



**CHIEF PROBATION OFFICERS**  
— OF CALIFORNIA —

# **SIXTH ANNUAL CONFERENCE ON CONTINUUM OF CARE REFORM**

**MAY 23-24, 2022 | HYATT REGENCY SACRAMENTO**

A CLOSER LOOK AT PROBATION  
PLACEMENT PRACTICES

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# RACIAL EQUITY

## A CLOSER LOOK AT PROBATION PLACEMENT PRACTICES

with **Kiki Farris**

CONTRA COSTA COUNTY

PROBATION MANAGER

CCR Conference – May 2022

## DISCUSSION AGENDA

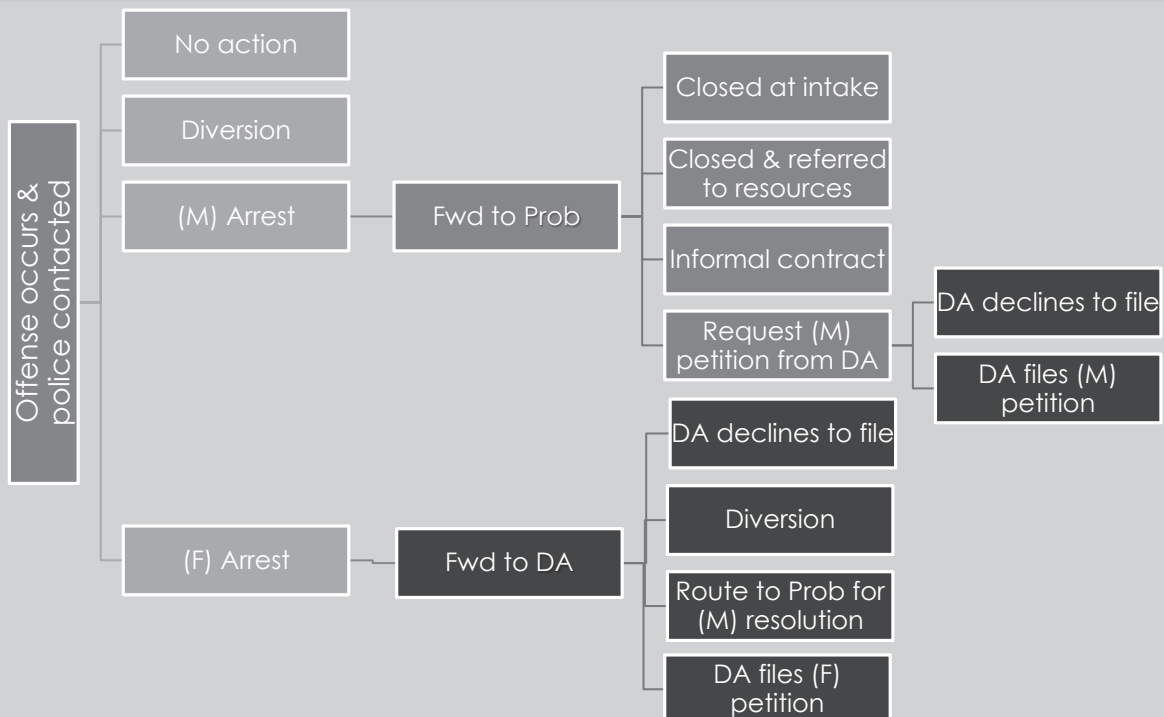
- INTRO TO JUVENILE PROBATION
- DISCUSSING RACIAL EQUITY
- ONCE UPON A TIME IN CONTRA COSTA COUNTY
  - WHERE WE WERE BEFORE CCR
- RETRACING THE STEPS OF REFORM
  - HOW WE ADDRESSED A HISTORICAL PLACEMENT PROBLEM
- RECAP

# INTRO TO JUVENILE PROBATION

You've all been drafted!

