



Sutter County Self Assessment 2010

January 10, 2011
Submitted: February 4, 2011

EXECUTIVE SUMMARY

I. BACKGROUND

California Assembly Bill 626 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to (a) improve Child Welfare services for children and their families in California and (b) provide a system of accountability for outcome performance in each of the State's 58 counties. The process for achieving these two broad objectives is the California Child and Family Services Review (C-CFSR). The process includes both quantitative (Self Assessment) and qualitative (Peer Quality Case Review) assessment of a county's performance on measures of children safety, permanence and well-being. The results of the assessments support the development of the System Improvement Plane (SIP) which establishes measurable goals for system improvement and presents strategies for achieving these goals. The C-CFSR process also includes ongoing monitoring of system improvement efforts using quarterly reports of data extracted from the Child Welfare Services/Case Management Systems (CWS/CMS).

The lead agencies for conducting the County Self Assessment (CSA) are the County Child Welfare Agency and the County Probation Department. The County Probation Department is responsible for assessing outcomes for children under its direct supervision who are receiving services. These agencies have overall responsibility for completion of the assessment.

CDSS and CWDA have attempted to streamline the continuum of services provided to children, youth, and families as well as the C-CFSR process with the Office of Child Abuse Prevention (OCAP) Three-Year Plans. These processes were combined administratively with the intent of achieving greater efficiency; while also meeting the individual requirements of each program.

The comprehensive CSA has expanded its examination to include active participation of the county's prevention partners to identify the community's need for prevention and community-based services. In the past, the county was expected to deliver two separate documents: the CSA and the CAPIT/CBCAP/PSSF Three-Year plan, which was based on a needs assessment. In the current process the CSA meets this requirement by integrating the needs assessment from the CAPIT/CBCAP/PSSF Three-Year plan into the CSA. The period of assessment is November 2007 to October 2010. The focus of the county's current performance is data extracted from Quarter1 2010 which was published October 2010.

II. STUDY OVERVIEW

The County Self Assessment included detailed data analysis of individual and composite outcome data measurements, Peer Quality Case Reviews (PQCR), and a large scale community meeting with targeted focus groups. The county reviews and analyzes its performance in each of the measured areas against state and federal standards, and identifies its strengths and the areas needing improvement. The outcomes are measured in a number of ways including entry and exit cohorts, and composite measures which are extrapolated from various data fields in the child welfare services computer system, CWS/CMS. The C-CFSR has eight child and family outcomes for which counties are accountable and that are the central focus of the self assessment process.

1. Children are, first and foremost, protected from abuse and neglect.
2. Children are safely maintained in their own homes whenever possible and appropriate.
3. Children have permanency and stability in their living situations without increasing re-entry into foster care.
4. The family relationships and connections of children are preserved as appropriate.
5. Children receive services adequate to meet their physical, emotional and mental health needs.
6. Children receive services appropriate to meet their educational needs.
7. Families have enhanced capacity to provide for their children's needs.
8. Youth emancipating from foster care are prepared to transition to adulthood.

III. FINDINGS

Child Welfare Services

The CSA provides the foundation and context for the development of the county three year SIP. The goal is to maintain and enhance the county's strengths identified throughout the CSA process whenever possible while seeking to address gaps in available services. An exhaustive review of available data, and feedback gained through the PQCR and a series of targeted focus groups resulted in the following essential findings/recommendations:

Children Are First and Foremost Protected and Safely Maintained in Their Homes.

- Continue to use CAPIT/CBCAP/PSSF funding for prevention efforts and lowering the recurrence of maltreatment.
- Explore resources for instituting Differential Response by the addition of more widely accessible Family Resource Centers.

Children Are Safely Maintained in Their Own Homes Whenever Possible.

- Continue to use Evidence Based tools such as Structured Decision Making to consistently assess "safety and risk".
- Continue to use safety plans when one or more safety threats are present and caretaker protective capacities are available to keep the child safely in their own home.

- Continue to manage and monitor caseloads through use of SafeMeasures® by social workers, supervisors and management.
- Increase aftercare services to those who have completed substance abuse treatment.
- Increase availability of affordable housing.

Children Will Have Permanency and Stability in Their Living Arrangements.

