

DISPROPORTIONATE MINORITY CONTACT

Reducing Disparity in Contra Costa County

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PART I:

DMC IN CONTRA COSTA COUNTY

I. Introduction and Background

In 1974, the Juvenile Justice Delinquency Prevention Action (JJDP A) mandated that states address Disproportionate Minority Confinement. In 1988, an amendment to JJDP A required states receiving Formula Grant Funds to address the disproportionate confinement and incarceration of youth of color. Disproportionate Minority Confinement was defined as when the proportion of a minority group¹ detained or confined exceeded their proportion in the population. A number of states participating in the data-driven, outcome focused effort to measure DMC developed and implemented a plan to reduce DMC. In 1992, the amendment to JJDP A became a core requirement to be eligible for future funding. DMC language was changed from Disproportionate Minority Confinement to Disproportionate Minority Contact (DMC), so as to include a more complete analysis of the factors that lead to confinement and/or involvement with the justice system at various points along the continuum.

National research has found many factors that contribute to Disproportionate Minority Contact, socioeconomic factors, juvenile justice system factors, educational factors, factors associated with the family and society, victimization, legal and legislative factors, and geographical factors have all been found to correlate with the overrepresentation of youth of color in contact with the justice system.

The state of California, though the Corrections Standards Authority, has implemented several efforts to comply with federal DMC requirements, including distributing grant applications that prioritize consideration for efforts that focus services on youth of color; hosting regional trainings and meetings that provide information about DMC and strategies for addressing it; including DMC information in other juvenile justice workshops and conferences throughout the state; and facilitating the Enhanced DMC Technical Assistance Project in five counties, including Los Angeles, San Diego, Santa Cruz, Alameda, and Contra Costa County.

Since 2005, the effort to examine DMC in Contra Costa County has been led by the Probation Department, under the leadership of Chief Lionel Chatman. Further leadership is provided by a Decision Makers Workgroup, which was formed to bring together the key decision makers in the County's juvenile justice system to discuss DMC, examine data which would hopefully identify the degree of DMC at various decision points along the justice system, develop recommendations regarding ways to reduce the level of DMC, and lead the implementation of next steps to be taken in this ongoing process.

The Decision Making Workgroup is composed entirely of department heads or executive level staff of the various agencies who have some involvement in the

¹ "Minority group" includes the following racial and ethnic classifications: Asian Pacific American, African American, Latino/Hispanic American, and Native American.

juvenile justice system. Its members include the County Probation Officer, the District Attorney, the Presiding Juvenile Court Judge, an Assistant Public Defender, Representatives from the County Board of Supervisors, a representative for the County Administrator’s Office, Director of Employment and Human Services, Director of Health Services, County Superintendent of Schools, Chief of the Concord Police Department, Chief of the Richmond Police Department, and the Undersheriff. The selection of members was, to some degree, influenced by the scope of this project, which was designed to study the issue of DMC in three specific areas: the City of Richmond, the city of Bay Point, and the community in the City of Concord known as the Monument Corridor.

II. Review of DMC Trends in Contra Costa County

Data findings analyzed in 2006 revealed that racial disparities in the three target areas were most prevalent at the early stages of the juvenile justice continuum, specifically at the points of arrest and referral to probation. In all three areas, disparities were found for African American youth at arrest and referral to probation, however disparities were also found for other ethnic groups at various decision points. Specifically, in Richmond, disparities were found for African American and Latino youth, although additional research has documented racial disparities for Southeast Asian males in Richmond as well.² [See Table 1]

Table 1: DMC Trends in Richmond, by RRI, 2005

Race/Ethnicity	Arrests	Referrals to Probation
African American	2.8	2.6
Latino	1.0	1.1
White	1.0	1.0
Asian	0.2	0.3
Pacific Islander	--	--
American Indian	--	--
Unknown/Other	1.1	0.6

² Juneja, P., with West Contra Costa County Southeast Asian Youth and Family Alliance. (2006) *Hidden Challenges: A report in a series examining the status of API youth in West Contra Costa County, California*. Oakland, CA: National Council on Crime and Delinquency.

In Concord, disparities were found for African American youth at the points of arrest and referrals to probation. Slight disparities were also found for Latino youth at referrals to probation and for Pacific Islander and for youth whose ethnicity is recorded as “unknown” at point of arrest. [See Table 2]

Table 2: DMC Trends in the Monument Corridor, by RRI, 2005

Race/Ethnicity	Arrests	Referrals to Probation
African American	3.8	5.2
Latino	1.1	2.0
White	1.0	1.0
Asian	0.2	0.1
Pacific Islander	1.4	0.0
American Indian	0.0	0.0
Unknown/Other	1.3	0.2

In Bay Point, in addition to the disparities found for African American youth, a slight overrepresentation was found for Latino youth at point of arrest and referral to probation. Disparity was also shown for youth whose ethnic backgrounds were recorded as “unknown” and Pacific Islander youth at referral to probation. [See Table 3]

A 2007 report by Mark Morris Associates revealed further that the greatest disparities were found at other stages of the justice continuum as well, particularly for African American youth. The study analyzed more than 1,594 youth with a Contra Costa County juvenile court disposition in 2006, and included youth from all over. Leading cities in the sample included: Richmond (22%), Antioch (19%), Concord (12%), and Pittsburg (10%).

