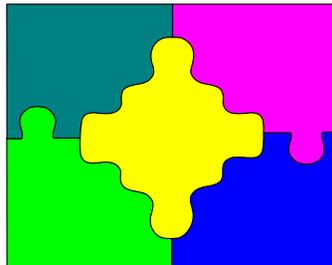


Carroll County Disproportionate Minority Representation Study

Findings and Recommendations

June 2005



Prepared for:

Carroll County Local Management Board

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Carroll County Disproportionate Minority Representation Study

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I. Background

From January to June 2005, the Carroll County Local Management Board (LMB) conducted Phase I of a Disproportionate Minority Representation (DMR) Study. The study was funded by the Youth Strategies Consolidated Grant from the Governor's Office of Crime Control and Prevention. DMR is generally referred to as the rate of juvenile justice contact among youth of a specific race or ethnicity that is significantly greater than the rate of contact for other groups. For the purpose of this study, minority overrepresentation focused on all child-serving agencies in Carroll County - both within and outside of the juvenile justice system. Study goals included:

Goal 1: Establish a working sub-committee comprised of key staff from child-serving agencies, key stakeholders and community partners to determine DMR issues and needs of minority populations in Carroll County.

Goal 2: Collect relevant data from key child-serving agencies in order to determine the extent of DMR in Carroll County.

Goal 3: Analyze data collected using the Relative Rate Index (RRI) and other measures to determine the extent of DMR in Carroll County.

Goal 4: Develop a written strategic plan to address DMR and the needs of minority populations in Carroll County.

To accomplish the above goals by June 30, 2005, the LMB contracted with Shattuck & Associates, Inc. (Shattuck) to facilitate four DMR Sub-Committee meetings, collect and analyze data, and develop the current strategic plan approved by the LMB.

II. Methods

Two methods were used to collect data for the Carroll County DMR Study: participatory research during a series of DMR sub-committee meetings and a self-administered survey completed by representatives of child-serving agencies.

DMR Sub-Committee Meetings

In January, the DMR sub-committee comprised of key staff from child-serving agencies and other community partners was formed. Shattuck, in partnership with the LMB and the Carroll County Department of Juvenile Services, planned and developed sub-committee meeting objectives and agendas. From January to May, Shattuck facilitated a series of sub-committee meetings lasting 2 hours each (see Appendices A-E for meeting agendas and summaries). The focus of the meetings was to assess sub-committee members' perceptions of the major DMR issues in the County, the factors that contribute to DMR, and recommendations to better understand and address DMR.

DMR Provider Survey

Shattuck, in partnership with the LMB and DMR Sub-committee members, developed the Carroll County DMR Provider Survey (Appendix F). In April, the survey was administered via e-mail to 30 child-serving agencies throughout Carroll County. The 32-item survey was designed to assess client demographics, staffing/hiring practices, staff training, and organizational climate/practices as they related to DMR. The analysis strategy included calculating

frequencies and means for items using 4-point progressive scales. In addition, where possible, Relative Rate Indexes (RRIs) were calculated using client demographic data to assess overrepresentation among minority populations served by each agency.

Beginning with Carroll County population statistics by race/ethnicity, this report summarizes the major findings from the DMR sub-committee meetings, the Carroll County DMR Provider Survey, and RRI calculations. Recommendations and next steps regarding Phase II of the Carroll County DMR Study are also presented.

III. Carroll County Population Statistics

In 2003, the total population of Carroll County, Maryland, was 163,207. Minorities comprised approximately 4.8 percent of the population:

- o Black/African American (2.4%)
- o Hispanic/Latino (1.1%)
- o Asian/Pacific Islander (1.1%)
- o American Indian/Alaska Native (0.2%).¹

In 2002-2003, the total student population of Carroll County Public Schools was 28,430. Similar to the general population, minority youth comprised 4.9% of the total student population:

- o Black/African American (2.6%)
- o Hispanic/Latino (1.0%)
- o Asian/Pacific Islander (1.1%)
- o American Indian/Alaska Native (0.2%).²

IV. Key Findings

DMR Sub-Committee Meetings

The DMR Sub-committee identified 12 major DMR issues in Carroll County. Issues were grouped into organizational (agency) and community level concerns.

