



Agenda

PUBLIC PROTECTION COMMITTEE

SPECIAL MEETING

February 29, 2016

9:00 A.M.

651 Pine Street, Room 101, Martinez

Supervisor Candace Andersen, Chair
Supervisor John Gioia, Vice Chair

Agenda Items:

Items may be taken out of order based on the business of the day and preference of the Committee

1. Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).
3. APPROVE Record of Action from the February 8, 2016 meeting. **(Page 4)**
4. RECEIVE update on proposed next steps to implement a Disproportionate Minority Contact effort within the County. (Timothy Ewell, Committee Staff) **(Page 13)**
5. CONSIDER reviewing and approving fiscal year 2016/17 AB 109 Community Advisory Board (CAB) budget recommendations for integration into requests for proposal to be released for a new three year contract period beginning July 1, 2016. (Donte Blue, County Reentry Coordinator) **(Page 242)**
6. CONSIDER approving and authorizing the County Administrator, or designee, to conduct a comprehensive, multi-year request for proposals/qualifications process to implement the community programs allocation of the FY 2016/17 AB 109 budget and adopt related recommendations. (Lara DeLaney, Senior Deputy County Administrator) **(Page 245)**
0. CONSIDER approving the calendar year 2015 Public Protection Committee Annual Report for submission to the Board of Supervisors and approve the calendar year 2016 Public Protection Committee work plan. (Timothy Ewell, Committee Staff) **(Page 345)**
7. The next meeting is currently scheduled for March 28, 2016 at 9:00 AM.
8. Adjourn

The Public Protection Committee will provide reasonable accommodations for persons with disabilities planning to attend Public Protection Committee meetings. Contact the staff person listed below at least 72 hours before the meeting.

Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Public Protection Committee less than 96 hours prior to that meeting are available for public inspection at 651 Pine Street, 10th floor, during normal business hours.

Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact:

Timothy Ewell, Committee Staff
Phone (925) 335-1036, Fax (925) 646-1353
timothy.ewell@cao.cccounty.us

Glossary of Acronyms, Abbreviations, and other Terms (in alphabetical order):

Contra Costa County has a policy of making limited use of acronyms, abbreviations, and industry-specific language in its Board of Supervisors meetings and written materials. Following is a list of commonly used language that may appear in oral presentations and written materials associated with Board meetings:

AB	Assembly Bill	HIPAA	Health Insurance Portability and Accountability Act
ABAG	Association of Bay Area Governments	HIV	Human Immunodeficiency Syndrome
ACA	Assembly Constitutional Amendment	HOV	High Occupancy Vehicle
ADA	Americans with Disabilities Act of 1990	HR	Human Resources
AFSCME	American Federation of State County and Municipal Employees	HUD	United States Department of Housing and Urban Development
AICP	American Institute of Certified Planners	Inc.	Incorporated
AIDS	Acquired Immunodeficiency Syndrome	IOC	Internal Operations Committee
ALUC	Airport Land Use Commission	ISO	Industrial Safety Ordinance
AOD	Alcohol and Other Drugs	JPA	Joint (exercise of) Powers Authority or Agreement
BAAQMD	Bay Area Air Quality Management District	Lamorinda	Lafayette-Moraga-Orinda Area
BART	Bay Area Rapid Transit District	LAFCo	Local Agency Formation Commission
BCDC	Bay Conservation & Development Commission	LLC	Limited Liability Company
BGO	Better Government Ordinance	LLP	Limited Liability Partnership
BOS	Board of Supervisors	Local 1	Public Employees Union Local 1
CALTRANS	California Department of Transportation	LVN	Licensed Vocational Nurse
CalWIN	California Works Information Network	MAC	Municipal Advisory Council
CalWORKS	California Work Opportunity and Responsibility to Kids	MBE	Minority Business Enterprise
CAER	Community Awareness Emergency Response	M.D.	Medical Doctor
CAO	County Administrative Officer or Office	M.F.T.	Marriage and Family Therapist
CCCFPD	(ConFire) Contra Costa County Fire Protection District	MIS	Management Information System
CCHP	Contra Costa Health Plan	MOE	Maintenance of Effort
CCTA	Contra Costa Transportation Authority	MOU	Memorandum of Understanding
CDBG	Community Development Block Grant	MTC	Metropolitan Transportation Commission
CEQA	California Environmental Quality Act	NACo	National Association of Counties
CIO	Chief Information Officer	OB-GYN	Obstetrics and Gynecology
COLA	Cost of living adjustment	O.D.	Doctor of Optometry
ConFire	(CCCFPD) Contra Costa County Fire Protection District	OES-EOC	Office of Emergency Services-Emergency Operations Center
CPA	Certified Public Accountant	OSHA	Occupational Safety and Health Administration
CPI	Consumer Price Index	Psy.D.	Doctor of Psychology
CSA	County Service Area	RDA	Redevelopment Agency
CSAC	California State Association of Counties	RFI	Request For Information
CTC	California Transportation Commission	RFP	Request For Proposal
dba	doing business as	RFQ	Request For Qualifications
EBMUD	East Bay Municipal Utility District	RN	Registered Nurse
ECCFPD	East Contra Costa Fire Protection District	SB	Senate Bill
ECCRPC	East Contra Costa Regional Planning Commission	SBE	Small Business Enterprise
EIR	Environmental Impact Report	SRVRPC	San Ramon Valley Regional Planning Commission
EIS	Environmental Impact Statement	SWAT	Southwest Area Transportation Committee
EMCC	Emergency Medical Care Committee	TRANSPAC	Transportation Partnership & Cooperation (Central)
EMS	Emergency Medical Services	TRANSPLAN	Transportation Planning Committee (East County)
EPSDT	State Early Periodic Screening, Diagnosis and Treatment Program (Mental Health)	TRE or TTE	Trustee
et al.	et alii (and others)	TWIC	Transportation, Water and Infrastructure Committee
FAA	Federal Aviation Administration	VA	Department of Veterans Affairs
FEMA	Federal Emergency Management Agency	vs.	versus (against)
F&HS	Family and Human Services Committee	WAN	Wide Area Network
First 5	First Five Children and Families Commission (Proposition 10)	WBE	Women Business Enterprise
FTE	Full Time Equivalent	WCCTAC	West Contra Costa Transportation Advisory Committee
FY	Fiscal Year		
GHAD	Geologic Hazard Abatement District		
GIS	Geographic Information System		
HCD	(State Dept of) Housing & Community Development		
HHS	Department of Health and Human Services		



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

3.

Meeting Date: 02/29/2016

Subject: RECORD OF ACTION - February 8, 2016

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: RECORD OF ACTION - February 8, 2016

Presenter: Timothy Ewell, Committee Staff **Contact:** Timothy Ewell, (925) 335-1036

Referral History:

County Ordinance requires that each County body keep a record of its meetings. Though the record need not be verbatim, it must accurately reflect the agenda and the decisions made in the meeting.

Referral Update:

Attached for the Committee's consideration is the Record of Action for its February 8, 2016 meeting.

Recommendation(s)/Next Step(s):

APPROVE Record of Action from the February 8, 2016 meeting.

Fiscal Impact (if any):

No fiscal impact. This item is informational only.

Attachments

Record of Action - February 8, 2016

BGO Waiver Request



Agenda

PUBLIC PROTECTION COMMITTEE

February 8, 2016
9:00 A.M.
651 Pine Street, Room 101, Martinez

RECORD OF ACTION

Supervisor Candace Andersen, Chair
Supervisor John Gioia, Vice Chair

Agenda Items:

Items may be taken out of order based on the business of the day and preference of the Committee

Present: Candace Andersen, Chair
John Gioia, Vice Chair

Staff Present: David J. Twa, County Administrator
Timothy M. Ewell, Senior Deputy County Administrator-Committee Staff
Lara DeLaney, Senior Deputy County Administrator

1. Introductions

Convene - 10:01 AM

2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to three minutes).

No public comment.

3. APPROVE Record of Action from the December 14, 2015 meeting.

Approved as presented

Vice Chair John Gioia, Chair Candace Andersen

AYE: Chair Candace Andersen, Vice Chair John Gioia

Passed

4. REVIEW and APPROVE fiscal year 2016/17 AB 109 budget recommendations for integration into the fiscal year 2016/17 County Recommended Budget for consideration by the Board of Supervisors, as recommended by the CCP-Executive Committee.

Approved as presented by the Community Corrections Partnership-Executive Committee with the following additions:

1. Fund an additional \$500,000 to the Community Advisory Board (CAB) and direct the CAB to determine how the funding will be allocated to community based programming for purposes of conducting a Request for Proposals. Report back to the Public Protection Committee at the February 29, 2016 meeting.

2. Fund an additional \$110,000 to the District Attorney's Office for the proposed Ceasefire program.

Chair Candace Andersen, Vice Chair John Gioia

AYE: Chair Candace Andersen, Vice Chair John Gioia

Passed

5. CONSIDER approving a proposed framework for the distribution of fiscal year 2016/17 AB 109 Request for Proposals/Qualifications (RFP/Qs) and provide feedback to staff. (Lara DeLaney, County Administrator's Office)

The Committee reviewed and approved a waiver from the Better Government Ordinance to include additional materials related to this item. The waiver request and materials are posted on the Public Protection Committee website and attached to the Record of Action for reference.

Chair Candace Andersen, Vice Chair John Gioia

AYE: Chair Candace Andersen, Vice Chair John Gioia

Passed

The staff report and recommendations were approved as presented with the following direction to staff:

1. Return to the February 29, 2016 Committee meeting to discuss the Request for Proposals/Qualifications along with the Community Advisory Board (CAB) proposal on how to allocate FY 2016/17 AB 109 Community Programming funding.

Vice Chair John Gioia, Chair Candace Andersen

AYE: Chair Candace Andersen, Vice Chair John Gioia

Passed

6. The next meeting is currently scheduled for February 29, 2016 at 9:00 am.

7. Adjourn

Adjourn - 12:20 PM

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For Additional Information Contact:

Timothy Ewell, Committee Staff Phone
(925) 335-1036, Fax (925) 646-1353
timothy.ewell@cao.cccounty.us

County of Contra Costa
OFFICE OF THE COUNTY ADMINISTRATOR
MEMORANDUM

DATE: FEBRUARY 4, 2016

TO: PUBLIC PROTECTION COMMITTEE

FROM: TIMOTHY M. EWELL, Senior Deputy County Administrator 

SUBJECT: **REQUEST FOR WAIVER OF PUBLISHING REQUIREMENT FOR MATERIALS NOT INCLUDED IN THE FEBRUARY 8, 2016 PUBLIC PROTECTION COMMITTEE AGENDA PACKET**

The Better Government Ordinance requires County staff to make available agenda and staff reports for meetings of County policy bodies at least ninety-six hours prior to the date of a scheduled meeting. A policy body may waive this requirement by a three-fourths vote,

"...when in its judgment, it is essential to do so, providing that the county administrator, appropriate department head or staff member furnishes to the board of supervisors or other policy body a written explanation as to why the material could not be provided to the board or other policy body and the general public within the above time limits." (Ord. § 25-2.206(a).)

Committee Staff received the staff report for Agenda Item No. 5 on the February 8, 2016 agenda shortly after agenda packet was published.

Committee staff requests that the CCP find that the materials are necessary and waive the ninety-six hour publishing requirement for this item. Copies of the attached materials were made available to the public on February 4, 2016.

Attachment(s)

cc: CCP BGO File

**OFFICE OF THE COUNTY ADMINISTRATOR
CONTRA COSTA COUNTY**

TO: Public Protection Committee
Supervisor Candace Andersen, Chair
Supervisor John Gioia, Vice Chair

FROM: Lara DeLaney, Senior Deputy County Administrator

DATE: February 4, 2016

SUBJECT: **Request for Proposals (RFPs) and Request for Qualifications (RFQs) for AB 109 Community Programs**

RECOMMENDATIONS

1. CONSIDER approving a proposed framework for the distribution of fiscal year 2016/17 AB 109 Request for Proposals/Qualifications (RFP/Qs) and provide feedback to staff.
2. REVIEW the proposed Draft Timeline for the Process.
3. REVIEW the proposed Review Panel composition for the RFP Process.

BACKGROUND

In 2011, the California Legislature passed the Public Safety Realignment Act (Assembly Bill 109), which transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among certain low-level felony criminal offenders. AB 109 took effect October 1, 2011 and realigned three major areas of the criminal justice system.

On a prospective basis, the legislation:

- Transferred the location of incarceration for lower-level offenders (specified non-violent, non-serious, non-sex offenders) from state prison to local county jail pursuant to Penal Code 1170 (h) and provides for an expanded role for post-release Mandatory Supervision for these offenders;
- Transferred responsibility for post-release supervision of lower-level offenders (those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense) from the state to the

county level by creating a new category of supervision called Post-Release Community Supervision (PRCS);

- Transferred the housing responsibility for parole and PRCS revocations to local jail custody.

AB 109 also tasked the local Community Corrections Partnership (CCP) with recommending to the County Board of Supervisors a plan for implementing Public Safety Realignment. On November 9, 2012, the CCP Executive Committee adopted a finalized Operational Plan.

On January 22, 2016 the CCP Executive Committee adopted a FY 2016-17 Public Safety Realignment Budget for recommendation to the Board of Supervisors. The recommended FY 2016-17 AB 109 Public Safety Realignment Budget includes \$4,020,036 for Community Programs as follows:

• Employment Support and Placement Services	\$2,000,000
• Support of WCRSC & Central-East Reentry Network	\$1,225,036
• Short and Long-Term Housing Access	\$500,000
• Peer and Mentoring Services	\$110,000
• Family Reunification Services	\$90,000
• Legal Services	\$80,000
• Development of a "Reentry Resource Guide"	\$15,000

In addition, the CCP Executive Committee recommended an additional appropriation of **\$160,000** (approximately 4%) to the AB 109 Community Programs, to be allocated among the Community Program service areas upon the advice of its Community Advisory Board (CAB). The CAB is apparently not expected to take action on its recommended allocations until its Feb. 11, 2016 meeting.

In its Budget request to the CCP, the CAB recommended that the County undertake an RFP/RFQ process for the contracts that will commence in FY 16-17 for the following services:

1. Employment Support and Placement
2. Housing
3. Civil Legal Services
4. Family Reunification
5. Mentoring Services
6. Data/Program Evaluation (Note: The CAO's office is proposing an update to the County's Reentry Strategic Plan, an update of the County's AB 109 Operations Plan, and the implementation of the AB 109 Annual Report for the FY 16-17 program evaluation and implementation support services.)

7. Jail to Community Services (*Note: The funding for the Jail-to-Community services is provided in the Sheriff's Office budget and not administered through the CAO's office, as are the Community Programs contracts.*)

The CAB further recommended that contracts be structured as multi-year (3 years recommended) contracts. The CAO's office administers the Community Programs contracts and has done so since 2013, when RFPs/RFQs were initially undertaken. Other recommendations from the CAB regarding the procurement process included:

1. For the RFP development process, the CAO should include the Network Manager, the Success Center Director, the County Reentry Coordinator, a member of the CAB, and a member of the CCP.
2. RFP/RFQs should include trauma informed principles, practices, and competencies as preference points and should be established as contractual requirements.
3. Responding organizations should be required to demonstrate cultural competency to engage and provide services to Contra Costa's formerly incarcerated population and their families.
4. The RFP/RFQ process should seek to encourage meaningful collaboration among organizations for the more integrated and efficient delivery of services (allowing a proposal to respond to more than one service area; allowing a proposal to include multiple partners—which the RFP/RFQs presently allow).

The CAO's office proposes using the original RFP/Qs developed for the current Community Program contracts as the starting point for the RFP/Q development process and incorporate the recommendations of the CAB. Staff will research RFP/Qs issued in other counties in California for reentry services for procurement best practices. Staff will also seek to broaden its RFP/Q notification process, to ensure that as many service providers as possible are notified about the opportunity.

CAO staff recommends that one RFP be issued for Mentoring and Family Reunification services, rather than two separate RFPs.

Proposed Timeline of RFP Process

The Proposed Timeline of the RFP/RFQ process envisions a process that from date of issuance to Board of Supervisors award would last approximately two months. If there is strict adherence to the timeline, the Board of Supervisors would be authorizing contracts for services at their May 10, 2016 meeting, and

staff would be executing contracts to begin on July 1, 2016, with a contract term running through June 30, 2019.

AB 109 RFP/RFQs Timeline

Event	Date
RFPs Issued	March 1, 2016
Bidders Conference #1: West County	week of Mar. 7
Bidders Conference #2: East County	week of Mar. 7
Bidders Conference #3: Central County	week of Mar. 7
Written Questions Due from bidders	Mar. 14
Addendum Issued	Mar. 16
Responses Due	April 1, 2016
Evaluation Period	April 4-8, 2016
Vendor Interviews	April 11-15, 2016
Results Letter Issued	April 15, 2016
Appeal Period	April 18-22
CCP Reviews Results	May 6, 2016
Public Protection Reviews Results	April 25, 2016
Board Award Date	May 10, 2016
Contract Start Date	July 1, 2016

Note that due to the 2016 Public Protection Committee and CCP meeting schedules (whereupon the CCP meets every other month and the PPC meets on the 4th Monday of each month), at the conclusion of the Evaluation and Award Recommendation process in April, following the prior protocol of sending the results to the CCP *before* sending the results to the PPC would mean that the PPC, barring any schedule change, would not act upon the results until its May 23, 2016 meeting, pushing out the Board of Supervisors contract award date until June 7, 2016. This would allow only 3 weeks for contract development.

Staff is therefore recommending that the PPC review the results at its April 25 meeting and conditionally accept them upon the concurrence of the CCP, at its May 6, 2016 meeting. If the CCP does not concur with the results, the matter can be further reviewed at the PPC's May 23, 2016 meeting.

Proposed Review Panel Participants

To conduct the proposal evaluation and vendor interview process, Review Panels will need to be established. The following members are proposed:

1. Chief of Probation Philip Kader or Assistant Chief Todd Billeci
2. Lara DeLaney representing the CAO's office.

3. A Reentry Coordinator from a neighboring County.
4. A Member of the CAB
5. A subject matter expert in each of the service areas
6. A formerly incarcerated person or family member of a formerly incarcerated person

CAO staff proposes that the County Reentry Coordinator, Donte Blue, facilitate the Review Panel process.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

4.

Meeting Date: 02/29/2016
Subject: CONTRA COSTA COUNTY RACIAL JUSTICE COALITION
Submitted For: PUBLIC PROTECTION COMMITTEE,
Department: County Administrator
Referral No.: N/A
Referral Name: CONTRA COSTA COUNTY RACIAL JUSTICE COALITION
Presenter: Supervisor Gioia **Contact:** Timothy Ewell, 925-335-1036

Referral History:

On April 7, 2015, the Board of Supervisors received a letter (attached) from the Contra Costa County Racial Justice Coalition requesting review of topics within the local criminal justice system. The Public Protection Committee (PPC) generally hears all matters related to public safety within the County.

On July 6, 2015, the Committee initiated discussion regarding this referral and directed staff to research certain items identified in the Coalition's letter to the Board of Supervisors and return to the Committee in September 2015.

On September 14, 2015, the Committee received a comprehensive report from staff on current data related to race in the Contra Costa County criminal justice system, information regarding the County's Workplace Diversity Training and information regarding diversity and implicit bias trainings and presentations from across the country.

On December 14, 2015, the Committee received an update from the Public Defender, District Attorney and Probation Department on how best to proceed with an update to the Disproportionate Minority Contact (DMC) report completed in 2008. At that time, the concept of establishing a new task force was discussed. The Committee directed to three departments above to provide a written project scope and task force composition to the Committee for final review. Information from the December report has been included in today's packet to support the discussion, including:

Attachment A – Contra Costa County data on race in criminal justice

The attachment includes:

- Summary of race data in criminal justice systems in Contra Costa County
- Contra Costa County population estimates
- Probation Department data on Pretrial, AB 109 adult and juvenile probation populations
- Superior Court data on criminal case filings and jury service
- Note: The Sheriff's Office made efforts to provide data on arrested individuals booked into

County detention facilities but was unable to complete the report by the time of publication of this agenda.

Attachment B - San Francisco Reinvestment Initiative: Racial and Ethnic Disparities Analysis

Related article: <http://sfpublicdefender.org/news/2015/06/study-shocking-racial-disparities-in-sf-courts/>

Attachment C – Contra Costa County’s workplace diversity training

The attachment includes:

- Summary of eLearning vendor Target Solutions' Workplace Diversity training materials
- Risk Management memo on diversity training, including completion data by department
- Board policy on required sexual harassment and workplace diversity training

Attachment D – Other Diversity and Implicit Bias trainings and presentations

The attachment includes:

- Governing for Racial Equity (GRE) Conference presentation on Incorporating Race and Justice Principals into Criminal Justice System Policies.
The GRE Network is a regional consortium of government, philanthropy, higher education and the community partnering to achieve racial equity. The GRE Network brings together public sector employees from across the U.S. to end institutional and structural racism, strengthen regional alliances, and increase public will to achieve racial equity. The 2015 conference took place on June 11 & 12 in Seattle, Washington.
- EmTrain’s guide to the online training on Fostering a Diverse & Inclusive Workplace.
EmTrain is San Mateo County’s online training vendor and is an approved provider of continuing education.
- King County participant’s guide to their workshop on Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat.
- Government Alliance on Race and Equity (GARE) presentation on Equity in Government.
GARE Director Julie Nelson conducts trainings with elected officials, housing, police officers, commissioners and others that is focused on normalizing conversations about race (delineating the differences between implicit and explicit bias and individual, institutional and structural racism), organizing within institutions and with the community and operationalizing equity. GARE will be launching a year-long learning cohort for jurisdictions in the Bay Area that are at the beginning phases of working on racial equity. For more information, please contact Julie Nelson, Director of the Government Alliance on Race and Equity, at julie.nelson62@gmail.com or (206) 816-5104.

At the November 9, 2015 meeting, the Committee received a brief presentation reintroducing the referral to the Committee and providing an update on how the DMC report compares with the statistical data presented at the September meeting. Following discussion, the Committee directed staff to return in December 2015 following discussions between the County Probation Officer, District Attorney and Public Defender with thoughts about how to approach a new DMC initiative in the County.

Referral Update:

The County Probation Officer, District Attorney and Public Defender have provided a written description of the task force discussed at the December 2015 meeting and will be available to discuss this issue further at today's meeting.

At this point, Committee staff will be requesting that the Committee forward it's research, findings and recommendations to the full Board of Supervisors for review, further discussion and potential approval.

Recommendation(s)/Next Step(s):

1. RECEIVE update on proposed next steps to implement a Disproportionate Minority Contact (DMC) effort within the County.
2. PROVIDE direction to staff on next steps.

Fiscal Impact (if any):

No fiscal impact.

Attachments

Racial Justice Taskforce Recommendation - December 21, 2015

November 2015 - PowerPoint Presentation

Attachment A – Contra Costa County data on race in criminal justice

Attachment B - San Francisco Reinvestment Initiative: Racial and Ethnic Disparities Analysis

Attachment C - County Workplace Diversity Training

Attachment D – Other Diversity and Implicit Bias trainings and presentations


Letter from Racial Justice Coalition April 7, 2015

BSCC Press Release: 2016 Implicit Bias Grant, September 17, 2015

Report: Disproportionate Minority Contact- Reducing Disparity in Contra Costa County, December 2008

Date: December 21, 2015

To: Supervisor John Gioia
Supervisor Federal Glover

From: Robin Lipetzky, Public Defender 
Phil Kader, Chief Probation Officer
Tom Kensok, Assistant District Attorney

Subject: Recommendation for Racial Justice Taskforce

As requested by the Public Protection Committee of the Board of Supervisors, the above named individuals have met to discuss how the County can best move forward to address the disproportionate representation of racial minorities in the criminal justice system in Contra Costa County.

We recommend that the County appoint a Racial Justice Taskforce (RJT) to be comprised of no more than 15 members representing governmental agencies and community organizations whose work concerns racial equality within the criminal justice system. We propose the following persons and/or entities for membership on the RJT:

Chief Probation Officer
Public Defender
District Attorney
Sheriff
Superior Court of Contra Costa County
Local Law Enforcement (member to be name by the CCC Police Chiefs Association)
Local School Districts (up to 3 representatives)
Department of Health
Community-based Organizations (up to 5 members)

We recommend that the mission of the RJT be to:

1. Identify some consensus measures within the County to reduce racial disparities in the criminal justice system;
2. Make recommendations for implementation of the measures once identified;
and
3. Report back to the Board of Supervisors on progress made toward reducing racial disparities within the criminal justice system.

In recognition that this is a challenging undertaking, we further recommend that the County provide funding for two necessary components to the success of the RJT. First, we ask that the County contract with an impartial trained facilitator to guide the RJT through this process. Second, we suggest that the County contract with a public interest research entity or an academic institution to assist in data collection and outcome analysis.

CONTRA COSTA COUNTY



PUBLIC PROTECTION COMMITTEE

Disproportionate Minority Contact
(DMC)/Implicit Bias Training
Staff Report



History

- ▶ April 7, 2015 – The Board of Supervisors received a letter from the Contra Costa County Racial Justice Coalition
- ▶ April 21, 2015 – The Board of Supervisors referred the letter to the Public Protection Committee
- ▶ July 2015 – The Public Protection Committee introduced the issue for discussion



Direction To Date

- ▶ In July, the PPC focused future discussion on two topics
 - Research of racial trends within the local criminal justice system
 - County training on implicit bias
- ▶ In September, the PPC requested staff to return at a future meeting with...
 - Information about a previous County effort to address DMC in the juvenile justice system
 - Coordinate with the Risk Manager about the feasibility of integrating Implicit Bias concepts into employee training

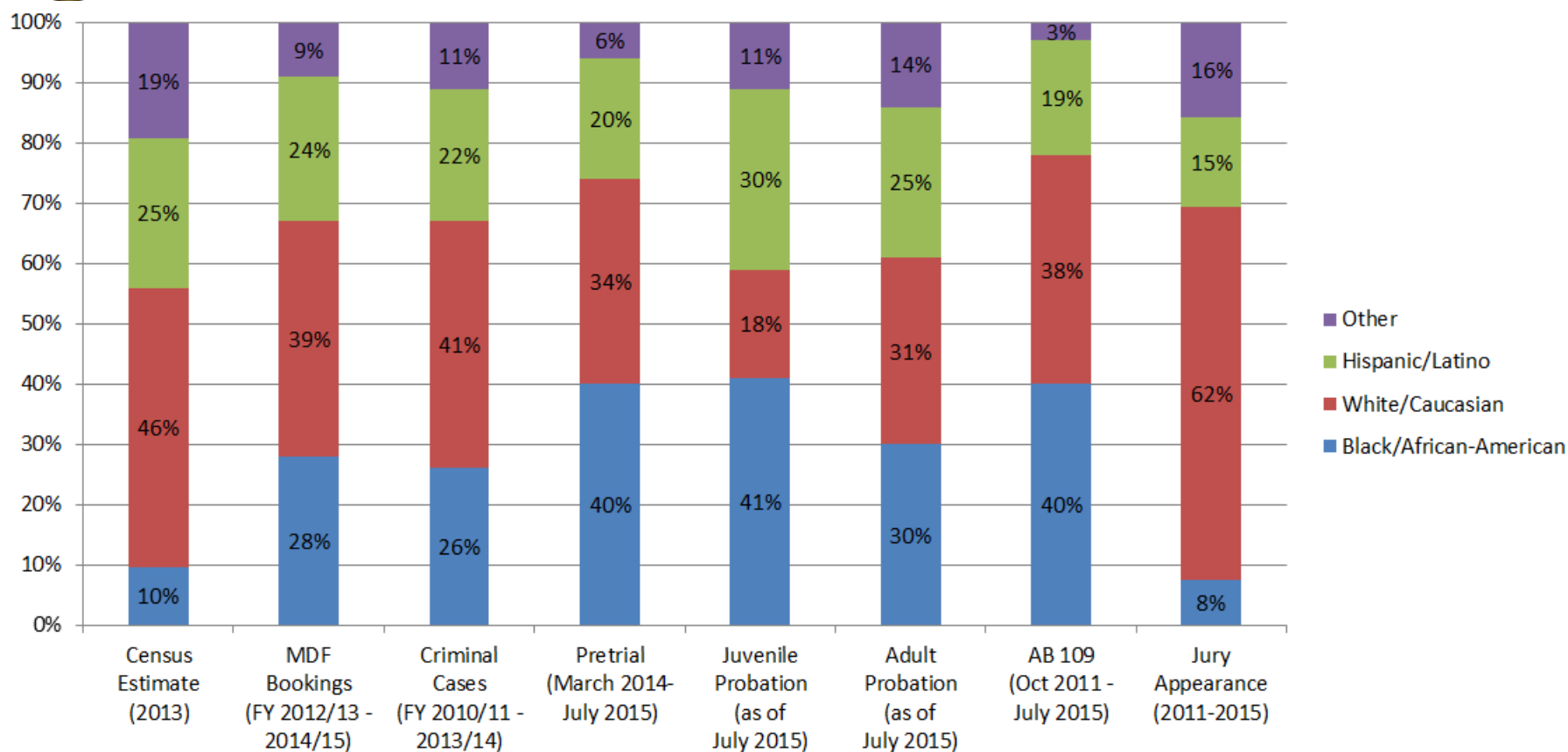


Key Findings

- ▶ Disproportionate Minority Contact does exist in the local criminal justice system, but...
 - Jurisdictions across the country are dealing with the same issues
 - Several socio-economic factors contribute to this disparity
- ▶ Most Public Safety Classifications in the County do receive Implicit Bias training
 - Current County training does not include an implicit bias component
 - The vast majority of law enforcement classifications in the County do receive Implicit Bias training mandated by the State
 - Some departments offer a department level training on Implicit Bias (e.g. District Attorney partners with the Goldman School)



Current Data



Sources: U.S. Census, Probation Department, Contra Costa Superior Court



2008 DMC Report Data

- Identifies juvenile DMC trends in selected communities within the County in 2006, including:
 - Richmond area (West County)
 - Monument Corridor (Central County)
 - Bay Point (East County)
- Makes short and long term recommendations for addressing DMC issues identified.



DMC

Workgroup Composition

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



DMC Trends – Richmond (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

Source: Morris M.S., Monique. Disproportionate Minority Contact: Reducing Disparity in Contra Costa County. 2008.



DMC Trends – Monument (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

Source: Morris M.S., Monique. Disproportionate Minority Contact: Reducing Disparity in Contra Costa County. 2008.



DMC Trends – Bay Point (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

Source: Morris M.S., Monique. Disproportionate Minority Contact: Reducing Disparity in Contra Costa County. 2008.



Observations

- Two data sets reporting different information with similar findings
- DMC Report is neutral on causation and focused on facts and what local justice system could do to address once a juvenile enters the system
- DMC Report provides a work-plan that could be re-considered by key stakeholders



Considerations

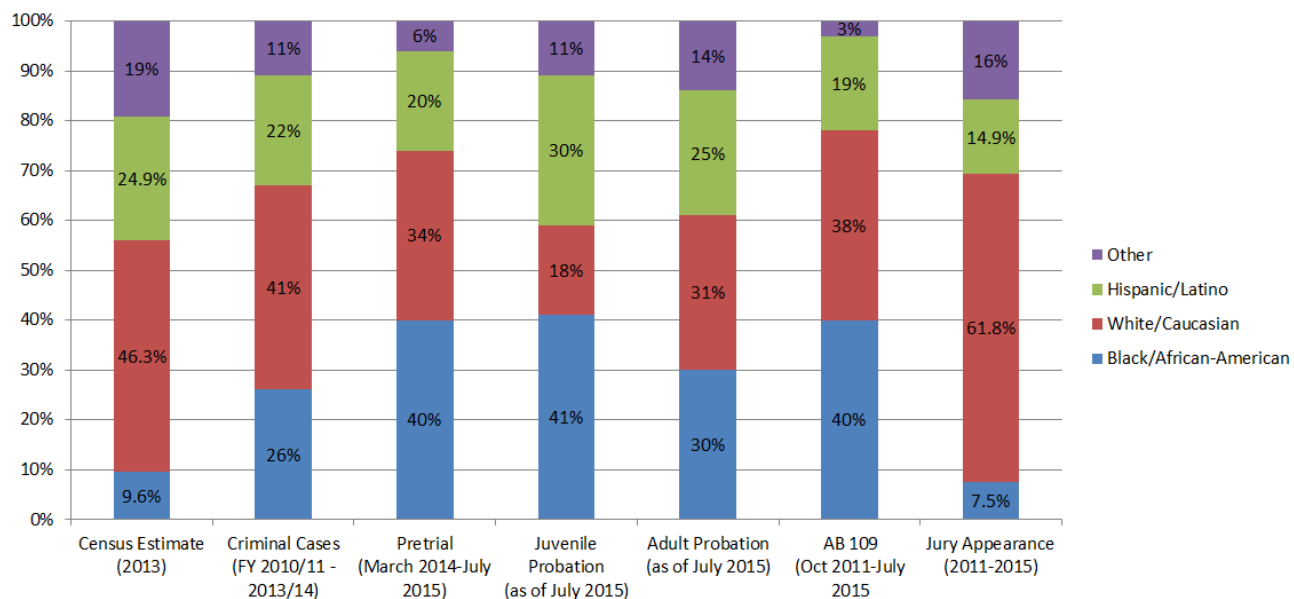
- Reestablish the DMC workgroup?
 - Determine Composition
 - Community Stakeholder representation
 - Determine current need, target areas
- Identify current resources and efforts underway to address DMC issues
 - Landscape has changed since 2008



Questions / Discussion

Summary of Race Data in Criminal Justice Systems in Contra Costa County

Sources: Census, Probation Department, Contra Costa Superior Court



Contra Costa County Population

Source: US Census Bureau State & County QuickFacts

People QuickFacts	Contra Costa County	California
Population, 2014 estimate	1,111,339	38,802,500
Population, 2013 estimate	1,095,980	38,431,393
Population, 2010 (April 1) estimates base	1,049,197	37,254,503
Population, percent change - April 1, 2010 to July 1, 2014	5.9%	4.2%
Population, percent change - April 1, 2010 to July 1, 2013	4.5%	3.2%
Population, 2010	1,049,025	37,253,956
Persons under 5 years, percent, 2013	5.9%	6.5%
Persons under 18 years, percent, 2013	23.8%	23.9%
Persons 65 years and over, percent, 2013	13.8%	12.5%
Female persons, percent, 2013	51.2%	50.3%

White alone, percent, 2013 (a)	67.9%	73.5%
Black or African American alone, percent, 2013 (a)	9.6%	6.6%
American Indian and Alaska Native alone, percent, 2013 (a)	1.0%	1.7%
Asian alone, percent, 2013 (a)	15.9%	14.1%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.6%	0.5%
Two or More Races, percent, 2013	5.0%	3.7%
Hispanic or Latino, percent, 2013 (b)	24.9%	38.4%
White alone, not Hispanic or Latino, percent, 2013	46.3%	39.0%

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Criminal Cases

Source: Court criminal case management system.

Data retrieved from District Attorney files.

Time Frame: Fiscal years 2010/11-2013/14

	Fiscal Year			
Gender	2010/2011	2011/2012	2012/2013	2013/2014
Not Specified	131	313	289	590
Female	3506 24%	3011 23%	2990 23%	4069 24%
Male	10938 75%	9843 75%	9890 75%	12520 73%
Total	14575	13167	13169	17179

	Fiscal Year				
Race	2010/2011	2011/2012	2012/2013	2013/2014	
Not Specified	214	578	470	765	
A OTHER ASIAN	213	216	200	281	
B BLACK	3669 25%	3376 26%	3594 27%	4274 25%	26%
C CHINESE	7	9	9	22	
D CAMBODIAN				1	
F FILIPINO	50	42	36	65	
G GUAMANIAN	2	2		5	
H LATIN AMERICAN/HISPANIC	3558 24%	2883 22%	2868 22%	3727 22%	22%
I AMERICAN INDIAN	12	11	17	15	
J JAPANESE	5	3	1	3	
K KOREAN	6	6	3	2	
L LAOTIAN	6			2	
M SPANISH OR MEXICAN AMERICAN					
O OTHER	635	644	608	830	
P PACIFIC ISLANDER	23	26	15	25	
S SAMOAN	3	6	5	4	
U HAWAIIAN	21	4	5	11	
V VIETNAMESE	11	3	4	5	
W CAUCASIAN	6099 42%	5252 40%	5282 40%	7070 41%	41%
X UNKNOWN	33	84	38	64	
Z ASIAN INDIAN	8	23	13	8	
Total	14575	13168	13168	17179	

Pretrial

Source: Probation Department CMS. Upon completion of interview with clients, probation officer enters data retrieved from California Law Enforcement Telecommunications System (CLETS) and from Public Defender's Office worksheet;
Time Frame: March 2014-July 2015

Pretrial - Total			Granted Supervision			Currently being supervised		
Black/African-American	555	40%	Black/African-American	189	44%	Black/African-American	93	47%
White	473	34%	White	130	31%	White	58	29%
Hispanic/Latino	286	20%	Hispanic/Latino	81	19%	Hispanic/Latino	40	20%
Asian	24		Asian	8		Asian	4	
Other	21		Other	8		Other	2	
Unknown	20		Unknown			Unknown		
Native Hawaiian/Other Pacific Islander	17		Native Hawaiian/Other Pacific Islander	8		Native Hawaiian/Other Pacific Islander	3	
American Indian/Alaskan Native	6		American Indian/Alaskan Native	1		American Indian/Alaskan Native		
Total	1402		Total	425		Total	200	

Completed Successfully			Unsuccessful		
Black/African-American	76	44%	Black/African-American	29	33%
White	54	31%	White	32	36%
Hispanic/Latino	29	17%	Hispanic/Latino	23	26%
Asian	4		Asian		
Other	5		Other	2	
Native Hawaiian/Other Pacific Islander	4		Native Hawaiian/Other Pacific Islander	2	
American Indian/Alaskan Native			American Indian/Alaskan Native	1	
Total	172		Total	89	

Adult and Juvenile Probation

Source: Probation Department CMS. Clerk enters data
retrieved from the Court or CLETS.

Time Frame: All current Adult and Juvenile Probation, as of July 2015

Juvenile Probation	
Black	1008
Hispanic	743
White	437
Unknown	147
Other Non-Asian	42
Asian Indian	24
Filipino	16
Pacific Islander	11
Laotian	8
Indian (American)	6
Other Asians	5
Hawaiian	3
Samoan	3
Guamanian	1
Chinese	1
Cambodian	1
Vietnamese	1
Japanese	1
Korean	
Total	2458

41%
30%
18%

Adult Probation	
Black	1060
Hispanic	877
White	1112
Unknown	277
Other Non-Asian	67
Asian Indian	21
Filipino	30
Pacific Islander	4
Laotian	1
Indian (American)	3
Other Asians	
Hawaiian	79
Samoan	3
Guamanian	1
Chinese	3
Cambodian	
Vietnamese	2
Japanese	
Korean	1
Total	3541

30%
25%
31%

AB 109 Population

Source: Probation Department CMS. Clerk enters data retrieved from the Court or from California Department of Corrections and Rehabilitation (CDCR).

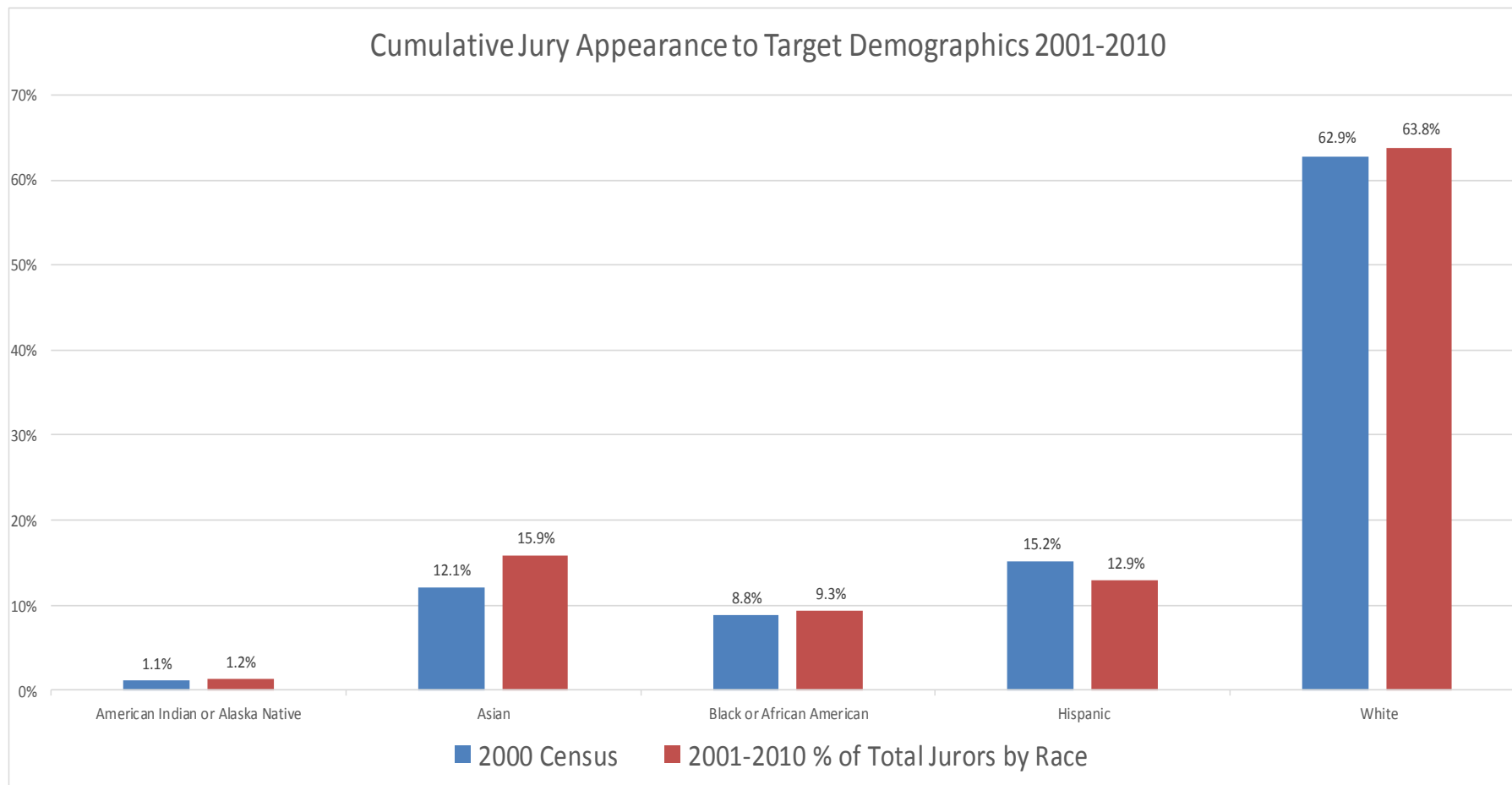
Time Frame: October 2011-July 2015

AB 109		
Black	786	40%
White	758	38%
Hispanic	384	19%
Unknown	19	
Filipino	15	
Asian	10	
Samoan	3	
Pacific Islander	3	
Vietnamese	3	
Chinese	2	
Other	2	
Am Indian	1	
Japanese	1	
Laotian	1	
Total	1988	

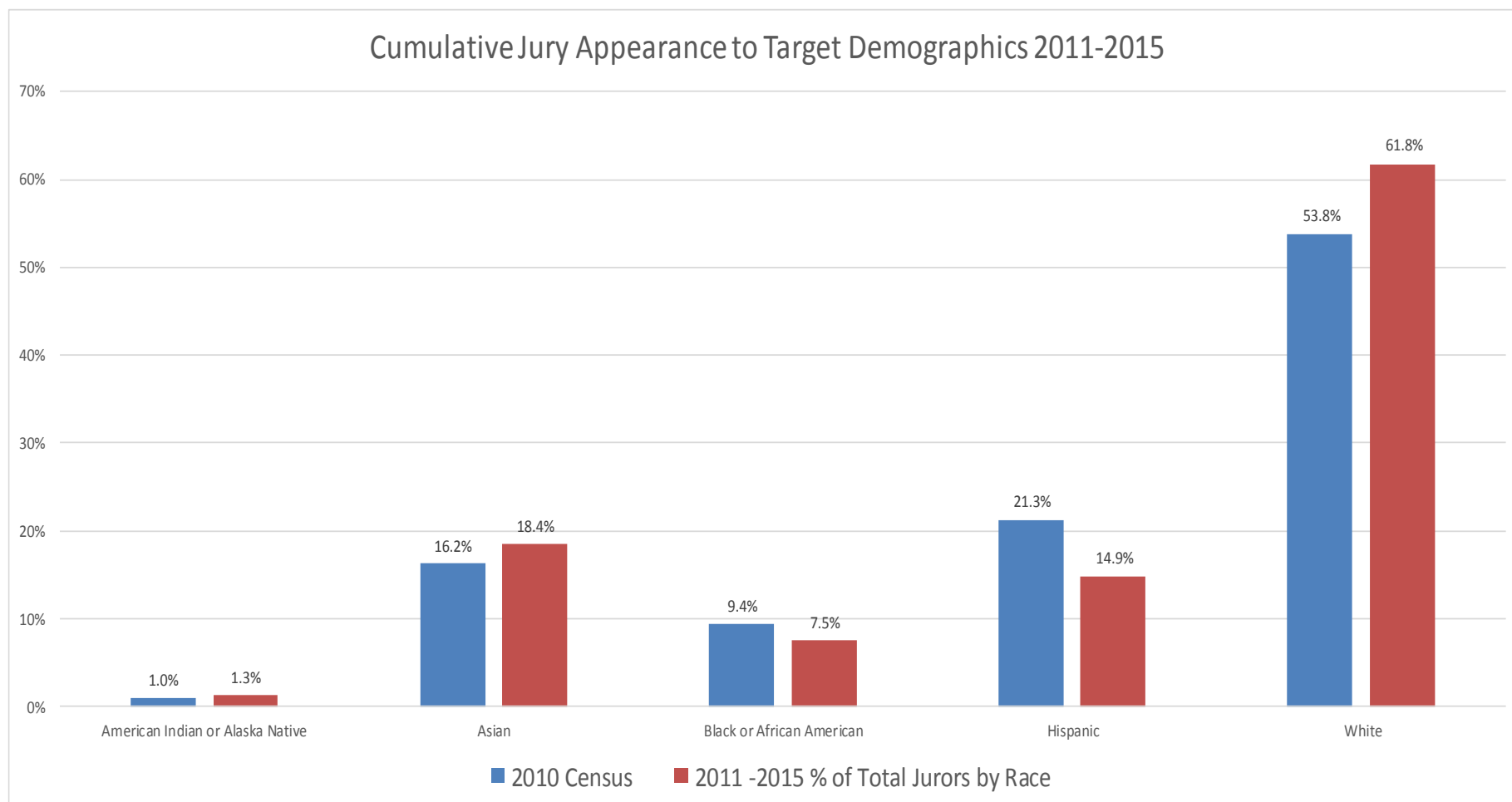
Probation Department Employees

Source: Human Resources

Probation Employees	
Caucasian	44%
African-American	31%
Hispanic	8%



- Racial data is self-reported by jurors based on questionnaires distributed at the time they report for service at each court location
- 2001-2010 % of Total Jurors by Race represents cumulative responses for the 10 year period between 2001-2010
- Multi-racial responses are recorded as one (1) full person in each race
- 2000 baseline census numbers for jury demographic study have been filtered to exclude; persons under 18, and Non-U.S. Citizens



- Racial data is self-reported by jurors based on questionnaires distributed at the time they report for service at each court location
- 2011-2015 % of Total Jurors by Race represents cumulative responses for the 4.5 year period between 2011-2015
- Multi-racial responses are recorded as one (1) full person in each race
- 2010 baseline census numbers for jury demographic study have been filtered to exclude; persons under 18, and Non-U.S. Citizens

Summary

Note: These data can provide a good overview of demographic trends for those who report for jury service, but data for individuals who identify as either Hispanic or multi-racial may not be precisely accurate for any of three reasons:

1. Individuals who identify as Hispanic (an ethnicity, but reported here as if it were a racial category) may have selected any one of the racial categories listed on the form, or none of these categories, or “other”
2. Individuals who identified their racial category as “other” are not included in these data
3. Individuals who self-identify as multi-racial can indicate their racial identification by checking “multi-racial”, “other”, two or more of the other racial categories provided on the survey, or check the boxes for any combination of these categories



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Attachment B



SAN FRANCISCO JUSTICE REINVESTMENT INITIATIVE: RACIAL AND ETHNIC DISPARITIES ANALYSIS FOR THE REENTRY COUNCIL

SUMMARY OF KEY FINDINGS

SUMMARY OF KEY FINDINGS

The W. Haywood Burns Institute (BI) is a national non-profit organization that has worked successfully with local jurisdictions to reduce racial and ethnic disparities in the justice system by leading traditional and non-traditional stakeholders through a data-driven, consensus based process. BI was engaged by the Reentry Council of The City and County of San Francisco to conduct a decision point analysis to learn whether and to what extent racial and ethnic disparities exist at key criminal justice decision making points in San Francisco. The analysis was limited due to data limitations. For additional information regarding the key findings listed in this summary, please see the full report.

DEMOGRAPHIC SHIFTS IN SAN FRANCISCO

- Data indicate that San Francisco's demographic make-up is changing. Between 1994 and 2013, the number of Black adults decreased by 21 percent. At the same time, the number of Latino adults increased by 31 percent.

DISPROPORTIONALITY AT EVERY STAGE

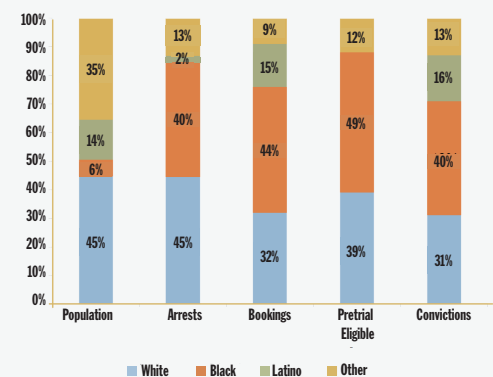
- In 2013, there were a disproportionate number of Black adults represented at every stage of the criminal justice process. While Black adults represent only 6% of the adult population, they represent 40% of people arrested, 44% of people booked in County Jail, and 40% of people convicted.
- When looking at the relative likelihood of system involvement- as opposed to the proportion of Black adults at key decision points – disparities for Black adults remain stark. Black adults are 7.1 times as likely to be arrested, 11 times as likely to be booked into County Jail, and 10.3 times as likely to be convicted of a crime in San Francisco.

FINDINGS REGARDING DATA CAPACITY

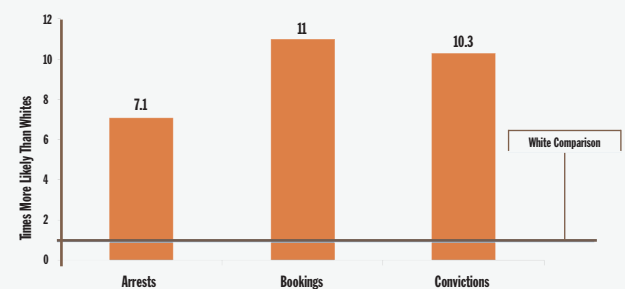
- Data required to answer several key questions regarding racial and ethnic disparities were unavailable. As stakeholders move forward to more fully understand the disparities highlighted in the report, they will need to build capacity for a more comprehensive and system-wide approach to reporting data on racial and ethnic disparities.
- Lack of "ethnicity" data impeded a full analysis of the problem of disparities. Justice system stakeholders must improve their capacity to collect and record data on ethnicity of justice system clients. Lack of data regarding Latino adults' involvement is problematic for obvious reasons – if we do not understand the extent of the problem, we cannot craft the appropriate policy solutions. Additionally, when population data disregard ethnicity, and only focus on race, the vast majority of these "Hispanics" are counted as White. The result is a likely inflated rate of system involvement for White adults¹, and an underestimation of the disparity gap between White and Black adults.

¹ Nationally, when population data disregard ethnicity, and only focus on race, the vast majority of these "Hispanics" (89%) would be identified as "White."). Puzzanchera, C., Sladky, A. and Kang, W. (2014). "Easy Access to Juvenile Populations: 1990-2013." Page 40 of 354 Available: <http://www.ojjdp.gov/ojstatbb/ezapop/>

2013 DATA: SAN FRANCISCO



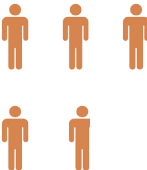
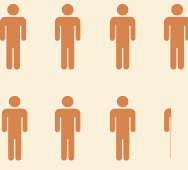






2013: DISPARITY GAP FOR BLACK ADULTS AT KEY DECISION POINTS



ARRESTS

- In 2013, Black Adults in San Francisco were more than seven times as likely as White adults to be arrested.
- Despite a significant overall reduction in arrest rates in San Francisco, the disparity gap – the relative rate of arrest for Black adults compared to White adults – is increasing.
- Whereas the disparity gap in arrests statewide is decreasing, the disparity gap in San Francisco is increasing.
- Rates of arrest are higher for Black adults than White adults for every offense category.
- Despite reductions in rates of arrest for drug offenses, the Black/White disparity gap increased for every drug offense category.

DISPARITY GAP FOR ARRESTS (1994 and 2013)			
1994		2013	
White 1		White 1	
Black 4.6		Black 7.1	
For every 1 White adult arrested in San Francisco in 1994, there were 4.6 Black adults arrested. For every 1 White adult arrested in San Francisco in 2013, there were more than 7 Black adults arrested.			

DISPARITY GAP FOR BOOKINGS (2013)	
White 1	
Black 11	
Latino 1.5	
API 0.4	
For every 1 White adult booked into San Francisco County Jail, there were 11 Black adults and 1.5 Latino adults booked	

BOOKINGS TO JAIL (PRETRIAL)

- Black adults in San Francisco are 11 times as likely as White adults to be booked into County Jail. This disparity is true for both Black men (11.4 times as likely) and Black Women (10.9 times as likely).
- Latino adults are 1.5 times as likely to be booked as White adults.
- Booking rates for Black and Latino adults have increased over the past three years while booking rates for White adults have decreased.
- The top three residence zip codes of Black adults booked into County Jail were: 94102 (includes the Tenderloin), 94124 (Bayview-Hunters Point), and 94103 (South of Market).
- The top three residence zip codes for Latino adults booked into County Jail were: 94110 (Inner Mission/Bernal Heights), 94102 (includes the Tenderloin), and 94112 (Ingelside-Excelsior/Crocker-Amazon).
- A vast majority (83 percent) of individuals booked into jail in San Francisco had residence zip codes within the County. Overall, only 17 percent of individuals booked into jail had residence zip codes outside of San Francisco.²

PRETRIAL RELEASE

- Booked Black adults are more likely than booked White adults to meet the criteria for pretrial release.³
- Black adults are less likely to be released at all process steps: Black adults are less likely to receive an “other” release (i.e., cited, bailed, and dismissed); less likely than White adults to be released by the duty commissioner; and less likely to be granted pretrial release at arraignment.
- Rates of pretrial releases at arraignment are higher for White adults for almost every quarter.
- Out of all adults who meet the criteria for pretrial release (the entirety of the SFPDP database):
 - 39 percent of Black adults had prior felony(ies) compared to 26 percent of White adults, however, White adults with a prior felony were almost always more likely to be released at arraignment than Black adults with a prior felony;





² Data regarding the homeless population were unavailable. Of the total 19,273 bookings in 2013, there were 3,973 (21%) that did not include a zip code. Some of these missing zip codes may be homeless adults who reside in San Francisco.

³ Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases. Further analysis is needed to better understand this finding. For example, White adults may be more likely to be cited out and are therefore not included as “eligible” for pretrial release, and protocol for identifying “ethnicity” in the two information systems may not be consistent.

- 44 percent of Black adults had prior misdemeanor(s) compared to 45 percent of White adults, however, White adults with a prior misdemeanor were almost always more likely to be released at arraignment than Black adults with a prior misdemeanor; and
- 62 percent of Black adults had a high school diploma or GED compared to 66 percent of White adults, however, White adults with a HSD/GED were almost always more likely to be released at arraignment than Black adults with a HSD/GED.

CONVICTIONS/SENTENCING

- For every White adult arrested and convicted in 2013, 1.4 Black adults were arrested and convicted.⁴ (Due to lack of data about Latinos at arrest, no comparison of convictions to arrest was made for Latinos).
- Black adults in San Francisco (in the general population) are ten times as likely as White adults in San Francisco (in the general population) to have a conviction in court.
- Latino adults in San Francisco (in the general population) are nearly twice as likely as White adults in San Francisco (in the general population) to have a conviction in court.⁵
- The vast majority of all people convicted are sentenced to Jail/Probation. Black adults with Jail/Probation sentences are more likely to receive formal probation than White adults. Whereas 31 percent of White Adults receive formal probation, 53 percent of Black adults did.
- Black adults are more likely to be sentenced to prison and county jail alone and less likely to be sentenced to Jail/Probation sentence than White adults.
- When they receive Jail/Probation sentences, Black adults are more likely to have a longer County Jail sentence than White adults.
- Although more White adults are convicted on DUI charges with blood alcohol levels greater than or equal to .08 than Black adults, Black and Latino adults convicted of these charges are more likely to have a longer jail sentence (as part of a Jail/Probation sentence) than White adults.⁶
- Of all Black adults convicted, 6 percent were convicted of transporting or selling controlled substances; of all White adults convicted, only 1 percent was convicted of this charge. While the number of adults convicted of transporting or selling controlled substances has decreased substantially over the past 3 years, the proportion is consistently higher for Black adults.⁷
- Black adults convicted of transporting or selling controlled substances are more likely to stay longer in jail as part of a Jail/Probation sentence.
- Over the course of the last year, there were 288,177 bed days as the result of court sentences to jail (either though county jail alone or as a part of a Jail/Probation sentence). Black adults account for 50 percent of these sentenced bed days.

DISPARITY GAP FOR CONVICTIONS (2013)	
White 1	
Black 10.3	
Latino 1.7	
API 0.4	
For every 1 White adult convicted of a crime in San Francisco, there were more than 10 Black adults and nearly 2 Latino adults convicted.	

⁴ When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an inflated rate of system involvement for White adults; and subsequently an underestimation of the disparity gaps between White/Black adults & White/Latino adults.

⁵ See note above. It is important to note this for all of the analyses in the conviction/sentencing section which compare White and Latino rates.

⁶ Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is VC 23152(b)/M.

⁷ Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is HS 11352(a)/F.



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SAN FRANCISCO JUSTICE REINVESTMENT INITIATIVE: RACIAL & ETHNIC DISPARITIES ANALYSIS FOR THE REENTRY COUNCIL

BY
W. HAYWOOD BURNS
INSTITUTE

Improving Life
Opportunities for
Youth, Families,
and Communities
of Color

The W. Haywood Burns Institute (BI)

2

Our Work

- ▣ The Burns Institute works to eliminate racial and ethnic disparities in the justice system by using a data driven, community centered approach to reducing system involvement for people of color.

Our Work in San Francisco:

- ▣ Conduct analysis to identify whether and to what extent racial and ethnic disparities exist at key criminal justice decision making points.

BI Strategy for Reducing Racial and Ethnic Disparities

1. Identify Disparities

- ▣ Identify whether and to what extent racial and ethnic disparities exist

2. Identify, Analyze and Strategize around a “Target Population”

- ▣ Identify target population to focus the work.
- ▣ “Dig deeper” into target population to learn more about policy, practice, procedure and other factors contributing to disparities.
- ▣ Strategize around how policy, practice, and/or procedure change might result in reductions in disparities.
- ▣ Pilot or adopt policy, practice or procedural change

3. Measure Progress

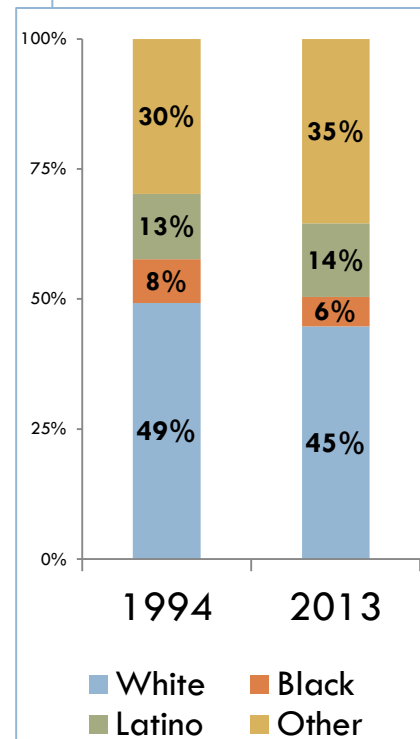
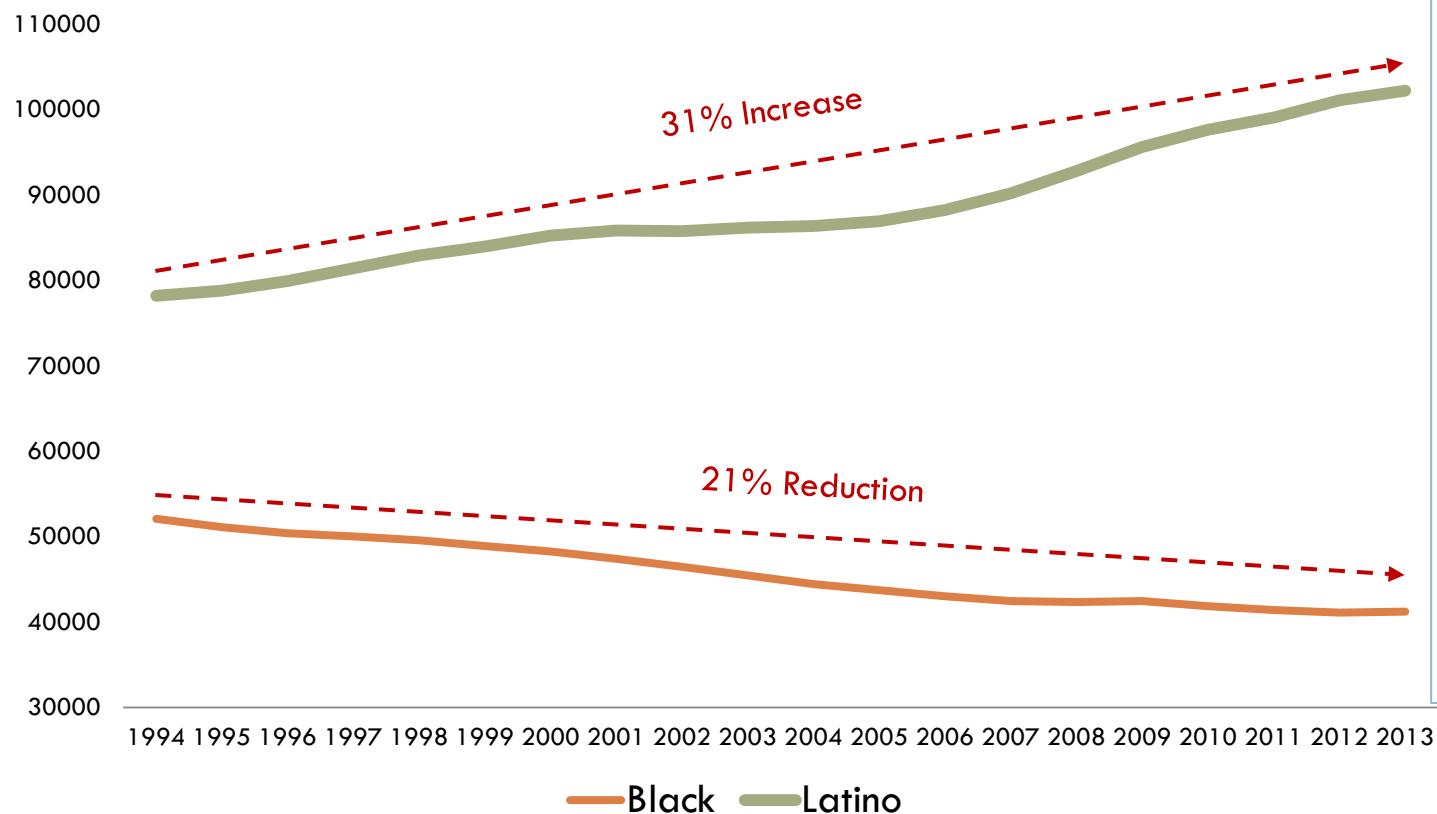
- ▣ Monitor Effectiveness of Change
- ▣ Document changes in disparities

Ongoing process

San Francisco Demographics are Changing

4

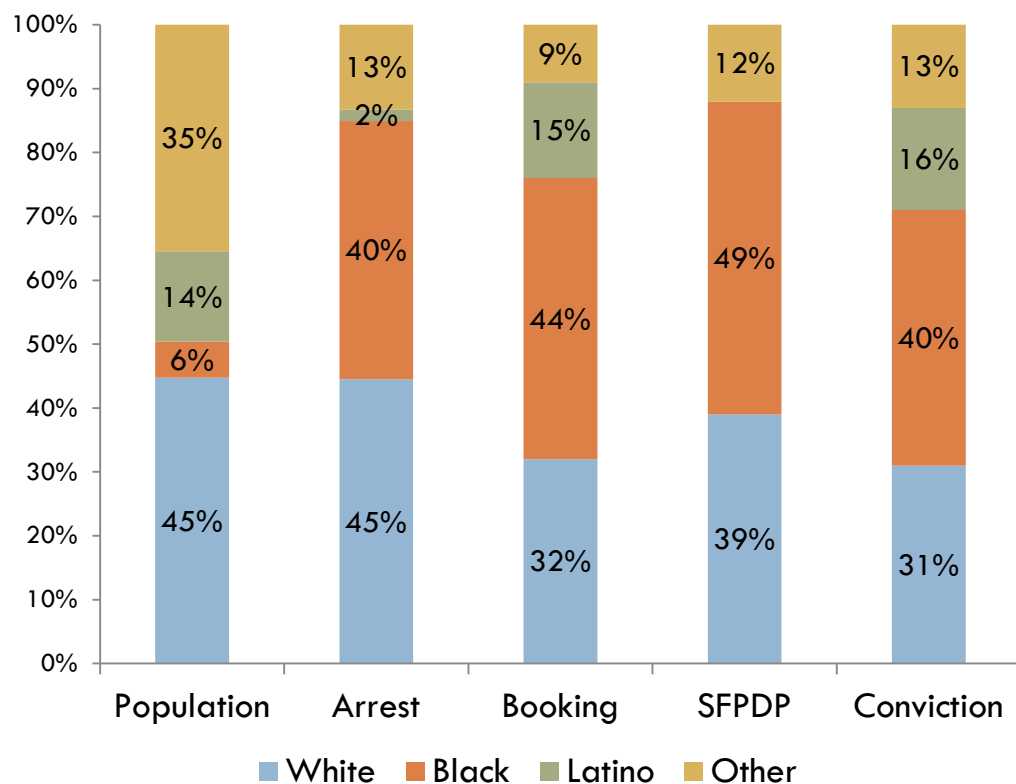
San Francisco Adult Population: Changing Demographics



Overrepresentation of People of Color in San Francisco Criminal Justice System

5

2013 Data: San Francisco



Black adults: Overrepresented at each stage:

- 6% of adults in the population
- 40% of arrests
- 44% of bookings to jail (pretrial)
- 49% of adults eligible for SFPDP
- 40% of convictions

Latino adults: appear to be undercounted at various points in the criminal justice process, but data vary across decision points. **This is likely caused by misidentification of some Latinos as White.**

Asian Pacific Islander and “other” adults: This analysis did not focus on API or “other” adults. Future disparities analysis should do so and must account for differences between subgroups within the larger API population.