Table 3: DMC Trends in the Bay Point, by RRI, 2005

Race/Ethnicity	Arrests	Referrals to Probation
African American	5.7	2.7
Latino	1.7	1.2
White	1.0	1.0
Asian	0	0.1
Pacific Islander	0	3.8
American Indian	0	0
Unknown/Other	2.5	0.3

African American Youth

African Americans were involved in the justice system at disproportionately high rates:

- African American youth almost 13 times as likely as white youth to be placed in secure confinement.
- Disparities were also found among average lengths of stay in detention. African American males were detained longer than non-African American males:
 - African American males: 31 days
 - Latino American males: 13 days
 - White males: nine days
 - Asian American males: five days
- African American males, on average, had a greater number of previous arrests and sustained petitions than non-African American males.
- African American males and females were referred to probation at younger ages than their white counterparts.
- African American females more likely to have sustained petitions for misdemeanor violent offenses (42%) compared to Latina and white females.

Latino Youth

Mark Morris Associates found that like their African American counterparts, Latino youth were more likely to be detained than white youth and stay in detention for a

longer period of time (13 days, compared to nine days and five days for White and Asian American males, respectively).

III. Review of Probation DMC Training Activities

Probation DMC Training

In 2008, eight of trainings were conducted with Probation staff. As of the writing of this report, all Contra Costa County Probation staff members have been trained on the key causes and correlates of DMC. In addition to presenting research and policy trends, the training provided an opportunity for Probation staff to offer their perspectives on the tools, resources and mechanisms required to support the individual and collective efforts to reduce DMC. Specifically, in each training Probation staff were asked the following questions:

1. What type of programming would you like to see to address the issue of DMC?
2. Where in your own work do you think you could impact DMC?
3. What challenges do you feel exist re: reducing DMC in Contra Costa County?
4. What support would you need to address DMC in your own work?

A summary of the responses to these questions are presented below:

Programs of Interest:

- Early intervention in the education (i.e., elementary school), literacy programs and school tutoring
- Increased juvenile mentoring and community service programs
- Life skills and vocational training
- Improved recreation and sports programs (i.e., PAL)
- Alternative detention facilities for girls
- Multilingual outreach
- Victim impact speakers
- Parental education and social skills

Where Probation can Impact DMC:

- Improve staffing, particularly community-based probation officers
- Adjudication intake is critical
- Cultural competency training for management and staff
- Ongoing cross-training
- Provide resources and opportunities equally to all clients
- Promote basic life skills among clients
- Treat all clients with dignity and respect
- Batterer's Program should include more than one spot for those w/o means to pay for programs.

Challenges:

- Lack of funding to provide needed resources.
- Lack of education about DMC
- Lack of employment opportunities for high-risk communities
- Perceived lack of a motivation among client and community
- Perceived lack of staff and administrative buy-in
- Home/Parent situation – Parents should be held more accountable
- Lack of cultural sensitivity and discussion
- Fostering cooperation & communication between agencies

Support Needed

- Increase data collection
- Need for specialized units
- Management support, cooperation, flexibility.
- Financial, support
- Clients support

Each session lasted four hours, and was co-facilitated by the consultant and two of the six Probation staff (2 Deputy Probation Officers, 2 Institutional Supervisor II, and two Institutional Supervisor I) who have been trained to present materials and research on DMC.

A follow-up survey was conducted by Mark Morris Associates. A summary of their findings will be submitted in a separate report.

Community-based Partner DMC Training

Four training sessions were held with the Probation contractors who provide direct services to youth on probation. Community-Based Organization (CBO) partners, including Project Reach (Antioch/Pittsburg), West Contra Costa Youth Service Bureau (Richmond), and New Connections (Concord/Bay Point).

Participants in these training sessions were also provided an opportunity to share their ideas regarding how to support a better partnership to improve public safety and reduce DMC. Specifically, in each training session, CBO partners were asked the following questions:

1. How can the Probation Department better support CBO's effort to improve outcomes for youth and support DMC?
2. What role can the CBO partner play in advancing culturally specific programming for youth of color?
3. What challenges do you feel exist re: reducing DMC in Contra Costa County?

4. What support would you need to address DMC in your own work?

A summary of the responses to these questions are presented below:

- *Communication*- The majority of CBO respondents perceived there to be very little meaningful communication between the Probation Department and the CBO contract about the client (i.e. youth on probation). Improving communication was seen as a key area that could impact other areas of service, particularly where there may be assumptions about roles and responsibilities that need clarification.
- *Resources*: CBOs tended to note a need for improved human and financial resources to support parental services, appropriate language access and services, and mental health programs and responses.
- *Challenges*: CBOs identified fear and a lack of knowledge as major challenges for this work to continue in Contra Costa County. Connecting with unidentified stakeholders and lack of respect for CBO work were also viewed as challenges.
- *Needs*: CBOs identified funding as a continued need with regard to supporting continued efforts to reduce DMC. Additional trainings were also viewed as key to a continued strategy to bridge communication gaps and to support joint strategies to address the overrepresentation of youth of color.