Organizational Level DMR Issues

1. Lack of minorities on staff
2. Language barriers
3. Staff biases towards minorities
4. Difficulty working with and educating other agencies about DMR and minority related issues
5. Difficulty reaching minority client populations
6. Lack of understanding among provider staff regarding diversity/different cultures

In order to gain insight into why the issues exist, sub-committee members were asked to brainstorm causes of organizational level DMR issues. Many felt that the **lack of minority staff** was a reflection of the low numbers of minorities residing in the county and the consequent lack

¹ Maryland Department of Planning, Planning Data Services, from the Population Division, U.S. Census Bureau. *Total Population by Race for Maryland's Jurisdictions, July 1, 2003*. Available online at http://www.mdp.state.md.us/msdc/Pop_estimate/estimate_00to03/CensPopEst00_03.htm (Accessed March 2005).

² Educational Policy Reform Research Institute. (2003). *Carroll County Public Schools, Demographics/Characteristics of Students/Teacher Data*. Updated October 2003. Available online at <http://www.eprri.org/PDFs/Carroll03.pdf> (Accessed March 2005).

of minority applicants. Others cited agencies' lack of effort to recruit minorities outside the county, lack of guidance from administrators on how to recruit minorities, negative work environments for minorities, and lack of hiring those minorities who do apply. With regard to **language barriers**, some members felt that staff held entrenched "they should learn English" attitudes. Other reasons included administrators not prioritizing the issue, lack of opportunities to learn other languages, and losing language skills due to lack of use. Many felt that **staff biases** were perpetuated by staffs' unwillingness to admit and explore their biases. Others felt that staff biases resulted from a lack of exposure to minorities, lack of cultural sensitivity training, lack of interest in educational offerings, and administrators' biases setting the tone. The majority of sub-committee members felt that **difficulty working with and educating other agencies about DMR issues** was in large part due to the denial by other agencies of a problem. Some felt that service-providing agencies simply do not want to change how they do things and are afraid to share their data. Many felt that **difficulty reaching minority populations** was due to its not being an organizational priority. Other hindrances cited included language barriers, lack of staff training, lack of exposure to minorities, and poor advertising of services. Finally, **lack of understanding among providers regarding various cultures** was deemed due to lack of knowledge of the issue and fear of learning new things (e.g., foreign languages).

Sub-committee members provided the following recommendations to address each organizational level DMR issue:

1. Lack of Minorities on Staff

- Examine personnel records to determine extent of the problem.
- Ensure that increasing the number of minority staff is part of organizational plans.
- Seek guidance/assistance on how to recruit minority staff.
- Advertise vacant positions in urban press.
- Recruit minorities to live in Carroll County.

2. Language Barriers

- Survey minorities and agencies to determine specific language barriers.
- Hire bilingual staff.
- Organize programs to raise the cultural sensitivity and awareness of administrators.
- Motivate staff top-down to better serve non- or limited English speaking clients.
- Offer more opportunities for foreign language training.

3. Staff Biases

- Provide regular, mandatory cultural sensitivity/diversity training to administrators and staff.
- Evaluate the effectiveness of cultural sensitivity and diversity trainings.
- Review and modify organizational training materials to address staff biases.

4. Difficulty working with and educating other agencies about DMR issues

- Foster open communication and sensitivity about DMR issues.
- Increase media coverage related to DMR issues.
- Explore other agencies' core values and relate DMR issues to a specific value.

5. Difficulty reaching minority client populations

- Conduct minority community needs and strengths assessments to ensure that services meet the needs of minorities.
- Provide training/consultation to administrators regarding how to reach minority clients.
- Develop direct contacts in minority sectors.

- Engage minority faith communities to help spread information about available community services.
- Recruit minority community representatives or volunteers to speak about services.
- Take resources and service information to minority communities instead of expecting minorities to seek out services.

6. Lack of understanding among providers regarding different cultures

- Provide regular, mandatory cultural sensitivity and diversity training to administrators and other employees.

Community Level DMR Issues

1. Small minority population in Carroll County - difficult to hear minority voices
2. Minority communities unaware of available community services
3. Minorities' negative perception/distrust of the system (e.g., healthcare, education, law enforcement)
4. Long history of racism in Carroll County
5. Lack of education among White community regarding DMR issues
6. Differences in cultures with respect to accessing/utilizing community services