Population Source: Puzzanchera, C., Sladky, A. and Kang, W. (2014). "Easy Access to Juvenile Populations: 1990-2013." Online.

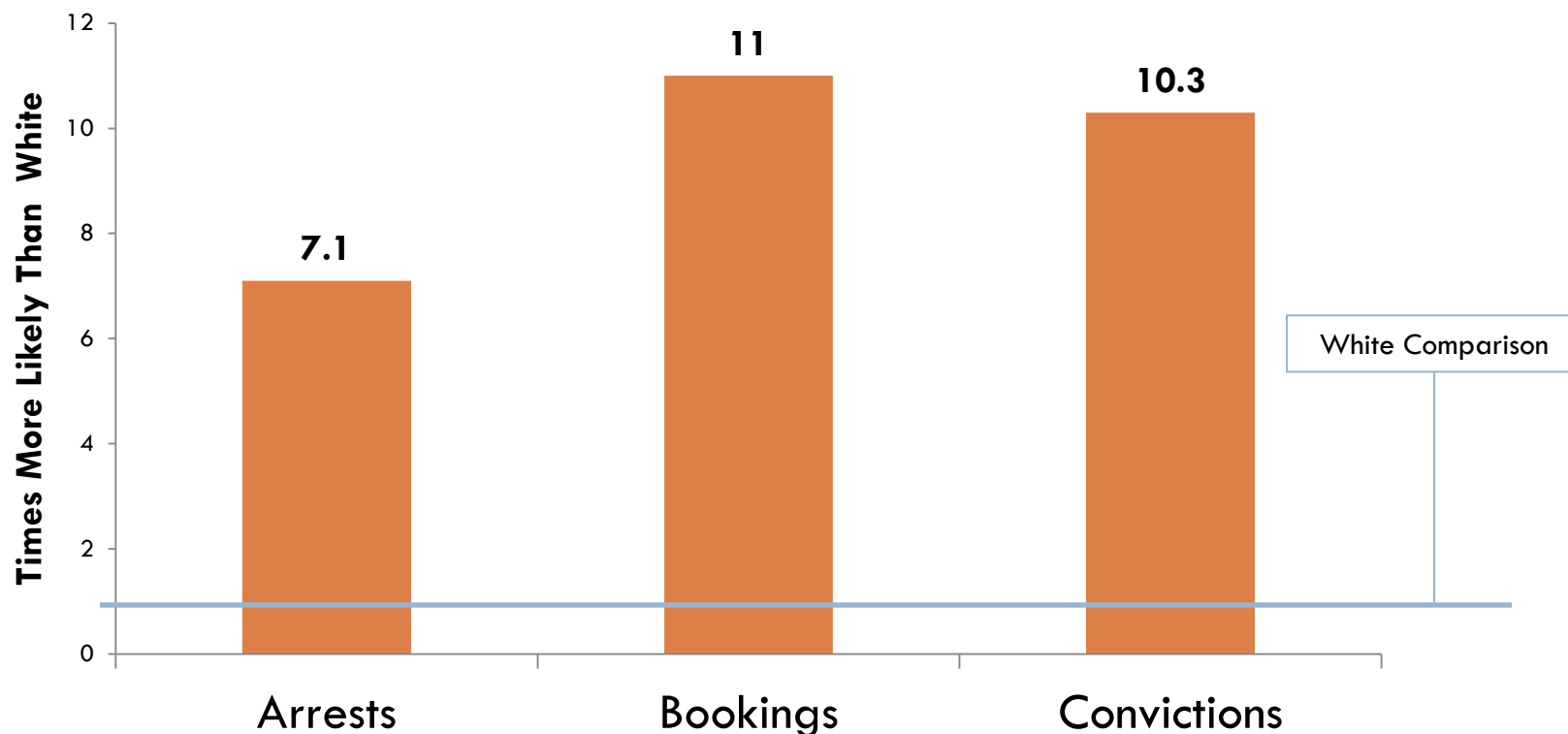
Arrest Source: "Monthly Arrest and Citation Register", State of California Department of Justice (October 2014). Online

Booking, SFPDP and Conviction Data provided to Burns Institute by Adult Probation as part of JRI data analysis agreement. Sources: CMS, JMS, SFPDP Databases.

Disparity Gap at Key Decision Points

6

Disparity Gap for Black Adults at Key Decision Points (2013)



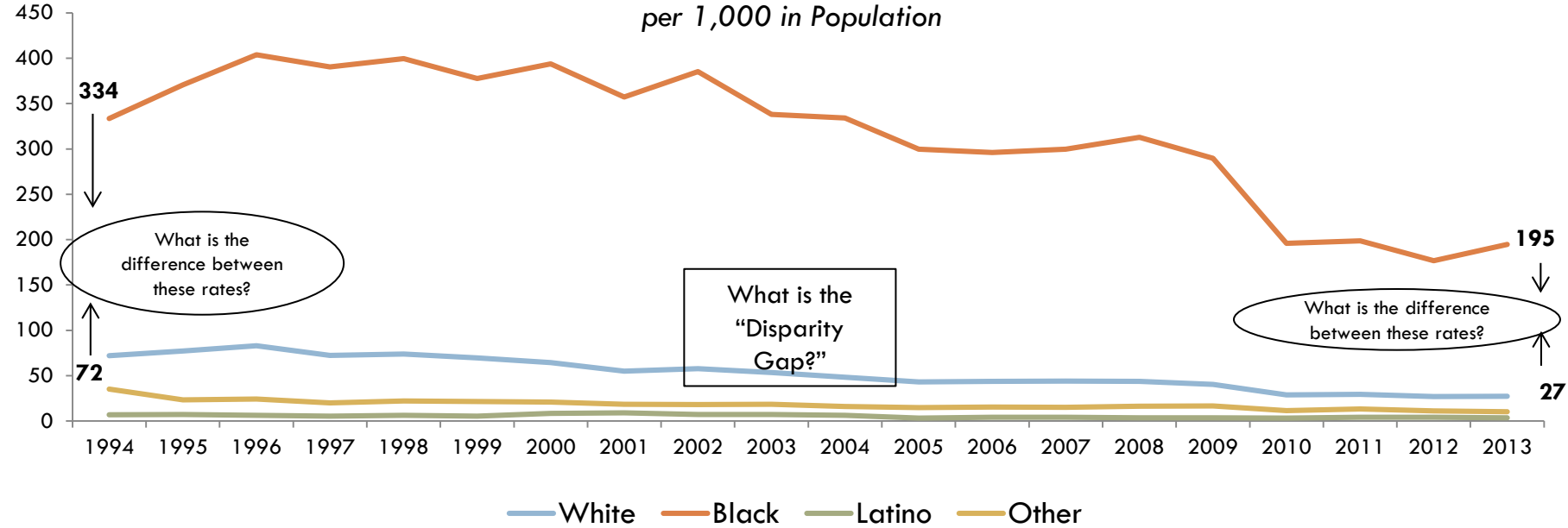
7

ARRESTS

Arrest Rate Deductions

8

San Francisco Arrest Rates by Race & Ethnicity
per 1,000 in Population



Reduction in Rate of Arrests:

- White = 62% reduction (72 per 1,000 to 27 per 1,000)
- Black = 42% reduction (334 per 1,000 to 195 per 1,000)

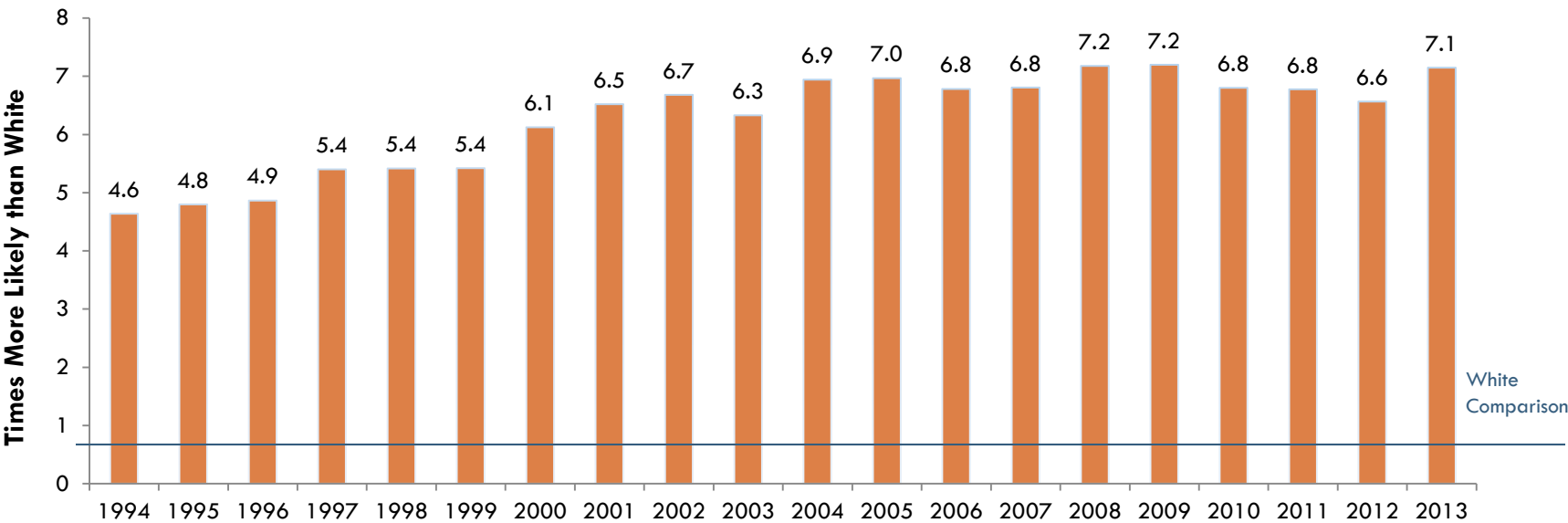
Note: These data do not include cite and release interactions with police.

Note: When population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an inflated rate of system involvement for White adults; and subsequently an underestimation of the disparity gaps between White/Black adults & White/Latino adults.





Despite significant reductions in arrest rates, **disparities** between Black and White adult arrests have increased.

9

Disparity Gap Between Black and White Arrest Rates



For every on 1 White adult arrested in 1994, **4.6** Black adults were arrested

	1994	2013	
White 1			White 1
Black 4.6			Black 7.1

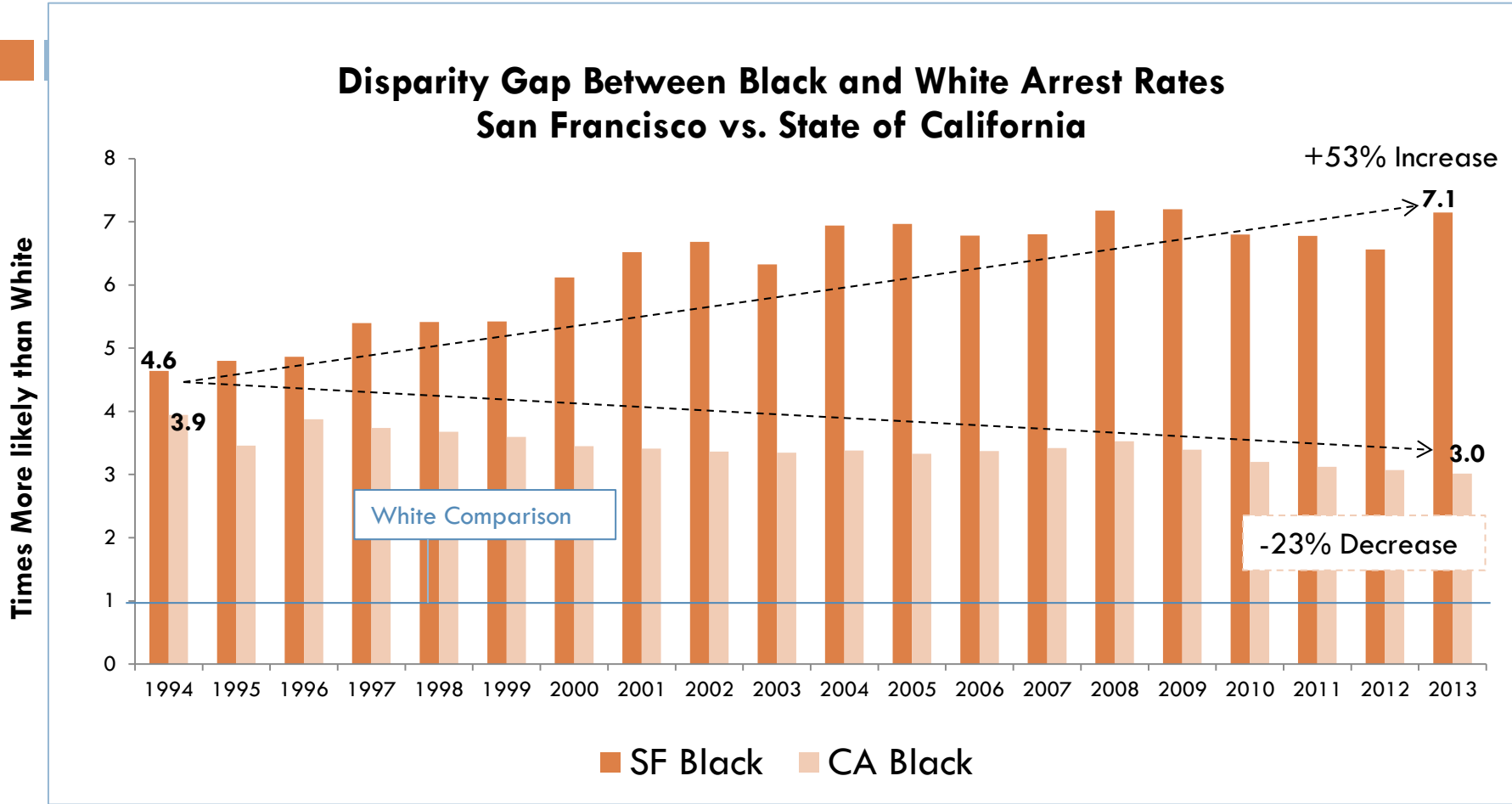
For every on 1 White adult arrested in 2013, **7.1** Black adults were arrested.

Note: when population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults & White/Latino adults.

Arrest Source: “Monthly Arrest and Citation Register”, State of California Department of Justice (October 2014). Online

California & SF Disparity Gaps

10



- Disparities in the rate of arrest between Black and White adults in San Francisco are greater than disparities in the State.
- **Disparities in the State are decreasing slightly while disparities in San Francisco continue to increase**

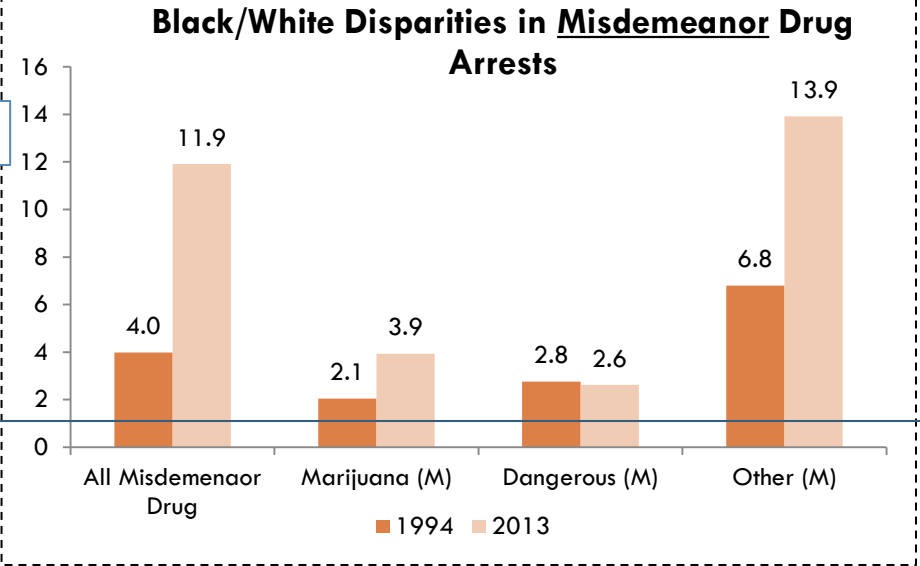
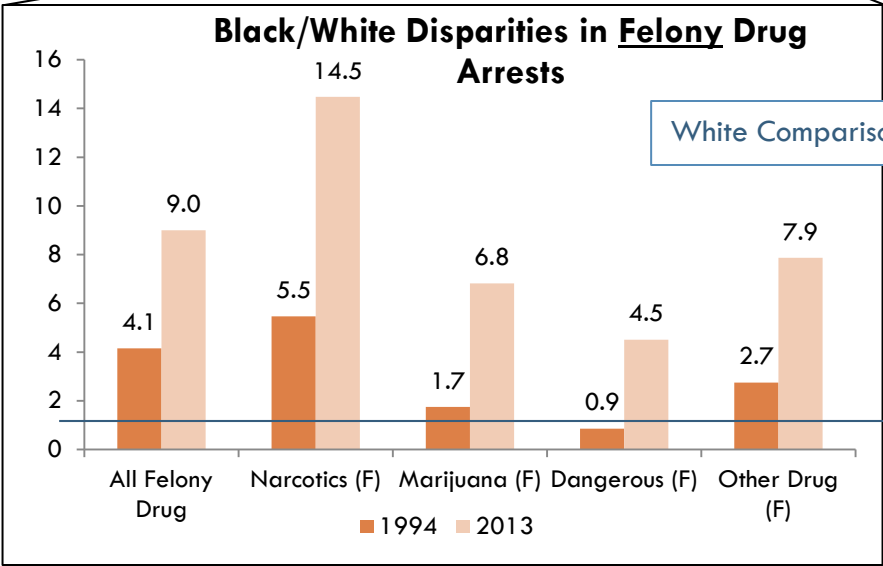
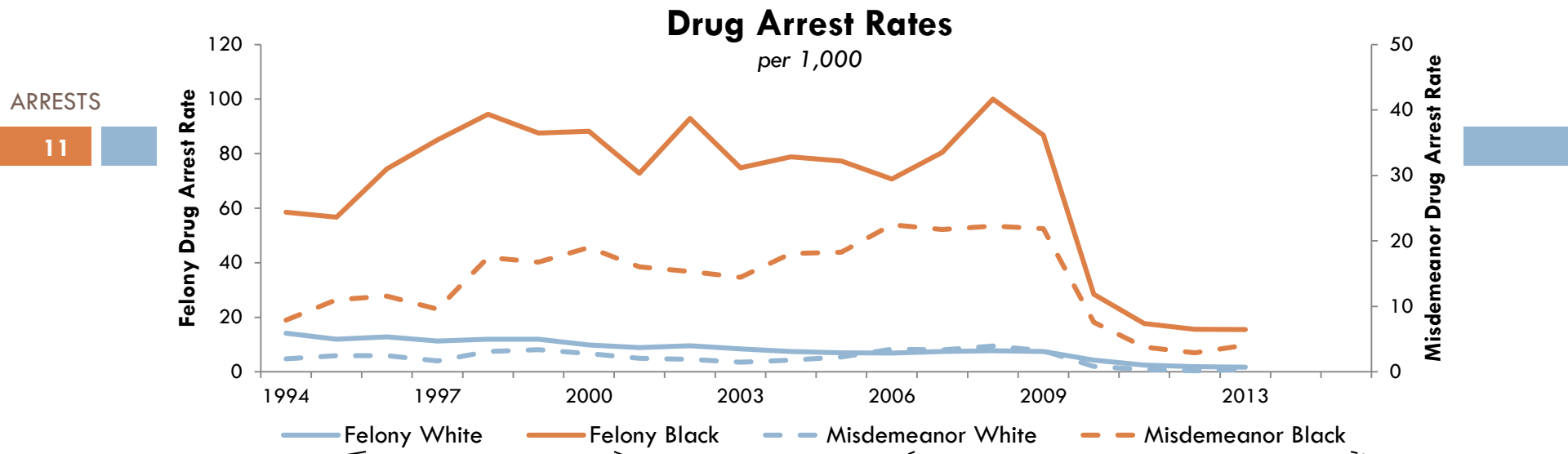
Note: when population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults & White/Latino adults.

Arrest Source: "Monthly Arrest and Citation Register", State of California Department of Justice (October 2014). Online

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Disparities in Arrests for Drug Offenses Increased

Attachment B



Although rates of arrest for drug offenses have decreased in San Francisco from 1994 to 2013, the relative rate of arrest for drug offenses or “disparity gap” has increased.

12

BOOKING TO PRETRIAL JAIL

Overview of the Booking Data

13

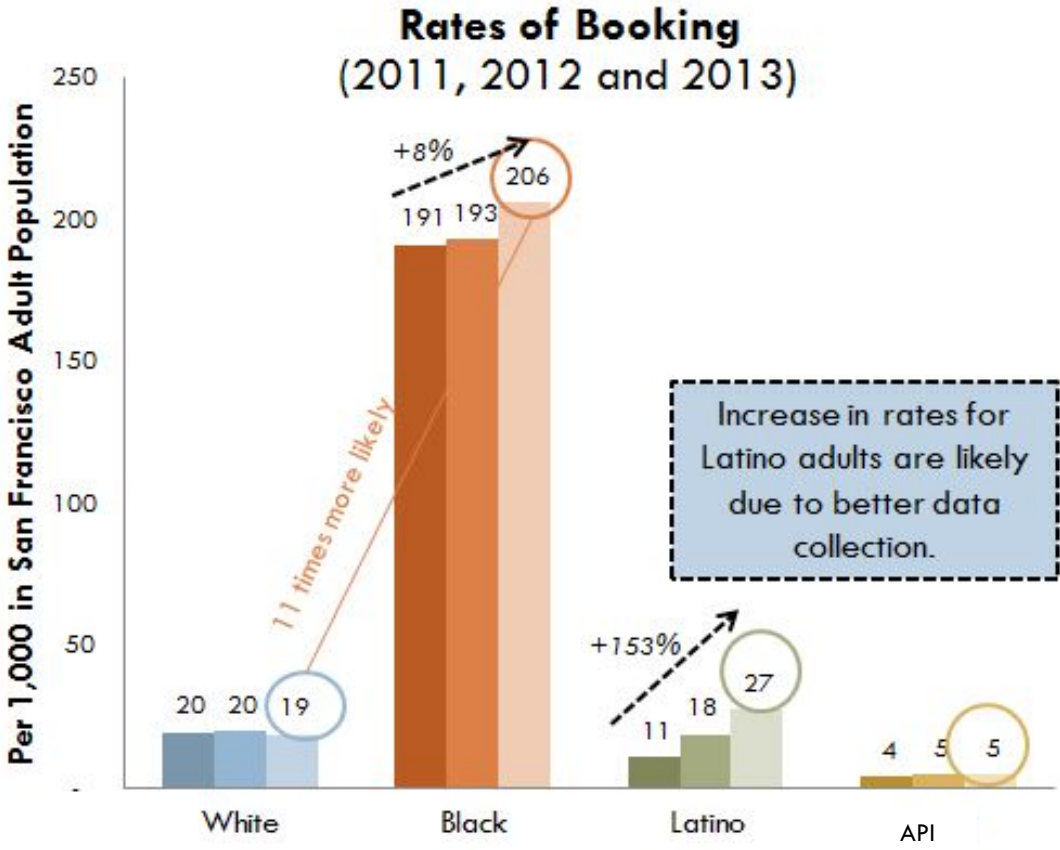
- Source: CMS
 - race/ethnicity pulled from JMS
- Full Time Frame: 1/1/11-6/30/14
 - Started with 155,060 cases
 - After we cleaned up the data, there were 63,318 bookings with data on race and ethnicity
- In 2013 (latest year):
 - 19,273 cases with data on race and ethnicity


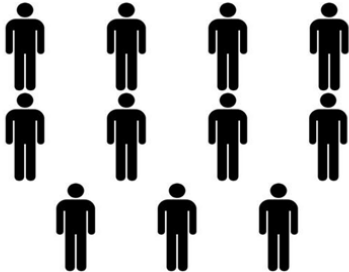


1/1/11-6/30/14	#
White	21,758
Black	28,125
Latino	7,010
API	4,058
Nat. Am.	246
Other	2,121
Total	63,318

Data required extensive clean-up in order to answer basic questions

Rates and Disparity Gaps in Bookings to Jail in San Francisco (2011-2013)

14



2013 Disparity Gap	
	White 1
	Black 11
	Latino 1.5
	Asian .3
API	

Rates of booking to jail are increasing for people of color in San Francisco, particularly Latino and Black adults.

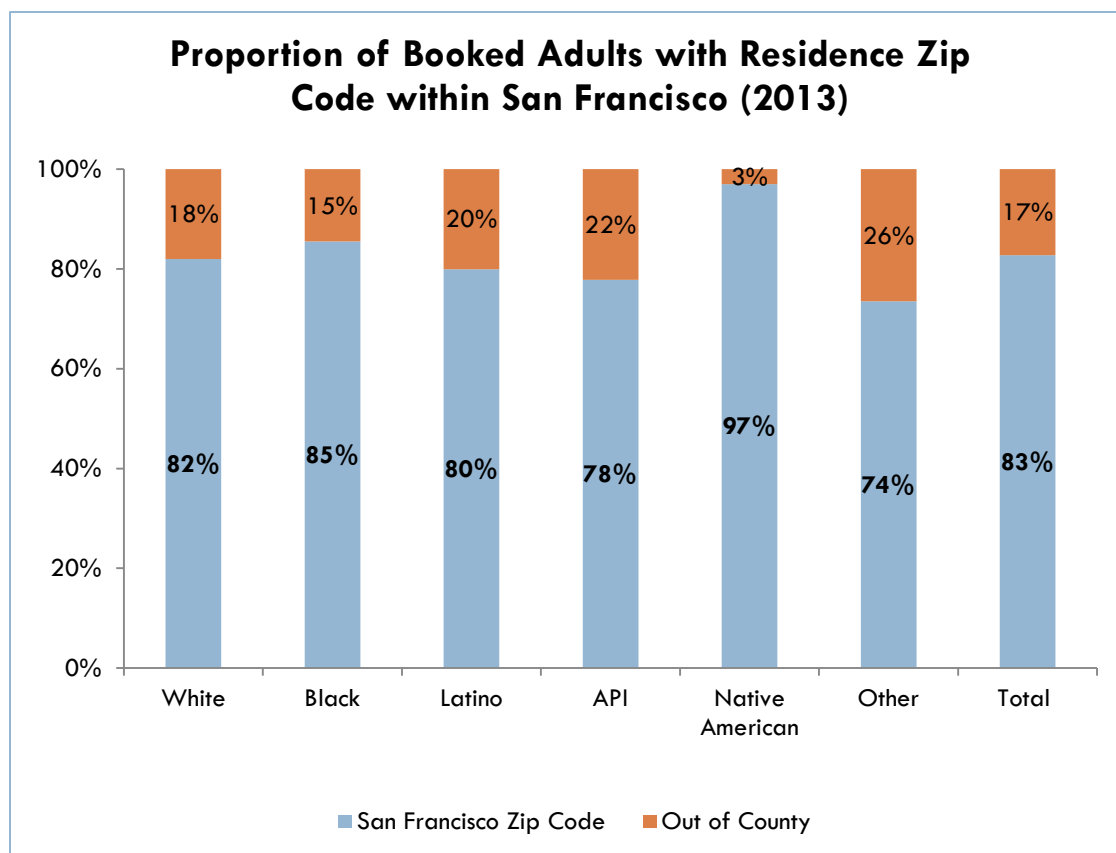
Note: when population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an inflated rate of system involvement for White adults; and subsequently an underestimation of the disparity gaps between White/Black adults & White/Latino adults.

In 2013, for every 1 White adult booked:

- 11 Black adults were booked
- 1.5 Latino adults were booked
- .3 Asian adults were booked

Bookings by Residence Zip Code

15

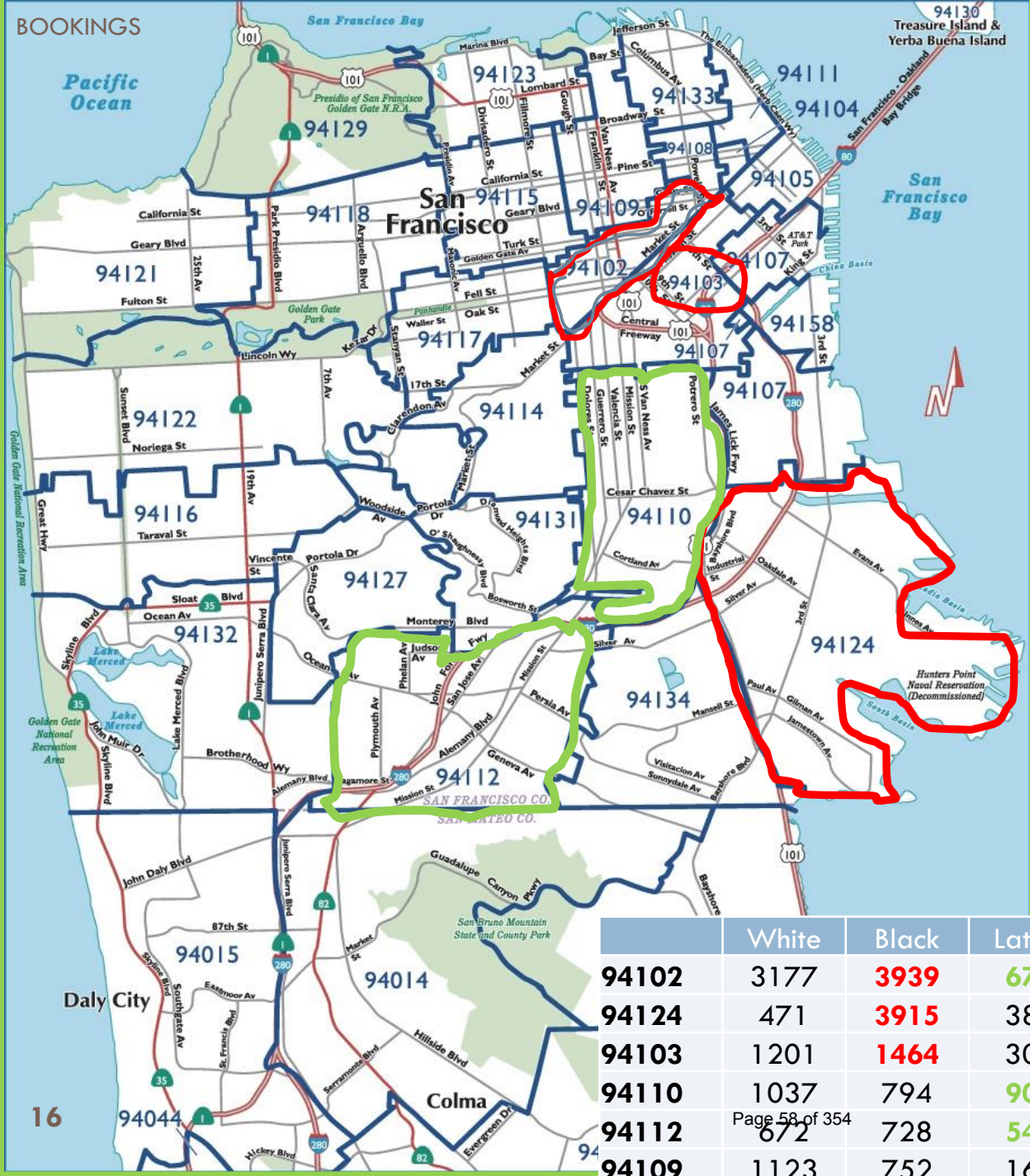


The vast majority of all adults booked in County Jail in San Francisco have a residence zip code within San Francisco.

Note: Zip Code analysis is based on cases for which zip code was recorded (in 2013, 15,272 cases). Data regarding the homeless population was unavailable. Of the total 19,273 bookings in 2013, there were 3,973 (21%) that did not include a zip code. Some of these missing zip codes may be homeless adults who reside in San Francisco.

Top Residence Zip Codes of Adults Booked into Jail in San Francisco

- Black:**
- 94102: Tenderloin
 - 94124: Bayview-Hunters Point
 - 94103: South of Market
- Latino:**
- 94110: Inner Mission/Bernal Heights
 - 94102: Tenderloin
 - 94112: Ingelside-Excelsior/Crocker-Amazon



	White	Black	Latino	API	Nat. Am.	Other	Total
94102	3177	3939	675	313	49	150	8303
94124	471	3915	386	237	8	115	5132
94103	1201	1464	301	129	12	74	3181
94110	1037	794	909	99	17	103	2959
94112	672	728	541	247	10	117	2315
94109	1123	752	160	149	11	67	2262

17

PRETRIAL RELEASE

Overview of the Data

18

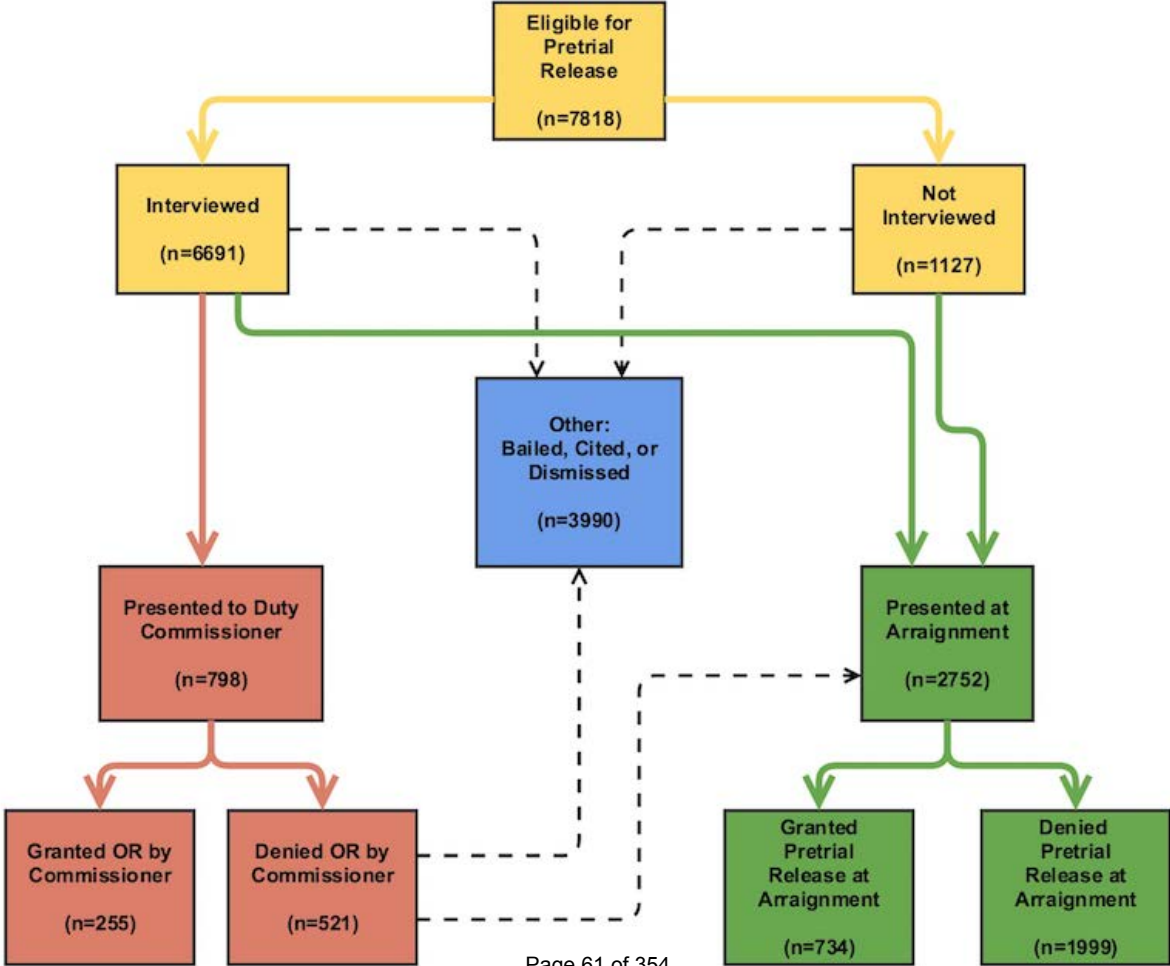
- Source: San Francisco Pretrial Diversion Project (SFPDP) Data
- Full Time Frame: 1/1/11-6/30/14
 - Started with 26,657 cases
 - After we cleaned up the data, we had 26,275 cases with race/ethnicity
- Latest full year: Q3 2013 – Q2 2014
 - 7,840 cases with data on race/ethnicity
 - 3,118 white; 3,683 black; 25 Latino; 100 Asian; 892 Other

1/1/11-6/30/14	#
White	10,426
Black	12,825
Latino	155
Asian	792
Other	2,077
Total	26,275

Data required extensive clean-up in order to answer basic questions

Note: Only black/white disparity analyzed due to small numbers for other racial/ethnic groups. When population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults & White/Latino adults.

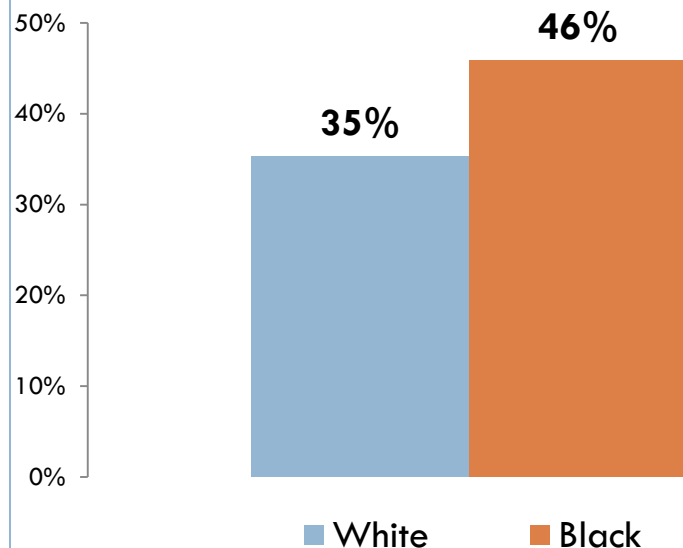
Pretrial Release Flow



Pretrial Release Eligible Compared to Bookings

20

Percent of Booked Adults who are Eligible for Pretrial Release



Black adults booked into San Francisco County Jail are more likely than White adults to be eligible for Pretrial Release.

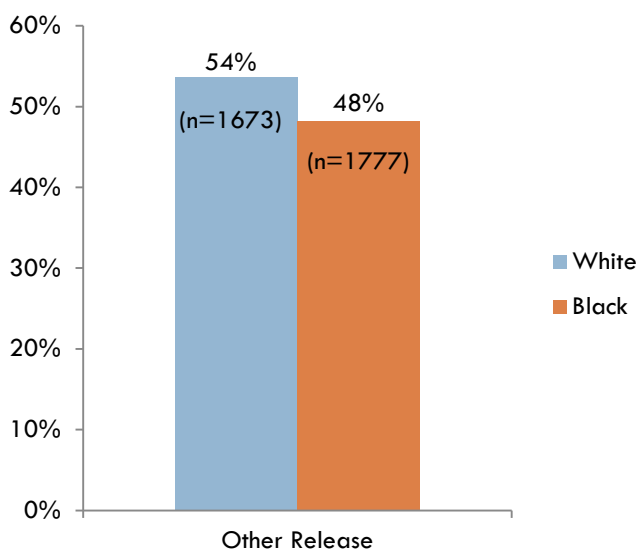
Whereas 35% of White adults booked were eligible for Pretrial Release, 46% of booked Black adults were eligible.

	White	Black
Bookings	5,940	7,947
Pretrial Release Eligible	3,118	3,683
Percent of Booked Adults who are Eligible for Pretrial Release	35%	46%

Other Releases: Bailed, Cited, and Dismissed (Q3 2013 – Q2 2014)

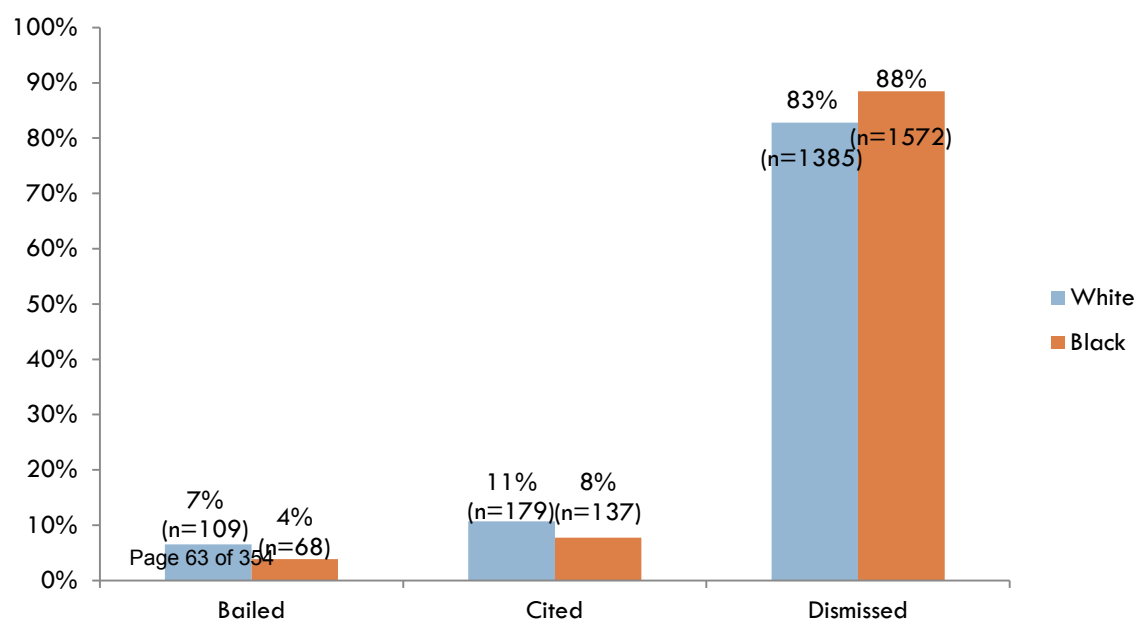
21

Other: Bailed, Cited, & Dismissed



- Overall, a substantial proportion (51%) of all cases eligible for pretrial release were Other Releases.
- The proportion of eligible White adults released (54%) was higher than the proportion of eligible Black adults (48%).
- The vast majority of Black & White adults released had their cases dismissed.
- Black adults were more likely than White adults to have their case dismissed. White adults were more likely to post bail and be cited out than Black adults.

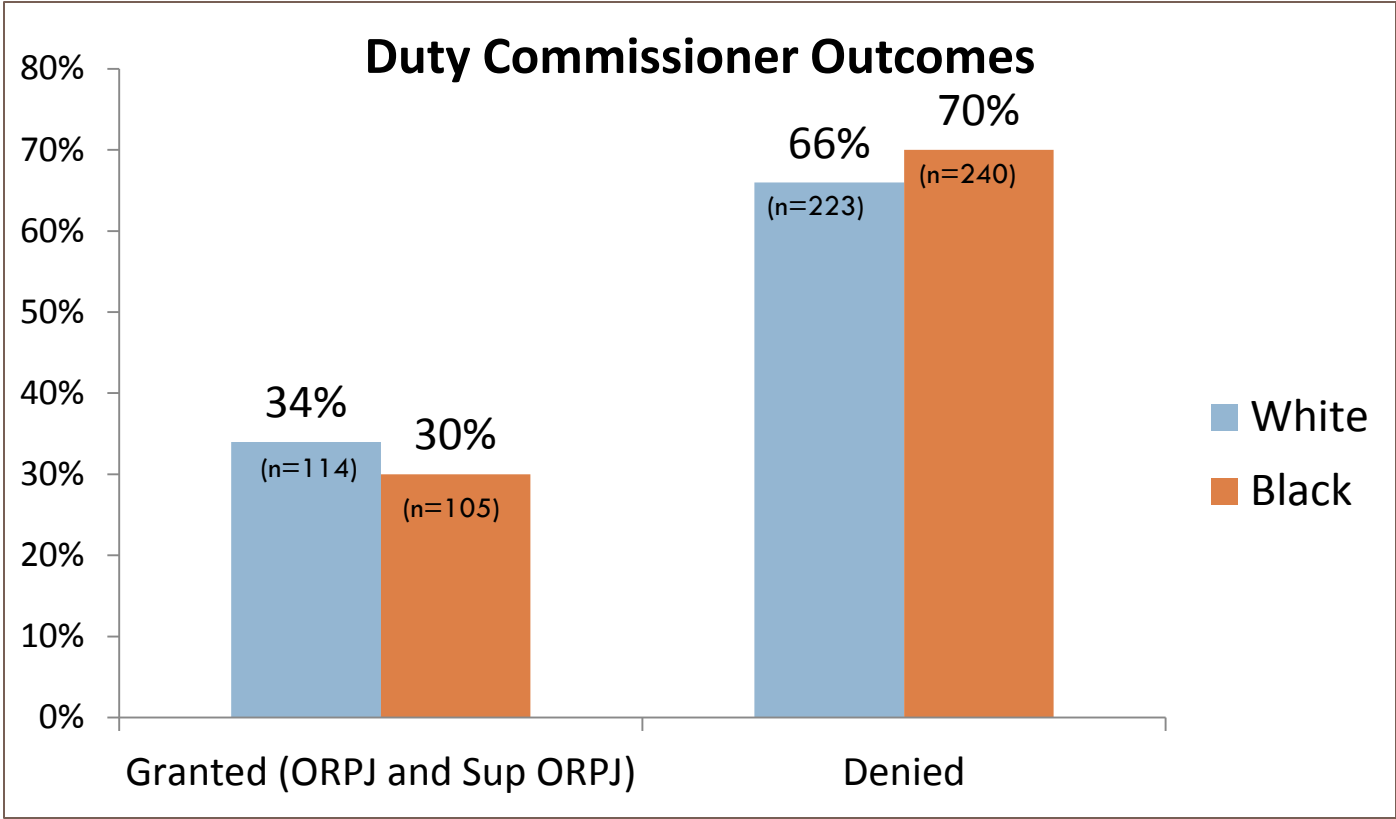
Breakdown of Other Releases



Duty Commissioner Outcomes

(Q3 2013-Q2 2014)

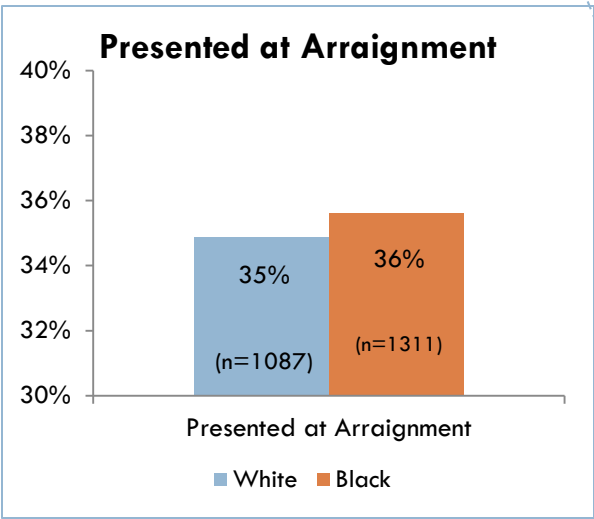
22



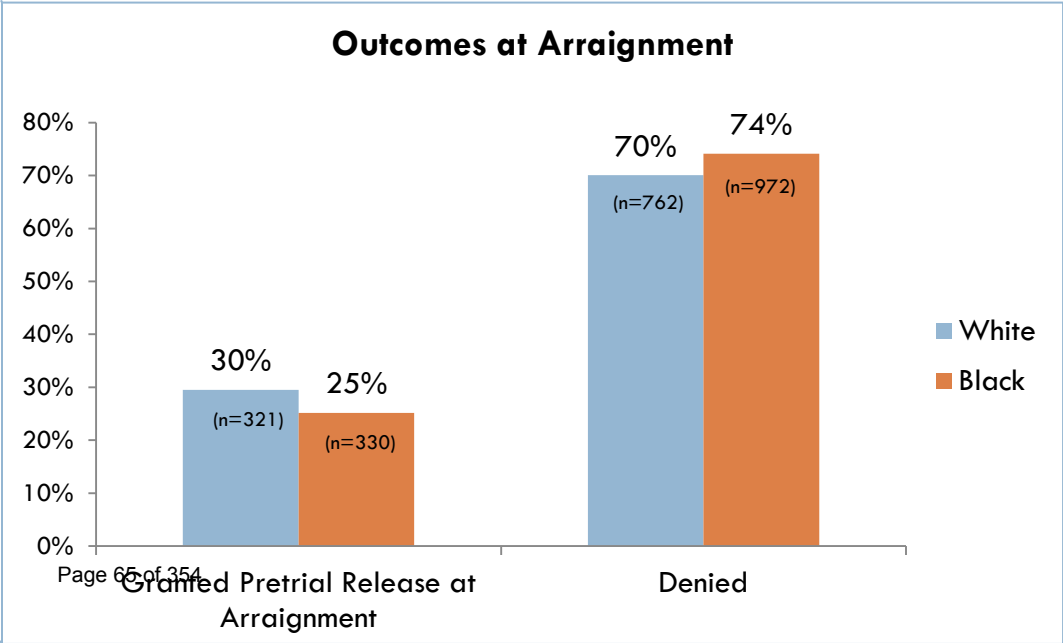
- A higher proportion of White adults presented to duty commissioner were granted OR (34%) than Black adults presented (30%).

Presented at Arraignment (Q3 2013- Q2 2014)

23



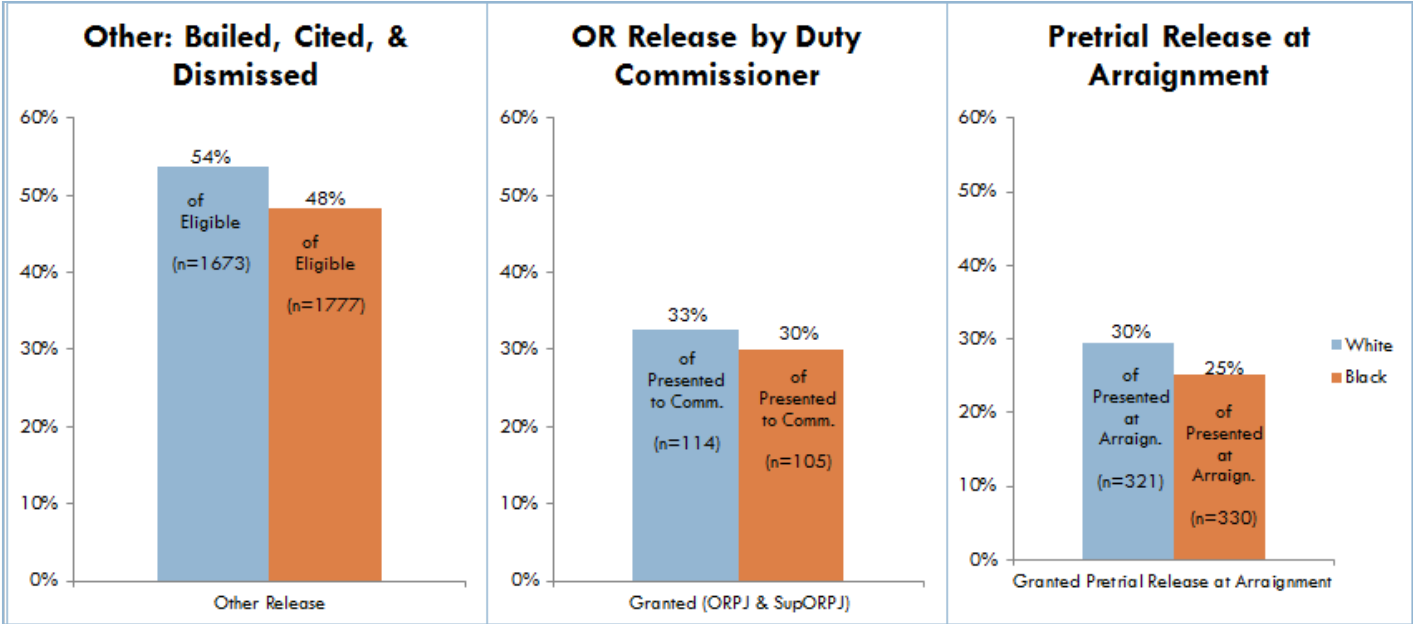
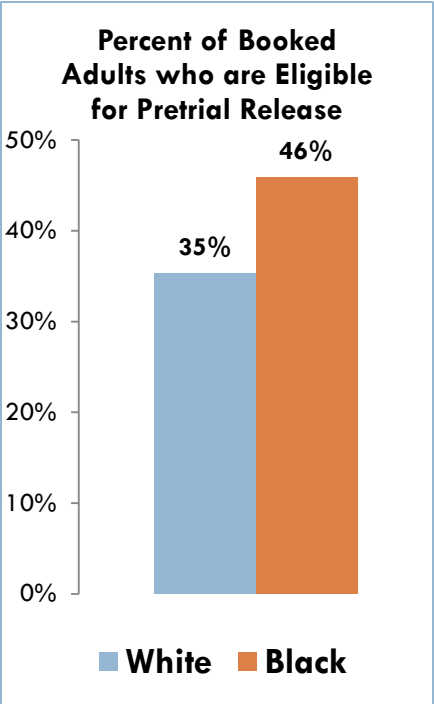
- 65% of adults eligible for pretrial release were released prior to arraignment.
- Black adults were less likely to be granted release at arraignment than White adults.



Outcomes at Key Points

24

Booked Black adults are more likely than booked White adults to be eligible for Pretrial Release, but White adults are more likely to be released throughout the process.

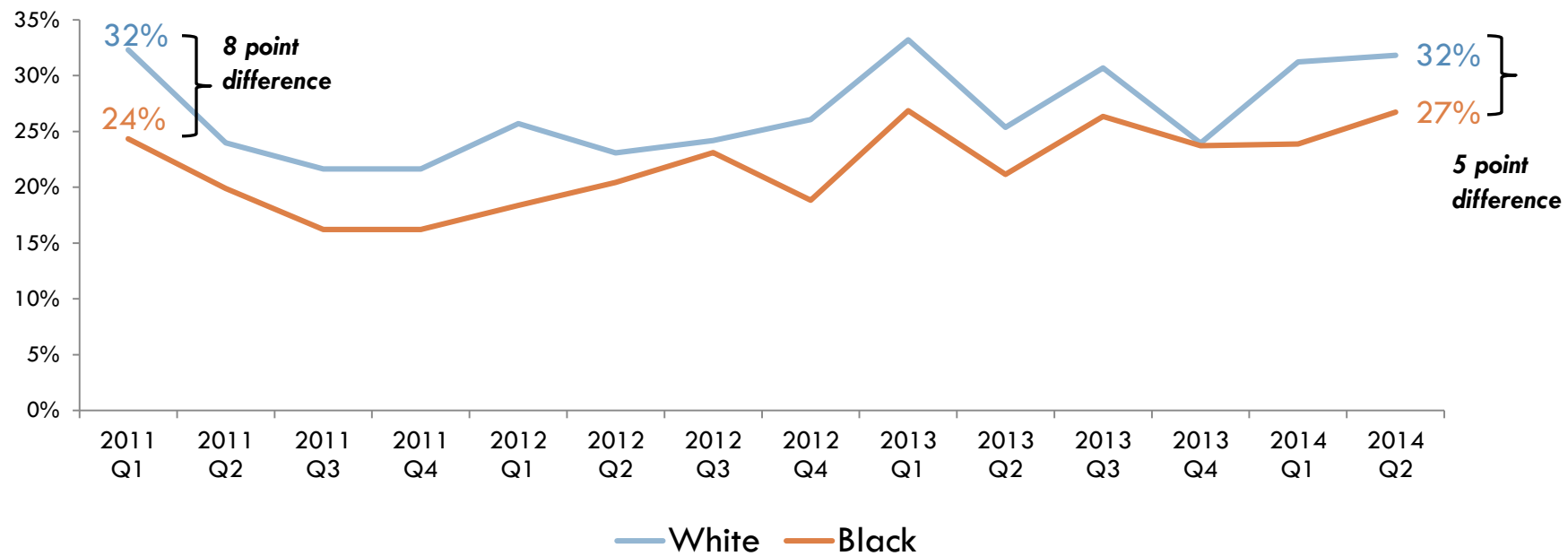


Note: Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases.

Granted Pretrial Release at Arraignment

25

Pretrial Release at Arraignment (2011- Q2 2014)



White adults are consistently more likely to be granted pretrial release at arraignment.

Note: Trends in Duty Commissioner Grants of OR were not included due to small numbers.

Trends for Adults at Arraignment

(full time frame: Q1 2011 - Q2 2014)

26

• **Educational Status**

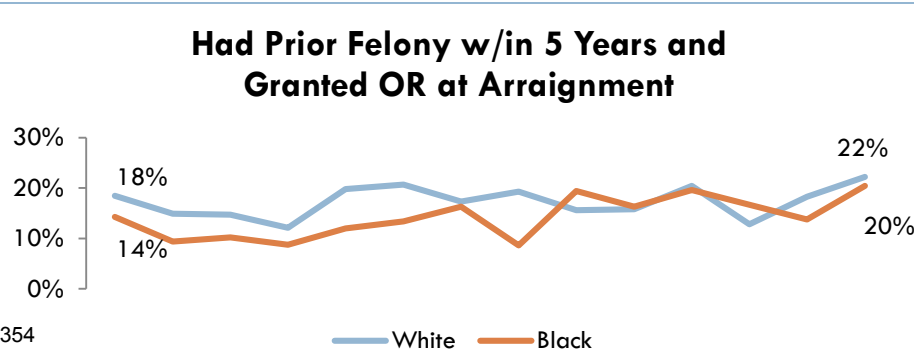
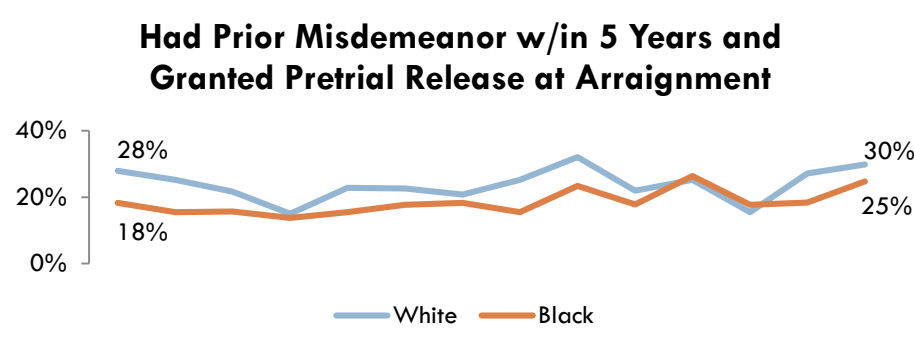
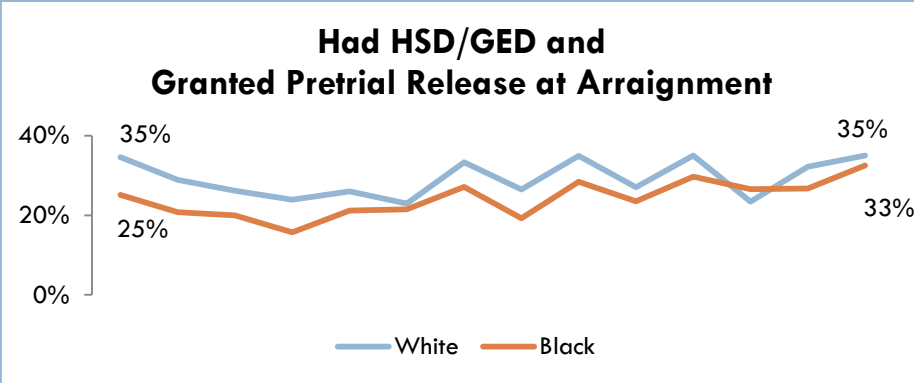
- 66% of White adults & 62% of Black adults had a high school diploma (HSD) or GED
- When limiting the parameters to only those with a HSD or GED, White adults were still more likely to be released than Black adults in most quarters.

• **Prior Misdemeanor Convictions**

- 45% of White adults and 44% of Black adults had a prior misdemeanor within 5 years.
- When limiting the parameters to only those with a prior misdemeanor conviction within 5 years, White adults were still more likely to be released than Black adults in most quarters. The chart to the right shows the percent of each group released that had a misdemeanor within 5 years.

• **Prior Felony Convictions**

- 26% of White adults and 39% of Black adults had a prior felony within 5 years.
- When limiting the parameters to only those with a prior felony conviction within 5 years, White adults were still more likely to be released than Black adults in most quarters. The chart to the right shows the percent of each group released that had a prior felony within 5 years.



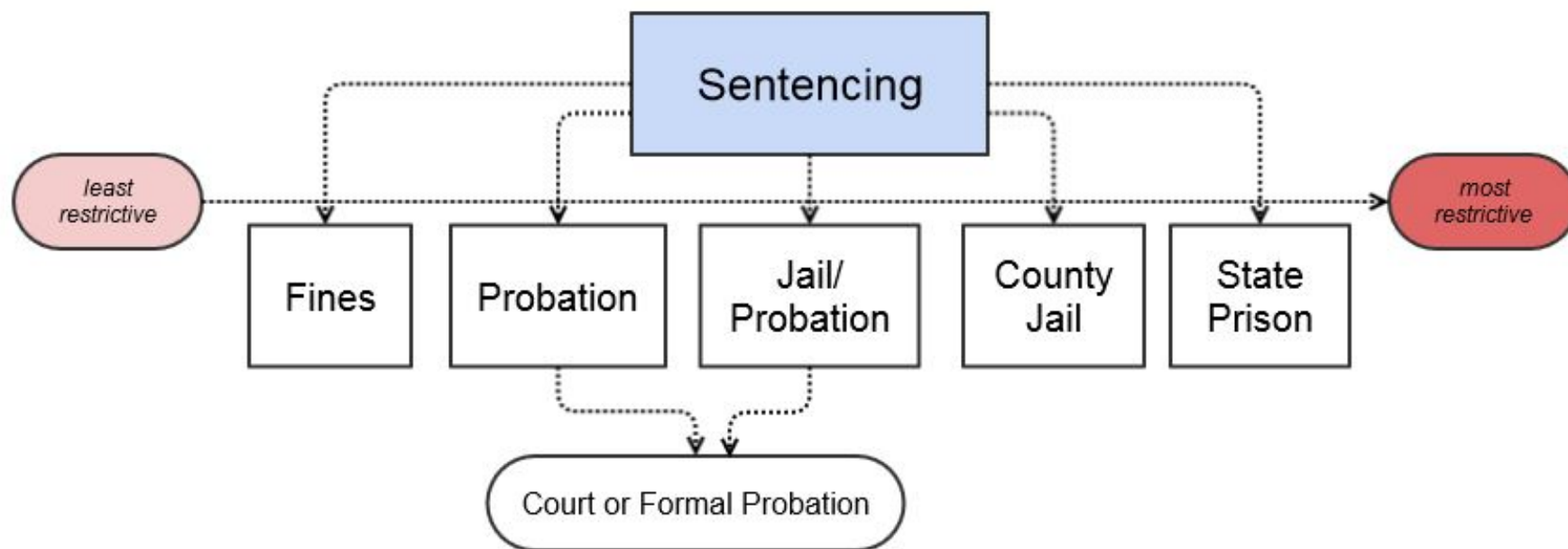
Note: Not all prior convictions are SF convictions.

27

CONVICTIONS AND SENTENCING

Sentencing Options

28



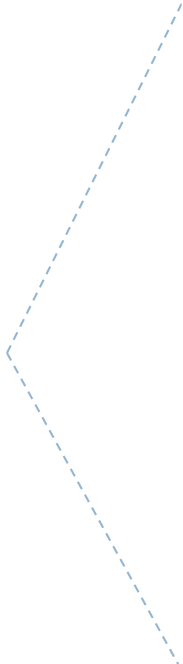
General Sentencing Questions

- What types of sentences do defendants receive?
- How long are the sentences?
- Are defendants of color more likely to receive more restrictive sentences than White defendants?
- What sentences do defendants receive for the top convicted charges?
- How have sentences changed from 2011-2013/2014?