A follow-up survey was conducted by Mark Morris Associates. A summary of their findings will be submitted in a separate cover.

IV. Review of Diversion Planning Activities

There are currently no formal diversion programs recognized by law enforcement in the Richmond, Bay Point, or the Monument Corridor. Diversion programs should occur at the early stages of juvenile justice processing, but can also be instituted at later stages of the continuum to prevent further penetration into the system and costly placements. By definition, these programs divert youth from formal court processing while still providing a means to hold them accountable for their actions.

Research³ has confirmed that there are several important benefits to diversion, including that they provide more effective and appropriate treatment for youth, reduce recidivism, decrease overcrowding in detention facilities, facilitate the

³ Davidson, W. et. al, (1990) *Alternative Treatments for Troubled Youth: The Case of Diversion from the Justice System*. New York: NY: Plenum Press.

further development of community-based services, improve working relationships of cross-systems groups, and expedite court processing of youth into services.

In 2008, two diversion subcommittees were established; one addressing Richmond and one addressing the Monument Corridor/Bay Point. These subcommittees are currently working to prepare a series of recommendations to the Decision Makers Workgroup regarding the design of area-specific diversion protocols and programming, eligibility criteria, and communications strategies between agencies.

The mission of these subcommittees is to develop tools, protocols, and recommend programming to divert youth from further contact with the juvenile justice system. Tools developed by this committee will assist juvenile justice professionals in determining who is eligible for diversion; and will be used, along with internal policies and procedures and the experience and expertise of juvenile justice professionals, as a guide for decision-making.

To support the development of these recommendations, two “best practices” panels on diversion were held. The first panel featured presentations from Sandra McBrayer of the San Diego Children’s Bureau; Joella Brooks of the Southwest Key Programs, Inc., and Julie Posadas Guzman of the Youth Justice Institute—all organizations that have established promising approaches and best practices with regard to protocols, data collection, and the implementation of culturally-competent and gender-responsive programming. A second panel and presentation on diversion was held for diversion subcommittee members and included presentations by Corporal Elmer Glasser of the Contra Costa County Sheriff’s Office, Julie Posadas Guzman of the Youth Justice Institute, and the consultant.

V. Other Stakeholder DMC Reduction Activities

A number of other county agencies are working on efforts that are related to DMC. According to Contra Costa Health Services, the following activities are underway:

- CCHS has a department wide commitment to Reducing Health Disparities, with a unit dedicated to implementing a five-year plan. The goals of the plan are to improve consumer/client/patient/customer experience; increase engagement and partnership with the community, improve staff cultural sensitivity and respect and responsiveness; and develop systems to support and promote access.
- A Cross Divisional Violence Prevention Team has developed 12 recommendations for addressing street violence in Contra Costa and is focusing on communities with disproportionately high rates of violence.

- With John Muir Trauma Center and the Office of Neighborhood Safety in Richmond, CCHS is working to implement a pilot project called Caught in the Crossfire, designed to work with violence victims and their families to prevent retaliation.
- With staff and funding, CCHS support RYSE, the new youth center in Richmond that is based on a harm-reduction model for empowering young people and developing partnerships to provide them with capacity building and services.

According to the Children & Family Services Bureau: In 2001, the Children & Family Services Bureau began a Child Welfare Redesign of a 30-year old system using data from the U.C. Berkeley Center of Social Services Research. A convening of countywide meetings resulted over a two-year period with community partners and agency collaborative efforts. During this two-year period alarming data surfaced from the U.C. Berkeley research indicating a disproportionate number of African American children entering into Contra Costa County's child welfare system, and a disproportionate number of children remaining in our system at age 12-13 years.

In 2002-2003, Children & Family Services formed a Cultural Competency Oversight Committee made up from all classification ranks. In the spring of 2003, as part of the oversight committee's recommendations, Contra Costa County Children & Family Services Bureau launched the training series for all child welfare staff. The series addresses Cultural Competency, Racial Disproportionality & Disparity, Color Blindness, Difficult Dialogue, Bias & Stereotypes, Decision Making and Cultural Considerations. All these trainings were mandated.

From 2003 to 2005, Children & Family Services provided thirty-three trainings with 1,219 Children & Family Services staff, thirty-seven CBO's and collaborative agencies. During this time period Children & Family Services initiated the Annie E. Casey Foundation "Family to Family Initiative" (F2F), and the use of "Team Decision Making" (TDM) for all African American children four years and under countywide in an effort to reduce entry into the child welfare system.

Currently Children & Family Services is at the final training stages for staff on "Best Practice" on the "Words Means Things" training to address office dialogue and written reports.

