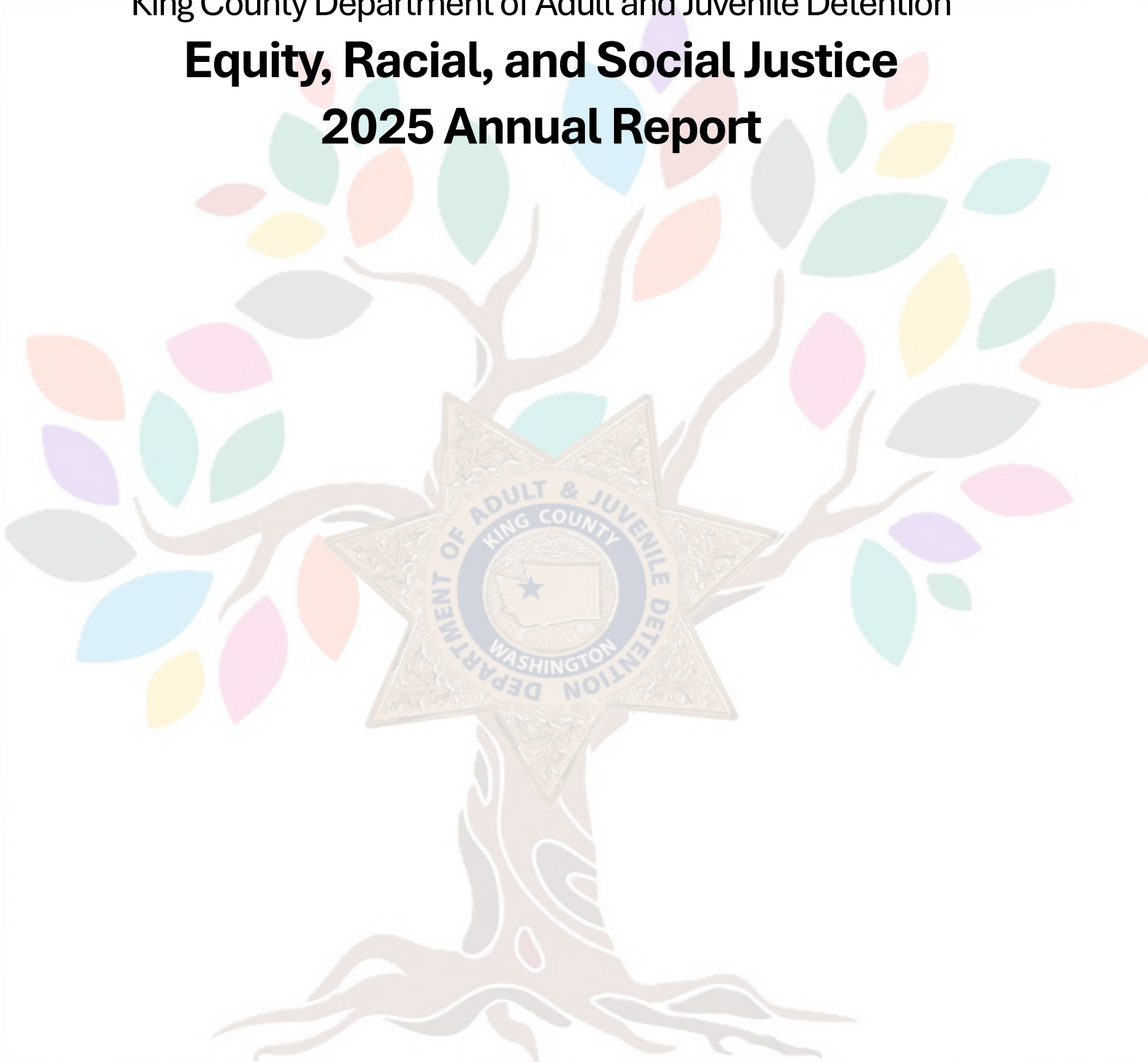


King County Department of Adult and Juvenile Detention

Equity, Racial, and Social Justice

2025 Annual Report



March 2026



King County

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Acknowledgements

We extend our deepest gratitude to everyone who has demonstrated unwavering commitment to advancing Equity, Racial, and Social Justice at the Department of Adult and Juvenile Detention throughout 2025.