Overview of the Data

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- Source: CMS
 - Race/Ethnicity pulled from JMS
- Full Time Frame: 1/1/11-6/30/14
 - Started with 18,621 convictions
 - After we cleaned up the data, there were 14,618 cases with data on race/ethnicity
- Latest full year: Q3 2013-Q2 2014
 - 4,806 convictions with both SF# and data on race/ethnicity

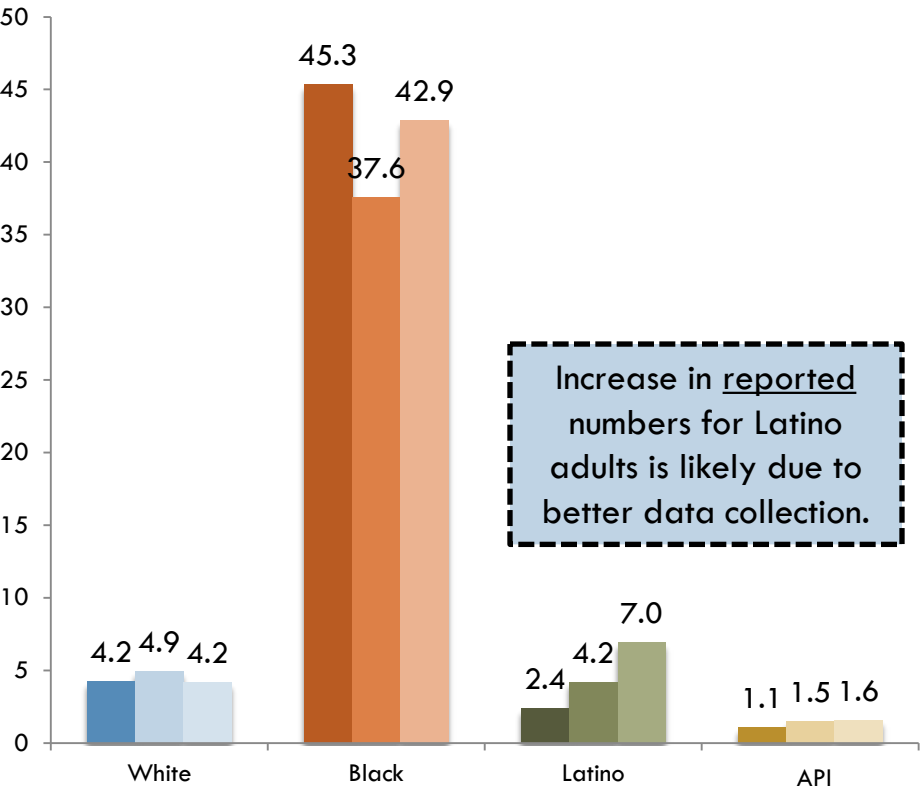


1/1/11-6/30/14	#
White	4,963
Black	6,030
Latino	1,731
API	1,210
Nat. Am.	46
Other	638
Total	14,618

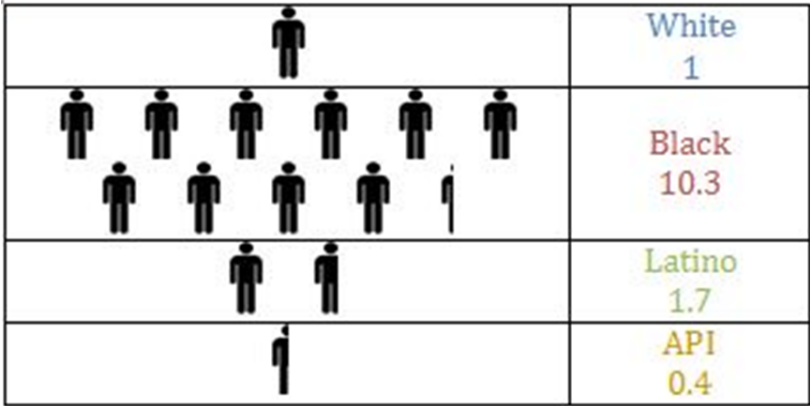
Data required extensive clean-up in order to answer basic questions

Disparity Gaps in Convictions in San Francisco (2011-2013)

Convictions
per 1,000 in population
(2011, 2012, 2013)



2013 Disparity Gap



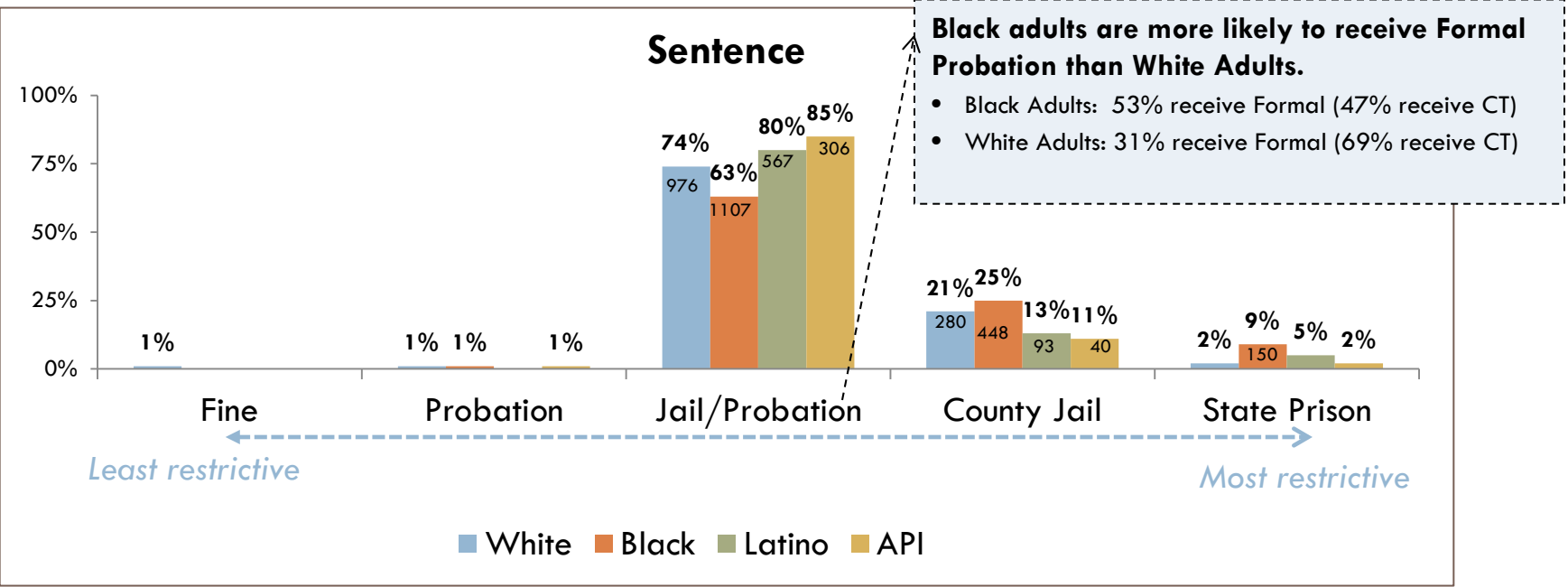
For every White adult convicted in 2013, more than 10 Black adults were convicted

Note: when population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults & White/Latino adults.

Source of population data for rates calculation: Puzzanchera, C., Sladky, A. and Kang, W. (2014). "Easy Access to Juvenile Populations: 1990-2013." Online. Available: <http://www.ojjdp.gov/ojstatbb/ezapop/>

Sentence Type by Race/Ethnicity

latest full year: Q3 2013– Q2 2014



Black adults are more likely to be sentenced to a **more** restrictive Sentence.

▣ State Prison:

- 2 % of White Adults were sentenced to Prison
- 5% of Latino Adults were sentenced to Prison
- 9% of Black Adults were sentenced to Prison

▣ County Jail:

- 21% of White Adults were sentenced to County Jail
- 25% of Black Adults were sentenced to County Jail

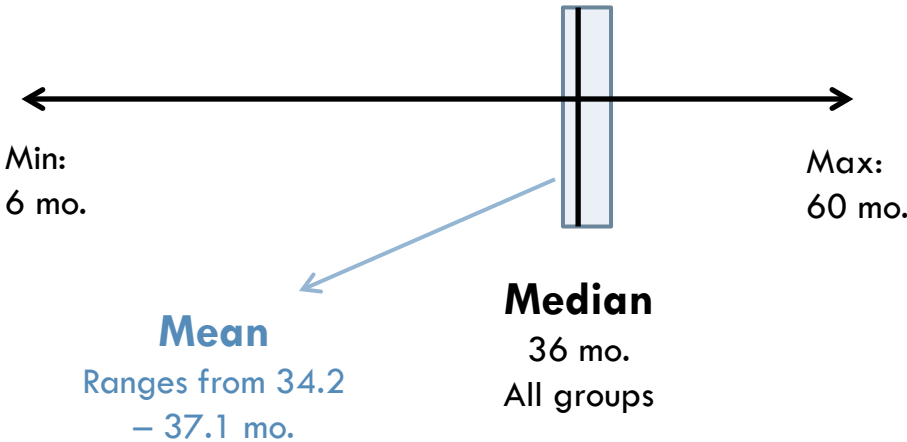
* An Additional 47 adults received “Suspended State to Jail/Probation (W=10; B=25; L=7; API= 3).

Note: when population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults & White/Latino adults.

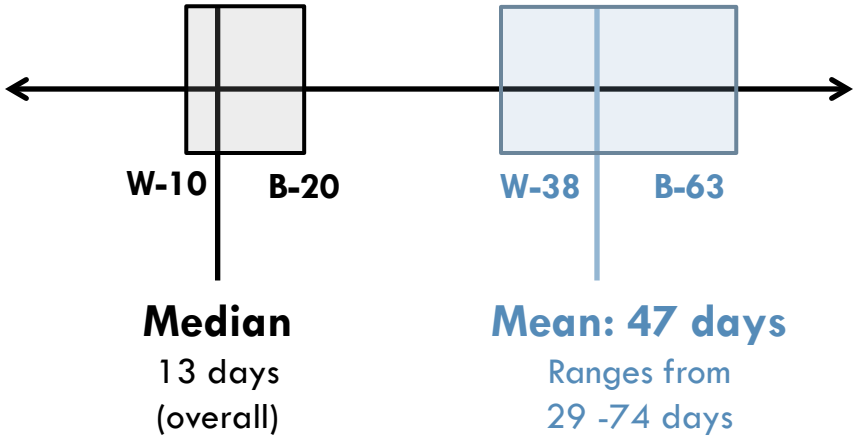
Sentence Length: Jail/Probation Sentences

(latest full year: Q3 2013– Q2 2014)

32 Probation Sentences are Similar for all
Racial/Ethnic Groups and across Gender
(measured in months)



Sentences to County Jail vary considerably
(measured in days)



Probation (months)	W	B	L	API	NA	O	Total
N	976	1,107	567	306	10	142	3,108
Mean	35.7	36.3	37.1	36.4	34.2	35.5	36.2
Median	36.0	36.0	36.0	36.0	36.0	36.0	36.0

County Jail (days)	W	B	L	API	NA	O	Total
N	976	1,107	567	306	10	142	3,108
Mean	38	63*	39	39	74	29	47
Median	10	20*	10	10	23	10	13

* Statistically significant (p=.05).

Top Convicted Charges

(Full Time Frame: Q1 2011- Q2 2014)

33

	White	Black	Latino	API	Nat. Am.	Other	Total
DUI BAC .08—VC23152(b) (M)	900	278	393	280	4	178	2,033
Felony Burglary (F)	249	412	47	38	2	22	770
Reckless Driving (M)	244	72	70	120	2	55	563
Misd. Burglary (M)	200	256	37	47	3	11	554
Transporting or Selling Controlled Substances—HS11352(a) (F)	71	361	43	13	0	16	504
DUI Alcohol/Drugs (M)	205	73	59	67	1	49	454
Solicit Specific H and S Acts (M)	150	206	31	13	0	11	411
Battery (M)	120	101	54	31	1	21	328
Rec Known Stolen Prop \$400 (F)	103	147	34	19	0	13	316
Poss Methaqualone/Etc. (M)	53	189	19	8	0	9	278
Grand Theft from Person (F)	32	201	28	10	0	7	278
Possess Controlled Substance (F)	50	195	16	7	0	6	274
Lost/Stolen Property (M)	131	94	19	25	1	4	274
Possess Controlled Substance (M)	150	61	27	14	0	6	258
Robbery (F)	27	176	32	14	0	6	255
<i>all other charges</i>	<i>2,278</i>	<i>3,208</i>	<i>822</i>	<i>504</i>	<i>32</i>	<i>224</i>	<i>7,068</i>
Total	4,963	6,030	1,731	1,210	46	638	14,618

A closer look at sentences for DUI Blood Alcohol .08

(Full Time Frame: Q1 2011 - Q2 2014)

34

WHY DUI? (23152(B)VC/M)

- DUI was the top convicted charge code.
- In the full time period, 14% (2,033 of 14,618 sentences) were for DUI.

	White	Black	Latino	API	Nat. Am.	Other	Total
DUI .08	900	278	393	280	4	178	2,033
All Sentences	4,963	6,030	1,731	1,210	46	638	14,618
DUI as % of total	18%	5%	23%	23%	9%	28%	14%

Jail/Probation Sentences are by far the most frequently used sentence for DUI.

	White	Black	Latino	API	Nat. Am.	Other	Total
County Jail	11 (1%)	10 (4%)	9 (2%)	1 (0%)	1 (25%)	1 (1%)	33 (2%)
Probation	1 (0%)	0 (0%)	0 (0%)	3 (1%)	0 (0%)	0 (0%)	4 (0%)
Jail/Probation	888 (99%)	268 (96%)	384 (98%)	276 (99%)	3 (75%)	177 (99%)	1,996 (98%)
Total	900	278	393	280	4	178	2,033

* There were a total of 18,206 cases with sentences, but only 14,618 had data on race/ethnicity. There were 2,914 sentences for DUI, but 2,033 had data on race/ethnicity.

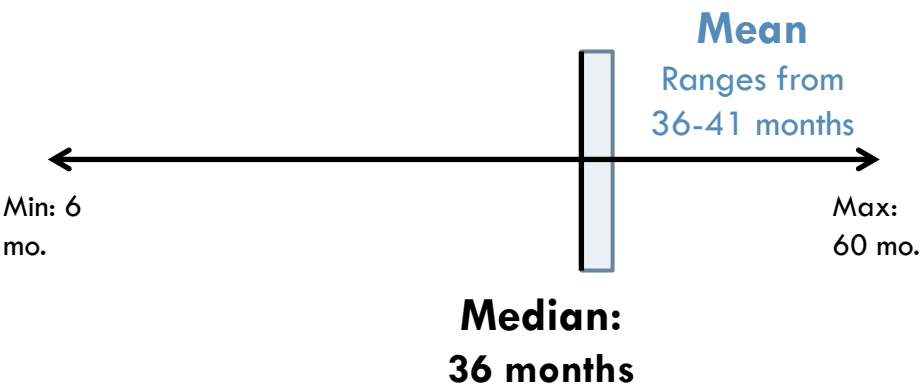
Sentence Length: Jail/Probation Sentences for DUI .08

(Full Time Frame: Q1 2011- Q2 2014)

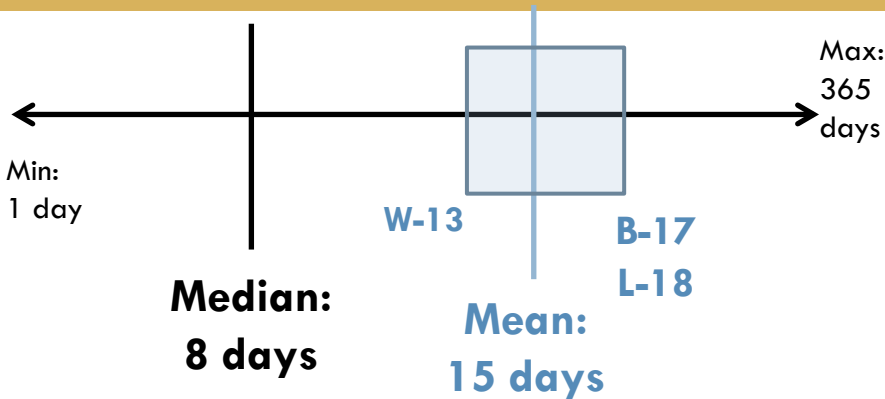
(VC 23152(b))

35

Probation Sentences are similar across racial/ethnic groups.



Black and Latino Adults have longer average sentences to County Jail than White Adults.



Probation (months)	W	B	L	API	NA	O	Total
N	888	268	384	276	3	177	1,996
Mean	40.1	41.1	41.2	40.4	36.0	40.5	40.5
Median	36.0	36.0	36.0	36.0	36.0	36.0	36.0

County Jail (days)	W	B	L	AP I	NA	O	Total
N	888	268	384	276	3	177	1,996
Mean	13	17	18*	12	7	15	15
Median	7	8	10	5	5	5	8

* Statistically significant (p=.05).

A closer look at sentences for Transporting or Selling Controlled Substances (HS 11352(a)/F)

(Full Time Frame: Q1 2011- Q2 2014)

Attachment B

36

WHY Transport/Sell Controlled Substances? (HS 11352(a)/F)

- Transport/Sell Controlled Substances was the 2nd most frequent charge for which Black adults were convicted in the full time frame.

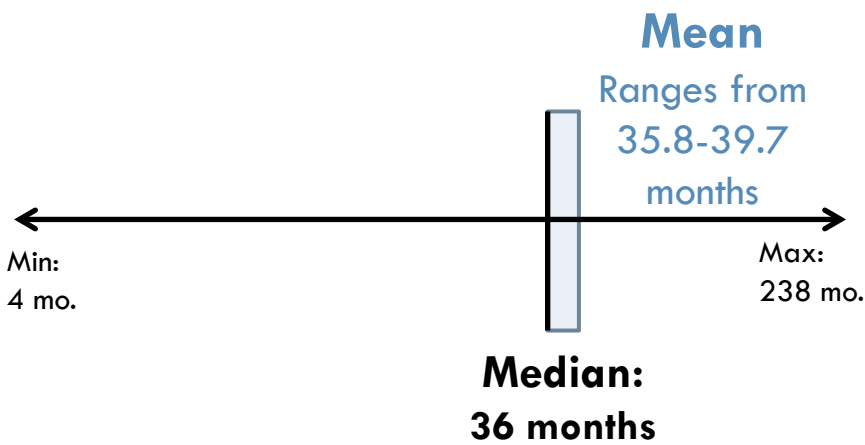
	White	Black	Latino	API	Nat. Am.	Other	Total
Trans Sell Controlled Substances	71	361	43	13	0	16	504
All Sentences	4,963	6,030	1,731	1,210	46	638	14,618
Trans/Sell as % of total	1%	6%	2%	1%	0%	3%	3%

	White	Black	Latino	API	Nat. Am.	Other	Total
County Jail	6 (8%)	53 (15%)	3 (7%)	4 (31%)		1 (6%)	67 (13%)
Jail/Probation	64 (90%)	238 (66%)	33 (77%)	4 (31%)		13 (81%)	352 (70%)
State prison	1 (1%)	38 (11%)	7 (16%)	2 (15%)		2 (13%)	50 (10%)
Suspended state to Jail/Probation	0 (0%)	32 (9%)	0 (0%)	3 (23%)		0 (0%)	35 (7%)
Total	71	361	43	13		16	504

Sentence Length: Jail/Probation Sentences for Transporting or Selling Controlled Substances (Full Time Frame: Q1 2011- Q2 2014)

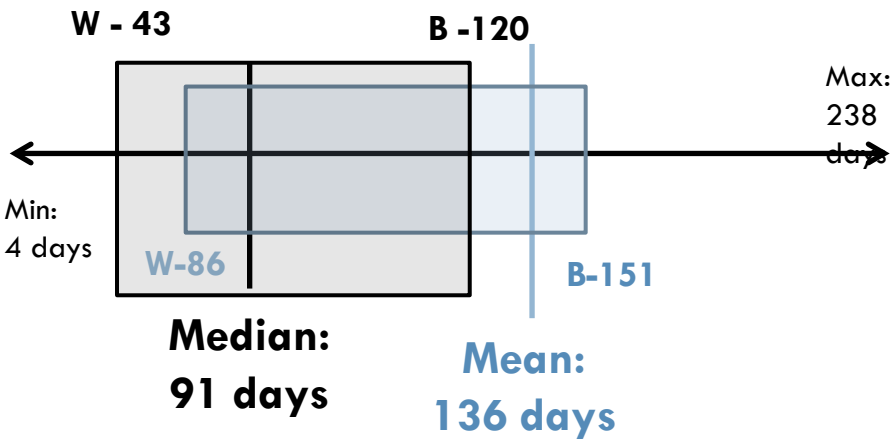
37

Black adults had longer average probation sentences than White adults.



Probation (months)	W	B	L	API	O	Total
N	64	238	33	4	13	352
Mean	35.8	38.2*	36.7	39	39.7	37.7
Median	36	36	36	36	36	36

Black and Latino adults had longer average and median lengths of Sentences to County Jail than White adults.



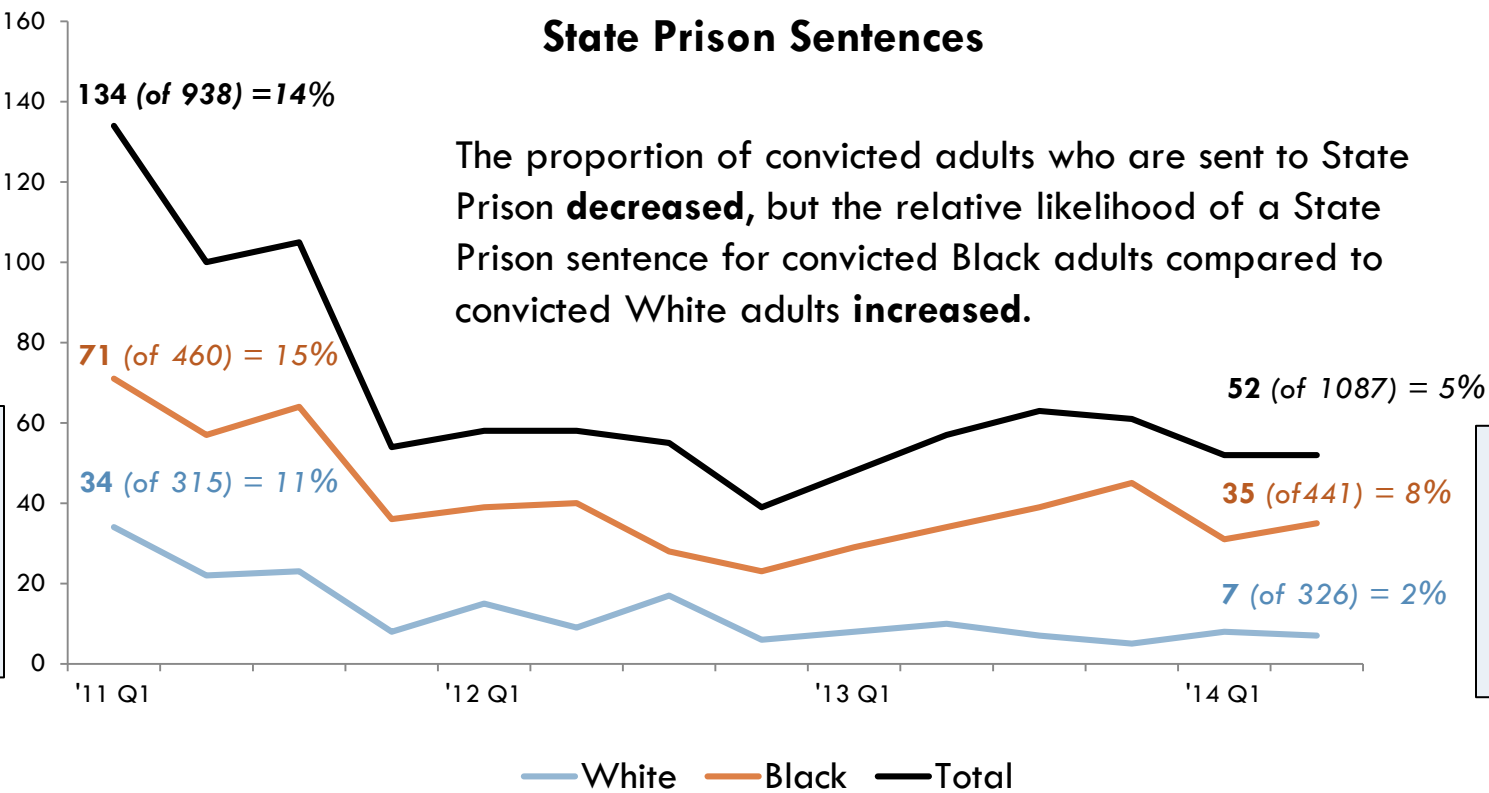
County Jail (days)	W	B	L	API	O	Total
N	64	238	33	4	13	352
Mean	86	151*	129	114	128	136
Median	43	120	74	92	120	91

* Statistically significant (p=.05).

State Prison Sentences have Decreased for All Groups

(Q1 2011-Q2 2014)

38

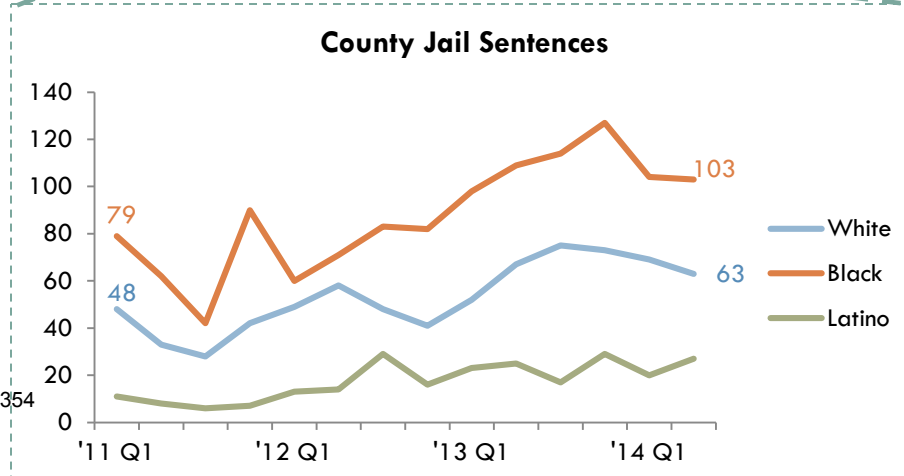
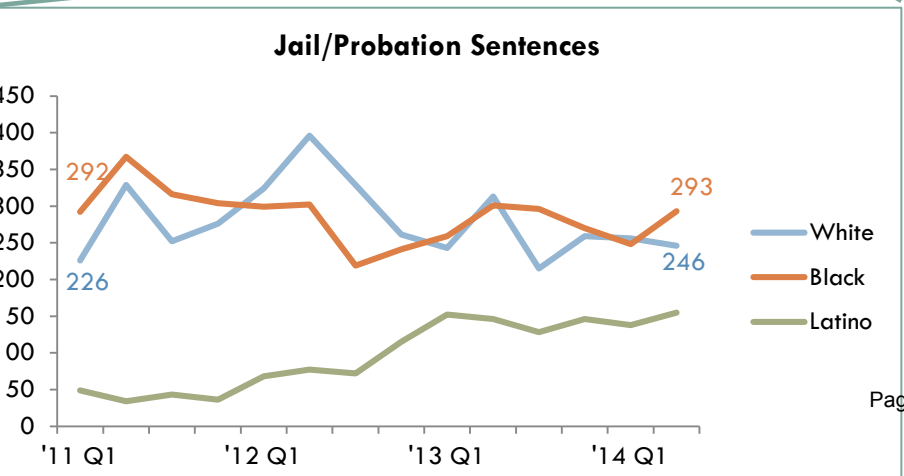
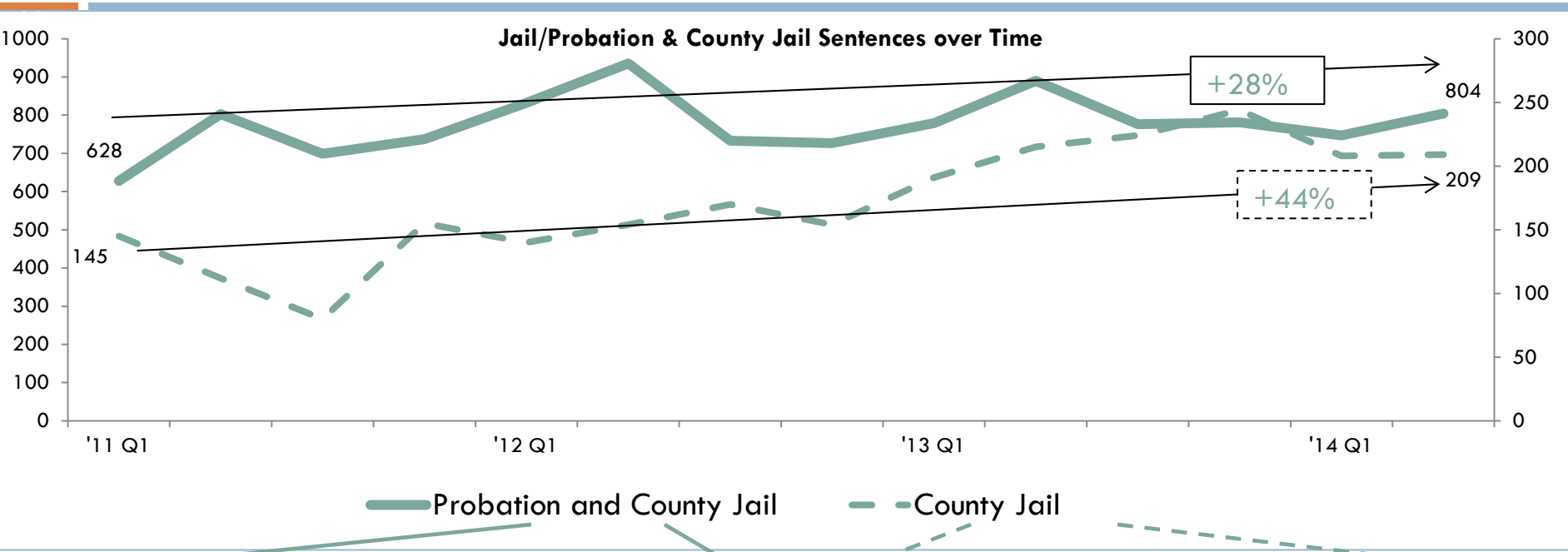


Q1 2011:
Black adults made up 53% of all State Prison Sentences.

Q2 2014:
Black adults made up 67% of all State Prison Sentences.

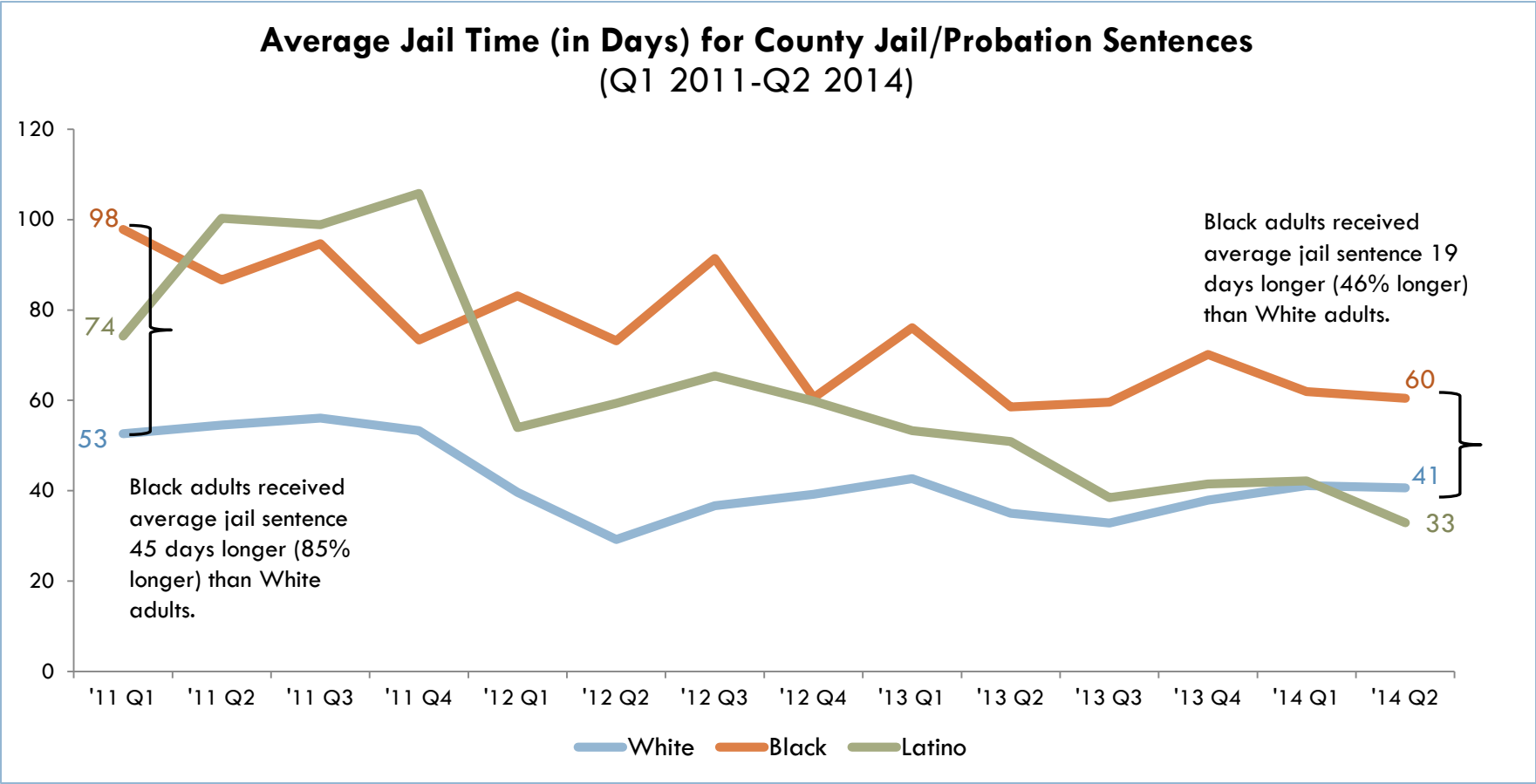
- Q1 2011: Convicted Black adults are **1.4 times as likely** as convicted White adults to be sentenced to Prison.
 - In Q1 2011, 11% of convicted White adults and 15% of convicted Black adults were sentenced to State Prison.
- Q2 2014: Convicted Black adults are **nearly 4 times as likely** as convicted White adults to be sentenced to Prison.
 - In Q2 2014, 2 % of convicted White adults and 8% of convicted Black adults were sentenced to State Prison.

Use of Jail/Probation Sentences and County Jail have Increased



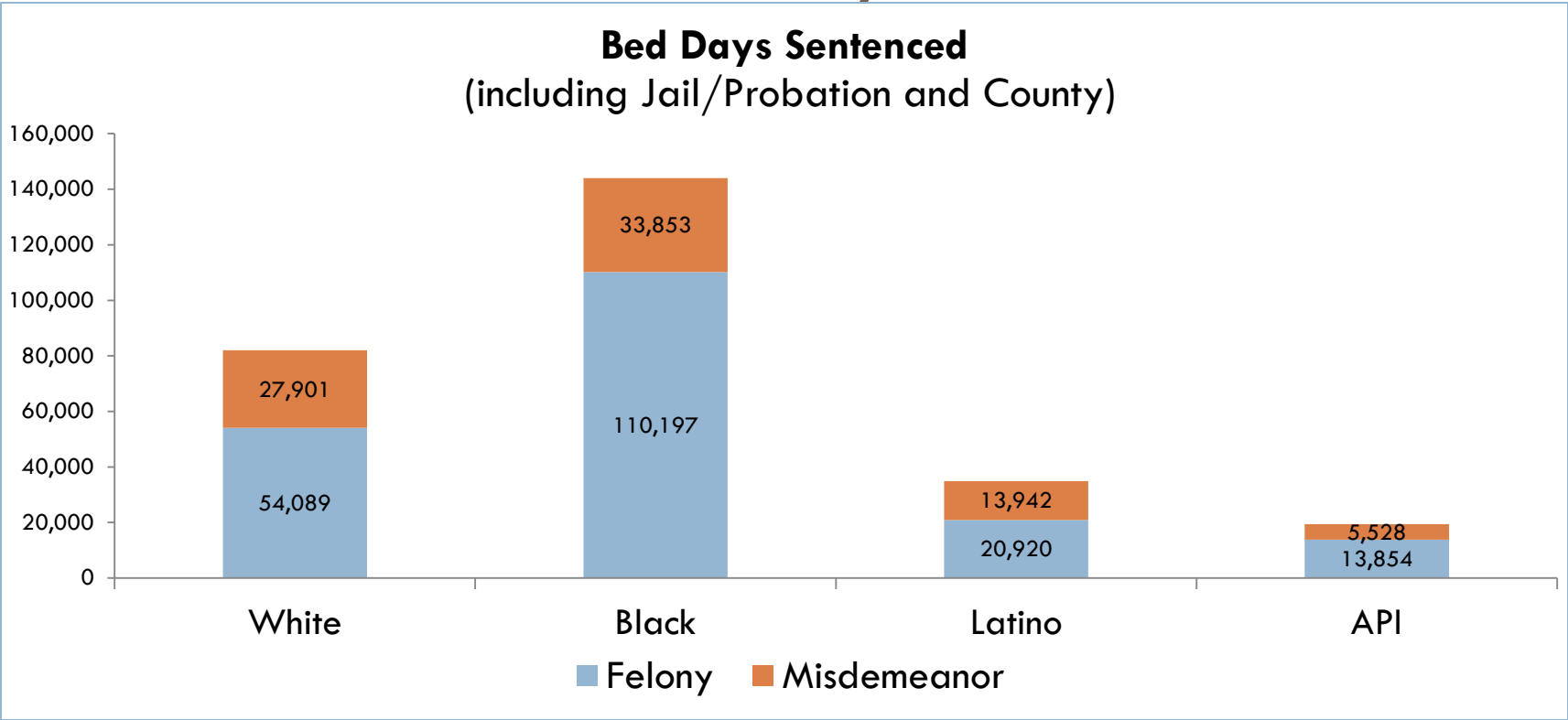
Average County Jail Sentences in Jail/Probation Sentences have decreased over time, but are consistently longer for Black and Latino Adults

40



Total Sentenced Bed Days (Q3 2013-Q2 2014)

41



- Between Q3 2013 & Q2 2014, there were **288,177 bed days sentenced** as the result of court sentences to jail (either through county jail alone (50%) or as a part of a jail/probation sentence (50%).
- Proportion of bed days:
 - White adults account for 28 % of sentenced bed days in the time period.
 - **Black adults account for 50% of sentenced bed days in the time period.**
 - Latino adults account for 12% of sentenced bed days in the time period.
 - API adults account for 12% of sentenced bed days in the time period.

Next Steps/Recommendations

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I. **Build data capacity/address data limitations**

- A. Appropriate existing committees (CMS and/or JUSTIS) should review reports and prioritize recommendations; ad hoc committees may need to be created.
- B. Consider: Protocols and Documentation; Creating a Data Dictionary; Staff Training; Modifications to Data Systems; Generating Regular Reports and Using Data.

II. **Develop capacity to answer key questions BI was unable to answer due to data limitations. For instance*:**

- A. How do racial/ethnic disparities change when citations are included in arrests?
- B. When bail is set, do defendants of color have higher bail amounts attached to their bail offer than White defendants? Are defendants of color less likely to post bail?
- C. Are people of color more likely to plead guilty? Does the likelihood of a guilty plea increase for defendants who remain in custody pretrial?
- D. Why are Motions to Revoke Probation or Parole filed? What are the outcomes of MTRs for clients of color?

Next Steps/Recommendations *cont.*

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- III. Develop a system of reporting key indicators of racial and ethnic disparities on a regular basis; BI recommends quarterly. See sample table below.

Pretrial Release Decision by Risk Assessment Score

		White	Black	Latino	Asian	Pacific Islander	Native American	Total
Total Booked in Jail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Pretrial Release	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Release on Monetary Bail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Remain in Jail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							

- IV. Institutionalize a process for deliberating on the data regularly, with traditional and non-traditional stakeholders.

Burns Institute Contact Information

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THE W. HAYWOOD

BURNS INSTITUTE FOR JUVENILE JUSTICE FAIRNESS & EQUITY

Attachment B



**SAN FRANCISCO JUSTICE REINVESTMENT INITIATIVE:
RACIAL AND ETHNIC DISPARITIES ANALYSIS FOR THE REENTRY COUNCIL**

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Introduction

W. Haywood Burns Institute and the Importance of Data

The W. Haywood Burns Institute (BI) is a national non-profit organization that has worked successfully with local jurisdictions to reduce racial and ethnic disparities (R.E.D.) in the justice system by leading traditional and non-traditional stakeholders through a data-driven, consensus based process. It is BI's experience that local jurisdictions can implement successful and sustainable strategies that lead to reductions in racial and ethnic disparities at critical criminal justice decision-making points.

An essential component of reducing racial and ethnic disparities in the criminal justice system is the capacity to collect, analyze and use data. To target disparity reduction efforts, local stakeholders must have the ability to accurately identify the extent to which racial and ethnic disparities exist at key decision making points, which decision points exacerbate or mitigate the problem, and why people of color are involved at various points of contact in the justice system. To do so, system stakeholders and analysts must not only collect certain data, but they must know the appropriate data-related questions to ask to drive the work. Stakeholders and analysts must evaluate gaps in current data systems and the quality of the available data to assess their capacity to effectively identify and address disparities and sustain reductions. Finally, there must be an intentional process of deliberating on the data in collaborative meetings to drive policy.

BI encountered significant and repeated problems in using existing datasets to better understand disparities in San Francisco's criminal justice system. Data required to answer basic and fundamental questions about disparities were largely unavailable, or were in a format that required extensive clean up prior to analysis. This is troubling. If stakeholders are unable to understand the problem or review data on a regular basis, it will impede the development of appropriate policy solutions, and the sustainability of reform efforts. Importantly, the findings regarding the lack of data should serve as a call to action. If San Francisco is committed to reducing disparities, it must develop better data infrastructure to understand the problem.

This report is a first step in using available data to understand whether and to what extent racial and ethnic disparities exist at key decision making points. Despite the significant data access challenges, BI and San Francisco justice partners have confidence in the accuracy of the findings presented in this report.



Background

In February 2011, the Reentry Council of The City and County of San Francisco (Reentry Council) submitted a letter of interest to the Bureau of Justice Assistance (BJA) to participate in the local Justice Reinvestment Initiative (JRI). In May 2011, following BJA's selection of San Francisco as a JRI site, the Crime and Justice Institute (CJI) at Community Resources for Justice (CRJ) began working with and providing technical assistance to the Reentry Council.

From CJI's presentations to the Reentry Council, and based on these preliminary findings, the Reentry Council identified three policy areas with potential for achieving cost savings and reinvestment opportunities:

1. **Eliminate disproportionality in San Francisco's criminal justice system**
2. Create a uniform early termination protocol for probation
3. Maintain and expand pretrial alternatives to detention

Reducing the disproportionate representation of people of color in San Francisco's criminal justice system remains a priority in JRI activities. Learning more about these disparities was a priority for Phase II.

In November 2014, CJI contracted BI to provide an analysis of whether and to what extent racial and ethnic disparities exist at the five following key decision making points:

- Arrest
- Bail and Pretrial Jail
- Pretrial Release
- Sentencing
- Motion to Revoke Probation (MTR)¹

The analysis in this report describes the nature and extent of racial and ethnic disparities in the decision making points above. The analysis does not explore the causes of disparities. BI did not perform statistical analyses to isolate the extent to which race/ethnicity – rather than a variety of other factors – predicts justice system involvement. Additionally, the analysis does not explore the extent to which individual bias impacts the disproportionate representation of people of color in the justice system.

The disparities analysis was contingent upon availability of reliable data in an agreed-upon

Due to the data limitations, BI narrowed its analysis to answer the following questions:

1. Arrest
 - i. Are people of color more likely than White people to be arrested in San Francisco?
 - ii. Are there certain categories of offenses that people of color are more likely to be arrested for?
 - iii. How have racial and ethnic disparities in arrests changed from 2011 to 2014?
2. Booking to Jail (pretrial)
 - i. Are defendants of color booked into jail pretrial at higher rates than White defendants?
 - ii. Are there racial and ethnic disparities in rates of booking to jail when broken down by gender?
 - iii. What are the top resident zip codes of adults booked into jail pretrial?
3. Pretrial Release
 - i. Are defendants of color who meet the criteria for pretrial release less likely to be released on Own Recognizance (OR) than White defendants?
 - ii. At what stage in the pretrial process are defendants released? (example: prior to or by duty commissioner review, before arraignment, or by arraignment judge)
 - iii. How have racial and ethnic disparities in pretrial releases changed from 2011 to 2014?
4. Sentencing
 - i. What types of sentences do defendants receive?
 - ii. How long are the sentences?
 - iii. Are defendants of color more likely to receive more restrictive sentences than White defendants?
 - iv. What sentences do defendants receive for top convicted charges?
 - v. How have racial and ethnic disparities in sentencing changed from 2011 to 2014?

¹ Due to lack of data, the analyses regarding Motions to Revoke (MTR) were not possible.



format. As mentioned above, there were many limitations related to data availability and data integrity.² These limitations can be broken down into the following categories³:

- Unavailability of key data.
- Lack of information system protections.
- Incomplete fields in databases.
- Lack of clear protocols in data collection.
- Data not available in format conducive to analysis.
- Definitions of certain variables were misunderstood or outdated.

Despite the significant challenges, basic questions about racial and ethnic disparities were answered and are summarized in the next section.

Prior to the release of this report, local justice system partners in San Francisco had the opportunity to review and vet the findings for accuracy. Thus, while the analysis included is only a first step in identifying disparities, BI and San Francisco justice partners have confidence in the accuracy of the findings presented in this report.

² The original list of questions the analysis sought to answer is included in Appendix A.

³ BI submitted an additional report to the Reentry Council ("Summary of Data Challenges Encountered during Analysis of Racial and Ethnic Disparities in San Francisco's Criminal Justice System"), which provides examples of these limitations. Our observations informed the data-related recommendations in this report.

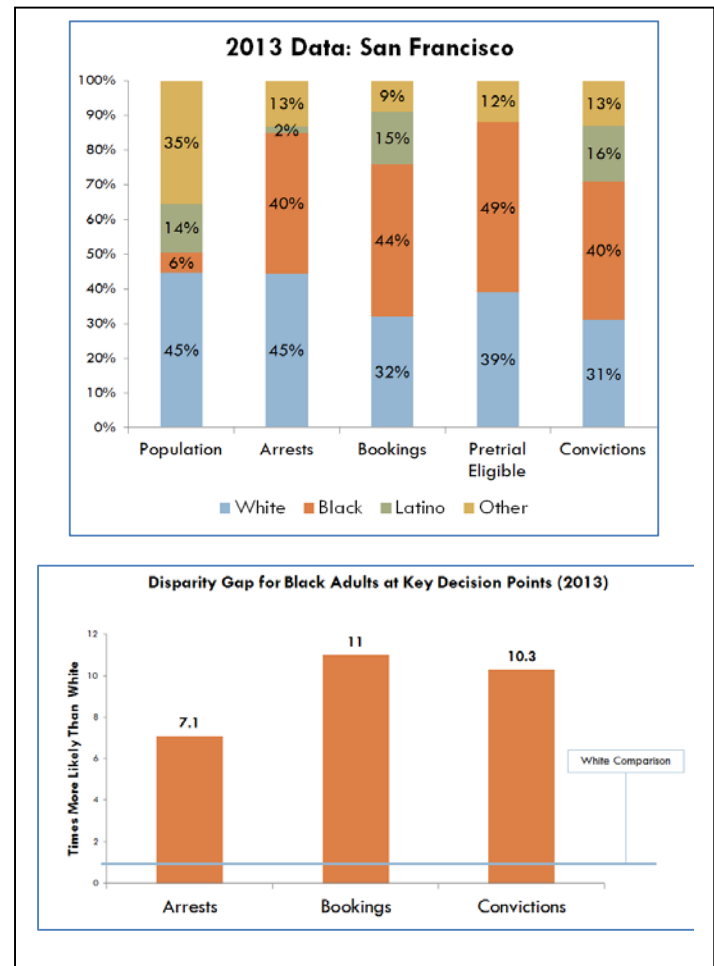
Summary of Key Findings

Demographic Shifts in San Francisco:

- Data indicate that San Francisco's demographic make-up is changing. Between 1994 and 2013, the number of Black adults decreased by 21 percent. At the same time, the number of Latino adults increased by 31 percent.

Disproportionality at Every Stage:

- In 2013, there were a disproportionate number of Black adults represented at every stage of the criminal justice process. While Black adults represent only 6% of the adult population, they represent 40% of people arrested, 44% of people booked in County Jail, and 40% of people convicted.
- When looking at the relative likelihood of system involvement- as opposed to the proportion of Black adults at key decision points – disparities for Black adults remain stark. Black adults are 7.1 times as likely as White adults to be arrested, 11 times as likely to be booked into County Jail, and 10.3 times as likely to be convicted of a crime in San Francisco.



Findings Regarding Data Capacity:




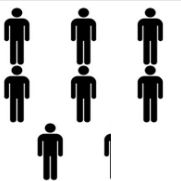
- Data required to answer several key questions regarding racial and ethnic disparities were unavailable. As stakeholders move forward to more fully understand the disparities highlighted in the report, they will need to build capacity for a more comprehensive and system-wide approach to reporting data on racial and ethnic disparities.
- Lack of "ethnicity" data impeded a full analysis of the problem of disparities. Justice system stakeholders must improve their capacity to collect and record data on ethnicity of justice system clients. Lack of data regarding Latino adults' involvement is problematic for obvious reasons—if we do not understand the extent of the problem, we cannot craft the appropriate policy and practice solutions. Additionally, when population data disregard ethnicity, and only focus on race, the vast majority of these "Hispanics" are counted as White. The result is a likely inflated rate of system involvement for White adults⁴, and an underestimation of the disparity gap between White and Black adults.

⁴ Nationally, when population data disregard ethnicity, and only focus on race, the vast majority of these "Hispanics" (89%) would be identified as "White."). Puzanchera, C., Sladky, A. and Kang, W. (2014). "Easy Access to Juvenile Populations: 1990-2013." Online Available: <http://www.ojjdp.gov/ojstatbb/ezapop/>

Arrests:

- In 2013, Black Adults in San Francisco were more than seven times as likely as White adults to be arrested.
- Despite a significant overall reduction in arrest rates in San Francisco, the disparity gap – relative rate of arrest for Black adults compared to White adults - is increasing.
- Whereas the disparity gap in arrests statewide is decreasing, the disparity gap in San Francisco is increasing.
- Rates of arrest are higher for Black adults than White adults for every offense category.
- Despite reductions in rates of arrest for drug offenses, the Black/White disparity gap increased for every drug offense category.

Disparity Gap for Arrests (1994 and 2013):





	1994	2013	
White 1			White 1
Black 4.6			Black 7.1

For every 1 White adult arrested in San Francisco in 1994, there were 4.6 Black adults arrested. For every 1 White adult arrested in San Francisco in 2013, there were more than 7 Black adults arrested.

Bookings to Jail (Pretrial):

- Black adults in San Francisco are 11 times as likely as White adults to be booked into County Jail. This disparity is true for both Black men (11.4 times as likely) and Black Women (10.9 times as likely).
- Latino adults are 1.5 times as likely to be booked as White adults⁵.
- Booking rates for Black and Latino adults have increased over the past three years while booking rates for White adults have decreased.
- The top three residence zip codes of Black adults booked into County Jail were: 94102 (includes the Tenderloin), 94124 (Bayview-Hunters Point), and 94103 (South of Market).
- The top three residence zip codes for Latino adults booked into jail were: 94110 (Inner Mission/Bernal Heights), 94102 (includes the Tenderloin), and 94112 (Ingelside-Excelsior/Crocker-Amazon).
- A vast majority (83 percent) of individuals booked into jail in San Francisco had residence zip codes within the County. Overall, only 17 percent of individuals booked into jail had residence zip codes outside of San Francisco⁶.

Disparity Gap for Bookings (2013):

	White 1
	Black 11
	Latino 1.5
	API 0.4

For every 1 White adult booked into San Francisco County Jail, there were 11 Black adults and 1.5 Latino adults booked.

Pretrial Release:

- Booked Black adults are more likely than booked White adults to meet the criteria for pretrial release⁷.

⁵ Data on Latino adults booked into County Jail is likely an undercount. When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults.





⁶ Data regarding the homeless population was unavailable. Of the total 19,273 bookings in 2013, there were 3,973 (21%) that did not include a zip code. Some of these missing zip codes may be homeless adults who reside in San Francisco.

- Black adults are less likely to be released at all process steps: Black adults are less likely to receive an “other” release (i.e., cited, bailed, and dismissed); less likely than White adults to be released by the duty commissioner; and less likely to be granted pretrial release at arraignment.
- Rates of pretrial releases at arraignment are higher for White adults for almost every quarter.
- Out of all adults who meet the criteria for pretrial release (the entirety of the SFPDP database):
 - 39 percent of Black adults had prior felony(ies) compared to 26 percent of White adults, however, White adults with a prior felony were almost always more likely to be released at arraignment than Black adults with a prior felony;
 - 44 percent of Black adults had prior misdemeanor(s) compared to 45 percent of White adults, however, White adults with a prior misdemeanor were almost always more likely to be released at arraignment than Black adults with a prior misdemeanor; and
 - 62 percent of Black adults had a high school diploma or GED compared to 66 percent of White adults, however, White adults with a HSD/GED were almost always more likely to be released at arraignment than Black adults with a HSD/GED.

Convictions/Sentencing:

- For every White adult arrested and convicted in 2013, 1.4 Black adults were arrested and convicted.⁸ (Due to lack of data about Latinos at arrest, no comparison of convictions to arrest was made for Latinos.)
- Black adults in San Francisco (in the general population) are ten times as likely as White adults in San Francisco (in the general population) to have a conviction in court.
- Latino adults in San Francisco (in the general population) are nearly twice as likely as White adults in San Francisco (in the general population) to have a conviction in court.⁹
- The vast majority of all people convicted are sentenced to Jail/Probation. Black adults with Jail/Probation sentences are more likely to receive formal probation than White adults. Whereas 31 percent of White Adults receive formal probation, 53 percent of Black adults did.
- Black adults are more likely to be sentenced to State Prison and County Jail alone and less likely to be sentenced to Jail/Probation than White adults.
- When they receive Jail/Probation sentences, Black adults are more likely to have a longer jail sentence than White adults.
- Over the course of the last year, there were 288,177 bed days as the result of court sentences to jail (either through County Jail alone or as a part of a Jail/Probation sentence). Black adults account for 50 percent of these sentenced bed days.

Disparity Gap for Convictions (2013):

	White 1
	Black 10.3
	Latino 1.7
	API 0.4

For Every 1 White adult convicted of a crime in San Francisco, there were more than 10 Black adults and nearly 2 Latino adults convicted.

⁷ Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases. Further analysis is needed to better understand this finding. For example, White adults may be more likely to be cited out and are therefore not included as “eligible” for pretrial release, and protocol for identifying “ethnicity” in the two information systems may not be consistent.

⁸ When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults.

⁹ See note above. It is important to note this for all of the analyses in the conviction/sentencing section which compare White and Latino rates.



- Although more White adults are convicted on DUI charges with blood alcohol levels greater than or equal to .08 than Black adults, Black and Latino adults convicted of these charges are more likely to have a longer jail sentence (as part of a Jail/Probation sentence) than White adults.¹⁰
- Of all Black adults convicted, 6 percent were convicted of transporting or selling controlled substances; of all White adults convicted, only 1 percent was convicted of this charge. While the number of adults convicted of transporting or selling controlled substances has decreased substantially over the past 3 years, the proportion is consistently higher for Black adults.¹¹
- Black adults convicted of transporting or selling controlled substances are more likely to be sentenced to State Prison than White adults convicted of the same offense.
- Black adults convicted of transporting or selling controlled substances are more likely to stay longer in County Jail as part of a Jail/Probation sentence.

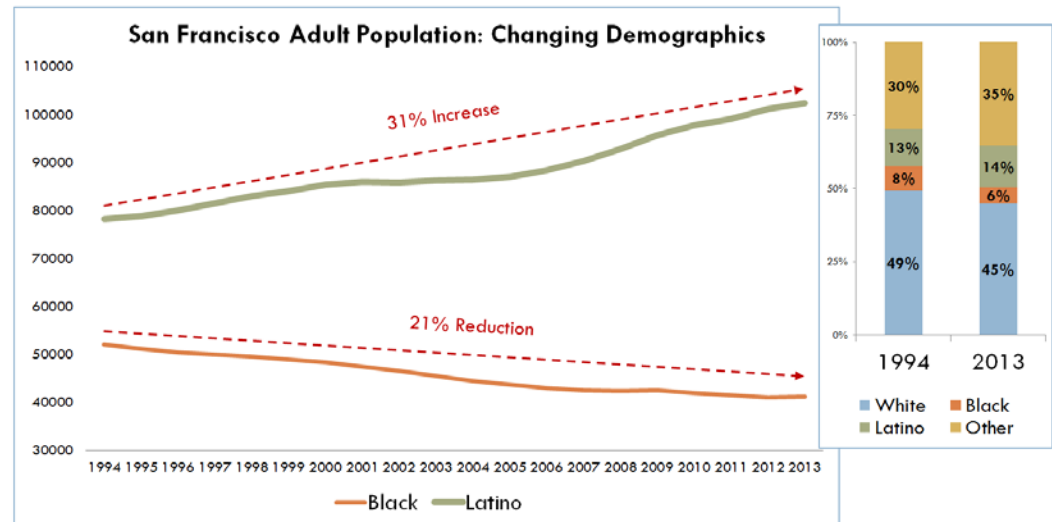
¹⁰ Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is VC 23152(b)/M.

¹¹ Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is HS 11352(a)/F.

San Francisco's Changing Demographics and Overrepresentation at Key Decision Points

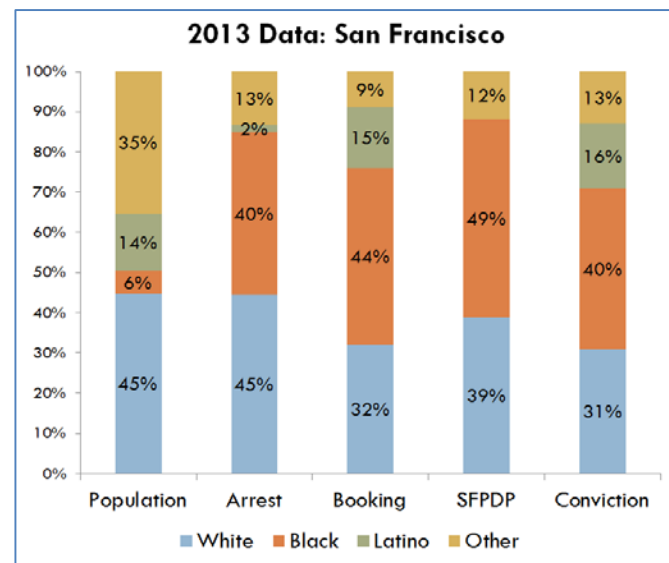
Data indicate that San Francisco's demographic make-up is changing. Between 1994 and 2013, the number of Black adults decreased by 21 percent. At the same time, the number of Latino adults increased by 31 percent.

The proportion of the adult population that is Black decreased from eight percent to six percent, and the proportion of the adult population that is Latino increased from thirteen percent to fourteen percent. While compared to White adults, Asian adults are underrepresented in criminal justice system involvement; the proportion of the population that is Asian has also increased, from 30 percent to 35 percent.



Latino Adults

The growing number of Latino adults in the County calls for a clear and consistent protocol for accurately identifying and recording ethnicity in all criminal justice information systems. As indicated in the Phase I findings, not only are Black adults disproportionately represented in the criminal justice system, race and ethnicity are inconsistently recorded in criminal justice departments' data systems. The lack of a standardized format for race and ethnicity data collection across criminal justice agencies makes it impossible to ascertain what disparities may or may not exist for all communities of color. As identified in Phase I of JRI, challenges include differences in the way race and ethnicity is recorded by law enforcement agencies leading to difficulties in comparing groups across the system. Since the issue has been identified, efforts have been made to improve properly identifying and recording race and ethnicity. However, as the analysis below describes, most of the existing information systems still lack data on ethnicity. As a result, the analysis of the extent to which Latino adults are involved in the criminal justice system is limited.



Although Latino adults represent 14 percent of the adult population, data indicates they represent only two percent of arrests and less than one percent of adults eligible for San Francisco Pretrial Diversion Program (SFPDP). While the proportion of Latino adults represented in booking and conviction data is higher, stakeholders BI worked with expressed concern that there is still work to be done to ensure they are using best practice for identifying and recording race *and* ethnicity.



Lack of data regarding Latino adults' involvement is problematic for obvious reasons—if we do not understand the extent of the problem, we cannot craft the appropriate policy and practice solutions. Additionally, when population data disregard ethnicity, and only focus on race, the vast majority of these “Hispanics” are counted as White. The result is a likely inflated rate of system involvement for White adults¹², and an underestimation of the disparity gap between White and Black adults.

Black Adults

Black adults are overrepresented at each stage of the criminal justice process investigated. In 2013, Black adults represented 6 percent of adults in the population, but they represented 40 percent of adult arrests; 44 percent of adults booked; 49 percent of adults eligible for SFPDP, and 40 percent of adults convicted.

Asian Pacific Islander and “Other” Adults

Due to lack of consistent data, this analysis did not focus on Asian Pacific Islander (API) or “other” adults. Future disparities analyses should include these populations but must account for differences between subgroups within the larger API population. Historical, cultural and economic differences between groups of Asian and Pacific Islander immigrants to the United States often result in a wide variety of experiences and outcomes within American society, including interaction with and rates of involvement in the criminal justice system. Improved data collection on race and ethnicity will support this type of analysis.

¹² (Nationally, when population data disregard ethnicity, and only focus on race, the vast majority of these “Hispanics” (89%) would be identified as “White.”) Easy Access to Juvenile Populations. <http://www.ojjdp.gov/ojstatbb/ezapop/>.



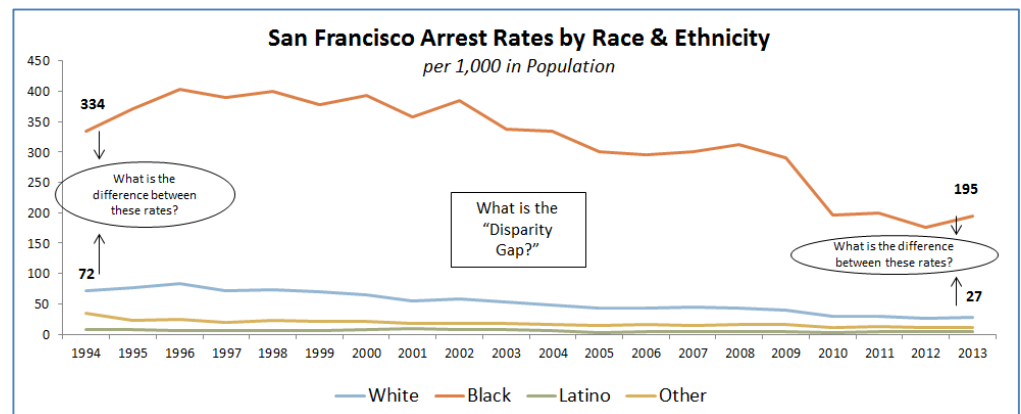
Arrests

San Francisco Police Department (SFPD) was unable to provide data on the total number of arrests in San Francisco disaggregated by race and ethnicity. In lieu of local data from the Reentry Council member agencies, BI used the State of California Department of Justice (DOJ) “Monthly Arrest and Citation Register” (MACR) to compile data on arrests in San Francisco. An “arrest” using these data includes “any person taken into custody because an officer has reason to believe the person violated the law¹³.” When an individual is arrested for multiple charges, MACR captures only the most serious offense based on the severity of possible punishment. Importantly, these arrest data do not include cite and release interactions with police. To understand the full scope of racial and ethnic disparities at arrest, SFPD must build capacity to collect and report on all arrests and contacts.

Key Findings

- In 2013, Black Adults in San Francisco were more than seven times as likely as White adults to be arrested¹⁴.
- Despite a significant overall reduction in arrest rates in San Francisco, the disparity gap – relative rate of arrest for Black adults compared to White adults - is increasing.
- Whereas the disparity gap in arrests statewide is decreasing, the disparity gap in San Francisco is increasing.
- Rates of arrest are higher for Black adults than White adults for every offense category.
- Despite reductions in rates of arrest for drug offenses, the Black/White disparity gap increased for every drug offense category.

Over the past two decades, arrest rates in San Francisco have decreased, but reductions for White adults outpaced Black adults. Between 1994 and 2013, arrests rates fell by 62 percent for White adults (from 72 arrests per 1,000 White adults in the population to 27 arrests).



During that same time, arrest rates fell by 42 percent for Black adults (from 334 arrests per 1,000 to 195 arrests).

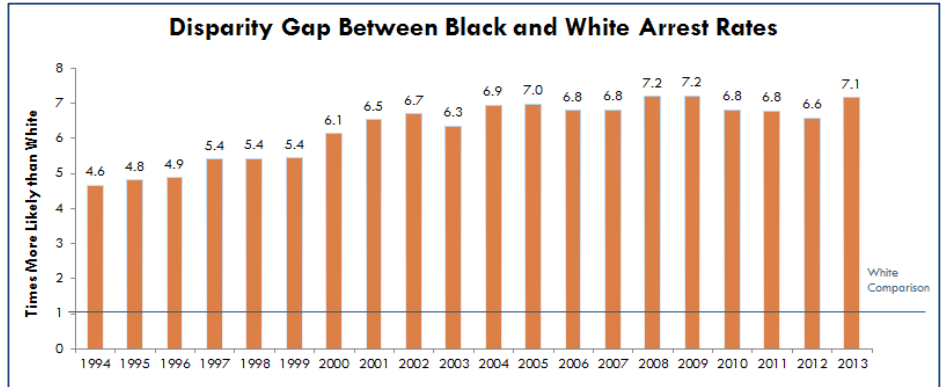
		1994	1998	2002	2006	2010	2013	Percent Change 1994-2013
White	# of Arrests	22,011	23,466	18,052	13,026	9,151	8,836	
	Rate per 1000	72	74	58	44	29	27	-62%
Black	# of Arrests	17,374	19,809	17,896	12,735	8,198	8,027	
	Rate per 1000	334	400	385	296	196	195	-42%

¹³ California Department of Justice, Criminal Justice Statistics Center, Monthly Arrest and Citation Register (MACR) Data Files; CJS published tables (accessed November 2014).

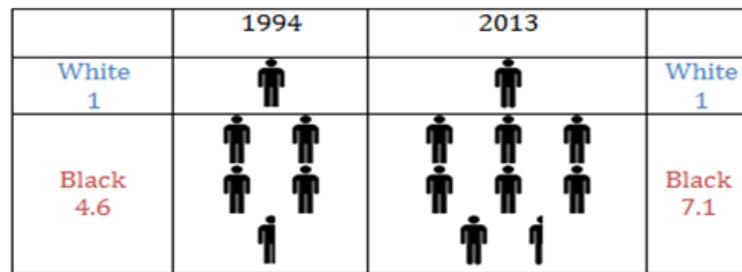
¹⁴ When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an *inflated* rate of system involvement for White adults; and an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults.

Disparity Gap in Arrests: San Francisco

The result of different arrest rate reductions is that despite significant reductions in arrest rates, the disparity between Black and White adults has increased. In 1994, for every White adult arrested, 4.6 Black adults were arrested, but in 2013 for every White adult arrested, 7.1 Black adults were arrested.



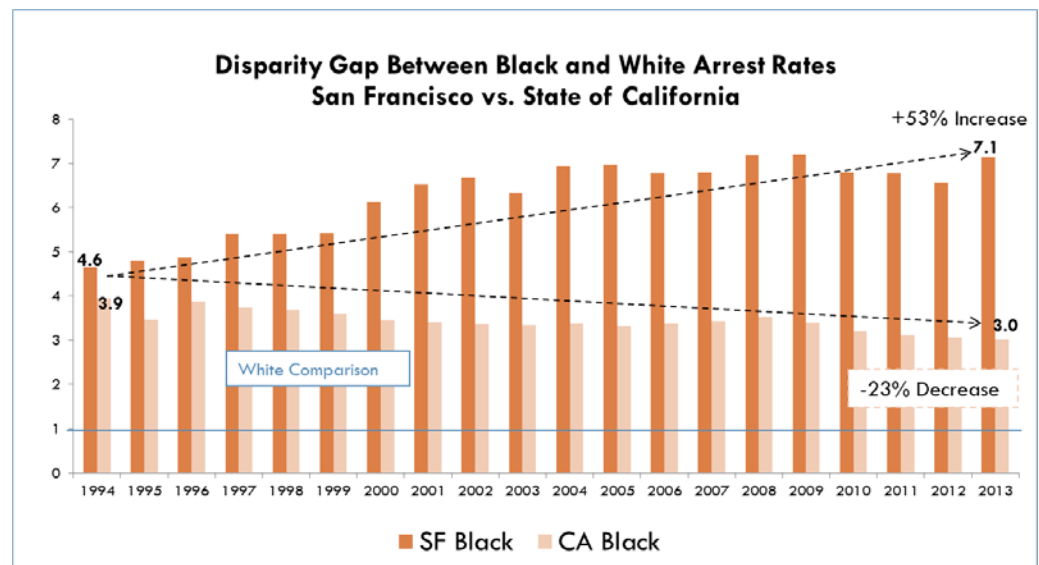
For every on 1 White adult arrested in 1994, 4.6 Black adults were arrested



For every on 1 White adult arrested in 2013, 7.1 Black adults were arrested.

