

King County Department of Adult and Juvenile Detention

Equity, Racial, and Social Justice

2024 Annual Report



Allen Nance

Director

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Equity, Inclusion, and Belonging Manager

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2024 Interim Equity, Inclusion, and Belonging Manager

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March 2025

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Acknowledgements

We take this moment to express our deepest gratitude for the persistence and unwavering commitment that so many of you have shown in advancing Equity, Racial, and Social Justice at the Department of Adult and Juvenile Detention (DAJD).

In recent years, the renewed national focus on equity and social justice has been met with resistance and efforts to stall progress. Yet, despite these challenges, you continue to step forward with resolve by dedicating your time, energy, and resources to this vital work. From volunteering hours, attending training sessions, and participating in conferences, to speaking out against injustice and advocating for change, your efforts are seen, felt, and appreciated.

You may not see it right away but your hard work are transforming our workplace into a more inclusive and supportive environment. Your contributions are essential to our broader mission toward building a fairer and more equitable criminal legal system.

The road ahead may be complex, but with your continued investment and determination, we remain energized and hopeful.

Thank you for all that you do—your dedication and passion are deeply appreciated.

Special thanks to

Ebony Frazier

who stepped up to fill the role of Interim EIB Manager and was responsible for the implementation of many of the 2024 accomplishments.

2024 EQUITY LEADERSHIP TEAM

Dawn Breen

Performance Measurement Coordinator, Administration Division

Ed Carter

Deputy Director, Community Corrections Division

Mohamed Eltayeb

Commander, Maleng Regional Justice Center

Ladna Farah

Business and Finance Officer IV, Financial Administration

Carmella Frazier

Major, Maleng Regional Justice Center

Ebony Frazier

ADA Coordinator, Adult Division

Noah Haglund

Communications Specialist, Director's Office

Ashley Mareld

Juvenile Programs Manager, Clark Children and Family Justice Center

Belenda Wilson

Chief of Operations, Clark Children and Family Justice Center

2024 EQUITY ENGAGEMENT TEAM

Dawn Breen

Performance Measurement Coordinator, Administration Division

LaVance Davis

Corrections Officer, King County Correctional Facility

Ladna Farah

Business and Finance Officer IV, Financial Administration

Ebony Frazier

ADA Coordinator, Adult Division

Joe Gorham

Cook/Baker, Juvenile Division

Veronica Sepulveda

Caseworker, Community Corrections Division

Cade Wiger

Caseworker, Community Corrections Division

Message from the Director

Since 2020, we have made remarkable progress in advancing Equity, Racial, and Social Justice within our organization. We've strengthened our commitment to fostering inclusion, improving policies, and creating opportunities for all. Through your dedication and courage, DAJD has grown into a more supportive and equitable workplace. While we should be proud of how far we've come, we know there is still more work to do.

Our journey toward equity is ongoing, requiring us to confront challenges, listen, learn, and take meaningful action. By staying grounded in our shared values and purpose, we will continue to build a department that reflects and serves the diverse communities around us.

Employee feedback has helped shape our priorities and guide improvements that support well-being and engagement. Our continued success relies on clear communication, accountability, and collaboration. Together, we will create a culture of trust and growth while ensuring that those in our care leave better equipped for the future.

We also recognize the toll that equity and justice work can take. This is difficult but necessary work, and I encourage you to practice self-care and support one another. The well-being of our team is essential to sustaining our mission. We are at our strongest when we uplift each other and lead with empathy and understanding.


Amid political and leadership changes at every level, DAJD and King County will remain steadfast in our values and True North. We are doing this because it is simply the right thing to do – about decency and basic fairness; recognizing and respecting the humanity that is in each of us. Therefore, we will not be deterred from our commitment to equity, inclusion, and belonging.

Thank you for your hard work, resilience, and dedication. I am proud of what we have accomplished together and inspired by what lies ahead.

Sincerely,

Allen Nance

Allen Nance
Director



Department of Adult & Juvenile Detention






OUR MISSION


We provide in-custody and community-based services that are data informed, advance safety, lead system change, and promote equitable outcomes for the people we serve.

OUR VISION

We lead the nation in providing exemplary services that transform lives.

OUR PRIORITIES

-  *Ensure safety and security of staff and residents.*
-  *Recruit, develop, support, and retain staff.*
-  *Promote opportunities to humanize the people in our facilities and programs.*
-  *Strengthen community connections.*
-  *Manage operational risks.*



Executive Summary

In her book *Caste: The Origins of Our Discontent*, Isabel Wilkerson compares America to an inherited old house—one with cracked foundations and decaying structures hidden behind the walls. This powerful metaphor reflects the deep-rooted racial and social inequities that persist today, often out of sight yet profoundly shaping our shared experiences. Like homeowners who must confront unseen damage to truly repair their house, we too must bring systemic inequities into the light, acknowledging both the official histories and the concealed truths.

At the Department of Adult and Juvenile Detention (DAJD), this acknowledgment guides our commitment to Equity, Racial, and Social Justice (ERSJ). We recognize that while a diverse workforce brings a breadth of ideas, true inclusion demands structural change, continuous improvement, and targeted support. The 2024 Annual Report highlights the frameworks, policies, and resources we have established to nurture a more equitable, inclusive organization—one that acknowledges our past while striving toward a fair and promising future for all.

Building a Data-Driven Approach

Addressing inequities begins with understanding where disparities exist. Simply looking at large data sets can obscure the unique experiences of different groups. By breaking down demographic data, we have uncovered gaps that guide our actions. Tracking metrics over time also enables us to respond proactively, ensuring we maintain progress on equitable hiring, promotion, and retention.

- **Workforce Representation:** By the end of 2024, approximately 57% of DAJD employees identified as non-White, and 32% identified as female. Although we are close to meeting King County’s workforce goals, we do not yet fully reflect the county’s projected demographics. However, when measured against our internal candidate pool, DAJD has made significant gains across all racial categories.
- **Corrections Officer Trends:** Between 2019 and 2024, there was a substantial shift in officer demographics as many White officers retired and non-White applicants grew to 76%–79% of the applicant pool by 2023–2024. Corrections officers form the largest employee group at DAJD. Therefore, we focus on the trends of hiring, promotions, and disciplinary action in this employee classification to identify opportunities for systemic change.

Key Initiatives and Milestones

1. Logo and Badge Change

A key component of our ongoing rebranding, completed in 2024, was standardizing our department’s appearance across all divisions. New shields and logos were introduced and DAJD’s Mission Statement now explicitly highlights the commitment to “promote equitable outcomes.”

2. **Golden Clarion Award**

First informally presented in 2022, the Golden Clarion Award was codified into DAJD policy in 2024. This award honors employees who demonstrate extraordinary commitment to advancing equity and social justice, reinforcing a culture that recognizes those dismantling systemic inequities.

3. **Shift Investigation Workgroup**

After an Equity Impact Review revealed possible disparities in Internal Investigation Unit (IIU) referrals that disproportionately affected Black employees, a workgroup was formed to identify possible root causes and make recommendations for changes. A process improvement team will be convened in 2025 to ways to improve data tracking and standardize processes for shift investigations.

4. **Language Access Program**

Supported by a \$150,000 grant, DAJD translated 77 essential documents into six languages, purchased mobile devices for on-demand interpretation, and developed American Sign Language (ASL) resources. These enhancements have already expanded equitable access to critical information and services.

