% of Total	17.8%	11.5%	32.9%	16.4%	15.6%	5.8%	100.0%	

Source: King County DYS.



Source: King County DYS.

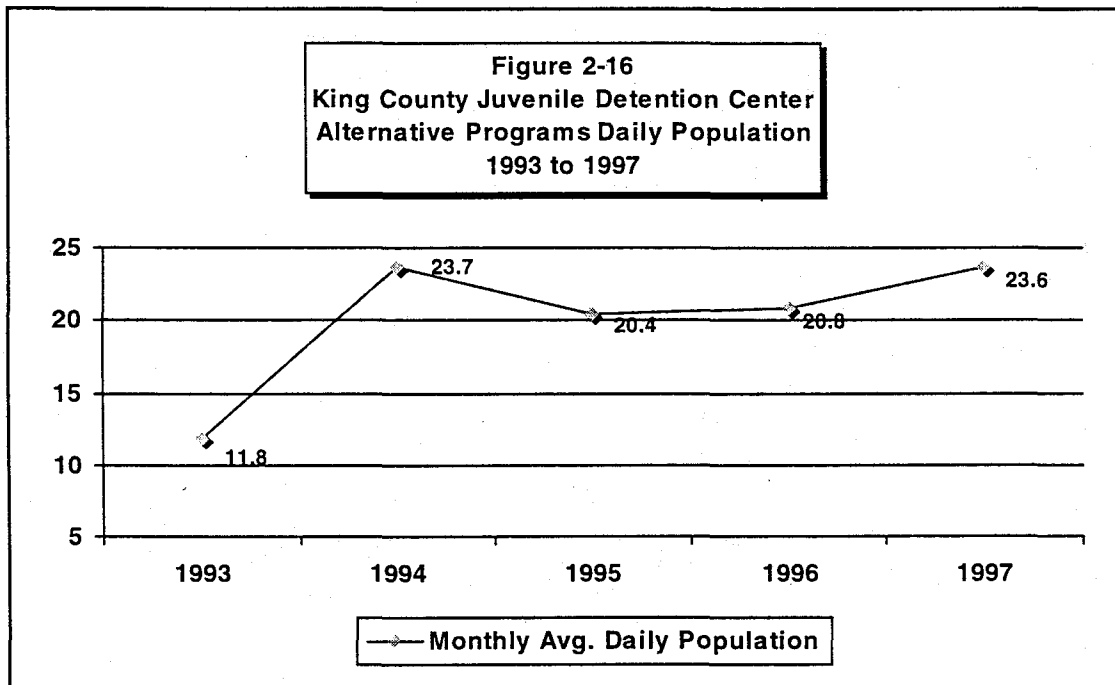


ALTERNATIVES TO SECURED DETENTION

Programs that serve as alternatives to secure detention were analyzed. The total average daily population in alternative programs is displayed in Figure 2-16. Average daily population in alternative programs includes youth placed in all programs (i.e., electronic monitoring, STARS, work crew and group homes.) Since 1994, the average daily population has remained fairly constant at 20 to 24 youth. This is in stark contrast to the rapidly increasing secure detention population.

Table 2-24 displays a snapshot profile of the offenders in alternative programs on April 8, 1998. The number of female youth in alternative programs is 50% less than the number of females in secure detention (9.4% compared to 20%). The vast majority (72%) of youth placed in alternative programs are also sentenced, compared to 22% of youth placed in secure detention that are sentenced. In addition, the ratio of youth placed in alternative programs for crimes against persons (40.6%) is higher than the ratio of youth placed in secure detention for crimes against persons (26.9%).

Figure 2-17 illustrates the per diem cost of the alternative programs. Work crew and electronic monitoring programs are approximately 1/5 the cost of secure detention, yet they serve only 12% of the total detention population. This low compared to other jurisdictions that have 25% to 30% of their detention population in alternative programs.



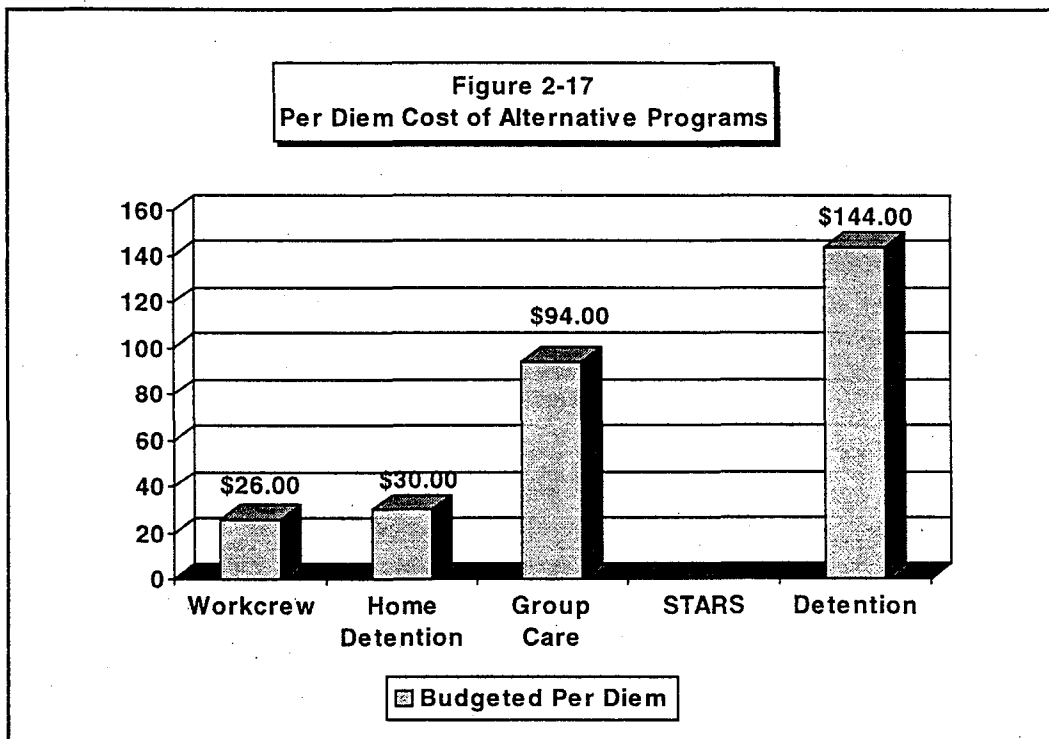
Source: King County Detention Center.



**Table 2-24
Alternative Programs - Snapshot Profile - 4/8/98
King County, Washington**

	#	% of Total
Gender:		
Male	29	90.6%
Female	3	9.4%
Total	32	100.0%
Race:		
Caucasian	16	50.0%
African American	12	37.5%
Asian	3	9.4%
American Indian	1	3.1%
Hispanic	0	0.0%
Other	0	0.0%
Total	32	100.0%
Offense Category:		
Crimes Against Property	17	53.1%
Crimes Against Person	13	40.6%
Drug Offenses	1	3.1%
Other Offenses	1	3.1%
Total	32	100.0%
Status:		
Sentenced	23	71.9%
Non-Sentenced	9	28.1%
Total	32	100.0%

Source: King County DYS.



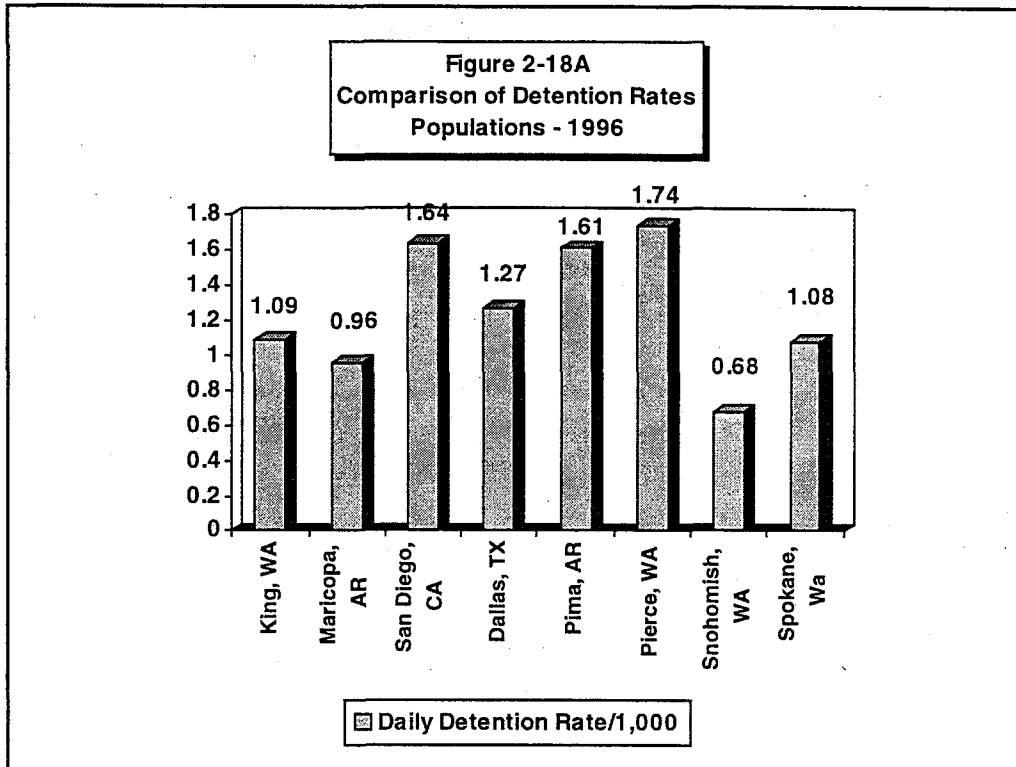
Source: King County DYS, 1998.