Disparity Gap: San Francisco Arrests Compared to State of California Arrests

During the same time period that San Francisco's disparity gap increased by 45 percent, from Black adults being 4.6 times as likely as White adults to be arrested to 7.1 times as likely, the disparity gap in arrest rates for the State of California decreased. Statewide, in 1994, Black adults were 3.9 times as likely as White adults to be arrested. In 2013, Black adults were 3 times as likely.

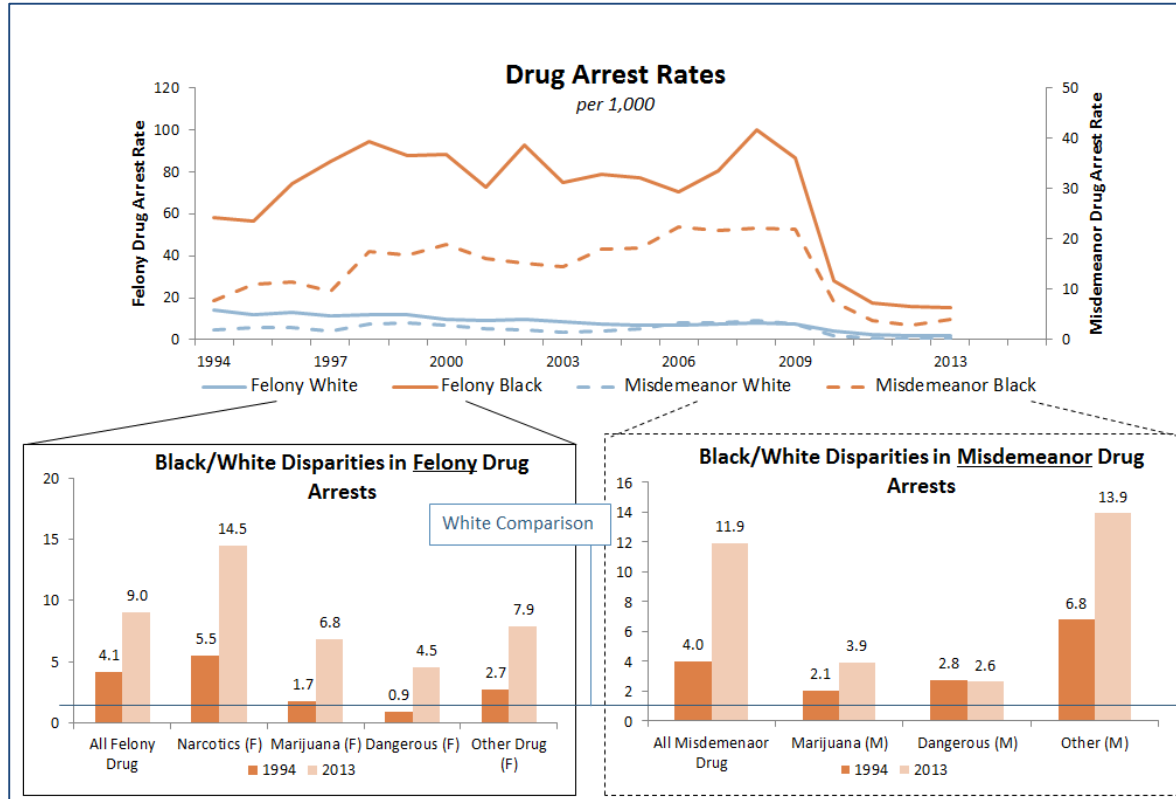




Disparities in Drug Arrest

Between 1994 and 2013, rates for felony drug arrests in San Francisco decreased by 88 percent for White adults (decreasing from 14.1 per 1,000 to 1.7) and by 74 percent for Black adults (decreasing from 58.5 per 1,000 to 15.5). During the same time, rates for misdemeanor drug offenses decreased by 85 percent for White adults (from 2 per 1,000 to 0.3 per 1,000), while rates for Black adults decreased by 48 percent (from 7.9 per 1,000 to 4.1).

The disparity gap between White and Black adult arrests has increased for almost every felony and misdemeanor drug offense.



A review of changes in the disparity gap for other offenses is available in Appendix B.



Bookings to Jail (Pretrial)

When an adult in San Francisco is arrested or has violated the terms and conditions of his or her probation or parole, he or she may be booked into County Jail. The following analysis explores pretrial bookings to County Jail. Unfortunately, the analysis was restricted due to limited data.

For this analysis, BI used data from the Court Management System (CMS) and supplemented it with race and ethnicity data from the Sheriff Department's Jail Management System (JMS). The full time frame for the data analyzed is January 1, 2011 to June 30, 2014. Data required extensive clean up to answer the most basic questions about booking to pretrial jail. Many questions we were interested in exploring could not be answered. After we cleaned up the data,¹⁵ there were 63,318 bookings to jail in the full time frame with data on race and ethnicity. In 2013, 19,273 cases included data on race and ethnicity.

Key Findings

- Black adults in San Francisco are 11 times as likely as White adults to be booked into County Jail. This disparity is true for both Black men (11.4 times as likely) and Black Women (10.9 times as likely).
- Latino adults are 1.5 times as likely to be booked as White adults¹⁶.
- Booking rates for Black and Latino adults have increased over the past three years while booking rates for White adults have decreased.
- The top three residence zip codes of Black adults booked into County Jail were: 94102 (includes the Tenderloin), 94124 (Bayview-Hunters Point), and 94103 (South of Market).
- The top three residence zip codes for Latino adults booked into jail were: 94110 (Inner Mission/Bernal Heights), 94102 (includes the Tenderloin), and 94112 (Ingelside-Excelsior/Crocker-Amazon).
- A vast majority (83 percent) of individuals booked into jail in San Francisco had residence zip codes within the County. Overall, only 17 percent of individuals booked into jail had residence zip codes outside of San Francisco¹⁷.

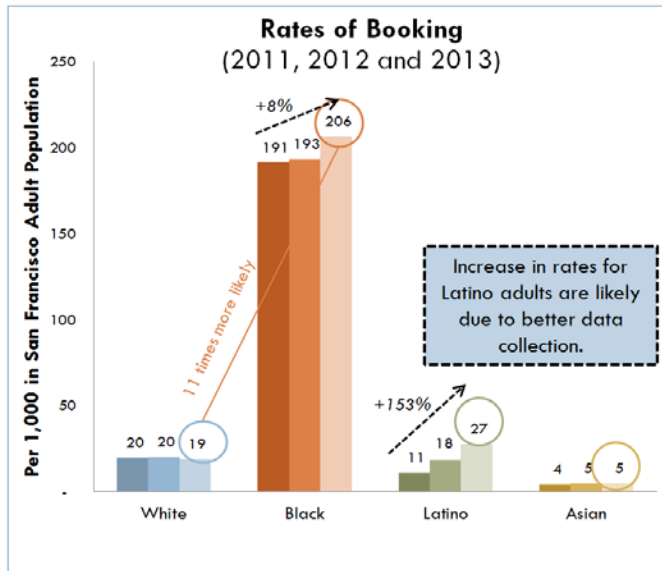
The rate of booking to County Jail has increased in San Francisco over the past 3 years for people of color, but it has decreased for White adults. The rate of booking for Black adults increased from 191 per 1,000 in 2011 to 206 per 1,000 in 2013.

Data indicate that the rate of booking for Latino adults increased by 153 percent. The significant increase is likely due – in some part – to better data collection practices to identify ethnicity. However, the data should be explored further. In 2013, Black and Latino adults were more likely to be booked into County Jail than White adults. For every one White adult booked into jail, there were eleven (11) Black adults and one and a half (1.5) Latino adults.

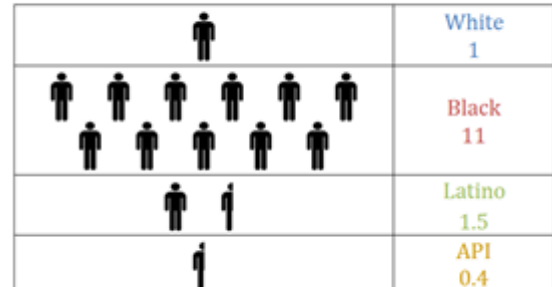
¹⁵ The data clean-up process for the booking data is described in the separate report BI submitted regarding data challenges ("Summary of Data Challenges Encountered during Analysis of Racial and Ethnic Disparities in San Francisco's Criminal Justice System").

¹⁶ Data on Latino adults booked into County Jail is likely an undercount. When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults.

¹⁷ Data regarding the homeless population were unavailable. Of the total 19,273 bookings in 2013, there were 3,973 (21%) that did not include a zip code. Some of these missing zip codes may be homeless adults who reside in San Francisco.



Disparity Gap for Bookings (2013):

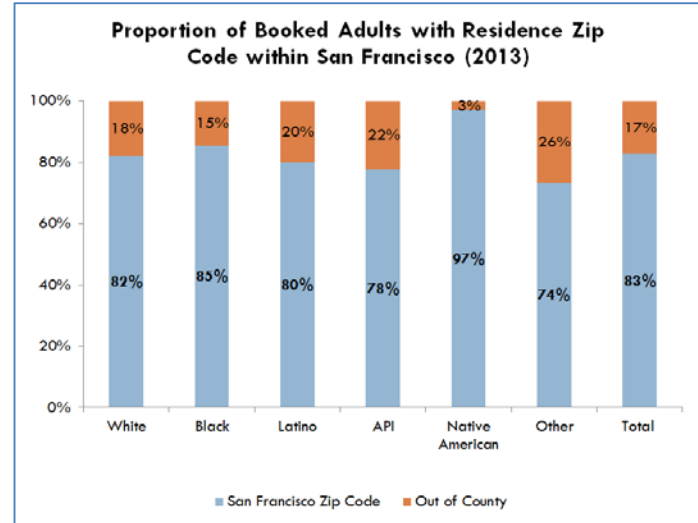


	White	Black	Latino	API	Nat. Am.	Other	Total
2011 Pop.	319,436	41,404	99,104	243,503	2,223	n/a	705,670
2011 Booked	6,269	7,920	1,072	1,012	62	603	16,938
2011 Rate per 1,000	20	191	11	4	28		24
2012 Pop.	322,713	41,094	101,132	249,203	2,234	n/a	716,376
2012 Booked	6,493	7,940	1,863	1,228	66	684	18,274
2012 Rate per 1,000	20	193	18	5	30		26
2013 Pop.	324,372	41,237	102,261	255,069	2,248	n/a	725,187
2013 Booked	6,095	8,508	2,803	1,203	82	582	19,273
2013 Rate per 1,000	19	206	27	5	36		27

Zip Code Analysis

BI explored the top residence zip codes of adults booked into County Jail pretrial. The vast majority of all adults booked in County Jail in San Francisco have a residence zip code within San Francisco (83 percent)¹⁸.

The top zip codes were different for Black and Latino adults, but 94102 was a top zip code for both. Exploring top zip codes where people who are booked into jail reside can help local stakeholders better understand existing services and programs in those areas, as well as service gaps and needs. Additionally, justice stakeholders can explore policies and practices that impact justice system involvement such as police deployment and locations of neighborhood courts.



	White	Black	Latino	API	Nat. Am.	Other	Total
94102	3177	3939	675	313	49	150	8303
94124	471	3915	386	237	8	115	5132
94103	1201	1464	301	129	12	74	3181
94110	1037	794	909	99	17	103	2959
94112	672	728	541	247	10	117	2315
94109	1123	752	160	149	11	67	2262

¹⁸ Zip Code analysis is based on cases for which zip code was recorded (in 2013, 15,272 cases). Data regarding the homeless population was unavailable. Of the total 19,273 bookings in 2013, there were 3,973 (21%) that did not include a zip code. Some of these missing zip codes may be homeless adults who reside in San Francisco.



Pretrial Release

Some defendants booked into County Jail are released pretrial. The types of release include release on own recognizance (OR), release to supervision programs operated by the San Francisco Pretrial Diversion Program (SFPDP), and other releases (released with a citation, case dismissal, bail posting, etc.). The mission of SFPDP is to facilitate, within various communities, positive and effective alternatives to fines, criminal prosecution, and detention.

Key Findings

- Booked Black adults are more likely than booked White adults to meet the criteria for pretrial release¹⁹.
- Black adults are less likely to be released at all process steps: Black adults are less likely to receive an “other” release (i.e., cited, bailed, and dismissed); less likely than White adults to be released by the duty commissioner; and less likely to be granted pretrial release at arraignment.
- Rates of pretrial releases at arraignment are higher for White adults for almost every quarter.
- Out of all adults who meet the criteria for pretrial release (the entirety of the SFPDP database):
 - 39 percent of Black adults had prior felony(ies) compared to 26 percent of White adults, however, White adults with a prior felony were almost always more likely to be released at arraignment than Black adults with a prior felony;
 - 44 percent of Black adults had prior misdemeanor(s) compared to 45 percent of White adults, however, White adults with a prior misdemeanor were almost always more likely to be released at arraignment than Black adults with a prior misdemeanor; and
 - 62 percent of Black adults had a high school diploma or GED compared to 66 percent of White adults, however, White adults with a HSD/GED were almost always more likely to be released at arraignment than Black adults with a HSD/GED.

Overview of Data

BI analyzed the data from the San Francisco Pretrial Diversion Project (SFPDP) database from the first quarter of 2011 to the second quarter of 2014. This analysis was done with the goal of answering the following questions²⁰:

- Are defendants of color who meet the criteria for pretrial release less likely to be released on OR than White defendants?
- At what stage in the pretrial process are defendants released?
- How have racial and ethnic disparities in pretrial releases changed from 2011 to 2014?

The analysis was done in two parts: first a detailed look at the last full year of data received, quarter three of 2013 to quarter two of 2014, broken down by race and ethnicity; and second, three and a half year trends that looked at the relative release rates over time.

BI received four data files from SFPDP for 2011, 2012, 2013 and the first half of 2014. The full time frame of the data analyzed is January 1, 2011 to June 30, 2014. All four files were merged resulting in a single file of 26,657 cases. 161 cases (rows) were then deleted for lack of any data (blank), and 221 cases were excluded for lack of race and ethnicity data. The resulting number of valid cases is 26,496. For the last full year (quarter three 2013 to quarter two 2014), there are 7,840 valid cases.

¹⁹ Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases. Further analysis is needed to better understand this finding. For example, White adults may be more likely to be cited out and are therefore not included as “eligible” for pretrial release, and protocol for identifying “ethnicity” in the two information systems may not be consistent.

²⁰ These questions were not the entirety of this analysis but after careful study of the available data and numerous communications with staff at SFPDP, the limitations within the information system and data became clear, resulting in a need to limit the scope of the analysis. See Appendix A for full list of questions.



Limited Race and Ethnicity Data

In 2013, Latino adults represented 14.1 percent of the adult population in San Francisco. For the same year, the SFPDP data indicate that Latino adults represent only 0.2 percent of adults eligible for pretrial services. The relatively small numbers of Latinos, Asians, and Others in the SFPDP data make it difficult to identify meaningful trends.²¹ Therefore only White/Black disparities will be analyzed.²²

Pretrial Release Overview

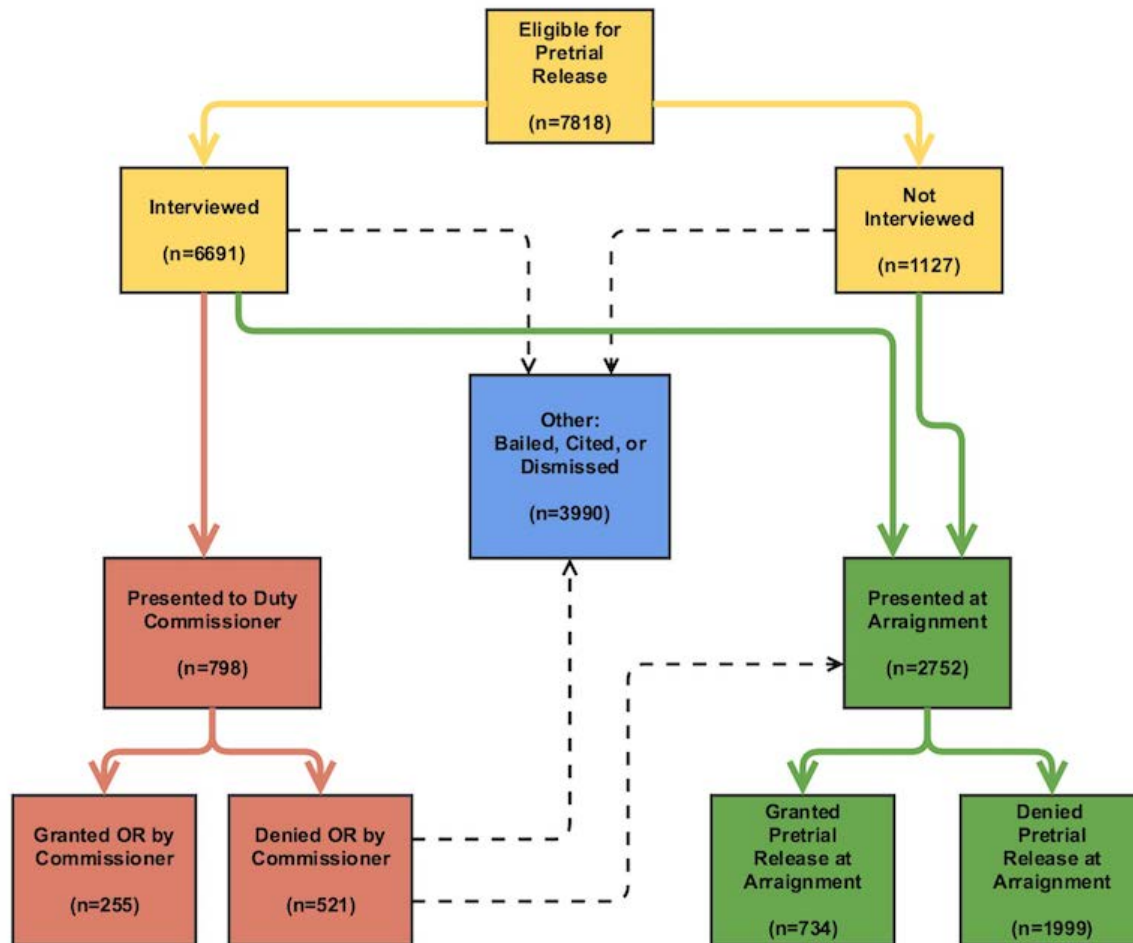
The following analysis includes only for Black and White adults.²³ The charts in this section show the number and respective percentage of the 6,801 individuals (3,118 White and 3,683 Black) as they proceeded through the various decision thresholds associated with pretrial release. The data indicate there was no disproportionality between White and Black adults who met criteria for pretrial release and were interviewed by SFPDP (both 85%). It should be noted that the 15 percent of White and Black adults who were not interviewed were not precluded from release at arraignment. Adults not interviewed by SFPDP are only precluded from being granted OR release by the duty commissioner, see Appendix C.

²¹ An analysis of racial and ethnic disparities depends heavily on the availability of relevant data at each stage with comparable population parameters. Counts, rates, and relative rate indices can fluctuate widely over time (e.g., year to year), especially with small case counts. When case counts are too low they tend to produce unreliable results. For example, in the last full year, there were only 25 Latinos (0.3%), 100 Asians (1.3%), and 892 “other” individuals (11.4%), compared to 3,118 Whites (40%) and 3,683 Blacks (47%). When these figures are broken down further into the various stages of the SFPDP process, the number of cases is even smaller. For example, of the 25 Latino individuals, five were presented to the duty commissioner. A comparison of what happened to those five individuals versus what happened to the 349 White individuals presented to the duty commissioner in the same time period would not yield meaningful results.

²² Note: When population data disregard ethnicity, the vast majority of Hispanic/Latino people are incorrectly identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults. It is important to note this for all of the analyses in the arrest section which compare White and Black arrest rates.

²³ This section highlights outcomes from the last full year of data BI received, Quarter 3 of 2013 to Quarter 4 of 2014

Pretrial Release Flow²⁴



When adults booked into County Jail are identified as meeting the criteria for pretrial release (Eligible for Pretrial Release), they are interviewed to further assess appropriateness for pretrial release and SFPDP services. Once interviewed, their information packet may be presented to a duty commissioner where they may be granted or denied release on their own recognizance (OR). Adults who meet the criteria for pretrial release, but whose information is not presented to the duty commissioner or who are not granted OR by the duty commissioner may be granted or denied release at arraignment. In addition to those released by the duty commissioner or arraignment judge, adults may be released pretrial because their case was dismissed, they were cited out or they posted bail.

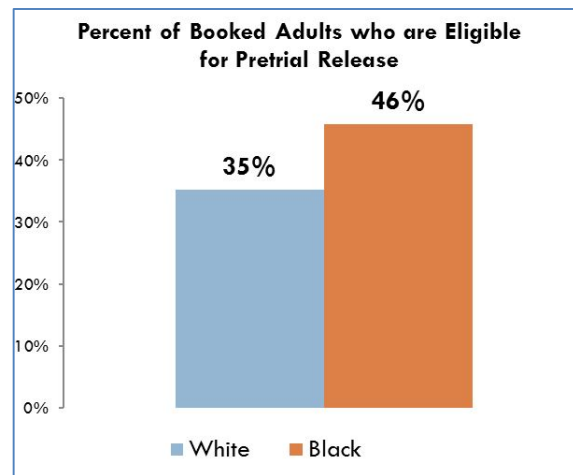
²⁴ Description of terms in this chart is included in Appendix C.



Pretrial Release Compared to Bookings

Black adults booked into San Francisco County Jail are more likely than White adults to be eligible for pretrial release. According to booking data, there were 5,940 White adults and 7,947 Black adults booked into County Jail during the most recent year. According to SFPD data, during the same time period, there were 3,118 White adults and 3,683 Black adults eligible for some form of pretrial release. By comparing these data, we can learn the proportion of adults booked that were eligible for pretrial release²⁵.

Whereas 35 percent of booked White adults were eligible for pretrial release, 46 percent of booked Black adults were eligible.²⁶

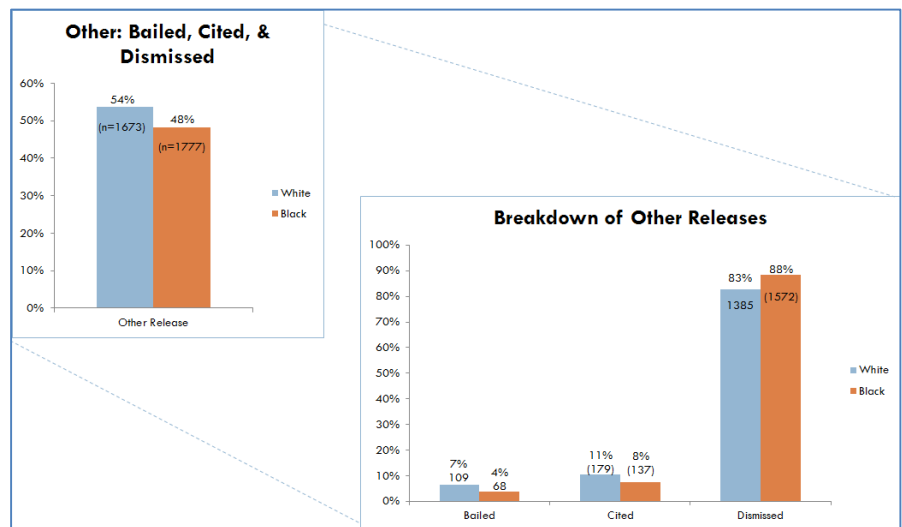


Q3 2013-Q2 2014	White	Black
Bookings	5,940	7,947
Pretrial Release Eligible	3,118	3,683
% of Booked Adults Eligible for Pretrial Release	35%	46%

Other Release: Bailed, Cited, and Dismissed

The data indicate that 51 percent of all cases that met the criteria for pretrial release were released under the “other releases” category. The proportion of White adults who met the criteria for pretrial release who were released in the “other” category (54%) was higher than the proportion of Black adults that met the criteria for pretrial release who were released under “other” (48%).

The vast majority of these released adults had their cases dismissed. Black adults were more likely than White adults to have their case dismissed. White adults were more likely to post bail or be cited out than Black adults.



²⁵ Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases. Further analysis is needed to better understand this finding. For example, White adults may be more likely to be cited out and are therefore not included within “eligible” for pretrial release, and protocol for identifying “ethnicity” in the two information systems may not be consistent.

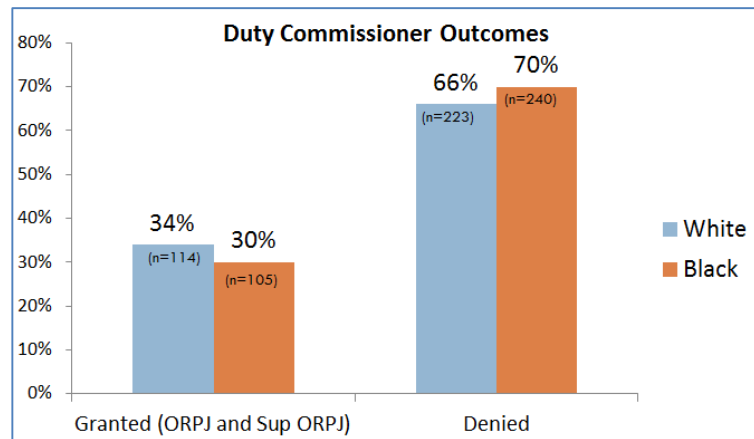
²⁶ Data for both Bookings and Pretrial eligible include the most recent year available (Q3 2013-Q2 2014). The data come from two distinct databases.



Presented to Duty Commissioner

Per Penal Code Section 1270.1, not everyone eligible for pretrial release or arraignment review is eligible for presentation to the duty commissioner. In the year analyzed, 682 people were presented to the duty commissioner.

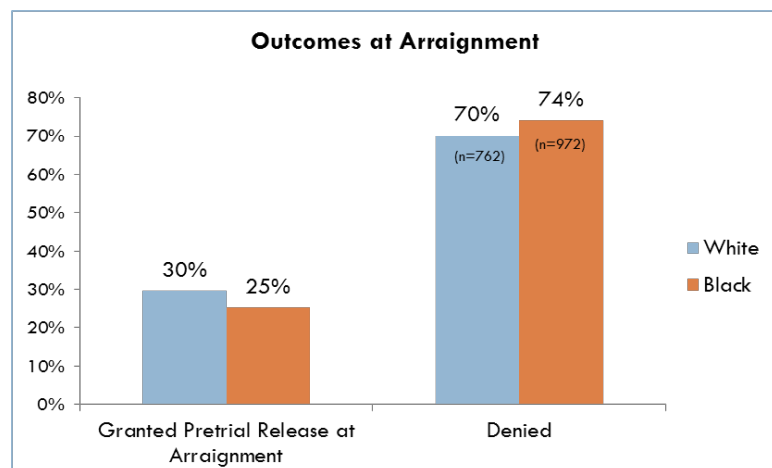
White adults presented to the duty commissioner were more likely to be granted OR than Black adults. Thirty-three (33) percent of White adults presented to the duty commissioner were granted OR compared to 30 percent of Black adults presented.²⁷



Presented at Arraignment

Sixty five percent of adults eligible for pretrial release were released prior to arraignment. Adults who meet pretrial release criteria, and who have not yet been released, are presented at arraignment.

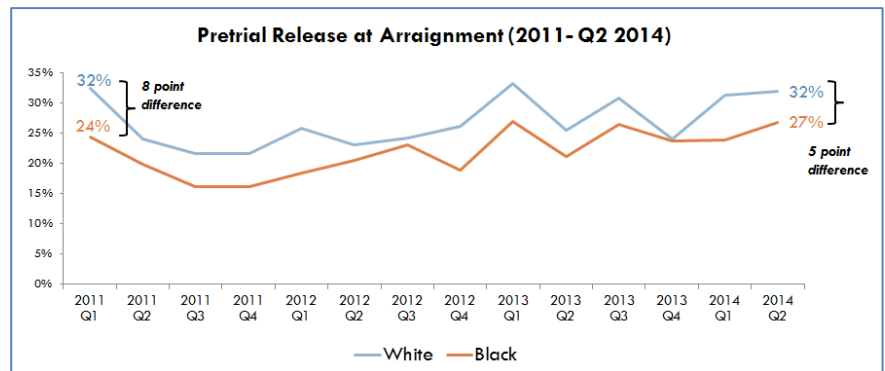
Black adults were less likely to be granted pretrial release at arraignment. Whereas 30 percent of White adults were released at arraignment, only 25 percent of Black adults were.



²⁷ See Appendix C for description of ORNF.

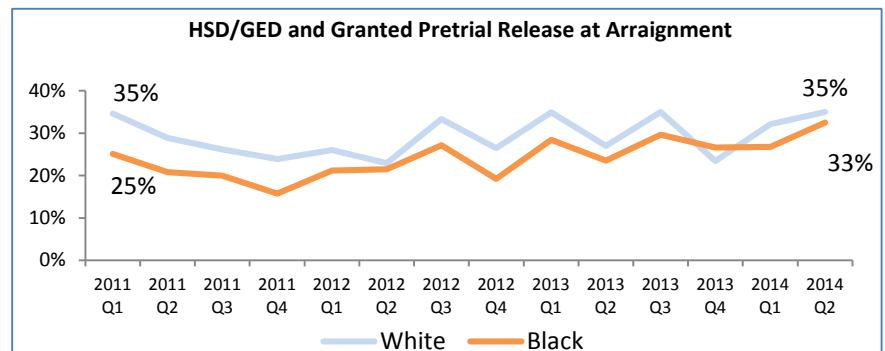
Trends in Pretrial Releases at Arraignment

White adults are consistently more likely to be granted pretrial release at arraignment than Black adults for nearly every quarter. In Quarter 1 2011, 24 percent of Black adults and 32 percent of White adults were granted pretrial release at arraignment. In Quarter 2 2014, the difference narrowed because a higher proportion of Black adults were granted pretrial release (27 percent), but White adults were still more likely to receive pretrial release.



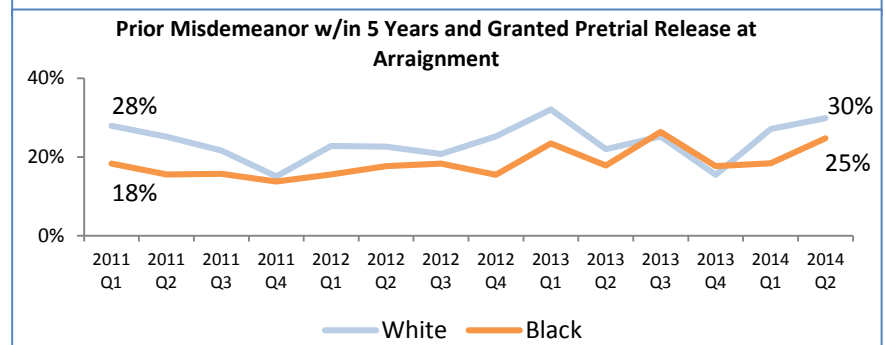
Educational Status

Out of all cases in the SFPDP database, 66 percent of White adults and 62 percent of Black adults in the full timeframe had a high school diploma (HSD) or a GED. However, when disaggregating data by educational status, White adults are still more likely to be released than Black adults in most quarters.



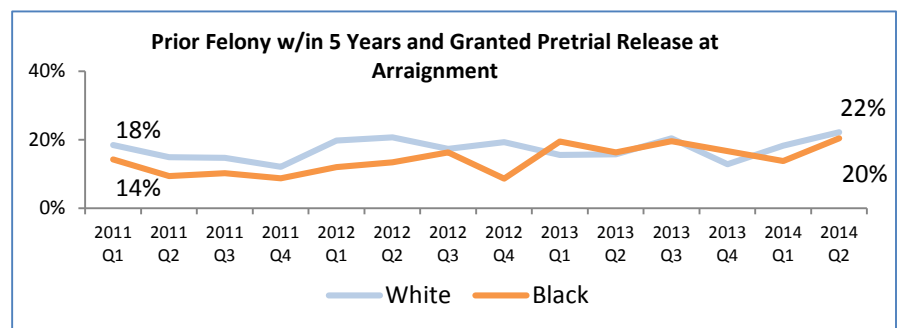
Prior Misdemeanor Convictions

Out of all cases in the SFPDP database, 45 percent of White adults and 44 percent of Black adults within the full timeframe had a prior misdemeanor within five years.²⁸ When limiting the pool of data to adults with a prior misdemeanor conviction within the last five years, White adults are still more likely to be released at arraignment than Black adults in most quarters.



Prior Felony Convictions

Out of all cases in the SFPDP database, 26 percent of White adults and 39 percent of Black adults within the full timeframe had a prior felony within five years. When limiting the pool of data to adults with a prior felony conviction within the last five years, White adults are still more likely to be released at arraignment than Black adults in most quarters.



²⁸ Not all prior convictions are San Francisco convictions.



Sentencing

If the judge finds beyond a reasonable doubt that a person committed the alleged offense, the person is convicted and the judge imposes a sentence. The sentences included in this analysis include all adults sentenced, regardless of whether they were in custody pretrial.

Key Findings

- For every White adult arrested and convicted in 2013, 1.4 Black adults were arrested and convicted.²⁹ (Due to lack of data about Latinos at arrest, no comparison of convictions to arrest was made for Latinos.)
- Black adults in San Francisco (in the general population) are ten times as likely as White adults in San Francisco (in the general population) to have a conviction in court.
- Latino adults in San Francisco (in the general population) are nearly twice as likely as White adults in San Francisco (in the general population) to have a conviction in court.³⁰
- The vast majority of all people convicted are sentenced to Jail/Probation. Black adults with Jail/Probation sentences are more likely to receive formal probation than White adults. Whereas 31 percent of White Adults receive formal probation, 53 percent of Black adults did.
- Black adults are more likely to be sentenced to State Prison and County Jail alone and less likely to be sentenced to Jail/Probation than White adults.
- When they receive Jail/Probation sentences, Black adults are more likely to have a longer jail sentence than White adults.
- Over the course of the last year, there were 288,177 bed days as the result of court sentences to jail (either through County Jail alone or as a part of a Jail/Probation sentence). Black adults account for 50 percent of these sentenced bed days.
- Although more White adults are convicted on DUI charges with blood alcohol levels greater than or equal to .08 than Black adults, Black and Latino adults convicted of these charges are more likely to have a longer jail sentence (as part of a Jail/Probation sentence) than White adults.³¹
- Of all Black adults convicted, 6 percent were convicted of transporting or selling controlled substances; of all White adults convicted, only 1 percent was convicted of this charge. While the number of adults convicted of transporting or selling controlled substances has decreased substantially over the past 3 years, the proportion is consistently higher for Black adults.³²
- Black adults convicted of transporting or selling controlled substances are more likely to be sentenced to State Prison than White adults convicted of the same offense.
- Black adults convicted of transporting or selling controlled substances are more likely to stay longer in County Jail as part of a Jail/Probation sentence.

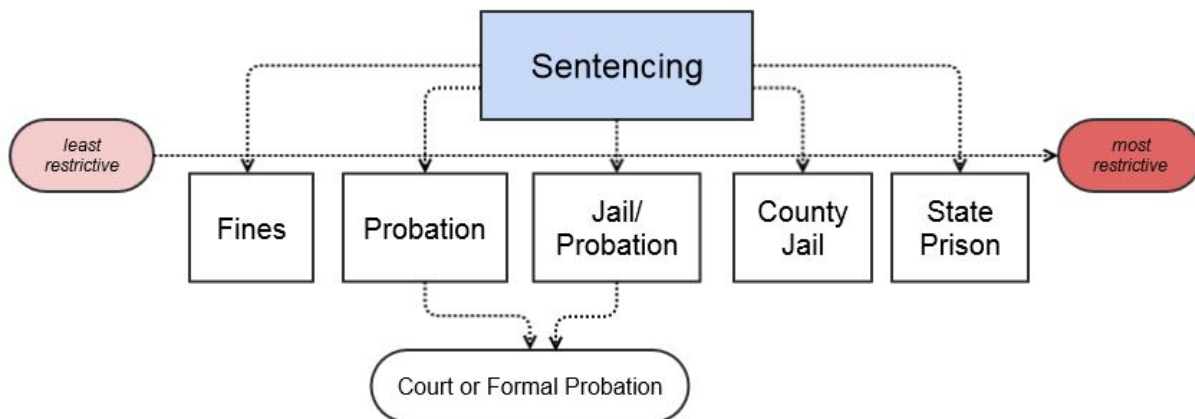
The analysis of sentencing was intended to explore basic questions around potential racial and ethnic disparities in sentences for convicted adults in San Francisco, not to answer questions regarding why the disparities exist or where the responsibility for the disparities lies. The figure on the next page illustrates sentencing options.

²⁹ When population data disregard ethnicity, the vast majority of Hispanic/Latino people are identified as White. This results in an *inflated* rate of system involvement for White adults; and subsequently an *underestimation* of the disparity gaps between White/Black adults and White/Latino adults.

³⁰ See note above. It is important to note this for all of the analyses in the conviction/sentencing section which compare White and Latino rates.

³¹ Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is VC 23152(b)/M.

³² Analysis of specific charges includes the entire timeframe, in order to increase the number of cases analyzed. The criminal code referenced here is HS 11352(a)/F.



In analyzing sentencing, BI answers the following questions:

- What types of sentences do defendants receive?
- How long are the sentences?
- Are defendants of color more likely to receive more restrictive sentences than White defendants?
- What sentences do defendants receive for the top convicted charges?
- How have racial and ethnic disparities in sentencing changed from 2011 to 2014?

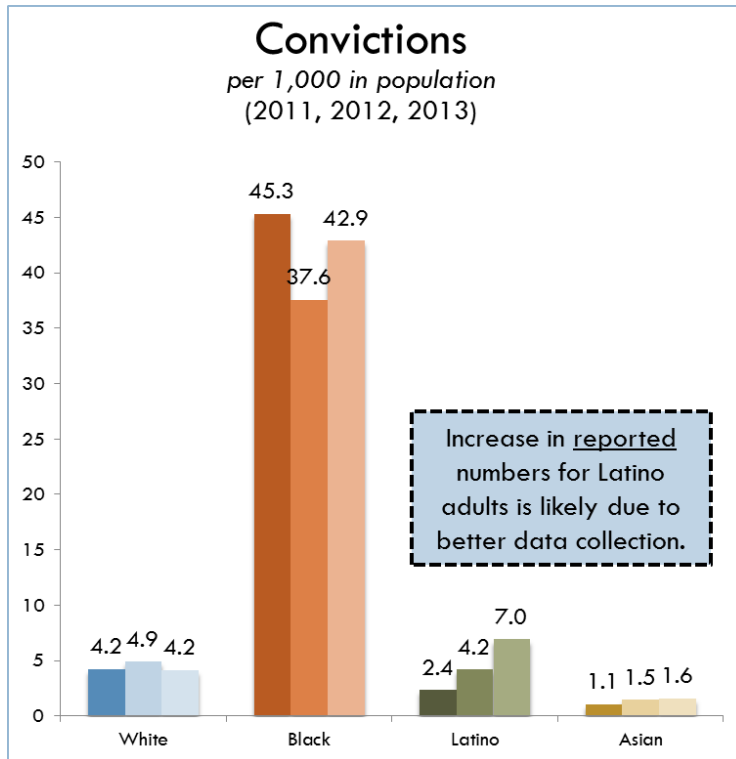
In answering these questions, BI used data from the Court Management System (CMS) and supplemented it with race and ethnicity data from the Sheriff Department's Jail Management System (JMS). The full time frame for the data analyzed is January 1, 2011 to June 30, 2014.³³

Disparity Gap in Convictions

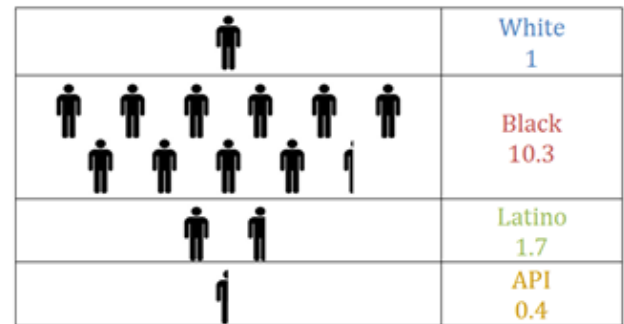
In 2013, more than 10 Black adults were convicted for every White adult convicted in San Francisco. Almost two Latino adults were convicted for every White adult convicted. For every White adult arrested and convicted in 2013, 1.4 Black adults were arrested and convicted. (Due to lack of data about Latinos at arrest, no comparison of convictions to arrest was made for Latinos). The disparity gap in convictions between Black and White adults remains high, whether convictions are compared to arrests or to the total adult population.

Convictions per 1,000 in the population appear to be increasing quickly for Latinos, but this could be a reflection of changes in data collection practices. The number of convicted Latino adults increased by more than 200 percent between 2011 and 2013, rising from 235 to 711.

³³ There were a total of 18,621 convictions in this data set. The data required extensive clean up to answer the questions. This included removing 335 cases with no SF#, the only means of reliably identifying an individual, leaving 18,268 cases. BI was advised not use the "case disposition" field in the CMS data to inform its understanding of sentence types. Instead the four sentence types and length variables were used to create 15 unique combinations of sentences each with a unique code. Eight of these unique codes, representing 80 cases, were excluded because they appeared to be data entry errors. This left 18,206 valid cases; however, of these cases 3,588 (19.7%) were missing race and ethnicity data, leaving 14,618 cases with both an SF# and race and ethnicity data. In order to show the most recent information, pieces of this analysis limit the timeframe to the last full year of data, quarter 3 of 2013 to quarter 2 of 2014, which included 4,806 cases with valid data on race and ethnicity.



Disparity Gap for Convictions (2013):

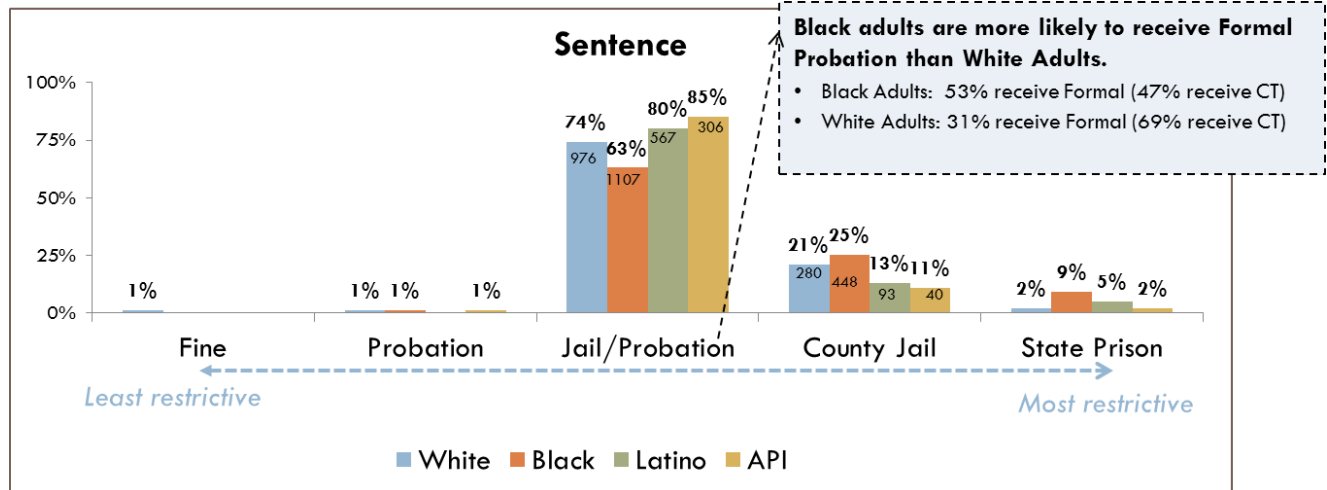


	White	Black	Latino	API	Native American
2011 Population	319,436	41,404	99,104	243,503	2,223
2011 Convictions	1,352	1,877	235	261	9
2011 Rate per 1,000	4.2	45.3	2.4	1.1	4.0
2011 Disparity Gap	1	10.7	.6	.3	1.0
2012 Population	322,713	41,094	101,132	249,203	2,234
2012 Convictions	1,588	1,544	426	370	6
2012 Rate per 1,000	4.9	37.6	4.2	1.5	2.7
2012 Disparity Gap	1	7.6	.9	.3	.5
2013 Population	324,372	41,237	102,261	255,069	2,248
2013 Convictions	1,355	1,769	711	406	24
2013 Rate per 1,000	4.2	42.9	7.0	1.6	10.7
2013 Disparity Gap	1	10.3	1.7	.4	2.6

Sentence Types

Black adults are more likely to be sentenced to State Prison and County Jail and less likely to be sentenced to Jail/Probation sentences than White adults.

Data shown is for the latest full year: Q3 2013-Q2 2014



The vast majority of all sentences were Jail/Probation. Convicted White adults were more likely than convicted Black adults to receive a Jail/Probation sentence. Whereas 74 percent of White adults received a Jail/Probation sentence, 63 percent of convicted Black adults were sentenced to Jail/Probation. For the probation portion of Jail/Probation sentence, Black adults were more likely to receive formal probation than Black adults. Fifty-three (53) percent of Black adults received Formal Probation and 47 percent received Court Probation (a form of informal probation). In contrast, only 31 percent received Formal Probation and 69 percent of White adults received Court Probation. While BI was unable to determine who was eligible for Court vs. Formal Probation from the data received, a next step would be to examine who was *eligible* for Court Probation but *received* Formal (disaggregated by race and ethnicity).³⁴

Convicted Black adults were more likely than convicted White adults to be sentenced to County Jail. Twenty-one (21) percent of White adults were sentenced to County Jail, whereas 25 percent of Black adults were sentenced to County Jail.

Convicted Black and Latino adults were also more likely than convicted White adults to be sentenced to State Prison. Whereas two (2) percent of convicted White adults were sentenced to State Prison, five (5) percent of Latino adults and nine (9) percent of Black adults were sentenced to State Prison.

³⁴ A variable to identify eligibility for Court Probation would need to be captured in the database.



Sentence Length

When they receive a Jail/Probation sentence, Black adults are more likely to have a longer jail sentence than White adults.

The tables below show mean and median sentences for Jail/Probation, County Jail, and State Prison sentences. The sentence lengths are further disaggregated by felony and misdemeanor offenses. Not surprisingly, the sentence lengths for felonies exceed the sentence length for misdemeanors.

Latest Full Year: Q3 2013 - Q2 2014	Mean Sentence				Median Sentence			
	Jail/Probation		County	Prison	Jail/Probation		County	Prison
	Probation	Jail (Days)	Jail (Days)	(Months)	Probation	Jail (Days)	Jail (Days)	(Months)
White	N=976		N=280	N=27	N=976		N=280	N=27
Felony	39.4	128.6	314.5	33.3	36	73	180	24
Misdemeanor	34.9	18.3	75.5	*	36	8	30	*
Total	35.7	38.3	160.3	33.3	36	10	60	24
Black	N=1,107		N=448	N=150	N=1,107		N=448	N=150
Felony	38.1	117.3	266	149	36	75	128	36
Misdemeanor	34.9	23.2	80.2	*	36	10	26	*
Total	36.3	62.9	166.1	149	36	20	71	36
Latino	N=567		N=93	N=37	N=567		N=93	N=37
Felony	39.2	110.3	282.5	37.2	36	71	210	36
Misdemeanor	36.5	19.8	78.9	*	36	10	30	*
Total	37.1	38.6	139.4	37.2	36	10	69	36
Asian Pacific Islander	N=306		N=40	N=7	N=306		N=11	N=7
Felony	38.9	129.7	334.2	46.7	36	62	365	30
Misdemeanor	35.9	15.3	85.2	*	36	7	180	*
Total	36.4	38.9	198	46.7	36	10	29	30

Jail/Probation sentences comprised 72 percent of all sentences in the latest year. The average number of days sentenced for White adults in the last year of data is 38 days in County Jail, compared to an average of 63 days for Black adults. The White-Black disparity persists when looking at the median; White adults have a median of ten days in County Jail compared to 20 days for Black adults.³⁵

There did not appear to be disparities in lengths of probation in the Jail/Probation sentences. In the last full year, the mean sentence to probation ranged from 34.2 months to 37.1 months, and the median sentence was 36 months for all groups.

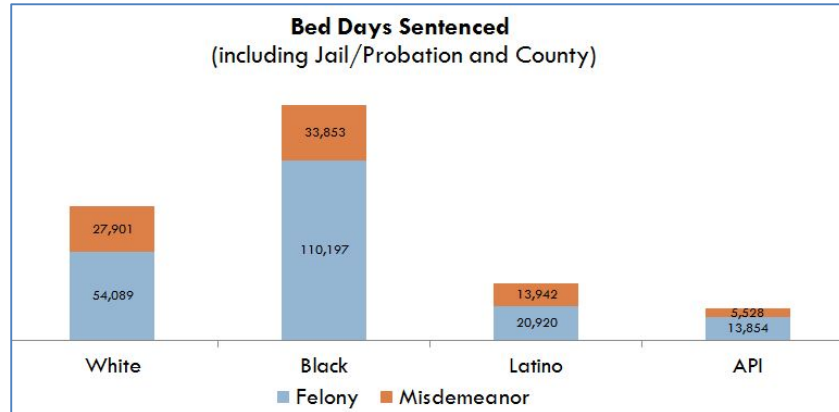
Black adults are more likely to receive a longer State Prison sentence than White adults. Whereas the average State Prison sentence for White adults was 33 months, the average for Black adults was 149 months. When looking at County Jail sentences alone, while the differences in sentences were not statistically significant, Black and Latino adults had longer sentences than White adults. Moreover, 68 percent of adults sentenced to County Jail in the last full year were people of color. This is cause for concern.

³⁵ The Mann-Whitney test was used to test significance in differences of median County Jail sentence length for Jail/Probation sentences and the results showed that there is a significant difference in the median jail sentence for Black and White adults. The Games-Howell Post Hoc test was used to determine if the differences in the mean sentences were significant, and the results showed that the mean sentence for Black adults is significant when compared to White.

County Jail Bed Days

Over the course of the last year, there were **288,177 sentenced bed days** as the result of court sentences to jail (either through county jail alone (50%) or as a part of a jail/probation sentence (50%).³⁶

- White adults account for 28 percent of sentenced bed days over the last year.
- **Black adults account for 50 percent of sentenced bed days over the last year.**
- Latino adults account for 12 percent of sentenced bed days over the last year.
- API adults account for 12 percent of sentenced bed days over the last year.



Sentences for DUI (VC 23152(b)/M)

DUI was selected for closer analysis because it is the top conviction charge.³⁷ In the full time frame, 14 percent of all convictions were for DUIs. The vast majority of sentences for DUI were Jail/Probation, comprising 98 percent of all sentences for DUIs.

Although more White adults are convicted on DUI charges³⁸ than Black adults, Black and Latino adults are more likely to have a longer County Jail sentence (as part of a Jail/Probation sentence) than White adults. Whereas on average, Black and Latino adults were sentenced to 17 days and 18 days of County Jail, respectively, White adults were sentenced to 13 days County Jail.

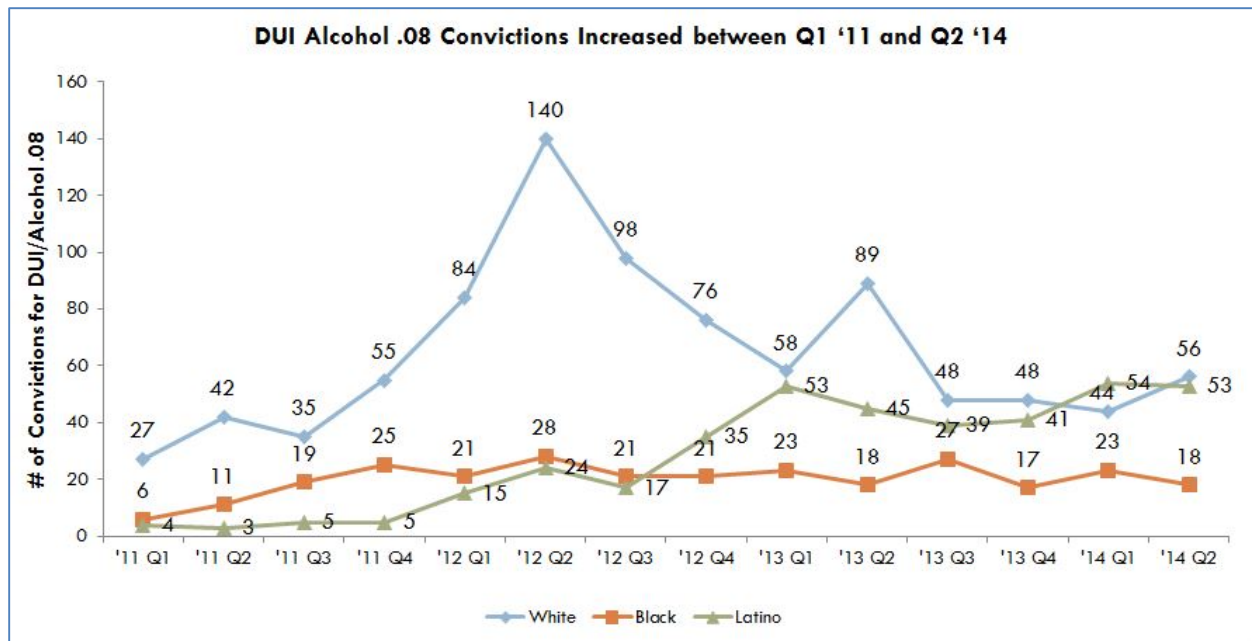
DUI Sentences	White	Black	Latino	API	Nat. Am.	Other	Total
County Jail	11 (1%)	10 (4%)	9 (2%)	1 (0%)	1 (25%)	1 (1%)	33 (2%)
Probation	1 (0%)	0 (0%)	0 (0%)	3 (1%)	0 (0%)	0 (0%)	4 (0%)
Jail/Probation Jail (days)	White	Black	Latino	API	Nat. Am.	Other	Total
N	888	268	384	276	3	177	1,996
Mean	13	17	18	12	7	15	15
Median	7	8	10	5	5	5	8

Additionally, the number of DUI convictions has increased over time, signaling that this is an offense that is still relevant in San Francisco.

³⁶ This refers to sentenced bed days, not bed days served. The number of days served may be less than the number sentenced due to half time credits available for some convictions.

³⁷ See Appendix D for the top offenses for which people were convicted broken down by race and ethnicity.

³⁸ Analysis includes the entire timeframe, in order to include more cases. California code is VC 23152(b)/M, which is driving with a blood alcohol level greater than or equal to .08.



Sentences for Transporting or Selling Controlled Substances (HS 11352(A)/F)

In addition to analyzing DUIs, BI reviewed sentencing outcomes for adults convicted of felony transporting or selling controlled substances (Health and Safety Code 11352(A)). This offense was selected because it was the second most frequent offense for which Black adults were convicted. Of all Black adults convicted, 6 percent were convicted of transporting or selling controlled substances. Of all White adults convicted, only 1 percent was convicted of this charge.

Sentences for transporting or selling controlled substances—HS 11352(A)/						
	White	Black	Latino	API	Other	Total
County Jail	6 (8%)	53 (15%)	3 (7%)	4 (31%)	1 (6%)	67 (13%)
Jail/Probation	64 (90%)	238 (66%)	33 (77%)	4 (31%)	13 (81%)	352 (70%)
State prison	1 (1%)	38 (11%)	7 (16%)	2 (15%)	2 (13%)	50 (10%)
Suspended State Prison to Jail/Probation	0 (0%)	32 (9%)	0 (0%)	3 (23%)	0 (0%)	35 (7%)
Total	71	361	43	13	16	504

Black adults convicted of transporting or selling controlled substances³⁹ are more likely to stay longer in jail as part of a Jail/Probation sentence. While the number of

Jail/Probation Jail (days)	White	Black	Latino	API	Other	Total
N	64	238	33	4	13	352
Mean	86	151*	129	114	128	136
Median	43	120	74	92	120	91

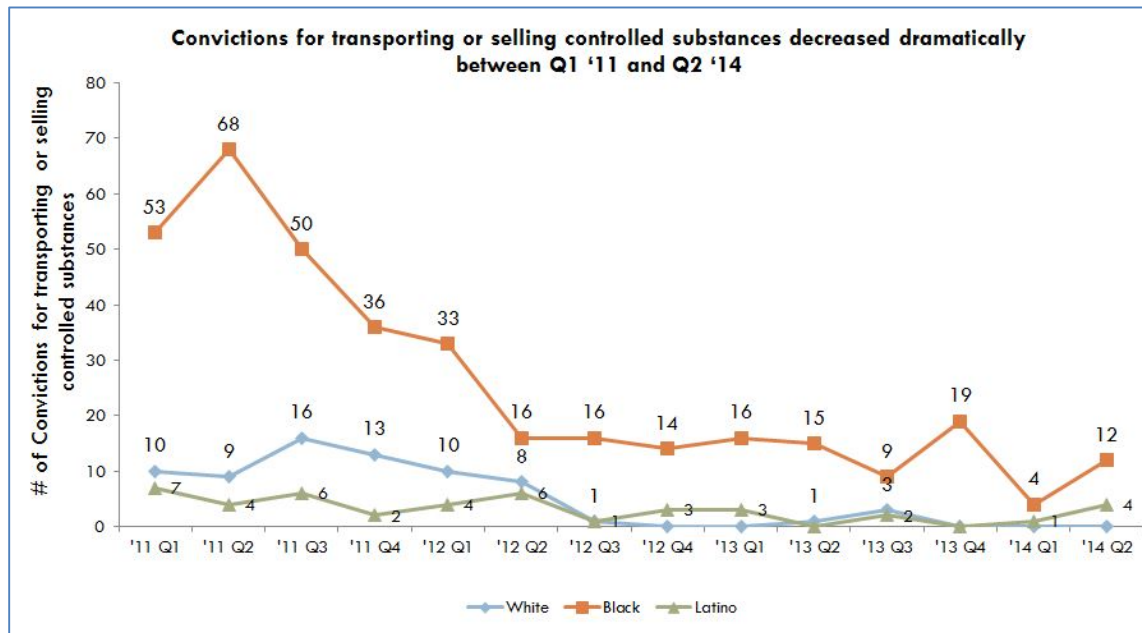
adults convicted for transporting or selling controlled substances has decreased substantially over the past 3 years, the proportion is consistently higher for Black adults.

³⁹ Analysis includes the entire timeframe, in order to include more cases. California code is HS 11352(A)/F.



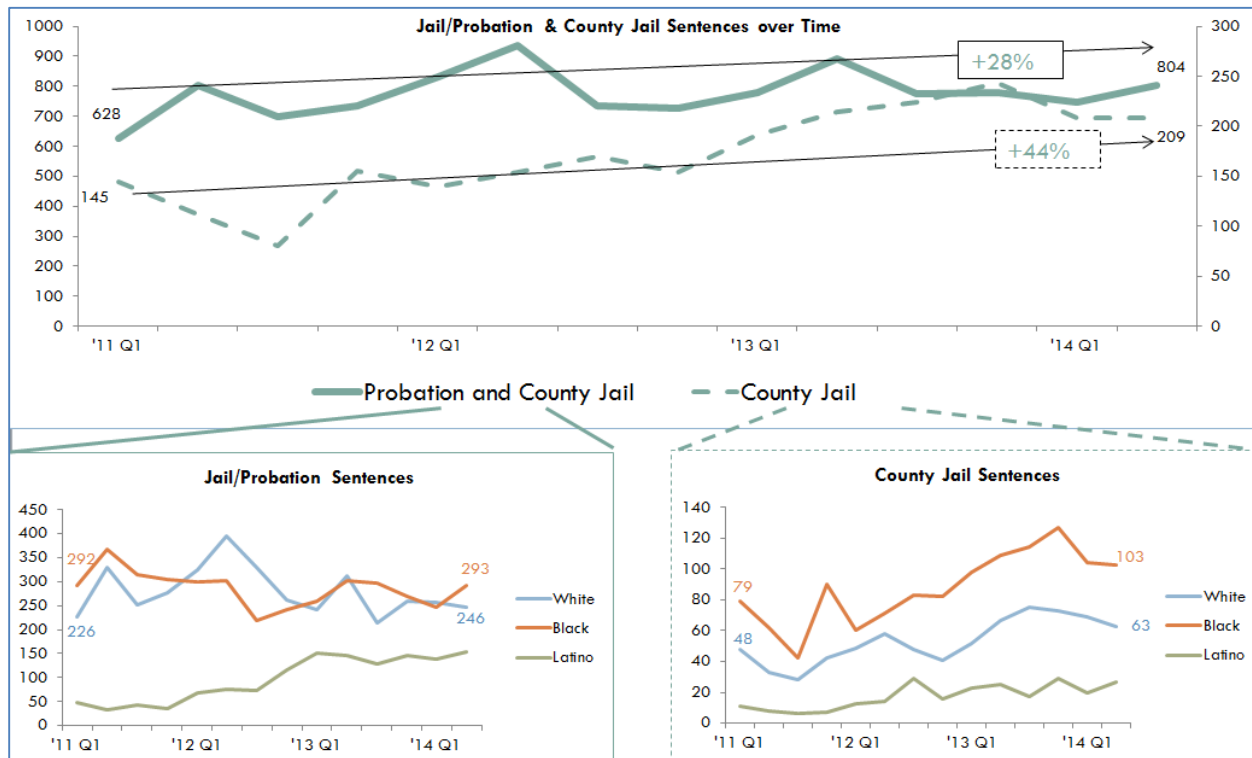
White adults convicted of transport /sell narcotics are more likely to receive a Jail/Probation sentence than Black adults, 90 percent compared to 66 percent. The County Jail portion of the Jail/Probation sentence is longer for Black and Latino adults convicted of transport/sell narcotics. Whereas White adults are sentenced to an average of 86 days, Black adults are sentenced to 151 days and Latino adults to 129 days. The number of convictions has decreased dramatically since the first quarter of 2011.

Black adults are more likely to be sentenced to County Jail or State Prison for transport/sell narcotics.



Sentencing Trends

State prison sentences decreased for all groups since the first quarter of 2011. During the same time period the use of Jail/Probation Sentences and County Jail Sentences has increased.



Given legal reforms in recent years, such as AB109 and Proposition 47, reductions in the use of State Prison sentences are not surprising. However, the time frame of our analysis suggests that the declining use of State Prison sentences was a trend that began before the impacts of these reforms were fully realized. AB 109 went into effect in October 2011 and Prop 47 was passed and implemented in November 2014.

In the first quarter of 2011, 72 percent of White adults (226 of 315) received Jail/Probation compared to 63 percent of Black adults (292 of 460). In the second quarter of 2014, 75 percent of White adults (246 of 326) received Jail/Probation, compared to 64% of Black adults (293 of 441). Stated differently, in the first quarter of 2011 White adults are 1.13 times more likely to get a Jail/Probation sentence than Black adults, and in the second quarter of 2014 White adults are 1.14 times more likely to get a Jail/Probation sentence.

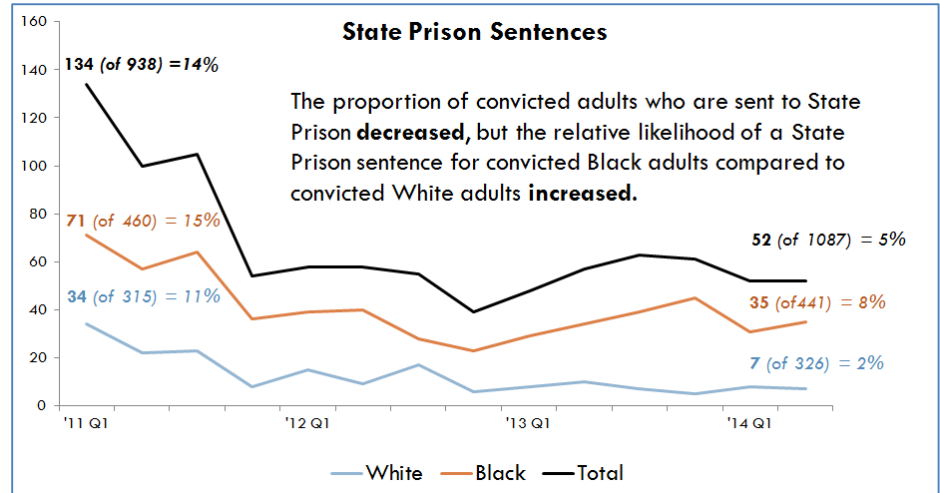
In the first quarter of 2011, 15 percent of White adults (48 of 315) and 17 percent of Black adults (79 of 460) received a County Jail sentence. In the second quarter of 2014, 20 percent of White adults (63 of 326) and 25 percent of Black adults (103 of 441) received a County Jail sentence. In other words, in the first quarter of 2011 Black adults were 1.13 times more likely to get a County Jail sentence than White adults, and in the second quarter of 2014, Black adults are 1.21 times more likely to get a County Jail sentence than White adults.

Trends in State Prison Sentences

Despite overall decreases, the use of State Prison sentences continues to be relevant to the discussion of disparities. The proportion of convicted adults sentenced to State Prison decreased from 14 percent of all convictions in the first quarter of 2011 to just five percent of all convictions in quarter 2 of 2014. In the first quarter of 2011, 15 percent of Black adults convicted received a sentence of State Prison, and 11 percent of White adults convicted received a sentence of State Prison. In the second quarter of 2014, eight percent of Black adults convicted were sentenced to State Prison, and two percent of White adults convicted were sentenced to State Prison.

In comparing sentences to State Prison for White and Black adults, the disparity grew. Whereas in the first quarter of 2011, convicted Black adults were 1.4 times as likely as convicted White adults to be

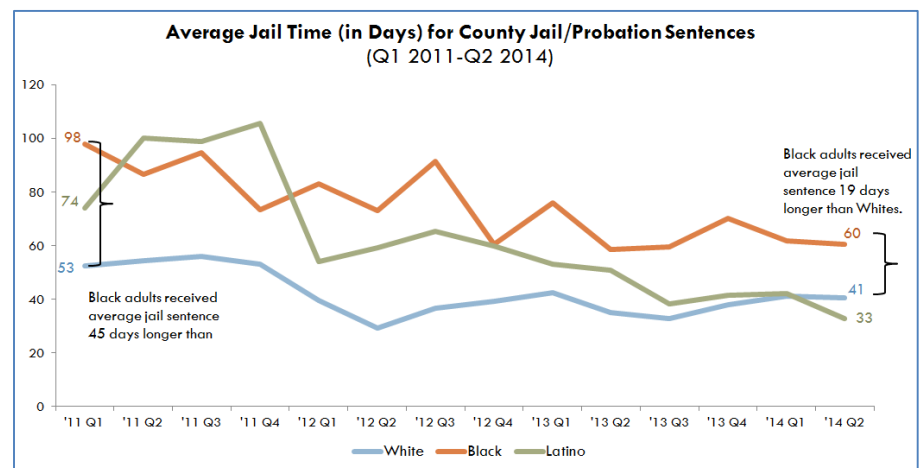
sent to State Prison, in quarter two of 2014, convicted Black adults were nearly four times as likely to be sent to State Prison. In other words, the proportion of Black adults sentenced to State Prison increased over time. During the first quarter of 2011, Black adults made up 53 percent of all State Prison sentences. By the second quarter of 2014, Black adults made up 67 percent of all State Prison sentences.