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## JUVENILE PROBATION 101: Intake Flow



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# JUVENILE PROBATION 101: After DA Filing

## Arrestment:

First appearance

## Pre-Trial Conference:

"Trial" readiness

## Contested Jurisdiction:

The "trial"

## Disposition:

The "sentencing"

# JUVENILE PROBATION 101: After A Finding

## Community

- Home of parent/guardian
- Home of caregiver
- Home Supervision
- Referrals to community based organizations

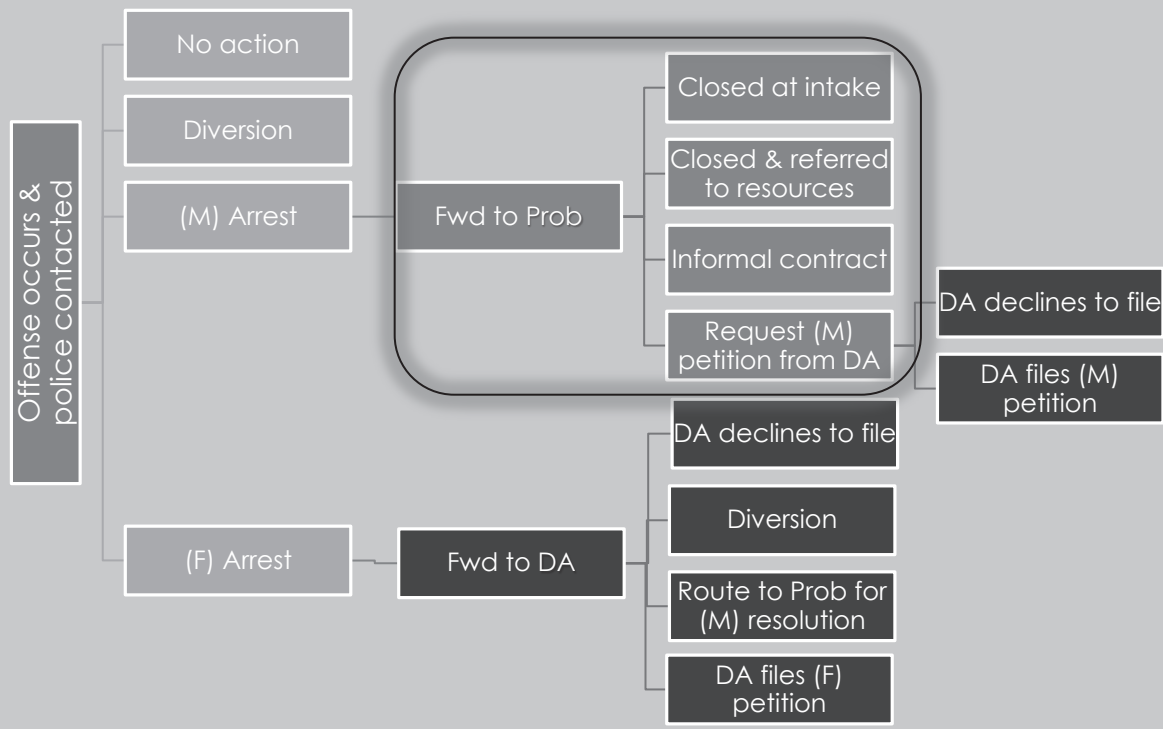
## Institutional Commitment

- Orin Allen Youth Rehabilitation Facility
- Girls in Motion
- Briones Youth Academy

## Out of Home Placement

- Home-based Placement
- Short-Term Residential Therapeutic Facility
- Community Treatment Facility

# JUVENILE PROBATION 101: Intake Flow



# JUVENILE PROBATION 101: Referrals

## DPO DECIDES TO CLOSE THE REFERRAL AT INTAKE

- After a review of the police report, the DPO decides no intervention is necessary and the **referral is closed**

## DPO DECIDES TO REFER TO SERVICES AND THEN CLOSE THE REFERRAL

- After a review of the police report & circumstances, the youth and/or family are **referred to services**, without any further intervention by Probation

# JUVENILE PROBATION 101: Referrals

## DPO DECIDES TO ENTER AN INFORMAL PROBATION CONTRACT WITH THE YOUTH/FAMILY

- After considering the police report, collateral contacts & circumstances, the DPO decides the youth/family would benefit from **informal/voluntary Probation intervention** for a maximum period of six months

## DPO DECIDES TO REQUEST A FORMAL (M) PETITION FROM DA'S OFFICE

- After considering the police report, collateral contacts and/or circumstances, the DPO concludes the offense is statutorily ineligible and/or unsuitable for informal probation and **forwards the case to the DA for filing** consideration

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# CONGRATULATIONS!