**COMPARATIVE DETENTION ANALYSIS**

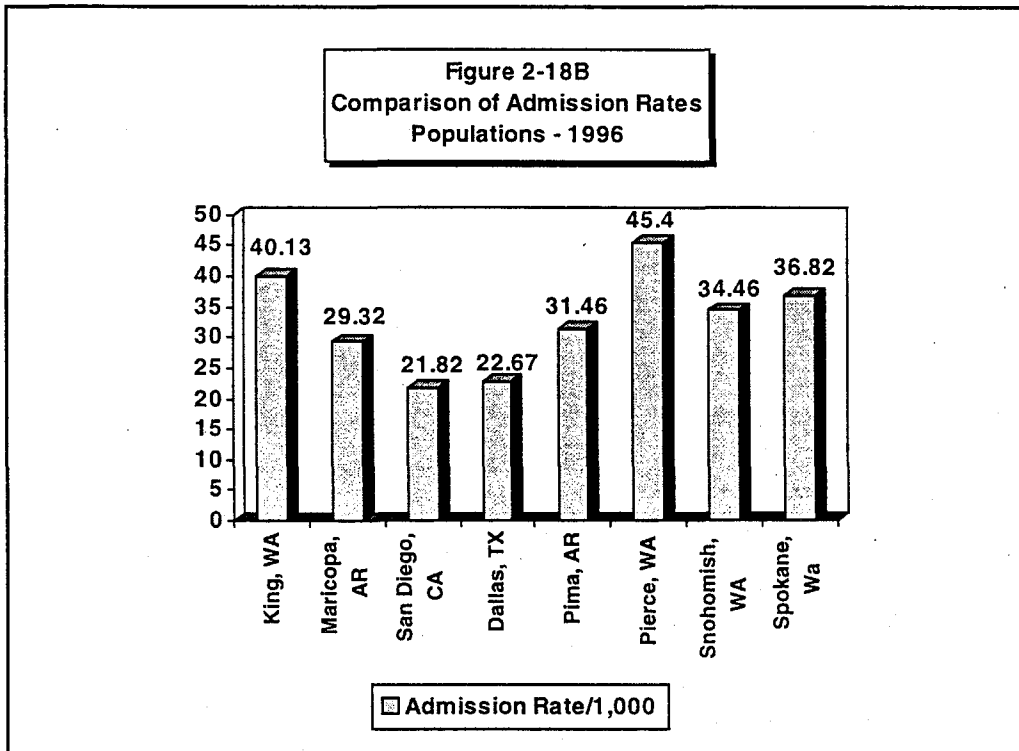
Comparative detention statistics for 1996 are outlined in Table 2-25. The King County juvenile detention rate is slightly lower (1.09) than the group average (1.28); the detention rate reflects the number of juveniles detained per 1,000 juvenile population. Figure 2-18-A illustrates the detention rate comparison. In contrast, the number of youth admitted to secure detention per 1,000 juvenile population is substantially higher in King County (40.13) than the group average (31.71). Figure 2-18-B illustrates the admission rate comparison.

Table 2-25 COMPARATIVE ANALYSIS - 1996 DETENTION STATISTICS					
County	Juvenile Population (1)	Avg. Daily Population	Detention Rate (2)	Admissions	Admission Rate (2)
King, Washington	168,261	183	1.09	6,753	40.13
Maricopa, Arizona	345,430	330	0.96	10,128	29.32
San Diego, California	311,615	510	1.64	6,800	21.82
Dallas, Texas	214,877	272	1.27	4,872	22.67
Pima, Arizona	88,594	143	1.61	2,787	31.46
Pierce, Washington	78,240	136	1.74	3,552	45.40
Snohomish, Washington	66,485	45	0.68	2,291	34.46
Spokane, Washington	51,712	56	1.08	1,904	36.82
Average	165,279	213	1.28	4,619	31.71
State of Washington	662,138	n/a	n/a.	28,870	43.60
(1) Juvenile population includes youth ages 10 to 17.					
(2) The detention and admission rates are expressed in terms of 1,000 juvenile population.					

Source: US Census and County Juvenile Courts.



Source: U.S. Census and County Juvenile Courts.



Source: U.S. Census and County Juvenile Courts.



JUVENILE PROBATION TRENDS

Table 2-26 displays the trend in cases assigned to juvenile probation for the period from 1992 to 1997. The total number of investigation cases assigned has decreased by 2.6% per year between 1992 and 1997, while the total number of supervision cases assigned has grown by 1.7% per year. The average caseload per probation officer is roughly 50 cases, which is considered too high to provide quality services. National standards are: Low ratio (intensive, high risk cases) - 12 to 1; Medium ratio (cases of moderate risk) - 26 to 1; and High ratio (low risk cases) - 40 to 1. In addition to supervision, probation officers must prepare documents and spend considerable time in the courtroom.

The length of community supervision orders for November 1997 is displayed in Table 2-27. Approximately 50% of youth placed on probation are placed for 3 months, and roughly 25% of youth placed on probation are placed for 6 months. Table 2-28 shows the reappearance rates for youth assigned to juvenile probation for the period from 1992 to 1997. The analysis showed that approximately 50% of youth assigned to probation reappear in court for a violation of probation.

	1992	1993	1994	1995	1996	1997	Annual % Change
Investigations Cases Assigned	7,874	7,712	6,738	6,087	7,013	6,831	-2.6%
Supervision Cases Assigned	1,947	2,012	1,964	2,297	2,537	2,112	1.7%
Total Cases Assigned	9,821	9,724	8,702	8,384	9,550	8,943	-1.8%

Source: King County DYS.

	#	% of Total
Length:		
1 month	3	1.1%
2 months	8	3.0%
3 months	126	46.5%
4 months	3	1.1%
6 months	66	24.4%
9 months	23	8.5%
12 months	36	13.3%
Greater than 12 months	6	2.2%
Total	271	100.0%

Source: King County DYS.



**Table 2-28
Reappearance Rates
1992-1997**

	1992	1993	1994	1995	1996	1997	Annual % Change
Total Cases Assigned	9,821	9,724	8,702	8,384	9,550	8,943	-2.2%
Total Reappearances	4,302	3,984	4,031	3,930	4,618	4,127	-1.0%
Reappearance Rate	43.8%	41.0%	46.3%	46.9%	48.4%	46.1%	1.3%

Source: King County DYS.

MINORITY OVER-REPRESENTATION ANALYSIS

Table 2-29 displays the minority over-representation analysis data for King County, while Figure 2-19 graphically represents this information. Caucasian youth comprise 78% of the juvenile population, 57% of youth arrests, 57% of youth referred to court, 73% of youth placed in diversion programs, and 44% of youth detained. In contrast, African American youth represent 6.8% of the juvenile population, 29% of the youth arrested, 27% of cases referred to court, 13% of youth placed in diversion programs, and 36% of youth admitted to secure detention. African American youth are arrested at four times their representation in the juvenile population, and admitted to secure detention at over five times their representation in the juvenile population.

**Table 2-29
Minority Over-Representation Analysis
1996**

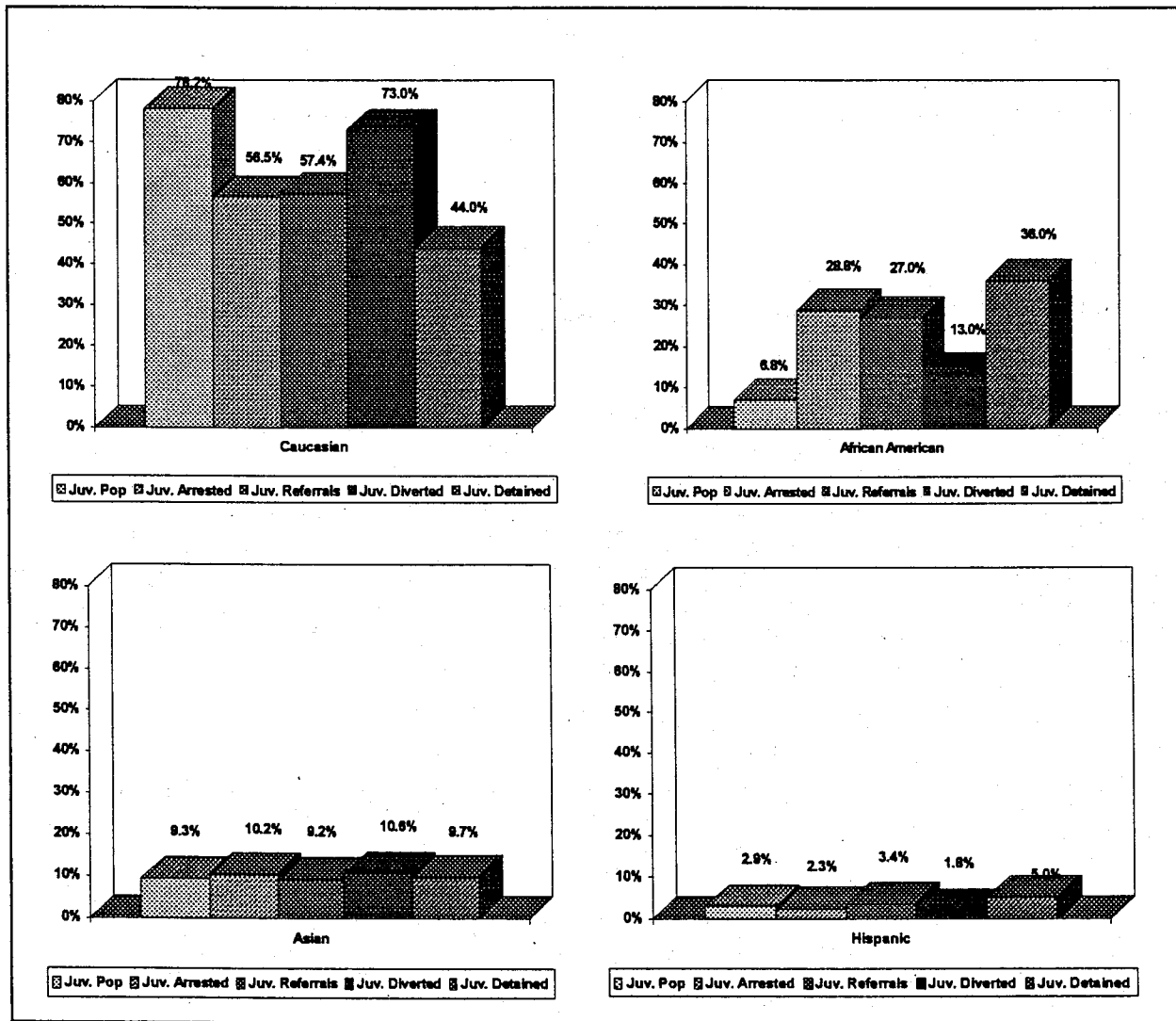
	Caucasian	African American	Hispanic	Asian	American Indian	Other
Juvenile Population	78.2%	6.8%	2.9%	9.3%	1.5%	1.3%
Juveniles Arrested	56.5%	28.8%	2.3%	10.2%	2.2%	0.0%
Juvenile Referrals	57.4%	27.0%	3.4%	9.2%	2.2%	0.8%
Juvenile Diverted	73.0%	13.0%	1.8%	10.6%	0.7%	0.8%
Juveniles Detained	44.0%	36.0%	5.0%	9.7%	3.4%	1.9%