Trends in Length of County Jail (for Jail/Probation Sentences)

In Q1 2011, Black adults received an average jail sentence that was 45 days longer (85% longer) than White adults. In Q2 2014, Black adults received an average jail sentence that was 19 days longer (46% longer) than White adults.

Although the average length of a County Jail sentence for Jail/Probation sentences have decreased, they are still consistently longer for Black and Latino adults.





Building Data Capacity to Reduce Racial and Ethnic Disparities

The purpose of these recommendations is to aid in the development of data capacity, including data collection, analysis, and use. These recommendations build on a separate report BI submitted to the Reentry Council detailing the problems we encountered with respect to data availability and data integrity.

Accessing reliable and accurate data is a common challenge for justice systems. Often criminal justice information systems are built for case management, not analytics. As a result, asking basic questions of the vast and often separate information systems is complicated. Based on our minimal experience in working with key criminal justice information systems in San Francisco, this will require a commitment.

In making our observations and recommendations, BI would like to acknowledge that the San Francisco Adult Probation Department spent a significant amount of time and effort outreaching to various internal and external partners to make sense of the data. This outreach often resulted in a new understanding of data variables. Often, BI discovered that the data variables required to answer questions about disparities in the system were meaningless or were previously misunderstood. What was clear is that the knowledge necessary to improve data capacity in a meaningful way is shared by individuals in different departments and agencies. Therefore, there must be collective and collaborative effort to build data capacity, or efforts will be severely hindered.

While BI recognizes that there is much we do not understand about the information systems and protocols in place, we hope these observations will help stakeholders continue to build capacity to use data to better understand decision-making in San Francisco's criminal justice agencies.

Both our identification of problems and recommendations are limited in nature as an information system or data capacity assessment was not part of our scope of work. However, due to the extensive challenges we encountered in attempting to perform our analysis, we felt it would be helpful to share our experiences and recommendations.

The appropriate existing committees that already focus on building data infrastructure (CMS Committee and/or JUSTIS Committee) should review these reports, and prioritize the most relevant recommendations for further investigation and implementation. Additional ad-hoc or subcommittees may also be helpful to focus upon specific issues that are identified.

Protocols and Documentation

I. Develop clear protocols for gathering and entering key data into the information systems

For instance, there is currently no clear and consistent procedure for collecting race and ethnicity data across criminal justice agencies. All agencies should adopt a consistent protocol and consistent race and ethnicity categories. The current best practice is to use a two-tiered questioning process:

- A. The first question: Do you identify as Hispanic or Latino?
- B. The second question: What is your race or ethnicity?

II. Relevant agencies should develop or review and update existing training manuals

It is not clear to BI which agencies have training manuals and when these were last reviewed and updated. A key component for ensuring strong data quality is having a detailed training process for users of the system. This is



accomplished in part by documentation. A training manual helps to ensure that users are trained according to a defined and agreed upon process. Additionally, agencies should evaluate quality assurance measures to ensure that data collection practice aligns with written protocol.

III. Create and Distribute a Data Dictionary

A significant portion of time was spent attempting to understand the terminology used in the various systems during our analysis of the data provided by the various stakeholders. While it is unavoidable to have some niche specific jargon within any professional environment, having a dictionary of this terminology and the meaning of the different variables in the various data systems can:

- A. Make each system more uniform and consistent by allowing its various users to have a common understanding of what it is they are inputting; and
- B. Act as a place to store knowledge that is currently known only to one or two people within the various stakeholder agencies, which will cut down the time in the future for this type of analysis.

Staff Training

I. Train staff to enter data according to protocol.

Training staff in data entry protocols is important. It is equally important to make the system as user friendly as possible and to develop protocols that are simple in relation to a more efficient and protected system.

II. Incentivize Proper Data Collection Procedures

In addition to a training manual, it is good practice to create incentives for users of IT systems to be invested in the quality of the data that they are capturing. Two suggestions for incentivizing stronger and more consistent data collection are:

- A. Develop and/or implement user logging system. Utilizing a user logging system is a valuable way to enforce data collection rules. Essentially a user logging system captures who, when, and where data was added or modified. With this information, statistics may be developed that suggest varying levels of data quality for system users. Data quality measures may provide valuable statistics for performance reviews while also providing greater transparency into where data quality issues are occurring so that they can be addressed more directly and quickly.
- B. Educate staff on the value of data. Educating users as to why the data they are collecting is important may also serve as a valuable tool for greater data quality. A particular approach that may be useful is to share data analytics with the users who collect the data that feeds into the statistics. In addition, consider creative ways to empower users to be part of the analytical process.

Modifications to Data Systems to Improve Data Integrity

I. Limit the number of open fields in information systems

This will help eliminate the problem of the same data being entered in multiple ways, such as encountered with the SFPDP database.

II. Leverage Constraint Potential of Information Systems/Enforce Protections



In addition to greater efficiency, this provides the opportunity to leverage the information system to recall and enforce data rules. A simple example is requiring release dates to be later than booking dates. These types of constraints might address a good portion of the challenges encountered within the MTR data.

Generating Reports and Using Data

I. Develop infrastructure to report on key data disaggregated by race and ethnicity

Jurisdictions that are committed to reforming any part of their system or ensuring that all people are being treated fairly and equitably must have the appropriate infrastructure in place. As a starting point in San Francisco, the relevant data committee should identify what information system modifications and data collection processes are required to answer the disparities questions developed by BI and refined by San Francisco stakeholders (as described in Appendix A).

II. Develop regular reports (BI recommends quarterly)

Once the capacity is in place, San Francisco should develop a report that will be reviewed regularly by stakeholders to measure progress on an ongoing basis.



Conclusion and Next Steps

Having worked in over 100 jurisdictions, BI continues to see racial and ethnic disparities similar to those in this report. The prevalence of these disparities undermines any notion of “justice” in our criminal justice system. Given the disparities in San Francisco outlined in this report, it is incumbent on local stakeholders to address the inequities within the criminal justice system.

We hope this analysis provides a starting point for stakeholders to consider more effective reform strategies that promote equity and reduce the significant racial and ethnic disparities outlined in this report.

To further disparity reduction efforts, BI recommends:

- (1) Build data capacity per the suggestions in this report.
- (2) Develop capacity to answer the key questions BI was unable to answer due to data limitations. For example:
 - Arrest:
 1. How do racial and ethnic disparities change (if at all) when citations are included in arrests?
 2. Are people of color more likely than White adults to have a more restrictive outcome to their arrest? (i.e. remain in jail vs. divert or citation for appearance);
 3. Where are people of color arrested most frequently?
 - Pretrial Jail and Bail Decisions:
 1. Do defendants of color remain in jail pretrial at higher rates than White defendants?
 2. When bail is set, do defendants of color have higher bail amounts attached to their bail offer than White defendants?
 3. Are defendants of color less likely to post bail?
 4. Do defendants of color have a longer pretrial length of stay than White defendants?
 5. How do lengths of stay differ by release types (i.e. cited out; dismissed; release on bail; release on pretrial services; release with credit for time served)?
 6. Are defendants of color more likely than White defendants to remain in jail during the trial?
 - Charging and Sentencing:
 1. Are defendants of color who remain in jail during trial more likely to have more restrictive sentences?
 2. How does race and ethnicity impact charging decisions?
 3. Are people of color more likely to plead guilty? Does the likelihood of a guilty plea increase for defendants who remain in custody pretrial?
 - Motions to Revoke Probation (MTR):
 1. Are probation clients (“clients”) of color more likely than White clients to have MTRs filed?
 2. Which departments or agencies are filing the MTRs?
 3. Why was the MTR filed? (new arrest, drug use, fail to report, violate stay away order, etc.)
 4. Do clients of color have their probation revoked for different reasons than White clients?
 5. What are the outcomes of MTRs for clients of color (i.e., modification of probation leading to jail? Modification leading to treatment mandate? Revocation leading to state prison?)
- (3) Develop a system of reporting key indicators of racial and ethnic disparities on a regular basis; BI recommends quarterly. These reports should be disseminated to key partners and be made publicly available. The reports can be used to both identify where disparities exist and to identify target populations for disparity reduction work. Regular reports may be used to monitor trends and whether system involvement for people of color is increasing or decreasing. Below are examples of basic tables that stakeholders may agree to populate. The tables are included as a starting point for discussion --for each key decision point, there are additional data to consider.

**Key Decision Points to Monitor**

	White	Black	Latino	Asian	Pacific Islander	Native American	Total
Arrests							
Bookings to Jail							
Filings							
Declinations							
Convictions							

Jail Bookings by Most Serious Offense Category

		White	Black	Latino	Asian	Pacific Islander	Native American	Total
Felony	Person							
	Property							
	Drug							
	Public Order							
	Sex							
	Other							
	Total							
Misdemeanor	Person							
	Property							
	Drug							
	Public Order							
	Sex							
	Other							
	Total							
Technical/ Administrative	Violation of Probation							
	Bench Warrant							
	Other Technical Violation							

Average Daily Population in Jail

	White	Black	Latino	Asian	Pacific Islander	Native American	Total
Average Daily Population (Total)							
ADP Felony Pretrial							
ADP Misdemeanor Pretrial							
ADP Probation Violation							
ADP FTA Warrant Hold							
ADP AWOL Warrant Hold							
ADP ICE Hold							
ADP Sentenced to Jail Misdemeanor							
ADP Sentenced to Jail Felony							

Length of Stay in Jail (Average and Median) by Release Type

	White	Black	Latino	Asian	Pacific Islander	Native American	Total
Cite Out							
Dismiss							
Release on Bail							
Release to Pretrial Services							
Release with Credit for Time Served							

**Bail Set and Post**

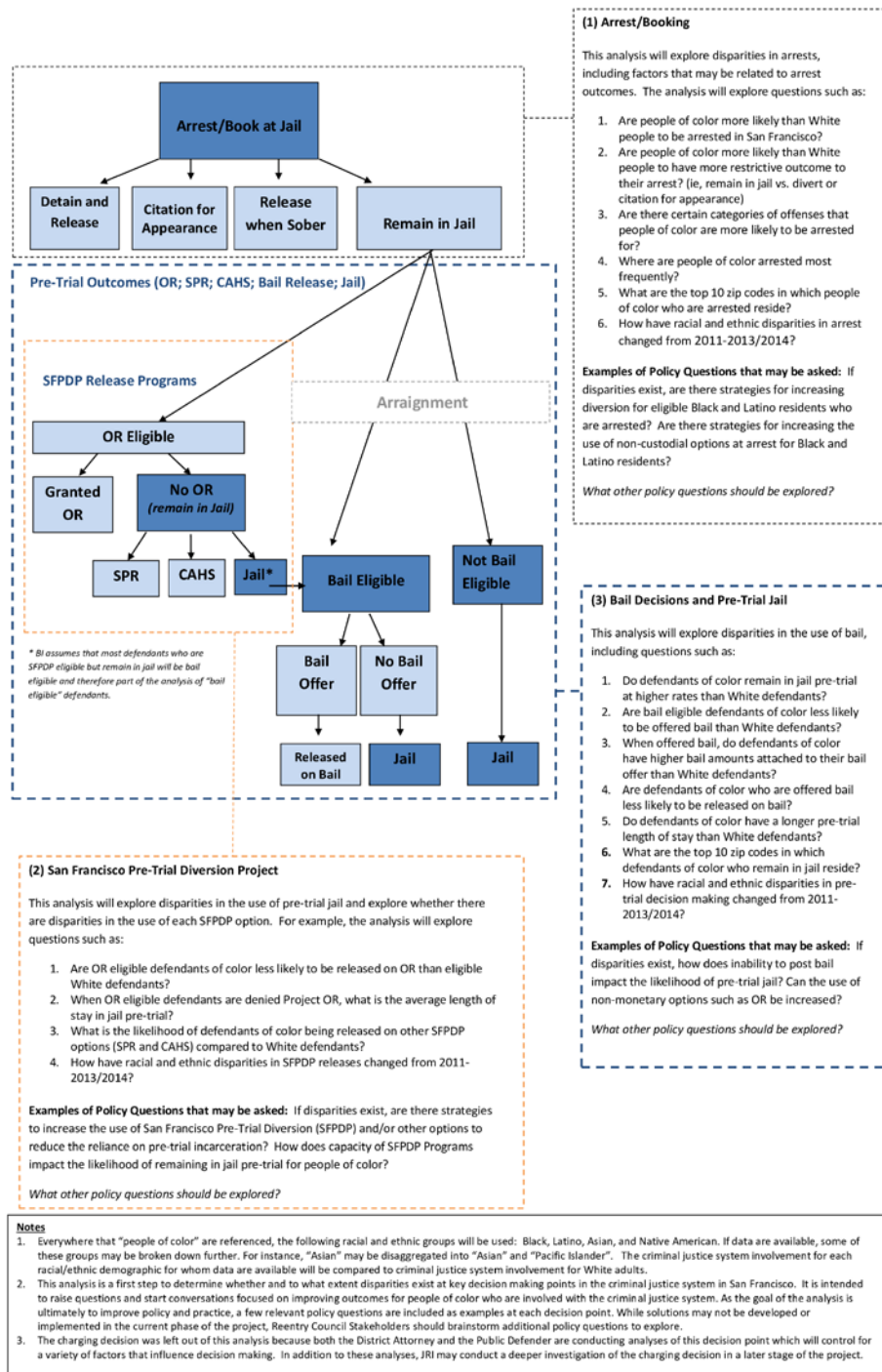
		White	Black	Latino	Asian	Pacific Islander	Native American	Total
\$1 - \$100	Bail Set							
	Bail Posted							
\$101- \$500	Bail Set							
	Bail Posted							
\$501- \$1000	Bail Set							
	Bail Posted							
\$1001- \$5000	Bail Set							
	Bail Posted							
\$5001- \$10,000	Bail Set							
	Bail Posted							
\$10,001- \$20,000	Bail Set							
	Bail Posted							
\$20,000+	Bail Set							
	Bail Posted							

Pretrial Release Decision by Risk Assessment Score

		White	Black	Latino	Asian	Pacific Islander	Native American	Total
Total Booked in Jail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Pretrial Release	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Release on Monetary Bail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							
Remain in Jail	High Risk Score							
	Medium Risk Score							
	Low Risk Score							
	Not assessed for Risk							

- (4) Institutionalize a process for deliberating on the data regularly. Importantly, not only should the data be collected and reported, the data must be discussed by a collaborative made up of traditional and non-traditional stakeholders. During these meetings, stakeholders should consider how local policy and practice change could result in reductions in disparities. As data capacity is strengthened, these are the types of focused conversations we encourage San Francisco stakeholders to have.

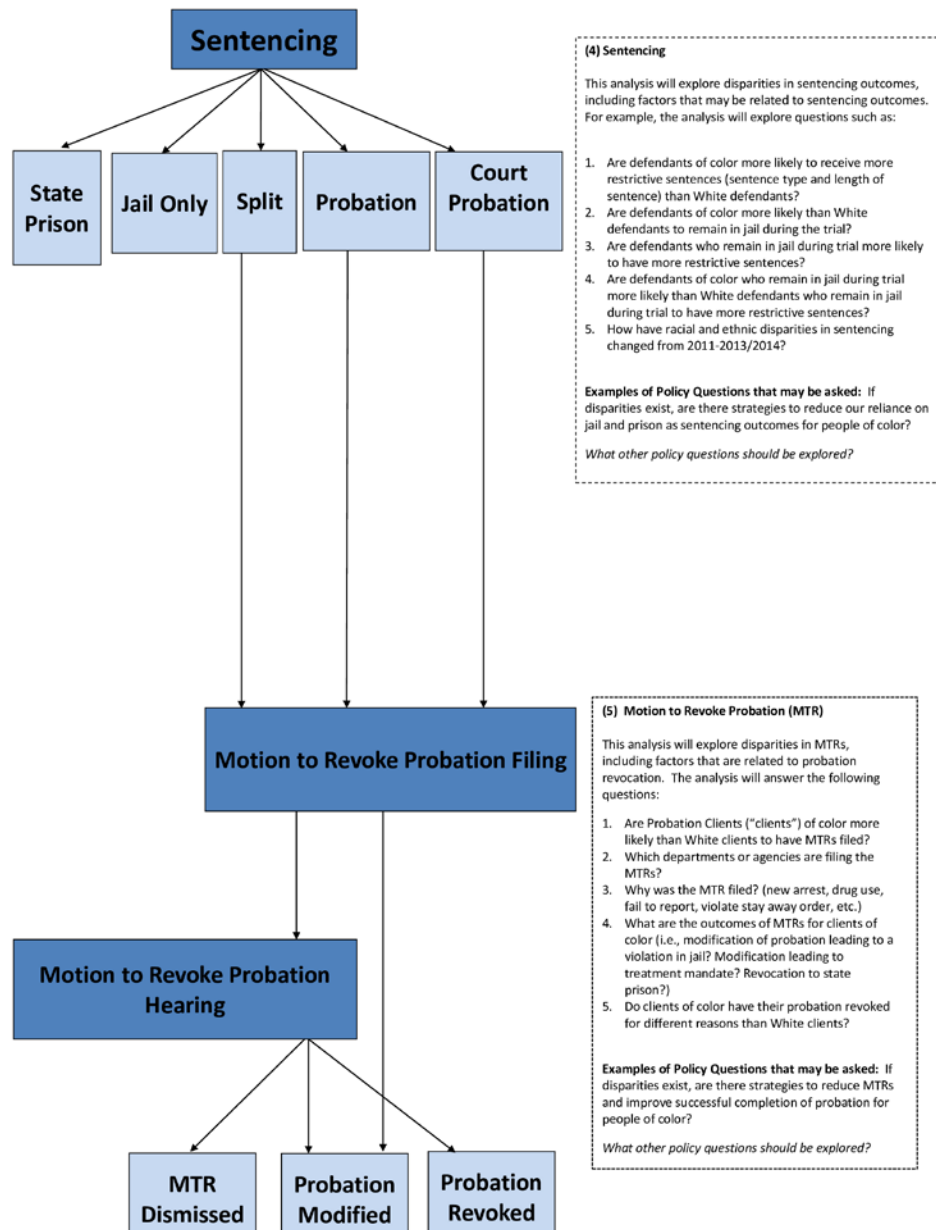
Appendix A: Initial Questions and Flow Charts⁴⁰



⁴⁰ This initial analysis focus purposefully excluded charging decisions, a key decision point. JRI stakeholders agreed that BI's analysis would not look at charging decisions, as both the Public Defender and District Attorney were already engaged in their own studies of this decision point. Their studies will provide a more in-depth look at charging decisions and will be shared with JRI partners.



Appendix A: Initial Questions and Flow Charts



* Everywhere that "people of color" are referenced, the following racial and ethnic groups will be used: Black, Latino, Asian, and Native American. If data are available, some of these groups may be broken down further. For instance, "Asian" may be disaggregated into "Asian" and "Pacific Islander". The criminal justice system involvement for each racial/ethnic demographic for whom data are available will be compared to criminal justice system involvement for White adults.



Appendix B: Disparity Gap in Arrests (2013)

	Disparity Gap (Times More Likely Than White)	White Arrest Rate (per 1000)	Black Arrest Rate (per 1000)
Kidnapping (F)	62.9	0.003	0.19
Lewd or Lascivious (F)	23.6	0.003	0.07
Robbery (F)	17.0	0.34	5.77
Other Sex Law Violations (F)	15.7	0.05	0.73
Checks / Access Cards (M)	15.7	0.003	0.05
Narcotics (F)	14.5	0.69	10.04
Sex Offenses (F)	14.4	0.06	0.80
Other Drugs (M)	13.9	0.28	3.90
Weapons (M)	11.8	0.03	0.36
Weapons (F)	11.7	0.22	2.52
Forgery / Checks / Access Cards (F)	11.3	0.10	1.19
Other Felonies (F)	11.3	4.06	45.78
Other Offenses (F)	10.9	4.45	48.55
Burglary (F)	9.9	0.75	7.42
Homicide (F)	9.6	0.03	0.27
All Felony	9.4	10.56	98.82
Property Offenses (F)	9.0	1.81	16.34
Drug Offenses (F)	9.0	1.72	15.52
Other Misdemeanors (M)	8.9	1.33	11.91
Theft (F)	8.8	0.62	5.46
Failure to Appear Non-Traffic (M)	8.7	2.48	21.53
Other Drugs (F)	7.9	0.01	0.07
Disturbing the Peace (M)	7.4	0.06	0.41
Selected Traffic Violations (M)	7.2	2.86	20.59
Motor Vehicle Theft (F)	7.1	0.29	2.04
Violent Offenses (F)	7.0	2.52	17.61
Malicious Mischief (M)	6.9	0.02	0.17
Marijuana (F)	6.8	0.35	2.38
Trespassing (M)	6.0	0.57	3.40
Liquor Laws (M)	6.0	0.11	0.68
All Misdemeanor	5.7	16.68	95.84
Prostitution (M)	5.6	0.40	2.26
Other Theft (M)	5.3	0.09	0.46
Assault (F)	5.3	2.12	11.23
Forcible Rape (F)	5.2	0.03	0.15
Burglary Tools (M)	5.2	0.06	0.29
Assault and Battery (M)	5.2	1.98	10.23
Arson (F)	4.9	0.05	0.24
Dangerous Drugs (F)	4.5	0.67	3.03
Marijuana (M)	3.9	0.01	0.02
Petty Theft (M)	3.9	0.69	2.72
Drunk (M)	3.4	3.31	11.20
Lewd Conduct (M)	2.8	0.04	0.12
Dangerous Drugs	2.6	0.06	0.15
Hit and Run (M)	2.6	0.05	0.12
Manslaughter Vehicular (F)	2.6	0.01	0.02
Annoying Children (M)	2.6	0.01	0.02
City / County Ordinances (M)	2.6	0.01	0.02
Disorderly Conduct (M)	2.6	0.16	0.41
Driving Under the Influence (M)	2.3	1.80	4.20
Vandalism (M)	2.0	0.23	0.46
Indecent Exposure (M)	2.0	0.01	0.02
Hit and Run (F)	1.7	0.04	0.07
Obscene Matter (M)	1.3	0.02	0.02
Driving Under the Influence (F)	1.2	0.12	0.15



Appendix C: Description of SFPDP Process Diagram and Terminology

“Eligible for Pretrial Release” is the largest and most inclusive category in the SFPDP system. It includes all individuals in the entire SFPDP data set. Eligible for Pretrial Release is not a term used in the SFPDP database, but rather a term BI created, after discussions with Reentry Staff, to label everyone in the SFPDP database. “Eligible for Pretrial Release” is the base of comparison for much of the analysis conducted with regard to pretrial release.

“Interviewed,” indicates an individual was interviewed to determine eligibility for presentation to the duty commissioner. “Not Interviewed” is a term BI created to include all individuals that did not, for whatever reason, get interviewed to determine if they could be presented to the duty commissioner.

“Other: Bailed, Cited, or Dismissed” represents individuals that are cited out, bailed out, or have their case dismissed at some stage in the process, but not at arraignment or by the duty commissioner. Within this category “Bailed,” “Cited,” and “Dismissed,” some dispositions are distinguished within the SFPDP database as “Before Presentation” (BP), i.e., before presentation to the duty commissioner. These individuals were denoted by a BP prefix to their disposition in the SFPDP Rebooking Status variable. For example, both of these are dispositions within the SFPDP system: “Bailed” and “BP Bailed.” These distinctions are not relevant for this analysis and were therefore omitted.

“Presented to Duty Commissioner” means that an individual was interviewed for eligibility and then presented to the duty judge. BI focused on two types of dispositions: “Granted OR by Commissioner” and “Denied OR by Commissioner.” “Granted OR by Commissioner” indicates that an individual who was interviewed and presented to the duty commissioner was then released on their Own Recognizance (OR) by the duty judge. This can happen in two ways, either regular ORPJ or Supervised-ORPJ (terminology used within the SFPDP database), the only difference being the reporting requirements. Correspondingly “Denied OR by Commissioner” means that the individual was not granted ORPJ or Supervised-ORPJ. Another disposition at the Duty Commissioner stage is ORNF stands for “Own Recognizance Not Filed.” ORNF is a designation within the SFPDP system that means the staff did not file the case for a variety of reasons, for example a person would have been presented to the duty judge, but they paid bail before their case was concluded or their case was dismissed. These individuals were not counted in the “Granted OR by Commissioner” category. Persons who were considered “ineligible” (SFPDP database terminology) for a duty commissioner outcome were subtracted from the total number of individuals presented for a given quarter, i.e., the denominator, for each analysis conducted. These individuals are only included in the totals listed, for example at the top of the SFPDP System Flow, and are not part of the rate (percentage) calculations. An individual is considered “ineligible” because of a hold on their file that precludes a duty judge from releasing that individual, for example, an ICE hold. This applies to the entire three and a half year duty commissioner outcome trends.

“Presented at Arraignment” includes all individuals that were actually arraigned. There are several paths through the SFPDP process for a person to end in the “Presented at Arraignment” category. BI focused on whether a person was granted or denied “Pretrial Release at Arraignment.” Persons who had an arraignment status of “Hold” (SFPDP database terminology) were subtracted from the total number of individuals presented for a given quarter, i.e., the denominator. These individuals are only included in the totals listed, for example at the top of the SFPDP System Flow, and are not part of the rate (percentage) calculations. An individual with a hold is not eligible for release at arraignment due to, for example, an ICE hold. This applies to the entire three and a half year arraignment outcome trends.

“Granted Pretrial Release at Arraignment” is a category that means that a person at arraignment was released by the court either on CTOR or Supervised-CTOR (terminology in the SFPDP database), the only difference being reporting requirements. “Denied Pretrial Release at Arraignment” means that once an individual was arraigned, he or she was denied CTOR.

All the relevant information regarding this process is stored in four separate columns of data in the SFPDP data base: interview status (whether an individual was interviewed or not), rebooking status (whether an individual was released before presentation to the duty commissioner or before presentation at arraignment), duty judge⁴¹ outcome (whether an individual was released or denied release by the duty commissioner), and arraignment outcome (whether an individual was released or denied). Due to the fact that within the base of all individuals various conclusions could occur leading to a lack of contiguity and because of a lack of a non-variable base (for example, all arrested), the only basis for comparison in most cases was whether an individual was eligible for an interview (defined above).

⁴¹ The term “judge” is used in the SFPDP database and not “commissioner” which is the more appropriate term, according to staff.



Appendix D: Conviction/Sentencing Data

Conviction Numbers Broken Down by Gender and Race/Ethnicity for Each Year

TOTAL	White	Black	Latino	API	Nat. Am.	Other	Total
2011	1352	1877	235	261	9	168	3902
2012	1588	1544	426	370	6	230	4164
2013	1355	1769	711	406	24	161	4426
2014	668	840	359	173	7	79	2126
Total	4963	6030	1731	1210	46	638	14618

MALE	White	Black	Latino	API	Nat. Am.	Other	Total
2011	1155	1563	209	225	8	155	3315
2012	1291	1281	388	300	5	191	3456
2013	1126	1438	619	338	18	138	3677
2014	539	696	326	140	7	74	1782
Total	4111	4978	1542	1003	38	558	12230

FEMALE	White	Black	Latino	API	Nat. Am.	Other	Total
2011	197	314	26	36	1	13	587
2012	297	263	38	70	1	39	708
2013	229	331	92	68	6	23	749
2014	129	144	33	33	0	5	344
Total	852	1052	189	207	8	80	2388



Top 25 Charges Resulting In Conviction (2011 through Q2 2014)

	White	Black	Latino	API	Native American	Other	Total
DUI (M) [23152(B)VC]	900	278	393	280	4	178	2033
Burglary (F) [459PC]	249	412	47	38	2	22	770
Reckless Driving (M) [23103VC]	244	72	70	120	2	55	563
Burglary (M) [459PC]	200	256	37	47	3	11	554
Sale or Transport of Controlled Substance (F) [11352(A)HS]	71	361	43	13	0	16	504
DUI (M) [23152(A)VC]	205	73	59	67	1	49	454
"SOLICIT SPECIF H AND S ACTS" (M) [653F(D)PC]	150	206	31	13	0	11	411
Battery (M) [242PC]	120	101	54	31	1	21	328
Receiving Stolen Property (M) [496(A)PC]	103	147	34	19	0	13	316
Possession of Controlled Substance (M) [11350(B)HS]	53	189	19	8	0	9	278
Grand Theft (F) [487(C)PC]	32	201	28	10	0	7	278
Possession of Controlled Substance (F) [11350(A)HS]	50	195	16	7	0	6	274
Theft (M) [484A4905PC]	131	94	19	25	1	4	274
Possession of Methamphetamines (M) [11377(A)HS]	150	61	27	14	0	6	258
Robbery (F) [211PC]	27	176	32	14	0	6	255
Receiving Stolen Property (F) [496(A)PC]	64	98	30	15	0	5	212
ADW (F) [245(A)1PC]	58	98	29	12	2	10	209
Assault GBI (F) [245(A)4PC]	48	95	37	15	0	1	196
Possession for Sales (F) [11351HS]	19	141	13	4	1	6	184
Possession of Concentrated Cannabis (M) [11357(C)HS]	101	48	13	7	1	6	176
Drug Possession for Sale (F) [11351,5HS]	8	129	10	2	0	1	150
Possession of Methamphetamines for Sale (F) [11378HS]	78	35	18	14	1	4	150
Domestic Battery (M) [243(E)1PC]	46	58	29	8	0	6	147
Vandalism (M) [594(B)1PC]	63	51	20	7	1	5	147
Accessory After the Fact (M) [32PC]	32	64	20	14	0	2	132
All Other	1706	2236	584	397	21	177	5121
Total	4963	6030	1731	1210	46	638	14618



Top 25 Convicted Charges Resulting In Sentence to Jail/Probation (2011 through Q2 2014)

	White	Black	Latino	API	Native American	Other	Total
DUI (M) [23152(B)VC]	888	268	384	276	3	177	1996
Reckless Driving (M) [23103VC]	239	67	65	119	2	50	542
Burglary (F) [459PC]	138	249	30	27	1	13	458
DUI (M) [23152(A)VC]	202	68	56	67	0	47	440
Burglary (M) [459PC]	143	184	29	43	1	10	410
Sale or Transport of Controlled Substance (F) [11352(A)HS]	64	238	33	4	0	13	352
"SOLICIT SPECIF H AND S ACTS" (M) [653F(D)PC]	126	158	25	10	0	9	328
Battery (M) [242PC]	99	80	45	25	0	19	268
Possession of Controlled Substance (F) [11350(A)HS]	42	170	14	7	0	5	238
Receiving Stolen Property (M) [496(A)PC]	76	107	26	18	0	10	237
Possession of Controlled Substance (M) [11350(B)HS]	46	144	14	3	0	6	213
Grand Theft (F) [487(C)PC]	21	143	18	9	0	7	198
Possession of Methamphetamines (M) [11377(A)HS]	107	46	19	11	0	5	188
Theft (M) [484A4905PC]	83	57	12	15	0	2	169
Assault GBI (F) [245(A)4PC]	40	74	34	14	0	1	163
Possession of Concentrated Cannabis (M) [11357(C)HS]	91	35	11	6	1	6	150
Receiving Stolen Property (F) [496(A)PC]	44	68	24	8	0	4	148
Robbery (F) [211PC]	14	89	18	7	0	2	130
ADW (F) [245(A)1PC]	36	53	15	9	0	8	121
Vandalism (M) [594(B)1PC]	51	41	17	6	1	5	121
Domestic Battery (M) [243(E)1PC]	41	43	24	6	0	5	119
Drug Possession for Sale (F) [11351,5HS]	8	84	7	1	0	0	100
Possession of Methamphetamines for Sale (F) [11378HS]	54	21	12	8	0	3	98
Possession for Sales (F) [11351HS]	12	71	7	2	1	4	97
Assault (M) [245(A)1PC]	41	39	6	6	0	2	94
All Other	1219	1410	414	309	12	129	3493
Total	3925	4007	1359	1016	22	542	10871



Top 25 Convicted Charges Resulting In Sentence to County Jail (2011 through Q2 2014)

	White	Black	Latino	API	Native American	Other	Total
Burglary (M) [459PC]	57	71	8	4	2	1	143
Burglary (F) [459PC]	62	64	5	5	0	4	140
Theft (M) [484A4905PC]	46	36	6	10	1	2	101
"SOLICIT SPECIF H AND S ACTS" (M) [653F(D)PC]	23	47	6	3	0	2	81
Receiving Stolen Property (M) [496(A)PC]	27	40	8	1	0	3	79
Possession of Methamphetamines (M) [11377(A)HS]	43	15	8	3	0	1	70
Sale or Transport of Controlled Substance (F) [11352(A)HS]	6	53	3	4	0	1	67
Possession of Controlled Substance (M) [11350(B)HS]	7	43	5	5	0	3	63
Parole Revocation (F) [3455(A)PC]	8	42	7	3	1	1	62
Battery (M) [242PC]	20	21	9	5	1	2	58
Accessory After the Fact (M) [32PC]	4	27	5	3	0	0	39
Contempt of Court (M) [166(A)4PC]	13	17	1	4	1	0	36
Grand Theft (F) [487(C)PC]	6	22	6	0	0	0	34
DUI (M) [23152(B)VC]	11	10	9	1	1	1	33
Possession for Sales (F) [11351HS]	5	23	3	0	0	0	31
Possession of Methamphetamines for Sale (F) [11378HS]	17	8	4	2	0	0	31
Receiving Stolen Property (F) [496(A)PC]	11	13	5	1	0	0	30
Unlawful Taking of Vehicle (M) [10851(A)VC]	9	11	6	1	0	1	28
Drug Possession for Sale (F) [11351,5HS]	0	25	2	0	0	1	28
Domestic Battery (M) [243(E)1PC]	5	15	5	2	0	1	28
Vandalism (M) [594(B)1PC]	12	10	3	1	0	0	26
Driving Without License (M) [12500(A)VC]	5	15	5	0	0	0	25
Possession of Controlled Substance (F) [11350(A)HS]	5	17	1	0	0	1	24
Resisting Arrest (M) [148(A)1PC]	3	13	6	2	0	0	24
Possession of Concentrated Cannabis (M) [11357(C)HS]	7	13	2	1	0	0	23
All Other	279	398	98	50	6	22	853
Total	746	1224	245	120	18	48	2401



Top 25 Convicted Charges Resulting In Sentence to State Prison (2011 through Q2 2014)

	White	Black	Latino	API	Native American	Other	Total
Burglary (F) [459PC]	37	72	12	6	1	4	132
Robbery (F) [211PC]	9	63	10	6	0	3	91
ADW (F) [245(A)1PC]	21	37	13	0	2	2	75
Possession for Sales (F) [11351HS]	2	41	3	2	0	2	50
Sale or Transport of Controlled Substance (F) [11352(A)HS]	1	38	7	2	0	2	50
Inflict Corporal Injury on Spouse (F) [273,5(A)PC]	9	29	4	1	0	0	43
Grand Theft (F) [487(C)PC]	5	26	3	1	0	0	35
Felon/Addict in Possession of Weapon (F) [12021A1PC]	4	26	2	2	0	0	34
Receiving Stolen Property (F) [496(A)PC]	7	14	1	6	0	1	29
Assault GBI (F) [245(A)4PC]	5	15	3	0	0	0	23
Felon in Possession of Weapon (F) [29800A1PC]	2	17	1	1	0	1	22
Possession of Methamphetamines for Sale (F) [11378HS]	6	6	1	4	0	1	18
Reckless Evading of Police Officer (F) [2800,2AVC]	4	9	2	0	1	2	18
Drug Possession for Sale (F) [11351,5HS]	0	14	1	1	0	0	16
Elder Abuse (F) [368(B)1PC]	3	7	0	2	0	0	12
Unlawful Taking of Vehicle (F) [10851(A)VC]	4	4	1	1	0	1	11
Grand Theft (F) [487(A)PC]	2	5	2	1	0	0	10
Attempted Robbery (F) [664,211PC]	4	6	0	0	0	0	10
Possession of Controlled Substance (F) [11350(A)HS]	1	7	1	0	0	0	9
Possession of Methamphetamines (F) [11377(A)HS]	1	3	3	1	0	1	9
Criminal Threat (F) [422PC]	3	5	1	0	0	0	9
Possession of Marijuana for Sales (F) [11359HS]	0	5	2	1	0	0	8
Assault with Firearm (F) [245(A)2PC]	0	6	2	0	0	0	8
Voluntary Manslaughter (F) [192(A)PC]	0	4	1	1	0	1	7
Indecent Exposure (F) [314,1PC]	2	5	0	0	0	0	7
All Other	47	107	25	10	1	10	200
Total	179	571	101	49	5	31	936

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THE W. HAYWOOD

BURNS INSTITUTE FOR JUVENILE JUSTICE FAIRNESS & EQUITY

Workplace Diversity training provided by Target Solutions

Description:

Ethnic diversity is racial, national and religious variety of groups of people who have varying backgrounds or cultures. An awareness about different cultures and backgrounds helps bring unity and tolerance to the workplace or community. This training course has 7 learning modules with a ten-question exam.

Course Duration:

1 hour(s)

Lessons:

Lesson 1 - Benefits of Workplace Diversity
Lesson 2 - Challenges of Workplace Diversity
Lesson 3 - Creating a Positive Work Atmosphere
Lesson 4 - Federal Job Discrimination Laws
Lesson 5 - Who Anti-Discrimination Laws Affect
Lesson 6 - Filing a Charge
Lesson 7 - Dealing with a Charge
Lesson 8 - Resolving a Charge
Summary – Summary





September 10, 2015

In response to an inquiry from the County Administrator's office, Risk Management would like to offer the following information regarding Contra Costa County's eLearning Diversity training.

What Are the Employer's Responsibilities for Diversity in the Workplace?

Employers have an obligation to provide employees with a safe work environment free from discrimination, harassment and intimidation. Without the proper training and management, a diverse workplace can become a breeding ground for behavior and actions that rise to the level of unlawful and unfair employment practices. Therefore, employers have several responsibilities concerning diversity in the workplace.

Definition

Since the enactment of early nondiscrimination laws such as Title VII of the Civil Rights Act of 1964, the meaning of diversity changed dramatically. In the 1960s, diversity typically referred to differences such as race, color, sex, national origin and religion. In fact, Title VII of the Civil Rights Act specifically prohibits discrimination based on these factors. In later years, the meaning of diversity expanded to include individuals with disabilities, workers age 40 and over, and veterans. However, the definition of diversity in the workplace isn't confined to the characteristics and status codified by law. Workplace diversity includes differences attributed to generation, culture and work styles, and preferences.

Training

An employer's communication policy pertaining to workplace diversity doesn't end with a simple Equal Opportunity Employer (EOE) stamp. Employers also have a responsibility for training employees and managers on topics related to diversity. The U.S. Equal Employment Opportunity Commission strongly recommends a workplace diversity component within every employer's training and development offerings.

The agency states: "Such training should explain the types of conduct that violate the employer's anti-harassment policy; the seriousness of the policy; the responsibilities of supervisors and managers when they learn of alleged harassment; and the prohibition against retaliation." New employees, from entry-level to seasoned workers and from executive leadership to front-line production workers, must receive company training on workplace diversity. Effective training teaches employees how to recognize behaviors that are inconsistent with company policy and actions that demonstrate lack of respect for differences among employees, customers, vendors and suppliers.

Contra Costa County has taken a strong position on ensuring that the workforce learns about the anti-harassment policy; the seriousness of the policy; communicating the responsibilities of the supervisors and managers as it relates to their respective role in handling alleged harassment; and ensured widespread communication on the importance of completing workplace diversity training.

Workplace diversity training is provided through an eLearning platform, Target Solutions. This web-based platform is an exceptional utility program that offers our county employees efficient, time saving, risk management tools. Target Solutions is used by more than 2,500 public entities nationwide. The platform also monitors key compliance tasks, distributes organizational policies, and manages employee certifications and licenses. The workplace diversity training is self-paced and cross-browser compliant with cutting-edge interactions.

On July 1, 2014, David Twa, County Administrator directed all the Department Heads /Directors to ensure that their respective existing staff and new employees be trained according to the County Board of Supervisors' directive. David Twa's memo designated the Workplace Diversity training as a mandated training topic. That directive originated from the Board of Supervisors' Internal Operations report of October 24, 1991. Prior to the memo, this training was not enforced.

Through collaboration of David Twa's memo, the eLearning platform delivery and tracking system, and designating the training as mandatory – 4, 076 Contra Costa County employees have completed the workplace diversity training. Please refer to the table on the following page.

Workplace Diversity Completions by Department As of August 2015			
Department	Number of Completions	Total Number of Employees	
Treasurer	28	26	108%
Auditor	49	52	94%
Sheriff's Office	946	1091	87%
District Attorney	183	236	78%
Child Support Services	164	227	72%
County Administrators	120	168	71%
Human Resources	32	54	59%
County Counsel	24	50	48%
County Clerk-Recorder	27	62	44%
Department Heads	10	25	40%
Probation	161	417	39%
Veteran Services	5	13	38%
Health Services	2051	5508	37%
Assessor	43	153	28%
Animal Services	70	253	28%
Board of Supervisors	6	45	13%
Library	32	433	7%
Public Works	28	397	7%
Public Defender	3	87	3%
Agriculture	2	73	3%
Employment and Human Services	87	3300	3%
Retirement	1	55	2%
Conservation and Development	4	258	2%
Totals:	4076	12983	31%

**Total number of employees taken from Target Solutions data, based off CCC PeopleSoft software program; Figures may include temporary employees and contractors.*

In Closing

Increasing attention to workplace diversity has created a new vernacular which includes buzzwords used to describe employer's responsibilities for creating workplaces that recognize and appreciate diversity among its workforce. Inclusiveness is one such buzzword. Contra Costa County has a responsibility to practice, not just advertise, inclusiveness. We practice inclusiveness by expanding recruitment practices through innovative outreach methods that produce a wider pool of qualified applicants.

Creating a diversity friendly workplace in Contra Costa County isn't about political correctness, procuring a buzzword, a quota issue, or dodging a consent decree order. It's about making sure that our employees of all backgrounds and potential employees feel valued.

I O.-2

TO: BOARD OF SUPERVISORS

FROM: INTERNAL OPERATIONS COMMITTEE

DATE: October 14, 1991



Contra
Costa
County

SUBJECT: APPOINTMENTS TO THE ADVISORY COUNCIL ON EQUAL EMPLOYMENT
OPPORTUNITY AND REVIEW OF DEPARTMENTAL AFFIRMATIVE ACTION
IMPLEMENTATION PLANS

SPECIFIC REQUEST(S) OR RECOMMENDATION(S) & BACKGROUND AND JUSTIFICATION

RECOMMENDATIONS:

1. Authorize the Internal Operations Committee to interview, on November 25, 1991, all applicants for seats on the Advisory Council on Equal Employment Opportunity representing women, minorities, and other protected groups and return to the Board of Supervisors on December 3, 1991 with recommendations for appointments to these seats.
2. Request the Director of Personnel to again contact all employee organizations representing County employees, asking for their nominations to the two seats representing employee organizations on the Advisory Council on Equal Employment Opportunity, authorize our Committee to interview all such applicants if our Committee judges interviews to be appropriate or necessary and return to the Board of Supervisors December 3, 1991 with our recommendations.
3. Request the Affirmative Action Officer to again contact organizations representing the disabled, including organizations representing disabled veterans, urging them to nominate representatives for the seat on the Advisory Council on Equal Employment Opportunity which is reserved for the disabled and authorize the Internal Operations Committee to interview, on November 25, 1991, all applicants for seats on the Advisory Council on Equal Employment Opportunity representing the disabled and return to the Board of Supervisors on December 3, 1991 with a recommendation for appointment to this seat.

CONTINUED ON ATTACHMENT yes YES

SIGNATURE:

RECOMMENDATION OF COUNTY ADMINISTRATOR RECOMMENDATION OF BOARD COMMITTEE

APPROVE

SIGNATURE(S):

ACTION OF BOARD ON

ROBERT I. SCHRODER

October 22, 1991

SUNNE WRIGHT McPEAK

APPROVED AS RECOMMENDED ☒

OTHER ☐

VOTE OF SUPERVISORS

UNANIMOUS (ABSENT ~)

AYES:

NOES:

ABSENT:

ABSTAIN:

CC:

Please see Page 3.

I HEREBY CERTIFY THAT THIS IS A TRUE
AND CORRECT COPY OF AN ACTION TAKEN
AND ENTERED ON THE MINUTES OF THE BOARD
OF SUPERVISORS ON THE DATE SHOWN.

ATTESTED OCT 22 1991

PHIL BATCHELOR, CLERK OF THE BOARD OF
SUPERVISORS AND COUNTY ADMINISTRATOR

BY [Signature]

DEPUTY

I.O.-2

4. Establish as the first task for the Advisory Council on Equal Employment Opportunity the review of all departmental plans for implementation of the County's Affirmative Action Plan and return to the 1992 Internal Operations Committee by January 31, 1992 with their comments and recommendations. For this purpose, refer to the 1992 Internal Operations Committee the oversight of the departmental plans for the implementation of the County's Affirmative Action Plan.
5. Express to the County Administrator the Board's dismay that three County departments (West County Fire Protection District, Office of the Superior Court Administrator-Jury Commissioner, and Social Services Department) were unable to submit their implementation plans within the prescribed deadlines, even with three months advance notice and request the County Administrator to insure that these plans are submitted immediately.
6. Request the Affirmative Action Officer to conduct an analysis of the completeness and adequacy of each department's affirmative action implementation plan and share her comments and recommendations with the County Administrator for his subsequent discussion with the department heads.
7. Clarify the Board's intent that the following goals be established for individual County departments and for the County as a whole, as is indicated:
 - A. Each County department has as a goal to achieve parity with the workforce in Contra Costa County in terms of women and minorities, measured by "class" or "occupational grouping" as those terms are defined by the Affirmative Action Officer.
 - B. The County as an employer has as a goal to achieve parity with the working age population in Contra Costa County in terms of the percentage of women and minorities who are employed by the County.
 - C. The County as an employer has as a goal to achieve parity with the countywide labor force by occupational grouping and salary level, as those terms are agreed on between the Affirmative Action Officer and Director of Personnel, recognizing that the County may be limited in terms of how such data can be presented, depending on what comparable data on the general labor force is available.
8. Request the Affirmative Action Officer to prepare and make available to the Internal Operations Committee data which compares the women and minority employment by salary level in the general population with similar data for the County as an employer.
9. Request the Director of Personnel to insure that all new County employees attend the County's Affirmative Action/Equal Employment Opportunity/Sexual Harassment and Adapting to Cultural Diversity Workshop as a part of their new employee orientation and that all County employees attend such training not less often than once every ~~three~~ ^{years}.

BACKGROUND:

On July 9, 1991, the Board of Supervisors approved recommendations from our Committee in the area of affirmative action, including agreeing to establish an Advisory Council on

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Equal Employment Opportunity and asking all departments to prepare and submit a plan for how that department would implement the County's Affirmative Action goals.

On October 14, 1991, our Committee met with the Affirmative Action Officer, Director of Personnel and a number of concerned individuals. We received and reviewed applications from those who have applied for membership on the Advisory Council. Since the members of our Committee do not know all of the applicants, we would like the opportunity to interview all of the applicants and then make recommendations for appointments to the Advisory Council.

We were pleased that all but three departments have submitted their implementation plans. In reviewing the plans we noted some omissions which need to be completed and several plans which appear to be excellent. We are, therefore, asking the Affirmative Action Officer to review each of the plans and advise the County Administrator of areas in which each plan may require additional work. Once amended plans are submitted, we would like the Advisory Council to review them and comment on the implementation plans to the 1992 Internal Operations Committee by January 31, 1992.

We have suggested the need to clarify some of our goals which may not have been clear when originally adopted by the Board in July and have, therefore, outlined more clearly what we intend in terms of comparing the County's workforce with that in the private sector.

cc: County Administrator
Scott Tandy, Chief Assistant Administrator
Emma Kuevor, Affirmative Action Officer
Harry Cisterman, Director of Personnel



Fostering a Diverse & Inclusive Workplace

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Introduction

Workplace diversity is a people issue, where we try to understand our differences and similarities. We define diversity broadly to include not just race and gender, but all the different identities and perspectives that people bring, such as profession, education, parental status, geographic location and so forth.

Diversity is about including and learning from others who are not the same as us... about dignity and respect for everyone, and about creating a workplace environment that encourages learning from others and leverages the diverse perspectives and contributions.

This course has the following objectives:

- To increase your understanding of how your identity influences how you perceive others and how others perceive you
- To understand our filters and how filters create barriers
- To leverage our differences to create more business value
- To foster and promote a more diverse, inclusive workplace

Why is Diversity Important

What is the business case for diversity? Certainly, it is the “right thing to do.” But beyond that, diversity can improve the quality of our workforce and provide us a competitive business advantage. As society changes, our markets and customers change and our workforce must reflect those changes as well.

Traditional “minority” groups are now the majority in 6 out of the 8 largest cities in the United States with a combined buying power in the billions of dollars. Women are the primary investors in more than half of U.S. households. A diverse workforce can better understand our customers, identify market needs and suggest potential new products and services.

Diversity initiatives can attract the best and brightest employees to our workplace. Our future depends on the quality of our employees today and our ability to attract and retain the top-notch talent of tomorrow.

We also need a diverse workforce to increase our creativity and innovation since employees from varied backgrounds can bring different perspectives, ideas and solutions to the table.

Our society is quickly changing and it's up to us to broaden our horizons and expand our awareness of different types of people.

Dimensions of Identity

In order to understand and foster diversity, we all need to become aware of and understand our own social and personal characteristics and how those characteristics influence our perspective.

We also need to understand the characteristics of other people with whom we work and do business.

The first step to awareness is to understand the 4 dimensions of identity:

- Individual
- Primary
- Secondary
- Universal

Individual identity means those core characteristics that make up our unique personality and perspective on life.

Primary identity refers to those characteristics that we cannot easily change such as our race, gender, age, and so forth.

Secondary identity consists of characteristics that are more easily changed such as our marital status, religion, education, income level, and so on.

Universal identity means those traits we all share and can understand in one another such as our love for our family.

Individual Identity

We all have a unique way of interacting with others and a unique perspective. Individual identity is the most powerful motivator of how a particular person will think or act. Our individual identity is far more relevant and predictive of how we will act than our primary or secondary identity.

So, understanding someone's individual identity is the best way to understand and predict that person's behavior and reactions.

Primary Identity

Our primary identity consists of core characteristics that have a powerful effect on our perspective AND on how others perceive us. Examples of primary identity include:

- Race
- Gender
- Age
- Ethnicity and National Origin
- Disabilities

- Sexual Orientation

According to the Society for Human Resources Management (SHRM), the 9 factors we first notice about someone are:

- Race
- Gender
- Age
- Appearance
- Facial expressions
- Eye contact
- Movement
- Personal space
- Touch

We notice what matters to us. So the fact that race, gender, and age are the top three things we notice about someone indicates the role our primary identity plays in how we perceive others and how others perceive us.

Secondary Identity

Our secondary identity can change over time, but it also affects our perspective and how others perceive us. Secondary identity dimensions can include:

- Marital or parental status
- Religion
- Education
- Income level
- Geographic location
- Career
- Sports, hobbies or other personal interests

The primary and secondary identity dimensions can either be a source of commonality between people, OR, a difference that separates people.

Universal Identity

Our universal identity includes those traits we all share and can relate to as human beings across the globe such as:

- Love for family
- Need to support family
- Need for dignity and respect
- Need for esteem and a sense of belonging

Bias & Stereotype

As we mature, our perspective on people and situations increasingly stems from our life experiences and the attitudes of our friends and family. While this is a very natural evolution, it also creates blinders that cloud how you view people.

These blinders become stereotypes and biases.

What are Stereotypes and Biases?

A stereotype is a conventional, formulaic, and oversimplified conception, opinion, or image.

Bias is a preference or an inclination, especially one that inhibits impartial judgment.

Identifying Your Blinders

Blinders are intangible feelings that get in the way of facts.

To identify blinders, ask yourself questions such as:

- Do I have the same reaction to members of a given group each time you encounter him or her?
- Do I have these reactions before--or after--I have a chance to know the individual?

If the answer is “before you know the individual,” you’re operating on stereotypes and blinders.

Work to label these automatic responses as stereotypes and remind yourself that they are not valid indicators of one’s character, skills or personality.

Stereotyping is a learned habit, and it can be unlearned with practice.

Common Challenges

Diversity challenges can stem from all types of identity differences. However, there are a few common diversity challenges that we all seem to experience and that would be helpful to explore further.

Gender

The gender difference is arguably the greatest difference and therefore, the greatest challenge for people working together.

Race

Race and cultural background plays a big factor in either uniting or dividing people, depending on whether a person is “in the group” or outside it.

When fostering an inclusive workplace, the key is to get to know and include all types of people... not just those who look and act like you.

National Origin & Cultural Differences

In today’s society, it’s relatively common to work alongside people who were born in different countries and exposed to very different cultural backgrounds.

Also, given increasing globalization, it’s easy for any company to conduct business globally and work with people from all over the world. Therefore, becoming more aware of cultural differences is essential.

Not surprisingly, it’s easier for people to accurately recognize emotions within their own culture than in others. A Chinese businessperson is more likely to accurately label the emotions underlying the facial expressions of a Chinese colleague than those of an American colleague.

So here is a diversity tip: people need to know the emotional norms in each culture they do business in, or the cultures of the people they work with, to minimize unintended signals or miscommunications. Expanding your knowledge base and doing a little cultural research could provide huge dividends.

Religion

Every year some people in the workplace feel excluded and/or uncomfortable during the holiday season. Remember that many religions have important celebrations not only during the month of

December, but at other times of the year as well. Be respectful and be inclusive of everyone's celebration.

Language

This is one of the most common tensions in today's workforce. A growing percentage of the workforce speaks two or more languages. Be respectful and be open-minded. Don't assume someone is talking about you if he or she is speaking in a language you can't understand. If you are multilingual, try to avoid speaking in another language in front of others who can't understand, as it often makes them feel uncomfortable and excluded.

Generational Issues

While each generation has its merits and strengths, their weaknesses and stereotypes can cause tension and disrespect. Younger workers may not appreciate or understand the intense work lives of Baby Boomers. Each generation also has a different view of, and approach to communication. While you may not subscribe to the text-messaging habits of Millennials, it's important to appreciate every generation's modes of communication to better manage an age-diverse staff.

The chart below shows some generalized differences between the 4 generations working together in today's workplace.

Generalized Differences	Traditionalist	Baby Boomers	Gen X	Millenials
Work Style	By the book: HOW is as important as WHAT gets done	Get it done whatever it takes--nights & weekends	Find the fastest route to results; protocol secondary	Work to deadlines--not necessarily to schedules
Communication	Formal and through proper channels	Somewhat formal and through structures network	Casual and direct; sometimes skeptical	Casual and direct; eager to please
Work/Family	Work and family should be kept separate	Work comes first	Value work/life balance	Value blending personal life into work
Loyalty	To the organization	To the importance and meaning of work	To individual career goals	To the people involved with the project
Technology	"If it ain't broke, don't fix it!"	Necessary for progress	Practical tools for getting things done	"What else is there?"

Breaking Down Barriers

We are each responsible for changing our stereotypes and taking down our blinders. Here, we will look at five easy steps to minimize blinders and foster a more inclusive environment.

Break Assumptions

- Collect information
- Divide out the facts from your opinions and theories
- Make judgment based only on the facts
- Periodically refine your judgment based on the facts
- Try to continue expanding your opinion of a person's potential.

Empathize

In order to understand people from different cultures, empathy is vital. Try to put yourself in someone else's shoes to see or appreciate their point of view.

Involve

Learn about the values and beliefs of others in the organization. Involving others in your world and involving yourself in others empowers and educates. Identify ways to value uniqueness among your colleagues. Look for ways to be inclusive and don't build walls between people.

Avoid Herd Mentality

Herd mentality refers to a one-dimensional, group perspective. This way of thinking curbs creativity, innovation and advancement as people are limited in how they can approach or engage with different types of people. An inclusive environment can only develop if people are encouraged to think as individuals, and share their different ideas and perspectives.

Do Not Tolerate Insensitive Behavior

People can and do behave insensitively. By attacking someone's person, you attack their dignity, which can only be divisive. Cultural competency is based upon people thinking through words and actions to ensure they do not act inappropriately. When insensitive behavior is witnessed, it is the responsibility of all to shun it and ensure it remains unacceptable.

Mentoring

Mentors can be critical to an employee's success in an organization.

Providing strong mentors helps employees develop confidence, competence and credibility in an organization - traits that lead to career advancement.

Mentors provide critical support in 5 ways:

- Mentoring relationships open the door to challenging assignments that allow employees to gain professional competence.
- By trusting and investing in the employee, a mentor sends a signal to the rest of the organization that the employee is a high performer, which helps the employee gain confidence and establish credibility.
- Mentors provide crucial career advice and counsel that prevents their protégés from getting sidetracked from the path leading to the executive level.
- Mentors often become powerful sponsors later in the employee's career, recruiting them repeatedly to new positions.
- Mentors protect their protégés by confronting subordinates or peers who level unfair criticism, especially if the criticism has discriminatory undertones.

All in all, mentoring is a win, win strategy. It helps the career advancement of employees AND it helps the organization DEVELOP and RETAIN diverse talent.

Conclusion

Fostering diversity is good for business. As organizations compete in an increasingly global marketplace, the different perspectives and experiences gained by having a rich mix of employees will be important to produce creative thinking, innovative solutions and a broader appeal to a larger customer base.

But to foster diversity, we first need to appreciate the strength we gain from our differences and diversity.

Here are 4 ways to show our appreciation for diversity:

- **Value it:** Valuing differences is a critical first step in melding a productive and inclusive workforce. Differences are an advantage, but only if you recognize them as such.
- **Demonstrate:** Talk is easy. Demonstrating your appreciation of differences and helping to create a more inclusive environment is more difficult. Be willing to consider and/or implement new ideas and ways of dealing with issues.
- **Reward:** You need to reward people who demonstrate an appreciation for everyone's uniqueness. Rewarding inclusive behavior is critical.

- **Learn:** Learn from colleagues whose value base and experiences are different from yours. Your efforts at learning send a message to your colleagues that you appreciate and value their differences. What develops when you are willing to learn from others is mutual respect, better communication and a greater understanding among everyone.

By understanding our own identity and blinders, and those of others, we can understand and appreciate our differences. By appreciating and being sensitive to our differences, we can foster a diverse and inclusive workplace, and leverage our diversity for our benefit.

Questions?

Feel free to ask questions about this topic by emailing
legalteam@emtrain.com

Inclusion, Belonging, and Excellence for One King County: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat

A Note to Participants

Thank you for being brave and open while you participate in this discussion, and for your commitment to ending racism within our lifetime. This session is designed to foster a nurturing community of learning, where all participants feel empowered to share and have positive interactions.

Achieving Fairness and Opportunity in King County Government Practices

Ensuring fairness and opportunity in how we operate as King County government and how we serve our communities, requires *proactively* dismantling institutional and structural racism.

The concepts and tools provided in this discussion enable us to actively and effectively promote equitable outcomes in our workplaces and communities.

Taking an Implicit Association Test (IAT)

Before you join this discussion, please take the Race Implicit Association Test and at least one other IAT of your choice:

<https://implicit.harvard.edu/implicit/takeatest.html>

A considerable part of this discussion is about understanding our individual unconscious biases – yes, we *all* have them. The IAT is an educational tool that evaluates a baseline of some of our most common unconscious biases.

The IAT can only be taken on a computer. It is advised that you take the IATs in a private place where you feel comfortable.

Feedback

How did it go? Share your insights with jake.ketchum@kingcounty.gov, candace.jackson@kingcounty.gov, or arun.sambataro@kingcounty.gov.



Inclusion, Belonging, and Excellence for One King County: Addressing Implicit Bias, Racial Anxiety, and Stereotype Threat

Participant Guide* Total time = 90 minutes

Part 1: Getting Started (15 minutes)

Purpose: Achieve King County Equity and Social Justice foundational practice of “fostering an organizational culture that promotes fairness and opportunity.”[†]

Discussion Goals

1. Understand the concept of implicit bias and begin to identify our individual biases.
2. Learn how we experience racial anxiety and stereotype threat, and how these experiences impact our workplace and community interactions.
3. Discuss ways to mitigate implicit bias at decision points:
 - Hiring
 - Work relationships
 - Policy (drafting, interpretation, implementation)
 - Community engagement
 - Customer service
 - Personnel supervision

* Revised by Rachel Godsil from Within Our Lifetime Facilitator Guide created by Patrick L. Scully, Ph.D. Clearview Consulting, LLC. Adapted for King County Equity and Social Justice.

For more information, see <http://www.withinourlifetime.net/Blog/index.html>

[†] King County Ordinance 16948. October 2010 (Pg. 4, Line 80.)



Guidelines for Multicultural Interactions (by Laurin Mayeno and Elena Featherston, 2006, adapted from VISIONS, Inc.)

Be present... Bring your full attention to the process. Acknowledge anything that you need to let go of in order to be present.

Try on new ideas, perspectives... Be willing to open up to new territory and break through old patterns. Remember, “try on” is not the same as “take on.”

It’s OK to disagree... Avoid attacking, discounting or judging the beliefs and views of others. Instead, welcome disagreement as an opportunity to expand your world.

Confidentiality... It helps to remember that the story belongs to the teller.

Step up, step back... Be aware of sharing space in the group. Respect the different rhythms in the room; it is ok to be with silence.

Self-awareness... Respect and connect to your thoughts, feelings and reactions in the process. Monitor the content, the process and yourself.

Check out assumptions... This is an opportunity to learn more about yourself and others; do not “assume” you know what is meant by a communication especially when it triggers you – ask questions.

Practice “both/and” thinking... Making room for more than one idea at a time means appreciating and valuing multiple realities.

Intent is different from impact... and both are important. It is also important to own our ability to have a negative impact in another person’s life despite our best intention.

Listen deeply... Listen with intent to hear, listen for the entire content and what is behind the words. Engage heart and mind -- listen with alert compassion.

Speak from the “I...” is speaking from one’s personal experience rather than saying “we,” it allows us to take ownership of thoughts, feelings and actions.

Instructions for Participants

- *Around your table/group, share what you hope to get out of this discussion.*



Part 2: Understanding the Concepts (45 minutes, with video)

Short video from Rachel Godsil's presentation at the 2014 ESJ Annual Forum – Building a Culture of Equity (28 min.): https://www.youtube.com/watch?v=AGIRt-5HX_E&feature=em-share_video_user

Implicit bias refers to the process of associating stereotypes or attitudes toward categories of people without conscious awareness.

Racial anxiety is discomfort about the experience and potential consequences of inter-racial interaction:

- People of color can be anxious that they will be the target of discrimination and hostile or distant treatment;
- Whites can be anxious that they will be assumed to be racist and, therefore, will be met with distrust or hostility.

People experiencing racial anxiety often engage in less eye contact, have shorter interactions, and generally seem—and feel—awkward. Not surprisingly, if two people are both anxious that an interaction will be negative, it often is. So racial anxiety can result in a negative feedback loop in which both parties' fears appear to be confirmed by the behavior of the other.

Stereotype threat occurs when a person is concerned that she will confirm a negative stereotype about her group. When people are aware of a negative stereotype about their group in a domain in which they are identified, their attention is split between the activity at hand and concerns about being seen stereotypically.

Implicit Association Test (drawing from Discussion Materials, Patricia Devine) (15+minutes)

Questions for Participants

- *Have you taken the Race IAT and one other IAT of your choice?*
- *What are your thoughts or reactions?*
- *What does it mean for how you work with your colleagues? The public?*

If you took the Race IAT and found it easier to pair white faces with positive words and black faces with negative words or the Gender IAT and found it easier to associate words linked to work with men and family to women, you are not alone. More than 85% of whites are shown to have a “preference” for whites, for example. The good news is that this “preference” is not fixed – you can change it – and that you can make sure your behavior is not affected by this automatic response that is not consistent with your conscious beliefs.



Part 3: Preventing Effects of Implicit Bias (30 minutes)

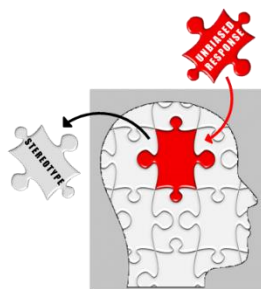
It is important that people consciously engage in the process (Wald and Tropp[‡], 2013):

- Have intention and motivation to bring about change
- Become aware of bias
- Pay attention to when stereotypical responses or assumptions are activated
- Make time to practice new strategies

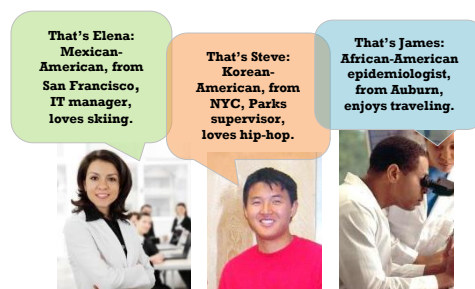
Instructions for Participants

Take a moment to review the interventions handout. (2 min.) We will focus on the interventions that we can practice easily on our own as individuals, and start to develop immediately within our workplaces, to bring about positive change.

Individual Interventions



**Stereotype
Replacement**



Individuation



**Increasing opportunities
for contact**

Institutional Interventions

- Improve Conditions of Decision-making
- Count

[‡] Wald, J., Tropp, L. *Strategies for Reducing Racial Bias and Anxiety in Schools* (PDF document). Retrieved from http://www.onenationindivisible.org/wp-content/uploads/2013/11/Strategies-for-Reducing-Racial-Bias-and-Anxiety-in-Schools_Wald-and-Tropp.pdf

Questions for Participants

Consider a specific decision point (select one from list on page 2) and discuss how we can apply these concepts and interventions that we reviewed above, during decision-making to minimize/eliminate negative impact.

1. What are some known risk areas where bias can influence interactions and decision-making?
2. How is implicit bias, racial anxiety, or stereotype threat at play?
3. How can you determine whether bias, racial anxiety or stereotype threat might be impacting decisions?
4. Which of the interventions (see definitions sheet) are likely to be most useful and how can they be applied to the situation?
5. How will you measure success?

FOOD for THOUGHT

(additional reading on these mind sciences)

Blindspot: Hidden Biases of Good People by Mahzarin Banaji and Anthony Greenwald, explore hidden biases that we all carry from a lifetime of experiences with social groups – age, gender, race, ethnicity, religion, social class, sexuality, disability status, or nationality.