In order to provide context, sub-committee members were asked to brainstorm causes of community level DMR issues. Many felt that the ***small number of minorities living in Carroll County*** was due to the county's long history of racism, its reputation for intolerance, and lack of sensitivity to minority issues. A few cited the high cost of housing as another hindrance to minorities moving into the county. Causes contributing to minorities' ***unfamiliarity with available community services*** included lack of advertisement in minority businesses, churches, and neighborhoods; language barriers; and lack of service-provider hospitality. Sub-committee members felt that minorities' ***negative perception of the system*** was attributable to inhospitable agency staff, language and cultural barriers, lack of knowledge/understanding of the system, and fear of imposition by outsiders regarding how to live and manage their families. Several agreed that the ***county's long history of racism*** is perpetuated by the White majority's inclination to ignore the history and doing little to address it. The sub-committee felt that the ***White community's lack of education*** regarding DMR issues was due to lack of publicity, lack of spokespersons, and having very little exposure to minorities. Finally, ***differences in cultures with respect to accessing/utilizing community services*** were attributed to lack of funds to assess minority service needs and to tailor programs to meet those needs.

Sub-committee members provided the following recommendations to address specific community level DMR issues:

1. Small minority population in Carroll County

- Learn more about Carroll County minorities: Where do minorities live? How/where do minorities spend leisure time? Where are minority churches/faith organizations? What is the economic status of minority populations? How does the academic achievement of minority youth compare to White youth?

2. Minority communities unaware of available community services

- Advertise services in minority businesses and communities.
- Engage the faith community to help spread the word about services.
- Have minority and bilingual staff market services.
- Recruit minorities who have utilized and had positive experiences with services to be spokespersons in their communities.

- Survey minority communities to determine youth and parents' perceptions of available services, why services are not being utilized, quality of available services, and how services can be improved to better meet their needs.
- 3. Minorities' negative perception/distrust of the system (e.g., healthcare, education, law enforcement)**
 - Survey minority communities to determine youth and parents' perceptions of the system.
 - Educate minorities and clear up any misperceptions about how the medical, education, law enforcement, and other services work.
 - Educate service agency staff regarding minority concerns and misperceptions.
 - 4. Long history of racism in Carroll County**
 - Study, publicize, and learn from the recent history of racism in Carroll County.
 - Non-racist community must make racist behaviors unacceptable in the community at large.
 - 5. Lack of education among the White community regarding DMR issues**
 - Hold more culturally diverse activities and educational opportunities on topics such as such as discrimination, what it's like to be a minority in Carroll County, and inter-racial/ethnic communication.
 - 6. Differences in cultures with respect to accessing/utilizing community services**
 - Conduct cultural sensitivity training to agency staff and the community at large.
 - Evaluate community services within a culturally diverse framework.

Gaps in Understanding DMR Issues

In order to identify gaps in our understanding of Carroll County DMR issues, sub-committee members were asked to examine each of the 12 identified issues by responding 'Yes,' 'No,' or 'Don't Know' to the following questions: Is this issue relevant to the DMR project? Do we have data or information to support the existence of this issue? Do we need to collect new data on this issue? Findings showed that the vast majority of sub-committee members felt that all community and organizational level issues are relevant, there is a general lack of data on all issues, and new data should be collected on all issues. Since collecting data on all issues was beyond the scope of this DMR project, it was determined that the remaining time and resources for Phase I of the study would be focused on collecting organizational data through the development and administration of the Carroll County DMR Provider Survey.

Carroll County DMR Provider Survey

The purpose of the DMR Provider Survey was to collect data from key child-serving agencies in order to better understand DMR at the organizational/agency level. This section presents the highlights of the survey, a more detailed Summary of Results can be found in Appendix G.

Characteristics of Respondents

A total of 15 respondents completed the survey. The majority of respondents (87%) were administrators or division heads, and more than half (53%) had been with their agency 10 years or more. Respondents represented the following agencies:

- Carroll County Public Library
- Carroll County Public Schools - Judy Center
- Carroll County Youth Services Bureau
- Family Law - Circuit Court for Carroll County

- Department of Juvenile Services
- Junction, Inc.
- Maryland State Police
- Westminster Police Department
- Family and Children’s Services
- Bureau of Housing and Community Development
- Carroll County Advocacy and Investigation Center
- Carroll County Health Department
- Carroll Hospital Center
- Catholic Charities Head Start of Carroll County
- Human Services Programs of Carroll County - Family Center

Client Demographics

While respondents reported serving youth of many different age ranges, over half (60%) served youth between the ages of 0-21 years. Other age ranges included 0-5 years (7%), 3-5 years (7%), 6-18 years (13%), and 10-17 years (13%). The number of youth served varied greatly between agencies with half of respondents (50%) serving between 145 and 350 youth per year. Nearly half (40%) reported that data regarding the number of youth served was from 2004 while others provided data from fiscal year 2003 (27%) and fiscal year 2004 (13%). A few (20%) did not report any data on the number of youth served. Of those who reported data on youth served, more than half (62%) said the data comprised unduplicated cases. Table 1 below presents the client demographics of responding agencies.