During this period, progress toward equity and justice has faced significant headwinds, both nationally and locally. Despite these challenges, you have continued to step up -- dedicating time, energy, and expertise to this essential work. Whether volunteering countless hours, engaging in training and professional development, participating in critical conversations, or advocating for meaningful change, your contributions have been instrumental in moving this work forward.

The transformation toward a more inclusive and equitable workplace is gradual, and progress is not always immediately visible. Yet your sustained efforts are creating tangible changes, shaping our culture, informing our practices, and strengthening our capacity to serve with dignity and fairness.

Your work is foundational to our broader mission of building a more just and equitable criminal legal system. As we look toward 2026 and beyond, we remain committed to supporting and advancing this work alongside you.

Thank you for your continued investment in this vital work. Your contributions matter deeply and are genuinely appreciated.

Allen Nance

Department Director

Angela Toussaint

Equity, Inclusion, and Belonging Manager

2025 EQUITY LEADERSHIP TEAM

Ed Carter

Deputy Director, Community Corrections Division

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

2025 EQUITY ENGAGEMENT TEAM

Ellie Batchison

Administrative Specialist III, Adult Division

Dawn Breen

Performance Measurement Coordinator, Administration Division

Christina Davis

Corrections Program Supervisor, Community Corrections Division

LaVance Davis

Corrections Officer, King County Correctional Facility

Joe Gorham

Cook/Baker, Juvenile Division

Scott Harris

Caseworker, Community Corrections Division

Jennifer Kang

Volunteer Coordinator, Adult Division

Forrest Schmeling

Administrator II, Adult Division

Veronica Sepulveda

Caseworker, Community Corrections Division

Roselyn Wachira

Detention Officer, Juvenile Division

Letter from the Director

Dear Colleagues,

I am proud to present our 2025 Equity, Racial and Social Justice Annual Report which is a testament to our unwavering commitment to promoting equitable outcomes for staff and the people we serve.

We are experiencing substantial change locally in leadership and nationally in terms of the social and political climate. Despite these shifts, the new county leadership and I remain committed to advancing pro-equity practices and socially just policies. This is not the first time in history that we have faced a retraction in progress in our country, yet history teaches us that meaningful change has always required perseverance. We remain steadfast in our commitment to maintaining an inclusive workplace where everyone can thrive.

In 2025, we transformed commitment into institutional reality. For the first time in DAJD history, equity and social justice principles are formally codified in policy but we have more work to do.

The data in this report reflects both progress and ongoing challenges. Our organization is more diverse than ever, our training initiatives are expanding, and programs like Pocketalk translation devices are making real differences. We also monitor leadership representation, disciplinary outcomes, and pay equity to identify where gaps may exist, because transparency drives accountability.

Change -- whether local or national -- does not deter us. It focuses and energizes us. The work described in these pages demonstrates that we are building for the long term, grounded in our values and guided by data.

Thank you for your partnership in this essential work.

With gratitude,



Allen Nance
Director, Department of Adult and Juvenile Detention

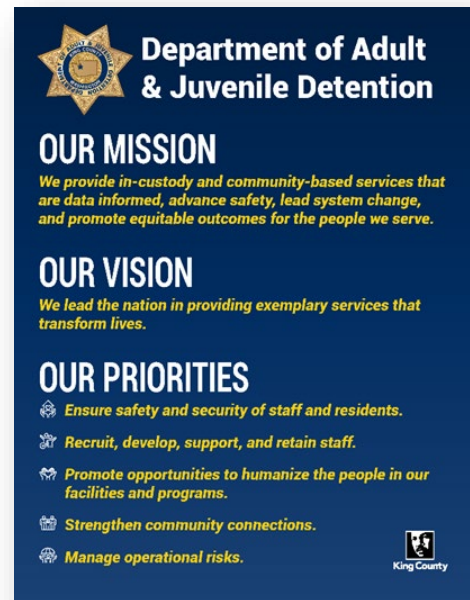


Figure 1: DAJD Mission and Vision

Executive Summary

This report covers DAJD's equity, racial, and social justice work in 2025 and lays out what's ahead for 2026. It reflects the full scope of that work -- the investments we made, what the data shows, and what remains to be done.