PART II:

**CONTRA COSTA COUNTY RESPONSES
TO DMC TRENDS**

VI. Contra Costa County DMC Logic Model

The mission of the Contra Costa County DMC effort is to reduce delinquency and DMC by identifying key opportunities to prevent youth of color from contacting and penetrating the juvenile justice system, and by fostering partnerships among and between justice and community stakeholders to improve the healthy life outcomes of all youth.

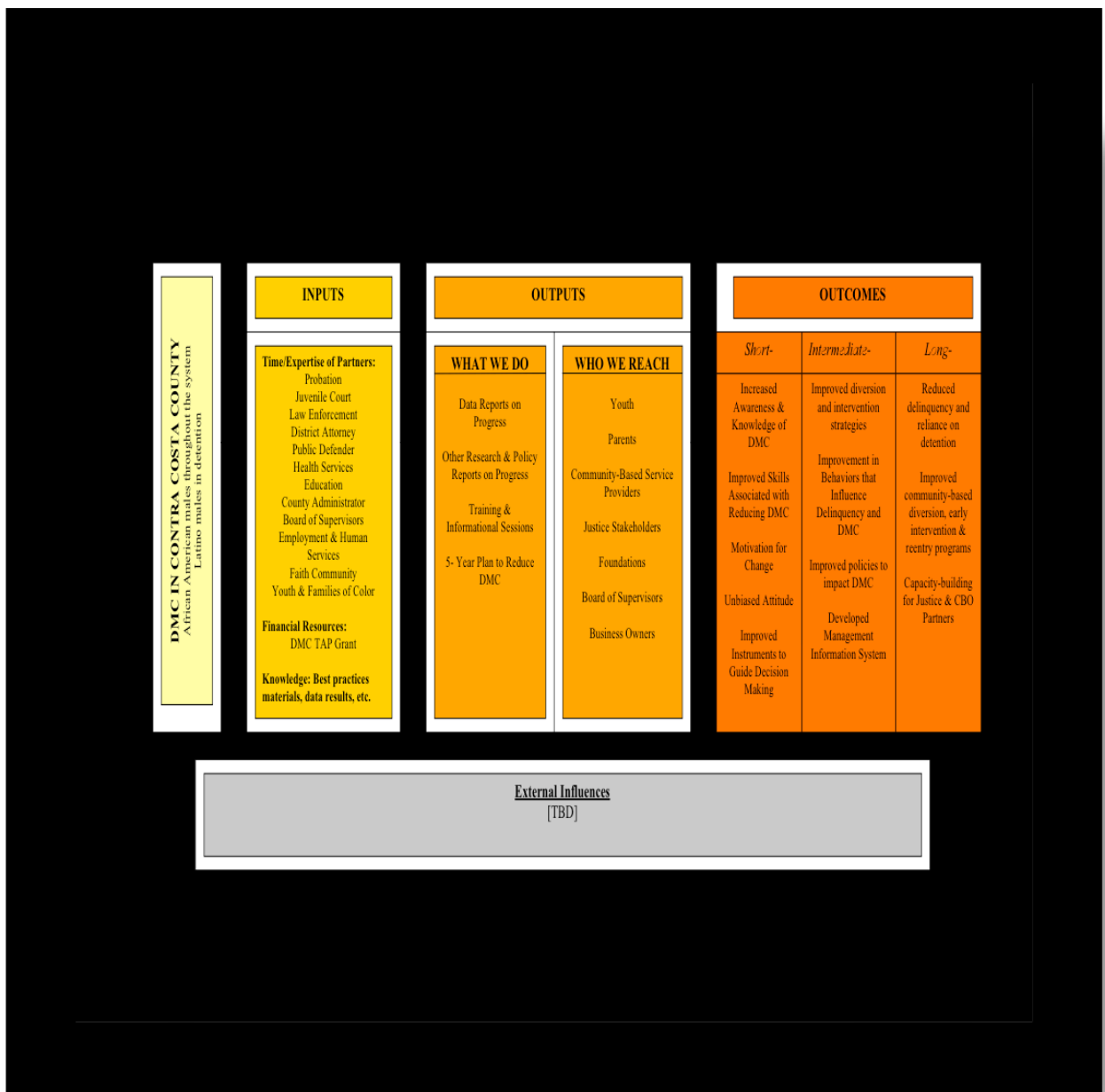
The Contra Costa logic model [Figure 1] depicts the interconnections of inputs, outputs (activities and reach) and outcomes related to reducing Disproportionate Minority Contact. Research has confirmed that many factors contribute to DMC and no one entity can reduce DMC alone; therefore this logic model reflects the input and skills of multiple stakeholders toward the goal of reducing DMC.