Table 1. Client Demographics

	GENDER (N=9)		RACE / ETHNICITY (N=8)*				
	Male	Female	Black or AA	Hispanic/ Latino**	Asian/ PI**	White	Other ***
Range	41-80%	20-59%	0-16%	0-4%	0-1.5%	49-100%	0-36%
Mean	40.7%	59.3%	7.9%	2.8%	0.4%	82.7%	7.1%

* Agencies do not collect race/ethnicity data (N=4). Missing data (N=3).

** Hispanic/Latino (N=6), Asian/PI (N=4), Am Indian/Alaskan Native (N=3).

***Agencies may have combined smaller race/ethnic groups into the “other” category.

Staffing/Hiring Practices

Minority Employees

Respondents represented both small and large agencies. Four agencies (27%) employed 10 or fewer staff members; six agencies (40%) employed 11-50; one agency (7%) employed 51-100; and four agencies (27%) had over 100 employees. Table 2 below shows the number of agencies that employ minority staff, and Table 3 shows the overall percentage of current minority employees in responding agencies.

Table 2. Number of Agencies with Minority Staff

	n	Total # Respondents*
Black/African American	6	14
Hispanic/Latino	4	14
Asian/Pacific Islander	2	13
American Indian/Alaskan Native	2	13
White	13	13

* Agency does not collect race/ethnicity staff data (N=1)

Table 3. Percentage of Current Minority Employees

	Range	Mean (N=13)*
Black/African American	0-13%	2.1%
Hispanic/Latino	0-5%	0.4%
Asian/Pacific Islander	0-2%	0.2%
American Indian/Alaskan Native	0-1%	0.1%
White	87-100%	97.1%

* Agency does not collect race/ethnicity data (N=1). Missing data (N=1).

Table 2 indicates that less than half of agencies have any single minority group on staff. Black/African American was the minority group most represented (43%); the least represented minority groups included Asian/Pacific Islander (15%) and American Indian/Native Alaskan (15%). Table 3 shows that minority employees constitute a very small percentage of the total number of agency employees and, on average, are found at lower levels than minorities in the general Carroll County population (refer to Section III Carroll County Population Statistics). Black/African American employees were the largest minority group - 2.1% of the total employee population of responding agencies. Other minority groups made up, on average, less than 1 percent of the total employee population.

Recruiting Minority Staff

Table 4 below presents findings regarding agencies' efforts to recruit minority staff. Each item was measured on a 4-point progressive scale (1=Never, 2=Sometimes, 3=Most of the time, 4=Always).

Table 4. Minority Staff Recruitment

When recruiting new staff, how often does your agency...	n (%)				Mean (N=14)*
	Never	Sometimes	Most of the time	Always	
Advertise vacant positions in publications readily accessible to minority communities?	0 (0)	4 (29)	5 (36)	5 (36)	3.1
Actively conduct outreach (e.g., hold job fairs or distribute flyers in minority communities) to ensure equal opportunities for minorities?	4 (29)	6 (43)	1 (7)	3 (21)	2.2

* Missing data (N=1)

The majority of agencies reported advertising for positions in publications readily accessible to minorities 'most of the time' (36%) or 'always' (36%). Conversely, the majority reported actively conducting outreach to ensure equal opportunities for minority candidates only 'sometimes' (43%) or 'never' (29%).

Bilingual Employees

Table 5 below shows the number of current employees who are bilingual (i.e. can read, write, and speak another language fluently).

Table 5. Number of Bilingual Employees

	n	Percent
0 employees	4	30.8%
1 employee	5	38.5%
2 employees	1	7.7%
3 employees	1	7.7%
4 employees	1	7.7%
7 employees	1	7.7%
Total*	13	100%

* Missing data (N=2)

Nearly one-third (31%) of respondents reported that their agencies had no bilingual employees. Slightly more (39%) had one bilingual employee. Findings show that across all responding agencies, approximately 2.7 percent (21 out of ~780 total employees) are bilingual.