2025 was a year of building. The most consequential work happened at the policy level, where we did something that hadn't been done before at DAJD: we took equity principles out of aspirational language and put them into formal, codified policy. That includes a stand-alone ERSJ policy and integration of equity considerations into financial and operational frameworks. The goal was to stop relying primarily on individual champions and start building systems.

Training engagement was strong across the board. Ninety-five percent of employees completed assigned and voluntary ERSJ training, totaling more than 1,000 hours. New hire workshop scores improved from an average of 27% before training to 72% after. This could be a meaningful indicator that the fundamentals are landing.

On the workforce side, the data reveals patterns that only become visible when we disaggregate and look closely. Our Corrections Officer applicant pool has shifted significantly -- 78% of 2025 applicants identified as non-white, even as our recruiting and marketing approach remained consistent. Selection rates for white and non-white candidates were comparable and within federal fair hiring standards, which is encouraging. At the same time, our compensation analysis surfaces some disparities that deserve continued attention: white employees are overrepresented in the top 20% of earners by 14 percentage points, while Asian employees are underrepresented by 7 percentage points. The full picture only comes into focus when race and gender are examined together and what it shows is that the disparities may not be evenly distributed.

Looking ahead to 2026, we're building on this foundation in several directions. Subtle Acts of Exclusion training will expand from supervisors to all staff. More staff will be trained to conduct Equity Impact Reviews, extending analytical capacity beyond the ERSJ team into operational divisions. And we'll develop an equity data dashboard that moves us from annual snapshots to ongoing, real-time accountability. The Bridging Cultures newsletter will add a monthly "Tiny Teaches" feature that will be a short, narrative-based equity learning opportunity.

2025 built something durable in terms of policy, infrastructure, and a clearer view of where disparities persist. That clarity is not discouraging; it's directional. We know what we're working toward, we know where the gaps are, and we are committed to seeing this work through.

Progress and Challenges in 2025

In 2025, DAJD invested in equity, race, and social justice work across the department. This report documents where those resources went, what the data shows, and how policy is being put into practice.

Policy Codification

For the first time in DAJD history, we formalized and embedded equity principles into departmental policy. We created stand-alone ERSJ policies ([1.03.042](#) and [1.03.046](#)) and integrated equity considerations into financial ([1.02.014](#)) and policy management ([1.01.010](#)) frameworks. This shifts accountability from individual action to institutional infrastructure.

Additionally, we expanded Equity Team capacity through recruitment and training, launched translation devices for language access, and continued multi-year equity impact reviews of our disciplinary system.

What's in This Report

The data section presents disaggregated workforce demographics, recruiting patterns, and leadership representation. We report both progress and areas of concern, including disparities that require further investigation.

In terms of policy development, we detail the codification work completed this year. On the programmatic side, we cover interpretation device deployment and equity team development. Training metrics demonstrate substantial engagement: 95% of employees completed over 1000 hours of ERSJ training, with new hire knowledge scores improving from 27% to 72%.

Our compensation analysis reveals significant differences. White employees are overrepresented in the top 20% of earners by 14 percentage points, while Asian employees are underrepresented by 7 percentage points. The intersectional analysis shows patterns vary dramatically by both race and gender. For instance, White men have the highest advancement rates while Asian and Hispanic/Latino employees of both genders face disadvantages.

2026 Initiatives

In 2026, we will launch the Subtle Acts of Exclusion training to all staff, train more staff to complete Equity Impact Reviews, develop an equity data dashboard for real-time tracking and add a monthly "Tiny Teaches" news post to make equity concepts more accessible.