- Continue to develop formal participatory case planning processes.
- Continue to explore early engagement strategies.
- Fully implement Family Progress Meetings as an engagement tool.
- Pursue additional services/providers to increase availability of case managers and peer mentors for parents and foster parents, including transportation.
- Continue to demand quality children's/youth's assessments.
- Review procedures for better matching children with substitute care providers
- Review relative assessment procedures.
- Promote family finding efforts early in the case.
- Explore reasons for court continuances.
- Examine delays in permanency and adoption finalizations.
- Increase training for foster parents, relatives and Non Related Extended Family Member's (NREFM) on pertinent topic areas, such as handling children with severe behavioral and emotional needs.
- Continue to place children with relatives or NREFM's to minimize placement disruptions and to keep children with family members.
- Continue to support services for children with behavioral issues, and family counseling services in Spanish and Punjabi.

Probation Department

The Probation system in California has only recently gained access to the CWS/CMS system so outcome measures from computerized data is not specifically available for Probation. Assessment was conducted through the PQCR, the community meeting and focus groups. The CSA process provided good feedback from community members, agency partners and child welfare/probation staff in the form of focus groups and a survey.

The essential findings for areas for future development are noted below:

- Continue to increase communication and collaboration with families regardless of case goal.
- Continue to improve and increase parent participation in the decision-making and the case planning process.
- Obtain staff training for family engagement practices.
- Integrate the use of CWS/CMS for outcome measures.
- Encourage more families to participate in SB 163 Wraparound Services.
- Seek and utilize more services that can assist in transitioning youth to their parents' home during the reunification process.
- Further our efforts to implement evidence based practices to analyze and improve outcomes for our clients and their families.

- Increase collaboration with the adult systems to improve services for our children that are transitioning to adulthood.

IV. CONCLUSION

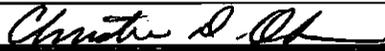
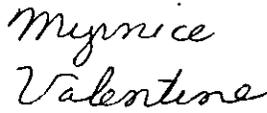
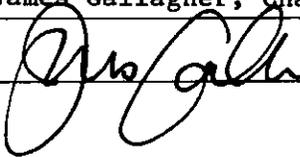
The essential findings of the CSA data analysis revealed that Sutter County continues to maintain performance at, above, or near the state and federal standard of compliance. Sutter County monitors outcome statistics with regards to child safety, well-being and permanency while working to address priority needs in a holistic approach rather than in the individual silos of specific outcome measures.

Priority needs identified through the CSA process apply to all outcome measures and have impact in a variety of ways. The CSA community meeting and focus groups reiterated the communities need for individual and group counseling, mentor/parent/peer providers, parent and foster parent training, transportation to services, substance abuse aftercare, and affordable housing to support children and families in the community. Access and availability were key as services are needed at different times – whether as a resource and referral before CPS is involved, during a case when parents are reunifying with their children, or for parents and foster parents to reduce stress which could potentially prevent abuse. Quality services exist in Sutter County but additional community based services are needed.

The County Self-Assessment process, while labor intensive, was critical to identifying both strengths and gaps in service that impact outcomes for Child Protective Services and the Probation Department. Positive outcomes are the result of systemic and program specific strengths identified by staff of both agencies, by representatives from other counties (during the PQCR), and by community partners. This was further supported by analysis of quarterly data reports. While there are always improvements to be made, the combined commitment of the lead agencies, along with the quality service available through the network of community providers has fostered an environment of “shared risk, shared responsibility” that is essential for the safety, permanency and well being of children and families in Sutter County.

A. County Self Assessment Cover Sheet

| California's Child and Family Services Review County Self-Assessment Cover Sheet | |
|---|--|
| County: | Sutter |
| Responsible County Child Welfare Agency | Sutter County Department of Human Services Welfare and Social Services Division |
| Period of Assessment | November 2007 to November 2010 |
| Period of Outcome Data | October 2010 (Data extract: Q1 2010) |
| Date Submitted: | February 4, 2011 |
| County Contact Person for County Self Assessment | |
| Name and Title | Lisa Soto Program Manager Social Services Division |
| Address: | 1965 Live Oak Boulevard Yuba City CA 95991 |
| Phone: | 530-822-7227 Ext 139 |
| E-Mail: | LSoto@co.sutter.ca.us |
| CAPIT Liaison | |
| Name and Title | Mymice Valentine, Program Manager, Fiscal/Administration |
| Address: | 539 Suite C Garden Hwy |
| Phone: | 530-822-7230 x354 |
| E-Mail: | MValentine@co.sutter.ca.us |
| CBCAP Liaison | |
| Name and Title | Mymice Valentine, Program Manager, Fiscal/Administration |
| Address: | 539 Suite C Garden Hwy |
| Phone: | 530-822-7230 x354 |
| E-Mail: | MValentine@co.sutter.ca.us |
| County PSSF Liaison | |
| Name and Title | Mymice Valentine, Program Manager, Fiscal/Administration |
| Address: | 539 Suite C Garden Hwy |
| Phone: | 530-822-7230 x354 |
| E-Mail: | MValentine@co.sutter.ca.us |
| Submitted by each agency for the children under its care | |
| Submitted by: | County Child Welfare Agency Director (Lead Agency) |
| Name: | Lea Harrah |
| Signature: |  |