Activities associated with the two primary findings of the research conducted by Mark Morris Associates—that African American youth are disproportionately overrepresented throughout the justice system and that Latino males are disproportionately represented in detention are specifically addressed in this logic model. This logic model depicts four primary areas for reducing DMC for these populations: 1) Inputs, including time and expertise of DMC reduction partners, financial resources, and knowledge; 2) Outputs, including a description of the activities to be performed and who are to comprise the target recipients of services; 3) Outcomes, including those intended outcomes in the short-, intermediate-, and long-term; and 4) External Influences, which—as of the writing of this report—are to be determined by the Decision Making workgroup.

Inputs

Contra Costa County has invested several resources into this process to reduce delinquency and the overrepresentation of youth of color in contact with the justice system. Specifically, the Probation Department has devoted the time and expertise of staff, and invested financial resources into this process by supporting the education needs of DMC trainers and providing materials and space for training sessions. The Probation Department has also invested in the process of gaining knowledge regarding best practices, promising approaches, and data collection to inform the process of reducing DMC. The Probation Department worked with a DMC consultant and a data consultant to support this process, and performed site-visits to Oregon and Santa Cruz, California in order to observe efforts in other counties regarding this issue. These site visits were helpful in terms of providing the Probation trainers with concrete examples of successes and challenges associated with reducing disparities.

Figure 1: Contra Costa County DMC Logic Model



Additionally, the time and expertise of other key decision-making stakeholders are important inputs to this process and provide the partnership necessary to implement strategies and promising approaches to reduce delinquency and racial disparities in the Contra Costa County juvenile justice system.

These inputs inform the outputs associated with this effort, specifically with regard to what activities are performed in association to this effort and which audiences are to be reached.

Outputs

The outputs associated with this effort should include data reports on progress, other research support on progress, training and informational sessions, and the development of a five-year plan to reduce DMC.

The Probation Department has launched a number of activities associated with this effort, including the following:

- *DMC Training*
As noted above, the Probation Department has trained all staff members on the key concepts of DMC, its causes and correlates, and key responses to DMC. An updated training session will be offered in 2009-2010 that includes information regarding the outcomes of the previous training, an overview of new research and legislation that may affect DMC in California and nationwide, and the outcomes of current efforts to reduce delinquency and DMC in Contra Costa County.
Target Audience: Probation Staff
- *Motivational Interviewing*
Research⁴ has confirmed that motivational interviewing is an efficacious, client-centered approach to engaging with individual who exhibit high-risk behaviors, including alcohol and drug abuse. As part of its strategy to improve the quality of services, the Probation Department has been conducting training for staff on motivational interviewing.
Target Audience: Probation Staff, with the ultimate beneficiary being the juvenile in contact with the department.
- *Cognitive Behavior Training*
Research⁵ supports the use of cognitive behavioral therapy as a tool to understand behaviors and to foster improved workplace communication and teamwork. In the Probation Department, this effort has been widely regarded

⁴ Miller, W.R. (1996) Motivational Interviewing: Research, Practice, and Puzzles. Addictive Behaviors, Volume 21, Issue 6, November-December 1996, pp. 835-842.

⁵ Gatto, R. (2006) Reflections from the Workplace. Weirton, WV: National Association of Cognitive-Behavioral Therapists.

as an opportunity to improve communications skills that can ultimately improve the quality of services that are provided to probationers.

Target Audience: Probation Staff.

- *Risk Assessment Tool*

Research⁶ has shown that the use of a structured decision-making instrument at the point of intake to secure detention can dramatically improve the objectivity of decision-making with regard to who is admitted. Historically, juvenile justice researchers and policymakers advocated the use of juvenile detention for two reasons, if youthful offenders pose a public safety risk to themselves or to others. Otherwise, a series of graduated sanctions and alternatives to detention should be established to adequately respond to the risk factors being exhibited by juvenile offenders.⁷ Contra Costa County is in the process of developing a validated risk assessment tool toward the goal of reserving secure detention as a sanction for those who need it.

Target Audience: Juvenile Offenders.

- *Parent Survey*

The Probation Department worked with consultants to develop a survey designed to capture the perceptions of parents who have had contact with the Probation Department regarding services provided. The survey inquires about the manner in which services were provided, as well as about the types of programs and services that they believe would have had an impact on the behaviors of their children.

Target Audience: Parents of Juvenile Offenders

- *Diversion Programming*

Several justice and community stakeholders have been meeting to develop recommendations for the Decision Makers regarding diversion protocols for Contra Costa County, as well as programming in the area of Richmond, Monument Corridor, and Bay Point.

Target Audience: Juvenile Offenders

- *Focus Groups*

As of the writing of this report, the Probation Department is working with consultants to conduct focus groups with youth in custody. The focus groups will provide an opportunity for feedback from the affected population to describe the programs and strategies that they feel are most effective to address their behavior, and what resources they feel are needed to support continued efforts toward rehabilitation in their home communities.

⁶ Bishop, D and Frazier, C. (1996) Race Effects in Juvenile Justice Decision-Making: Findings of a Statewide Analysis. *Journal of Criminal Law and Criminology*. Vol 86, No 2.; p. 392-

⁷ Wilson, J. and Howell, B. (1993) *Serious, Violent, and Chronic Juvenile Offenders: A Comprehensive Strategy*. Washington, DC: Office of Juvenile Justice and Delinquency Prevention.