II. Data

Data serves as our foundation for transparency and accountability. We use it as an early warning system that shows us where we're off track from our equity goals. The following sections present our organizational demographics with intentional disaggregation, revealing patterns that aggregated numbers would obscure.

A. Employee Data¹

We collect and disaggregate demographic data by race, gender, and other characteristics. This granular view can identify both progress and persistent gaps, establish our baseline and track whether our recruitment, retention, and advancement practices are creating the workforce we aim to build.

All Staff by Race			
Race	2024	2025	Difference
American Indian or Alaska Native	0.48%	0.39%	-0.1%
Asian	14.70%	14.64%	-0.1%
Black or African American	36.78%	35.25%	-1.5%
Hispanic or Latino	9.98%	9.68%	-0.3%
Native Hawaiian or Other Pacific Islander	2.71%	2.50%	-0.2%
Two or More Ethnicities	3.87%	3.94%	0.1%
Unknown	6.71%	9.92%	3.2%
White	24.78%	23.67%	-1.1%

Figure 2: Staff Demographics by Race

While the officer composition has not greatly changed, the population self-identifying as “White” has decreased, and the only population showing a complementary increase is those who self-identify as “unknown” (see Figure 4).

Corrections Officers by Gender			
Gender	2024	2025	Difference
Female	17.43%	15.49%	-1.9%
Male	82.57%	84.51%	1.9%

Figure 5: Corrections Officers by Gender

All Staff by Gender			
Gender	2024	2025	Difference
Female	32.84%	32.01%	-0.8%
Male	67.16%	67.99%	0.8%

Figure 3: Staff Demographics by Gender

Corrections Officers by Race			
Race	2024	2025	Difference
American Indian or Alaska Native	0.4%	0.3%	-0.1%
Asian	16.2%	16.5%	0.3%
Black or African American	42.8%	39.9%	-2.9%
Hispanic or Latino	11.6%	9.0%	-2.6%
Native Hawaiian or Other Pacific Islander	2.2%	1.8%	-0.4%
Two or More Ethnicities	3.1%	4.3%	1.1%
Unknown	2.5%	10.2%	7.7%
White	21.2%	18.1%	-3.1%

Figure 4: Corrections Officers by Race

¹ The source of the employee demographic data is the King County BI Insights workforce analytics site.

Captains and Sergeants by Race			
Row Labels	2024	2025	Difference
American Indian or Alaska Native	1.87%	1.81%	-0.06%
Asian	9.47%	9.18%	-0.29%
Black or African American	11.34%	17.71%	6.37%
Hispanic or Latino	11.35%	9.16%	-2.19%
Two or More Ethnicities	3.75%	5.48%	1.73%
Unknown	5.64%	5.47%	-0.17%
White	56.58%	51.20%	-5.39%

Figure 6: Capts. and Sgts. Demographics by Race

Captains and Sergeants by Gender			
Gender	2024	2025	Difference
Female	26.41%	30.49%	4.08%
Male	73.59%	69.51%	-4.08%

Figure 7: Capts. and Sgts. Demographics by Gender

B. Correctional Officer Hiring Data

Our 2024 data analysis flagged a possible disparity in white officer hiring rates. At the time, inconsistent data labeling and a high number of "unknowns" limited our ability to identify root causes. In 2026, we resolved some of the data issues and analyzed applicant and hiring data from 2023 through 2025.

Group	Total Applicants	# of Applicants Selected	Selection Rate
White	1187	42	3.5%
Non-White / People of Color	4826	202	4.2%

Figure 8: Hiring Selection Rates of C.O.s by Race

At the broadest level, the data shows that there has been a shift in our non-white applicant pool to the point where 78% of our applicants for Corrections Officer (CO) in 2025 identified as non-white. When comparing White applicants to Non-White applicants, the hiring rates are comparable and within federal fair hiring standards. Specifically, Non-White candidates were hired at a 4.2% rate and White candidates were hired at a rate of 3.5%.