| | | |
|--|--|---|
| Submitted by: | County Chief Probation Officer | |
| Name: | Christine D. Odom | |
| Signature: |  | |
| In Collaboration with: | | |
| County and Community Partners | Name(s) | Signature |
| Board of Supervisors Designated Public Agency to Administer CAPIT/CBCAP/PSSF Funds | Sutter County Human Services Department, Welfare & Social Services Division |  |
| County Child Abuse Prevention Council | Susan Williams, Chairperson |  |
| Parent Representative | Paula Bataz | |
| As Applicable | Name(s) | |
| California Youth Connection | Not Applicable | |
| County Adoption Agency (or CDSS Adoptions District Office) | Kim Wrigley, Social Worker, California Department of Social Services, Sacramento District Office | |
| Local Education Agency | Bruce Morton, Director of Student Welfare & Attendance, Yuba City Unified School District | |
| Board of Supervisors (BOS) Approval | | |
| BOS Approval Date | February 1, 2011 | |
| Name: | James Gallagher, Chairman | |
| Signature: |  | |

BEFORE THE BOARD OF SUPERVISORS
COUNTY OF SUTTER, STATE OF CALIFORNIA

RESOLUTION OF THE BOARD OF)
SUPERVISORS OF SUTTER COUNTY)
AUTHORIZING APPROVAL AND)
SUBMISSION OF THE SUTTER COUNTY)
CHILD WELFARE SERVICES SELF)
ASSESSMENT 2010)

RESOLUTION NO. 11-008

BE IT RESOLVED that the Governing Board of the County of Sutter authorizes approval and submission of the Sutter County Child Welfare Services Self Assessment.

PASSED AND ADOPTED this 1st day of February, 2011, by the Board of Supervisors of the County of Sutter, State of California, as follows:

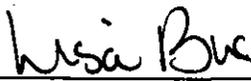
AYES: Supervisors Montna, Cleveland, Munger, Whiteaker, and Gallagher
NOES: None
ABSENT: None



Chairman, Board of Supervisors

ATTEST:

DONNA M. JOHNSON
COUNTY CLERK

BY: 
DEPUTY



The Foregoing Instrument is a Correct Copy
of the Original on File in this Office:

FEB 02 2011

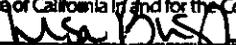
DONNA M. JOHNSON, County Clerk and
ex-officio Clerk of the Board of Supervisors of the
State of California and for the County of Sutter
By  Deputy

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COUNTY SELF-ASSESSMENT CORE REPRESENTATIVES

Sutter County Human Services Department, Welfare and Social Services Division/ Child Welfare Services Branch and the Sutter County Probation Department would like to acknowledge the individuals involved in the County Self Assessment (CSA). Contributions and recommendations of these participants were invaluable to the process and the development of this report.

Sutter County's Child Abuse/Domestic Violence Council acts as the collaborative body through which grant awards for PSSF funds are reviewed, and recommendations made to the Department of Welfare and Social Services for funding. Representatives from this council were important participants in the self assessment process including the community meeting and the focus groups held on November 3, 2010.