Staff Training

The majority of respondents (80%) reported that their agencies provide diversity or cultural competency training to staff. Of those agencies that offer training, most conduct it annually (83%) followed by semi-annually (8%) and 'only once in recent years' (8%). Over half (55%) reported that they 'sometimes' bring in diversity experts to facilitate the training while others bring in experts 'most of the time' (36%). Only one respondent (9%) reported 'never' using experts to facilitate diversity or cultural competency training. All respondents felt that the diversity or cultural competency training had been 'somewhat' (75%) or 'very helpful' (25%). They commented that, as a result of the training, staff had increased awareness of cultural

differences, increased sensitivity to cultural issues/language, and increased appreciation for diversity. The vast majority of respondents (92%) reported that staff were ‘somewhat’ interested in attending the training, while only one (8%) reported staff being ‘very interested.’ In addition, the majority of respondents (80%) reported that their agencies offered staff professional development opportunities other than diversity or cultural competency training to advance their ability to serve minority communities. Other professional development opportunities included time allowance or tuition assistance for classes and trainings offered by other agencies or educational institutions.

Organizational Climate/Practices

DMR Climate and Practices

Table 6 below presents findings regarding organizational climate and practices with respect to DMR. Each item was measured on a 4-point progressive scale (1=Not at all, 2=Not very much, 3=Somewhat, 4=Very much so).

Table 6. DMR Climate and Practices

	n (%)				Mean (N=14)*
	Not at all	Not very much	Somewhat	Very much so	
Is Disproportionate Minority Representation (DMR) a concern in your agency?	2 (14)	1 (7)	8 (57)	3 (21)	2.9
Does the leadership in your agency stress the importance of understanding and/or addressing DMR?	1 (7)	1 (7)	6 (43)	6 (43)	3.2
Is reducing DMR a key organizational objective?	3 (23)	0 (0)	5 (38)	5 (38)	2.9**

* Missing data (N=1)

** Item 3 (N=13).

The majority of respondents indicated that DMR is ‘somewhat’ or ‘very much’ a concern in their agencies (57% and 21% respectively), agency leadership stresses the importance of understanding and/or addressing DMR (43% and 43% respectively), and reducing DMR is a key organizational objective (38% and 38% respectively). Noteworthy, however, is that nearly one-quarter of respondents reported that DMR was ‘not very much’ (7%) or ‘not at all’ (14%) a concern. In addition, a few reported that the leadership did ‘not very much’ (7%) or ‘not at all’ (7%) stress the importance of understanding and/or addressing DMR, and nearly a quarter (23%) said that reducing DMR was ‘not at all’ a key objective for their organizations. Insight into these findings may be gained by the following comment from an agency respondent outside the juvenile justice system: “We are in a somewhat different situation whereby we are pleased to serve as many minority youth and families who choose to take advantage of our service.”

Cultural Competency Plans and Coordinators

Tables 7 and 8 below present findings regarding agencies’ cultural competency plans and coordinators. Response options were based on the Stages of Change Model which provides a

framework for evaluating a person's readiness for change. The Stages of Change Model has five stages through which people generally move as they change behavior: Pre-contemplation, Contemplation, Ready for Action, Action, and Maintenance.

Table 7. Cultural Competency Plans

	Stages of Change	n	Percent
No, we have not thought about developing a plan.	Pre-contemplation	5	38.5%
No, but we are thinking about developing a plan.	Contemplation	4	30.8%
Yes, the plan is being developed.	Ready for Action	1	7.7%
Yes, the plan is complete and implementation has recently begun.	Action	3	23.1%
Yes, the plan is complete and implementation has been underway for over a year.	Maintenance	0	0%
Total*		13	100%

* Missing data (N=2)

Table 8. Cultural Competency Coordinators

	Stages of Change	n	Percent
No, we have not thought about hiring/assigning a cultural competency coordinator.	Pre-contemplation	7	50%
No, but we are thinking about hiring/assigning a cultural competency coordinator.	Contemplation	1	7.1%
Yes, plans to hire/assign a cultural competency coordinator are underway.	Ready for Action	1	7.1%
Yes, we have recently hired/assigned a cultural competency coordinator.	Action	3	21.4%
Yes, we have had a cultural competency coordinator for over a year.	Maintenance	2	14.3%
Total*		14	100%

* Missing data (N=1)

The majority of respondents reported that their agencies did not have a complete cultural competency plan (77%) or a cultural competency coordinator (64%). Three agencies - Family & Children's Services, the Department of Juvenile Services, and Carroll Hospital Center - reported that they had completed and had recently begun implementation of cultural competency plans. Carroll County Public Schools, Carroll County Health Department, Carroll Hospital Center, Junction, Inc., and Westminster Police Department were the five responding agencies that reported having a cultural competency coordinator.