5. **Employee Capacity Development**

- *Workplace Civility Workshop*: Addressing dehumanizing language and promoting a respectful workplace, this workshop was rolled out in mid-2024 for all supervisory staff.
- *ERSJ Fundamentals*: Offered monthly at New Employee Orientation, this 6-hour training dives into the history of inequities and ways to create equitable outcomes. This workshop is well-received and has a 4.8 average rating from participants.
- *Executive Equity Coaching*: Launched in October 2024 for the Senior Management Team, this coaching series strengthens leaders' ability to address racialized conflict and make equity-driven decisions.

Looking Ahead to 2025

The 2024 ERSJ Action Plan laid a solid foundation by establishing systems that support sustained progress and by offering vital learning opportunities for our workforce. Yet, building a pro-equity, anti-racist organization is an ongoing journey—one that requires continuous self-reflection, open dialogue, and targeted action.

As our workforce becomes increasingly diverse, we expect both new challenges and richer perspectives. DAJD will continue to refine the core pillars of inclusion, addressing persistent disparities, and empowering leaders and employees alike to uphold our shared commitment to equity and social justice. Our 2025 ERSJ Action Plan focuses on deepening this work and ensuring every member of our organization can thrive.

Introduction

In her book *“Caste: The Origins of Our Discontent”*, Isabel Wilkerson¹ uses the metaphor of an old house to illuminate the deep structural issues that undergird the U.S. racial caste system. She compares America to a house built long ago—one we inherited with cracked foundations, weakened walls, and decaying systems. These hidden flaws symbolize the pervasive issues of racism, discrimination, and inequity, shaped by the stories we choose to tell and those we keep hidden.

Although we didn’t build this house, we all live in it, and its history shapes our beliefs and experiences. Much of the damage is hidden, yet it touches every part of our shared life. To truly address to fix the damage in any building, we must bring what’s unseen into the light by opening walls, examining the structure, and exposing the foundational flaws. This mirrors our work in equity and social justice. We start by uncovering the complete history of our nation—the official narratives, the concealed truths, and the stories of those who resisted. In doing so, we acknowledge the oppression embedded in our shared heritage and strive for the well-being of everyone living in this “house,” including those who will come after us.

Figure 1: Difference between Equality and Agency Illustrated



DAJD is a highly diverse organization that recognizes the benefits of a workforce drawn from varied backgrounds, experiences, and perspectives. Studies confirm that diversity fosters broader ideas, stronger decision-making, and more holistic outcomes. However, employing a diverse staff is only the first step.

This annual report offers a comprehensive look the strategic frameworks, policies, and resources put in place to nurture ongoing growth. You’ll find an overview of the steps taken, the systems created to support them, and the milestones achieved as we continue to cultivate a more equitable, inclusive organization.

As outlined in the 2024 action below, we focused on laying the groundwork for system-wide change and providing educational resources to empower marginalized groups and break down systemic barriers. We

¹ Isabel Wilkerson, *Caste: The Origins of Our Discontents* (New York: Random House, 2020).

identified core pillars of an inclusive organization and offered the support needed to bring them to life. This foundation is now in place, and we've already seen encouraging progress.

2024 Action Plan and Targets

Action	Target Metric	Completion Rate as of 12/31/2024
Equity Teams Policy	Drafted and signed by the December 31, 2024.	100%
Equity Impact Review on 3 lines of business	No new equity impact reviews were completed in 2024.	0%
Logo Update	Crown removed from key DAJD artifacts (shield, uniforms, posters) and distributed by 12/31/24.	100%
Affinity Group Formation	This was put on hold until a County-wide affinity group policy is updated.	0%
Equity Impact Review Committee	Recruited and trained by 08/30/24.	0%
Golden Clarion Award Policy	Drafted and signed into policy by 12/31/24	100%
Language Access Program	Program Plan Fully Implemented by 12/31/24.	95%

Table 1: 2024 Action Plan and Targets

Looking ahead to 2025, we recognize it will be a year of change for our organization and the broader community. We see these changes as opportunities to strengthen our commitment to equity and justice. With optimism, we will continue building on our progress, staying adaptable, and working together to create a better, more inclusive future for everyone.

How Data Informs Equity at DAJD

Inequities can remain hidden when we focus only on large sets of data. Therefore, it is crucial to break down the data by demographic, which helps reveal gaps that might otherwise go unnoticed. Once these gaps are identified, we can develop targeted strategies to improve systems for everyone.

Collecting and monitoring data is also essential for measuring the success of Equity, Racial, and Social Justice (ERSJ) efforts. It guides more informed decision-making and supports continuous improvement. Over time, tracking data serves as an early warning system for potential problems, enabling DAJD to respond quickly and stay on track.

By the end of 2024, about 57% of DAJD employees identified as non-White and 32% identified as female.

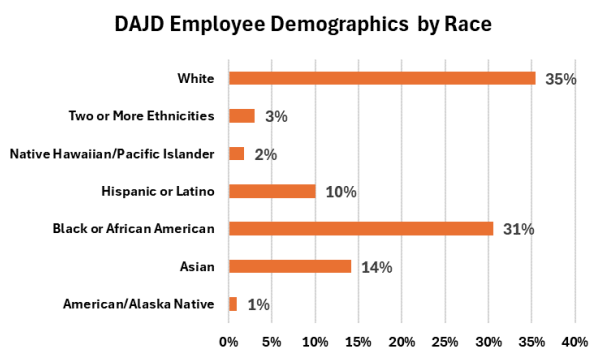


Figure 3: DAJD Employee Demographics by Race

DAJD Employee Demographics by Gender

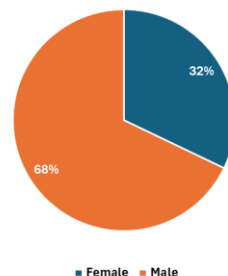


Figure 4: DAJD Demographics by Gender

DAJD Workforce Compared to King County Goals²

Per the King County ERSJ Strategic Plan (2016-2022), every department's new hires and promotions in the top 20% of the salary range or salary range 65 and higher must reflect the region's estimated workforce demographics for 2030 by 2023.

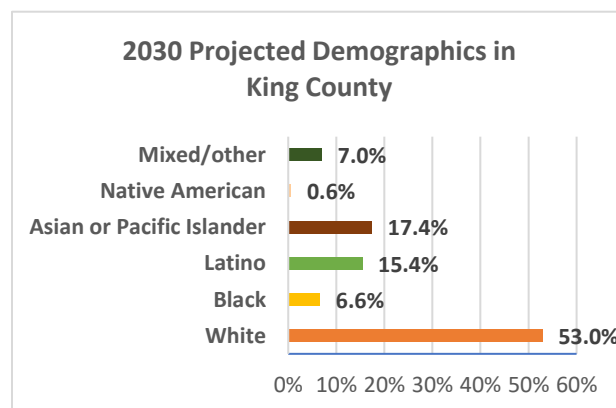


Figure 5: 2030 Projected Demographics in King County

While we are close, DAJD does not meet King County's workforce development goal when compared to the projected population of the county. However, DAJD typically promotes from within, so the candidate pool for leadership comes from our own employees rather than the broader county population.

² Source - King County ERSJ Strategic Plan (2016-2022)

Therefore, when compared to the *eligible* pool of candidates, DAJD has made significant gains among all racial categories.