Target Audience: Juvenile Offenders

- *Cultural Competency Training and Events*
The Probation Department has developed a number of events (e.g., luncheons, lectures, etc.) to support the continued learning about the diverse cultures among staff and clients. Additionally, the department is planning a training session on cultural competency.
Target Audience: Probation Staff.

Additionally, several stakeholders in this process have been engaged in discussions regarding disparities in other fields (e.g., health, education, child welfare, etc.). To the extent that these efforts can partner and offer joint training and/or discussion groups in Richmond, Bay Point, and the Monument Corridor, the overall effort to reduce DMC would be enhanced.

Outcomes

The outputs described above are designed to foster immediate, short-term, intermediate, and long-term outcomes. Specific outcome statements need to be developed by the stakeholders involved in this effort. The ultimate goal of this initiative is to reduce delinquency and DMC in Contra Costa County. The outcomes needed to achieve this goal will be reached through the implementation of research-supported activities, including the recommendations below.

VII. Consultant Recommendations

According to the Office of Juvenile Justice and Delinquency Prevention,⁸ the steps required to reduce DMC include the following:

- Define the Problem
- Develop Program Logic
- Identify Measures
- Implement Evidence-Based Programming
- Collect and Analyze Data
- Report Findings
- Evaluate Effectiveness of Program Logic

These steps require the input and participation of multiple stakeholders, including individuals and agencies who represent the following: juvenile justice and law enforcement, education, child welfare/social services, health services, community-

⁸ Nellis, A. (2005) *Seven Steps to Develop and Evaluate Strategies to Reduce Disproportionate Minority Contact (DMC)*. Washington, DC: U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

based services, faith community, youth and parents. Additionally, research⁹ has found that in order to reduce DMC, data must be collected and carefully analyzed to inform efforts to reduce racial disparity in the justice system, that strong leadership is essential to the successful implementation of recommendations, and that while it is impossible to control all of the factors that lead to racial disparities, there are activities that can control and change rates of contact with the justice system.

In light of these established steps and principles, and other research that supports diversion, early intervention and the importance of implementing a series of graduated sanctions and program alternatives to promote a reduction in delinquency and disproportionate minority contact, the consultant has prepared a summary of recommendations for Contra Costa County. These recommendations are organized according to those activities, which can and should take place immediately (within six months), in the short-term (six months to one year), in the intermediate term (one to two years), and in the long-term (three to five years).

A. Immediate (Within 6 Months)

Probation Specific

1. The Probation Department should contract with a consultant who can continue the process of guiding strategies, meetings, and training sessions regarding reducing DMC in Contra Costa County's three target areas. The consultant's primary role should be to help support the identification of effective diversion protocols and programming, foster a continued momentum of the project, and work with the Probation leadership on this effort to communicate successes to the Corrections Standards Authority, and other key stakeholders to execute activities according to its identified set of priorities.
2. The Probation Department should consider appointing DMC Coordinators in each of the major segments of the department's services. DMC coordinators should be assigned to the field, juvenile hall, and the Oren Allen Youth Rehabilitation Center. These positions should be designed to support the collection of data, the monitoring of progress at key decision points, and the assistance with implementation of culturally competent programming and services where appropriate.
3. The Probation Department should continue its training of all Probation staff on DMC. Future curricula should include a review of the key causes and correlates, but also relate the findings and key successes of the 2008 study and the current activities to reduce delinquency and DMC.
4. The Probation Department should finalize its risk assessment tool being developed for the juvenile hall and train appropriate staff on its usage.

⁹ Hinton-Hoytt, E. et.al. (2002) *Reducing Racial Disparities in Juvenile Detention*. A project of the Annie E. Casey Foundation.

5. The Probation Department should follow up with its CBO partners to arrange meetings to discuss and clarify roles, responsibilities and communication between Deputy Probation Officers and community-based service providers, so as to improve the outcomes of juvenile probationers.

All Stakeholders

6. To support the ongoing effort to address DMC and delinquency prevention at decision points that are under the control of agencies other than Probation, juvenile justice stakeholders represented among the Decision Making workgroup should consider conducting DMC training for their staff. Training should mirror the curriculum provided for the Probation Department and include specific information about the way in which their agencies can contribute to the overarching goal of this effort.
7. The Diversion subcommittees should continue to discuss protocols and programming to develop recommendations for the Decision Makers Workgroup regarding diversion pilot initiatives in Richmond, Monument Corridor, and Bay Point.
8. The DMC Decision Makers Workgroup and other partnering agencies in the DMC effort should develop and adopt a set of cultural competency principles. These principles should set a tone for continued discussions regarding DMC and the administration of intervention services and programs to all juvenile offenders in Contra Costa County. These principles should be shared and visible within the agencies working with youth who are system-involved.

