

**Santa Cruz County Probation Department**  
Cultural Competency Master Plan

**I TARGET AREA: Policy Administration**

Objective	Action Plan	Responsible Staff	Timeline
1. Advisory Council Minority Representative	Report status of minority representation on all advisory boards to the appointing authority to encourage diversity.	Management team and CC Coordinator	Ongoing
2. Cultural Competence Coordinator	Establish and maintain CC Coordinator	Chief Probation Officer	Established 7/1/96
3. Cultural Competence Committee	CC Coordinator to call together ad hoc task forces as needed to study issues and make recommendations to Management Team	CC Coordinator	Ongoing (as needed)
4. Cultural Competence Mission Statement	Develop/update mission and vision statement	CC Coordinator and Management Team	10/1/97 – Ongoing
5. Cultural Competence Plan	Develop/update specific plan	CC Coordinator and Management Team	12/98 Review annually
6. Policy and procedures review	Review current and new policies and procedures for cultural competence proficiency (as part of overall policy review)	CC Coordinator and Management Team	7/1/98 (as needed)
7. Review cultural competence progress with managers/supervisors	Meet periodically with managers/supervisors to review CC progress in general and barriers in specific programs		
8. Clarify client population in relation to cultural competency goals	Review ethnicity demographics in the County as well as on adult and juvenile caseloads and in Juvenile Hall	CC Coordinator and Management Team	Ongoing/ Annual
9. Cultural competence and conditions in contracts	<ul style="list-style-type: none"> <li>• Ensure cultural competence provisions in all contracts</li> <li>• Review for compliance</li> </ul>	Administrative Services Officer, CC Coordinator and CAO Staff	Ongoing

**I TARGET AREA: Policy Administration**

Objective	Action Plan	Responsible Staff	Timeline
10. Improve communication with minority community <ul style="list-style-type: none"> <li>• Clients</li> <li>• Organizations</li> <li>• Written communications</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct outreach/linkage to minority clients and service organizations</li> <li>• Ensure that the person who is the initial point of contact in all offices is bilingual</li> <li>• Ensure all relevant written materials are bilingual</li> </ul>	CC Coordinator and Management Team	Ongoing
11. Establish Cultural Competence Database to identify target communities	Compile/maintain most recent County demographic data to help identify ethnicity, poverty, child abuse, criminal activity, geographic “pockets” in order to better focus early intervention and prevention services	CC Coordinator	Ongoing

**II TARGET AREA: Human Resources**

Objective	Action Plan	Responsible Staff	Timeline
1. Bilingual/bicultural recruitment coordinator	Cultural competence coordinator to work with managers in all aspects of recruitment, hiring and retention of bilingual/bicultural staff/interns	CC Coordinator	7/1/96 - Ongoing
2. Recruitment plan	Convene ad hoc committee to review/update recruitment plan for attracting/keeping bilingual/bicultural staff/interns	CC Coordinator	Ongoing
3. Minority staff personnel database	Develop/maintain personnel database to track percentage of staff who are bilingual, bicultural, male, female, and any additional relevant factors – in relation to these same factors in the community demographics	CC Coordinator, Affirmative Action Officer, Departmental Personnel Officer	7/1/97 – Ongoing
4. Develop advertising budget and process	<ul style="list-style-type: none"> <li>• Obtain /increase advertising budget to target all relevant advertising sources – local, state, national – through annual budget process</li> <li>• Develop proactive, ongoing recruitment procedures for bilingual/bicultural staff (ad hoc committee)</li> </ul>	CC Coordinator, Administrative Services Officer, Personnel	7/1/97 – Ongoing
5. Have satellite office and Juvenile Hall staffing patterns reflect the ethnic population of the outreach area/client population served	<ul style="list-style-type: none"> <li>• Use demographic data to determine the optimal percentage of bilingual staff at each site/program</li> <li>• Assign at least one bilingual person at each level of staff, as first step</li> </ul>	CC Coordinator and Management Team	Ongoing
6. Retain bilingual/cultural staff	Evaluate expectations, develop structural supports, identify incentives/barriers to retention, and brainstorm strategies	CC Coordinator and Management Team, Personnel	Ongoing