Client Materials, Services, and Programs

When asked if client materials were available in Spanish or other languages, 20% reported that 'many' materials were available in other languages, 67% said 'a few' and 13% said 'none.' The majority of respondents also reported that their agencies do not provide services or programs that are specifically tailored to minority youth (79%) or their parents (86%). Services or programs that were reported to be tailored to minorities included community programs reviewed by the Minority Health Council for cultural considerations, programs in Spanish, and programs for Black/African American youth. About half (54%) of respondents reported that agency services or programs are evaluated on a regular basis to assess minority client experiences.

Similarly, just over half (58%) reported that, where possible, services are adjusted based on minority client feedback. Table 9 below presents findings relative to the cultural competency of materials, and the marketing and accessibility of services to minority populations. Each item was measured on a 4-point progressive scale (1=Not at all, 2=Not very much, 3=Somewhat, 4=Very much so).

Table 9. Cultural Competence and Minority Accessibility of Materials and Services

	n (%)				Mean (N=12)*
	Not at all	Not very much	Somewhat	Very much so	
Are client materials culturally competent (tested for appropriateness in different cultures)?	3 (25)	2 (17)	5 (42)	2 (17)	2.5
Are services or programs actively marketed in minority communities?	0 (0)	1 (8)	10 (83)	1 (8)	3.0
Are services or programs located in areas readily accessible to minority communities?	0 (0)	1 (9)	6 (55)	4 (36)	3.3**

* Missing data (N=3)

** Item 3 (N=11)

The majority of respondents indicated that their materials are culturally competent ('somewhat' or 'very much so') and that services are actively marketed and readily accessible to minority communities. It is noteworthy, however, that one-quarter (25%) of respondents reported that their client materials were 'not at all' culturally competent.

Minority Leadership

When assessing minority involvement in agency leadership, the majority of respondents (60%) said that minorities were not represented in leadership positions within their agencies. Of the agencies who reported minority leadership (40%), all were Black/African American. Conversely, the majority of respondents (64%) said that minorities were represented on their agencies' advisory boards or Board of Directors. All respondents (with the exception of one who responded 'don't know') reported that the minorities on their advisory boards or Board of Directors were Black/African American.

Relative Rate Indexes (RRIs)

Using the Relative Rate Index (RRI) described by the Office of Juvenile Justice and Delinquency Prevention³, DMR was assessed for agencies that were able to provide the needed data points. RRIs greater than one (1) indicate minority overrepresentation and point to a *potential* problem. However, it important to note that DMR has traditionally been associated with the juvenile justice system and that this study includes many agencies outside juvenile

³ Feyerherm, W., Butts, J. (2002). *Proposed Methods for Measuring Disproportionate Minority Contact (DMC)*. Presentation sponsored by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice. Available online at <http://www.ojjdp.ncjrs.org/dmc/> (Accessed March 2005).

justice. Hence, interpreting RRI findings is complex and must be done with care. For example, many health and social service agencies aspire to reach and serve as many minority youth as possible. Unfortunately DMR in these agencies is likely indicative of larger social and economic problems underlying the community, thus agency staff serve a disproportionate number of minorities. Table 10 below presents RRIs from eight child-serving agencies in Carroll County. Population data from the U.S. Census Bureau⁴ and Carroll County Public Schools⁵ were used as comparison populations. Specific population statistics used to calculate RRIs can be found in Appendix H.

Table 10. Relative Rate Indexes for Carroll County Agencies

AGENCY	AGE RANGE OF POPULATION SERVED	RELATIVE RATE INDEXES			
		Black/African American	Hispanic/Latino	Asian/Pacific Islander	Other**
Catholic Charities Head Start of Carroll County	3-5 years	8.6	4.7	2.3	42.0
Bureau of Housing and Community Development	0-18 years	7.1	2.1	-	-
Carroll County Health Department	0-21 years	4.8	2.7	-	6.0
Human Services Programs of Carroll County - Family Center	0-19 years	5.1	2.1	0.6	-
Family & Children's Services	0-18 years	1.1	2.8	-	0.1
Carroll County Youth Services Bureau	0-18 years	2.4	-	-	1.0
Department of Juvenile Services	7-18 years	2.5	-	-	0.4
Department of Juvenile Services - Formal Handling of Intake Cases by Race*	7-18 years	1.5	-	-	1.7
Carroll County Public Schools - Suspension Data*	4-18 years	2.8	0.8	0.5	-
Carroll County Public Schools - Special Education Data*	4-18 years	1.6	0.9	0.7	1.1

* RRIs calculated from data received outside the DMR Provider Survey.