| <i>Name</i> | <i>Job Title</i> | <i>Agency/Department</i> | <i>Representative</i> * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|---------------------|---|--|---|
| Diana Adams | | Yuba College Foster/Kinship Care Education | <i>Foster Family Agency/Foster Parent Associations</i> |
| Jennifer Allen, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Alma Amaya-Matta | Program Manager CalWORKs/ Employment Services | Sutter County Department of Human Services | *County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs |
| Christina Arriaga | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Rachel Ahsam | | Yuba City Parks and Recreation | <i>Community Partners</i> |
| Jason Baker | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Paula Bataz | | | *Parent/Consumer |

| <i>Name</i> | <i>Job Title</i> | <i>Agency/Department</i> | <i>Representative</i> * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|--------------------------|---------------------------------|--|---|
| Sage Birdseye | FFA Social Worker | Environmental Alternatives | <i>Foster Family Agency/Foster Parent Associations</i> |
| Peggy Breaux | Social Worker III | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Cindy Chandler | Executive Director | Family Soup | <i>Community Partners</i> |
| Anthony Chillemi | Supervising Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Christy Cox | BSW Intern | Sutter Yuba Mental Health Youth Services | *Sutter Yuba Mental Health Division |
| Debra DeAngelis Campbell | Deputy Chief Probation Officer | Sutter County Probation Department Administration | *Probation Administrators, Supervisors and Officers |
| Leah Eneix | President | Yuba-Sutter Foster Parent Association | <i>Foster Family Agency/Foster Parent Associations</i> |
| Pamela Fisher | Intervention Counselor | Sutter-Yuba Mental Health | <i>County Alcohol and Drug Department</i> |
| John Floe | Prevention Services Coordinator | Sutter-Yuba Mental Health | <i>Fatherhood and Healthy Marriage Programs</i> |
| Roberto Garcia, MSW | Social Worker Supervisor II | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Louise Graham | Social Worker III | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |

| Name | Job Title | Agency/Department | Representative * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|-------------------------|--|--|---|
| Nicole Guerra | Social Worker III | Sutter County Social Services Division/Child Protective Services | * CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Genny Haley, MFT | Therapist | Sutter-Yuba Mental Health Division Children and Youth Services | * Sutter Yuba Mental Health Division |
| Karen Handy, CADC | Intervention Counselor II | Sutter-Yuba Mental Health CalWORKs Substance Abuse | <i>County Alcohol and Drug Department</i> |
| Lori Harrah | Assistant Director of Human Services- Director, Social Services & Welfare Division | Sutter County Department of Human Services | * County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs |
| Brenda Haugen | Social Worker II | Sutter County Social Services Division/Child Protective Services | * CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Ronald Hayman, MD | Chief Psychiatrist | Sutter Yuba Mental Health Division Child Psychiatry | * Sutter-Yuba Mental Health Division |
| Kathleen Hernandez, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | * CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Susan Hewitt | Social Worker II | Sutter County Social Services Division/Child Protective Services | * CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Paula Kearns, MSW | Social Worker Supervisor | Sutter County Social Services Division/Child Protective Services | * CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |

| Name | Job Title | Agency/Department | Representative * Required Core Representatives Recommended Stakeholder Representatives |
|----------------------------|---|--|---|
| Amber Kesterson | | Family Soup | Community Partner |
| Tony Kildare, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| David Lara | Social Worker II | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Sam Leach | Supervising Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Paul Lopez | | | *Youth Representative |
| Kristin Lucich | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Sarah Ludwick, RN,PHN | Registered Nurse Public Health Nurse | Sutter County Health Department | *Sutter County Health Department |
| Brad Luz, Ph.D. | Assistant Director of Human Services- Director, Mental Health Division | Sutter County Department of Human Services Sutter-Yuba Mental Health Division | *Sutter-Yuba Mental Health Division |
| Margo Macklin Hinson, LCSW | Academic Coordinator | UC Davis Northern Regional Training Academy | Regional Training Academy |
| Ronita Mahn | FFA Social Worker | Environmental Alternatives | Foster Family Agency/Foster Parent Associations |
| Mike Mannshardt | | Hands of Hope Homeless Shelter | Faith-based Communities Community Partner |
| Avelina Martinez | Mental Health Intern | Sutter-Yuba Mental Health | *Sutter-Yuba Mental Health Division |

| Name | Job Title | Agency/Department | Representative * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|----------------------|--|--|---|
| Kathi Massey | Office Assistant II | Sutter County Social Services Division/Child Protective Services | Sutter County Social Services Division/Child Protective Services |
| Louise McCray | Principal, Bridge Street Elementary School | Yuba City Unified School District | <i>Education</i> |
| Jennifer Montgomery | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Bruce Morton | Director of Student Welfare and Attendance | Yuba City Unified School District | <i>Education Administration</i> |
| Jennifer Myers | | | *Parent/Consumer |
| Chris Odom | Chief Probation Officer | Sutter County Probation Department Administration | *Probation Administrators, Supervisors and Officers |
| David Patrick | Social Worker III | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Ben Payne, LCSW | Executive Director | Children's Hope FFA | <i>Foster Family Agency/Foster Parent Associations</i> |
| Paul Reiner, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Brian Roper | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Shannon Royston, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Marylou Salgado | Children's Program Aide | The Salvation Army | <i>Community Partner</i> |