Note: Arresting agencies are not using the "other" race category.

Source: Chinn Planning, Inc.



Figure 2-19
Minority Over-Representation Analysis
1996



Source: Chinn Planning, Inc.



COMMUNITY PROGRAMS AND SERVICES AVAILABILITY

During the course of this study the consultant team interviewed individuals representing over 100 different agencies, governments and community-based organizations which had some service or resource relationship to the juvenile justice system. While these interviews revealed the presence of a wide variety of relevant providers and resources, a broad inventory was also developed from two different centralized information sources in order to systematically examine service availability. These information sources do not cover all public and private services in King County, but they indicate the quantity and distribution of services.

The findings from this two-part inventory are summarized in the following Tables 2-30 and 2-31. Table 2-30 includes information taken from the DYS "Continuum of Services Programs" database registry as of March 19, 1998. In addition to program descriptions and contact information, the DYS registry contains a substantial amount of program and client specific details including but not limited to: (1) age range served, (2) gender specific services, (3) race/ethnic specific services, (4) substance abuse issues, (5) mental health issues, (6) juvenile justice system status, (7) current offense restrictions, (8) prior history restrictions, (9) detention status restrictions, and (10) geographic restrictions.

To supplement the DYS database, Table 2-31 was developed from the 1996 United Way directory entitled "Where to Turn." Certain programs for adults in the United Way directory were included in the Table 2-31 inventory since they may be needed as referrals for other family members besides the youth. *It is important to note that both tables are counts of services rather than organizations since some providers offer multiple services.*

Potential service gaps and resource needs were analyzed using the two databases. The DYS Continuum's database as summarized in Table 2-30 allowed a geographic assessment based on applicable service area limitations for each program. The United Way Directory only indicated the type and number of similar services. On a simple frequency basis, it appears that the eastern rural portion of King County and the two western islands (Vashon and Maury) may have the least amount of localized service. South County municipalities and the eastern urban communities appear to have more resources available. Some of the disparity may be compensated for *if* those services which are offered County-wide tend to focus more effort and resources in the rural east and west. Together, Seattle's services augmented by County-wide services would seem to offer a rich level of service supply for the residents of the city.

DCHS-sponsored mental health service providers seem plentiful in number, but as noted require the majority of clients to be Medicaid enrollees which could be indicative of a gap for non-poverty level families. Such a gap could indicate a serious lack of mental health resources for low income and "border line poverty" cases due to the income eligibility limitation. It would be important to confirm that these 20 providers offer an equitable balance of service availability in relation to the location of population in all areas of the County.

There are several other service categories listed in Table 2-30 that may not be adequate in terms of availability based on either geographic or resource limits. More definitive information and service assessments beyond the scope of this study would be needed to confirm the *possibility of service gaps or resource needs*. The Table 2-30 categories and geographic limits that should be examined based on this data include:



6. Learning Disability Services - in Seattle and County-wide;
7. Offender Court Advocacy Services - in Seattle and County-wide;
10. DYS Contract Residential Facilities - in Seattle and County-wide;
12. Literacy Services - in Seattle and County-wide;
13. Cultural Group Support Services - in Seattle;
14. Victims Support Services - County-wide;
15. Substance Abuse Prevention & Support - in Seattle and County-wide; and
16. Homeless Youth Support - in Seattle and County-wide.

In checking the United Way inventory summarized in Table 2-31, it can be seen that there are more mental health services than counted in the DYS inventory just in the outpatient category. The specific capabilities and geographic coverage limits of those over and above the 20 DCHS-sponsored mental health services would need to be assessed to determine the extent to which they may fill the gap discussed above for non-poverty level income youth and families.

The 26 Shelters for Women & Families with Children; 10 Homeless Drop-in Centers; and 8 Youth Shelters noted in Table 2-31 should be examined in relation to the very limited resource noted for "Homeless Youth Support" in Table 2-30. Also, it would be useful to have more definitive information about the 32 "Other Youth Services" in Table 2-31, especially for a public use directory.



**Table 2-30
DYS Alternative Services Inventory**

Program Category	#	Geographic Limits ¹							
		Seattle	Co.-wide	Co.-only	N	S	E	W	Er
1. Youth Education & Training	4	1		1		2			
2. Mental Health Services (DCHS \$ - majority must be Medicaid eligible)	20		20						
3. Prevention, Parental Training, Recreation	16	3	2		2	7	2		
4. Youth Shelter (DCHS \$)	5	2			1	1	1		
5. Youth life skills, Personal Development, Work Experience	11	3	5			1		2	
6. Learning Disability Services	1		1						
7. Offender Court Advocacy	1		1						
8. Detention Support Services	7	1	6						
9. Probation Supervision & Support Services	9		9						
10. DYS Contract Residential Facility (2 beds)	1		1						
11. Youth Services Bureaus ¹	13	3	3		1	1	3	1	1
12. Literacy Services	1		1						
13. Cultural Group Support Services.	4		3			1			
14. Victims Support Services	1	1							
15. Substance Abuse Prevention & Support	3		1			1	1		
16. Homeless Youth Support	1		1						
17. Teen Healthcare Services	1?	1?							
18. Pregnancy/Family Planning	2?	1	1?						
Totals	101	16	55	1	4	14	7	3	1

Source: Compiled by CGA from DYS Continuum of Services Programs registry dated March 19, 1998.

¹ "Er" is eastern rural King County whereas "E" is immediately east of Seattle and still urbanized. "Co.-only" is King County excluding Seattle. A "?" indicates DYS registry information did not specify the number of programs. Twenty Youth & Family Service Associations were listed by DYS on 1/2/98 compared to the 13 included in this database as Youth Service Bureaus.



Table 2-31
Inventory of Community Support Services Relevant to Juvenile Justice

United Way Categories	#	United Way Categories	#
1. AIDS Resources	25	11. Ethnic Group Services	33
2. Adoption	14	12. Foster Care Placement	3
3. Anger Management		13. Homeless Drop-in Centers	10
a. Adult	10	14. Shelter for Women & Families	26
b. Youth	10	15. Parenting	14
4. Chemical Dependency		16. Suicide	5
a. Detoxification	8	17. Youth-related I&R	10
b. Information	8	18. Teen Parents	11
c. Inpatient/adult	10	19. Tutoring/literacy	11
d. Inpatient/youth	4	20. Youth & Family Service Assns.	22
e. Outpatient services	19	21. Youth Employment	11
f. Support groups	8	22. Youth Shelter	8
5. Child Abuse	14	23. Youth Social & Ed. Development	34
6. Mental Health Counseling		24. Youth Violence Prevention	10
a. 24-hour crisis intervention	3	25. Other Youth Services	32
b. Crisis intervention	18		
c. Inpatient psych. hospitals	1	TOTAL	529
d. Outpatient services	39		
7. Child Daycare I&R	14		
8. Developmentally Disabled	39		
9. Physically Impaired	23		
10. Domestic Violence	22		

Source: Compiled by CGA from the 1996 "Where To Turn" directory published by the United Way and the Crisis Clinic of Seattle.



SYSTEM ASSESSMENT SUMMARY

Demographic

The juvenile population is projected to increase by 20% during the twenty-year period from 1990 to 2010, in contrast to the 10% decline in juvenile population from 1970 to 1990. The increasing juvenile population combined with the increasing risk factors for juvenile delinquency will drive the demand for expanded juvenile justice services. While there are numerous programs within the County for youth, these factors will necessitate a greater number, coordination, and collaboration of prevention and intervention services to slow the growth of youth entering the King County Juvenile Justice System.

Law Enforcement

Juveniles come to the attention of the juvenile court primarily through contact with law enforcement. Due to information system problems in 1995 and 1996, it is not possible to know whether arrests are increasing. The arrest trend from 1990 to 1994 showed a slight overall decline. An analysis of the types of arrests using the available data for 1996 showed that 5.1% of juveniles were arrested for Part I violent offenses (murder, manslaughter, rape, robbery, and aggravated assault); this is comparable to the national average. The vast majority of youth are arrested and referred to the court for property offenses. Fifty-eight percent (58%) of youth in detention were arrested by the Seattle Police Department and King County Police.