**YOU ARE NOW A JUVENILE  
DEPUTY PROBATION OFFICER!**



- YOUR JOB INCLUDES PROCESSING OUT OF CUSTODY REFERRALS
- YOU MUST CAREFULLY REVIEW REFERRALS & CONSIDER THE LEAST RESTRICTIVE RESPONSE
- YOUR SUPERVISOR MUST APPROVE YOUR RECOMMENDED ACTION, SO YOUR EVALUATION MUST BE CLEAR

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CONTRA COSTA COUNTY  
PROBATION DEPARTMENT

\*\*\* INTAKE-DISPOSITION TO: JUV-INDX    REFERRING-AGENCY \*\*\*

MINOR FEMALE                          REFERRED-ON: (101)  
 DOB: 2/14/2005                          REFERRED-BY: CCC SHERIFF DEPT  
 RACE: BLACK                              SEX: F                              REPORT-NO:  
 STATUS: PENDING                        PETN RQSTD                        NOT-DETAINED

PH: \_\_\_\_\_

DPO: DISTRICT ATTORNEY-CENTRAL

MOTHER \_\_\_\_\_

SEV	CHARGE	VER	SEV	CHARGE	VER	SEV	CHARGE	VER
(M)	PC 242/243							

CLOSED AT INTAKE                     COURTESY SUPERVISION  
 TRANSFERRED                             PETITION REQUESTED  
 INFORMAL PROBATION                   CLOSED, SUPVRN CONTINUES  
      NO-MONTHS (3 OR 6)

CONDITIONS OF PROBATION                MINOR  ADMITS  
 WORK DETAILS; NUMBER: \_\_\_\_\_  
 VOLUNTEER HRS: \_\_\_\_\_               DENIES  
 OTHER: \_\_\_\_\_

DISPO-DATE:                      BY: \_\_\_\_\_                      DPO-CODE: JCD1



# JUVENILE DPO for a Day

Demographic  
factors

Facts;  
statement

Child



Family

School

Significant  
info



# JUVENILE DPO for a Day



## CONSIDER THE FOLLOWING:

- 1. **INVESTIGATE:** WHAT RISKS, NEEDS & STRENGTHS ARE PRESENT?
- 2. **EVALUATE:** IS INTERVENTION NECESSARY? WHY OR WHY NOT?
- 3. **RECOMMEND:** WILL YOU CHOOSE TO CLOSE, REFER, INTERVENE INFORMALLY OR REQUEST TO FILE?

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## JUVENILE PROBATION 101: Referrals

DPO DECIDES TO CLOSE THE REFERRAL AT INTAKE

- **CLOSE**

DPO DECIDES TO REFER TO SERVICES AND THEN CLOSE THE REFERRAL

- **REFER**

DPO DECIDES TO ENTER AN INFORMAL PROBATION CONTRACT WITH THE YOUTH/FAMILY

- **INFORMAL**

DPO DECIDES TO REQUEST A FORMAL (M) PETITION FROM DA'S OFFICE

- **FILE**

**Investigate**



**Evaluate**



**Recommend**

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# JUVENILE DPO for a Day



## Demographic factors

- 17 years
- Battery
- Mom unknown

## Facts; statement

- Fighting
- Alcoholic
- Multiple students
- Suspension

## Child

- Only child
- Single dad
- Few friends
- No abuse

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# JUVENILE DPO for a Day



## Family

- Mom MIA
- No job/vet
- Neighborhood
- CFS referrals

## School

- A student
- No A's
- Attendance
- 25 schools

## Significant info

- No other discipline
- Homework

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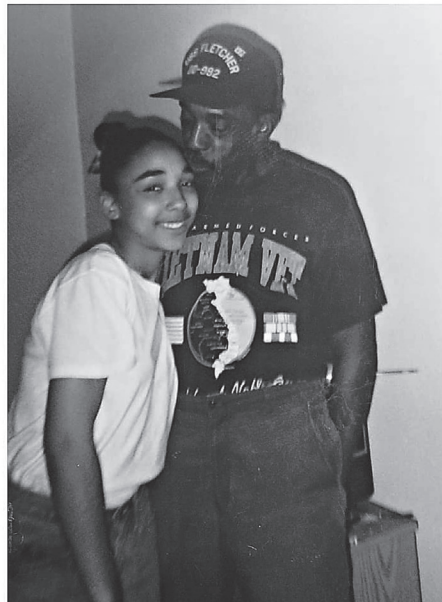
## JUVENILE DPO for a Day