While we can track yearly CO hires, our systems lack the ability to trace the full path from application to hire. That means that our selection rate estimates had to be compiled by comparing different data sets. What we can see is that, over time, the applicant pool for this role has shifted, even though our advertising and marketing for the role have remained consistent. The department has been building improvements into its methods of tracking recruiting data, and we will continue to study this in 2026 for any change in results.

C. Equitable Workforce Development

Per the King [County ERSJ Strategic Plan \(2016–2022\)](#), every department and agency is expected to systematically develop and retain a racially diverse and culturally responsive workforce at all levels, including leadership, management, and staff. As part of this commitment, new hires and promotions in the highest salary ranges (defined as the top 20% of the salary range or salary range 65 and higher) must, to the extent consistent with federal and state law, reflect the region's projected workforce demographics for 2030. It is worth noting that this comparison measures current representation against a future demographic projection, so the gaps reflect where the workforce stands today relative to where the region is expected to be by 2030.

Race	Top 20% of Earners	2030 Projected Demographics
White	43%	53%
Black	29%	7%
Asian/PI	9%	17%
Latinx	7%	15%
Mixed/Other	5%	7%
Native American	1.14%	0.6%

Figure 9: Approximately 6% of racial identities are unknown and are not counted in this analysis

For an organization, like DAJD, that promotes from within, the overall employee population functions as the pipeline to higher salary ranges, making that comparison as important as the regional benchmark. White employees represent 33% of the overall workforce but 43% of top earners, suggesting stronger upward movement into higher salary ranges. Black employees represent 31% of the overall workforce and 29% of top earners, a relatively proportional outcome though slightly below their population share. Asian/Pacific Islander and Hispanic or Latino employees show more notable gaps, representing approximately 16% and 10% of the workforce respectively, yet only 9% and 7% of top earners. This pattern suggests that while some groups are well represented in the overall workforce, that representation does not translate equally into advancement to higher salary ranges.

Senior Leadership² to All Staff Ratios

The data below compares senior leadership demographics to overall workforce demographics for 2024 and 2025, tracks changes over that period and identifies where representation gaps remain.

Senior Leadership by Gender			
Gender	2024	2025	Difference
Female	69.23%	37.34%	-31.89%
Male	30.77%	62.66%	31.89%

Figure 10: Senior Leadership by Gender

Senior Leadership by Race			
Race	2024	2025	Difference
Asian	5.51%	3.50%	-2.01%
Black or African American	39.47%	20.34%	-19.13%
White	55.03%	76.17%	21.14%

Figure 10: Senior Leadership Demographics by Race

² Senior Leadership are Department Director, Department Deputy Director, Division Director, Division Deputy

Professional³ Staff Demographics

Professional Staff by Gender			
Gender	2024	2025	Difference
Female	57.58%	58.92%	1.34%
Male	42.42%	41.08%	-1.34%

Figure 12: Professional Staff by Gender

Professional Staff by Race			
Race	2024	2025	Difference
American Indian or Alaska Native	0.00%	1.24%	1.24%
Asian	6.40%	7.77%	1.37%
Black or African American	18.30%	28.93%	10.64%
Hispanic or Latino	10.77%	8.73%	-2.04%
Two or More Ethnicities	4.52%	2.16%	-2.36%
Unknown	24.10%	15.12%	-8.98%
White	35.91%	36.04%	0.13%

Figure 11: Professional Staff by Race

Administrative and Operations⁴ Staff Demographics

Administrative/Operations Staff by Race			
Race	2024	2025	Difference
American Indian or Alaska Native	1.09%	0.00%	-1.09%
Asian	19.79%	14.88%	-4.91%
Black or African American	13.80%	12.10%	-1.70%
Hispanic or Latino	3.65%	15.52%	11.87%
Native Hawaiian or Other Pacific Islander	5.96%	4.51%	-1.45%
Two or More Ethnicities	3.68%	2.58%	-1.09%
Unknown	17.06%	15.73%	-1.33%
White	34.97%	34.67%	-0.30%

Figure 14: Administrative and Operations Staff by Race

Administrative/Operations Staff by Gender			
Gender	2024	2025	Difference
Female	71.68%	63.66%	-8.02%
Male	28.32%	36.34%	8.02%

Figure 12: Administrative and Operations Staff by Gender

³ Professional Staff is the EEO Job Group Description that includes all employees except senior leadership, corrections officers, detention officers, sergeants, and corrections supervisors.