| <i>Name</i> | <i>Job Title</i> | <i>Agency/Department</i> | <i>Representative</i> * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|------------------|--|--|---|
| Irma Santana | Attorney | Irma I. Santanta Attorney at Law | <i>Juvenile Justice Commission</i> |
| Kelly Scott | Prevention Services Coordinator | First Steps | <i>County Alcohol and Drug Department</i> |
| Rich Sebo | Children's Hope Social Worker Supervisor | Children's Hope FFA | <i>Foster Family Agency/Foster Parent Associations</i> |
| Tom Sherry, MFT | Director, Sutter County Department of Human Services | Sutter County Department of Human Services | *County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs |
| Mary Shruete | | Sutter County Library | <i>Community Partner</i> |
| Bev Siemens | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Frank Sorgea | Superintendent | Yuba Sutter Juvenile Hall | *Probation Administrators, Supervisors and Officers |
| Lisa Soto, MFT | Program Manager Social Services Sutter County Social Services Division/Child Protective Services | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Jackie Stanfill | Program Manager | Children's System of Care Sutter-Yuba Mental Health Division | *Sutter-Yuba Mental Health Administration |
| Laura Steffens | Senior Staff Services Analyst | Sutter County Welfare and Social Services Division System Support Unit | <i>Sutter County Welfare and Social Services Division System Support Unit</i> |
| Erin Sumner, MSW | Adoptions Specialist | California Department of Social Services, Adoptions Branch | <i>Adoptions</i> |

| <i>Name</i> | <i>Job Title</i> | <i>Agency/Department</i> | <i>Representative</i> * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|-----------------------|---|--|--|
| Mike Tablit | Deputy Superintendent | Camp Singer | *Probation Administrators, Supervisors and Officers |
| Tammy Teramano | Intake Worker | The Salvation Army Depot Homeless Shelter | <i>Community Partner</i> |
| James Thomas | Deputy Probation Officer | Sutter County Probation Department | *Probation Administrators, Supervisors and Officers |
| Josh Thomas, MSW | Social Worker IV | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Sandra Turnbull, LCSW | Program Manager | Sutter Yuba Mental Health Division Youth Services | *Sutter Yuba Mental Health Division |
| Butah Uppal | Detective Lieutenant | Sutter County Sheriff's Department | <i>Law Enforcement</i> |
| Myrnice Valentine | Program Manager Fiscal/Administration Sutter County Department of Human Services *CAPIT/CBCAP/PSSF Liaison | Sutter County Department of Human Services | *County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSSF Programs |
| Laura Villa | Social Worker Intern | Sutter County Social Services Division/Child Protective Services | CPS Social Worker Intern |
| Susan Williams | Chairperson | Sutter County Child Abuse Prevention Council and Domestic Violence Council | *Child Abuse Prevention Council |
| Ellen Williams | Social Worker III | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Matt Willing | Detective | Yuba City Police Department | <i>Law Enforcement</i> |

| Name | Job Title | Agency/Department | Representative * Required Core Representatives <i>Recommended Stakeholder Representatives</i> |
|--------------------|-----------------------------|--|---|
| Jana Woodard, M.S. | Social Worker Supervisor II | Sutter County Social Services Division/Child Protective Services | *CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons |
| Kim Wrigley, MSW | Adoptions Supervisor | California Department of Social Services, Adoptions Branch | <i>Adoptions</i> |

COUNTY SELF-ASSESSMENT FOCUS GROUPS

Sutter County Human Services Department, Welfare and Social Services Division/Child Protective Services Branch (CPS), in conjunction with Sutter County Probation Department, coordinated a series of focus groups in November 2010 for the purpose of obtaining feedback from community members, partners, and consumers for the County Self-Assessment.