**WHAT'S YOUR  
RECOMMENDATION?**

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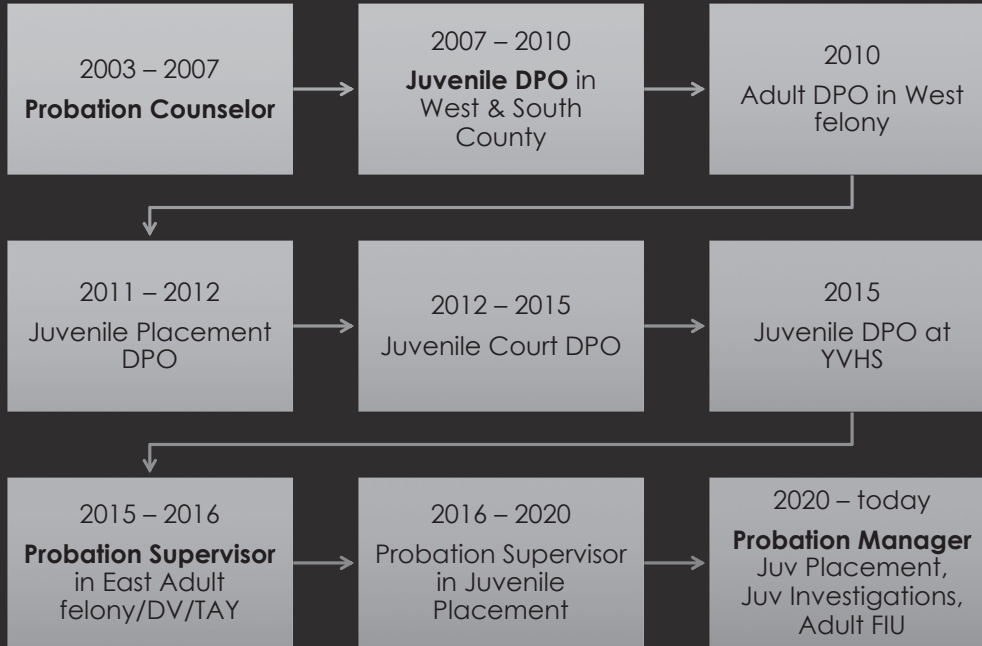
**The girl in the  
referral is ME!**

“The people with  
lived expertise  
that you want to  
hire, or make  
referrals to,  
*already work  
HERE!*”



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## Picture it: Martinez, 2003...



# DISCUSSING RACIAL EQUITY

Equity is individuality spelled correctly.



# Defining RACIAL EQUITY

- Racial equity is **achieved when race no longer factors into or determines one's socioeconomic outcomes**. It is when everyone has what they need to thrive, no matter where they live or how they identify.
- Racial equity is a process of **eliminating racial disparities and improving outcomes for everyone**. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of people of color.
- Racial equity is the condition that would be achieved **if one's racial identity no longer predicted, in a statistical sense, how one fares**.

1. <https://unitedwaynca.org/blog/racial-equity-vs-equality/>  
2. <https://www.raceforward.org/about/what-is-racial-equity-key-concepts>  
3. <https://www.racialequitytools.org/glossary>

# Achieving RACIAL EQUITY

Race no longer factors into or determines one's socioeconomic outcomes.

Improving outcomes for everyone.

Everyone has what they need to thrive, no matter where they live or how they identify.

Intentionally & continually changing policies, practices, systems, & structures by prioritizing measurable change.

“**Equity** involves trying to understand and give people what they **need** to enjoy full, healthy lives.

**Equality**, in contrast, aims to ensure that everyone gets the **same** things in order to enjoy full, healthy lives.”

- ***Race Equity and Inclusion Action Guide, 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization*** by Anne E. Casey Foundation

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## ONCE UPON A TIME IN CONTRA COSTA COUNTY...

From then, to now. (This was a lot of work, people.)

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## Where we were... before CCR!