Court Trends

In 1997, 31% of total offender cases referred to the juvenile court were referred for diversion, which is low compared to national averages of 40% to 45%. Total diversion referrals have decreased over the past four years, indicating an increase in the percentage of cases sent forward for formal handling. The high success rate (76%) of the diversion program over the last four years indicates that some higher level offenders could probably be managed in the program without diminishment of public safety, assuming appropriate staffing and supervision.

Offender case filings have decreased for the past five years. The increase in total juvenile filings is driven by increases in ARY/CHINS and truancy filings. Offender cases accounted for 84% of all filings in 1992, but decreased to 55% of all filings by 1997. Truancy filings increased to comprise 32% of total filings in 1997. Although substantial reductions occurred in the age of pending and resolved cases between 1992 and 1994, growth that exceeds national standards has occurred in case processing time over the past two years.



Detention and Probation Services

The use of secure detention for youth brought in on warrants and non-offender youth has increased. Almost one third of youth admitted to secure detention are released within 48 hours. Secure detention is also used heavily as a sentencing option. Sentenced youth comprise 22% of youth in secure detention. Seventy two percent (72%) of youth in alternative programs are sentenced, which means that the programs are used primarily as sentencing options rather than as alternatives to detention for pre-adjudicated youth. Many jurisdictions use alternatives to detention for pre adjudicated youth to reduce detention crowding.

The average daily secure detention population in 1998 (200) has increased 13.5% per year, while average daily population in alternative programs (23) has not changed since 1994. Alternative programs such as the work crew and electronic monitoring have per diem costs that are 1/5 of secure detention costs, yet they serve only 12% of the total detention population. King County also has a high rate of admissions to secure detention compared to other metropolitan counties, admitting 40 youth per month per 1,000 juvenile population. If current trends continue, the demand for secure detention could approach or exceed 500 youth per day over the next fifteen years.

There is also a high level of disproportionate minority involvement in the juvenile justice system for African American youth. African American youth are arrested at four times their representation in the juvenile population, and admitted to secure detention at over five times their representation in the juvenile population.

It is apparent from analyzing the data that demands on the juvenile justice system have grown substantially in the 1990's. The use of secure detention has increased dramatically during the review period, and crowding is prevalent. Moreover, it was found that the County has actually lost other temporary residential capacity for youth over the past 10 years. This appears to result in some extra use of detention beds for youth who would be more appropriately assigned to a temporary residence such as a shelter, crisis residential facility, or group home.

Additional detention capacity will be needed to meet the current and future demand for the County if community based alternative programs (both residential and non-residential) and other diversion programs are not expanded. If a greater variety and capacity of diversion options are not expanded and funded, the pressure of continued growth within the juvenile justice system will be funneled into the detention center. This analysis found a high potential for the use of alternatives, which are more effective in terms of cost and impact for a high percentage of the youth entering the juvenile justice system.

However, alternative programs and community supervision must be effective if they are to impact secure detention. The assessment of probation services indicated that 50% of youth assigned to probation reappeared in court for a violation of probation.



Prevention/Intervention

Prevention and intervention services need to be expanded in King County. The juvenile justice system must depend upon being able to link at-risk-youth (ARY), children in need of supervision (CHINS), offenders and families to a wide variety of support services and programs in the community. Successful interventions, specialized treatment services, and a range of health and social services (outside the control of the justice system) are often critically needed for youth and families to be able to overcome the problems and conditions which led to the youth's involvement with the justice system in the first place.

Communications and information/record/data sharing within and between government agencies, the court and community provider agencies needs to be improved substantially. Data is not readily available, and data elements are not consistent among agencies. Much of the data presented in this document was obtained from manual records. Information related to youth profile and system growth trends is important to analyze, and must be maintained and reviewed in order to provide services in a cost effective manner, and to monitor system efficiency.

The system assessment presented in this section, along with the vision and guiding principles presented in the next section, serve as the framework for developing the goals and objectives in the strategy plan.

PROMISING APPROACHES TO REDUCE DELINQUENCY

Communities throughout the United States are struggling to find ways to reduce youth violence, and reduce recidivism once a youth has entered the juvenile justice system. Research, while limited, has pointed to some promising intervention strategies and some strategies that have shown very limited success in rehabilitating youthful offenders. For additional information on prevention and intervention strategies to reduce youth violence, the following reports are available:

- University of Maryland, Department of Criminology and Criminal Justice, Preventing Crime: What Works, What Doesn't, What's Promising, U.S. Department of Justice Office of Justice Programs, Washington D.C., 1997.
- Office of Juvenile Justice and Delinquency Prevention (OJJDP), A Resource Manual for Juvenile Detention and Corrections: Effective and Innovative Programs, U.S. Department of Justice Office of Justice Programs, Washington D.C., 1995.
- Office of Juvenile Justice and Delinquency Prevention (OJJDP), What Works: Promising Interventions in Juvenile Justice - Program Report, U.S. Department of Justice Office of Justice Programs, Washington D.C., 1994.
- Lieb, Roxanne, Juvenile Offenders: What Works? A Summary of Research Findings, Washington State Institute for Public Policy, Washington, 1994.



Rehabilitative approaches to reduce delinquency and recidivism that have been proven successful include:

WHAT DOES WORK

- The delivery of appropriate correctional treatment service that is based on assessments that are sensitive to risk and need.
- Individual case planning that involves the family and the community.
- Treatment interventions that are structured and targeted to the specific populations (e.g. serious and chronic delinquents, sex offenders, offenders with emotional and mental health problems).
- The delivery of clinically and psychologically appropriate correctional treatment services, under a variety of settings and conditions that may be established by the sanction imposed (graduated sanctions and treatment).
- Targeting of delinquency risk factors, and delivering service to high risk cases.
- Programs incorporating life skills with multiple components.
- Community based as opposed to institutional programs.



Rehabilitative approaches that have not been proven successful at reducing delinquency and recidivism include:

WHAT DOESN'T WORK

- Probation with minimal contact between probation officer and offender.
- Sanctions without the introduction of correctional treatment services.
- Providing correctional treatment services that are not consistent with the principles of risk and need.
- Diagnostic Assessment only followed by a referral.
- Behavior modification for complex behaviors.
- General discussion groups.
- School attendance alone.
- Confinement with little or no aftercare service in the community.

Programs that are implemented in King County to reduce juvenile delinquency, whether to prevent it in the first place or intervene once delinquent activity has occurred, will have to be well defined in terms of outcome measures in order to be studied for effectiveness.

SECTION 3

Vision and Strategy Plan



INTRODUCTION

This Vision and Strategy Plan and the preceding system assessment constitute Phase I of King County's Operational Master Planning (OMP) process for juvenile justice. The Vision Strategy Plan will be the foundation for governmental and citizen action to improve and redesign the County's juvenile justice system. It will serve as a directional and policy guide for detailed implementation planning of the entire Operational Master Plan (OMP) for the juvenile justice system to be developed and adopted in Phase II of the OMP process.

The Vision and Strategy Plan includes three overall sequential elements:

- Vision Statement
- Background, Guiding Principles and Related Strategies
- Recommended Goals and Objectives

To help assure consistency and a common understanding of each element of the Plan, the following definitions have been used:

- *Vision Statement* - An inspiring picture of the desired future that provides long-term direction and guidance.
- *Principle* - A value, tenet or doctrine that directs policies, goals, objectives and strategies.
- *Goal* - A general aim or end toward which efforts and actions are to be directed. A goal may or may not be attainable.
- *Objective* - A measurable strategic position or purpose to be achieved in pursuit of a goal. An objective should be attainable.
- *Strategy* - A specific plan or method for achieving a goal or objective.

Following the Vision Statement a brief Background narrative explains the philosophy and underlying directional beliefs which resulted in the construct of the Vision Statement. A subsequent table summarizes the basic principles and related strategies which further define the basis for the specific goals and objectives of the Plan.

The goals and objectives recommended to be pursued and implemented through the County's standard Operational Master Planning process (OMP) follow the Guiding Principles and Related Strategies. The Goals and Objectives supporting the Vision Statement and its Guiding Principles are organized under five broad goals which identify the general action area of focus. These include:

- *Goal A regards Process and Coordination* changes and improvements primarily focused on: (1) justice system qualitative conditions, operational policies, procedures,



activities, and programs; (2) their interface with families and communities; and (3) their coordination within the justice system as well as with needed support services or collaborative resources and authorities outside the justice system.

- *Goal B for Alternative Services* recommends objectives and strategies aimed at expanding and strengthening the quality and quantity of the range of optional responses, sanctions, services and resources available to deal with juvenile offenders most effectively.
- *Goal C focuses on Intervention* objectives and strategies that aim at taking action to reverse or stop negative conditions or behavioral trends that are likely to lead to or deepen delinquency and crime.
- *Goal D for Prevention* reaches beyond the juvenile justice system's sphere of control to recommend a comprehensive set of objectives and strategies which will require much more than the justice system's involvement in order to be achieved. Most of these will require governmental and community leadership and collaboration with strong family support and involvement to bring about changes which in some cases are fundamental to socioeconomic conditions and lifestyle.
- *Goal E proposes Implementation Support* by clarifying the roles of the many entities involved with troubled youth and families and by building partnerships among communities and local government to implement the strategies that emerge in Phase II of this planning effort. This goal recognizes the need to coordinate with other efforts targeting juvenile delinquency, such as Seattle SafeFuture, Community Services Division Strategic Plan (King County Department of Community and Human Services), and the Community Networks.

It should be remembered that while the Vision Strategy Plan is for the juvenile justice system, it recommends several ideas and changes which are beyond the control of the juvenile justice system. Successfully dealing with juvenile delinquency and crime cannot be done totally within the structure of any one system but will require the coordination and collaboration of other parts of government, communities, institutions and organizations, private providers and families. In that regard these Recommended Goals, Objectives and Strategies will need the sustained support of as many King County residents as possible, not just justice system officials and staff.