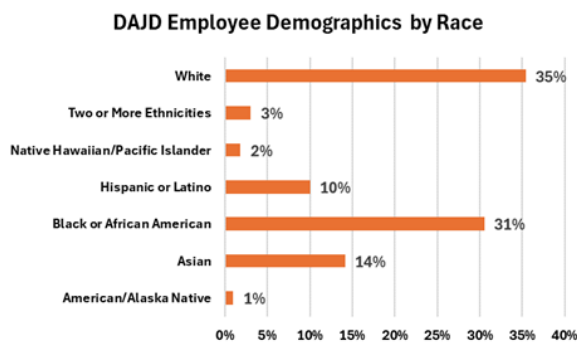


Figure 7: DAJD Employee Demographics by Race

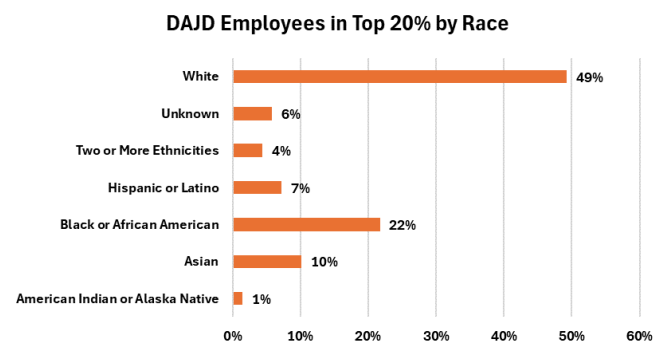


Figure 8: DAJD Employees in Top 20% of Salary Range by Race

When analyzing this pay bracket by gender³, women represent 32% of DAJD’s total staff, and among them, 46% occupy roles in the top 20% of earners.

Demographics of All Employees by Gender

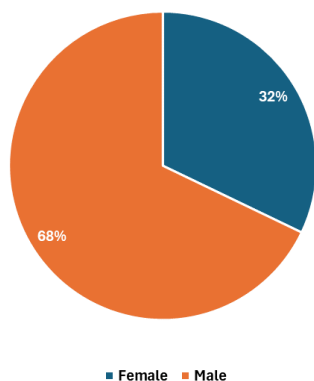


Figure 10: Demographics of All Employees by Gender

DAJD Employees in Top 20% by Gender

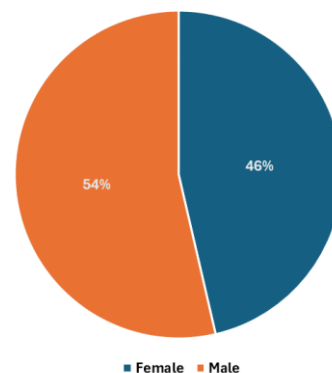


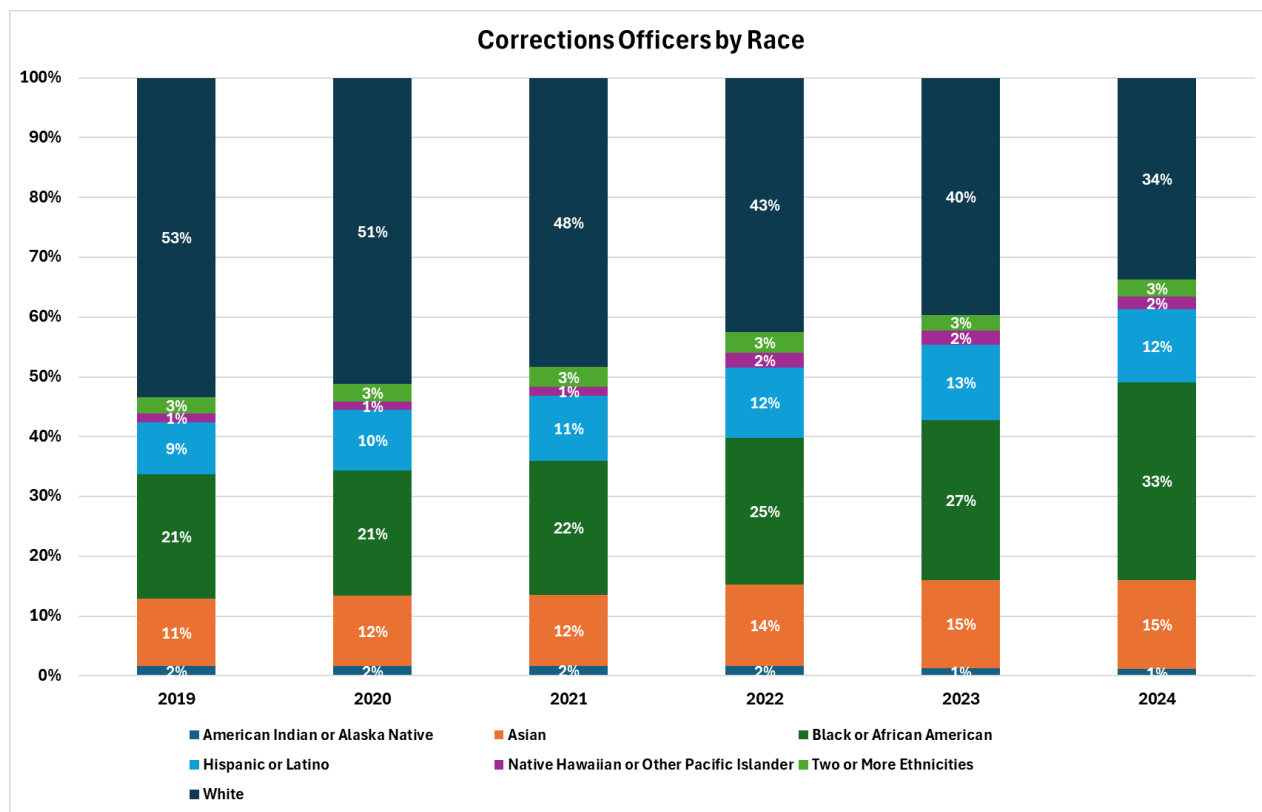
Figure 9: DAJD Employees in Top 20% Salary Range by Gender

DAJD Corrections Officer Advancement

DAJD employs more than 450 correctional officers, making them the largest employee group in the department. Because of their large numbers, they corrections officer recruitment and promotions are a good proxy for other classifications in the department which can be used identify areas of improvement in all hiring and promotions processes.

³ Until the end of 2024, King County’s data systems recorded only two gender options. As of January 2025, employees can choose how they identify. They can also select their pronouns in our H.R. data management system. Future reports will include this expanded range of gender identity options.