- In 2011, I left my position as a Placement DPO, I had 35 youth in GH's on my caseload. There were 115 youth in the Placement Unit – ALL of them were in GH's, pending GH's or AWOL from GH's.
- In 2015, there were 165 total youth in the Placement Unit.
- In Oct 2016, I became the Placement Unit Supervisor.
- In December 2016, there were 75 youth in GH's.
- CCR was implemented on Jan 1, 2017.

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## The **NEW** Contra Costa Placement Process

- ❖ When investigating the case for disposition, if the DPO suspects that a minor's home & community environment is not conducive to their behavioral & therapeutic treatment needs, they evaluate the case for placement factors.
- ❖ The DPO then submits a placement screening tool to the Placement Supervisor who evaluates whether the youth is eligible for placement according to the CCR standards for STRTP eligibility, and suitable for placement, after ruling out community based treatment and institutional treatment as more appropriate options.
- ❖ The Supervisor provides a comprehensive response to the DPO with an elaborated decision to accept or decline the youth for placement, also deeming the youth at imminent risk for foster care when applicable.

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# The **NEW** Contra Costa Placement Process

## Old way

- One size fits all screenings
- Short, nondescript responses that end with accept or deny
- No basis for acceptance or denial other than old practices, problematic behavior
- Judge has the final say with no refute

## New way

- Specific screening items related to program suitability
- Elaborate, detailed responses that end with alternatives & perm planning elements
- STRTP criteria based on CCR
- Code sections & ACL's have the final say

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# Where we were... the **DECLINE!**

Dec 2017,  
58 in GH's.

Dec 2018,  
89 youth –  
42 in GH's

Dec 2019,  
68 youth –  
26 in STRTP's

June 2018,  
87 youth –  
36 in GH's

June 2019,  
84 youth –  
35 in STRTP's

June 2020,  
64 youth –  
18 in STRTP's

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# Where we were... the FLOW

In = new placement orders  
Out = placement orders closed

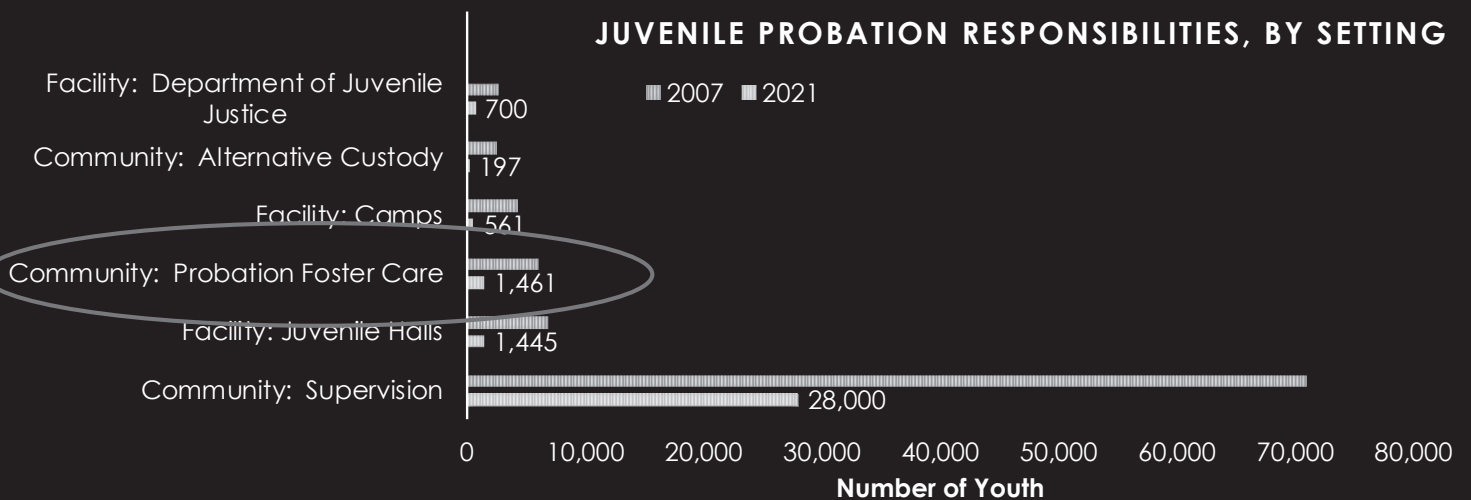


Today, we have 34 total youth in the placement unit, and 8 in STRTP's!

In 2022, we have had 1 new placement order, and closed 4 cases.