⁴ Administrative and Operations staff are all employees included in the EEO Job Group Description as administrative support, service maintenance, and technicians.

III. Policy

In 2025, DAJD achieved historic milestones in policy development, transforming equity from aspirational principles into codified institutional requirements that create lasting infrastructure beyond individual leadership.

ERSJ Policy Codification

- Created stand-alone [ERSJ policy](#) establishing clear expectations and implementation mechanisms
- Integrated ESJ principles into [financial](#) and [policy management](#) policies, embedding equity in operational decision-making

This dual approach keeps equity from being siloed, weaving it instead into daily operations, resource allocation, and strategic planning.

Equity Teams Policy

- Formalized [Equity Engagement Team and Equity Leadership Teams](#) through codified policy
- Established clear roles, responsibilities, and authority structures

By embedding equity work into formal policy and structure, DAJD builds continuity that can extend beyond any single administration and creates sustainable mechanisms for coordination, decision-making, and accountability.

Internal Investigation Unit Equity Impact Review

- Facilitated a shift investigation tracking project team in 2025 to design a system to monitor patterns that can inform intervention strategies

IV. From Policy to Practice

DAJD's programs translate equity commitments into operational initiatives that impact daily functions and service delivery.

Language Access Through Technology

Early in 2025, we deployed 66 Pocketalk interpretation devices to address critical gaps in language access in customer service, visiting, classification, programming, and in housing units. These devices provide immediate interpretation until live interpreters or language line services can be secured.

Building Organizational Equity Capacity

We expanded internal equity leadership through Equity Team recruitment in 2025. The recruitment cycle attracted 20 applicants, with eight new members selected to join existing equity infrastructure.



Figure 13: 2025 Equity Engagement Team and Equity Leadership Team Members

Selected members

participated in the ERSJ

Academy, receiving training in racial and social justice frameworks, organizational change methodology, and equity implementation strategies. Newly trained team members are developing 2026 workplans that translate academy learning into action plans tailored to their divisions and service areas.

Golden Clarion Award Winners

Dawn Breen

*Admin Performance Measurement
Coordinator*

Teena Essang-Ekpo

MRJC Corrections Officer

Wilfred Malima

MRJC Corrections Officer

Angel Sanchez

CCFJC Detention Officer



A clarion was a medieval trumpet whose clear, unmistakable sound rose above the noise to warn of danger and summon people to action, evolving into a symbol of the moral call to do what is right, even when it is hard. As Dr. Martin Luther King, Jr. reminded us with his "clarion call for justice," we do not wait for fairness, we create it together through courage and commitment to our community. The Golden Clarion Award recognizes staff who stand up, speak out, and lead with courage and conviction in the pursuit of justice and equity. This year's recipients exemplified that spirit, using their voices and actions to call DAJD toward greater dignity, fairness, and belonging for our colleagues and for those in our care.

V. Learning and Development

The focus in 2025 was on building cultural competency through several training initiatives. The Juvenile Detention Supervisor “Subtle Acts of Exclusion” (SAE) Workshop at CCFJC worked with supervisors on understanding and mediating identity-based conflicts. They completed two follow-up sessions with plans to continue into 2026.

The Bridging Cultures monthly newsletter launched in 2025 to acknowledge and celebrate different cultural traditions throughout the year, providing regular cultural awareness content beyond formal training sessions.