VISION STATEMENT

Through its partnerships with communities and families, King County's Juvenile Justice System reduces juvenile delinquency, helps youth in trouble make responsible choices, and serves the needs of at-risk youth.



BACKGROUND, GUIDING PRINCIPLES AND RELATED STRATEGIES

King County's Vision Statement for juvenile justice substantially changes the working relationships and results from law enforcement, the court, detention, probation, youth, families, communities, and related provider agencies. The new focus proposes that juvenile justice system practices and activities be re-oriented to increase and strengthen the involvement of youth, families and communities in dealing with crime and delinquency. This is seen as a highly collaborative effort that also requires support and service coordination beyond the bounds of the juvenile justice system.

The County and its stakeholders prefer to reduce the number of non-violent juvenile offenders managed within the formal justice system in favor of resolving these cases where appropriate within the family and the community. Reducing the disproportionate representation of minority youth within the formal justice system is also a high priority.

A balanced system of sanctions and services must be developed to hold youth accountable and ensure that needed services and opportunities are available to communities, families, offenders and victims. Government agencies and the justice system must also be accountable for facilitating and implementing the desired changes. Following these beliefs and priorities requires that:

- Families be empowered.
- School, church, law enforcement, health and social service roles be strengthened and coordinated with the juvenile justice system.
- Family and community accountability and responsibility for and involvement with youth be emphasized over formal court process.
- A volunteer community including role models and mentors be organized and trained.
- Core problems of youth be identified early followed by intervention.
- Processes and services should be more accessible, simplified, and culturally competent.
- Communities and organizations recognize that youth are not inherently incorrigible and, change is possible if opportunity and accountability is fostered.

The following chart summarizes the several guiding principles and related strategies that are proposed as the basis for a Recommended Goals, Objectives and Strategy Plan.

Guiding Principles:

Related Strategies:

<p>1. Families are supported in their roles to deter future delinquent behavior.</p>	<ul style="list-style-type: none"> • <i>Reorient the justice system to have families and communities be the first place to hold all youth accountable before they commit more serious crimes.</i> • <i>Programs that are successful with youth in their home and community should be maximized.</i>
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Guiding Principles:

Related Strategies:

<p>2. Youth are held accountable in and to their families and communities which are integral participants in dealing with crime and delinquency.</p>	<ul style="list-style-type: none"> • <i>Juvenile offenders should be responsible to communities and victims where appropriate.</i> • <i>Empower communities to take responsibility for their youth.</i> • <i>Personal involvement and support of County and community leaders is essential</i>
<p>3. The juvenile justice system is held accountable to youth, families and communities for its service delivery.</p>	<ul style="list-style-type: none"> • <i>Improve the coordination and integration of service delivery.</i> • <i>Improve access to and responsiveness by the justice system and its allied services for offenders, families and communities.</i> • <i>Adopt specific performance criteria and benchmarks for periodically assessing the success and responsiveness of the justice system.</i>
<p>4. Delinquent and at-risk youth learn to act responsibly.</p>	<ul style="list-style-type: none"> • <i>The justice system and its allied provider agencies should emphasize programs and services which improve the ability of youth to make responsible choices.</i> • <i>Interventions should be designed and managed to intervene as early as possible in problems and needs of at-risk-youth.</i> • <i>Multi-disciplinary services and programs should address a variety of youth and family problems and needs.</i> • <i>Services and responses to offenders and their families must be flexible and tailored to specific needs.</i> • <i>Developmental and support services should be focused on "asset-based development" of youth, not just treatment of deficits.</i>
<p>5. The justice system and its services are culturally sensitive.</p>	<ul style="list-style-type: none"> • <i>The most effective interventions will take into account differences in culture, language and communities.</i>
<p>6. The rights and needs of victims and witnesses are respected.</p>	<ul style="list-style-type: none"> • <i>Victims and witnesses situations should be considered in scheduling court proceedings and any arranging any restitution requirements.</i> • <i>The safety of victims (and communities) is paramount when holding offenders accountable and imposing sanctions.</i>
<p>7. Reduce family and community violence as precursors of youth crime and delinquency.</p>	<ul style="list-style-type: none"> • <i>Juvenile crime and delinquency can be substantially impacted by programs that address domestic violence and child abuse and neglect.</i>



Guiding Principles:

Related Strategies:

<p>8. Juvenile justice should be swift, fair and certain.</p>	<ul style="list-style-type: none"> • <i>The more immediately and clearly the system responds to delinquent behavior, the greater likelihood behavior will change.</i> • <i>The court should minimize the amount of time and frequency of processes and preliminary appearances required for offenders and families.</i> • <i>The system should reduce barriers to linking services and client needs.</i> • <i>Community- and family-based solutions should be prioritized over formal court involvement, especially to reduce disproportional representation of minority youth .</i>
<p>9. Youth entrusted to the justice system's care come to no harm at the hands of other youth or adults.</p>	<ul style="list-style-type: none"> • <i>All residential confinement and out-of-home placements for youth in custody are safe and secure environments.</i> • <i>All programs provided by the justice system are proven to be safe and effective.</i>
<p>10. A continuum of services and sanctions must be accessible to all communities within King County.</p>	<ul style="list-style-type: none"> • <i>A range of interventions and services will be structured to be appropriately responsive to specific offenses and needs.</i> • <i>From the perspective of clients, there should be a seamless delivery of services, irrespective of the sources.</i> • <i>Schools, churches, law enforcement, and other community institutions are critical elements of an integrated range of services.</i>

RECOMMENDED GOALS AND OBJECTIVES

GOAL A: Redesign the juvenile justice system and its processes with a central focus on families and communities and improved coordination with related services, programs and community-based support systems.

Discussion: Appropriate attention should be given to the involvement of family, community and victims in addition to the offender. These principal players, the justice system, and its allied agencies should all emphasize public safety, youth skill development, accountability and restitution in the development of strategies and procedures for a re-designed system. The inherent adversarial nature of the court process should be examined for its effectiveness in different situations to help decide when to pursue formal court involvement versus diversion or other family- and community-based solutions. As a rule, all services and systems should be "anchored"



to and closely coordinated with existing legal jurisdictions which define communities and related service areas.

Monitoring and evaluation of new policies, programs and strategies should be provided to confirm justice system accountability to the citizens of King County. *(The term "family" is used generically here and throughout this plan to mean whatever the life/familial condition is for an offender that equates to, or substitutes for a traditional parent/child relationship thus including youth who may not have natural or adoptive parents, may be homeless or otherwise without traditional family.)*

The following strategies further define the overall direction and approach to redesigning the juvenile justice system:

- Intervene early with youth, because the more immediately and clearly the system responds to delinquent behavior, the greater likelihood behavior will change.
- Prioritize community- and family-based solutions over formal court involvement, especially to reduce disproportional representation of minority youth.
- Reorient the justice system to have families and communities be the first place to hold all youth accountable.
- Maximize programs that are successful with youth in their home and community.
- Empower communities to take responsibility for their youth.
- County and community leaders must become supportive of and personally involved in the redesign of the juvenile justice system.

Objectives:

- A.1. Improve and simplify the flow of court operations based on youth- and family-centered standards and improve overall system effectiveness. *The routine operation of the court should be based on "youth/family-centered standards" regarding the time of performance or closure for different steps in the system. Improvements should also include giving families and offenders "notices/reminders" to help improve their response to the system and avoid unnecessary escalation of a case (e.g. failure to appear warrants).*
- Minimize the amount of time and frequency of processes and preliminary appearances required for offenders and families.
 - Adopt specific measurable performance criteria and benchmarks (including time standards for appropriate stages of court process) to be used in periodic monitoring and evaluation reports to assess the success and responsiveness of the redesigned juvenile justice system.



- Streamline and simplify the court process for the number of preliminary appearances and average time required (e.g. consider phone or mail notification instead of appearances when possible).
 - Eliminate language and cultural barriers that affect communications and notifications between court and family.
 - Minimize continuances by requiring adherence to "date certain" hearing and trial schedules.
 - Minimize the rotation of Juvenile Court judges and encourage judges to remain for a career.
 - Examine options to make court services more accessible, such as extending court time on nights and weekends.
 - Avoid morning calendar spill-over to afternoon sessions.
 - Conduct a delay reduction analysis to determine if any court, prosecution or defense resources and/or procedures need changing.
 - Consider the feasibility/desirability of an "attorney of the day" program for preliminary and minor proceedings where defense attorney continuity is not compromised.
 - Develop a plan for improving the space used for court and DYS operations at the older space.
- A.2. Create an interagency coordination council to replace the several existing committees with the charge to improve and expand the level of systematic and routine coordination procedures and practices.
- Reduce barriers to linking services and client needs.
 - The recommended coordination council should closely monitor the success of the "unified family court demonstration" at the Kent RJC and determine if and when the concept should be expanded County-wide. *This concept has been proven to result in improved quality of services for youth and their families.*
- A.3. Redesign the juvenile intake and assessment process to include a consolidation of all intake functions. *The County's limited focus on using the juvenile detention intake system for all arrestees should be replaced by a higher level more comprehensive form of intake and assessment.*
- The redesign of the juvenile intake and assessment function should include the design and implementation of a single point of entry "assessment center" to be



the youth's "front-end" contact with the justice system. It should also coordinate all offender-related services at the point of intake and assessment.