## Since 2007, more youth stay in the community, and 50% fewer youth are in the system

JUVENILE PROBATION RESPONSIBILITIES, BY SETTING



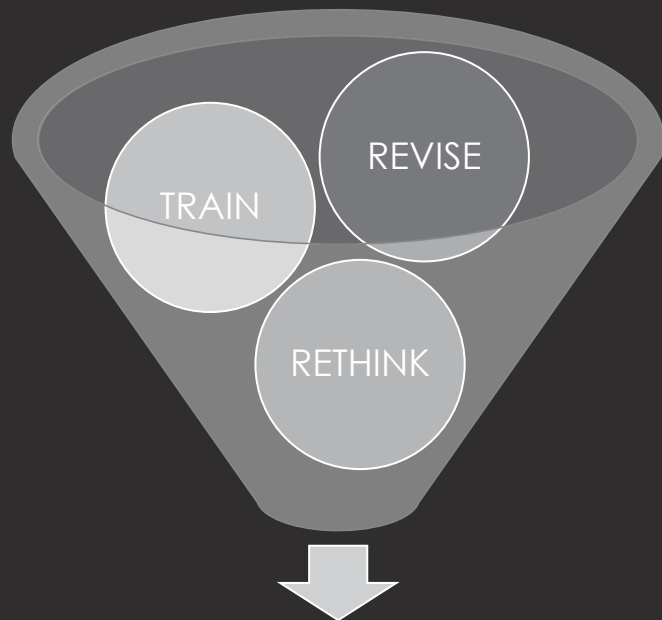
# RETRACING THE STEPS OF REFORM

You might wanna write this down: Train. Revise. Rethink.

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## ACHIEVING RACIAL EQUITY REQUIRES:

Intentionally & continually changing policies, practices, systems, & structures by prioritizing measurable change



**Measurable change!**

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# TRAIN THE MASSES!

## ○ Start within.

- Learn everything, organize the knowledge and share the wealth
- Identify subject matter experts
- Build collaboration in the department, county and state

## ○ Individualize the learning process.

- Make sure trainings and materials are specific and relevant to each role
- Distinguish between investigations, court, supervision, etc. supervision

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# TRAIN THE MASSES!

## ○ Writing matters.

- Judges like to keep it old skool; reimagine progress & write it out.
- Explain away in progress reports & highlight unconventional problem solving.

## ○ Every conversation is a teachable moment.

- Don't be afraid of court testimony! Viola! A classroom!
- Don't assume partner agencies understand your dilemmas – tell them!
- Don't assume your Admin knows what the issues are – tell them too!

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# HAVE A REVISION PARTY!

- Identify documents that are not aligned with reform efforts.
  - Keep revising the revisions

- Internal placement screening tool
  - Added specific criteria for STRTP's and RF (for initial placement & stepdown from institution)
  - Added behavioral, medical, prevention related questions
  - Added questions about supportive adults

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# HAVE A REVISION PARTY!

- IPC forms
  - Added space for denial reasons
  - Added a behavioral chart
  - Added components of step down and step up to STRTP
  - Created a SLR form that includes exit/transition info

- STRTP referral
  - Used the behavioral chart and screening response to create a cover letter for STRTP's
  - Stopped referring to programs that can't meet the needs by definition

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# RETHINK EVERYTHING!

## ○ If not placement, then where?

- Take a closer look at prevention efforts & imminent risk evaluations
  - Repeat: Train the masses!
- Identify services & needs that will keep risky youth out of placement

## ○ Get clear about which youth should **not** be in open settings

- Collaborate internally to create guidelines

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## A note about evaluating imminent risk...

### Train

Identified the issue & consulted the experts.

Individualized training.

### Revise

Modified EIRRC forms & case plans.

Changed the method & inclusivity of communication.

### Rethink

Challenged what we considered IR.

Added to the available options for these youth.

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## JUSTICE BENEFITS, INC.