** Other includes race/ethnicity groups not individually reported by agencies.

RRIs greater than one appear in all agencies. The Catholic Charities Head Start of Carroll County has among the highest RRIs, showing that in 2003-2004, Black/African American youth were 8.6 times more likely than White youth to be served by the agency. Not surprisingly, Catholic Charities was also more likely to serve Hispanic/Latino (4.7), Asian/Pacific Islander (2.3), and 'other' (42) youth. The Bureau of Housing and Community Development also had a high RRI, indicating that Black/African American youth were 7.1 times and Hispanic/Latino youth were 2.1 times more likely than White youth to be served. Highlighting the only juvenile justice

⁴ Maryland Data Center, Maryland Department of Planning (July 1, 2003). *Population by Age, Race and Hispanic or Latino Origin for Maryland's Jurisdictions*. Available online at http://www.mdp.state.md.us/msdc/Pop_estimate/estimate_00to03/CensPopEst00_03.htm

⁵ Educational Policy Reform Research Institute. (2003). *Carroll County Public Schools, Demographics/Characteristics of Students/Teacher Data*. Updated October 2003. Available online at <http://www.eprri.org/PDFs/Carroll03.pdf> (Accessed March 2005).

agency that provided race/ethnicity data on youth served, the Carroll County Department of Juvenile Services' (DJS) RRI calculations indicate that in 2004, Black/African American youth were 2.5 times more likely than White youth to enter the Carroll County DJS system. Furthermore, in 2003, Black/AA intake cases were 1.5 times more likely and 'other' intake cases were 1.7 times more likely than White intake cases to be handled formally (the most serious method of handling intake cases).

V. Recommendations

The following are recommendations based on findings from the DMR Sub-committee meetings, the Carroll County DMR Provider Survey, and Relative Rate Index Calculations.

- **Increase number of minority staff in child-serving agencies.** Findings indicate a shortage of minority staff in Carroll County child-serving agencies. Agencies should incorporate increasing the number of minority staff into their strategic plans, and administrators should seek training on how to recruit minority applicants (i.e. how to market and conduct outreach in minority communities).
- **Increase the availability of multilingual services.** Sub-committee meeting and survey results show that agencies offer limited services and materials to clients who do not speak English as a primary language. The following are offered as suggestions to child-serving agencies:
 - Raise cultural sensitivity and awareness of administrators.
 - Encourage administrators to initiate top-down strategies to motivate staff to better serve non- or limited English speaking clients.
 - Hire bilingual staff.
 - Offer existing staff increased opportunities for foreign language training.
 - Offer translation services
 - Pool resources with other agencies to form a county/area network of multi-lingual representatives who can assist with translation as needed (language bank).
 - Pool resources with other county agencies to purchase a contract with the language line (<http://www.languageline.com/>).
 - Utilize translation services of students and professors at McDaniel College.
 - Contact Volunteer Carroll to communicate child-serving agencies' needs for translation services and explore the possibility of creating a volunteer program to provide translation services within the county.
 - Agencies should consider the following list of potential issues with regard to translation services: need for 24 hour access, need for local access, need for in-person vs. telephone translation services, cultural issues (e.g., Hispanic/Latinos may be uncomfortable with telephone translation services), privacy, and need for volunteer vs. professionally trained translators.
 - Increase the number of client materials available in Spanish or other languages.
- **Increase cultural competence of child-serving agencies.** Provider survey findings show that most agencies provide diversity/cultural competency training annually and only sometimes use diversity experts to facilitate the training. In addition, findings indicate that most agencies do not have a complete cultural competency plan or a cultural competency coordinator, and many do not provide culturally competent materials. The following are offered as specific suggestions to increase the cultural competence of child-serving agencies:
 - Provide mandatory, expert-facilitated diversity/cultural competency training to administrators and staff at least semi-annually.