**II TARGET AREA: Human Resources**

Objective	Action Plan	Responsible Staff	Timeline
7. Establish internships for graduate/undergraduate/community members who are bilingual/bicultural	Establish funding mechanism and links with local colleges and volunteer agencies	CC Coordinator, other designated staff	Ongoing
8. Develop policies regarding support of bilingual/bicultural staff in pursuing higher education	<ul style="list-style-type: none"> <li>• Allow for flexible work schedule</li> <li>• Explore County options for tuition subsidies</li> <li>• Survey other counties for innovative support options</li> </ul>	CC Coordinator and Management Team	Ongoing
9. Develop program to provide regular department training on issues of cultural competence	<ul style="list-style-type: none"> <li>• Orientation with CC Coordinator for all new staff/interns</li> <li>• Training for all staff every three years (minimum)</li> <li>• Periodic additional training on selected topics</li> <li>• Consultation with CC Coordinator for specific clients/programs</li> <li>• Routing of cultural competency written materials, periodicals, etc.</li> </ul>	CC Coordinator and Training Manager	Ongoing
10. Create equal opportunities for promotions and provide professional development programs to enhance promotability	In addition to active recruitment/retention plans listed above, research development of a professional mentor program for support/training of future bilingual/bicultural managers/supervisors	CC Coordinator, designated supervisory staff	Ongoing
11. Develop program to provide language development opportunities for staff	Investigate specialized language development training/classes and immersion programs (including tuition and time off)	CC Coordinator, Department Training Manager	Ongoing

**III TARGET AREA: Client and Family Services**

Objective	Action Plan	Responsible Staff	Timeline
1. Translate all relevant forms/information, prioritizing ones that require signature	<ul style="list-style-type: none"> <li>• Establish in-house list of qualified translators (Level 2 bilingual pay)</li> <li>• Establish list of qualified translators/interpreters outside Probation (e.g. Personnel, Court system list, etc.)</li> </ul>	CC Coordinator and Management Team	Ongoing
2. Identify local community transportation resources to facilitate access to services	<ul style="list-style-type: none"> <li>• Research and identify required phone numbers/resources</li> </ul>	CC Coordinator, Chief Probation Officer	10/1/97 As needed
3. Develop minority/family outreach program Identify barriers to accessing services by minorities	<ul style="list-style-type: none"> <li>• Develop program to explain Juvenile Probation process to minority population (e.g., intake, supervision, placement)</li> <li>• Develop process for clients to report barriers to necessary services and level of satisfaction with services</li> <li>• Identify special groups to approach (e.g., monolingual families, gang youth)</li> </ul>	CC Coordinator, Management Team, designated staff	1/1/97 - Ongoing
4. Develop office and Juvenile Hall environments that are culturally “comfortable”	Investigate site decoration/renovation that reflects the ethnic make-up of the population served there	CC Coordinator and Managers	Ongoing

**IV TARGET AREA: Research and Evaluation**

Objective	Action Plan	Responsible Staff	Timeline
1. Identify and implement cultural competence evaluation protocols, self-assessment tools (individual/agency) and client/community feedback mechanisms	Review tools available/required and determine which ones to use and when	CC Coordinator and Management Team	1/1/98 – Ongoing
2. Cultural Competence program review	<ul style="list-style-type: none"> <li>• Review the Probation service delivery system through a cultural competency lens</li> <li>• Include partner agencies in the review</li> <li>• Identify issues relevant to cultural competency that need to be addressed and identify strategies to address them</li> </ul>	CC Coordinator, Management Team, Chief Probation Officer, other agency members, advisory boards	Annual
3. Ensure open communication with ethnic communities and establish effective networks as part of ongoing department self-assessment	<ul style="list-style-type: none"> <li>• Attend meetings with minority agencies and key community</li> <li>• Network with regional/state organizations</li> </ul>	CC Coordinator, Management Team, other designated staff	Ongoing
4. Ensure cultural competence focus is included in all research and evaluation efforts	Address cultural competence issues in all relevant reports, whether formal or informal (e.g., Board presentations and Juvenile Hall inspection reports)	CC Coordinator, Management Team, Juvenile Hall Superintendent	Ongoing