The focus groups and community meeting were well attended, included a broad cross-section of interested community partners and resulted in a great deal of quality feedback. All of the required core participants contributed to the 2010 Sutter County Self Assessment, along with a significant number of other recommended participants. All of the CPS management team and supervisors participated, as did all of the CPS case-carrying social workers, with few exceptions. The focus groups allowed for a sharing of information that enhanced knowledge of both CPS and Probation outcomes and more importantly, created an environment where both professionals and those with "life experience" shared resources and ideas, enhancing understanding of all that Sutter County has to offer in the way of human services. Feedback has been incorporated throughout this document and has guided subsequent discussions which have been integrated into the following detailed analysis.

B. Demographic Profile

Sutter County General Information

Sutter County is strategically located in the Capitol Region's Northern Corridor. There are two incorporated cities in Sutter County, Yuba City and Live Oak. There are several unincorporated "rural communities." They are Meridian, Nicolaus, Rio Oso, Robbins, Sutter, and Trowbridge. The county is a short drive from the Interstate 80 and 5 corridors and is served by State Highways 20 and 99. Located in the Central Valley between the Sacramento and the Feather Rivers, Sutter County covers an area of 606.8 square miles (388,359 acres). Sutter County is perhaps most renowned for being home to the smallest mountain range in the world, the Sutter Buttes.

Sutter County has a rich agricultural heritage and is known for its high-yield agricultural crop production that includes rice, walnut, peach, tomato and prune production. Because agriculture is such a large employer within the County we have a large population of seasonal and migrant families. The land area covers more than 90% farmland and no timberland.

The southern half of the County shares its borders with the counties of Sacramento, Yolo and Placer. The neighbors to the north include Colusa, Butte and Yuba counties.



Within a one-hour drive radius, residents of Sutter County have access to three State Universities, a major metropolitan airport, the State Capitol, and the recreational areas of the Sierra Mountain Range. Local recreational features include camping, hunting and fishing.

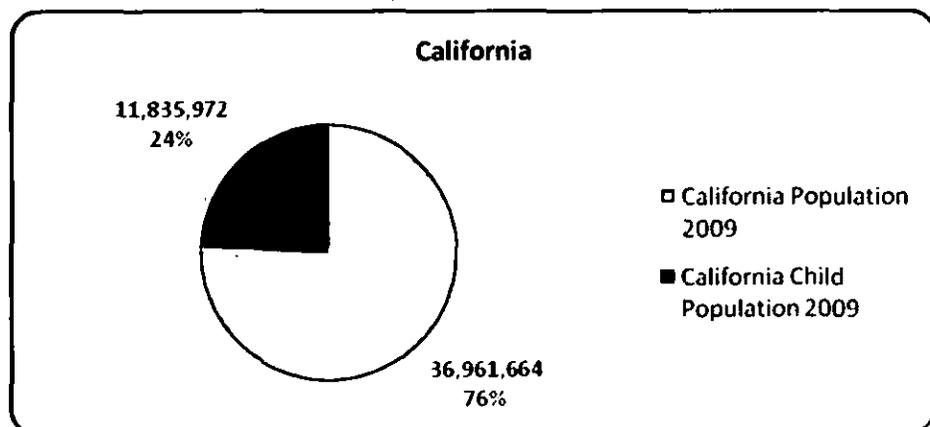
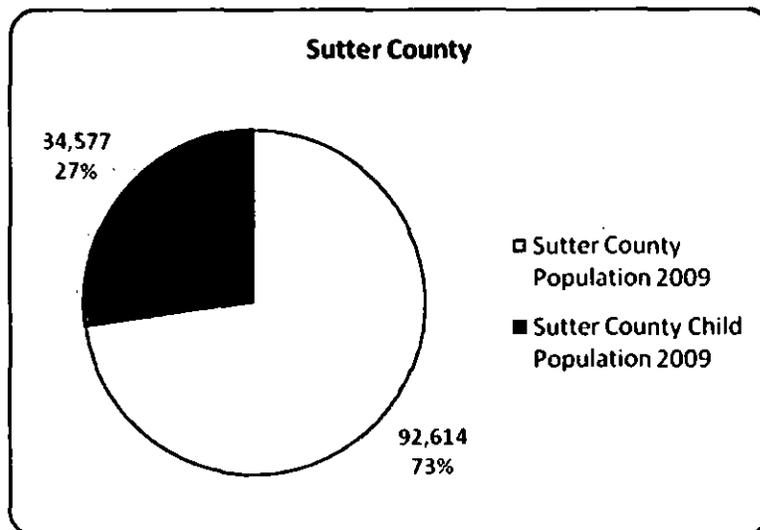
The county seat is Yuba City.