B. Short-Term (Between 6-12 Months)

Probation Specific

1. The Probation Department should complete the design, validation, implementation, training, and use of a validated risk assessment tool at intake decision point in the juvenile hall. A valid research assessment instrument is a critical tool to support objective decision-making and the application of uniform responses to youth who are facing detention.
2. The Probation Department should work with appropriate analysts to collect data at the DMC decision points, which will continue to inform the DMC and delinquency reduction process in Contra Costa County, and specifically in Richmond, the Monument Corridor, and Bay Point. Data reports are necessary in the following areas:

- Juveniles arrested in Contra Costa County, by race, ethnicity, age, gender, and offense (note first-time and repeat offenders. If repeat, note prior services rendered);
- Juveniles in diversion programs, by race, ethnicity, age, gender, offense, and prior services rendered;
- Juveniles referred to probation, by race, ethnicity, age, and gender
- Juvenile petitions filed, by offense, by race, ethnicity, age, gender and offense;
- Juveniles with a sustained petition by race, ethnicity, age, gender, and offense;
- Juveniles in detention, by race, ethnicity, age, gender, and offense
- Average length of stay for juveniles in detention, by race, ethnicity, age, gender, and offense (pre- and post-adjudication);
- Juveniles transferred to adult court, by race, ethnicity, age, gender, and offense.

If possible, additional data reports, including the RRI, should be generated in the following areas:

- School suspensions and expulsions, by race, ethnicity, age, and gender;
 - School-based incidents that lead to law enforcement or probation officers intervention—by race, ethnicity, age, gender, and offense.
 - Dual jurisdiction case trends, including reports on juveniles who qualify for 241.1 hearing, by race, ethnicity, age, and gender (300 and 600 cases);
 - Mental health trends (assessments that lead to formal diagnoses and treatment), by race, ethnicity, age, gender, and offense; and
 - Group home placement trends, by race, ethnicity, age, gender, and offense.
3. The Probation Department should continue its planning and implementation of cultural competency training for all Probation Department staff. Additionally, the Department should continue to implement its other activities and events that provide opportunities to celebrate the diversity and acknowledge the presence of diverse cultures among the population of youth and families who are in contact with the Probation Department.
 4. The Probation Department should examine the outcomes and findings of the surveys conducted with the Probation Department, its CBO partners, and parent surveys to determine whether responses and/or modifications to existing training curriculum, policies, or events are necessary.

All Stakeholders

5. The Diversion subcommittees that have been established for the Monument Corridor/Bay Point and Richmond areas should complete their development of recommendations to the Decision Makers Workgroup regarding the implementation of a pilot diversion program in each of the three target areas. Once the protocols and program are confirmed and adopted, the County should design an evaluation protocol and implement the pilot strategies as recommended.
6. Key stakeholders should work with a new consultant to develop an action plan to implement recommendations. For each problem issue, the planning team will should develop goals, objectives, and specific activities, processes, and outcome measures.

EXAMPLE: Problem Issue: African American and Latino youth in Contra Costa County are underrepresented at the Diversion decision point.

Goal: To reduce delinquency and DMC at the early stages of contact with the juvenile justice continuum.			
Objective: To develop diversion program alternatives for youth who are arrested and live in Richmond, Bay Point, and the Monument Corridor			
Activities	Process Measure	Outcomes	Outcome Measures

7. The Decision Makers Workgroup should continue to meet as needed (at least quarterly) to monitor and discuss progress regarding the DMC effort in Contra Costa County.

C. Intermediate (Between 1-2 Years)

Probation Specific

1. The Probation Department should launch the use of a new Management Information System, which can produce reports on key DMC data areas. These data reports identical to those produced in the short-term period, so as to measure progress and inform the efforts made regarding reductions in delinquency and DMC. Findings of the reports should be reviewed and discussed by key Probation Department staff and appropriate stakeholders in this effort.
2. The Probation Department should consider establishing ethnic liaison groups with community stakeholders to help guide the development of culturally competent protocol, programming, and communication

regarding youth who are system-involved—in custody and out of custody—African American, Latino, Asian Pacific Islander, and Native American. This effort should include the development of MOUs, meeting schedules and agendas to be discussed between the Probation Department and the members of the liaison group.

All Stakeholders

3. The Decision Makers Workgroup should meet and evaluate the effectiveness of the pilot diversion programs in the City of Richmond and the Monument Corridor/Bay Point areas.
4. The Decision Makers Workgroup, in partnership with the Board of Supervisors—and potentially, other Bay Area DMC counties—should consider sponsoring a summit or convening to discuss the regional successes, challenges, and opportunities regarding responding to DMC in the Bay Area.

D. Long-Term (Between 3-5 Years)

All Stakeholders

1. Research¹⁰ has confirmed that it is essential to evaluate the process on a regular cycle to determine if the logic model and its accompanying activities are producing the intended outcomes, or if there unintended consequences that need to be addressed. Therefore, all key stakeholders should review the effectiveness of logic model and discuss changes as needed.
2. All key stakeholders should continue the process of monitoring trends at key decision-making points and developing programming and policy responses to decisions or practices that are found to result in unfair or unnecessary contact with the justice system.
3. All key stakeholders should continue to examine their respective areas of control and/or decision-making and determine whether existing programs and strategies are sufficiently producing intended outcomes or if it is necessary to expand programming and services to support culturally-competent and gender-responsive efforts to reduce DMC.
4. At the end of five years, key stakeholders should work together to evaluate key outcomes of the DMC effort and determine where additional support is needed.