- A.4. Reduce the frequency of formal court filings for suspected diversion failures. *The juvenile justice system and communities need to collaborate to prioritize community activism in managing offender cases whenever feasible instead of relying solely on justice system resources.*
- An intermediate procedure should be implemented to be used to first attempt to resolve all suspected community diversion failures within the community by the local conference committee or community accountability board before unnecessarily escalating a case to formal court process.
- A.5. Expand local capabilities and resources to manage truancy resolution locally instead of centrally in court. *Local community boards or school-based truancy programs can handle truancy cases more effectively and more cost efficiently than total reliance on formal court process.*
- A.6. Develop an improved juvenile justice data information system which includes procedures for sharing information among appropriate agencies.
- Develop a case management data base and tracking system centered in DYS that is readily available to all allied agencies in support of case coordination and delivery across agencies and resources.
- A.7. Redesign and substantially improve probation services.
- Standardize adherence to policies, sentencing guidelines and the requirement of a team approach to case management
 - Increase youth/family contacts.
 - Expand hours of operation to include evenings and weekends.
 - Increase school contacts and coordination.
 - Place probation officers in schools.
 - Increase the use of alternative sanctions.
 - Develop a probation central intake process (*DYS is currently developing such a process*).
 - Develop an expanded information/data system to assure that routine information is available for case planning and monitoring.



- Reduce court time and increase supervision time.
 - Maximize staff involvement and continuity with community and school liaison assignments.
 - Expand the capacity for intensive supervision.
 - Develop a strong focus on aftercare, support services and follow-up.
 - Assure adequate and appropriate staffing, support and programs compared to caseloads (*DYS is currently conducting a caseload study*).
 - Develop an evaluation procedure for probation officers.
- A.8. Reduce the number of youth in detention on warrants. *Several sources indicate that the number of youth in detention for "failure to appear to court" has grown significantly in recent times, in part due to inadequate notification procedures.*
- Management procedures such as follow-up confirmations, requiring defense attorneys and probation officers to assist families with appearance dates, and multi-lingual/cultural communications capabilities should be developed. (*An internal study on warrants also included these and other recommendations many of which are scheduled to be implemented over the next year.*)
- A.9. Reduce the growing proportion of offender cases taken to formal trial where community- or family-based resolutions are feasible.
- Implement a teen court as a form of peer mediation.
 - Expanding existing diversion caseload and consider new forms of diversion.
- A.10. Assure that all offenders can keep originally assigned defense attorneys.
- Pre-adjudication negotiation should be maintained as a constant practice between prosecution and defense attorneys for all offender cases as one strategy to both reduce the number of cases taken to formal trial as well as improving the justice system's overall efficiency and responsiveness to its new direction.



GOAL B: The King County juvenile justice system and its communities should expand the alternative services available as both supervision options and support services for juvenile offenders.

Discussion: Expanding and strengthening the quality and quantity of the range of optional responses, sanctions, services and resources available to deal with juvenile offenders will strengthen the entire juvenile justice system, both at the County and the community level. To some extent collaboration and coordination with existing provider agencies can be the basis for implementing both qualitative and quantitative improvements, however, increasing or re-allocating some financial support will also be needed, especially where significant gaps may exist. As found in the system assessment of this study, gaps are apparent on both a geographic and service type basis for certain areas of the County. Evaluation and developmental work beyond the control of the juvenile justice system will be needed to resolve service gaps and resource needs for youth and families.

The following strategies further define the overall direction and approach to expanding the alternative services.

- In responding to specific offender needs, the justice system should focus on supervision alternatives, services and interventions which have proven to "work" for specific populations.
- Services and programs should be designed to be more "outcome-based" instead of statistical output measured.
- Any legislative limitations considered to unnecessarily interfere with or restrict viable local consensus solutions should be challenged.

Objectives:

B.1. Expand diversion criteria and strengthen support service and sanction options for local conference committees or diversion boards to manage higher level offenders than has been customary. *Recent years diversion agreements completion rates of about 80% validate the success and potential of diversion.*

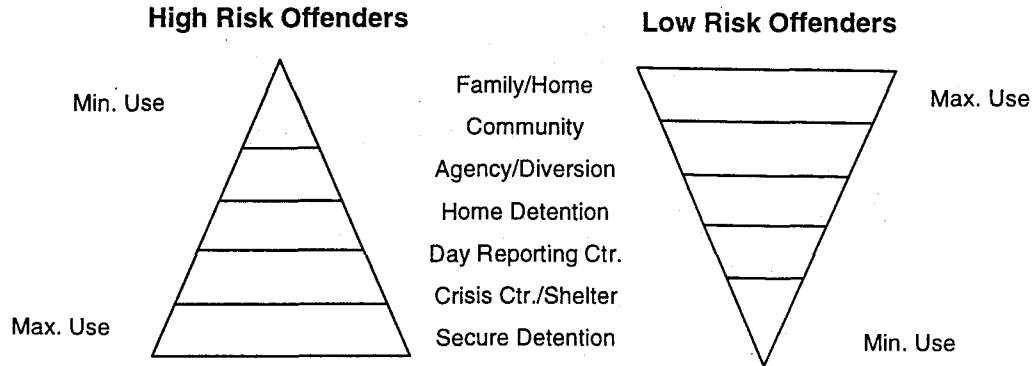
- Conference committees and community diversion boards should be used as the community-based nucleus to be supported and strengthened in their ability to manage higher level offenders than has been customary and in doing so be more accessible to a wider variety of communities, families and youth.
- Support service and sanction options available to community diversion boards need to be strengthened to facilitate greater court reliance on the local boards.
- Expand the involvement of schools in diversion case planning.



- The court should consider implementing an "expediting rule" for those cases deemed to be acceptable by a community and likely to be resolvable by local/family diversion programs.
- B.2. Implement the use of a "risk & assets assessment" procedure for all youth presented to detention, both pre- and post-adjudicated youth, as the primary mechanism for initial placement.
- The recommended DYS risk assessment tool should also be used as a basis for proactive case planning which emphasizes the use of an offender's strengths and assets over their deficits in determining the most appropriate assignments and/or placement.
 - The risk assessment tool should be used as a mechanism to help assure equitable assessments which work against racial disproportionality.
- B.3. Use "secure detention" only for youth posing a significant risk to public safety or themselves based on risk assessment results. *Studies have shown secure detention to be ineffective at changing behavior, especially in view of the fact that the average length of stay in detention is about 10 days.*
- Deciding to use secure detention should be based on the results of the recommended risk assessment tool which should include detention criteria predicated on whether an offender puts the community at-risk to the extent that new victims may be created. In addition to serious crimes of violence continued chronic negative behavior should also be considered in the risk assessment for detention being a likely option.
- B.4. Expand alternatives to secure detention (pre- and post-adjudicated) to include both existing programs and new options. *Current use of alternatives to detention is very limited for pre-adjudicated youth.*
- The juvenile justice system and its allied provider agencies should expand and develop new programs which improve the competency, responsibility and skills of youth.
 - Multiple structured options beyond detention should be made readily available to communities and the juvenile justice system and should include new options such as a drug court and independent living resources and facilities. The conceptual model for "alternative services" should follow the directional relationships depicted in the following graphic:



"Alternative Services"



- Schools, churches, law enforcement and other community institutions should be involved in helping to provide an integrated range of accessible services.

B.5. Develop preadjudicated capacity for: group homes, crisis residential centers, mental health services, and substance abuse services.

- Early and open public involvement should be used to gain public understanding and support of the need for expanded bedspace capacity for group homes, crisis residential centers, mental health and substance abuse services. One or more existing residential providers may be helpful in gaining support via their local standing and proven track record.

B.6. Improve and expand the quality and detail of offender profile information and data along with the redesign of the juvenile justice data information system.

B.7. Confirm suspected service gaps and resource needs by geography and type and develop or expand the needed services and programs. *Data about who is in the juvenile justice system at each stage needs to be improved and readily accessible to help assure the relevance and applicability of particular options and interventions. Speeding up access to information is also critical not only to DYS but the court, law enforcement and all allied agencies to facilitate timely responses and decisions in case planning.*

- Analyze and confirm the need for new or expanded services both by type and location according to those categories and locations preliminarily identified in the OMP system assessment (requires assistance and collaboration beyond the juvenile justice system).



- B.8. The juvenile justice system should enhance and coordinate aftercare and transition services, both within the juvenile justice system and between community providers.

GOAL C: Intervention strategies and programs should be developed to reverse negative trends or behavioral problems that are likely to lead to delinquency and crime.

Discussion: The justice system, communities, families and schools can be instrumental in helping youth to change or reverse negative behavior to a positive direction before it may be too late to make such a change. Like preventive strategies, many interventions are likely to need more than just the resources of the juvenile justice system to be effective.

The following strategies further define the overall direction and approach to developing intervention strategies and programs:

- To be more effective interventions should be designed and implemented to account for differences in culture, language and communities.
- More programs and services are needed for youth with learning disabilities and for the very young who are more amenable to change.
- A special assessment guideline should be developed to help prepare assessments and plans for special needs offenders.
- Mental health and drug treatment services targeted at minority needs should be expanded.
- Programs that are racially and culturally diverse should be expanded.
- Services should be made available to the families of offenders and tailored to their specific needs, especially for any at-risk youth in the household.
- From the perspective of clients, there should be a seamless delivery of services, irrespective of the sources.

Objectives:

- C.1. Interventions should be designed and managed to act as early as possible in the problems and needs of at-risk-youth (ARY), children in need of supervision (CHINS), truancy cases, and first-time misdemeanant offenders and their families.
- Early intervention and prevention strategies should be developed in a way which does not bring more youth into the formal juvenile justice system.