Figure 11: Corrections Officers by Race

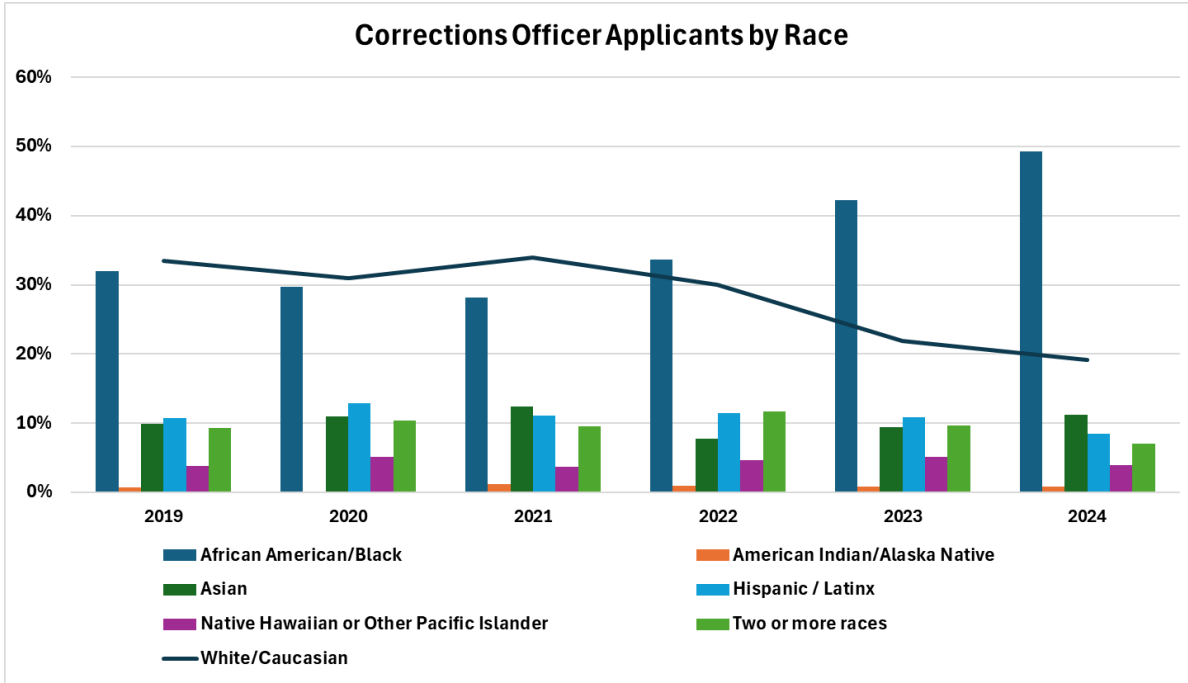


According to King County BI Insights data, there was a large drop in White officers from 2019 to 2024. In the early 1990s, a new facility opened and many officers were hired at once, making them all eligible for retirement around the same time. Consequently, many White officers retired in 2021 and 2022. During that same period, there was also a marked decrease in White applicants. Together, these factors appear to have driven a major shift in the corrections officer population, resulting in 66% of officers identifying as non-white by the end of 2024. This was an unexpected outcome that requires further inquiry.

Recruitment and Hiring

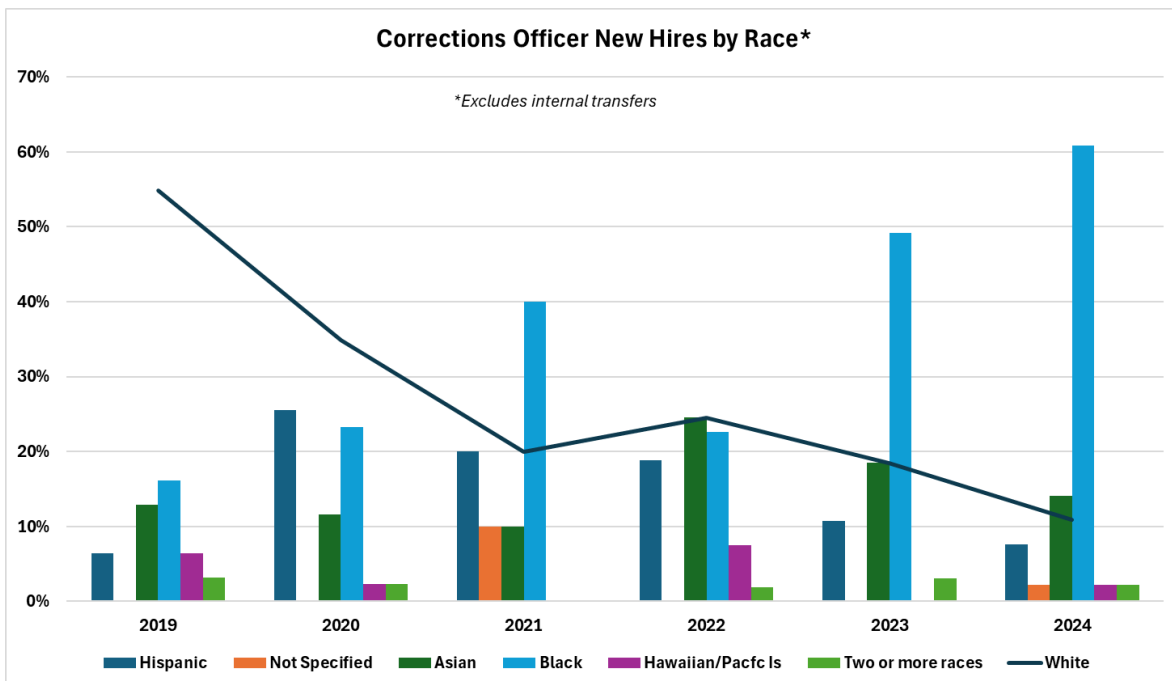
From 2019 to 2024, DAJD received more than 9,000 applications for corrections officer roles. During that time, there was a noticeable increase in non-white applicants and a simultaneous decrease in white applicants [See Figure 10]. Since 2019, more than 60% of C.O. applicants were non-White and significantly increased in 2023 and 2024 to 76% and 79% respectively.

Figure 13: Corrections Officer Applicants by Race



When comparing White applicants to White new hires, White candidates were hired at a disproportionately higher rate than their share of applicants in 2019 [See Figure 11]. However, starting in 2020, that hiring rate began to align more closely with their overall share of applicants. This will be examined further in 2025.

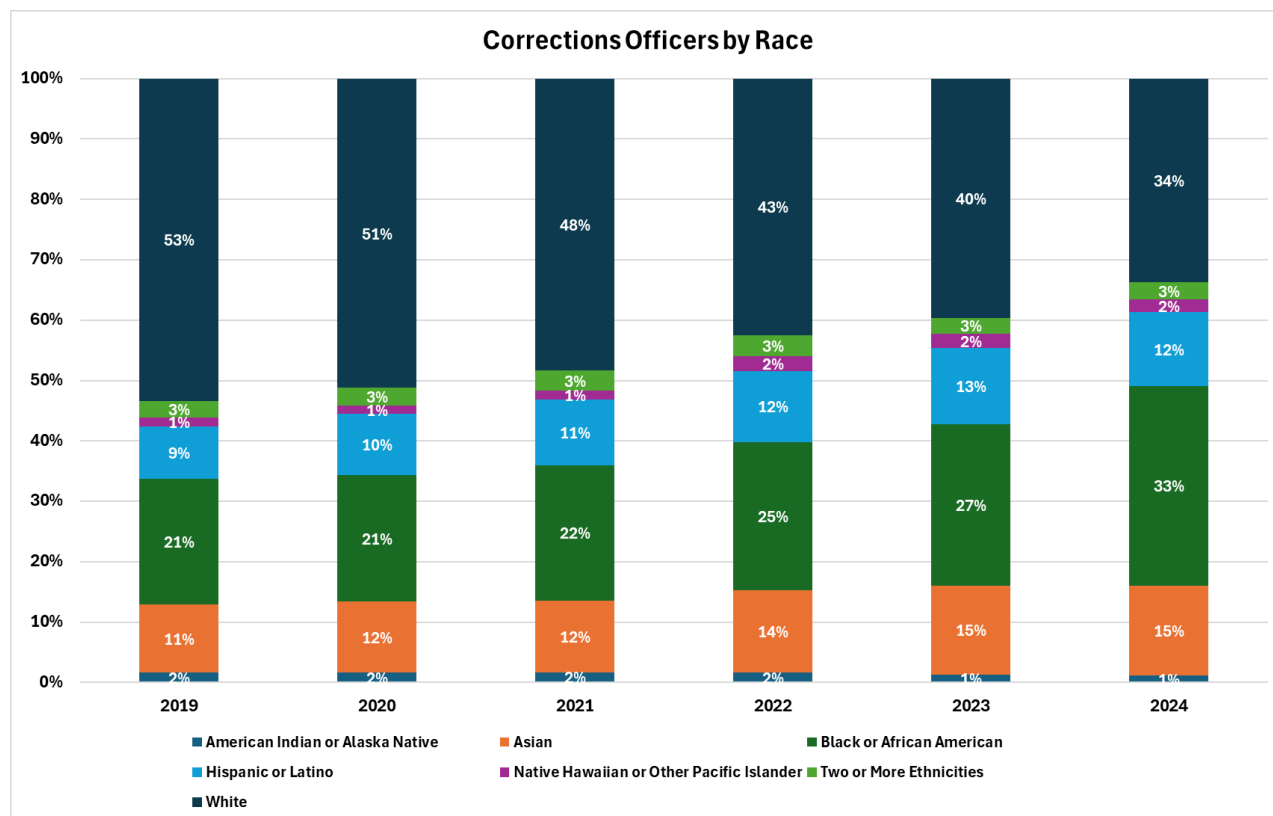
Figure 15: Corrections Officer New Hires by Race