As for training completion rates, 95% of employees finished assigned and voluntary ERSJ training, totaling more than 1,000 hours. We also continued ERSJ Fundamentals workshop as part of each new employee orientation, with 138 new hires and newly promoted supervisors completing the workshop. Participants rated it 4.71 out of 5 stars. Pre-workshop quiz scores averaged 27% and post-workshop quiz scores averaged 72%.

Senior leadership from each division completed required ERSJ leadership training and received ERSJ-specific coaching to build their capacity for initiating and supporting equity work in their divisions and across the department.

VI. On the Horizon: 2026 Initiatives

In 2026, our equity and social justice work will continue to evolve and deepen. The following initiatives represent our commitment to scaling successful programs, diversifying how we build knowledge, and creating sustainable infrastructure for long-term organizational culture change.

Expanding Subtle Acts of Exclusion Training to All Staff

Subtle acts of exclusion are the small, often unintentional comments, behaviors, and patterns that communicate to individuals or groups that they don't fully belong such as a colleague consistently mispronouncing someone's name, assumptions about who holds expertise based on appearance, interruptions that silence certain voices, or the subtle signals that communicate whose contributions are valued and whose are overlooked. While often less visible than overt discrimination, these everyday interactions accumulate to create environments where some people must work harder to be heard, respected, and included.

Building on the pilot of Subtle Acts of Exclusion (SAE) training for supervisors and managers, we will extend this critical learning opportunity to all DAJD employees in 2026. By equipping every team member with tools to recognize and address these dynamics, we

can move toward a workplace culture where all staff can contribute fully without navigating unnecessary barriers to belonging and psychological safety.

Deepening ERSJ Knowledge and Understanding

In 2026, we will introduce additional learning pathways for staff to deepen their engagement with equity, racial, and social justice concepts. These opportunities will move beyond foundational awareness to explore more nuanced applications of ERSJ principles in daily work, decision-making, and service delivery. This work recognizes that building organizational equity literacy is an ongoing journey, not a single training event.

Introducing "Tiny Teaches" Learning Format

"Tiny Teaches" will be launched as an additional monthly Bridging Cultures newsletter that presents equity concepts through narrative storytelling and real-world workplace scenarios. This approach makes ERSJ principles accessible and relatable, integrating equity learning into the communication rhythm staff already engage with rather than requiring separate training time.

Building Capacity for Equity Impact Reviews

Train staff across key lines of business to conduct Equity Impact Reviews which is a systematic assessment that examines how policies, programs, and operational decisions affect different communities and demographic groups. By embedding this analytical capacity within operational teams rather than centralizing it solely within the ERSJ function, we ensure that equity considerations become a standard part of program design, policy development, and service delivery.

Developing an Equity Data Dashboard

To strengthen transparency and enable data-driven decision making, we will develop an interactive equity data dashboard that makes demographic representation trends, equity metrics, and progress indicators accessible to leadership and stakeholders in real time. This dashboard will move us from annual snapshot reporting to ongoing accountability, allowing us to track representation patterns across organizational levels, monitor the impact of equity initiatives, and identify emerging gaps more quickly.

Resident Equity Impact Review

Our ERSJ program has historically focused on workforce development, and that work remains important. In 2026, though, we are expanding our lens to include the resident population. As part of that effort, and in response to Ordinance 19861, Section 54, Proviso P1, DAJD will be taking a closer look at infraction and sanction data to identify potential disparities in outcomes for residents. That includes examining onsite sanction data

disaggregated by race, as well as patterns in serious infraction sanctions that may reflect disproportionate impact on specific resident populations.

Moving Forward

2025 marks a turning point for our ERSJ work in DAJD. We're not just responding to challenges. We're building infrastructure designed to embed practices and policies that will catch disparities before they deepen into crises. We're also laying groundwork that future teams can build on.

Progress rarely follows a straight line. It bends, it stalls, it requires us to push forward when conditions become difficult. Therefore, we remain committed to creating a workplace where everyone can thrive, not as an aspiration, but as an operational reality we're actively building toward.

The work continues. So do we.