- Hire or assign a cultural competency coordinator (may be <1 FTE) to regularly address diversity issues and organize efforts to develop a cultural competency plan.
- All client materials should be expertly reviewed and tested for appropriateness in different cultures.
- **Locate and engage minority communities.** Sub-committee meeting findings indicate that child-serving agencies have difficulty reaching minority populations and overcoming minorities' negative perceptions and distrust of the system. The specific locations of various minority communities in the county should be determined and shared with service providers. Appropriate agency representatives (several agencies may want to combine efforts) should visit minority communities and conduct needs/strengths assessments, determine knowledge and perceptions of community services, share service information and resources, develop direct contacts, and engage minority faith communities to build trust and help spread information about available community services.
- **Provide services and programs tailored to minority youth and their parents.** Provider survey findings indicate that the majority of respondents do not provide services or programs specifically tailored to minorities, and nearly half reported that their agencies do not regularly evaluate services or programs to assess minority client experiences. Agencies should regularly survey minority clients and, where possible, adjust services and programs based on feedback. In addition, agencies should conduct a needs assessment in minority communities to determine the specific needs of minority youth and their families and tailor services and programs to meet those needs.
- **Increase minority representation in agency leadership and advisory boards.** Provider survey findings indicate that the majority of responding agencies do not have minority representation in leadership positions and many do not have minority representation on agency advisory boards/Boards of Directors. Of those who did have minority leadership and advisory board representation, all were Black/African American. Agencies should strive to have diverse minority representation in their leadership and advisory boards/Boards of Directors to increase awareness and consideration of minority issues.
- **Increase provider awareness and utilization of services for minorities.** DMR Sub-committee meeting discussions revealed that Carroll County does have minority-related resources for service providers, but that those services are under-utilized (e.g., United Hands of Carroll County, McDaniel College Bilingual Education: Training for All Teachers, Carroll County Public Library's Purple Book). In order to ensure effectiveness and utilization, agencies that provide minority-related resources must understand the needs of provider and target marketing strategies to ensure that providers are aware of available services.
- **Further explore the meaning of DMR in agencies outside the juvenile justice system.** RRI calculations indicate widespread overrepresentation of at least one minority group in all responding agencies. While provider survey findings indicate that most agencies are concerned with DMR, a few felt that DMR was not a concern nor did they wish to reduce it. Further exploration of the meaning and implications (e.g., underlying economic and social factors) of DMR in all types of child-serving agencies, particularly those outside the juvenile justice system, is needed.
- **Develop a community-level educational campaign.** Sub-committee meeting findings indicate a long history of racism and a general lack of education among the White community in Carroll County regarding minority and DMR issues. Planning a community-wide educational campaign should be explored to shift attitudes and increase

awareness and sensitivity. Specific ideas for the educational campaign include the following:

- Increase the number of community programs/events addressing DMR and minority issues (i.e. Human Relations Commission's programs on what it was/is like to be a minority growing up and currently living in Carroll County).
- Contact the Community Media Center (Channel 19) about conducting programs/group discussions to increase awareness and sensitivity to DMR and minority issues among community members (e.g., show a group of community leaders, such as the DMR Sub-Committee, involved in a meeting or panel discussion trying to work on DMR and minority-related issues).
- Target the following groups of people in the educational campaign:
 - Community leaders (i.e. County Commissioners),
 - Carroll County Public Schools Board of Education,
 - Service providers (especially those not involved in the current DMR study),
 - Youth, and
 - Adults/Parents of youth.
- Specific suggestions for reaching youth and their parents include providing information at programs held on school grounds (i.e. Human Relation Council's Leadership Conference, Back to School Night, Not My Kid programs, and the PTA). The faith community could also be used to reach both adults and youth - learn from the efforts of others such as St. Joseph's Church in Eldersburg which holds diversity classes and supports the Carroll Citizens for Racial Equality.

V. Conclusions and Next Steps

The Carroll County DMR Sub-committee identified twelve organizational and community level issues that need to be addressed. Members felt that all DMR issues were relevant and necessitated the collection of new data; specific recommendations to address these important issues were put forth. Findings from the DMR Provider Survey and RRI calculations further support the existence of DMR and point to the likelihood of community-wide social and economic disparities. Findings indicate a general unwillingness to explore the history of racism in the county and a current lack of effort to attract and welcome minorities into the County. As a result of these findings, the Carroll County LMB, with verbal support from the DMR Sub-committee, is committed to furthering its understanding of DMR in Phase II of the study. Phase II, beginning July 1, 2005, will involve collecting community-level data to advance our understanding of DMR perceptions in the minority community, as well as strategies to educate the wider community about DMR and issues facing minorities living in the county. In addition, the sub-committee will develop a plan to begin implementing organizational level recommendations put forth in Phase I.