Adult Division Uniformed Promotional Process

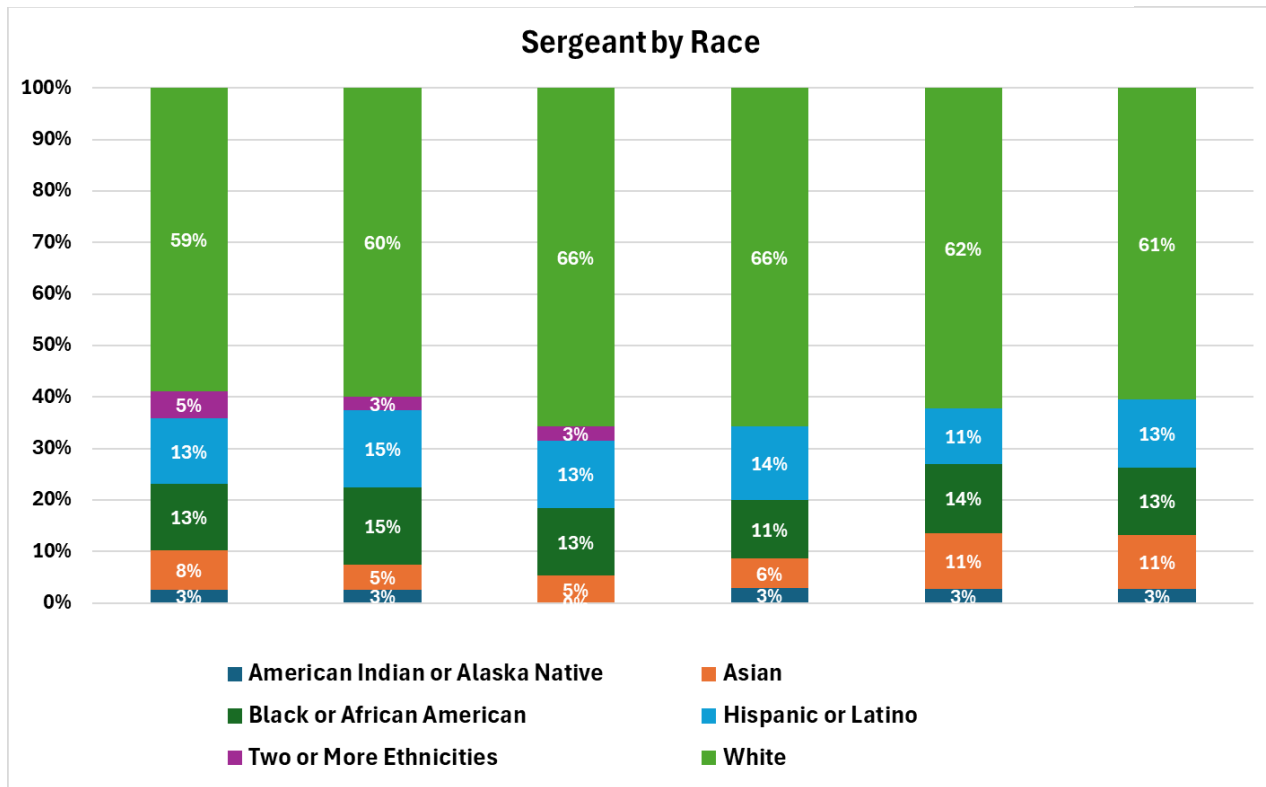
As mentioned earlier, DAJD typically promotes from within, so the candidate pool for leadership comes from our own employees rather than the broader county population. Higher ranks have significantly lower openings than the corrections officer pool of candidates.

Figure 17: Corrections Officers by Race



To be eligible for promotion to Sergeant, an officer must have 36 months of tenure at DAJD to qualify. Approximately 50% of all Corrections Officers were eligible for promotion in 2024.

Figure 19: Sergeants by Race



Women are represented in the Sergeant classification proportionate to the Corrections Officer classification.

Corrections Officers by Gender

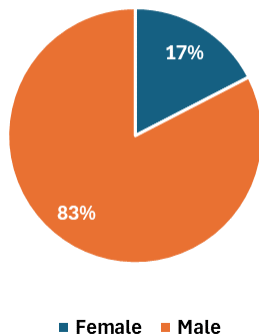


Figure 21: Corrections Officers by Gender

Sergeant by Gender

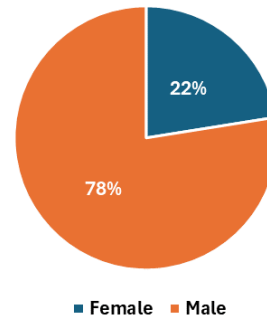


Figure 15: Sergeants by Gender

The data suggests that we need to conduct further analysis of our hiring and promotion processes to determine whether disparities exist. If they do, we will work to identify the root causes behind any inequitable outcomes in employment and advancement and identify systemic solutions for resolving the disparity.

Key Initiatives Completed in 2024

Logo and Badge Change

The DAJD rebranding project, initiated in 2022, was successfully completed in 2024. One of the major milestones was the replacement of logos on all uniforms, including those in the Juvenile Division. This update standardized the department's appearance across all divisions. Starting in April, employees in the Juvenile Division began ordering new uniforms featuring the same updated logo as the Adult Divisions.

In addition to uniforms, new shields were issued to officers, replacing the previous shields that displayed the original crown logo.

This year, we revised DAJD's Mission Statement to include "promote equitable outcomes" as a guiding principle in our work. Updated posters reflecting these changes, along with the new County and DAJD logos, have been displayed throughout the department, reinforcing our shared values and commitment to continuous growth and improvement.



Golden Clarion Award Codified

The Golden Clarion Award was created to honor employees who have demonstrated exceptional commitment to advancing equity and social justice within both the workplace and the broader community. In 2022, the award was informally presented to two employees who displayed remarkable courage by confronting and addressing biases and injustices within DAJD, actively working to dismantle systemic inequities.