Population Demographics

US Census 2009 estimates Sutter County's population at 92,614. This represents an increase of 17.3 percent from the April 1, 2000 data for the total county population. The state population increased by 9 percent from April 2000 data.

During the same period, the county's child population showed an increase of 30.8 percent, while the state child population increased by 9.6 percent.

| Population | Sutter County | California |
|------------------------------------|---------------|------------|
| Population 2009 ¹ | 92,614 | 36,961,664 |
| Child Population 2009 ² | 34,577 | 11,835,972 |
| Population 2000 ¹ | 78,930 | 33,871,648 |
| Child Population 2000 ² | 26,429 | 10,794,721 |

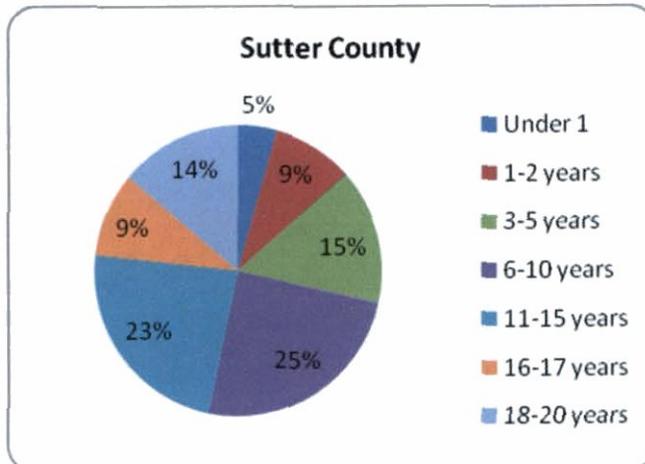


¹ <http://factfinder.census.gov>

² http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

Population and Ages of Children

Children in the age group 6-10 years of age, 25 percent, make up the largest population of children in Sutter County. In the state, the age group of 6-10 years is at 23 percent and 11-15 is at 24 percent of the total child population.³