¹⁰ SUPRA, Note 6.

VIII. Conclusion

Contra Costa County is poised to accept the tremendous opportunity to continue its efforts to reduce DMC. As discussed in this report, the County has already taken important steps toward establishing an infrastructure to support and continue this work. With a continued commitment to implementing best practices to produce positive life outcomes for youth and provide a range of fair and equitable responses to youth who come into contact with the justice system, Contra Costa County will maximize its opportunities to reduce delinquency and DMC.

VIII. Acknowledgments

The consultant would like to extend her acknowledgment and appreciation to several individuals who have provided leadership and commitment to this effort. First, the consultant would like to thank Cynthia Haven, Contra Costa County's DMC Coordinator, for her commitment and passion with regard to this project. The consultant would also like to thank the Probation Department, and specifically Chief Lionel Chatman, for providing a vision for working together to reduce disparities and to improve the quality of services provided to youth in contact with the justice system. A strong and heartfelt thank you is extended to the six Probation trainers—Arthur Fernandez, Suzanne Nelson, Marlon Washington, Theodore Martell, Petrenya Boykins, and Forrest Coleman—who dedicated hours of their time to learning and teaching the DMC curriculum to their colleagues.

The consultant would also like to extend her gratitude to the Decision Makers Workgroup, which has continued to provide leadership on this effort:

Ms. Bianca Bloom, Contra Costa County Office of Education
Chief Lionel Chatman, Probation Department
Mr. David Coleman, Public Defender
Ms. Valerie Early, Employment and Human Services Department
Mr. John Gioia, Board of Supervisors
Mr. Federal Glover, Board of Supervisors
Hon. Lois Haight, Presiding Juvenile Court Judge
Mr. Robert Kochly, District Attorney, Chairperson of Decision Makers Workgroup
Chief David Livingston, Concord Police Department
Chief Chris Magnus, Richmond Police Department
Dr. William Walker, Contra Costa Health Services
Mr. Timothy Ewell, County Administrator's Office

Additionally, there were several agencies and individuals who have participated in or supported this ongoing process to examine DMC in Contra Costa County.

Mr. Devonne Boggan, Richmond Office of Neighborhood Safety
Ms. Joella Brooks, Southwest Key Programs, Inc.

Ms. Kim Broussard, CA Corrections Standards Authority
Mr. Daniel Cabral, District Attorney's Office
Ms. Lily Caceres, Oregon Youth Authority
Mr. Terrance Cheung, Supervisor John Gioia's Office
Chief Judy Cox, Retired, Santa Cruz County Probation Department
Ms. Sheryl Dash, Salem/Kaiser NAACP
Ms. Kanwarpal Dhaliwal, RYSE Youth Center
Ms. Julie Freestone, Contra Costa County Health Services
Cpl. Elmer Glasser, Contra Costa County Sheriff's Office
Mr. Wendell Greer, West Contra Costa County School District
Ms. Taalia Hasan, Youth Service Bureau
Ms. Shalinee Hunter, CA Corrections Standards Authority
Mr. Lonnie Jackson, Oregon Youth Authority
Sgt. Marice Jennings, Concord Police Department
Mr. Robert Jester, Oregon Youth Authority
Lt. Dennis Kahane, Contra Costa County Sheriff's Office
Mr. David Koch, Multnomah Dept. of Community Justice
Mr. Don Lau, YMCA of Richmond
Mr. Jack Lawson, Oregon Youth Authority
Mr. Phillip Lemman, Oregon Youth Authority
Cpl. Larry Lewis, Richmond Police Department
Mr. Steve Liday, Multnomah Dept. of Community Justice
Ms. Anita Marquez, Center for Human Development
Ms. Sandra McBrayer, The Children's Initiative
Mr. Michael Newton, Contra Costa County Probation
Ms. Denise Nolan, Contra Costa County Public Defender's Office
Ms. Carolyn Plath, Ygnacio Valley High School
Ms. Julie Posadas Guzman, Youth Justice Institute
Ms. Elaine Prendergast, Center for Human Development
Ms. Christina Puentes, Oregon Youth Authority
Mr. Rich Saito, Consultant
Dr. Cynthia Scheinberg, New Connections
Ms. Anya Seiko, Oregon State DMC Coordinator
Hon. Bill Shinn, Mayor of Concord, CA
Mr. Ron Weaver, Oregon Youth Authority
Mr. James Woggan, Mt. Diablo School District

Ambrose Community Center
La Clinica de La Raza
Monument Community Partnership
Project REACH
Richmond Building Blocks for Kids
West Contra Costa County Youth Service Bureau

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