Whistling Vivaldi: How Stereotypes Affect Us and What We Can Do (Issues of Our Time) by Claude M. Steele offers a vivid first-person account of the research that supports his groundbreaking conclusions on stereotypes and identity.



Guidelines for Multicultural Interactions

Be present... Let go of anything that might be a distraction (deadlines, paperwork, children, etc.) and be intentional about your purpose in this moment. Bring your full attention to the process. Acknowledge anything that you need to let go of in order to be present.

Try on new ideas, perspectives ... as well as concepts and experiences that are different than your own. Be willing to open up to new territory and break through old patterns. Remember, "try on" is not the same as "take on."

It's OK to disagree... Avoid attacking, discounting or judging the beliefs and views of others. Discounting can be verbally or non-verbally. Instead, welcome disagreement as an opportunity to expand your world. Ask questions to understand the other person's perspective.

Confidentiality... There is another dimension of confidentiality that includes "asking permission" to share or discuss any statement another person makes of a personal nature. It helps to remember that the story belongs to the teller.

Step up, step back... Be aware of sharing space in the group. If you are person who shares easily, leave space for others to step into. Respect the different rhythms in the room, it is ok to be with silence. If you are a person who doesn't speak often, consider stepping forward and sharing your wisdom and perspective.

Self awareness... Respect and connect to your thoughts, feelings and reactions in the process. Be aware of your inner voice and own where you are by questioning why you are reacting, thinking and feeling as you do. Monitor the content, the process and yourself.

Check out assumptions... This is an opportunity to learn more about yourself and others; do not "assume" you know what is meant by a communication especially when it triggers you – ask questions.

Practice "both/and" thinking... Making room for more than one idea at a time means appreciating and valuing multiple realities (it is possible to be both excited and sad at the same time) – your own and others. While either/or thinking has its place it can often be a barrier to human communication

Intent is different from impact... and both are important. It is also important to own our ability to have a negative impact in another person's life despite our best intention. In generous listening, if we assume positive intent rather than judging or blaming, we can respond, rather than reacting or attacking when negative impact occurs.

Listen deeply ... Listen with intent to hear, listen for the entire content and what is behind the words. Encourage and respect different points of view and different ways of communicating. Engage heart and mind -- listen with alert compassion.

Speak from the "I"... is speaking from one's personal experience rather than saying "we," it allows us to take ownership of thoughts, feelings and actions

Laurin Mayeno and Elena Featherston, 2006
Adapted from VISIONS, Inc.



King County

Definitions of Interventions*

Implicit Bias Interventions

Studies have shown that people who engage in the strategies described below reduce their implicit bias, are more aware of and concerned about discrimination, and are more enthusiastic about inter-racial contact. (Devine et al, 2012)

The following are steps that individuals can take to “break the prejudice habit”
(Devine et al, 2012):

Stereotype replacement: 1) Recognize that a response is based on stereotypes, 2) label the response as stereotypical, and 3) reflect on why the response occurred. This creates a process to consider how the biased response could be avoided in the future and replaces it with an unbiased response.

Counter-stereotypic imaging: Imagine counter-stereotypic others in detail – friends, co-workers, respected community members, even celebrities. This makes positive images more available and begins the process of replacing the negative, often inaccurate stereotypes.

Individuation: Learn specific information about your colleagues. This prevents stereotypic assumptions and enables association based on personal and unique, rather than group, characteristics.

Perspective taking: Imagine oneself to be a member of a stereotyped group. This increases psychological closeness to the stereotyped group, which ameliorates automatic group-based evaluations.

Increasing opportunities for contact: Increased contact between groups can reduce implicit bias through a wide variety of mechanisms, including altering their images of the group or by directly improving evaluations of the group. (Ex: learn about other cultures by attending community events and other public educational opportunities like exhibits, media, etc.)

Institutions can establish practices to prevent these biases from seeping into decision-making.

A group of researchers developed these four interventions listed, which have been found to be constructive (Kang et al., 2011):

1. **Doubt Objectivity:** Presuming oneself to be objective actually tends to increase the role of implicit bias; teaching people about non-conscious thought

* Revised by King County Office of Equity and Social Justice in collaboration with Rachel Godsil. Adapted from Within Our Lifetime Facilitator Guide created by Patrick L. Scully, Ph.D. Clearview Consulting, LLC. For more information, see <http://www.withinourlifetime.net/Blog/index.html>

processes will lead people to be skeptical of their own objectivity and better able to guard against biased evaluations.

2. **Increase Motivation to be Fair:** Internal motivations to be fair rather than fear of external judgments tend to decrease biased actions.
3. **Improve Conditions of Decision-making:** Implicit biases are a function of automaticity. Think slowly by engaging in mindful, deliberate processing, not in the throes of emotions prevents our implicit biases from kicking in and determining our behaviors.
4. **Count:** Implicitly biased behavior is best detected by using data to determine whether patterns of behavior are leading to racially disparate outcomes. Once one is aware that decisions or behavior are having disparate outcomes, it is then possible to consider whether the outcomes are linked to bias.

Racial Anxiety and Stereotype Threat Interventions

Most of these interventions were developed in the context of the threat experienced by people of color and women linked to stereotypes of academic capacity and performance, but can be useful in the work place and are also be translatable to whites who fear confirming the stereotype that they are racist so can be useful in reducing racial anxiety.

Social Belonging Intervention: Help employees realize that people of every identity category experience some challenge when they begin a new job or new set of responsibilities but that those feelings abate over time. This has been shown to have the effect of protecting employees from stigmatized identity categories from assuming that they do not belong due to their race or other identity category and helped them develop resilience in the face of adversity.

Wise Criticism: Convey high expectations and belief in the capacity to meet them. Giving feedback that communicates both high expectations and a confidence that an individual can meet those expectations minimizes uncertainty about whether criticism is a result of racial bias or favor (attributional ambiguity). If the feedback is merely critical, it may be the product of bias; if feedback is merely positive, it may be the product of racial condescension.

Behavioral Scripts: Setting set forth clear norms of behavior and terms of discussion can reduce racial anxiety and prevent stereotype threat from being triggered.

Growth Mindset: Teaching people that abilities including the ability to be racially sensitive are learnable/incremental rather fixed has been useful in the stereotype threat context because it can prevent any particular performance for serving as “stereotype confirming evidence.”





Local and Regional Government
alliance on
race & Equity

Equity Workshop

Building Healthy Communities
The California Endowment Staff & Partners

November 24, 2014



Objectives:

- Increase understanding of the **role and opportunity** for governmental work on racial equity
- Learn about key **strategies** to support racial equity work
- Enhance understanding of key racial equity **concepts** and how they apply to government



Racial inequity



● **100%**

Likelihood that race is a determinant for key health and social indicators in life.

● **10 years**

Difference in life expectancy based on zip code in King County.



Racial equity means:

- “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all
- To do so, have to:
 - ✓ Target strategies to focus improvements for those worse off
 - ✓ Move beyond “services” and focus on changing policies, institutions and structures



Types of bias

Explicit bias

Expressed directly

Aware of bias

Operates consciously

Implicit bias

Expressed indirectly

Unaware of bias

Operates sub-consciously

Source: Unconscious (Implicit) Bias and Health Disparities: Where Do We Go from Here?



Example of implicit bias

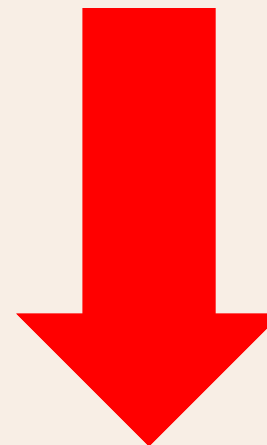
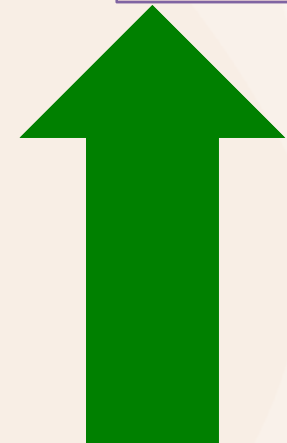
Job search - identical
resumes, apart from names

More “white-sounding”
names

- ✓ 50% more callbacks for
jobs than “African-
American sounding”
names.

Susan Smith

50% more
call-backs.



LaKesha
Washington



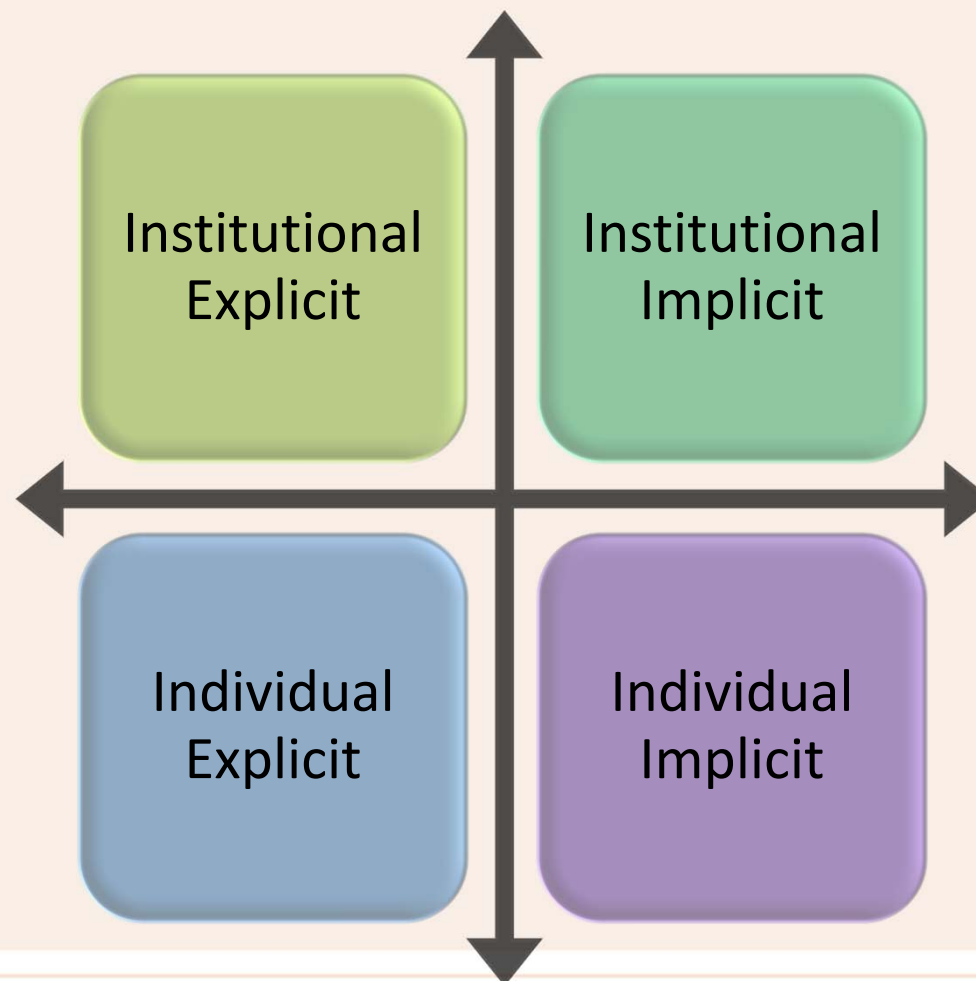
What to do with bias?

- Suppressing or denying biased thoughts can actually increase prejudice rather than eradicate it.
- Research has confirmed that if we openly challenge our biases, we can develop effective strategies and make more progress.



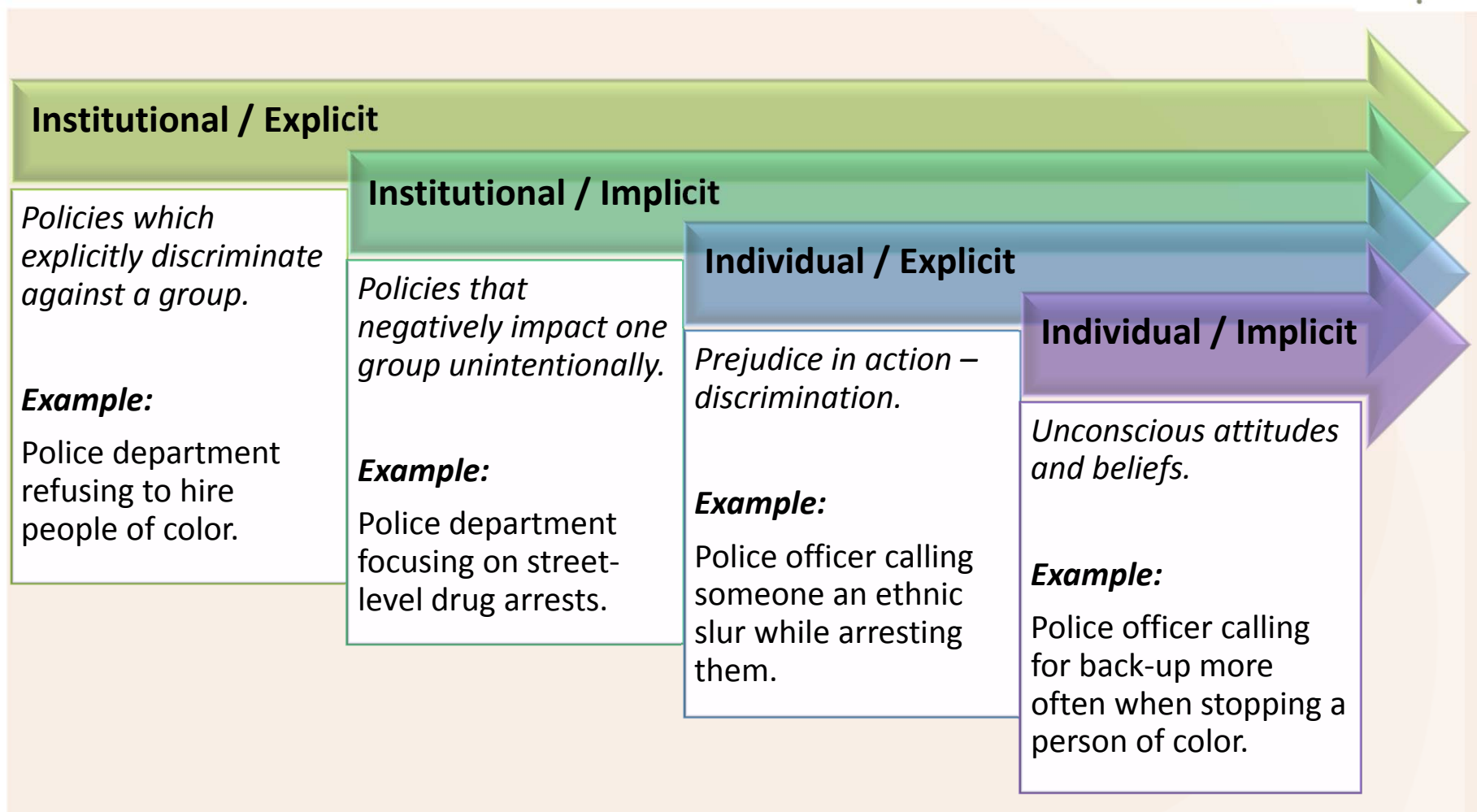


What creates different outcomes?





What creates different outcomes?





Re-framing racism

Individual racism:

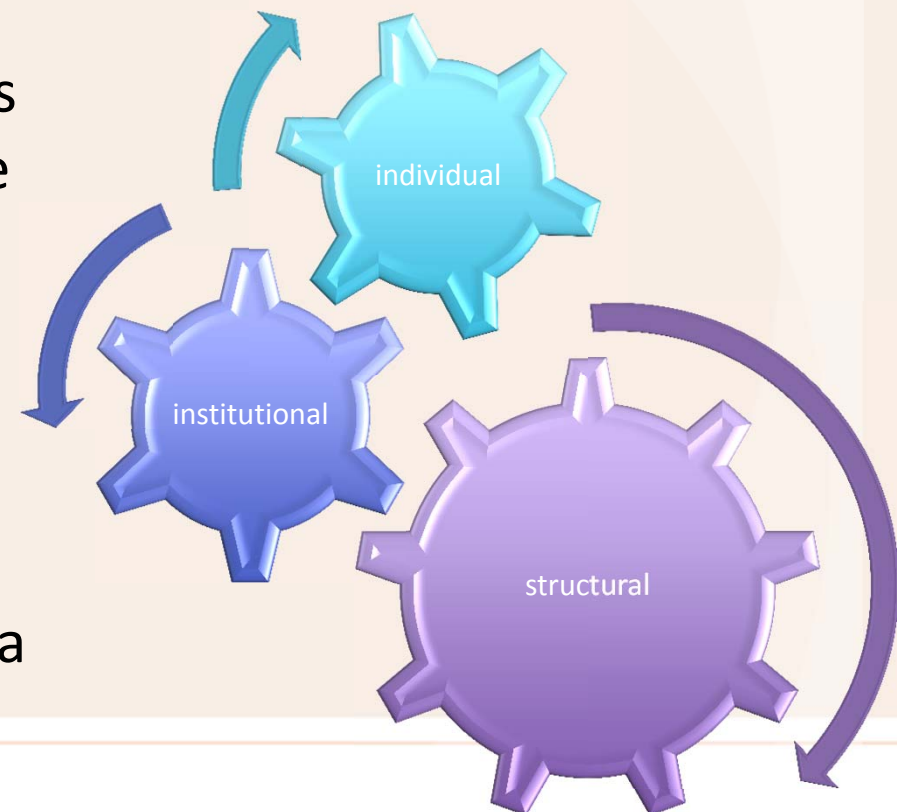
- Pre-judgment, bias, or discrimination by an individual based on race.

Institutional racism:

- Policies, practices and procedures that work better for white people than for people of color, often unintentionally or inadvertently.

Structural racism:

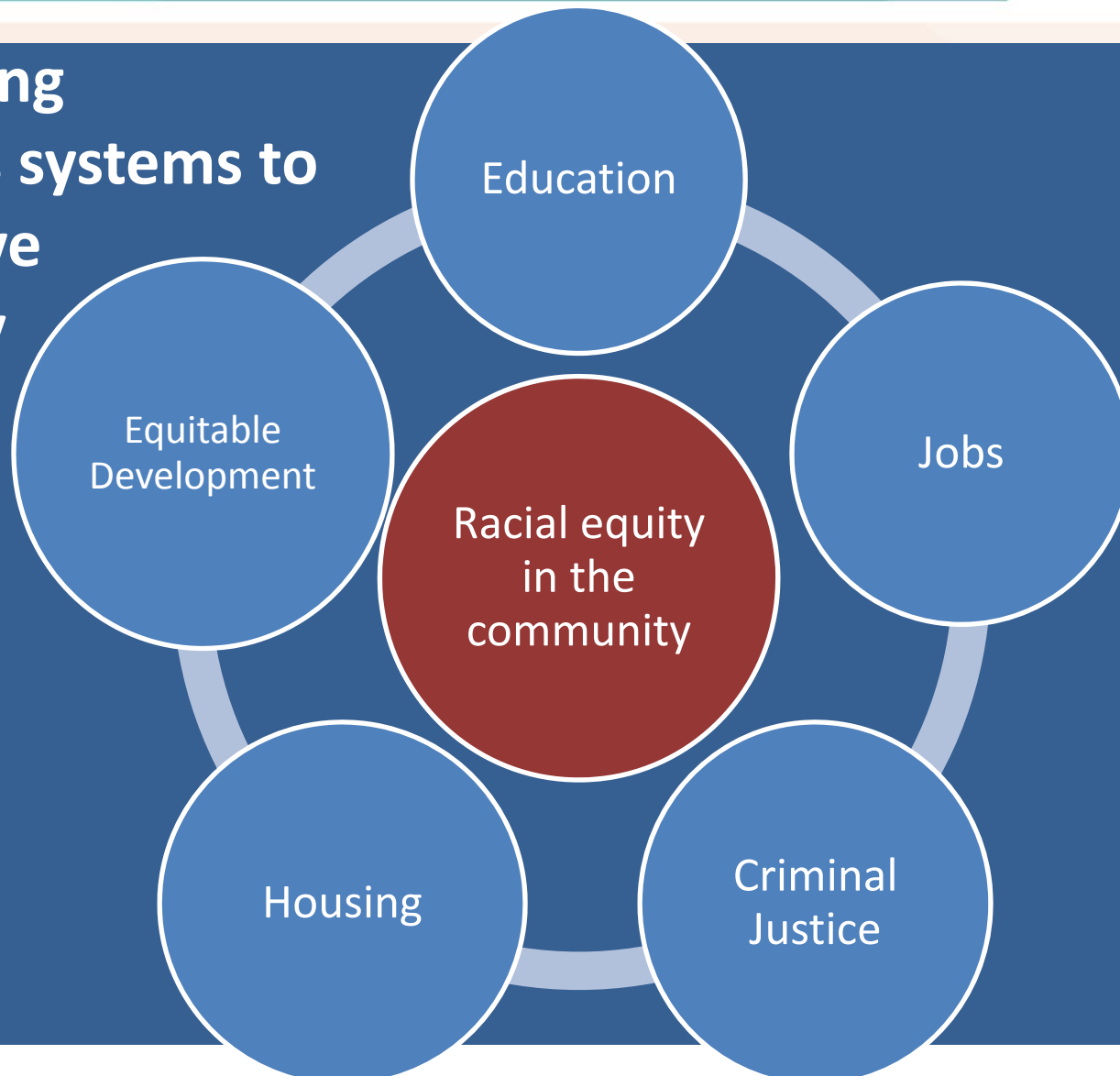
- A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.





Achieving equity

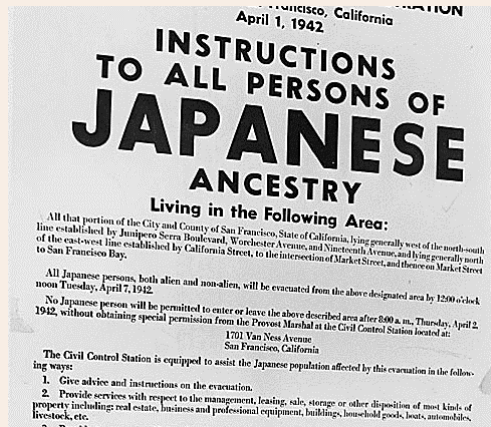
**Working
across systems to
achieve
equity**





History of Government

Explicit bias



Government explicitly creates and maintains racial inequity

Implicit bias



Discrimination illegal, but “race-neutral” policies and practices perpetuate inequity.

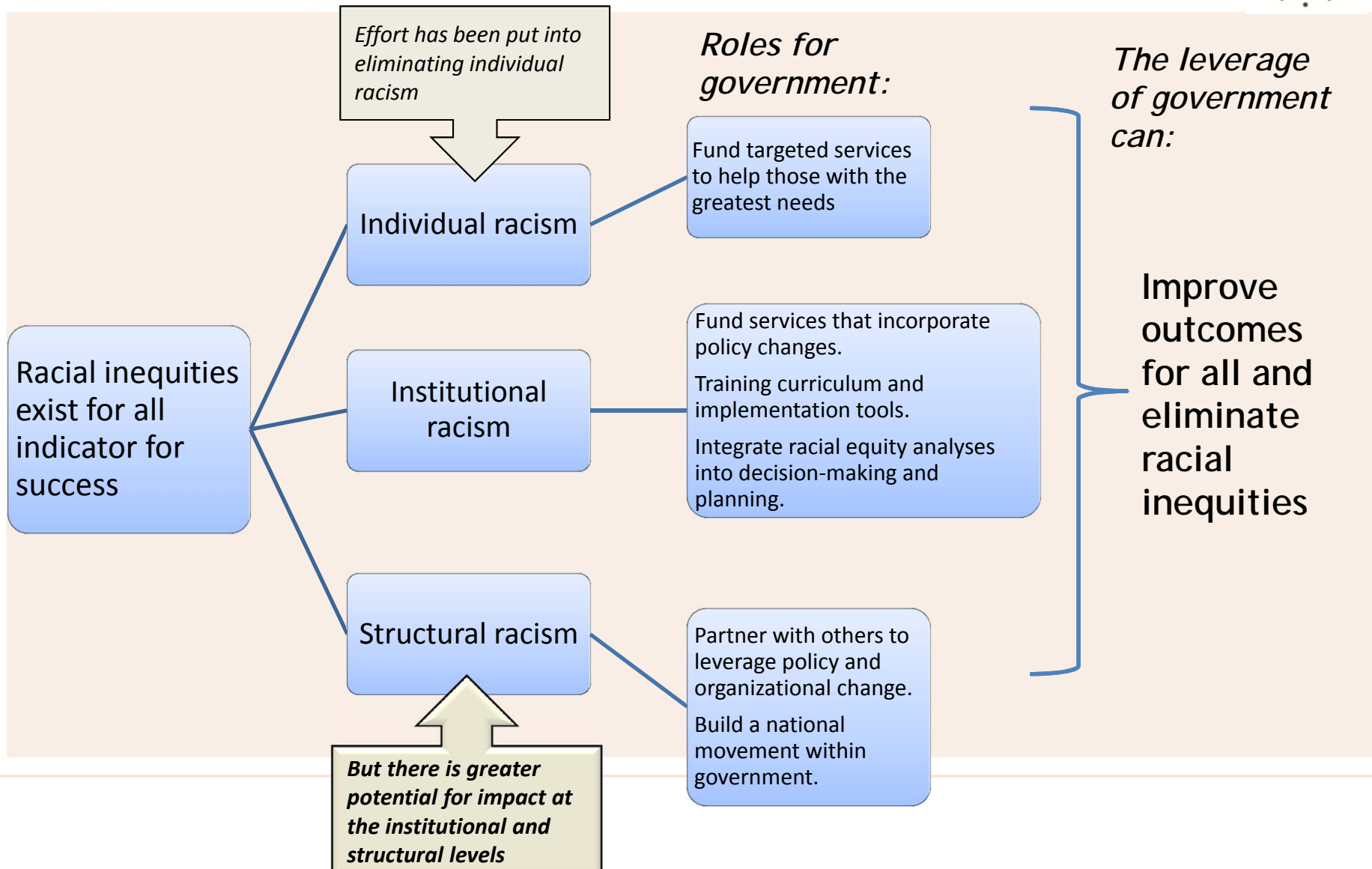
Government for racial equity



Proactive policies, practices and procedures for achieving racial equity

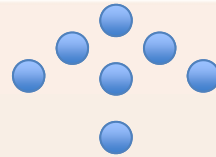


Governmental roles in working towards racial equity





Effect of governmental transformation in community



So we can achieve racial equity



Liberates community



Transforming government to
proactively work for racial
equity



Government's work for racial equity

Example:

- Seattle Race and Social Justice Initiative



Seattle lessons learned:

Develop and
use a common
analysis

Build capacity
and
infrastructure

Change
behavior and
use tools

Be data driven

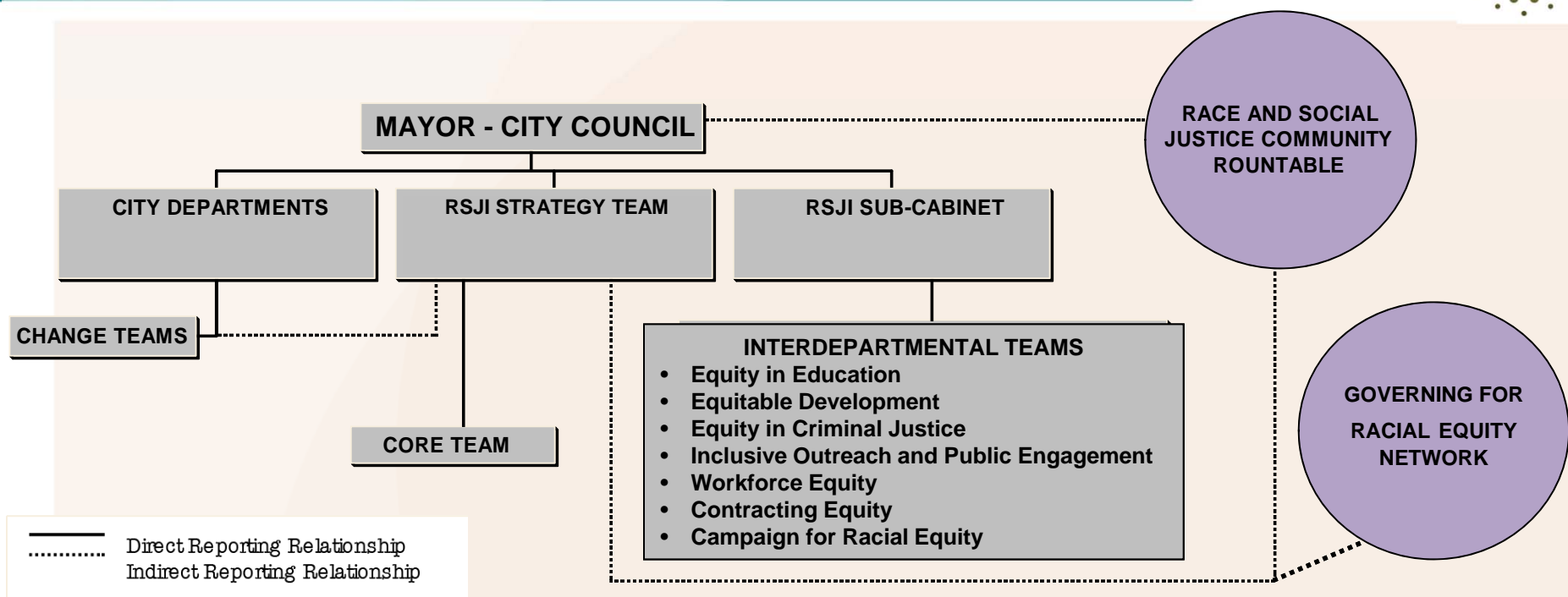
Partner across
sectors with
community

Move with
urgency

LOCAL AND REGIONAL GOVERNMENT ALLIANCE ON RACE & EQUITY



Build capacity



Working Groups

RSJI Strategy Team – The Initiative managing team from the Seattle Office of Civil Rights (SOCR)

Change Team – A group of employees in each department that help implement RSJI activities and work plans.

Core Team – A Citywide leadership development team of 25 people that work with IDT's to implement RSJI activities.

RSJI Sub-Cabinet – Department Directors or deputies who advise and review RSJI activities.

Interdepartmental Teams – Convened by lead departments to develop and implement Citywide strategies and community partnerships to address racial inequity.

RSJ Community Roundtable – A coalition of 25 government and community based organizations working for racial equity in King County.

Governing for Racial Equity Network – A regional network of government agencies in Washington, Oregon and northern California working on issues of equity.



RSJI Employee Survey 2012



“Examine impact of race at work”



“Actively promoting RSJI changes”



“Dept and City making progress”



Move with urgency

Collective impact

For racial equity

Common
agenda

Shared
measurement

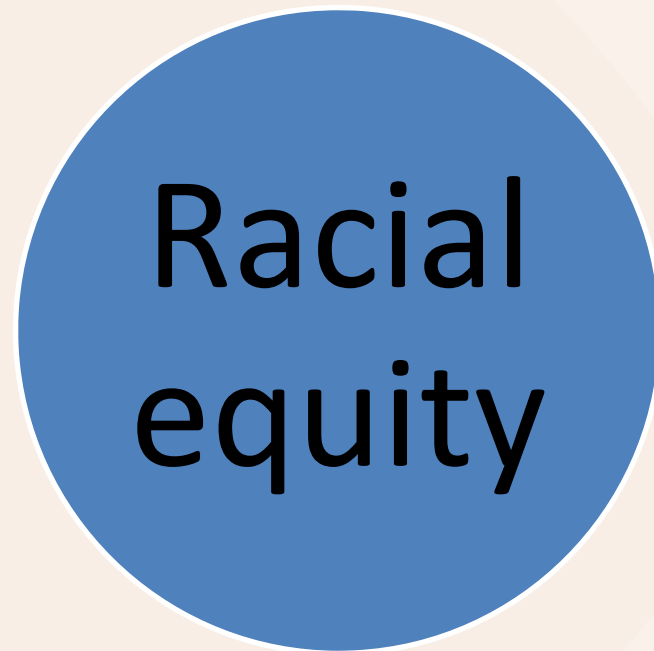
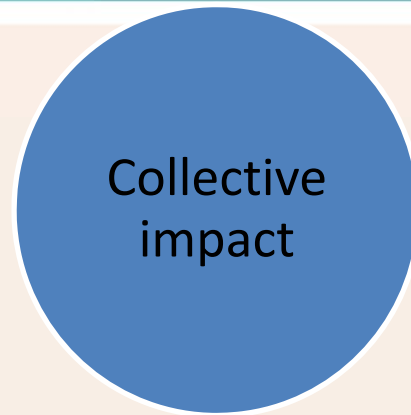
Mutually
reinforcing
activities

Continuous
communication

Backbone
organization



Racial equity collective impact





Move with urgency

Latest successes:

- RACE: are we so different?
partnership with Pacific Science
- Structural racism partnership fund
- Expanded support from new Mayor



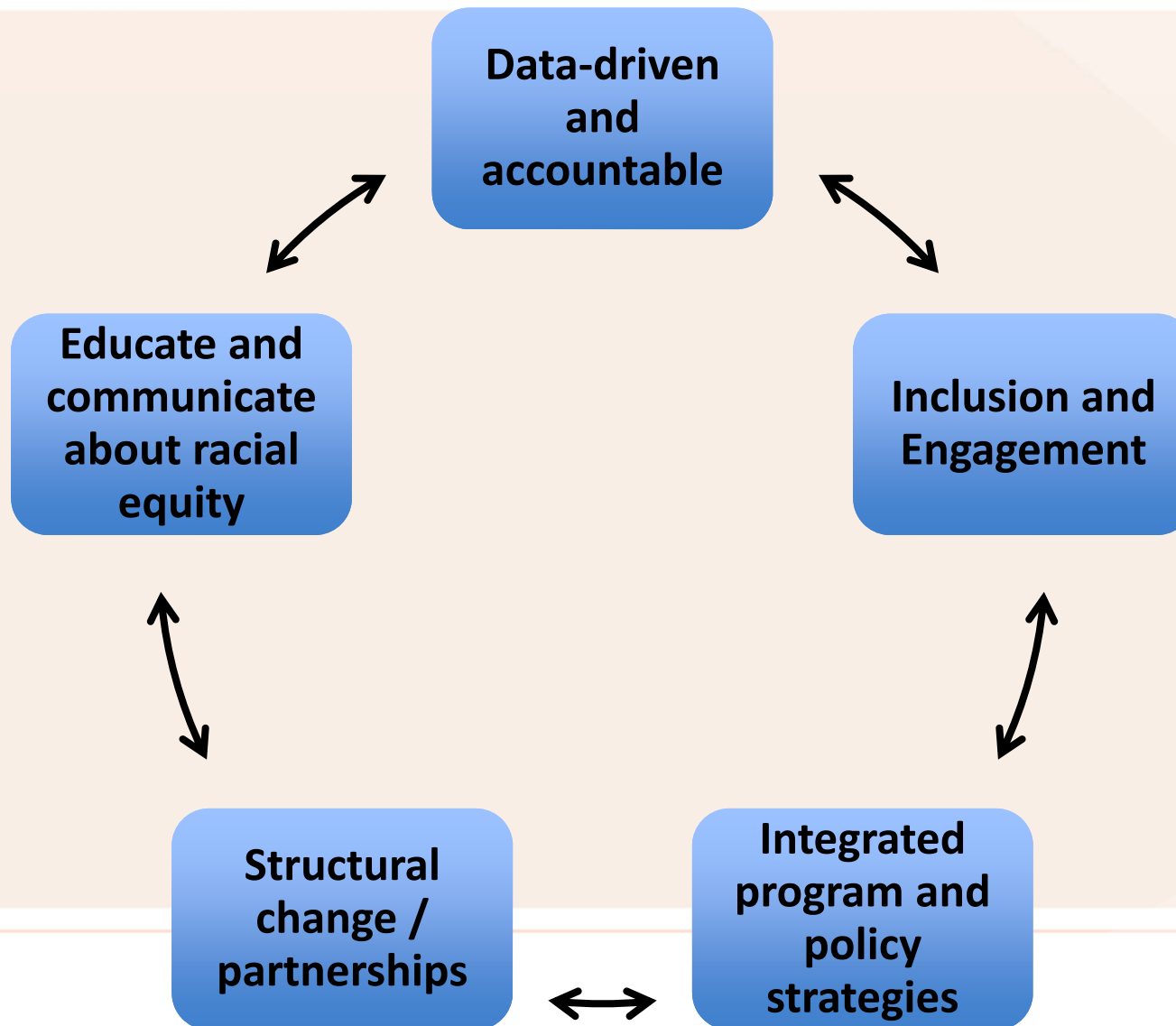
Government's work for racial equity

East Salinas

- How did it get started?
- What is the community's role?
- How is the role of government evolving?
- How is healing a part of the work?



Racial Equity Toolkit





Racial Equity Toolkit

- A Racial Equity Toolkit can be used in budget, policy and program decisions.
- Examples:
 - ✓ Streetlights / complaint-based systems
 - ✓ Restrictions on use of criminal background checks in hiring processes
 - ✓ Contracting policies and procedures
 - ✓ Court appearances



How does change occur?

**political
concept**

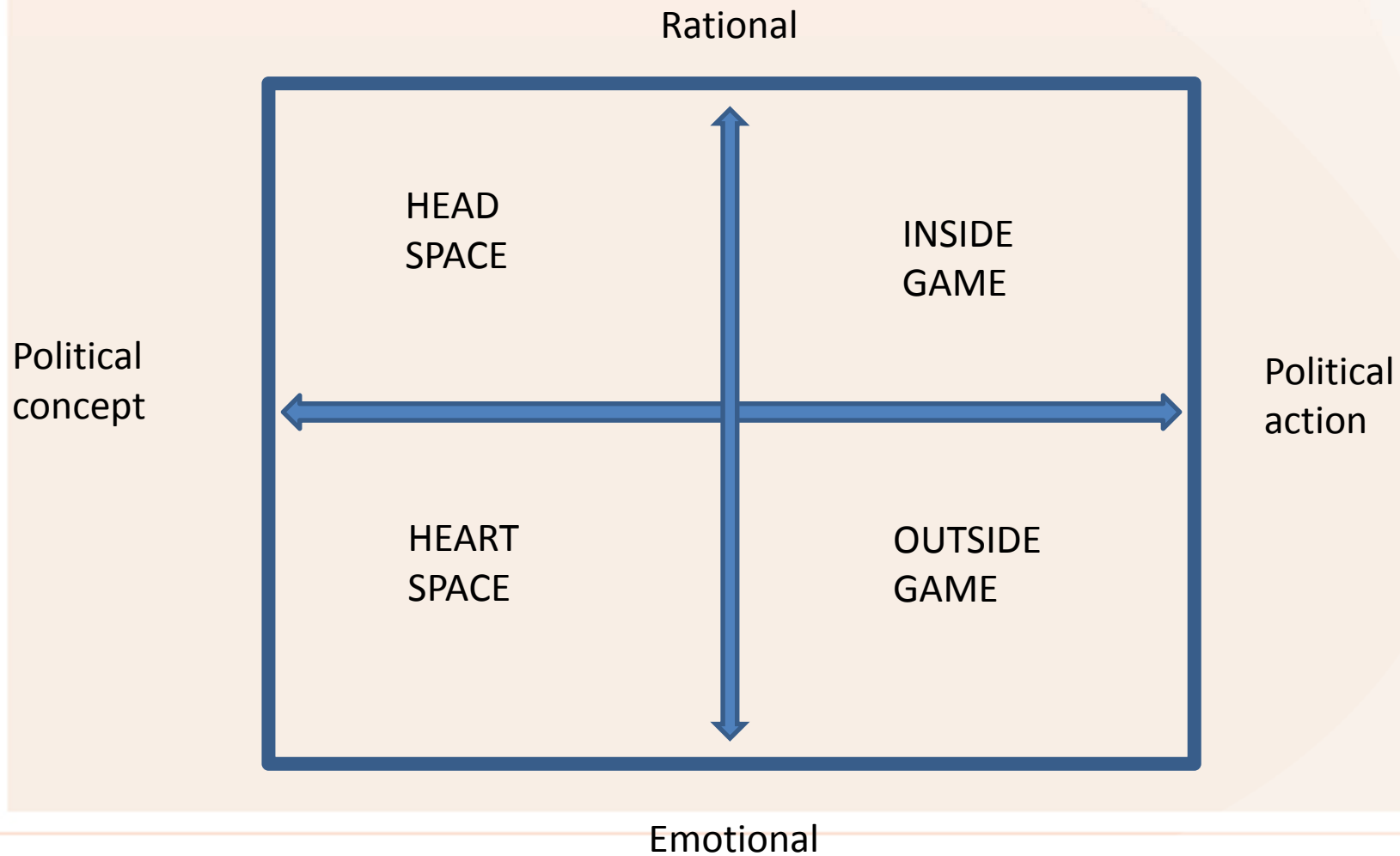


**political
action**

Van Jones's "Heart Space/Head Space Grid"
from Rebuild the Dream (2012)



How does change occur?





Head, heart, inside, outside

- All four quadrants are important.
- The key is a dynamic balance.

Pair-up – where are you most comfortable?
What are your strategies to round-out
the other quadrants?



Transactional /transformational change

“The single biggest failure in change initiatives is to treat adaptive challenges like technical problems.”



Transactional /transformational change

Technical Problems / Transact	Adaptive Problem / Transform
Easy to identify	Easy to deny (difficult to identify)
Often lend themselves to routine solutions using skills and experience readily available	Require changes in values, beliefs, roles, relationships, and approaches to work
Often solved by an authority or expert	People with the problem do the work of solving it
Require change in just one or a few places; often contained within organizational boundaries	Require change in numerous places; usually cross organizational boundaries
People are generally receptive to technical solutions	People try to avoid the work of “solving” the adaptive challenge
Solutions can often be implemented quickly—even by edict	“Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict



Transactional /transformational examples

Technical Problems / Transact	Adaptive Problem / Transform
Invite WMBE contractors to apply for contracts.	Educate and encourage prime contractors to subcontract with WMBE firms. Change policies driving the results
Translate documents for limited English speaking public.	Meet with and develop relationships with immigrant and refugee communities.
Pass “ban the box” legislation	Develop a criminal justice agenda



Building a movement

Small group discussions at each site –

- What are the opportunities and challenges in working for or with government on racial equity?
- What are the barriers?



Building a movement

Government Alliance on Race and Equity

A national network of government working to
achieve racial equity and advance opportunities for
all



Alliance Approach

Three Prong

Support a cohort of governmental jurisdictions.

Develop a “pathway for entry” for new jurisdictions.

Build cross-sector collaborations to achieve equity in our communities.

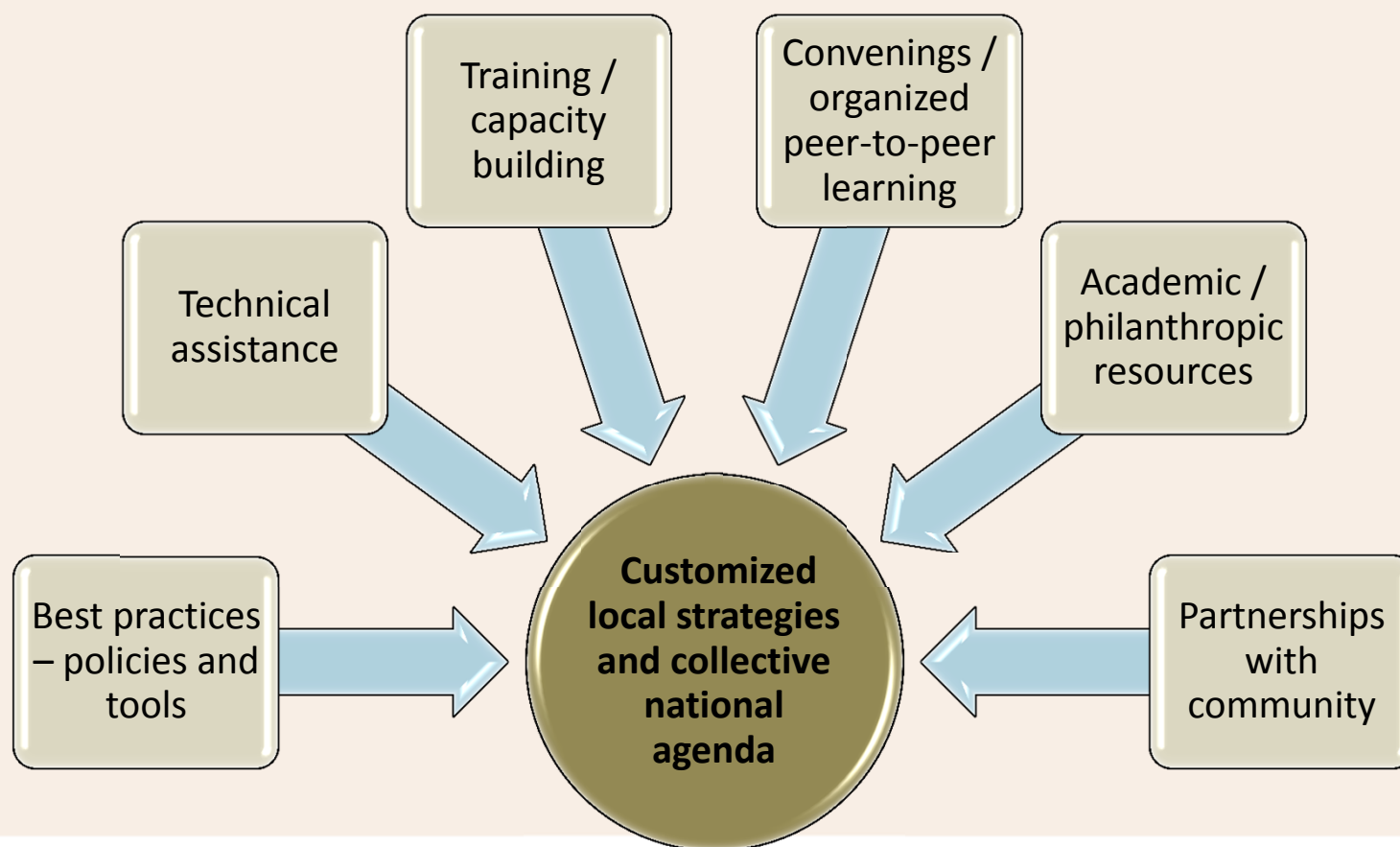


Alliance cohort

- ✓ Commitment to racial equity.
- ✓ Supportive electeds, department leadership and expertise within front-line staff work with community
- ✓ Supportive stakeholders and partners.



Cohort Model





Contact information

Government Alliance on Race and Equity

Julie Nelson, Director

(206) 816-5104

Julie.nelson@racialequityalliance.org

Center for Social Inclusion

Glenn Harris, President

gharris@thecsi.org

(206) 790-0837

Incorporating Race and Justice Principals into Criminal Justice System Policies



Governing for Racial Equity Conference
June 11, 2015, Seattle, Washington

Conversation Guide

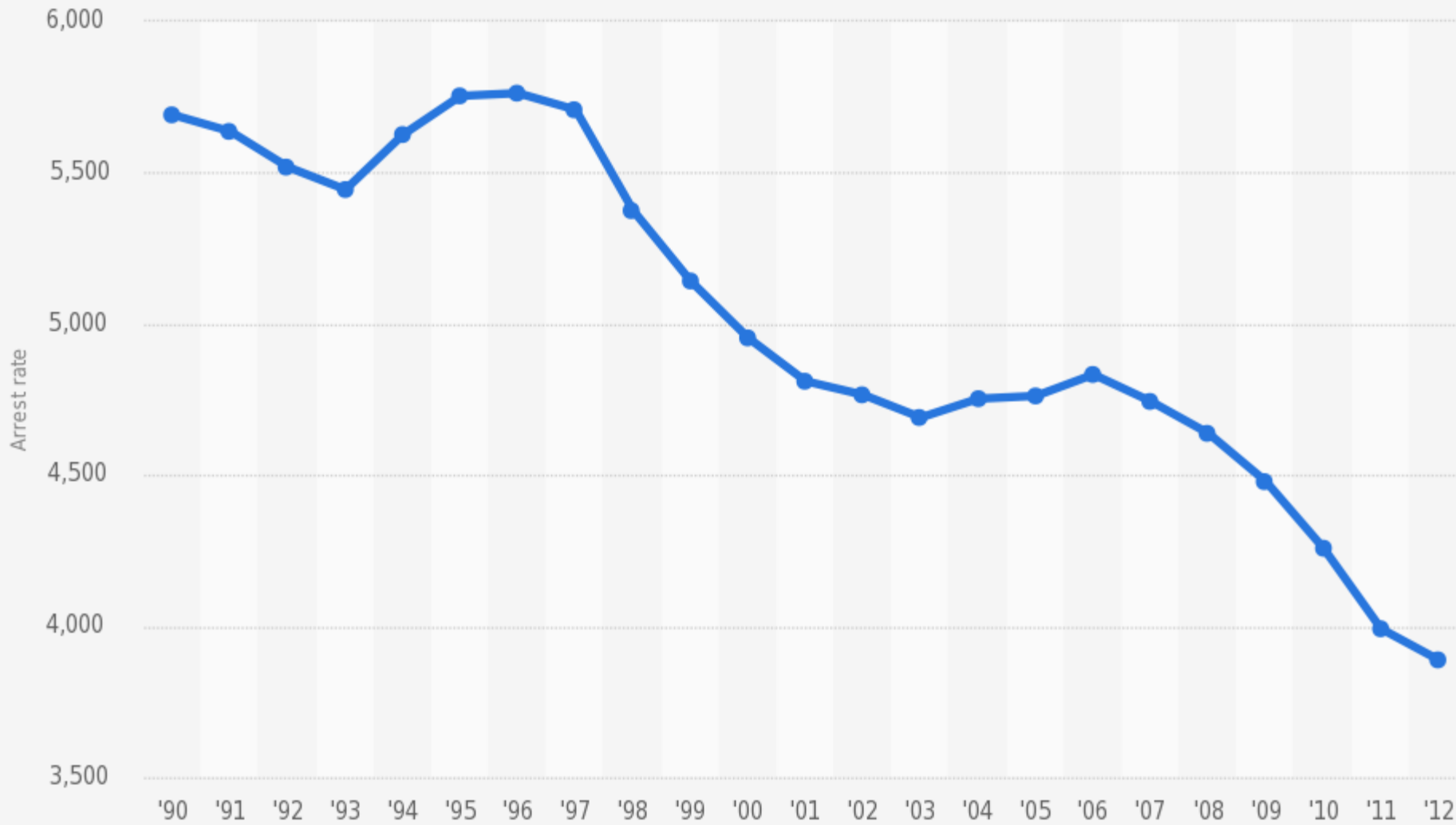


- ❧ Is incorporating RSJ principles into CJS policy necessary?
- ❧ Is incorporating RSJ principles into CJS policy possible?
- ❧ How do we incorporate RSJ principles into CJS policy?
- ❧ Provide relevant examples within the institutions where RSJ principles have been incorporated...

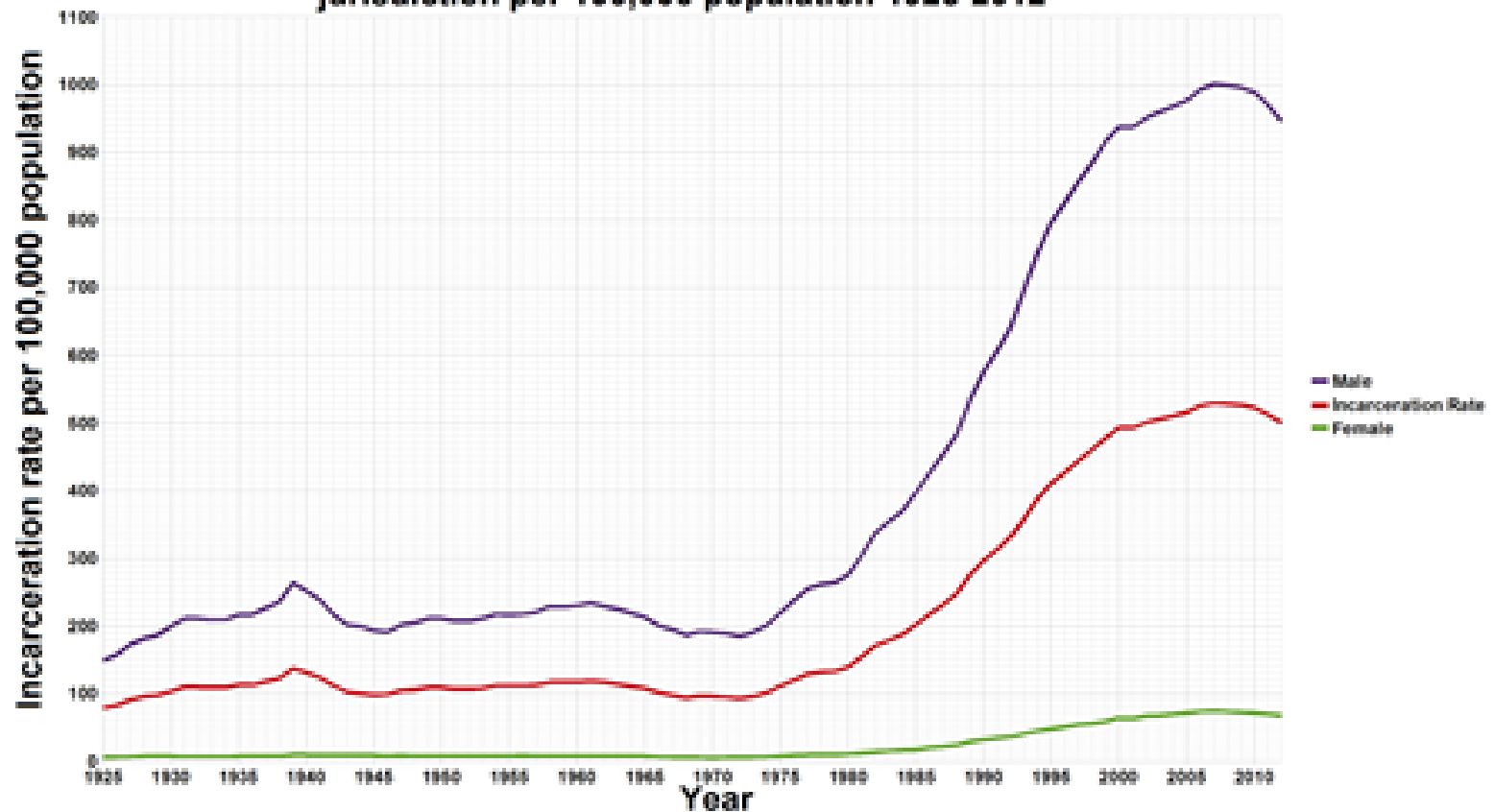


Is incorporating RSJ principles into CJS policy necessary?

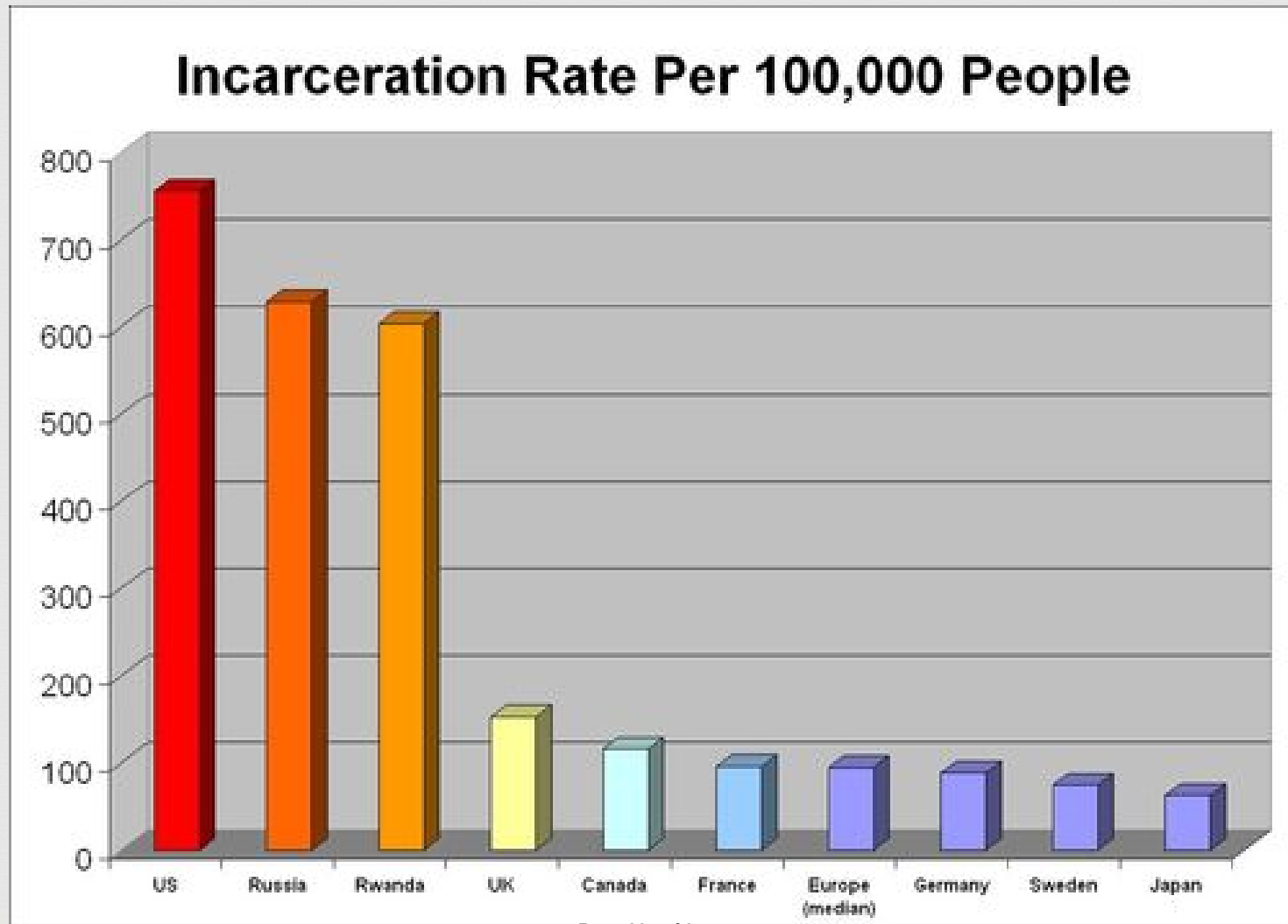
Arrest rate for all offenses in the United States from 1990 to 2012 (arrests per 100,000 people)



Incarceration rate of inmates incarcerated under state and federal jurisdiction per 100,000 population 1925-2012



How do we compare?



Lifetime Likelihood of Imprisonment

All Men



1 in 9

White Men



1 in 17

Black Men



1 in 3

Latino Men



1 in 6

All Women



1 in 56

White Women



1 in 111

Black Women



1 in 18

Latina Women



1 in 45

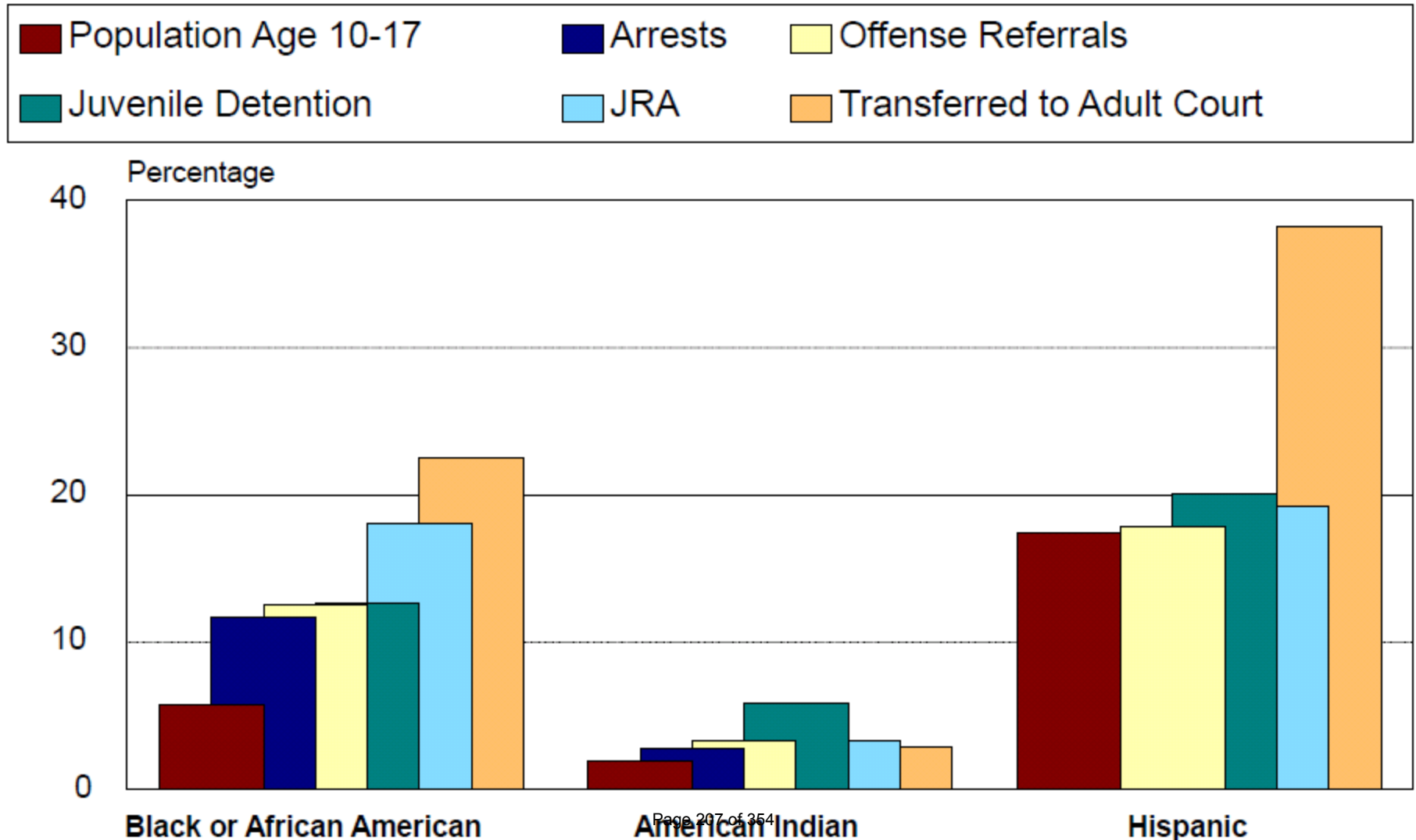
Source: Bonczar, T. (2003). *Prevalence of Imprisonment in the U.S. Population, 1974-2001*. Washington, D.C.: Bureau of Justice Statistics.



Graph 48

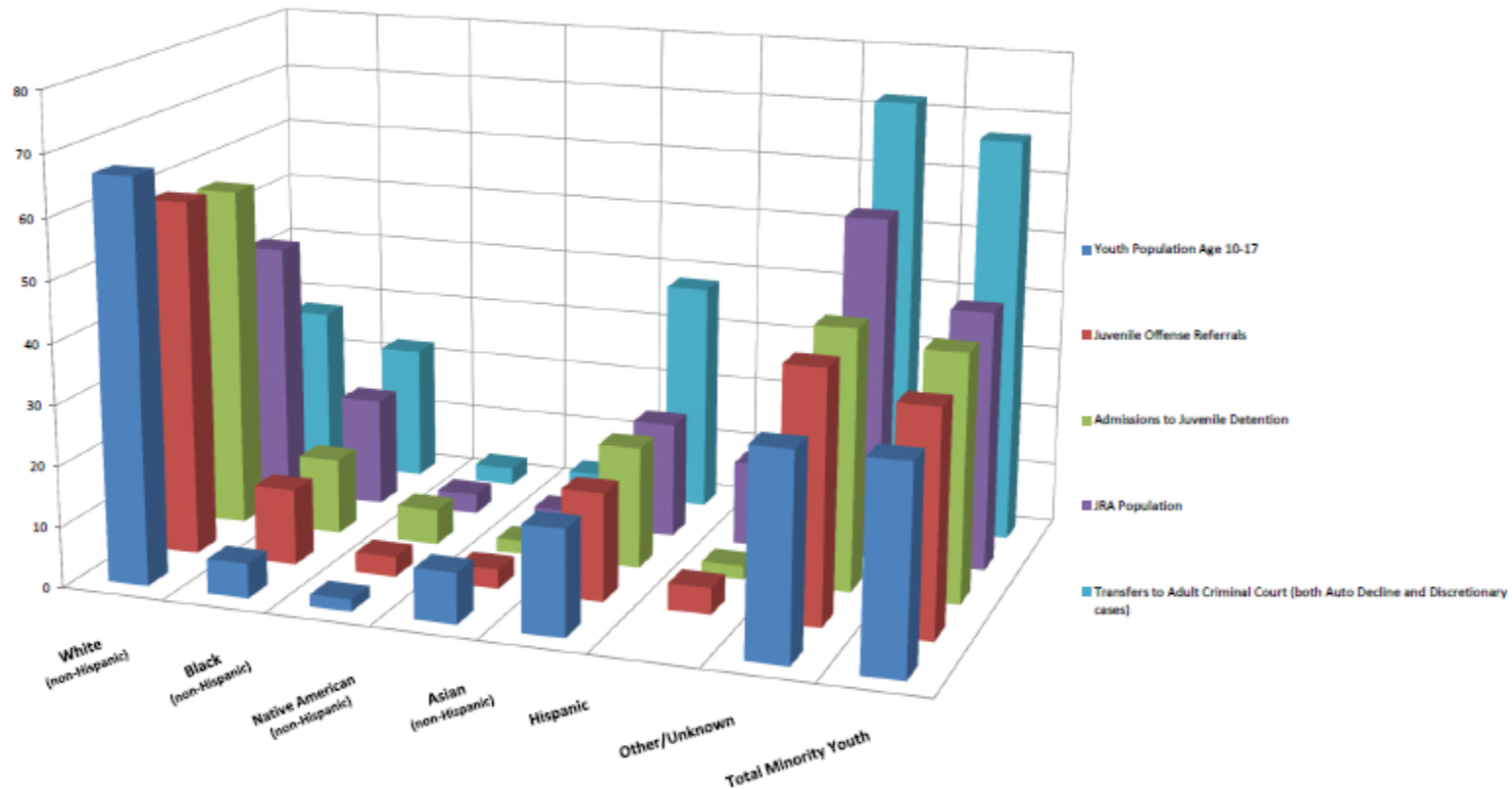
Attachment D

The over-representation of Black, American Indian and Hispanic Youth in WA's Juvenile Justice System in 2011*



2012 Washington State Juvenile Justice Annual Report available at dshs.wa.gov

Percentages by Race/Ethnicity at System Decision Points - 2011*



* The Juvenile Arrest decision point was not included in this table as Hispanic ethnicity is not reported separately (i.e., race categories include youth of Hispanic Origin). Source: Office of Juvenile Justice, DSHS; data from Tables 16, 66, 77, 83, and 91 of 2012 WA-PCJJ Juvenile Justice Report.