- C.2. Interventions that are swift and sure with consequences need to be implemented at a decentralized community level rather than centralized on a County-wide level.
- Offender supervision and support services must be decentralized to the local community level as much as practical in order to support the new justice system emphasis on prioritizing family- and community-based solutions over formal court processes.
- C.3. Specialized interventions are required for special needs offenders.
- C.4. The use of school expulsion should be minimized.
- For ARY, CHINS and offender cases where school expulsion is deemed absolutely necessary, provision must be made that an appropriate alternative school option is available.
- C.5. Family and community violence must be reduced.
- The Superior Court should require that all domestic violence and abuse and neglect cases have a needs assessment of the entire household, and ensure that appropriate treatment and support services will be linked to any family member. Both offenders and victims must be included. Coordination and communication will need to be assured between the juvenile court and the family court.
- C.6. Build and train a strong volunteer and mentor network. *Such a network can expand and improve the effectiveness of juvenile justice support services.*
- Volunteer training should be made readily available to all communities and specific training for conflict resolution, mediation and mentoring should be expanded.
- C.7. Funding decisions and critical services should be targeted for locations exhibiting negative trends or problems.

GOAL D: King County, its juvenile justice system, its communities and public and private organizations should develop and support prevention programs and services and collaborative inter-organizational efforts which help keep youth out of the justice system.

Discussion: Although "prevention" goes beyond the bounds and control of the juvenile justice system, its potential beneficial impacts related to demands on the justice system



make it a critical endeavor for all institutions and residents of King County. Prevention strategies and programs will require sustained coordinated involvement of County government, communities, leaders, volunteers, businesses, civic and neighborhood organizations. Top governmental, community, cultural and business leaders will need to convince citizens that devoting time and resources to prevention strategies is needed in all areas of the County. The juvenile justice system should be at the table in helping to plan and support prevention efforts.

It is important to note that the prevention objectives and recommendations hereunder are not intended to be comprehensive of all prevention actions needed in King County. They are intended to be responsive to those needs and issues which surfaced in the assessment of the juvenile justice system.

Objectives:

- D.1. Juvenile justice should be oriented to building positive futures for youth rather than achieving retribution that fosters negative lifestyles. *Both the juvenile justice system, provider agencies and social institutions should move away from "labeling" a youth for life.*
- The juvenile justice system, communities and social institutions should focus all youth services and programs towards the positive rather than the negative by focusing on "asset-based" development of youth.
- D.2. Integrate and coordinate law enforcement, education, substance abuse programs, community and recreation services.
- Multi-disciplinary and collaborative services and programs should be developed to address a variety of youth and family problems and needs.
 - Frequent collaboration between probation officers, schools, law enforcement liaison officers and provider agencies should be developed.
- D.3. Teenage pregnancy rates should be lowered and other teen and family health needs should also be addressed.
- D.4. Schools and community centers must become more closely involved with their community and families beyond the 8-hour weekday.
- Schools and community centers should be open on nights and weekends for family and community use.
 - Probation officers should be located in schools.



- D.5. Develop a single source County-wide Information & Referral Hot Line. *Such a system needs to be multi-lingual and have up-to-date access and referral information that is also correlated to geographic and cultural service limits when applicable.*
- D.6. Increase child welfare and protective services funding from the State and local governments.
- D.7. Increase substance abuse and mental health counseling and treatment services for youth and families.
- D.8. Increase the homeless and shelter capacity throughout King County.
- D.9. Increase the awareness and level of early childhood/parental involvement and related provider/community services access.

GOAL E: County, city, schools, state, and community service organizations should develop the relationships and partnerships that help troubled youth at the earliest signs of problems.

Discussion: The juvenile justice system has a regional mandate in handling all cases referred to the court on offender, truancy, ARY/CHINS, and dependency matters. However, a comprehensive strategy to reduce juvenile crime and delinquency goes beyond this narrow window to intervene. The recommendations in this report and emerging from other efforts – Community Services Division Strategic Plan (King County Department of Community and Human Services), Seattle SafeFutures, Community Networks, and a variety community-based youth violence prevention efforts, to name a few – point to the need to identify and address problems with youth, families, and communities before delinquent behavior begins or escalates. Moreover, with the minor offenders, the juvenile justice system in partnership with communities should intervene swiftly with an approach that promotes responsible behavior before the most serious consequences of the justice system are required. Even when the justice system imposes such consequences, youth should transition to their communities with a plan and the means to avoid future delinquency.

Successful prevention, early intervention, structured sanctions, or community transition efforts require a complex array of approaches and partnerships. The County, cities, schools, state, independent youth-serving agencies and concerned citizens all play a role. For example, King County manages law enforcement, human service programs, mental health services, health services, substance abuse treatment, and parks. The role of schools is expanding beyond educational responsibilities in recognition of their critical institutional place in communities. Cities provide an array of law enforcement, recreational, and human services depending on the priorities of its citizenry. There are also many private agencies serving youth and families in communities throughout King



County. Finally, many citizens volunteer their time to participate on committees and boards and provide direct services.

The makeup of these partnerships will vary from community to community based on needs, strengths, and priorities of each community. There are planning efforts underway to begin the process to understand community priorities. Examples are the King County Community Services Division Strategic Plan, Seattle SafeFutures Strategic Plan, and Community Networks all of which place a strong emphasis on prevention and intervention efforts. This goal seeks in conjunction with these efforts to reach agreement on the mechanisms for developing these partnerships and relationships and to begin to clarify the respective roles of various entities.

Objectives:

E.1. Clarify the roles, relationships, and responsibilities of the various entities and jurisdictions involved with at risk and delinquent youth.

- *Involve the leadership of these entities and the participation of the public.*
- *Join with other community-based efforts such as the Community Services Division Strategic Plan, Seattle SafeFutures, and Community Networks who scopes emphasize prevention and intervention.*
- *The following matrix is an example of a framework for this discussion:*

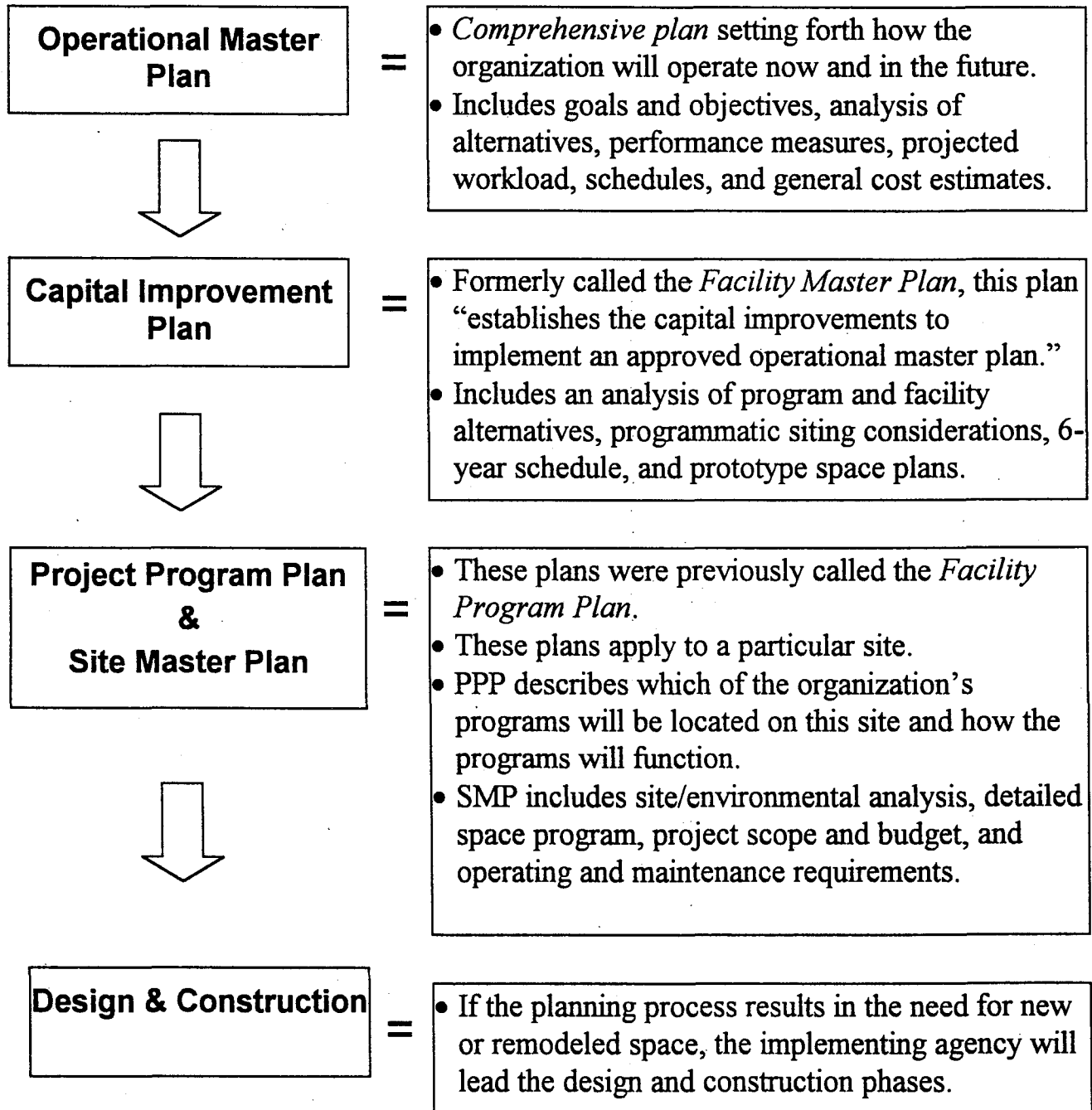
Roles → Youth ↓	Juvenile Justice System						City & Community Based Services					Schools				Health, Mental Health, Substance Abuse, and Human Service Systems					
	Assessment and Referral	Court Process and Sanctions	Direct Service	Collaboration	Case Management	Aftercare	Assessment and Referral	Direct Service	Collaboration	Case Management	Aftercare	Assessment and Referral	Direct Service	Collaboration	Case Management	Aftercare	Assessment and Referral	Direct Service	Collaboration	Case Management	Aftercare
Stable: Needs Supported																					
Early Signs of Trouble / Has Special Needs																					
Abuse / Neglect							Discussions addressing														
Truant							This objective would lead to														
Runaway																					
Minor Offender																					
Serious Offender																					

APPENDIX **A**

King County Master
Planning Process

King County's Master Planning Process

The following outline of the master planning process is based upon the stages defined in King County Code 4.04.200 and recent precedent with similar projects such as the Regional Justice Center. Noted below are also the former names of each stage.