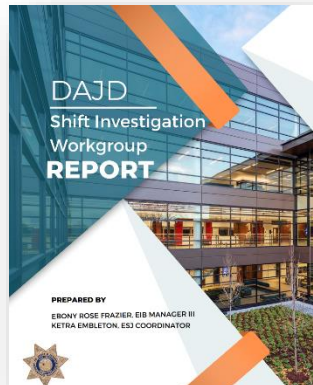
In 2024, the Golden Clarion Award was formally established as part of the DAJD Employee Recognition Awards Policy (1.03.003). This year, for the first time, it was included on the department-wide nomination form alongside other Employee Recognition Awards. As outlined in the updated policy, the Equity, Inclusion, and Belonging (EIB) Manager now holds a permanent seat on the Employee Recognition Awards Committee and will participate in selecting the recipient(s) of the Golden Clarion Award.

This award reaffirms DAJD's ongoing commitment to recognizing and celebrating those who lead the way in promoting equity and justice within our organization and community.



2024 Golden Clarion Award winners: Mohamed Eltayeb, Ebony Frazier, Yoli Gerasimov, and Joe Gorham (not pictured).

Shift Investigation Workgroup



In 2022, an Equity Impact Review was conducted to examine concerns regarding allegations referred to the Internal Investigation Unit (IIU). The review focused on whether shift investigations were disproportionately referred to IIU and resulted in higher rates of disciplinary action for some officers over others. Data analysis by DAJD's internal team, validated by the Wright Resource Group, found areas of disparate impact all groups assessed. However, the most numerous and severe disparate impact on Black employees compared to non-Black employees in referral rates and a disparity in the referral rates of White employees in some areas of disciplinary action.

These findings underscored the need to examine the process preceding IIU referrals. In response, a workgroup was formed in May 2024 to evaluate and improve the shift investigation process. One major challenge identified was the lack of an automated system to track shift investigation data, which limits the department's ability to ensure equity and consistency in these investigations.

The workgroup developed a set of recommendations, which were presented to the Senior Management Team. Key areas of focus included resolving technical issues affecting performance evaluations, standardizing training and onboarding processes, defining clear standards for minor violations, and ensuring consistent documentation and tracking of coaching and feedback. Additionally, the group emphasized the importance of transparency and adherence to procedural standards. A project plan based on these recommendations will be implemented in 2025, marking a critical step toward ensuring a more equitable and accountable investigation process within DAJD.

Language Access

DAJD successfully concluded its \$150,000 Language Access COVID Response Project, part of the OERSJ Language Access Program and funded by the Coronavirus State and Local Fiscal Recovery (CLFR) fund. Recognizing that effective crisis response requires clear communication with everyone we serve—especially individuals with limited English proficiency—this project focused on several key initiatives to ensure equitable access to vital information and services.

Using the grant, DAJD translated 77 essential documents into the six most spoken languages and purchased mobile devices to expand on-demand interpretation services. Additional efforts included creating platforms to improve language support—such as developing ASL-translated video handbooks uploaded to new resident tablets for on-demand viewing—producing informational posters and updating the department's website to make interpretation and translation services more accessible. These measures led to a surge in video relay interpretation (VRI) usage in early 2024.

In 2025, the department is revising policies to align with King County's vision for language access, advocating for continued budget support, and developing educational materials to help staff confidently serve the public in multiple languages. These steps are critical for maintaining equitable communication and service delivery across all DAJD operations.

Employee Training and Development

Workplace Civility Workshop



As part of DAJD’s ongoing efforts to enhance cultural competence and address incidents of racial slurs in the workplace, the department launched a training titled “Workplace Respect and Civility: Using Dehumanizing Language.” The training explores how language can dehumanize certain groups, ultimately enabling mistreatment and inequities. On July 1, 2024, this training was assigned to all employees in supervisory roles. By the end of December, 77% of supervisors had completed it. The remaining employees are

expected to complete the workshop by the end of the first quarter of 2025.

ERSJ Fundamentals Workshop

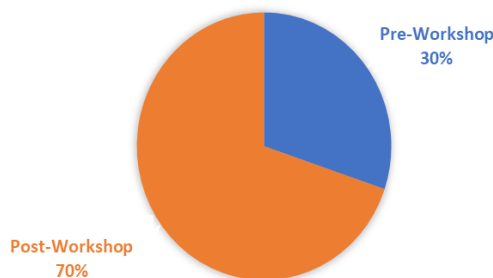
The ERSJ Fundamentals workshop is a 6-hour in-person workshop that is offered monthly during New Employee Orientation. In 2024, more than 100 people attended ERSJ Fundamentals during NEO. Most of the attendees were new employees but some were long-term employees and first-time supervisors.

Participants learn about the history of ERSJ in King County as well as the historical events that have created inequitable outcomes. Many attendees come in with a little understanding of equity and social justice and leave with a deeper analysis of how we got to this point.

Average Rating: 4.82



QUIZ AVERAGE SCORES



Equity Coaching for Senior Leadership

The **Executive Equity Coaching Series for the Senior Management Team** was launched in **October** to help develop skills and confidence in addressing racialized conflict and create systems with equitable outcomes while strengthening their ability to lead with an equity lens.

This coaching series is ongoing and is to be completed by the end of May 2025. The coaching series will be documented as part of participants' permanent training records. This investment in the development of Senior Management Team reflects DAJD's ongoing commitment to advancing equity and empowering leaders to create a more inclusive organizational culture.



Facing Race Conference

In November, five DAJD employees attended the Facing Race Conference in St. Louis, Missouri—one of the nation's largest gatherings focused on racial justice. This year's conference brought together over 4,000 activists, organizers, educators, and policymakers from across the country to explore strategies for achieving racial equity.

Members of the Equity Leadership Team, Dawn Breen, Mohamed Eltayeb, Ketra Embleton, Ladna Farah, and Ebony Frazier, represented DAJD at the conference and participated in large plenary sessions that examined the national landscape of equity work across public, non-profit, and government institutions. They also attended smaller breakout workshops on topics including:



- Transforming Local Government Through Equity-Centered Coaching
- No Justice Without Disability and Language Justice
- Building a Brave Community for Criminal Justice Reform: A Restorative Process of Truth Telling, Healing, and Accountability
- DIY Narrative Research Methods
- Reimagining Youth Justice in Los Angeles: Materializing New Well-Being Structures

A highlight of the conference was a keynote address by renowned political analyst, journalist, and author Joy-Ann Reid, whose powerful message inspired and energized attendees.

The DAJD team returned with valuable tools, insights, and renewed enthusiasm to foster a stronger culture of inclusion and belonging. Their participation supports DAJD's ongoing efforts to advance equity and aligns with King County's True North Value: We are racially just.

Summary

Achieving equity, racial, and social justice begins by looking beyond individual acts of discrimination and tackling the deeper, systemic issues rooted in our society. Building a pro-equity, anti-racist organization requires us to continually acknowledge and address both historical and current practices that contribute to inequality. It's not a quick fix—yet with dedication, honesty, and a commitment to growth, we can shape a better future for everyone.

The 2024 Equity, Racial, and Social Justice (ERSJ) Action Plan set a strong foundation by establishing the systems and resources needed for lasting transformation. It also offered educational opportunities to encourage continuous learning. Through inclusive policies and practices, we empower marginalized groups, remove barriers, and nurture positive cultural change.

“Success is not final; failure is not fatal: It is the courage to continue that counts.”