Washington's Death Row



Questions



- ❧ Is incorporating RSJ principles into CJS policy necessary
- ❧ Is incorporating RSJ principles into CJS policy possible
- ❧ How do we incorporate RSJ principles into CJS policy
- ❧ Provide relevant examples within the institutions where RSJ principles have been incorporated...

Resources



- ❧ 2012 Washington State Juvenile Justice Annual Report:
DSHS.WA.GOV
- ❧ Task Force on Race and the Criminal Justice System
Report: <http://www.law.seattleu.edu/centers-and-institutes/korematsu-center/race-and-criminal-justice>
- ❧ Racial Equity Toolkit:
http://www.seattle.gov/Documents/Departments/RSJI/RacialEquityToolkit_FINAL_August2012.pdf

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To the Contra Costa County Board of Supervisors:

April 7, 2015

We call on you to take action to address racism in Contra Costa County's law enforcement. We are a coalition of organizations and individuals committed to eliminating racial inequalities in Contra Costa. We are people who live and work here. Despite District Attorney Mark Peterson's claim that "racism is not the reason for disparity in [the] criminal justice system," we know from current research and our own experience that racism is very much a part of the problem. Systemic bias against people of color is a reality we see every day, and we will not stand for more of the same.

Leading law enforcement officials agree that racial bias in the criminal justice system is a problem across the country. Attorney General Eric Holder has acknowledged that "systemic and unwarranted racial disparities remain disturbingly common," and "African-American men have received sentences that are nearly 20 percent longer than those imposed on white males convicted of similar crimes." Consistent with this, the Department of Justice has found that "African Americans experience disparate impact in nearly every aspect of Ferguson's law enforcement system." The same inequalities fester in cities throughout the U.S.

Contra Costa is not immune from the nationwide epidemic. Black men and women are six times more likely than their white counterparts to be in jail in Contra Costa. Despite this, Mr. Peterson claims law enforcement is "colorblind" in our county and claims that the disparity is because "crimes are perpetrated disproportionately by poor people of color." We reject these assertions, and we call for action to ameliorate the inequalities of our system.

To that end, we recommend the following:

1. That all Contra Costa County employees participate in mandatory annual implicit bias training;
2. That this Board perform an audit of arrests and prosecutions in the county and generate a public report with findings on racial disparities;
3. That the Board implement a civilian police review board and civilianization of police complaint intake;
4. That this Board restore parity in compensation between the District Attorney and Public Defender;
5. That this Board implement policies and fund programming to increase proportional representation of people of color in county juries;
6. That this Board adopt a resolution to take all necessary measures to reduce systemic and unwarranted racial disparities in our criminal justice system.

We ask you to hear our voices and to be moved to change the status quo. If Contra Costa is to move closer to justice for people of all colors, we will need to take concrete steps in the right direction. If you are on the side of addressing racism in Contra Costa rather than denying it, then you can only demonstrate this through your actions.

Respectfully,
The Contra Costa County Racial Justice Coalition

-
1. Racism is not the reason for disparity in criminal justice system by *Mark Peterson, 2015 Bay Area News Group*
 2. "ALL LIVES MATTER" by *District Attorney Mark Peterson, press release, December 23, 2014*
 3. *General Eric Holder at the Morgan State University commencement ceremony in Baltimore, May 17, 2014.*
 4. Investigation of the Ferguson Police Department, by *The Department of Justice, March 4, 2015*
 5. Bureau of Justice Statistics Annual Survey of Jails, 2013
 6. U.S. Census Bureau, 2013

BSCC Grant Will Strengthen Law Enforcement-Community Relationships

9-17-2015

POMONA (Sept. 17, 2015) – The Board of State and Community Corrections is moving forward on a new grant designed to help strengthen relationships between law enforcement and the communities they serve.

The Board voted to approve establishment of an Executive Steering Committee that will develop requirements for the \$6 million in funding that will be available through the new Strengthening Law Enforcement and Community Relations grant. The Board selected as Chair new Board Member David Bejarano, chief of the Chula Vista Police Department.

The Budget Act of 2015 established the grant to provide law enforcement training on issues such as implicit bias and assessing the status of law enforcement-community relations, and to establish problem-oriented initiatives such as Operation Ceasefire, behavioral health programs and restorative justice programs. It also provides for funding for research to examine how local policing services currently are being delivered and to assess existing relationships, among other things.

The BSCC plans for the Executive Steering Committee to develop its Request for Proposals by early next year. The RFP is expected to be released to the public after the Board's February 2016 meeting. Applications for funding will be due in April 2016, with contracts starting July 1, 2016.

The BSCC will accept statements of interest from members of the public who would like to serve on the Executive Steering Committee from Sept. 18, 2015 to Oct. 9, 2015. Please visit www.bscc.ca.gov (<http://www.bscc.ca.gov>)

For more information please contact: Ricardo Goodridge at 916-341-5160 or at ricardo.goodridge@bscc.ca.gov (<mailto:ricardo.goodridge@bscc.ca.gov>)

Latest News

[AB 1056 Expands Areas of Prop 47 Funding \(news.php?id=80\)](#) 10-06-2015

[NOTICE OF PROPOSED ACTION - AMENDMENT AND ADOPTION OF TITLE 15 REGULATIONS \(news.php?id=79\)](#) 09-25-2015

[BSCC Sets First Regional Meeting on Prop 47 \(news.php?id=78\)](#) 09-21-2015

Pay For Success Program Launches (news.php?id=77) 09-17-2015

BSCC Awards \$3m to Juvenile Justice Programs (news.php?id=76) 09-17-2015

BSCC Grant Will Strengthen Law Enforcement-Community Relationships (news.php?id=75) 09-17-2015

Wild Horse Redemption in Sacramento County (news.php?id=74) 09-02-2015

BSCC Board Gets Two New Members (news.php?id=73) 08-27-2015

In LA, New Section 8 Rules Mean Some Felons Can Go Home (news.php?id=72) 07-27-2015

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DISPROPORTIONATE MINORITY CONTACT

Reducing Disparity in Contra Costa County

**Prepared by Monique W. Morris, M.S.
for the Contra Costa County Probation Officer**

DECEMBER 2008

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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. Shaline 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

For this project, the Contra Costa County training team had the opportunity to conduct site-visits to the Oregon Youth Authority and the Santa Cruz Probation

Department. Thank you to all of the individuals at those institutions for their hospitality and resources, as well as their willingness to share information, successful strategies, and pitfalls with regard to examining this issue.

Additionally, the consultants would like to acknowledge the parents, youth, and community members who attended meetings and participated in surveys and interviews associated with this project.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

5.

Meeting Date: 02/29/2016

Subject: FY 2016/17 AB109 Public Safety Realignment Budget - CAB RFP
Recommendations

Submitted For: AB109 CAB, Community Advisory Board on Public Safety Realignment

Department: County Administrator

Referral No.: N/A

Referral Name: AB109 Public Safety Realignment Implementation

Presenter: Donte Blue, 925-313-4158

Contact: Donte Blue, 925-313-4158

Referral History:

In September 2015 the Community Advisory Board (CAB) of the Community Corrections Partnership (CCP) convened an ad hoc workgroup with the specific task of developing recommendations to be considered in the CCP 2016-17 budget cycle. After the workgroup met twice in September, CAB held a Special Session on October 22. In this Special Session CAB voted on the general framework of the budget, decided to recommend contracts be put back out to a competitive bidding process, and agreed to request a modest cost of living adjustment (COLA) for main staff of the Reentry Success Center and Network System of Services.

The workgroup met once more in November before drafting a 2016-17 an initial set of recommendations. During a subsequent Special Session that was held in Richmond at the Reentry Success Center on November 30. Both the Network System of Services Manager and Success Center Director were invited to the Special Session, and offered time on the Agenda to discuss their specific requests. CAB approved an amended version of these recommendations that was then presented to the CCP at its Budget Workshop on December 4, 2015. This set of recommendations to the CCP included a community programs budget of \$5,250,000 – \$1,255,000 more than the prior year's allocation.

CAB's budget workgroup met for the final time on December 30, 2015, at Goodwill Industries in Concord; a No Wrong Door Site. Again, both the Network Manager and Center Director were provided with an opportunity to further discuss their impending budget requests. A final revision of the recommendations were developed and submitted to the full CAB for consideration. To ensure CAB's timely approval of these recommendations, CAB advanced its January General Meeting to January 6, 2016. CAB's approved recommendations for fiscal year 2016-17 was subsequently submitted to the CCP for consideration, and included a streamlined budget in the amount of \$4,850,000. In addition to reducing the incremental budget amount by nearly one-third, CAB also prioritized the programs recommended for increased funding.

After hearing considering CAB's recommendations at its January 22 meeting, the CCP approved CAB's status quo budget, including an incremental \$25,036 COLA for the main staff of the Network and Success Center. The CCP also approved an additional \$160,000 allocation for the community programs with direction that CAB provide the CCP with recommendations on how to allocate this additional incremental funding. When CAB's final recommendations were considered this Committee (Public Protection Committee), an additional incremental allocation of \$500,000 was provided to the community programs with similar direction for CAB to provide this body with recommendations on how to best allocate this \$660,000 of combined incremental funding.

Referral Update:

In fulfillment of this Committee's wishes, and using the program funding priorities recently developed for its budget narrative, CAB approved the following recommended allocations for the \$660,000 of combined incremental funding at its February 2016 General Meeting:

- Short and Long Term Housing Access – \$530,036
- Reentry Success Center - \$56,344
- Network System of Services - \$3,620
- Legal Services - \$70,000

Recommendation(s)/Next Step(s):

1. Recognize that the total allocation approved for community programs in fiscal year 2016-17 is currently \$4,680,036. Unless additional funding is contemplated, round this amount down to \$4,680,000 to make developing and responding to forthcoming RFP's less cumbersome.
2. Approve CAB's recommended services and allocation amounts for the AB 109 2016-17 fiscal year community programs as follows (\$4,680,000 in total):
 - a. Employment Support and Placement - \$2,000,000
 - b. Short and Long Term Housing - \$1,030,000
 - c. Implementation of Reentry First Stops - \$1,285,000
 - d. Mentoring and Family Reunification - \$200,000
 - e. Civil Legal Services - \$150,000
 - f. Reentry Resource Guide - \$15,000

Fiscal Impact (if any):

No additional fiscal impact.

Attachments

FY 2016/17 AB 109 Recommended Budget as approved by the PPC

AB 109 PUBLIC SAFETY REALIGNMENT PROGRAM
FY 2016/17 SUMMARY OF BUDGET ALLOCATIONS
(as recommended by the Public Protection Committee on February 8, 2016)

as of 2/8/2016

	2015/16	2016/17		2016/17	
	ONGOING	REQUEST	NEW FUNDING	PPC ONGOING	PPC ONE-TIME
PROGRAM EXPENDITURES					
Sheriff					
Salaries & Benefits	5,827,782	5,983,717	-	5,983,717	-
Inmate Food/Clothing/Household Exp	456,250	456,250	-	456,250	-
Monitoring Costs	55,000	55,000	-	55,000	-
IT Support	40,000	40,000	-	40,000	-
Vehicle Maintenance/Depreciation	48,000	-	-	-	-
Behavioral Health Court Operating Costs	80,500	80,500	-	80,500	-
Transport Bus Maintenance	79,032	-	-	-	-
"Jail to Community" Program	200,000	200,000	-	200,000	-
Inmate Welfare Fund re: FCC Ruling		731,000	-	731,000	-
16/17 WCDF Capital Projects		-	1,800,000	-	1,800,000
Sheriff Total	6,786,564	7,546,467	1,800,000	7,546,467	1,800,000
Probation					
Salaries & Benefits	2,459,421	2,489,970	-	2,489,970	-
Operating Costs	223,597	294,173	-	294,173	-
Probation Total	2,683,018	2,784,143	-	2,784,143	-
Behavioral Health					
Salaries & Benefits	827,352	827,352	-	827,352	-
Operating Costs	91,205	97,533	-	97,533	-
Contracts	1,315,858	1,285,900	-	1,285,900	-
Vehicle Purchase and Maintenance	9,018	22,448	-	22,448	-
Travel	-	10,200	-	10,200	-
Behavioral Health Total	2,243,433	2,243,433	-	2,243,433	-
Health Services--Detention Health Services					
Sal & Ben-Fam Nurse, WCD/MCD	180,324	180,324	-	180,324	-
Salaries & Benefits-LVN, WCD	283,376	283,376	-	283,376	-
Salaries & Benefits-RN, MCD	475,004	475,004	-	475,004	-
Sal & Ben-MH Clinic. Spec., WCD/MCD	116,858	116,858	-	116,858	-
Detention Health Services Total	1,055,562	1,055,562	-	1,055,562	-
Public Defender					
Sal & Ben-Clean Slate/Client Support	209,000	239,689	77,241	316,930	-
Sal & Ben-ACER Program	665,000	697,958	-	697,958	-
Sal & Ben-Reentry Coordinator	250,000	257,399	-	257,399	-
Sal & Ben-Failure to Appear (FTA) Program	-	-	151,080	151,080	-
Public Defender Total	1,124,000	1,195,046	228,321	1,423,367	-
District Attorney					
Salaries & Benefits-Victim Witness Prgrm	87,434	87,434	-	87,434	-
Salaries & Benefits-Arraignment Prgrm	592,516	592,516	-	592,516	-
Salaries & Benefits-Reentry/DV Prgrm	606,169	606,169	-	606,169	-
Salaries & Benefits-ACER Clerk	89,624	89,624	-	89,624	-
Salaries & Benefits-Add (1) Gen'l Clerk	-	-	68,059	68,059	-
Ceasefire Coordinator Program	-	-	110,000	110,000	-
Operating Costs	82,995	82,995	-	82,995	-
District Attorney Total	1,458,738	1,458,738	178,059	1,636,797	-
Employment & Human Services					
Data Collection/Evaluation	40,000	-	-	-	-
EHSD Total	40,000	-	-	-	-
EHSD-- Workforce Development Board					
Salaries & Benefits	196,000	196,000	-	196,000	-
Travel	4,000	4,000	-	4,000	-
EHSD-WDB Total	200,000	200,000	-	200,000	-
County Administrator					
Salaries & Benefits	225,000	225,000	-	225,000	-
Data Collection/ Program Review	225,000	225,000	-	225,000	-
CAO Total	450,000	450,000	-	450,000	-
CCC Police Chief's Association					
Salaries and Benefits-AB109 Task Force	522,000	522,000	-	522,000	-
CCC Police Chiefs' Total	522,000	522,000	-	522,000	-
Pre-Trial Services Program (Probation/Public Defender)					
Salaries & Benefits-Probation	751,717	719,322	-	719,322	-
Salaries & Benefits-Public Defender	138,002	147,541	-	147,541	-
Operating Costs	10,281	75,497	-	75,497	-
Pre-Trial Total	900,000	942,360	-	942,360	-
Community Programs					
Employment Support and Placement Srvcs	2,000,000	2,000,000	200,000	2,000,000	-
Implementation of (3) One-Stop Centers	1,200,000	1,225,036	59,964	1,225,036	-
Short and Long-Term Housing Access	500,000	500,000	500,000	500,000	-
Peer and Mentoring Services	100,000	110,000	-	110,000	-
Development of a "Re-entry Resource Guide"	15,000	15,000	-	15,000	-
Legal Services	80,000	80,000	70,000	80,000	-
Family Reunification	100,000	90,000	-	90,000	-
COLA (Program Allocation TBD)	-	-	-	660,000	-
Community Programs Total	3,995,000	4,020,036	829,964	4,680,036	-
Superior Court					
Salaries and Benefits - Veteran's Court	-	-	207,380	-	-
Salaries and Benefits - Pretrial	-	-	200,405	200,405	-
Superior Court Total	-	-	407,785	200,405	-
TOTAL EXPENDITURES	21,458,315	22,417,785	3,444,129	23,684,570	1,800,000

- Notes:
- 25,484,570

1. "Ongoing" column includes the FY 2015/16 approved budget for ongoing expenditures (non one-time)

2. "Request" column includes FY 2016/17 requests for budget increases to existing programs at current staffing levels.

3. "New Funding" column includes FY 2016/17 requests for new programs, expansion of existing programs and one-time capital costs.

4. "PPC Ongoing" column includes FY 2016/17 budget allocations for ongoing expenditures recommended by the Public Protection Committee on February 8, 2016

5. "PPC One-Time" column includes FY 2016/17 budget allocations for one-time expenditures recommended by the Public Protection Committee on February 8, 2016.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

6.

Meeting Date: 02/29/2016

Subject: FY 2016/17 AB 109 COMMUNITY PROGRAM REQUEST FOR PROPOSALS/QUALIFICATIONS

Submitted For: David Twa, County Administrator

Department: County Administrator

Referral No.: N/A

Referral Name: AB 109 PUBLIC SAFETY REALIGNMENT IMPLEMENTATION

Presenter: Lara DeLaney, Senior Deputy County Administrator

Contact: Lara DeLaney

Referral History:

See attached staff report.

Referral Update:

See attached staff report.

Recommendation(s)/Next Step(s):

1. REVIEW the Draft RFP/RFQs and PROVIDE input and direction to staff on their content and distribution.
2. CONSIDER the issue of the distribution of funding for Employment and Housing services: Should the \$2M for Employment and \$1,030,000 for Housing be distributed regionally utilizing the same formula as in the past (40% to East, 30% to Central, 30% to West); updated to reflect current population numbers (Approximately 41% reside in East County, approximately 28% reside in West County, approximately 20% reside in Central County); or based on need. PROVIDE direction to staff for incorporation into Final RFPs.
3. CONSIDER the issue of the extent to which a respondent identifies matching funds for their program. Should there be explicit preference for providing leveraged resources in the Budget? If so, at what level. PROVIDE direction to staff for incorporation into Final RFPs.
4. CONSIDER the term of the contracts: Are contracts for 3 years, or one year with 2 one-year renewal options? PROVIDE direction to staff for incorporation into Final RFPs.
5. CONSIDER the recommendation of staff to commence the development and distribution of the RFQ for Planning and Facilitation Services related to the update of the County's Reentry Strategic Plan and AB 109 Operational Plan after the current RFPs and RFQ are issued.

Attachments

Staff Report

Attachment A: Employment and Placement Services RFP

Attachment B: Short and Long-Term Housing Services RFP

Attachment C: Mentoring and Family Reunification Services RFP

Attachment D: Legal Services RFP

OFFICE OF THE COUNTY ADMINISTRATOR
CONTRA COSTA COUNTY

TO: Public Protection Committee
Supervisor Candace Andersen, Chair
Supervisor John Gioia, Vice Chair

FROM: Lara DeLaney, Senior Deputy County Administrator

DATE: February 24, 2016

SUBJECT: **Request for Proposals (RFPs) and Request for Qualifications (RFQs) for AB 109 Community Programs**

RECOMMENDATIONS

1. REVIEW the Draft RFP/RFQs and PROVIDE input and direction to staff on their content and distribution.
2. CONSIDER the issue of the distribution of funding for Employment and Housing services: Should the \$2M for Employment and \$1,030,000 for Housing be distributed regionally utilizing the same formula as in the past (40% to East, 30% to Central, 30% to West); updated to reflect current population numbers (Approximately 41% reside in East County, approximately 28% reside in West County, approximately 20% reside in Central County); or based on need. PROVIDE direction to staff for incorporation into Final RFPs.
3. CONSIDER the issue of the extent to which a respondent identifies matching funds for their program. Should there be explicit preference for providing leveraged resources in the Budget? If so, at what level. PROVIDE direction to staff for incorporation into Final RFPs.
4. CONSIDER the term of the contracts: Are contracts for 3 years, or one year with 2 one-year renewal options? PROVIDE direction to staff for incorporation into Final RFPs.
5. CONSIDER the recommendation of staff to commence the development and distribution of the RFQ for Planning and Facilitation Services related to the update of the County's Reentry Strategic Plan and AB 109 Operational Plan after the current RFPs and RFQ are issued.

BACKGROUND

On January 22, 2016 the CCP Executive Committee adopted a FY 2016-17 Public Safety Realignment Budget for recommendation to the Board of Supervisors. The recommended FY 2016-17 AB 109 Public Safety Realignment Budget included \$4,020,036 for Community Programs as follows:

- | | |
|---|-------------|
| • Employment Support and Placement Services | \$2,000,000 |
| • Support of WCRSC & Central-East Reentry Network | \$1,225,036 |
| • Short and Long-Term Housing Access | \$500,000 |
| • Peer and Mentoring Services | \$110,000 |
| • Family Reunification Services | \$90,000 |
| • Legal Services | \$80,000 |
| • Development of a "Reentry Resource Guide" | \$15,000 |

In addition, the CCP Executive Committee recommended an additional appropriation of \$160,000 (approximately 4%) to the AB 109 Community Programs, to be allocated among the Community Program service areas upon the advice of its Community Advisory Board (CAB). At its February 8, 2016 meeting, the PPC recommended that an additional \$500,000 be allocated to the Community Programs, with advice from the CAB on its distribution.

The CAB took action on its recommended allocations at its Feb. 11, 2016 meeting and recommends allocation amounts for the AB 109 2016-17 fiscal year Community Programs as follows (\$4,680,000 in total):

- a. Employment Support and Placement Services - \$2,000,000
- b. Short and Long-Term Housing - \$1,030,000
- c. Reentry Success Center and Central-East Network- \$1,285,000
- d. Mentoring and Family Reunification - \$200,000
- e. Civil Legal Services - \$150,000
- f. Reentry Resource Guide - \$15,000

In its Budget request to the CCP, the CAB recommended that the County undertake an RFP/RFQ process for the contracts that will commence in FY 16-17 for the following services:

1. Employment Support and Placement Services
2. Short and Long-Term Housing
3. Civil Legal Services
4. Family Reunification
5. Mentoring Services
6. Data/Program Evaluation *Note: The CAO's office is proposing an update to the County's Reentry Strategic Plan, an update of the County's AB 109 Operations Plan, and the implementation of the AB 109 Annual Report for the FY 16-17 program evaluation and implementation support services.*

CAO staff recommends commencing the procurement process for these services after the RFPs for Employment, Housing, Mentoring & Family Reunification and the RFQ for Civil Legal Services are issued to allow for additional, sufficient RFQ development time.

7. Jail to Community Services (Note: The funding for the Jail-to-Community services is provided in the Sheriff's Office budget and not administered through the CAO's office, as are the Community Programs contracts. Staff from the Sheriff's Office has indicated that RFPs are not anticipated to be issued at this time.)

The CAB further recommended that contracts be structured as multi-year (3 years recommended) contracts. The CAO's office administers the Community Programs contracts and has done so since 2013, when RFPs/RFQs were initially undertaken. Other recommendations from the CAB regarding the procurement process included:

1. For the RFP development process, the CAO should include the Network Manager, the Success Center Director, the County Reentry Coordinator, a member of the CAB, and a member of the CCP.
2. RFP/RFQs should include trauma informed principles, practices, and competencies as preference points and should be established as contractual requirements.
3. Responding organizations should be required to demonstrate cultural competency to engage and provide services to Contra Costa's formerly incarcerated population and their families.
4. The RFP/RFQ process should seek to encourage meaningful collaboration among organizations for the more integrated and efficient delivery of services (allowing a proposal to respond to more than one service area; allowing a proposal to include multiple partners).

In developing the Final Draft RFPs and RFQ, the CAO's office used the original RFP/Qs developed in 2013 for the current Community Program contracts as the starting point for the RFP/Q development process and incorporated the recommendations of the CAB. Staff researched RFP/Qs issued in other counties in California for reentry services for procurement best practices and program design. In addition, multiple conference calls were held with the RFP/Q development team to ensure participation and input on their development.

Substantive changes from the original RFPs and RFQ include:

- a. Timeline Updated
- b. Service Delivery Model Updated

- c. Target Population remains AB 109 but service population expanded to formerly incarcerated
- d. Updated the Demographic information to current data
- e. Contract term: 3 years
- f. Minimum Organization Requirements expanded to include "Trauma-Informed Principles and Practices," "Risks-Needs-Responsivity"; and "Evidence Based Practices" and "Cultural Competency" rewritten
- g. Outcomes re-written to describe program objectives, rather than providing outcome measures (*which are requested from responders*)
- h. Substitute for recent audit provided as an option (*provided for in 2013, after RFPs issued*)
- i. Proposal length reduced from 20 to 16 pages in RFPs.
- j. Explicit identification of evidence-based practices (EBP) and Risk-Needs-Responsivity (RNR) principles in Program Narrative required and points awarded in Rating Sheet for demonstrated knowledge of and commitment to implement EBP and RNR
- k. Fidelity to EBP in Implementation and Oversight plan required
- l. 3 year Budget requirement
- m. Changing order of Forms and Attachments
- n. Changing description of Housing Services and Program Narrative to explicitly encourage SLE/Supportive Housing
- o. Developed description of Family Reunification services
- p. Added \$150,000 in Network Housing to the Countywide Housing RFP but indicated distinction of the funding between Network support and countywide services.

Timeline of RFP Process

The Timeline of the RFP/RFQ process envisions a process that from date of issuance to Board of Supervisors award will last approximately two months. If there is strict adherence to the timeline, the Board of Supervisors would be authorizing contracts for services at their May 10, 2016 meeting, and staff would be executing contracts to begin on July 1, 2016, with a contract term running through June 30, 2019.

AB 109 RFP/RFQs Timeline

Event	Date
RFPs Issued	March 1, 2016
Bidders Conference #1: East County	Mar. 7 9:00 to 11:00
Bidders Conference #2: Central County	Mar. 8 10:00 to noon
Bidders Conference #3: West County	Mar. 9 2:30 to 4:30
Written Questions Due from bidders	Mar. 14

Addendum Issued	Mar. 16
Responses Due	April 1, 2016
Evaluation Period	April 4-8, 2016
Vendor Interviews	April 11-15, 2016
Results Letter Issued	April 15, 2016
Appeal Period	April 18-22
Public Protection Reviews Results	April 25, 2016
CCP Reviews Results	May 6, 2016
Board Award Date	May 10, 2016
Contract Start Date	July 1, 2016

Review Panel Participants

To conduct the proposal evaluation and vendor interview process, Review Panels will need to be established. The following members are proposed:

1. Assistant Chief Todd Billeci or designee
2. Lara DeLaney representing the CAO's office.
3. A Reentry Coordinator from a neighboring County.
4. A Member of the CAB
5. A subject matter expert in each of the service areas
6. A formerly incarcerated person or family member of a formerly incarcerated person

The County Reentry Coordinator, Donte Blue, will facilitate the Review Panel process. The CAO staff will commence solicitation of volunteers to serve on the Panels after the RFPs/RFQ are released.

Staff will seek to broaden its RFP/Q notification process, to ensure that as many service providers as possible are notified about the opportunity.

Attachment A: RFP Employment Support and Placement Services

Attachment B: RFP Short and Long-Term Housing Access

Attachment C: RFP Peer Mentoring and Family Reunification

Attachment D: RFQ Civil Legal Services

Note: With the exception of Attachment A, the RFP for Employment Services, the attached Final Drafts of the RFPs and RFQ do not include pages where "boiler-plate" content comprises the text of the document. Only pages where substantive differences are included are attached.



REQUEST FOR PROPOSALS (RFP) #1602-167
Employment Support and Placement Services for AB 109 Program

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$2,000,000 on an annual basis for "Employment Support and Placement Services" to be provided to formerly incarcerated individuals for the period July 1, 2016 through June 30, 2019.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

Please read this entire packet carefully.

Interested parties are required to attend a

MANDATORY Bidders Conference

At any of the following dates/times/locations:

March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg

March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez

March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10th floor, Martinez CA 94553
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to lara.delaney@cao.cccounty.us by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.



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RFP TIMELINE

1.	RFP announced	Tues., March 1, 2016
2.	Mandatory Bidders Conference	March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg; or March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez; or March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond
3.	Written Questions Due from Responders	5:00 p.m., Mon., Mar. 14, 2016
4.	Addendum Issued	Tues., Mar. 16, 2016
5.	Response Submission Deadline	5:00 p.m., Fri., April 1, 2016 County Administrator's Office 651 Pine Street, 10th Floor Martinez, CA 94553
<i>No response will be accepted after this date and time. Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
6.	Review, rating, and interview process	April 4-15, 2016
7.	Notification of award recommendations	Fri., April 15, 2016
8.	Appeal period	April 18-22, 2016
9.	Deadline to submit appeal letters	5:00 p.m., April 22, 2016
10.	Public Protection Committee Review	Mon., April 25, 2016
11.	Community Corrections Partnership Review	Fri., May 6, 2016
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the May 10, 2016 Board of Supervisors' agenda		



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Project Description

DRAFT



I. Introduction

The Contra Costa County Administrator's Office, on behalf of the Board of Supervisors, is issuing this Request for Proposals (RFP) # 1602-167 to receive proposals from service providers for a specific set of reentry services related to the implementation of AB 109 Public Safety Realignment in Contra Costa County. Based on the response to this solicitation for proposals, Contra Costa County (County) plans to contract with service providers for the period of July 1, 2016 to June 30, 2019. The County will retain the discretion to renew any contract issued, contingent on availability of funding and demonstrated successful performance by funded entities during the contract period.

Private, not-for-profit organizations, for-profit organizations, public agencies, and not-for-profit institutions of education who offer programs that serve the needs of the AB 109 population and the formerly incarcerated, with demonstrated effectiveness in providing evidence-based and research-informed services that address criminogenic needs and are designed to reduce recidivism, and with a commitment to working within collaborative efforts, are invited to submit proposals.

If your organization is capable of providing the requested services by contract with the County, please carefully review the Request for Proposals (RFP) and submit your proposal as directed in the "Proposal Preparation Instructions." This solicitation is not in any way to be construed as an agreement, obligation, or contract between the County and any party submitting a proposal, nor will the County pay for any costs associated with the preparation of any proposal.

II. Synonymous Terms

As used throughout this bid and its attachments, the following terms are synonymous:

1.
 - a. Supplier, Vendor, Contractor, Successful Bidder, Operator
 - b. Contract, Agreement
 - c. Services, Work, Scope, and Project
 - d. Proposer, Responder, Respondent, Bidder
2. "The County" refers to the County of Contra Costa, California.

III. Background

In 2011, the California Legislature passed the Public Safety Realignment Act (Assembly Bill 109), which transferred responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. This Act tasked local government at the county level with developing a new approach to reducing recidivism among this population. AB 109 took effect October 1, 2011 and realigned three major areas of the criminal justice system.

On a prospective basis, the legislation:



- Transferred the location of incarceration for individuals convicted of lower-level specified non-violent, non-serious, non-sex offences from state prison to local county jail pursuant to Penal Code 1170 (h) and provides for an expanded role for their post-release Mandatory Supervision;
- Transferred responsibility from the State to the County for post-release supervision of those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense by creating a new category of supervision called Post-Release Community Supervision (PRCS);
- Transferred the housing responsibility for parole and PRCS revocations to local jail custody.

AB 109 also tasked the local Community Corrections Partnership (CCP) with recommending to the County Board of Supervisors a plan for implementing Public Safety Realignment. The Board of Supervisors adopted the Contra Costa County Realignment Plan on October 4, 2011 (Agenda Item No. D.5), as recommended by the Executive Committee of the CCP. On November 9, 2012, the CCP Executive Committee adopted an AB 109 Operational Plan.

The Executive Committee of the CCP is presently composed of the County Probation Officer (Chair), Sheriff-Coroner, a Chief of Police (represented by the Antioch Police Chief), District Attorney, Public Defender, Presiding Judge of the Superior Court or designee (represented by the Court Executive Officer), and the County Employment and Human Services Director.

The recommended FY 2016/17 AB 109 Public Safety Realignment Budget includes \$4,680,000 for Community Programs as follows:

• Employment Support and Placement Services	\$2,000,000
• Implementation of Reentry Success Center and Network	\$1,285,000
• Short and Long-term Housing Access	\$1,030,000
• Mentoring and Family Reunification Services	\$200,000
• Legal Services	\$150,000
• Development of a "Reentry Resource Guide"	\$15,000



IV. Service Delivery Model

The service delivery model developed by the CCP involves multiple organizations working in collaboration to provide services to address the specific criminogenic needs of the AB 109 population and others formerly incarcerated. The CCP is supported in this model development by the advice of the Community Advisory Board and its subcommittees.

The coordination of all of the County's re-entry efforts is led by a contracted Reentry Coordinator, situated in the Probation Office, and administratively supported by the County Administrator's Office. A dedicated unit of AB 109 Probation Officers serve as lead case managers to coordinate client services provided by County and community-based partner organizations. AB 109 Probation Officers also work closely with the County's Behavioral Health Division's Forensic Team to coordinate service referrals.

The Forensic Team was formed to address the needs of criminal justice-involved individuals with co-occurring mental health and substance abuse disorders. In addition to mental health counseling and medication management, clients can access residential and out-patient substance abuse treatment, short-term housing through homeless shelters, as well as assistance with enrollment in state and federal benefits including health care and income supports. AB 109 individuals who are not dually diagnosed with co-occurring disorders can still access the AB 109 designated shelter beds and substance abuse programs with Probation Officer referral to the County Behavioral Health Division.

This partnership between County agencies is further supported by community-based organizations contracted to provide employment support and placement, housing, mentoring, civil legal and family reunification services. Navigation and referral assistance to all of these services comes through access to the Reentry Success Center (located in Richmond) and the Central-East Network Reentry System of Services.

The Central-East Reentry Network is managed by a contracted Network Manager and supported by three contracted Field Operations Coordinators (one located in the Concord Police Department, one in the Antioch Police Department, and another in the Pittsburg Police Department). The Reentry Network (<http://www.contracosta.ca.gov/5220/Reentry-Network>) provides a "No Wrong Door" service mechanism to help formerly incarcerated individuals successfully reintegrate into the communities where they resided before incarceration, leading to a reduced recidivism rate, increased public safety, and healthy family reunification. Network services include transitional housing, specialized employment training in auto mechanics, employment and education liaison services, and leadership training.

The Reentry Success Center is intended to serve as a centralized, site-based gathering place for learning, capacity-development, and access to information and services related to reentry. Gathering resources into one accessible and welcoming hub of integrated services in a restorative environment, the Center is intended to serve a variety of members, including people who are currently incarcerated in prison or jail and who are within six months of returning to Contra Costa; formerly incarcerated people who live in Contra Costa; and Contra Costa County residents who are family members of currently incarcerated or formerly incarcerated people.



Led by its Director, the Center is co-governed by Rubicon Programs in formal partnership with the Center's multi-sector Steering Committee. This 13 member governance body is charged with stewarding the Center's mission, values, and vision, and guiding the alignment of the Center's operations with the community's identified needs and desires.

Generally, thirty to sixty days prior to a person's release from county jail to Mandatory Supervision, or to Post-Release Community Supervision (PRCS) from nearby prisons, a Deputy Probation Officer is able to make an initial contact with a client and introduce them to the programs and services made available to them. During this initial contact and interview the Deputy Probation Officer administers the Correctional Assessment and Intervention System (CAIS), a comprehensive assessment tool that combines validated risk and needs assessments with suggested supervision strategies for case planning. Through this process, areas of criminogenic need are identified and prioritized while an individualized case plan for the client is developed that addresses specific goals and needed services. The person is then referred to service providers to help meet the needs of the client and to obtain the goals that have been identified and agreed upon.

In addition to the coordinated care system described above, the County has also allocated AB 109 funding to the Public Defender and District Attorney (DA) for an Arraignment Court Early Representation (ACER) program, to ensure representation at arraignment for indigent clients; staff support for a Clean Slate program to aid County residents seeking expungement and related record remedy services; funding for the development of a "Failure to Appear" program; an additional Assistant District Attorney for Domestic Violence filings; additional Victim Witness Advocates; and a Reentry Attorney in the DA's office. Funding has also been recommended for FY 2016-17 for a Ceasefire Coordinator. In addition, a Pre-trial Services program has been implemented, as a partnership between the DA, Sheriff's Office, Public Defender and Probation Office.

The Workforce Development Board receives AB 109 funding to coordinate with County and community providers, leverage their existing services, and develop new employment opportunities for this population in designated high growth sectors. The Contra Costa County Police Chiefs Association also receives AB 109 funding to support 4.0 FTE officers in the cities of Antioch, Concord, Pittsburg and Richmond for coordinated support of AB 109 related law enforcement activities. Finally, funding has been provided since 2013 for data collection and evaluation efforts to measure the efficacy of the County and community services and programs over time.

V. Target Population

The target population to be served includes individuals released from state prison on or after October 1, 2011 who are placed on PRCS provided by the Probation Department and those convicted of a non-violent, non-serious, non-sex offense pursuant to Penal Code 1170(h) who are incarcerated in County jail and/or assigned to Mandatory Supervision by Probation. If additional program capacity exists within the available funding, program services may be expanded to other formerly incarcerated populations in a tiered approach that prioritizes and ensures services to AB 109 clients.



Demographic Highlights:

The County seeks to partner with eligible entities that have expertise in delivering reentry services to a diverse population assessed as moderate to high risk to re-offend. Respondents must demonstrate understanding of the demographics and criminogenic needs of justice-involved individuals and clearly articulate a track record of experience providing commensurate evidence-based services and interventions. Where any new or innovative practice is proposed, it must at least be research-informed, if not already regarded as promising.

Since October 1, 2011, the AB 109 unit of the Contra Costa County Probation Department has supervised 1917 clients, 1212 under Post-Release Community Supervision and 705 on Mandatory Supervision under Penal Code 1170(h)(5)(b). A majority (90%) of AB 109 clients are male. Even so, services that are gender-responsive to the needs of female clients are encouraged. While clients range in age from 18 to over 65, the average age is 39 and the majority of clients are in the 26 to 45 age range.

Ninety-two (92) percent of currently supervised AB 109 clients are assessed as moderate to high-risk for recidivism using the CAIS tool. CAIS determines risk through a semi-structured interview that identifies gender responsive risks, strengths and needs based on criminogenic needs including mental illness and substance abuse, antisocial behavior history, antisocial-procriminal attitudes and associations, personality patterns and familial factors.

As of February 1, 2016, the AB 109 unit actively supervised 1,414 clients residing in Contra Costa County. Approximately 165 (41%) reside in East County (Antioch, Bay Point, Brentwood, Discovery Bay, Oakley, Pittsburg), approximately 115 (28%) reside in West County (Crockett, El Sobrante, Hercules, Pinole, Richmond, Rodeo, San Pablo), approximately 80 (20%) reside in Central County (Clayton, Concord, Lafayette, Pacheco, Martinez, Pleasant Hill, Walnut Creek), and 11% of AB 109 clients reside in other counties (Alameda, Sacramento, Solano, Yolo).

In East County, 83% of AB 109 clients reside in Antioch, Pittsburg and Bay Point. In West County, 73% reside in the cities of Richmond and San Pablo. In Central County, 60% reside in Concord and Martinez. Respondents should demonstrate capacity to provide services in the cities where the majority of AB 109 clients reside.

AB 109 Population Demographics

Up to 2/1/2016	PRCS	1170(h)	Both
Total Clients	1212	705	1917
Gender			
Male	1133	584	90%
Female	79	121	10%
Other	1	0	
Age			
Average Age	39.5	39.4	39.4
18-25	9%	7%	8%
26-35	32%	37%	34%



36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
Race/Ethnicity			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

VI. Funding

Up to \$2,000,000 (two million dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of employment support and placement services countywide on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. Funding shall be allocated to services provided in each sub-region of the county based on the most recent data on the location of currently supervised AB 109 clients: West County \$600,000; Central County \$600,000; and East County \$800,000. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

VII. Purpose, Services, and Outcomes

A. Purpose:

"Reentry" is not a specific program, but rather a research-driven process that starts when an individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research-informed and evidence-based program services in both pre- and post-release



settings, designed to ensure that the transition from prison or jail to the community is both safe and successful. Employment support and placement services can be a significant element of a successful reentry strategy.

Without the assistance needed to foster successful community reintegration, many formerly incarcerated individuals engage in criminal activity. Employment post-incarceration is an important stabilizing factor that improves a person's ability to successfully reduce their risk for recidivism. In order to successfully reintegrate into the community, it is essential that formerly incarcerated individuals gain the skills necessary to compete for jobs, and to ultimately sustain employment for substantial lengths of time.

B. Employment Support and Placement Services:

Employment Support Services: Barriers to work faced by re-entering individuals include the stigma of a criminal record, inconsistent work histories, low levels of educational attainment, limited marketable skills, and physical and mental health problems. Many individuals also lack necessary identification documents, access to transportation, and childcare for dependent children. The County seeks entities to ensure the provision of barrier removal services (acquiring California Driver's License/CA ID card, Social Security card, birth certificate, and addressing traffic court, child support and other barriers), workforce assessment, job readiness and soft skill training, career exploration, job search assistance, job retention support, resume and cover letter composition services, as well interview training, career mentoring, and other services to support finding, attaining, and keeping a job.

Employer Engagement: The County seeks entities with a proven track record of successfully identifying public and private sector employers that are committed to working with individuals with criminal histories. The proposer may describe strategic efforts to educate employers on federal employment discrimination guidelines, applicable federal tax credits, and other benefits of hiring formerly incarcerated individuals. The proposer should consider industry trends, certificate programs of the community colleges, Workforce Innovation and Opportunity Act (WIOA)-funded job training, other vocational training and apprenticeship opportunities, and how to further strengthen and streamline the pathways between employers and existing training programs.

To aid in successful placement, the proposal should include staffing specialists who cultivate employer relationships to identify open positions, develop new vocational opportunities accessible to the reentry population, and connect clients with targeted interviews. The staffing specialists should provide employers with information about various tax incentive programs available for hard-to-employ individuals including people with criminal records. Employers should also be informed about referrals for on-the-job (OJT) training and customized training options available through employment One-Stops throughout the county.

Vocational Training: The County seeks entities to directly provide or to provide efficient access to vocational training in specific industries willing to hire formerly incarcerated individual and expects that the proposer will have established or have a plan for establishing relationships with



associated industry employers so that clients have a clear picture of their pathway from training to employment. The County expects that proposers will have a thorough knowledge of the Workforce Development Board, WIOA and how to streamline eligible client access into available services, and established relationships with the community college district or other higher education gateways for moving disconnected workers into meaningful employment and long-term careers.

Subsidized Transitional/Supported Employment: Stable employment is critical for long-term reintegration back into communities. The County seeks to contract with entities to provide or provide access to meaningful transitional employment and subsidized wage opportunities for individuals who have demonstrated work readiness aptitude. The entity may provide transitional employment opportunities through an existing social enterprise or may propose a plan that brokers transitional job placements within public or private business in which employers are committed to working with motivated and work-ready individuals.

Specific employment placement and support services may include:

- Orientation and assessment of new participants;
- Employment preparation and job placement, retention and advancement services, including assistance obtaining documents necessary for employment;
- English as a Second Language training;
- Assistance with job applications and job search;
- Soft skills training regarding punctuality, reliability, conflict resolution, appropriate dress and attitude, understanding workplace etiquette, and effective interviewing skills;
- Job referrals;
- Working with potential employers to overcome barriers to occupations created by specific convictions;
- Employer education initiatives to increase employer willingness to employ formerly incarcerated;
- Tattoo removal;
- Post-release job readiness workshops;
- Transitional employment;
- On-the-Job training or subsidized employment;
- Education and Training;
- Case management including assistance connecting to supportive services such as housing, substance abuse programs and health services.

C. Outcomes:

The County seeks expert entities to provide employment services that consider a wide range of academic and vocational experiences and skill sets, and which are dynamic enough to engage individuals who have a broad range of employment needs. The services may be provided in custody (depending on availability of space and access, provided by the Sheriff's Office) and/or in the community.



Proposers should describe a services delivery continuum that integrates all of the services sub-categories. The continuum may describe how the proposer can deliver on all sub-components, or it may describe how a collaboration of partners will work together seamlessly to coordinate the parallel delivery of the sub-components services.

VIII. Minimum Organizational Requirements

1. Service History: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. Justice System Collaboration: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional setting and maintaining staff with jail clearances.

3. Evidence-Based Practices: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. Risk-Needs-Responsivity: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. Staff Training: Bidder’s staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder’s staff working with Probation clients.
6. Cultural Competency: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual’s cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices, traditions, religions, personal history, and in the case of this RFP, criminal histories of individuals whom reside in the diverse local communities of Contra Costa.
7. Interagency Collaboration: Demonstrated interest and intent to collaborate with local county and non-profit service providers to obtain multi-disciplinary service delivery. A documented history of successful collaboration including shared case management and blended funding preferred. Staff must attend regular coordination meetings and collaborate with AB 109 partner agencies.



8. *Data Collection and Reporting*: Demonstrated capacity and commitment to collecting and reporting all required data including service delivery statistics (number served, units of service, dosage by client), and program-related impact and outcome measures.

Commitment to program changes and improvements based upon outcome data, including willingness to reconfigure services to enhance effective coordination through the AB109 service provider network.

9. *Matching Resources*: Current or potential sources of matching resources to supplement direct funding including leveraged funding or services, and volunteer hours. Since the available funding is not adequate to meet the anticipated level of need, qualified organizations that demonstrate the capacity to access additional resources may be prioritized.
10. *Licensing/Certification Requirements*: Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United States, State of California, Contra Costa County, and all other appropriate governmental agencies.
11. *Trauma-Informed Principles and Practices*: Demonstrated knowledge of and commitment to implement trauma-informed principles and practices in service delivery to ensure a focus on personal safety to help clients develop effective coping skills, build health relationships that foster growth, and develop strong, positive interpersonal support networks.

IX. Contract Monitoring and Evaluation

The County Administrator's Office will actively monitor services provided through these contracts and will:

- a. Monitor subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.

At a minimum, contractors will be expected to:

- a. Be able to enter into contract and begin service delivery within 2 months of award;
- b. Perform all services without material deviation from an agreed-upon Service Plan;
- c. Complete quarterly progress reports and monthly data reports on templates supplied by County;
- d. Maintain adequate records of service provision to document compliance with Service Plan and complete forms supplied; and
- e. Cooperate with the collection of other fiscal/administrative/service data as requested by the County.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

RFP Requirements and Instructions for Bidders

DRAFT



RFP REQUIREMENTS AND INSTRUCTIONS FOR BIDDERS

The bidder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All bidders shall submit one original proposal package and eight (8) complete copies of the proposal, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10th Floor, Martinez, CA 94553 to be received **no later than 5:00 p.m. on Friday, April 1, 2016**. Each submission must be marked on the outside with the Agency's name and RFP No. 1602-167. Any proposal received after the deadline will be rejected. Postmarks and faxed submissions are not acceptable.
2. A copy of a recent audit (within 12 months) or audited financial statement must be attached to the original copy of the proposal. *(If a proposer is submitting proposals for multiple RFPs offered through the AB 109 program, only one copy is required.)* If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status.
3. The CAO will review all received proposals to make sure they are technically compliant with formatting and submission guidelines as per the RFP and will conduct a review of the Minimum Organizational Requirements. Proposers that are non-compliant with technical and Minimum Organizational Requirements will not move forward to the Review Panel.
4. Proposals and required attachments shall be submitted as specified and must be signed by officials authorized to bind the bidder to the provisions of the RFP. All costs incurred in the preparation of a proposal will be the responsibility of the bidder and will not be reimbursed by the County.
5. A proposal may be withdrawn in person by a bidder's authorized representative prior to **12:00 p.m. on April 4, 2016**. If withdrawing a proposal, the bidder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to his/her withdrawal of the proposal.
6. A mandatory conference for prospective bidders will be held on the following dates/times at the following locations: March 7, 2016 from 9:00 a.m. to 11:00 a.m. at the Pittsburg City Council Chambers; March 8 from 10:00 a.m. to noon in the Zoning Administrator's Room at 30 Muir Road in Martinez; or March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers. For a proposal to receive consideration by the CAO, bidders **must attend** this conference—at any of the locations.



7. Prospective proposers are requested to return the Bidders Conference RSVP on page 31.
8. Any questions regarding this RFP should be emailed to Lara.DeLaney@cao.cccounty.us on or before 5:00 p.m. on March 14, 2016. Please include RFP #1602-167 in the subject line.
9. The CAO may amend this RFP, if needed, to make changes or corrections to specifications or provide additional data. Amendments will be posted at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> or, if after the bidders conference, emailed to all those attending. The CAO may extend the RFP submission date, if necessary, to allow bidders adequate time to consider additional information and submit required data.
10. The RFP process may be canceled in writing by the CAO prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County.
11. With respect to this RFP, the County reserves the right to reject any, some, or all bids and proposals. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All proposals become property of the County, without obligation to any bidder.
12. Proposals will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFP. Proposals should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the proposal. Evaluation criteria and weight factors are described below.
13. A Review Panel will evaluate all compliant proposals. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of employment, housing, mentoring or family reunification (*as applicable to the RFP*). On the basis of panel ratings recommendations, the Public Protection Committee will make recommendations to the Contra Costa County Board of Supervisors. Bidders will be notified of this recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a proposal.
14. Only bidders submitting a proposal in accordance with RFP No. 1602-167 may appeal the RFP process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator; County Administrator's Office and received at 651 Pine Street, 10th Floor, Martinez, CA 94553 no later than **5:00 PM on Friday, April 22, 2016**. Notification of a final decision on the appeal shall be made in writing to the bidder. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the action sought. Appeals shall be limited to the following grounds:



- Failure of the County to follow the selection procedures and adhere to requirements specified in the RFP or any addenda or amendments.
- There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
- A violation of State or Federal law.

Notification of a final decision on the appeal by the CAO shall be made in writing to the bidder within five (5) days, and the decision of the CAO shall be final and not subject to further review.

15. Successful bidders will be expected to promptly enter contract negotiation with the CAO and begin service delivery within two months of contract award. This may result in mutually agreed upon changes in plans or activities identified in the proposal. As a result of this negotiation, actual contract(s) may include other agreements and clarifications of activities, consistent with the intent of this RFP.
16. Services will begin upon the signing of a contract according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date of any contract.
17. Selected contractor(s) will be responsible for all services offered in their proposal, whether or not contractor(s) perform them directly or through subcontractors in multiple agency collaboration.
18. The CAO will actively monitor service implementation and delivery and provide contract monitoring. Any material breach of contract requirements will constitute grounds for terminating the contract.
19. All contracted parties must agree to implement the County's alcohol/drug abuse prevention/treatment policy and comply with related monitoring and evaluation procedures.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Proposal Preparation Instructions

DRAFT



PROPOSAL PREPARATION INSTRUCTIONS

PROPOSAL INSTRUCTIONS

1. Responses must be in the form of a proposal package containing a complete proposal and all required supporting information and documents.
2. Each bidder must submit one (1) original proposal package and eight (8) complete copies with attachments included, unless otherwise noted on Respondent's Checklist.
3. All narrative materials are to be single-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on each side of paper. Use an easy to read 12-point font. **Total proposal should not exceed 16 pages excluding cover sheet, table of contents, budget, budget narrative and required attachments.**
4. Pages must be stapled together and numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-4 (attached to this RFP) are to be fully completed and attached in the order indicated on the Respondent's Checklist.
6. All information in the proposal package must be presented in the following sequence.

PROPOSAL OUTLINE

SECTION I - INTRODUCTION

I.1 Proposal Cover Statement (Form #1)

The Proposal Cover Statement with original signatures, **in blue ink**, of the bidder's Board of Directors' President and Executive Director attached to the original of the proposal must precede the narrative. Copies of the form must also serve as a cover page to the remaining eight (8) proposal copies submitted.

I.2 Table of Contents

Include a table of contents using Attachment A as your guide.



SECTION II—PROGRAM NARRATIVE

II.1 Agency Overview (1-2 pages for each agency/party)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
 - 1. Your agency's primary program services;
 - 2. Agency's years in operation and number of years providing services described in this RFP;
 - 3. Agency's experience and capabilities as they relate to the scope of services described in this RFP;
 - 4. Current service population(s): number of clients, demographic and geographic information;
 - 5. Staffing pattern (size, composition, education level);
 - 6. Location of administrative and program office(s);
 - 7. History of collaboration with other service providers;
 - 8. Other partner agencies involved in provision of services.

II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
 - 1. Program Design, Methodology & Goals
 - a. What are the goals of the program?
 - b. What is the approach employed by the program to meet the goals? *Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services.*
 - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, age range of clients to be served, and geographic location.*
 - d. What services will be provided to this population and who will provide



the services?

- e. Where and how will the services be offered? *Indicate the days and hours services will be offered, languages in which services will be provided, any costs to be incurred by the clients, and service delivery methods, including how accessible services are to public transportation, etc.*
- f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.

2. Program evaluation and outcomes

Describe in specific detail how you will determine the success of the program and the quality of the services provided.

- a. How will service delivery be monitored and evaluated?
- b. What data will you collect and report?
- c. How will you use collected data for program improvement?
- d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*

3. Collaboration and Coordination

- a. *Collaboration:* If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.
- b. *Coordination:* Indicate how this program will interface with other public and private agencies serving the same target populations or providing related services. **Specifically indicate how this program will interface with the Reentry Network, the Reentry Success Center, and the Workforce Development Board.**

Please include memorandums of support and/or memorandums of understanding.

4. Community Resources: Describe how you will:



- Build community resources
- Use existing community resources
- Complement and strengthen existing resources.

II.3 Program Implementation and Oversight (4 pages or fewer)

1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
2. Describe how you will ensure fidelity of your program to evidence-based practices.
3. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. *Describe briefly how the staffing plan meets the needs of the program. Clearly indicate positions you will need to hire.*
4. Describe the agency's use of local resources in the design, implementation and evaluation of the proposed program. Include the use of local residents and consumers, if applicable.
5. Submit job descriptions and resumes of Executive Director and key program staff.
6. Submit agency organizational chart.

II.4 Bidder's Experience (up to 1 page)

Describe your agency's current or past experience in providing the proposed services, including length of time your agency has been providing these services. Indicate staff experience with methodologies to be used. Note any other relevant aspects of your agency's service history that demonstrate capacity to provide the proposed services.

II.5 Cultural Competency (up to 1 page)

Describe strategies and processes you will use to assure that services are responsive and relevant to the identified population. Demonstrate your organization's understanding and capacity to deliver responsive services, including cultural and linguistic competency, ties to the local community, field-based service delivery, gender-specific programming, targeting of multiple learning styles at varied literacy levels and effective client engagement and retention strategies.



SECTION III. - PROGRAM BUDGET INFORMATION

III.1 Fiscal Management Information Narrative

- A. Provide a brief description of the lead agency's accounting system and internal controls. Include the following *as appropriate*:
1. Overall system (accrual, double-entry, automated or manual)
 2. Timekeeping system
 3. Inventory system
 4. Payroll system
 5. Cost allocation plan and methodology
 6. Ledger system for receivables, payables, expenses, disbursements, petty cash
- B. Explain how your fiscal system is administered and by whom. Include responsibilities of Board of Directors, Executive Director and fiscal staff in fiscal management. Describe experience and qualifications of fiscal staff.
- C. Describe fiscal procedures and policies or attach a manual of fiscal procedures and policies.

III.2 Program Budget/Narrative

- A. Complete a line-item budget for all programs, showing all costs, **for three years**. *Program Budget should include a breakdown of all costs that demonstrates computations for each budget category (i.e., Personnel, Benefits, Supplies, Local Travel, etc.) Proposed budgets are expected to be complete, reasonable, cost effective, and necessary for proposed activities across the three contract years.*
- B. Program Budget Narrative

Each budget cost item must be detailed in the narrative section and should reflect the basis for the computations. Every item must be completed, if applicable. Minimal narrative requirements are described below:

1. Administration and Support
Include supervisors, directors, clerical support staff, and administrative staff with no service delivery responsibilities. Divide the salaries of staff with both "Service Delivery" and "Administration" responsibilities in proportion to the time allotted for each activity.

List such staff in both categories. Indicate titles, rate of pay, time allotted to program and full-time equivalent positions (FTEs). Explain in



narrative.

Administrative costs should not exceed 15% of total request.

2. Program Staff

Include all staff involved in service delivery. Indicate titles, rate of pay, time allotted to program and FTEs.

3. Payroll Fringe Benefits

Report estimated costs of benefits, vacations, sick leave and training days on the line-item budget. Narrative shall list staff by title, FTEs, pay rate and amount of time allocated. Include for each staff title by type (FICA, SUI, FUTA, Worker's Compensation, leave and health and other insurance), applicable rates or basis.

4. Operations

a. *Occupancy*

Describe all applicable factors (e.g. rent/leases) and basis for allocating cost to program.

b. *Utilities*

Describe all applicable factors and basis for allocating cost to program.

c. *Telephone, Postage, Insurance, Equipment*

List by type, justification of cost and basis for allocating cost to program.

d. *Printing/Photocopying*

List cost by type and describe justification for cost and basis for allocating costs to program.

e. *Materials*

List by type and describe justification of cost.

f. *Travel*

Describe type, justification, and basis of cost. Include service delivery, administration mileage and transportation costs for clients.

g. *Miscellaneous*

Indicate kinds of anticipated miscellaneous costs, such as childcare for clients while receiving services. Each item over \$100 should be explained individually.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Proposal Review and Selection

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PROPOSAL REVIEW AND SELECTION

All proposals submitted in compliance with the RFP requirements will be eligible for review and selection. Proposals will be evaluated in two distinct areas:

- A. Service proposal and bidder's implementation capability.
- B. Fiscal proposal and bidder's fiscal management capability.

Proposal Selection Methodology:

- A. Only those proposals from respondents who attended the Mandatory Bidders Conference will be forwarded for review.
- B. CAO staff will review each proposal's adherence to RFP specifications, including:
 - Proposal Cover Statement
 - Proposal Narrative
 - Agency Information (*including required attachments*)
 - Budget forms
 - Other fiscal information (*including required attachments*)
- 1. All proposals deemed responsive will be referred to the RFP Review Panel.
- 2. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of employment, housing, mentoring or family reunification (*as applicable to the RFP*). Members of the Review Panel will be required to sign an impartiality statement.
- C. The Review Panel will review all qualified proposals and evaluate and score all service elements utilizing the evaluation criteria outlined on page 29.
- D. The Public Protection Committee will make recommendations for contract awards to the Board of Supervisors after considering the recommendations of the Review Panel.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Rating Sheet

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RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

Program Elements and Possible Score

- I. Proposal Cover Statement - *required but not weighted*
- II.1. Agency Overview
1. Organization's overall services/history (3 pts.)
 2. Administrative and program offices locally based (3 pts.)
 3. Demonstrated history of collaboration to deliver services (2 pts.)
- 0-8
- II.2. Program Proposal
1. Program design/methodology and **use of EBP and RNR** (20 pts.)
 2. Program evaluation/outcomes (15 pts.)
 3. Collaboration with other organizations/Coordination (5 pts.)
- 0-40
- II.3. Program Implementation and Oversight
1. Action-steps and timeline for implementation, including primary roles and responsibilities, and ensuring fidelity to an evidence-based model (8 pts.)
 2. Program staffing (FTEs, responsibilities, experience) and management (5 pts.)
 3. Knowledge of and use of local resources, inclusion of local residents in program planning, implementation and evaluation (2 pts.)
- 0-15
- II.4. Bidder's Experience
- Bidder's current or past experience and demonstrated ability of applicant to deliver services to the targeted communities as specified.
- 0-12
- II.5. Cultural Competency
- Cultural sensitivity of program and relevance of services to diverse client populations, including gender specific services and delivery of services in the clients' primary language. (10 pts.)
- 0-10
- III.1. Fiscal Management Information
- 0-5
- III.2. Program Budget/Narrative
- Program budget detailing the cost for program administration, salaries, benefits and operation.
- 0-10

Total 100 pts.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Bidders Conference RSVP Form

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Bidders Conference RSVP Form

To: Lara DeLaney, Senior Deputy County Administrator
County Administrator's Office
Attention: RFP #1602-167
Lara.delaney@cao.cccounty.us
651 Pine Street, 10th Floor
Martinez, California 94553

RE: Attendance of Bidders Conference for RFP #1602-167

☐ I/we plan to attend the Bidders Conference in:

Name: _____

Organization: _____

Address: _____

Phone: _____

I / we will be bringing (#)_____ of people.

I / we are most interested in learning about (check all that apply):

____ More details regarding AB 109

____ Budget Preparation

____ Evaluation

____ Designated Funding Areas

____ Other _____

Please return completed form to the above address or email it to vana.tran@cao.cccounty.us by 5:00 pm, Friday, March 4, 2016.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

FORM 1

Proposal Cover Statement

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FORM 1

PROPOSAL COVER STATEMENT**EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM**

Applicant
Organization _____
Business _____
Address _____
Phone _____ email: _____ Year Organization Founded _____
Contact Person & Title _____
501(c)3 ____ yes Exemption Expiration Date _____
____ no Other (explain): _____
Federal Employer Number: _____
List Collaborative Partners, if applicable: _____

We submit the attached proposal and attachments in response to Contra Costa County's Request for Proposals # 1602-167, and declare that:

If the Board of Supervisors of Contra Costa County accepts this proposal, we will enter into a standard contract with Contra Costa County to provide all work specified herein as proposed or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used for other programs operated by the bidder/contractor unless stipulated within the proposal and accepted by the County.

Authorized representatives: (two signatures required)

Name: _____ Date: _____

Signature: _____
Executive Director

Name: _____

Signature: _____ Date: _____
Board President

This form must accompany the proposal package when submitted. Only one copy with original signatures is required.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

FORM 2

Current Board of Directors

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FORM #2

CURRENT BOARD OF DIRECTORS

1. Number of Board members required by agency's bylaws: _____
2. Number of members on current Board: _____
3. When and how often does the Board meet: _____
4. List current Board members below (or attach Board List in this format):

<u>Name of Member</u>	<u>City of Residence</u>	<u>Occupation/Affiliation</u>	<u>Board Position</u>
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5. Describe key roles and responsibilities of the Board:



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

FORM 3

Bidder's Statement of Qualifications

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**FORM #3****BIDDER'S STATEMENT OF QUALIFICATIONS**

1. List any licenses or certifications held by the agency, with expiration dates.

2. (a) Who administers your agency's fiscal system?
Name: _____
Phone: _____
Title: _____
Work Schedule: _____
(b) What CPA firm maintains or reviews the agency's financial records and annual audit, if applicable?
Name: _____
Phone: _____ Address: _____

3. Number of years bidder operated under the present business name. ____
List related prior business names, if any, and timeframe for each.

4. Number of years bidder has provided the services described in this proposal or related services. ____

5. Has bidder failed or refused to complete any contract? ☐ Yes ☐ No
If yes, briefly explain:

6. Is there any past, present, or pending litigation in connection with contracts for services involving the bidder or any principal officer of the agency? ☐ Yes ☐ No
If yes, briefly explain.

**FORM #3, Cont.**

7. Does bidder have a controlling interest in any other firm(s)? ☐ Yes ☐ No
If yes, please list below.

8. Does bidder have commitments or potential commitments that may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFP? ☐ Yes ☐ No
If yes, specify below.

Bidder attests, under penalty of perjury, that all information provided herein is complete and accurate. Bidder agrees to provide to County other information the County may request as necessary for an accurate determination of bidder's qualifications to perform proposed services.

Name and Title

(Executive Director)

Date

Name and Title

(Board President)

Date

Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

FORM 4

Contracts and Grants

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FORM #4

CONTRACTS AND GRANTS

1. List current contracts and subcontracts including government contracts and/or grants:

Contact Name/Phone #
of Contractor/Grantor

Services Provided
Under Contract

Contract
Dates

2. List key contracts/grants completed in the last five years, including government contracts/grants:

3. Bidder agrees to allow County to contact contractors for information relative to bidder's performance. **(Sign below)**

Name and Title
(Executive Director)

Date

Name and Title
(Board President)

Date

Note: When more than one agency will collaborate in providing services(s), each agency involved must complete this form.



REQUEST FOR PROPOSALS # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Attachment A

Required Attachments and Respondent Checklist

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REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*
 - Non-profit proposers must provide a copy of:
 1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
 2. Current agency-wide Budget
 3. Balance Sheet
 4. Profit and Loss Statement
 5. Manual of Fiscal Procedures and Policies, *if available*
 6. Current Board of Directors' Bylaws
 7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
 8. 501(c) 3 Letter.

For profit proposers must provide a copy of:

1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*



for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

- ☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)
- ☐ **L. Other Relevant Attachments**



REQUEST FOR PROPOSAL # 1602-167

EMPLOYMENT SUPPORT AND PLACEMENT SERVICES FOR AB 109 PROGRAM

Attachment B

County Contract Requirements and General Conditions

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REQUEST FOR PROPOSALS (RFP) #1602-166
Short and Long-Term Housing Access for AB 109 Program

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$1,180,000 on an annual basis for "Short and Long-Term Housing Access" to be provided to formerly incarcerated individuals for the period July 1, 2016 through June 30, 2019. Of this amount, \$150,000 is specifically designated to serve clients in the Central-East Reentry Network.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

Please read this entire packet carefully.

Interested parties are required to attend a

MANDATORY Bidders Conference

At any of the following dates/times/locations:

March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg

March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez

March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10th floor, Martinez CA 94553
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to lara.delaney@cao.cccounty.us by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.



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REQUEST FOR PROPOSALS # 1602-166

SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM

Project Description

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26-35	32%	37%	34%
36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
Race/Ethnicity			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

VI. Funding

Up to \$1,180,000 (one million one hundred-eighty thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Short and Long-Term Housing Access on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

\$1,030,000 of the funding shall be allocated to housing services provided in each subregion of the county based on the most recent data on the location of currently supervised AB 109 clients: West County \$309,000; Central County \$309,000; and East County \$412,000. \$150,000 of the funding shall be allocated specifically to serve clients in the Central and East County Reentry Network.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

VII. Purpose, Services, and Outcomes



A. Purpose:

“Reentry” is not a specific program, but rather a process that starts when an individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research- and evidence-based program services in both pre- and post-release settings, designed to ensure that the transition from prison or jail to the community is safe and successful. Short and long-term housing access and housing support, in general, can be a significant element of a successful reentry strategy.

While incarcerated, most individuals plan to move in with family members to provide a stable living situation upon release. However, formerly incarcerated individuals are often barred from joining a stable family living situation because they cannot be added to the lease or housing agreement. Many of these individuals experience rejection from families and friends, refusal by private landlords, and intensive screening (and eviction) from public housing. Despite the numerous challenges, new reentry housing programs are emerging. Yet even within the ones that currently exist, there are numerous differences reflecting the multiple factors to consider in designing such a program. Simply deciding whom the facility will serve can be quite challenging.

The history of low-income and special needs housing in the United States has traditionally been one of concentrating large numbers of units in a small number of disadvantaged communities. This approach is no longer considered viable and has been supplanted by a scattered site model supporting low density, low profile developments. Centralized facilities may be easier to operate and supervise, but are both highly visible and difficult to finance and develop. However, it can be more difficult to provide services, supervision and structure to a more dispersed population.