*JBI Gets Results!*

### Contra Costa County, CA Compliance Review Progress

July 13, 2019 – January 6, 2021

MISCODED MOMENTS	11/13/19 REVIEW	2/20/20 REVIEW	6/22/20 REVIEW	1/25/21 REVIEW
Detention	0	0	1	0
Incorrect Case Plan	2	0	12	0
No Case Plan	0	0	3	0
<b>TOTAL</b>	<b>2</b>	<b>0</b>	<b>16</b>	<b>0</b>

REVIEW DATES	PERIOD UNDER REVIEW	MOMENTS REVIEWED	MISCODES	MISCODE %
11/13/2019	7/13/19 - 9/20/19	21	2	9.52%
2/20/2020	9/21/19 - 1/21/20	2	0	0.00%
6/22/2020	1/22/20 - 6/10/20	21	16	76.19%
1/25/2021	6/11/20 - 1/6/21	1	0	0.00%

Please note that all moments reviewed were from Code 03 – Case Management Preventative Services.

What was wrong

How many moments

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### Contra Costa County, CA Compliance Review Progress

June 11, 2020 – January 19, 2022

MISCODED MOMENTS	1/25/21 REVIEW	5/11/21 REVIEW	10/28/21 REVIEW	2/3/22 REVIEW
Detention	0	0	0	0
Incorrect Case Plan	0	0	0	0
Incorrect Case Plan Goal	0	9	8	0
No Case Plan	0	0	1	0
Warrant Status	0	6	0	0
<b>TOTAL</b>	<b>0</b>	<b>15</b>	<b>9</b>	<b>0</b>

REVIEW DATES	PERIOD UNDER REVIEW	MOMENTS REVIEWED	MISCODES	MISCODE %
1/25/2021	6/11/20 - 1/6/21	1	0	0.00%
5/11/2021	1/7/21 - 4/26/21	63	15	23.81%
10/28/2021	4/27/21 - 10/8/21	157	9	5.73%
2/3/2022	10/9/21 - 1/19/22	59	0	0.00%

Please note that all moments reviewed were from Code 03 – Case Management Preventative Services.

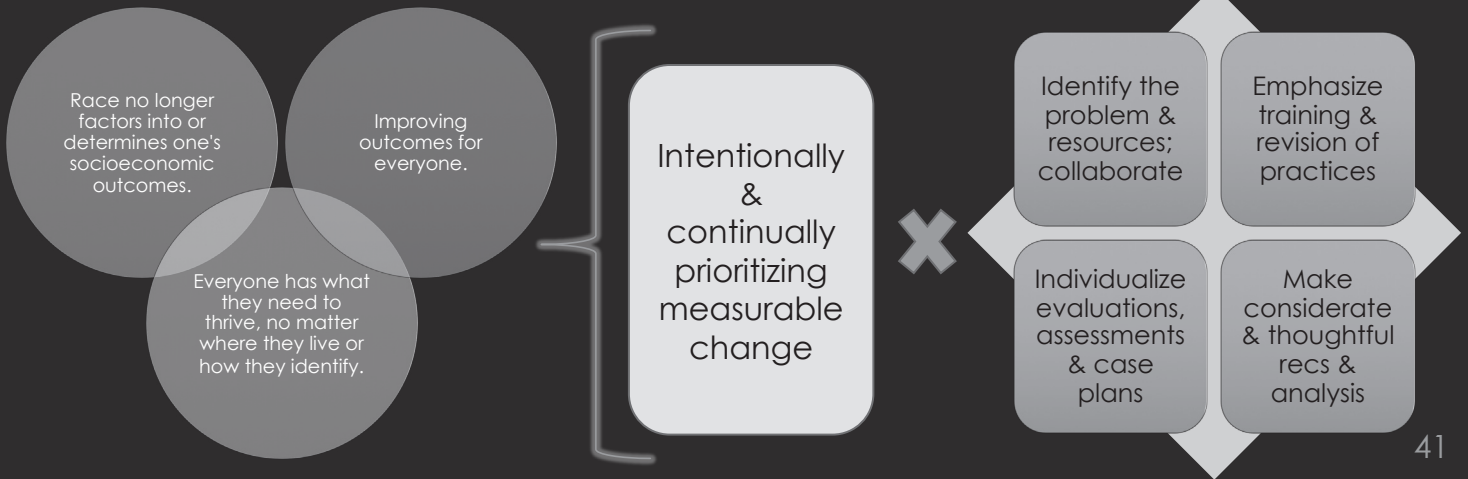


What was wrong

How many moments

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# RECAP: Achieving RACIAL EQUITY



I'm grateful for you!

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Probation Manager



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