— Winston Churchill—

Looking ahead to 2025, we recognize new challenges as our workforce becomes more diverse. This diversity strengthens our organization. At times, it may introduce complexities we have not experienced before. By engaging in “mirror work”—a focused reflection on our assumptions and biases—we establish a foundation for an inclusive and equitable culture.

The 2025 DAJD ERSJ Action Plan will concentrate on refining the core pillars of an inclusive organization and dig deeper into persistent areas of inequities. Our goal is to provide every employee with the tools, guidance, and support needed to mature as a pro-equity organization.

We appreciate your continued support and commitment to equity and inclusion and look forward to embarking on this journey with you.

Appendix

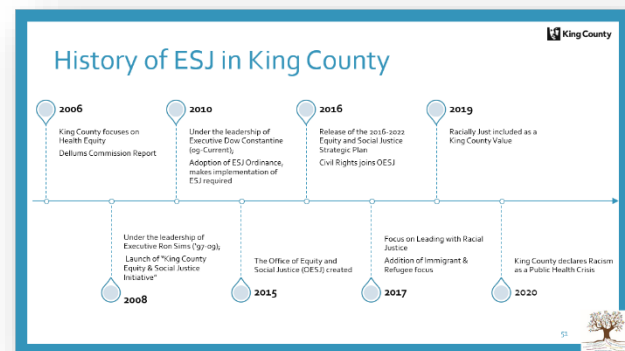
Evolution of ERSJ in King County

In 2008, Executive Ron Sims launched an Equity, Racial, and Social Justice initiative which was formalized by Executive Dow Constantine and the King County Council via ordinance in 2010. To further the ERSJ goals, Executive Constantine established the Office of Equity, Racial, and Social Justice in 2015.

Given that race intersects with all systemic inequities and is a key determining factor in system disparities, Executive Constantine announced that the County's Equity, Racial, and Social Justice initiative will center on racial inequities to learn the tools and strategies that apply to all inequities and how to apply them to eliminate all forms of disparities.

At the end of 2016, the ERSJ Office launched its 2016-2022 Equity, Racial, and Social Justice Strategic Plan that included 6 goal areas.

- Leadership, Operations & Services
- Plans, Policies, and Budgets
- Workplace & Workforce
- Community Partnerships Communication & Education
- Facility & System Improvement



DAJD's Response to the King County ERSJ Strategic Plan

In response to the County's ERSJ Strategic Plan, at the end of 2016 through the beginning of 2017, DAJD convened workgroups to address:

- Plans, Policies, and Budgets
- Workplace & Workforce
- Community Partnerships
- Communication & Education

DAJD appointed senior level team leads, team participants, and metrics for each of the above focus areas. However, the operationalization of an ERSJ program was heavily impacted by significant changes in leadership and staffing since the end of 2017, which stalled progress.

In the fall of 2021, DAJD hired an Equity, Inclusion, and Belonging (EIB) Manager to assess the Equity, Racial, and Social Justice training needs, work with staff and leadership to identify areas for improvement and develop capacity to build a pro-equity and anti-racist organization. This new role is responsible for implementing a program to build a safe and inclusive work environment for all staff by promoting diversity, equity, and inclusion at all levels of the

organization. DAJD is taking an important step towards addressing the systemic barriers that have prevented the organization from operationalizing an effective ERSJ program. This new position will also provide much-needed guidance and leadership to ensure that DAJD's policies and practices promote equity, social justice, and belonging. The EIB manager will also play a key role in fostering a culture of accountability, transparency, and continuous improvement, ensuring that DAJD remains committed to building a workplace that values and respects all employees.

Theory of Change

The ERSJ Theory of Change provides a roadmap for how to bring about change, including identifying the root causes of the problem, developing strategies to address them, and evaluating the effectiveness of those strategies.

From the beginning, having a theory for change has been essential for achieving meaningful and sustainable advancement at DAJD, as it provided a roadmap for action and a framework for understanding and evaluating progress.

The principles of the ERSJ Theory of Change that has informed our work are as follows:

1. We ALL are in the same storm of racist ideology but we're not in the same boat. Inequities in our institutions harm everyone, and it is important to understand the impact of systemic inequities on personal well-being and staff safety. We are all impacted by systemic and institutional racism. However, the impact is experienced differently based on racial group.
2. The program will use data to identify disparate impacts in our systems and measure outcomes. We will gather and analyze disaggregated data by race and other protected classes to determine if disparities exist. System changes will be supported by cycles of continuous improvement to determine if the changes are achieving the desired results. Senior leadership will learn to apply results-based accountability methodology to system and program development.
3. To make substantive system change, the program must be transformative. Measuring the number of classes offered and participants in attendance is necessary to determine breadth of influence. However, the work must be implemented using a transformational approach to culture change. Therefore, we will:
 - a. Deliver training and communications about racial equity in a way that encourages participants to be open to receiving new information.
 - b. Create safety for those with less privilege by believing and valuing their lived experiences.
 - c. Encourage self-reflection through multiple vehicles for learning.
 - d. Require a minimal amount of compulsory training for line staff supported by additional opportunities for voluntary participation in advanced training.
 - e. Provide experiences for staff to "learn by doing" by providing opportunities to practice cultural competency skills rather than more formal instruction.
 - f. Develop ERSJ subject matter experts' capacity to train and coach on pro-equity principles and advance ERSJ implementation.
 - g. Invest heavily in the development of ERSJ capacity among DAJD leadership.

- h. Help employees identify practicable, and actionable steps they can take to advance equity and inclusion in the workplace.