APPENDIX **B**

Forum Attendees

Juvenile Justice Policy Forum Attendance

<i>Last Name</i>	<i>First Name</i>	<i>MI</i>	<i>Title</i>	<i>Agency</i>
1 Akina-James	Sadikifu		Division Manager	Department of Community & Human
2 Allen	Kym		Legislative Assistant	Seattle City Council
3 Anderson	Murray		Squire Park Community	Squire Park Community
4 Antos	Barry	P.	Senior Vice President	Pioneer Human Services
5 Ashley	Nancy		SafeFutures Consultant	
6 Baer	Simmie		Supervising Attorney	The Public Defender
7 Bailey	Deborah		Program Manager	Center for Human Services
8 Belatti	John		Juvenile Prosecuting Attorney	Office of Prosecuting Attorney
9 Bell	Joe		Regional Administrator	Department of Social & Health Services
10 Berliner	Peter		Executive Director	Children's Alliance
11 Booth	Charles	A.	Mayor	City of Auburn
12 Boruchowitz	Bob		Director	The Defenders Association (TDA)
13 Bridge	Bobbe		Presiding Judge	Superior Court
14 Bridges-Weber	Susie		Truancy Program Coordinator	Department of Youth Services
15 Brooks	Rich		Executive Director	Renton Youth & Family Services
16 Buck	Dave		Officer	City of Kent Police Department
17 Caldwell	Nate		Detention Division Manager	Department of Youth Services
18 Campbell	Nancy	M.	Director	Department of Youth Services
19 Carlson	Jeanne		Commissioner	Children & Family Commission
20 Carter	Pam		Chairperson	Seattle Community Network
21 Chew	Sharon		SafeFutures Coordinator	Department of Housing & Human Services
22 Clausen	Lisa		Intergovernmental Affairs Manager	City of Auburn
23 Cornwall	Catherine		Budget Supervisor	Office of Budget & Strategic Planning
24 Cowan	Linda		Superintendent	Auburn School District
25 Crane	James	C.	Division Manager	Department of Community & Human
26 Crawford	Ed		Chief	City of Kent Police Department
27 Curry	Clifton		Council Staff	Metropolitan King County Council
28 David	Rachel		Legal Advocacy Coordinator	Seattle Rape Relief
29 Dickerson	Mary Lou		Representative	Washington State Legislature
30 Diggins-Murphy	Vera		Chaplain-Director	Youth Chaplaincy Program
31 Dimock	Kaki			Step Up Program
32 Doran	Rene		Planning & Development Specialist	Department of Housing & Human Services
33 Douville	LaVonne		Division Director	Department of Housing & Human Services
34 Eakes	Pam		Founder/President	Mothers Against Violence in America
35 Eckstrom	Steve		Coordinator for Advocacy Services	Office of Crime Victims Advocacy
36 Eddy	Debbie		Councilmember	Kirk& City Council
37 Ein	Ronald		Executive Director	NW Institute for Restorative Justice
38 Einstein	Will		Legislative Aide	Metropolitan King County Council
39 Elias	Dorry		Executive Director	Minority Executive Director's Coalition
40 Fain	Mo		Legal Advocates Manager	King County Sexual Assault Rsource Center
41 Felder	Donald		Principal, Interagency	Seattle School District
42 Fimia	Maggie		Councilmember	Metropolitan King County Council
43 Francois-Griffin	Marella		Safe Schools/Reentry Coordinator	Seattle School District
44 Frisinger	Ava		Mayor	City of Issaquah
45 Gay	Debora		Deputy Director	Office of Budget & Strategic Planning
46 Gedeon	Michael		Project Coordinator	Department of Youth Services
47 Gehring	Kathy		Councilmember	City of SeaTac
48 Gibbons	Dolores		Superintendent	Renton School District
49 Gintz	Ron		Mayor	City of Federal Way

	<i>Last Name</i>	<i>First Name</i>	<i>MI</i>	<i>Title</i>	<i>Agency</i>
50	Godefroy	Kay		Executive Director	Seattle Neighborhood Group
51	Gossett	Larry		Councilmember	Metropolitan King County Council
52	Grant	Linda		Director	Pioneer Human Services
53	Grate	Keith		Youth Program Manager	CAMP
54	Green	Sharon		Executive Director	Seattle School District
55	Greenfield	Jeanette		Consultant	Northshore/Shoreline Community Network
56	Haggerton	Jim		Councilmember	City of Tukwila Council
57	Hague	Jane		Councilmember	Metropolitan King County Council
58	Higashiyama	Terry		Division Manager	King County Parks & Cultural Resources
59	Hundley	Beverly		Regional Relations Coordinator	Department of Intergovernmental Relations
60	Hurley	Joanne		M.J.J.I.P. Coordinator	I-WA-SIL
61	Iddings	Laura		Mayor	City of Maple Valley
62	Inveen	Laura		Chief Juvenile Judge	Superior Court
63	Jocelyn	Vicki		Chair	Citizen Advisory Committee
64	Johnson	Tim		Major	City of Bellevue
65	Kagi	Ruth		Commissioner	Children & Family Commission
66	Kelly	Barb		Care Manager	Seattle Mental Health
67	Knutson	Bruce		Director	Superior Court
68	Kohl	Jeanne		Senator	Washington State Legislature
69	Lambert	Kathy		Representative	Washington State Legislature
70	Larsen	Craig		Director	Department of Parks & Recreation
71	Larson	Mark		Chief Deputy	Prosecutors Office
72	Lee	Deborah	J.	Coordinator	Office of Prosecuting Attorney
73	Liaw	Shoubee		Legislative Assistant	Metropolitan King County Council
74	Lieb	Roxanne		Director	Washington State Institute of Public Policy
75	Low	Neil		Lieutenant	Seattle Police Department
76	Maleng	Norm		Prosecuting Attorney	Office of Prosecuting Attorney
77	Mark	Terry		Deputy Director	Department of Community & Human
78	Marshall	Connie		Councilmember	City of Bellevue
79	Mason	Dawn		Representative	Washington State Legislature
80	Mattson	George		Judge	Superior Court
81	Maurer	Carol		Coordinator	Department of Community & Human
82	Mayfield	Helen			Minority Executive Director Coalition
83	Montgomery	Jim		Chief	City of Bellevue
84	Moore	Bob		Court Services Manager	Department of Youth Services
85	Muse	Michaele		Mayor	City of Kirkland
86	Nicholas	Lois		Regional Administrator	Department of Social & Health Services
87	O'Mahony	Janice		Program Analyst III	Department of Youth Services
88	Okimoto	David		Director	Atlantic Street Center
89	Olson	Steve		Chemical Dependency Counselor	Renton Youth & Family Services
90	Oppermann	Paula		Deputy Regional Administrator	Department of Social & Health Services
91	Owen	Eleanor		Executive Director	Washington Advocates for the Mentally Ill
92	Pirak	John		Assistant Chief	Seattle Police Department
93	Planet	Mike		Court Administrator	Superior Court
94	Quinby	Rose		Program Analyst III	Department of Public Health
95	Ramos	Juanita		Boardmember	Seattle Community Network
96	Rawlings	Noella		Division Chief	Attorney General's Office
97	Reed	Mike		Senior Legislative Analyst	Legislative Branch
98	Reichert	David		Sheriff	Department of Public Safety
99	Rudnicki	Ann		Manager	Catholic Community Services
100	Schaeffer	Mike		Council Staff	Seattle City Council
101	Sherfey	Paul		Acting Director	Department of Judicial Administration

<i>Last Name</i>	<i>First Name</i>	<i>MI</i>	<i>Title</i>	<i>Agency</i>
102 Sims	Ron		Executive	King County
103 Skarbo	Kathi		Board Member	South King County Community Network
104 Spoelman	Karen		Community Systems/Quality	Community & Human Services
105 Spoor	Carol		Supervising Attorney	Office of Prosecuting Attorney
106 Stamper	Norm		Chief	Seattle Police Department
107 Steel	Pat		Director	Office of Budget & Strategic Planning
108 Stephens	Helena		Boardmember	Seattle Community Network
109 Sterner	Ed		Board Vice-Chair	Northshore/Shoreline Community Network
110 Stevenson	Doug		Supervisor	Metropolitan King County Council
111 Stewart Johnson	Sharon		Deputy Director	Department of Public Health
112 Stone	Mary Ellen			KC Sexual Assault Resource Ctr
113 Stonich	Tim		Director	Lake Washington School District
114 Taylor	Larry		Deputy Director	Department of Housing & Human Services
115 Tebow	Michael		Marriage and Family Therapist	Kent Youth & Family Services
116 Terry	Morgan		Commander	City of Redmond
117 Trause	Paul		Director of Administration	Office of Prosecuting Attorney
118 Trupin	Eric		Director, Child Psychiatry	Children's Hospital & Medical Center
119 Valentine	Betty Lou		Executive Director	Central Youth & Family Services
120 Verzola	Adrian		Director	I-Wa-Sil
121 Waild	Susan		Program Manager	Superior Court
122 Waldner	Ron		Chief	City of Tukwila Police Department
123 Walker	Rick		Executive Director	Communities in Schools of Seattle
124 Wallenstein	Arthur	M.	Director	Department of Adult Detention
125 Warner	Bernie		Deputy Director	Department of Youth Services
126 Whalen	Doug		Director of Public Affairs	United Way of King County