Determining what type of reentry housing to provide is another factor to consider, as many of these programs operate with varying levels of structure and flexibility. Emergency housing is for individuals who have no place to go upon their release and is mostly provided by an overburdened shelter system. Transitional housing, also called “phased permanent,” or “interim” housing, provides short-term residence and treatment services. Permanent housing teaches complete self-sufficiency and provides a permanent supportive environment for those who need lifelong care. Some reentry housing models have successfully incorporated more than one type of housing within the same facility or program.

In 2011, The Pacific Institute’s Safe Return Team, comprised of formerly incarcerated County residents, completed a survey of recently-released, adult Richmond area residents to assess service needs. 78% of respondents were unemployed, more than four times the overall Richmond unemployment rate and six times the California unemployment rate; 70% were technically homeless, staying with family or friends, short-term shelters or halfway houses; and more than half received no pre-release services or information about community reintegration resources. These findings illustrate the need for the housing support, pre-release case management, and vocational services.



The Safe Return report also found that the most common challenge recently released individuals face in accessing housing is financial: six out of ten could not afford the cost of entry into permanent housing (deposit and first and last month's rent) or to pay market rate rent in the community. In addition, many do not have sufficient credit history to meet private landlord screening. Increases in rent and in the use of tenant screening protocols have only exacerbated the problems faced by formerly incarcerated individuals seeking housing in the County.

B. Services and Desired Outcomes:

Housing assistance/support services includes services that assist an individual to secure short-term or intermediate-term transitional housing, leading ultimately to long-term permanent housing. These services can include conducting a personalized needs assessment and developing a plan with the client to work through housing barriers, including developing a "tenant resume." They can also include referring clients to additional services to address credit or budget issues, or services to address other barriers to maintaining stable housing. Other services may include providing clients with education regarding tenant rights and responsibilities.

Housing access can include facilitating access to low-cost and/or subsidized housing options including sober living environment (SLE) and other transitional housing; working with a local housing authority to foster access to public subsidies and remove potential barriers; and addressing legal barriers to accessing housing. This may take the form of short-term emergency shelter, intermediate term (2-6 month) fully or partially subsidized housing and/or move-in assistance, and assistance with long-term affordable housing.

SLE housing are safe, clean, sober, residential environments that promote individual recovery through positive peer group interactions among house members and staff. Sober living housing is affordable, alcohol and drug-free and allows the house members or residents to continue to develop their individual recovery plans and to become self-supporting. The SLE must co-exist in a respectful, lawful, non-threatening manner within residential communities in Contra Costa County. Currently SLE's are not required nor are they able to be licensed by the State of California. They are, however, subject to landlord/tenant laws in California and zoning and other requirements of their local jurisdiction.

Supportive housing programs might be transitional or permanent, generally geared toward those with histories of mental illnesses, physical illnesses, substance abuse disorders, or chronic homelessness/residential instability. In addition to the affordable housing unit, supportive housing services typically include coordinated case management, health and mental health services, substance abuse treatment, vocational and employment services, tenant advocacy, and life skills training. In general, supportive housing is appropriate for individuals who have a high need for these supportive services, who generally do not have strong work histories or the ability to work due to physical and/or mental health issues, substance abuse histories, or other disabilities.

Central-East Reentry Network Services: Responders to the availability of the \$150,000 for Central-East housing services should provide housing access by means of SLEs or supportive



housing, with on-site supervision, specifically in locations throughout the Central and East regions of the county.

Short and Long-Term Housing Access services may include:

- The provision of short-term emergency shelter;
- The provision of intermediate-term fully or partially subsidized housing;
- Master leasing to provide sub-leases;
- Identifying local housing resources and gaps (low-cost private market housing and subsidized housing);
- Case managers to navigate access to existing, low-income and subsidized housing;
- Identifying landlords willing to provide housing to individuals with criminal records;
- Coordinating shared housing among multiple tenants;
- Assistance with rental agreements and application forms;
- Credit counseling and credit repair services;
- Education and advice on the rights/responsibilities of tenancy;
- Assistance with security and utility deposits.



REQUEST FOR PROPOSALS # 1602-166
SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM

Proposal Preparation Instructions

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SECTION II—PROGRAM NARRATIVE

II.1 Agency Overview (1-2 pages for each agency)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
 - 1. Your agency's primary program services;
 - 2. Agency's years in operation and number of years providing services described in this RFP;
 - 3. Agency's experience and capabilities as they relate to the scope of services described in this RFP;
 - 4. Current service population(s): number of clients, demographic and geographic information;
 - 5. Staffing pattern (size, composition, education level);
 - 6. Location of administrative and program office(s);
 - 7. History of collaboration with other service providers;
 - 8. Other partner agencies involved in provision of services.

II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
 - 1. Program Design, Methodology & Goals
 - a. What are the goals of the program?
 - b. What is the approach employed by the program to meet the goals? Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services. *Include criteria describing client eligibility for residence, as applicable.*
 - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, gender, and geographic location.*



- d. What specific services will be provided to this population and who will provide the services?
- e. Where and how will the services be offered? *Indicate the specific locations of proposed housing site(s); proximity of housing site(s) to public transportation; the zoning of the proposed housing site(s); and duration, dosage, and frequency of housing related activities and services.*
- f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.

2. Program evaluation – outcomes

Describe in specific detail how you will determine the success of the program and the quality of the services provided.

- a. How will service delivery be monitored and evaluated?
- b. What data will you collect and report?
- c. How will you use that data for program improvement?
- d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*

3. Collaboration and Coordination

- a. Indicate how this program will interface with the Reentry Network and the Reentry Success Center, and other public and private agencies serving the same target populations or providing related services.
- b. Articulate strategic partnerships with a range of reentry service providers, so that clients have efficient access to relevant treatment, financial literacy/money management, mental health, education, employment and other personal development opportunities in addition to sober, safe and dignified housing.
- c. If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.



- d. Describe your knowledge of and experience collaborating and/or making/receiving referrals with community-based service partners, such as community-based organizations, County departments, criminal justice systems and other relevant agencies/organizations.

Please include memorandums of support and/or memorandums of understanding.

4. If proposing to provide SLE housing or supportive housing, describe your experience in the operation of an SLE or supportive housing site.
 - a. Include an overview of your housing services such as how long the house has been in operation;
 - b. Include history of providing such services to the target population;
 - c. Include the level of on-site management;
 - d. Include any existing contractual agreements with other governmental agencies.
 - e. Provide a copy of your *Policies & Procedures Manual* which should establish the rules, regulations, expectations, governance and grievance procedures of the house.

II.3 Program Implementation and Oversight (4 pages or fewer)

1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
2. Describe how you will ensure the fidelity of your program to evidence-based practices.
3. Describe how you will maintain a "Good Neighbor Policy" with the direct neighbors of any proposed housing site.
4. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. *Describe briefly how the staffing plan meets the needs of the program. Clearly indicate positions you will need to hire.*
5. Submit job descriptions and resumes of Executive Director and key program staff.



RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

Program Elements and Possible Score

- I. Proposal Cover Statement - *required but not weighted*
- II.1. Agency Overview
1. Organization's overall services/history (3 pts.)
 2. Administrative and program offices are locally based (3 pts.)
 3. Demonstrated history of collaboration to deliver services (2 pts.)
- 0-8
- II.2. Program Proposal
1. Program design/methodology and **use of EBP and RNR** (20 pts.)
 2. Program evaluation/outcomes (15 pts.)
 3. Collaboration with other organizations/Coordination (5 pts.)
- 0-40
- II.3. Program Implementation and Oversight
1. Action-steps and timeline for implementation, including primary roles and responsibilities, and ensuring fidelity to an evidence-based model (8pts.)
 2. Program staffing (FTEs, responsibilities, experience) and management (5pts.)
 3. Knowledge & use of local resources, inclusion of local residents in program planning, implementation and evaluation (2 pts.)
- 0-15
- II.4. Bidder's Experience
Bidder's current or past experience and demonstrated ability of applicant to deliver services to the targeted communities as specified.
- 0-12
- II.5. Cultural Competency
Cultural sensitivity of program and relevance of services to diverse client populations, including gender specific services and delivery of services in the clients' primary language.
- 0-10
- III.1. Fiscal Management Information
- 0-5
- III.2. Program Budget/Narrative
Program budget detailing the cost for program administration, salaries, benefits and operation.
- 0-10

Total 100 pts.



REQUEST FOR PROPOSALS # 1602-166
SHORT AND LONG-TERM HOUSING ACCESS FOR AB 109 PROGRAM

Attachment A

Required Attachments and Respondent Checklist

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REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*
 - Non-profit proposers must provide a copy of:
 1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
 2. Current agency-wide Budget
 3. Balance Sheet
 4. Profit and Loss Statement
 5. Manual of Fiscal Procedures and Policies, *if available*
 6. Current Board of Directors' Bylaws
 7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
 8. 501(c) 3 Letter.

For profit proposers must provide a copy of:

1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*



for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)

☐ **L. City of Antioch Compliance:** *Note:* Contractors seeking to provide services located in the City of Antioch must demonstrate compliance with Ordinance No. 2066-C-S amending Section 9-5.203 and adding Section 9-5.3836 to the Antioch Municipal Code, including providing proof of a valid use permit issued by the City of Antioch.



Contra Costa County

REQUEST FOR PROPOSALS (RFP) #1602-168 *Peer Mentoring and Family Reunification for AB 109 Program*

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$200,000 on an annual basis for "Peer Mentoring and Family Reunification Services" to be provided to formerly incarcerated individuals in Contra Costa County for the period July 1, 2016 through June 30, 2019.

This RFP is a process by which the County solicits proposals of qualified bidders that may be selected to enter into a contract with the County.

Please read this entire packet carefully.

Interested parties are required to attend a

MANDATORY Bidders Conference

At any of the following dates/times/locations:

March 7 from 9:00 to 11:00 a.m. in the Pittsburg City Council Chambers, 65 Civic Ave., Pittsburg

March 8 from 10:00 a.m. to noon in the Zoning Administrator Room, 30 Muir Rd., Martinez

March 9 from 2:30 p.m. to 4:30 p.m. in the Richmond City Council Chambers, 440 Civic Center Plaza, Richmond

Attendance at this mandatory Bidders Conference is a requirement for submitting a proposal. The Bidders Conference is an opportunity to ask questions about the RFP and to receive technical assistance.

**Final proposals will be due at 651 Pine Street, 10th floor, Martinez CA 94553
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFP can be submitted to lara.delaney@cao.cccounty.us by

5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.



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REQUEST FOR PROPOSALS # 1602-168

PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM

Project Description

DRAFT



36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
Race/Ethnicity			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

VI. Funding

Up to \$200,000 (two hundred thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Peer Mentoring and Family Reunification Services, on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFP may potentially be renewable at the sole discretion the Board of Supervisors.

Of the \$200,000 recommended in the AB 109 Budget, \$110,000 is allocated to Peer Mentoring programs serving clients in West County and \$90,000 is allocated to Family Reunification programs serving clients countywide.

Agencies may submit proposals individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a proposal to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFP may result in a single award or multiple awards.

VII. Purpose, Services, and Outcomes

A. Purpose:

"Reentry" is not a specific program, but rather a research-driven process that starts when an



individual is initially incarcerated and ends when the person has been successfully reintegrated in his or her community as a law-abiding citizen. The reentry process includes the delivery of a variety of research-informed and evidence-based program services in both pre- and post-release settings, designed to ensure that the transition from prison or jail to the community is both safe and successful. Mentoring of justice-involved individuals can be a significant element of a successful reentry strategy, as can be family reunification.

This solicitation is aimed at promoting more effective and successful reentry through the establishment and maintenance of pre- and post-release mentoring relationships and family reunification services.

B. Peer and Mentoring Services:

The specific objective of the Peer Mentoring program is to recruit and train individuals as mentors and match them with participants in pre- and post-release services. “Mentoring” refers to a developmental relationship in which a more experienced person helps a less experienced person develop an enhanced sense of self-worth and specific knowledge and skills to increase their chance of successful reentry. Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional and personal development with the primary goal of preparing an individual (pre-release) for reentry and supporting him/her during the reentry process to enhance success. Most importantly, mentoring facilitates connections to pro-social networks and role models within the community that can facilitate new ways of thinking and reduce the risk for anti-social behavior.

Mentoring involves communication, is relationship-based, and can take many forms. It may consist of a one-to-one relationship or it can also occur in a small group setting. Mentoring also includes support with family reunification including fostering family readiness, health, safety, and receptivity during reentry and reintegration.

All AB 109 funded mentoring programs must include the evidence-based practice of connecting with individuals pre-release with continuity post-release. Responders should propose mentor training programs that address the unique needs of justice-involved individuals as well as supports for mentors. Proposers must also demonstrate connections to the community and specific methodologies for connecting with and improving outcomes for participants in the mentoring program. Training and program models should incorporate the perspectives of formerly incarcerated individuals who have achieved successful reintegration.

While mentoring will not look the same across all programs, there are some underlying principles of quality mentoring that provide the foundation around which effective mentoring systems are built, and which proposals should demonstrate. These principles include:

- a. Strong partnership between the mentoring organization and the AB 109 partners;
- b. A reasonably intensive process for the careful selection and retention of qualified mentors, and detailed processes to successfully match mentors and mentees;



- c. Training for mentors that is informed by the needs of adults reentering the community, and seeks to promote effective mentoring methods;
- d. Mentoring content (i.e., resources, materials, training, etc.) based on recognized adult basic education instructional skills and knowledge, and content and strategies individualized to the needs of formerly incarcerated participants with special attention paid to the provision of post-matching support;
- e. Effective program management including detailed plans for management of program information, mentee/mentor relationship monitoring, strategies for ongoing mentor evaluation and development
- f. A robust and well communicated grievance process for mentees

Peer mentoring services may include, but are not limited to, the following:

- Pre-release relationship building;
- One-to-One mentoring support;
- Peer mentoring groups;
- Post-release reentry aftercare sessions/drop-in support;
- Transportation of clients and families to appointments and meetings;
- Service advocacy to address barriers to successful reentry;
- Services to support development of healthy, safe relationships with intimate partners and family members;
- Social events and service projects to build relationships and increase positive engagement with the community.

C. Family Reunification Services:

Formerly incarcerated individuals who have effective social support systems are more likely to successfully reenter society. Family members can provide formerly incarcerated individuals with financial and emotional support when needed. The term “family” should not be narrowly restricted to blood relatives; it can apply to any individuals with whom the formerly incarcerated individuals have strong ties.

Responders should also address the needs of children with incarcerated parents. The evidence suggests children of incarcerated parents are also in need of support; they are less likely to do well in school, more likely have behavior problems, more likely to have substance abuse problems, and more likely to suffer from depression. Moreover, the lack of contact with their parents can cause them to have low self-esteem (Bushfield, 2004). All of these factors place these children at higher risk of becoming incarcerated themselves; therefore, helping the family reunify is a way to address the generational effects of incarceration.

While it is important to try to build on family strengths, it is also important to recognize that family reunification is not always possible or advisable. For some clients, family ties may act as a conduit to risky behavior such as violence, drug use and criminal activity, rather than an insulator from these negative influences. Conversely, for some families, relationships that are steeped in histories of victimization or disappointment can mean that families will not be ready or willing to work at repairing a relationship or providing support to an individual when she or



he is released (Travis, 2003). In these cases, it is important to identify other sources of social support, whether that means tapping into existing relationships or helping establish new ones.

Objectives

1. Strengthen social support systems for clients to help reduce the risk of future incarceration.
2. Enhance communication skills through hands-on training sessions in order to foster a creative atmosphere for trust.
3. Provide tools to equip family members and other supporters with an ability overcome the challenges of everyday life events.
4. Provide parenting and childhood developmental education.
5. When proper to do so, facilitate a process to repair harm done to pro-social relationships.

VIII. Minimum Organizational Requirements

1. Service History: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. Justice System Collaboration: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional setting and maintaining staff with jail clearances.

3. Evidence-Based Practices: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. Risk-Needs-Responsivity: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. Staff Training: Bidder’s staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder’s staff working with Probation clients.
6. Cultural Competency: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual’s cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices,



REQUEST FOR PROPOSALS # 1602-168

PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM

Proposal Preparation Instructions

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SECTION II—PROGRAM NARRATIVE

II.1 Agency Overview (1-2 pages for each agency)

(Submit an agency overview for each party in a collaborative.)

- A. State your agency's mission and its overall service philosophy.
- B. Describe briefly:
 - 1. Your agency's primary program services;
 - 2. Agency's years in operation and number of years providing services described herein;
 - 3. Agency's experience and capabilities as they relate to the scope of services described herein;
 - 4. Current service population(s): number of clients, demographic and geographic information, and types of services provided;
 - 5. Staffing pattern (size, composition, education level);
 - 6. Location of administrative and program office(s);
 - 7. History of collaboration with other service providers;
 - 8. Other partner agencies involved in provision of services.

II.2 Program Proposal (8 pages or fewer)

- A. Describe the program of service delivery for which AB 109 funds are requested. For each program, address the following, and specifically identify the **incorporation of evidence-based practices** in your program:
 - 1. Program Design, Methodology & Goals
 - a. What are the goals of the program?
 - b. What is the approach employed by the program to meet the goals? Provide a detailed description of the program model including any tailoring of the program to meet the needs of the individual receiving services.
 - c. Who is the target population for your program? *Provide details on demographics of the target population, including number of clients to be served, gender, and geographic location.*
 - d. What specific services will be provided to this population and who will provide the services?



- e. Where and how will the services be offered? *Indicate the location, duration, dosage, and frequency of mentoring or family reunification activities and services.*
 - f. Demonstrate your organization's knowledge of and commitment to implement evidence-based practices related to successful programmatic engagement and recidivism reduction strategies, including the appropriate use of Risk-Needs-Responsivity principles. Where your services are research-informed, describe why such practices are promising and likely to produce the desired outcomes and impact with the target population.
 - g. For Peer Mentoring programs, identify the target number of mentors who will be recruited and list the community partners the applicant will engage in recruiting mentors.
 - h. For Peer Mentoring programs, identify and define the population of people that will serve as mentors.
 - i. For Peer Mentoring programs, provide an outline of the training curriculum that will be provided to all mentors.
 - j. For Family Reunification programs, provide an outline of any parenting and childhood development curriculum that will be provided to clients.
2. Program evaluation – outcomes
- Describe in specific detail how you will determine the success of the program and the quality of the services provided.
- a. How will service delivery be monitored and evaluated?
 - b. What data will you collect and report?
 - c. How will you use that data for program improvement?
 - d. What are your program outcome measures and how will you track them? *Discuss specific outcomes that measure the impact or results for each service component.*
3. Collaboration and Coordination
- a. Indicate how this program will interface with the Reentry Network and the Reentry Success Center, and other public and private agencies serving the same target populations or providing related services.



- b. Articulate strategic partnerships with a range of reentry service providers, so that clients have efficient access to relevant treatment, financial literacy/money management, mental health, education, employment and other personal development opportunities in addition to sober, safe and dignified housing.
- c. If this proposal is a collaborative effort, describe the primary activities and responsibilities of each collaborator. Indicate how resources will be shared, how funds will be leveraged and blended, and how service duplication will be avoided.
- d. Describe your knowledge of and experience collaborating and/or making/receiving referrals with community-based service partners, such as community-based organizations, County departments, criminal justice systems and other relevant agencies/organizations.

Please include memorandums of support and/or memorandums of understanding.

II.3 Program Implementation and Oversight (4 pages or fewer)

1. Describe the process goals and timeline for implementation of the service plan. *Process goals describe the action-steps that the agency or collaborative will take in order to implement the service plan. If the proposal is a collaborative effort, describe each agency's specific responsibilities and timelines, and the respective primary roles of staff in each agency in completing the action-steps.*
2. Describe how you will ensure the fidelity of your program to evidence-based practices.
3. Submit a staffing plan for all staff working directly or indirectly in this program, including: staff name and job title; time allocated to program; duties/activities; language/cultural competence. Describe briefly how the staffing plan meets the needs of the program. *Clearly indicate positions you will need to hire.*
4. Submit job descriptions and resumes of Executive Director and key program staff.
5. Submit agency organizational chart.

II.4 Bidder's Experience (up to 1 page)

Describe your agency's current or past experience in providing the proposed services, including length of time your agency has been providing these services. Indicate staff experience with methodologies to be used. Note any other relevant aspects of your agency's service history that demonstrate capacity to provide the proposed services.



REQUEST FOR PROPOSALS # 1602-168

PEER MENTORING AND FAMILY REUNIFICATION FOR AB 109 PROGRAM

Attachment A

Required Attachments and Respondent Checklist

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REQUIRED ATTACHMENTS & RESPONDENT CHECKLIST

Each respondent must submit a proposal in the following order with documents as described (unless otherwise noted). Duplicate enclosed forms as necessary.

- ☐ **A. Proposal Cover Statement (Form #1)** attached as cover to each proposal
- ☐ **B. Table of Contents**
- ☐ **C. Program Narrative**
- ☐ **D. Program Budget Information**
- ☐ **E. List of Agency Board of Directors (Form #2)**
- ☐ **F. Agency Organizational Chart** indicating how proposed project relates with other agency projects and programs.
- ☐ **G. Job Descriptions and Resumes** of Executive Director and key program staff
- ☐ **H. Bidder's Statement of Qualifications (Form #3)**, completed and signed by Agency Executive Director and President of Agency Board of Directors. *(Form #3 with original signatures must accompany original proposal.)*
- ☐ **I. Bidder's Contracts and Grants (Form #4)**, completed and signed by the Agency Executive Director and the President of the Board of Directors. *(Form #4 with original signatures must accompany original proposal.)*
- ☐ **J. Fiscal Attachments** *(If submitting additional proposals, no need to re-submit.)*
 - Non-profit proposers must provide a copy of:
 1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the organization has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, Executive Director, and the agency accountant that the information accurately reflects the agency's current financial status. Also submit:*
 2. Current agency-wide Budget
 3. Balance Sheet
 4. Profit and Loss Statement
 5. Manual of Fiscal Procedures and Policies, *if available*
 6. Current Board of Directors' Bylaws
 7. Roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
 8. 501(c) 3 Letter.

For-profit proposers must provide a copy of:

1. A recent audit (within 12 months) or audited financial statement attached to the original copy of the proposal. *If the company has never had such an audit, please submit the most recent unaudited financial statements, a brief statement of reasons*



for not ever having conducted an independent audit, and a certification from the Chair of the Board of Directors, C.E.O., and the company accountant that the information accurately reflects the company's current financial status. Also submit:

2. Most recent company Annual Report
3. Current company Budget
4. Balance Sheet
5. Profit and Loss Statement
6. Manual of fiscal procedures and policies, *if available*
7. Current Board of Directors' Bylaws

☐ **K. Agency Brochure** (as available) (*If submitting additional proposals, no need to re-submit.*)

☐ **L. Curriculum**



Contra Costa County

REQUEST FOR QUALIFICATIONS (RFQ) #1602-169 *Civil Legal Services for AB 109 Program*

The Contra Costa County Administrator's Office is pleased to announce, on behalf of the Board of Supervisors, the availability of up to \$150,000 (annually) for "Civil Legal Services" to be provided to formerly incarcerated individuals in Contra Costa County for the period July 1, 2016 through June 30, 2019.

This RFQ is a process by which the County solicits responses of qualified bidders that may be selected to enter into a contract with the County.

Please read this entire packet carefully.

**Final responses will be due at 651 Pine Street, 10th floor, Martinez CA 94553
by 5:00 p.m. on Friday, April 1, 2016.**

Written questions about the RFQ can be submitted to lara.delaney@cao.cccounty.us by
5:00 p.m. on March 14, 2016.

Questions received after the Bidders Conference will be answered and made available at
<http://www.co.contra-costa.ca.us/index.aspx?NID=2366>.

Thank you in advance for your efforts in preparing your response.



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**RFQ TIMELINE**

1.	RFQ announced	Tues., March 1, 2016
2.	Written Questions Due from Responders	5:00 p.m., Mon., Mar. 14, 2016
3.	Addendum Issued	Tues., Mar. 16, 2016
4.	Response Submission Deadline	5:00 p.m., Fri., April 1, 2016 County Administrator's Office 651 Pine Street, 10th Floor Martinez, CA 94553
<i>No response will be accepted after this date and time.</i> <i>Postmarked, facsimiled, or e-mailed submissions will not be accepted.</i>		
5.	Review, rating, and interview process	April 4-15, 2016
6.	Notification of award recommendations	Fri., April 15, 2016
7.	Appeal period	April 18-22, 2016
8.	Deadline to submit appeal letters	5:00 p.m., April 22, 2016
9.	Public Protection Committee Review	Mon., April 25, 2016
10.	Community Corrections Partnership Review	Fri., May 6, 2016
Board of Supervisors approval and authorization to award contracts is tentatively scheduled for the May 10, 2016 Board of Supervisors' agenda		



REQUEST FOR QUALIFICATIONS # 1602-169
CIVIL LEGAL SERVICES FOR AB 109 PROGRAM

Project Description

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26-35	32%	37%	34%
36-45	32%	31%	31%
46-55	21%	19%	20%
56-65	6%	6%	6%
66+	0.8%	0.4%	0.7%
Race/Ethnicity			
White	34%	44%	38%
Black	44%	34%	40%
Hispanic	19%	19%	19%
Asian	0.8%	1.1%	1%
Pacific Islander	NA	0.3%	0.1%
Filipino	0.8%	0.6%	0.7%
Samoan	0.2%	0.1%	0.2%
Native American	0.1%	NA	0.1%
Other	0.2%	NA	0.1%
Unknown	0.7%	1.1%	0.9%

VI. Funding

Up to \$150,000 (one hundred fifty thousand dollars) is recommended in the AB 109 Public Safety Realignment Budget to fund the provision of Civil Legal Services on an annual basis, and the contract period is from July 1, 2016 through June 30, 2019. The Contra Costa County Administrator's Office (CAO) will administer these funds. The contract(s) resulting from this RFQ may potentially be renewable at the sole discretion the Board of Supervisors.

Agencies may submit responses individually, or may collaborate and work together to provide services in one or more geographic areas of the county. Respondents may submit a response to deliver services in one region of the County or in more than one region, depending on their experience and expertise. If applying collaboratively, only one agency may serve as the lead and will be expected to coordinate all fiscal and administrative duties as needed to meet the contractual obligations. This RFQ may result in a single award or multiple awards.

VII. Purpose, Services, and Outcomes

A. Purpose

The Contra Costa Board of Supervisors has directed the County Administrator's Office to issue this Request for Qualifications to identify outstanding candidates to provide reentry legal services to AB 109 clients residing in Contra Costa County in order to break the cycle of criminal recidivism, increase public safety, and help local government better address the growing population of offenders who return to their communities.



Each firm, person, or not-for-profit entity that is awarded a contract under this RFQ shall agree to provide to AB 109 clients residing in Contra Costa County the scope of legal advice and only the limited legal representation outlined in this RFQ. The contractor may not use funds under this RFQ: (1) to provide any advice not specified herein; or (2) to provide any services to anyone other than the AB 109 population. All services must be provided at no charge to the client. Also, any contractor should not use this program as a method to advertise, recruit, solicit, or in any way seek paying clients. Each firm or person awarded a contract under this RFQ also shall agree not to represent any reentrant in any administrative, quasi-judicial or judicial proceeding against Contra Costa County, except as specified herein.

Legal issues faced by the formerly incarcerated cut across many different practice areas. For example, civil legal issues, such as child support, fall within the practice of family law, while other issues, such as those relating to occupational licensing, fall within the domain of employment law. Moreover, outstanding warrants for failure to appear in court for traffic violations or unpaid fines have a quasi-criminal element to them due to the possible existence of a warrant, the potential for arrest and a sentence of incarceration, and the same burden of proof (reasonable doubt) that is employed in criminal cases. For this reason, legal services providers may find themselves in a domain that is neither purely civil nor purely criminal. Because the legal issues faced by the formerly incarcerated require a level of expertise in many different types of law, legal commentators have argued that an entity providing reentry legal services should eschew the legal practice paradigm of specialization in specific areas and instead develop a broad range of expertise, much as a lawyer who considers himself a general practitioner.

Civil legal assistance can often play a critical role in addressing barriers to successful reintegration into the community. Assistance in securing an occupational or driver's license, expunging criminal records, resolving inappropriate denials of housing or employment, resolving violations of the Fair Credit Reporting Act and its California law counterparts, and advising regarding creating and/or modifying child support orders are among the legal services that can help stabilize the lives of individuals and families.

Who is eligible for services? The AB 109 population being served by CCC Probation is eligible for services. These individuals can qualify regardless of how much time has passed since their release. The contractor can also provide services to other formerly incarcerated persons but shall ensure the use of AB 109 funds are prioritized to those designated AB 109.

B. Services and Desired Outcomes:

The successful contractor will provide limited legal services beginning with a post-release legal check-up to identify legal barriers that can be reduced or eliminated with limited legal interventions. These barriers include barriers to employment due to criminal history; issues related to credit repair; fines and fees related to traffic and quality of life citations; child support issues; and housing and public benefits issues.

Legal services may include assisting, advising, and limited representation of individual



clients in the following areas:

- How to seek early termination of probation;
- Criminal record remedies (“expungement”);
- Removing or minimizing barriers to obtaining professional licensing and other certifications, including representation in administrative hearings;
- Assisting the client with obtaining driver’s licenses, child support modifications, employment or housing applications and denials, and other matters directly impacting employment and housing opportunities;
- Providing full representation and assistance to obtain public benefits, but not representation in any litigation against the County;
- Providing full representation and assistance to obtain or retain housing, but not representation in any litigation against the County;
- Family law matters, including custody, visitation, minor guardianship, orders of protection, and divorce when special circumstances are present;
- Providing full representation and assistance to re-claim forfeited property, but not representation in any litigation against the County;
- Providing advice and/or representation on criminal record employment discrimination cases, other than any case against the County;
- Challenges to State Department of Justice determinations that require persons to register as sex offenders;
- Determining a client’s outstanding debts (e.g. child support) or warrants and qualifications for a modification that can reduce overall debt;
- Educating clients about their other rights and responsibilities.

Legal services funded by this RFQ may not include client representation in any administrative, quasi-judicial, or judicial proceedings, other than those specifically identified above.

VIII. Preferred Organizational Characteristics

1. *Service History*: A documented history of similar or equivalent service delivery to high risk criminal justice populations, including successful completion of contract deliverables and participation in outcome evaluation.
2. *Justice System Collaboration*: A history of prior successful collaboration with Probation, corrections, local law enforcement or other justice system stakeholders.

Knowledge of and participation in “jail to community” service delivery models is preferred, including demonstrated history of working effectively within a correctional



setting and maintaining staff with jail clearances.

3. *Evidence-Based Practices*: Demonstrated knowledge of and commitment to implement evidence-based practices related to successful engagement and recidivism reduction with high-risk criminal offenders.
4. *Risk-Needs-Responsivity*: Demonstrated understanding of criminogenic needs and the recidivism reduction strategies that rely on effectively responding to these needs. An effective response often requires proper intervention dosage and duration levels
5. *Staff Training*: Bidder's staff must be qualified and adequately trained to provide services and able to maintain confidential offender record information (CORI). Staff must commit to full participation in trainings provided through the County, including trauma-informed practices among other topics. County has the discretion to approve or disapprove the qualifications/training level of bidder's staff working with Probation clients.
6. *Cultural Competency*: Demonstrated understanding and capacity to deliver gender responsive services, in appropriate languages, at appropriate educational and literacy levels, that are within the context of an individual's cultural identity. To do this requires a demonstrated awareness, respect, and dynamic appreciation of the beliefs, practices, traditions, religions, personal history, and in the case of this RFP, criminal histories of individuals whom reside in the diverse local communities of Contra Costa.
7. *Interagency Collaboration*: Demonstrated interest and intent to collaborate with local county and non-profit service providers to obtain multi-disciplinary service delivery. A documented history of successful collaboration including shared case management and blended funding preferred. Staff must attend regular coordination meetings and collaborate with AB 109 partner agencies.
8. *Data Collection and Reporting*: Demonstrated capacity and commitment to collecting and reporting all required data including service delivery statistics (number served, units of service, dosage by client), and program-related impact and outcome measures.

Commitment to program changes and improvements based upon outcome data, including willingness to reconfigure services to enhance effective coordination through the AB109 service provider network.

9. *Matching Resources*: Current or potential sources of matching resources to supplement direct funding including leveraged funding or services, and volunteer hours. Since the available funding is not adequate to meet the anticipated level of need, qualified organizations that demonstrate the capacity to access additional resources may be prioritized.
10. *Licensing/Certification Requirements*: Successful bidders must have and maintain all appropriate licenses, permits, and certifications as required by the laws of the United



States, State of California, Contra Costa County, and all other appropriate governmental agencies.

11. *Trauma-Informed Principles and Practices*: Demonstrated knowledge of and commitment to implement trauma-informed principles and practices in service delivery to ensure a focus on personal safety to help clients develop effective coping skills, build health relationships that foster growth, and develop strong, positive interpersonal support networks.

IX. Contract Monitoring and Evaluation

The County Administrator's Office will actively monitor services provided through these contracts and will:

- a. Monitor subcontracts written by and entered into by the contractor;
- b. Provide information to contractors concerning additional State or County data requirements not provided herein.

At a minimum, contractors will be expected to:

- a. Be able to enter into contract and begin service delivery within 2 months of award;
- b. Perform all services without material deviation from an agreed-upon Service Plan;
- c. Complete quarterly progress reports on templates supplied by County as well as monthly data reports;
- d. Maintain adequate records of service provision to document compliance with Service Plan and complete forms supplied; and
- e. Cooperate with the collection of other fiscal/administrative/service data as requested by the County.



REQUEST FOR QUALIFICATIONS # 1602-169
CIVIL LEGAL SERVICES FOR AB 109 PROGRAM

RFQ Requirements and Instructions for Bidders

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RFQ REQUIREMENTS AND INSTRUCTIONS FOR BIDDERS

The bidder requirements in this section are mandatory. Contra Costa County reserves the right to waive any nonmaterial variation.

1. All bidders shall submit one original response package and eight (8) complete copies of the response, under sealed cover, by mail or hand-delivery to the CAO at 651 Pine Street, 10th Floor, Martinez, CA 94553 to be received **no later than 5:00 p.m. on Friday, April 1, 2016**. Each submission must be marked on the outside with the Agency's name and RFQ No. 1602-169. Any response received after the deadline will be rejected. Postmarks and faxed submissions are not acceptable.
2. The CAO will review all received responses to make sure they are technically compliant with formatting and submission guidelines as per the RFQ and will conduct a review of the Preferred Organizational Characteristics. Proposers that are non-compliant will not move forward to the Review Panel.
3. Responses and required attachments shall be submitted as specified and must be signed by officials authorized to bind the bidder to the provisions of the RFQ. All costs incurred in the preparation of a response will be the responsibility of the bidder and will not be reimbursed by the County.
4. A response may be withdrawn in person by a bidder's authorized representative prior to **12:00 p.m. on April 4, 2016**. If withdrawing a response, the bidder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to his/her withdrawal of the response.
5. Any questions regarding this RFQ should be emailed to Lara.DeLaney@cao.cccounty.us on or before 5:00 p.m. on March 14, 2016. Please include RFQ #1602-169 in the subject line.
6. The CAO may amend this RFQ, if needed, to make changes or corrections to specifications or provide additional data. Amendments will be posted at <http://www.co.contra-costa.ca.us/index.aspx?NID=2366> or, if after the bidders conference, emailed to all those attending. The CAO may extend the RFQ submission date, if necessary, to allow bidders adequate time to consider additional information and submit required data.
7. The RFQ process may be canceled in writing by the CAO prior to awards if the Contra Costa County Board of Supervisors determines that cancellation is in the best interest of the County.
8. With respect to this RFQ, the County reserves the right to reject any, some, or all



responses. The County reserves the right to negotiate separately in any manner to serve the best interests of the County. All responses become property of the County, without obligation to any responder.

9. Responses will be judged on overall quality of content and responsiveness to the purpose and specifications of this RFQ. Responses should be without expensive artwork, unusual printing, or other materials not essential to the utility and clarity of the response. Evaluation criteria are described below.
10. A Review Panel will evaluate all compliant responses. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of legal services. On the basis of panel ratings recommendations, the Public Protection Committee will make recommendations to the Contra Costa County Board of Supervisors. Bidders will be notified of this recommendation in writing. Award of a contract by the Board of Supervisors will constitute acceptance of a response.
11. Only bidders submitting a response in accordance with RFQ No. 1602-169 may appeal the RFQ process. Appeals must be submitted in writing and should be addressed to Lara DeLaney, Senior Deputy County Administrator; County Administrator's Office and received at 651 Pine Street, 10th Floor, Martinez, CA 94553 no later than **5:00 PM on Friday, April 22, 2016**. Notification of a final decision on the appeal shall be made in writing to the bidder. When submitting, an appellant must clearly state the action appealed, the harm to the appellant, and the action sought. Appeals shall be limited to the following grounds:
 - Failure of the County to follow the selection procedures and adhere to requirements specified in the RFQ or any addenda or amendments.
 - There has been a violation of conflict of interest as provided by California Government Code Section 87100 et seq.
 - A violation of State or Federal law.

Notification of a final decision on the appeal by the CAO shall be made in writing to the bidder within five (5) days, and the decision of the CAO shall be final and not subject to further review.



REQUEST FOR QUALIFICATIONSS # 1602-169
CIVIL LEGAL SERVICES FOR AB 109 PROGRAM

Response Preparation Instructions

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RESPONSE PREPARATION INSTRUCTIONS

RESPONSE INSTRUCTIONS

1. Responses must be in the form of a response package containing a complete response and all required supporting information and documents.
2. Each bidder must submit one (1) original response package and eight (8) complete copies with attachments included, unless otherwise noted on Respondent's Checklist.
3. All narrative materials are to be single-spaced on 8 1/2" x 11" paper (*recycled preferred*) with no less than 1" margins on each side of paper. Use an easy to read 12-point font. **Total response should not exceed 12 pages excluding cover sheet, table of contents, and required attachments.**
4. Pages must be stapled together and numbered consecutively with each section identified by an appropriate Roman numeral.
5. Forms 1-3 (attached to this RFQ) are to be fully completed and attached in the order indicated on the Respondent's Checklist.
6. All information in the response package must be presented in the following sequence.

RESPONSE OUTLINE

I. Cover Statement (Form #1)

The Cover Statement with original signatures, **in blue ink**, of the responder's Authorized Representative attached to the original of the response must precede the narrative. Copies of the form must also serve as a cover page to the remaining six (6) response copies submitted.

II. Responder Overview (up to 2 pages)

- A. Responder's history, years in operation, and number of years providing services described herein.
- B. Responder's primary areas of expertise and current core services.
- C. Responder's qualifications (including resources and capabilities) as they relate to the scope of services described herein.



III. Approach to the Scope of Services (up to 4 pages)

- A. Describe your approach to accomplishing the legal services described herein.
- B. Describe proposed staffing for this project, including their roles on this project, their qualifications and their credentials (Resumes or CVs may be included as an attachment that will not count against the page limit). Please also include a printout from the State Bar website for each attorney that will work on this project, to demonstrate the attorney is an active member of, and in good standing with, the State Bar of California.
- C. Detail past experience serving the reentry population including experience serving low-income individuals. Address efforts to attain cultural competency to more effectively provide legal services to the reentry population.
- D. Describe the key challenges likely to emerge and identify potential solutions to address such challenges.
- E. Discuss experience working in collaboration with other partners. The AB 109 service delivery model involves intensive collaboration with relevant stakeholders including Probation and other County agency and community based service providers. *Include who needs to be involved, what types of involvement is required, and what mechanisms you would employ to foster collaboration.*

IV. Technical Expertise (up to 4 pages)

- A. Discuss and provide evidence of your subject-matter expertise and knowledge as it relates to:
 - 1. Fields of Criminal law that are specifically relevant to the reentry population including petitions for expungement, early termination of probation and other criminal record remedies.
 - 2. Fields of Civil law that are specifically relevant to this population including consumer law.
 - 3. Housing and landlord/tenant law.
 - 4. Public benefits law.
 - 5. Employment law.
 - 6. Family law, including child support, child custody, guardianship and divorce law.



V. Experience with Similar Programs (up to 1 page)

- A. Describe any similar past work including the scope of the project, relevance, stakeholders, and a brief summary of the approach and services provided. If relevant, indicate any collaborative partners engaged to complete the project. In addition, indicate any challenges encountered and how they were addressed.

VI. Estimated Cost (1 page)

- A. Outline your cost structure and how funds will be allocated to provide the services under this RFQ. Include the compensation rates and hours/FTEs of proposed personnel.
- B. If you anticipate using subcontractors or partners, explain the proposed scope and costs anticipated for their services.



REQUEST FOR QUALIFICATIONSS # 1602-169
CIVIL LEGAL SERVICES FOR AB 109 PROGRAM

Response Review and Selection

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RESPONSE REVIEW AND SELECTION

All responses submitted in compliance with the RFQ requirements will be eligible for review and selection. Responses will be evaluated in two distinct areas:

- A. Service response and bidder's implementation capability.
- B. Fiscal response and bidder's fiscal management capability.

Response Selection Methodology:

- A. Only those responses from respondents who attended the Mandatory Bidders Conference will be forwarded for review.
 - B. CAO staff will review each response's adherence to RFQ specifications, including:
 - Response Cover Statement
 - Response Narrative
 - Agency Information (*including required attachments*)
 - Other fiscal information (*including required attachments*)
1. All responses deemed responsive will be referred to the RFQ Review Panel.
 2. The panel will be composed of the Chief Probation Officer (or designee), CAO staff, a Reentry Coordinator, a member of the Community Advisory Board, a formerly incarcerated person, and a professional in the area of legal services. Members of the Review Panel will be required to sign an impartiality statement.
- A. The Review Panel will review all qualified responses and evaluate and score all service elements utilizing the evaluation criteria outlined on page 26.
 - B. The Public Protection Committee will make recommendations for contract awards to the Board of Supervisors after considering the recommendations of the Review Panel.



REQUEST FOR QUALIFICATIONSS # 1602-169
CIVIL LEGAL SERVICES FOR AB 109 PROGRAM

Rating Sheet

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RATING SHEET

Program elements will be weighted as follows with a maximum score of 100:

Program Elements and Possible Score

- I. Response Cover Statement - *required but not weighted*
- II. Responder Overview
1. Relevancy of responder's overall services/history (3 pts.)
 2. Responder's qualifications as they relate to scope of work (3 pts.)
 3. Overall agency and specified staff with relevant experience and expertise (4 pts.)
- 0-10
- III. Approach to the Scope
1. Service design/methodology (10 pts.)
 2. Cultural Competency/past experience with reentry population (10 pts.)
 3. Program action-steps and timeline for implementation (5 pts.)
 4. Collaboration with stakeholders and other organizations/Coordination (5 pts.)
- 0-30
- IV. Technical Expertise
Depth and relevance of subject-matter expertise (30 pts.)
- 0-30
- V. Responder's Experience with Similar Projects
Responder's current or past experience and demonstrated ability of applicant to deliver specified services.
- 0-20
- VI. Cost Estimate
Project costs are reasonable for proposed scope of services. Cost explanations are clear and demonstrate roles of proposed staffing.
- 0- 10

Total 100 pts.



Contra Costa County Board of Supervisors

Subcommittee Report

PUBLIC PROTECTION COMMITTEE

0.

Meeting Date: 02/29/2016

Subject: CY2015 Annual Report and CY2016 Workplan

Submitted For: PUBLIC PROTECTION COMMITTEE,

Department: County Administrator

Referral No.: N/A

Referral Name: CY2015 Annual Report and CY2016 Workplan

Presenter: Timothy Ewell, Committee
Staff

Contact: Timothy Ewell, Committee Staff
(5-1036)

Referral History:

Each year, the Committee reviews its prior year activities and submits an annual report to the Board of Supervisors. As part of that process, existing referrals are assessed as to whether they should be continued to the next year, referred to a different Standing Committee or discontinued.

Referral Update:

Attached is a draft of the CY 2015 Public Protection Committee Draft Annual Report put together by staff for review by the Committee. Based on the active referrals identified in the CY 2015 Annual Report staff has assembled a proposed work plan for CY 2016 taking into account the schedules of the Committee members and county staff responsible for reporting on each referral to the Committee.

Staff requests that the Committee review the attached documents and provide comments, amendments and additional direction as necessary.

Recommendation(s)/Next Step(s):

1. APPROVE calendar year 2015 Public Protection Committee Annual Report for submission to the Board of Supervisors;
2. APPROVE calendar year 2016 Public Protection Committee work plan;
3. PROVIDE direction to staff as appropriate.

Fiscal Impact (if any):

No fiscal impact.

Attachments



Contra
Costa
County

To: Board of Supervisors
From: PUBLIC PROTECTION COMMITTEE
Date: March 8, 2016

Subject: 2015 YEAR-END REPORT ON ACCOMPLISHMENTS AND DISPOSITION OF REMAINING REFERRALS TO
THE PUBLIC PROTECTION COMMITTEE

RECOMMENDATION(S):

1. ACKNOWLEDGE that the Board of Supervisors referred (9) nine issues to the Public Protection Committee (PPC) for its review and consideration during 2015.
2. FIND that the 2015 PPC convened ten (10) meetings, worked through and provided an opportunity for public input on a number of significant Countywide issues.
3. RECOGNIZE the excellent work of the County department staff who provided the requisite information to the PPC in a timely and professional manner, and members of the Contra Costa community and other public agencies who, through their interest in improving the quality of life in Contra Costa County, provided valuable insight into our discussions, and feedback that helped us to formulate our policy recommendations.
4. ACCEPT year-end productivity report and APPROVE recommended disposition of PPC referrals described at the end of this report.

FISCAL IMPACT:

No fiscal impact. This is an informational report only.

☒ APPROVE

☐ OTHER

☐ RECOMMENDATION OF CNTY ADMINISTRATOR

☒ RECOMMENDATION OF BOARD
COMMITTEE

Action of Board On: **03/08/2016** ☒ APPROVED AS RECOMMENDED ☐ OTHER

Clerks Notes:

VOTE OF SUPERVISORS

I hereby certify that this is a true and correct copy of an action taken and entered on the minutes of the Board of Supervisors on the date shown.

ATTESTED: March 8, 2016

Contact: Timothy Ewell, (925)
335-1036

David J. Twa, County Administrator and Clerk of the Board of Supervisors

By: , Deputy

cc:

BACKGROUND:

The Public Protection Committee (PPC) was established on January 8, 2008 to study criminal justice and public protection issues and formulate recommendations for consideration by the Board of Supervisors. At the February 29, 2016 meeting, the Committee discussed all issues currently on referral and has made the following recommendations to the Board of Supervisors for the 2016 PPC work-plan:

1. Opportunities to Improve Coordination of Response to Disasters and Other Public Emergencies.

Approximately three weeks following the November 2007 Cosco Busan oil spill, the Sheriff's Office of Emergency Services (OES) presented to the Board of Supervisors its assessment of the emergency response efforts, including what worked well and didn't work well, and what lessons were learned through those experiences. At the conclusion of the Board discussion, Supervisor Gioia introduced five recommendations that were approved by the Board.

On February 5, 2008 the Board of Supervisors referred this matter to the PPC for continuing development and oversight. PPC received a status report from the Office of the Sheriff and Health Services Department in February 2009 and requested the Hazardous Materials Program Manager to report back to the PPC on the development of mutual aid agreements from local oil refineries. Following a second briefing to the PPC by the Office of the Sheriff, the PPC reported out to the Board of Supervisors on May 6, 2009 with recommendations for follow-up by the Sheriff and Human Resources departments. The Health Services Department made a report to the PPC on April 19, 2010 regarding the resources and connections available to respond to hazardous materials emergencies and, again, on October 18, 2010 regarding who determines which local official participates in incident command if an event is in Contra Costa County. On December 5, 2011, Health Services reported to our Committee regarding training and deployment of community volunteers.

In January 2008, the Board of Supervisors referred to the PPC the matter of improving public response to emergency instructions and protocols through broader and better education, which had previously been on referral to the IOC. The Board suggested that the PPC work with the Office of the Sheriff, the Health Services Department, and the CAER (Community Awareness & Emergency Response) Program to determine what educational efforts are being made and what additional efforts may be undertaken to improve public response and safety during an emergency. In April 2011, the PPC met with CAER (Community Awareness Emergency Response) Executive Director Tony Semenza and staff from the Office of the Sheriff and Health Services to discuss what has been done to better inform the public and what more can be done to improve public response to emergency warnings. CAER provided a thorough report on its countywide community fairs, and programs targeted at the education system and non-English speaking populations. The PPC asked CAER to provide a written outreach strategy that describes how new homeowners are educated about emergency awareness.

The Sheriff's Office of Emergency Services provided an update to the Committee at the April 13, 2015 meeting. In addition, the draft update of the Countywide Emergency Operations Plan (EOP) was reviewed and forwarded to the BOS for review and approval.

Recommendation: REFER to the 2016 PPC

2. Welfare Fraud Investigation and Prosecution. In September 2006, the Employment and Human Services (EHS) Department updated the Internal Operations Committee (IOC) on its efforts to improve internal security and loss prevention activities. The IOC had requested the department to report back in nine months on any tools and procedures that have been developed and implemented to detect changes in income eligibility for welfare benefits.

The EHS Director made follow-up reports to IOC in May and October 2007, describing what policies, procedures, and practices are employed by the Department to ensure that public benefits are provided only to those who continue to meet income eligibility requirements, explaining the complaint and follow-through process, and providing statistical data for 2005/06, 2006/07, and for the first quarter of 2007/08.

Upon creation of the PPC in January 2008, this matter was reassigned from the IOC to the PPC. PPC has received status reports on this referral in October 2008, June and October 2010, November 2011, November 2012 and, most recently, in December 2013. The Committee has reviewed the transition of welfare fraud collections from the former

Office of Revenue Collection to the Employment and Human Services Department; the fraud caseload and percentage of fraud findings; fraud prosecutions and the number of convictions; and the amounts recovered.

As the PPC wishes to monitor performance of the welfare fraud program annually, it is recommended that this matter be retained on referral.

Recommendation: REFER to the 2016 PPC

3. Multi-Language Capability of the Telephone Emergency Notification System. This matter had been on referral to the IOC since 2000 and was reassigned to the PPC in January 2008. The PPC met with Sheriff and Health Services Department staff in March 2008 to receive an update on the County's efforts to implement multilingual emergency telephone messaging. The Committee learned that the Federal Communications Commission has before it two rulemaking proceedings that may directly affect practices and technology for multilingual alerting and public notification. Additionally, the federally-funded Bay Area "Super Urban Area Safety Initiative" (SUASI) has selected a contractor undertake an assessment and develop a five-year strategic plan on notification of public emergencies, with an emphasis on special needs populations. The Sheriff's Office of Emergency Services reported to the PPC in April 2009 that little has changed since the March 2008 report.

On October 18, 2010, the PPC received a report from the Sheriff's Office of Emergency Services on the Community Warning and Telephone Emergency Notification systems, and on developments at the federal level that impact those systems and related technology. Sheriff staff concluded that multi-lingual public emergency messaging is too complex to be implemented at the local level and should be initiated at the state and federal levels. New federal protocols are now being established to provide the framework within which the technological industries and local agencies can work to develop these capabilities.

In 2011, the Office of the Sheriff has advised staff that a recent conference on emergency notification systems unveiled nothing extraordinary in terms of language translation. The SUASI project had just commenced and Sheriff staff have been on the contact list for a workgroup that will be developing a gap analysis, needs assessment, and five-year strategic plan. This matter has been on committee referral for more than ten years and technology has yet to provide a feasible solution for multilingual public emergency messaging.

On September 18, 2012, following the Richmond Chevron refinery fire, the Board of Supervisors established an *ad hoc* committee to discuss the Community Warning System and Industrial Safety Ordinance. Since that committee is *ad hoc* in nature, we recommend that this issue remain on referral to the PPC.

The PPC received two updates on this issue in CY 2015; one on April 13, 2015 and one on November 9, 2015. The Committee continues to have interest in monitoring the implementation of a multi-lingual telephone ring down system for emergencies. This issue show remain on referral to the Committee in 2016.

Recommendation: REFER to the 2016 PPC

4. County support and coordination of non-profit organization resources to provide prisoner re-entry services, implementation of AB 109 Public Safety Realignment, and appointment recommendations to the Community Corrections Partnership. On August 25, 2009, the Board of Supervisors referred to the PPC a presentation by the Urban Strategies Council on how the County might support and coordinate County and local non-profit organization resources to create a network of re-entry services for individuals who are leaving jail or prison and are re-integrating in local communities. On September 14, 2009, the PPC invited the Sheriff-Coroner, County Probation Officer, District Attorney, Public Defender, Health Services Director, and Employment and Human Services Director to hear a presentation by the Urban Strategies Council. The PPC encouraged County departments to participate convene a task force to work develop a network for prisoner re-entry services, which has been meeting independently from the PPC.

The PPC received a status report from County departments in April 2010. The Employment and Human Services department reported on its efforts to weave together a network of services, utilizing ARRA funding for the New Start Program and on the role of One-Stop Centers in finding jobs for state parolees. Probation reported on the impacts of

the anticipated flood of state parolees into the county. The Sheriff reported on the costs for expanding local jail capacity and possible expanded use of GPS (global positioning systems) use in monitoring state parolees released back to our county. The Health Services Department reported on its Healthcare for the Homeless Program as a means to get parolees into the healthcare system and on its development of cross-divisional teams on anti-violence. The Public Defender reported on its Clean State Program, which has since been discontinued.

Supervisors Glover and Gioia indicated that their staff would continue to coordinate this local initiative when the Urban Strategies Council exhausts its grant funding from the California Endowment. The PPC continued to monitor progress on the initiative and, on February 7, 2011, received a presentation of the completed strategic plan and recommendations. In response to public testimony at the PPC meeting regarding concerns over the "Ban the Box" element of the plan, the plan recommendations were modified to exclude from the "Ban the Box" requirement certain identified sensitive positions in public safety and children's services or as determined by the agency.

On March 22, 2011, representatives from the Urban Strategies Council presented the completed Contra Costa County Re-entry Strategic Plan (100 pages), an Executive Summary (6 pages) of the plan, and a slide show to the Board of Supervisors, which approved the strategic plan and implementation recommendations with one modification: rather than adopt a 'Ban the Box' policy as recommended, which would have removed the question about criminal records from county employment applications during the initial application, the Board agreed to consider adopting such a policy at a future date. The Board directed the County Administrator to work with the offices of Supervisors Glover and Gioia to identify the resources needed to implement the strategic plan and to report back to the Board with his findings and recommendations.

Later in 2011, the California Legislature passed the Public Safety Realignment Act (Assembly Bills 109), which transfers responsibility for supervising specific low-level inmates and parolees from the California Department of Corrections and Rehabilitation (CDCR) to counties. Assembly Bill 109 (AB 109) takes effect October 1, 2011 and realigns three major areas of the criminal justice system. On a prospective basis, the legislation:

- Transfers the location of incarceration for lower-level offenders (specified non-violent, non-serious, non-sex offenders) from state prison to local county jail and provides for an expanded role for post-release supervision for these offenders;
- Transfers responsibility for post-release supervision of lower-level offenders (those released from prison after having served a sentence for a non-violent, non-serious, and non-sex offense) from the state to the county level by creating a new category of supervision called Post-Release Community Supervision (PRCS);
- Transfers the housing responsibility for parole and PRCS revocations to local jail custody

AB 109 also tasked the local Community Corrections Partnership (CCP) with recommending to the County Board of Supervisors a plan for implementing the criminal justice realignment, which shall be deemed accepted by the Board unless rejected by a 4/5th vote. The Executive Committee of the CCP is composed of the County Probation Officer (Chair), Sheriff-Coroner, a Chief of Police (represented by the Concord Police Chief in 2014), District Attorney, Public Defender, Presiding Judge of the Superior Court or designee, and the Behavioral Health Director.

On October 4, 2011, the Board of Supervisors approved the CCP Realignment Implementation Plan, including budget recommendations for fiscal year 2011/12. Throughout 2012, the PPC received regular status updates from county staff on the implementation of public safety realignment, including recommendations from the CCP-Executive Committee for 2012/13 budget planning. On January 15, 2013 the Board of Supervisors approved a 2012/13 budget for continuing implementation of public safety realignment programming.

The Committee received several reentry/AB 109 related presentations and updates throughout 2014, including program updates, review of the proposed fiscal year 2014/15 AB 109 Public Safety Realignment budget and made appointment recommendations to the Board of Supervisors for the CY 2015 Community Corrections Partnership. In addition, the Committee evaluated the feasibility of submitting a grant proposal for the 2014 Byrne Justice Assistance Grant (JAG) released by the California Board of State and Community Corrections.

As public safety realignment is a work in progress and continues to make up a substantial part of the Committee's time. In 2015, the Committee reviewed the FY 2015/16 AB 109 budget proposed by the CCP, made appointment

recommendations for the CY2016 CCP and CCP-Executive Committee to the Board of Supervisors and advised on grant programs that tie into AB 109 programming infrastructure, such as the Community Recidivism Reduction Grant (CRRG). It is recommended that this matter remain on referral to the 2016 PPC.

Recommendation: REFER to the 2016 PPC

5. Countywide 9-1-1 Wireless Capability. On December 14, 2010, the Board of Supervisors referred to the PPC a letter from the Emergency Medical Care Committee regarding the transmission of 9-1-1 emergency calls from cellular phones to the appropriate Public Safety Answering Point (PSAP). Our Committee met with representatives from the Office of the Sheriff on April 4 to discuss the status of establishing Sheriff's Dispatch as the PSAP for county unincorporated area wireless emergency calls.

Sheriff Department staff advised that the County is not accepting wireless 9-1-1 calls at this time. Staff explained that the GPS (global positioning system) technology exists to enable Sheriff's Dispatch to receive 9-1-1 system emergency calls from cellular phones and to locate the emergency location within some degree of precision. However, due to several years of tight budgets, Sheriff's Dispatch is not currently staffed at a level that is adequate to respond to the call volume associated with the wireless 9-1-1 calls, which are currently routed to the appropriate PSAP by the California Highway Patrol (CHP).

While our committee believes that transferring responsibility for handling wireless 9-1-1 calls from the CHP to Sheriff's Dispatch would be more efficient and would improve response time, it is unlikely that the County will be in a position, fiscally, to assume this responsibility in the next year. The PPC reported on April 12, 2011 to the Board of Supervisors and requested the Office of the Sheriff to provide a status report to the PPC in the spring of 2012 to advise if any outside funding becomes available to support such a transition of responsibility.

On April 2, 2012, the PPC (Supervisor Glover only; Supervisor Uilkema was absent) received a status report prepared by the Office of the Sheriff on the process that has been initiated to make the partial or full transition of 9-1-1 dispatching from the CHP to the Sheriff a reality within funding constraints. The Sheriff reports that if fully implemented, the call volume for Sheriff's Dispatch is projected to nearly double (from 56,000 calls to about 100,000 calls annually). Since the County can expect no additional outside revenue or other resources to support the increased call volume, the Sheriff is planning a phased implementation at a rate and call volume that current resources will permit. The phased implementation beginning with smaller carriers will provide the necessary experience and feedback to inform future implementation phases. New carriers will not be added unless the previous carrier can be effectively managed.

On April 17, 2012, the PPC provided an update to the Board of Supervisors on this topic and recommended continued monitoring of this referral. The issue will only be scheduled at the request of the Sheriff-Coroner.

Recommendation: REFER to the 2016 PPC but only schedule at the request of the Sheriff

6. Civil gang injunctions. This matter was referred to the PPC on May 12, 2011 at the request of the District Attorney, who suggested under Public Comment at the April 4, 2011 PPC meeting that the Committee consider the use of gang injunctions to help prevent gang violence. The District Attorney has advised committee staff that he is currently focusing on implementing a Ceasefire Program with Richmond Police Department and has requested that this referral be postponed until further notice. The referral will only be scheduled at the request of the District Attorney.

Recommendation: REFER to the 2016 PPC, but schedule only upon the request of the District Attorney

7. Report on Emergency Gas Shut Off Valves for various structures in Unincorporated Contra Costa County. On September 25, during a presentation on Emergency Preparedness within Contra Costa County, the Board of Supervisors referred to the Public Protection Committee a report on the county Gas Shut-Off valve ordinance (Ordinance Code § 718-8 et seq.). Originally, the former Building Inspection Department was responsible for regulation related to the Ordinance, now the Department of Conservation and Development (DCD) provides oversight through its Building Inspection Division. On November 5, 2012, the Conservation and Development

Department provided a review of the program. The Committee requested additional information from staff at the February 2013 regular meeting. The Department returned to the Committee in February 2013 and presented the requested information. The Committee accepted the staff report and recommended no further action.

On May 11, 2015, the Department provided an update to the Committee on the status of the ordinance. Following the presentation and discussion, the Committee had no further direction for staff, but indicated that the referral should remain with the Committee. For this reason, we believe that this issue should remain on referral to the PPC.

Recommendation: REFER TO 2016 PPC

8. Inmate Welfare Fund/Telecommunications/Visitation Issues. On July 16, 2013, the Board of Supervisors referred a review of the Inmate Welfare Fund (IWF) and inmate visitation policies to the Public Protection Committee for review. The Inmate Welfare Fund is authorized by Penal Code § 4025 for the "...benefit, education, and welfare of the inmates confined within the jail." The statute also mandates that an itemized accounting of IWF expenditures must be submitted annually to the County Board of Supervisors.

The Sheriff's Office has made several reports to the Committee throughout 2013 and 2014 regarding funding of IWF programs, visitation/communication policies and an upcoming RFP for inmate telecommunications services. The referral was placed on hold pending further discussion and outcomes of state and federal level changes to statute or rulemaking that could curtail the collection of telephone commissions individuals contacting inmates and wards housed in county adult and juvenile detention facilities normally pay. Such changes could potentially impact programming provided within the County's detention facilities.

In late 2015, the Federal Communications Commission (FCC) issued new regulations significantly curtailing the costs charged to inmates or the families of inmates for use of a jail or prison telecommunications system. This rulemaking process will have an impact on the Sheriff's Office and Probation Department beginning in CY 2016. For this reason, this issue should remain on referral to the Committee in 2016.

Recommendation: REFER to the 2016 PPC

9. Review of County Service Area (CSA) P-6 Zones. On June 2, 1987, the Board of Supervisors authorized the County Administrator to develop a plan to fund additional Police Services in the unincorporated areas of Contra Costa County. Subsequent to that decision, various Zones within the existing County Service Area P-6 were authorized. According to the Ordinances, each July the Board of Supervisors shall determine the amount of taxes to be levied upon the parcels in each Zone. That amount is, also according to the Ordinances, to be adjusted annually based upon the consumer price index. As of July 2014, there are 116 authorized Zones in County Service Area P-6.

On October 7, 2014, the Board of Supervisors referred to the PPC a review of CSA P-6 zones. Following the referral to Committee, staff prepared a comprehensive staff report and presentation for the PPC, which was provided on March 9, 2015. The Committee reported out to the full Board on May 5, 2015 in a workshop format, with the Sheriff in attendance, to discuss the CSA P-6 program more in depth. Following a request for additional information, the Board ultimately approved a spending plan for unallocated CSA P-6 funding at the July 7, 2015 meeting. For this reason, the referral should be discontinued for CY 2016.

Recommendation: TERMINATE REFERRAL

10. Racial Justice Coalition of Contra Costa County. On April 7, 2015, the Board of Supervisors received a letter (attached) from the Contra Costa County Racial Justice Coalition requesting review of topics within the local criminal justice system. The PPC generally hears all matters related to public safety within the County.

On July 6, 2015, the Committee initiated discussion regarding this referral and directed staff to research certain items identified in the Coalition's letter to the Board of Supervisors and return to the Committee in September 2015.

On September 14, 2015, the Committee received a comprehensive report from staff on current data related to race in the Contra Costa County criminal justice system, information regarding the County's Workplace Diversity Training

and information regarding diversity and implicit bias trainings and presentations from across the country. Following discussion at the meeting the District Attorney, Public Defender and Probation Department were asked to discuss the issue of Disproportionate Minority Contact (DMC) further and report back to the Committee on a proposal for updating a county study on the topic that was released in 2008.

On December 14, 2015, the Committee received an update from the departments listed above and determined the potential composition of a Task Force to assist with the update of the 2008 study. Staff was directed to return to the Committee with final recommendations for a proposed work plan to be forwarded to the Board of Supervisors for review and discussion. For this reason, the issue should remain on referral to the PPC in 2016.

Recommendation: REFER to the 2016 PPC

LIST OF REFERRALS TO BE TERMINATED

- Report on County Service Area P-6 Zones

LIST OF ITEMS TO BE REFERRED TO THE 2016 PUBLIC PROTECTION COMMITTEE

- Welfare fraud investigation and prosecution
- Multilingual capabilities of the telephone emergency notification system
- County support and coordination of non-profit organization resources to provide prisoner re-entry services and implementation of AB109 public safety realignment
- Directing 9-1-1 emergency calls to the appropriate Public Safety Answering Point (*schedule at the request of the Sheriff*)
- Civil gang injunctions (*schedule at the request of the District Attorney*)
- Inmate Welfare Fund/Telecommunications/Visitation Issues
- Opportunities to improve coordination of response to disasters and other public emergencies
- Report on Emergency Gas Shut Off Valves for various structures in unincorporated Contra Costa County
- Racial Justice Coalition of Contra Costa County

CONSEQUENCE OF NEGATIVE ACTION:

The Board of Supervisors will not receive the annual report from the 2015 Public Protection Committee.

CHILDREN'S IMPACT STATEMENT:

No impact.

**2016 PUBLIC PROTECTION COMMITTEE
WORK PLAN & DISCUSSION SCHEDULE**

Meeting Date	Discussion Item	Responsible Department
February 29th	<ol style="list-style-type: none"> 1. FY 2016/17 CCP Budget/ RFP/CAB Allocations 2. Racial Justice Coalition Update 3. 	CAO CAO/PD/PROB/DA
March 28th	<ol style="list-style-type: none"> 1. FY 2014/15 Welfare Fraud Report 2. Racial Justice Coalition Update 	DA/EHSD CAO/PD/PROB/DA
April 25th	<ol style="list-style-type: none"> 1. AB 109 CCP Annual Report Presentation 2. Inmate Welfare Fund Update? 3. AB 109 Community Programs RFP 	CAO/Resource Development Associates SO CAO
May 23rd	<ol style="list-style-type: none"> 1. Telephone Emergency Notification System (TENS) 2. Coordination of Disaster Response 3. Racial Justice Coalition Update 	SO-OES SO-OES/CAER/HSD CAO/PD/PROB/DA
June 27th	<ol style="list-style-type: none"> 1. Civil Gang Injunctions Update? 2. Sheriff's 911 PSAP Update? 	DA SO
July 25th	CANCELED – NACo Conference	
August 22nd	<ol style="list-style-type: none"> 1. AB 109 Strategic Planning 2. Reentry Strategic Planning 	CAO CAO
September 26th	<ol style="list-style-type: none"> 1. TBD 	
October 24th	<ol style="list-style-type: none"> 1. Inmate Welfare Fund Update? 2. Gas Shut Off Valve Ordinance Update 	SO DCD
November 28th	<ol style="list-style-type: none"> 1. CY2017 Community Corrections Partnership Appointments 	CAO
December 26th	CANCELED	

As of February 24, 2016