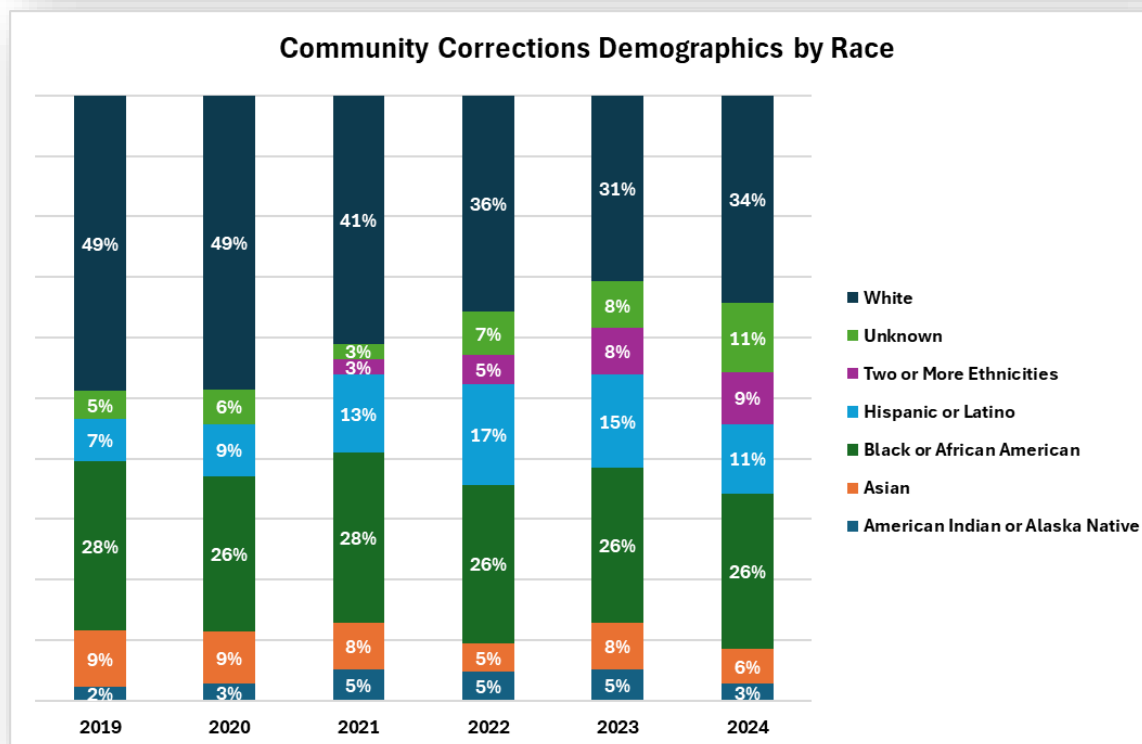
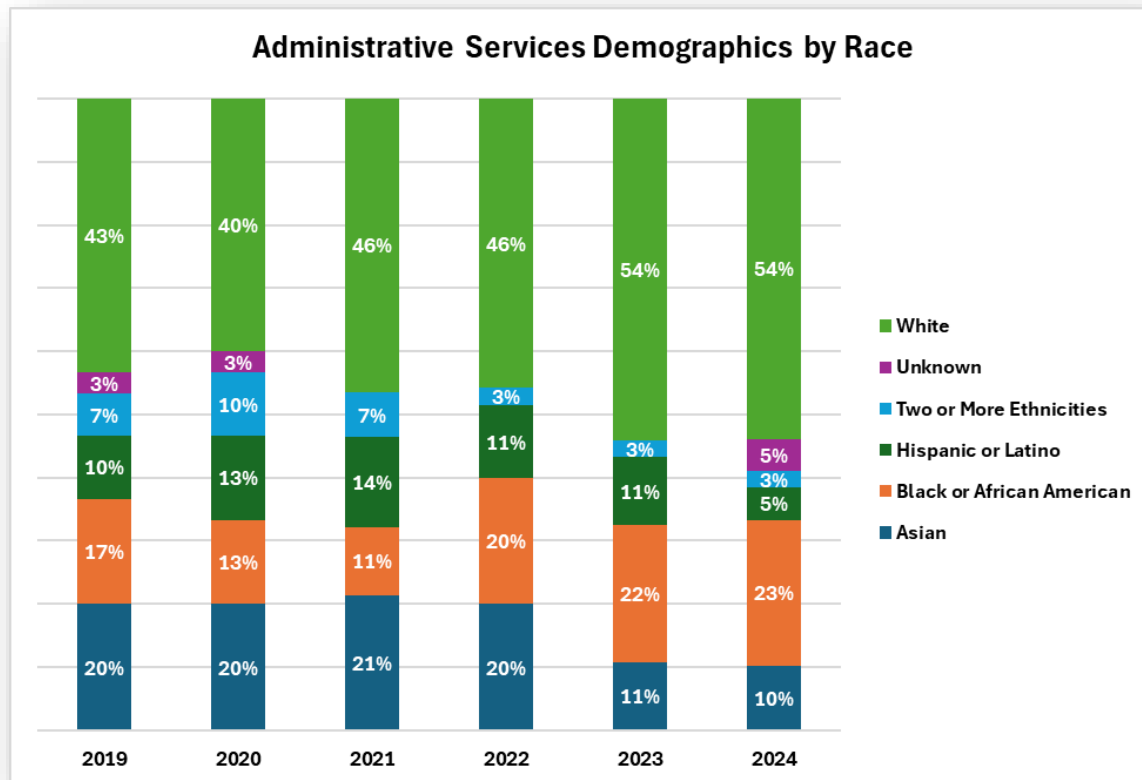
DAJD Response to Employee's Equity Concerns Since 2020

Addressing the issues identified in the employee engagement survey and listening sessions required a commitment to Equity, Racial, and Social Justice, as well as a willingness to prioritize the voices and experiences of all employees. Action plans are designed with the goal of creating a safe and inclusive work environment that promotes employee engagement, satisfaction, and retention. By actively listening to employee feedback and taking action to address their concerns, DAJD can foster a culture of trust and accountability that leads to improved employee well-being and organizational success.

Recommendation	DAJD Response	Year
Study pay disparities among lateral hires	Data review of starting pay rates for lateral hires indicated there was no racial disparity.	2020
Rewrite social media policy	The social media policy was updated.	2021
Hire an equity advocate who can be a liaison between the staff and director	An Equity, Inclusion, and Belonging (EIB) Manager was appointed.	2021
Convene an advisory board	An Equity Leadership Team of middle managers, deputy directors, and analysts was recruited to provide oversight for the ERSJ program implementation.	2021
Six-month plan for department change	This became a 12-month plan for action; 74% of all action 2022 items were completed.	2021-2022
Training that includes role-playing sessions for supervisors (Interrupt/Support)	<ul style="list-style-type: none"> Delivered DAJD Leadership Workshop in partnership with the Office of Equity, Racial, and Social Justice (OERSJ). (2020) ERSJ 1st Level Supervisor Leadership Workshop. (2021) Leadership Listening Sessions. (2021) Equity & Results Based Accountability Training for Leadership. (2021) Leadership Affinity Groups. (2021) Leadership Equity Team Launched. (2021) Division Equity Engagement Teams Launched. (2022) Overcoming Unconscious Bias Training for All Staff. (2022) ERSJ Fundamentals workshop is required for all 1st Level Supervisors. (2022) 	2020 - 2022
Make those who return from ERSJ disciplinary action take a racial sensitivity class	Those who return from an ERSJ related disciplinary action will be required to complete training relevant to the disciplinary action.	2022

Recommendation	DAJD Response	Year
Provide advance notice when those who are disciplined for ERSJ related issues return to work and plan for messaging	Advance notice will be provided to staff and the chain of command will be prepared for mitigating conflict that may arise.	2022
Revamp the sergeant promotion process	Multi-Disciplinary Leadership Development Project team was convened to review and make recommendations for all career development processes.	2022
Peer and supervisor assessment of applicant should be part of the promotion process	This was also recommended by the Leadership Development Project Team; still to be determined if this will be incorporated in the 2023 Sergeant promotion process.	2022
Visit different shifts	EIB Manager, Deputy Director, and the Director visited different shifts at each facility and have made this a part of their work plan.	2022
Convene groups to talk about what is going on	<ul style="list-style-type: none"> Equity Engagement Teams from each division were launched. DAJD employees participated in a 12 session Sustained Dialogue Cohort and created an ERSJ podcast to educate DAJD employees about issues on equity. Compassionate Listening Circles were convened to hear employee concerns at issues of equity at DAJD; Senior Management Team received a report on concerns and recommendations for action. 	2022
Complete an Equity Impact Review on staff disciplinary practices	Equity Impact Data Review on Internal Investigations in the adult division was launched and was completed by the end of the first quarter 2023. A shift investigation workgroup provided recommendations for improving the process.	2022-2024
Convene a team to build the sergeant promotion assessments made up of seasoned SMEs who don't want to promote	Human Resources hired a consultant to work with a diverse team including Command staff, Captains, and Sergeants; the EIB Manager is consulting on equity issues.	2022-2023
Qualifications and experience should be the 1st screening tool in all promotional processes	Applicants are required to apply through NEOGOV and encouraged to submit training records and work experience (military, non-county law enforcement, civilian, etc.).	2022-2023

Demographic Data for All Divisions



All CCFJC Demographics by Race