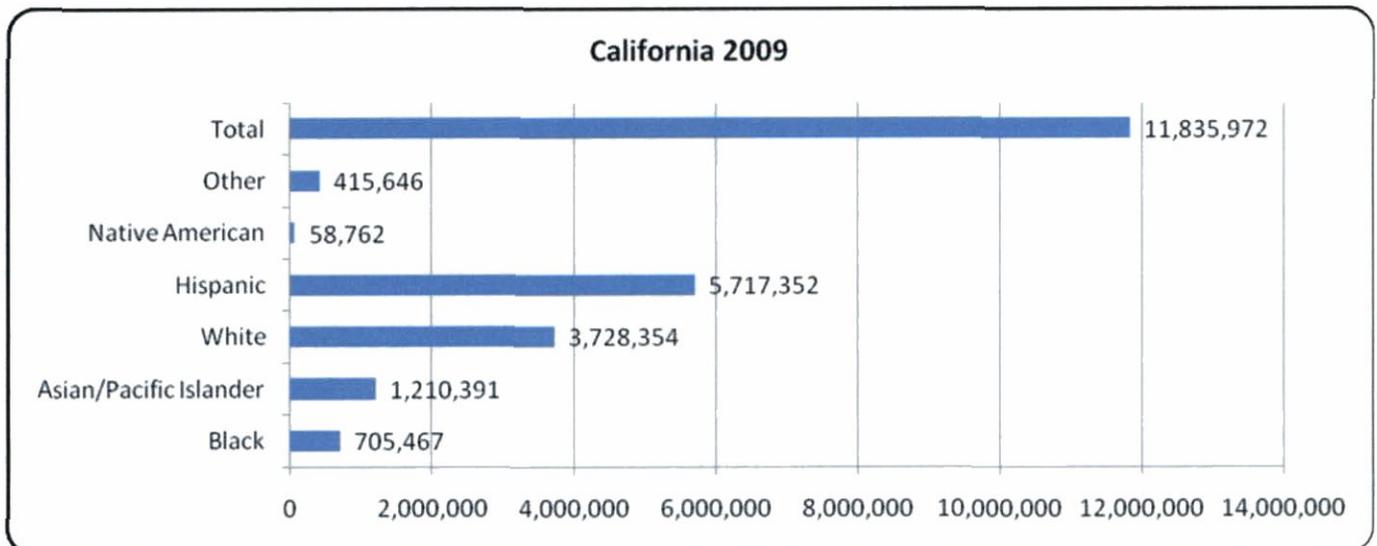
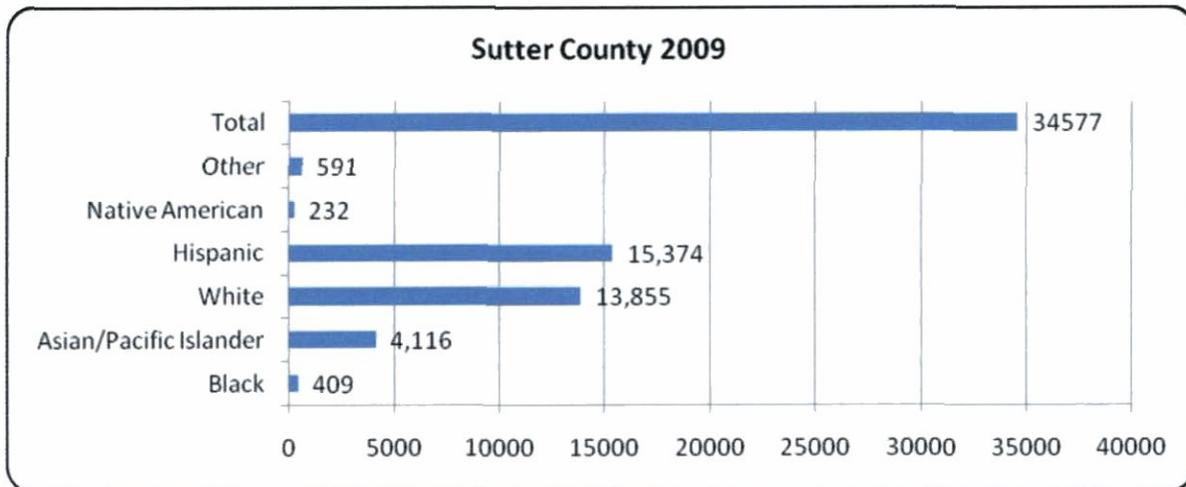


| Age (2009 Data) | Sutter County | California |
|------------------|---------------|------------|
| Under 1 | 1542 | 560,086 |
| 1-2 years | 3152 | 1,098,221 |
| 3-5 years | 5189 | 1,632,566 |
| 6-10 years | 8570 | 2,680,616 |
| 11-15 years | 8106 | 2,805,084 |
| 16-17 years | 3252 | 1,215,760 |
| 18-20 years | 4766 | 1,843,639 |
| Total Population | 34,577 | 11,835,972 |

³ Reference http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

Ethnicity of the Population of Children

Based on data from the California Department of Social Services/University of Berkeley Collaboration, in both Sutter County (44 percent) and the State of California (48 percent), Hispanic is the largest ethnicity of the total population of children. However, starting with the age group 16-17 years, the ethnicity shows a shift with the majority as White at 47 percent. Children ages 18-20 have 51 percent identified as White.³

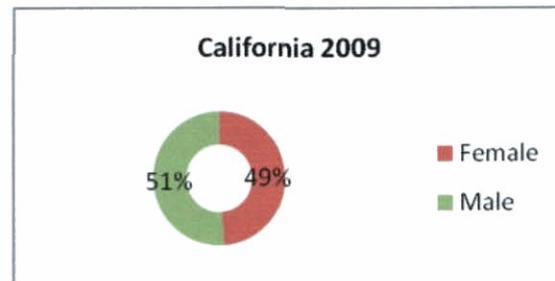
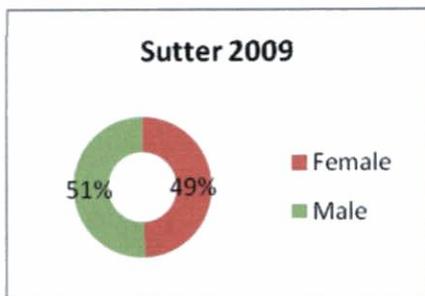


Reference http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

There are no federally recognized tribes in Sutter County. The closest locations with Federal tribes are in Colusa County to the west and Butte County to the north.

Gender of Children

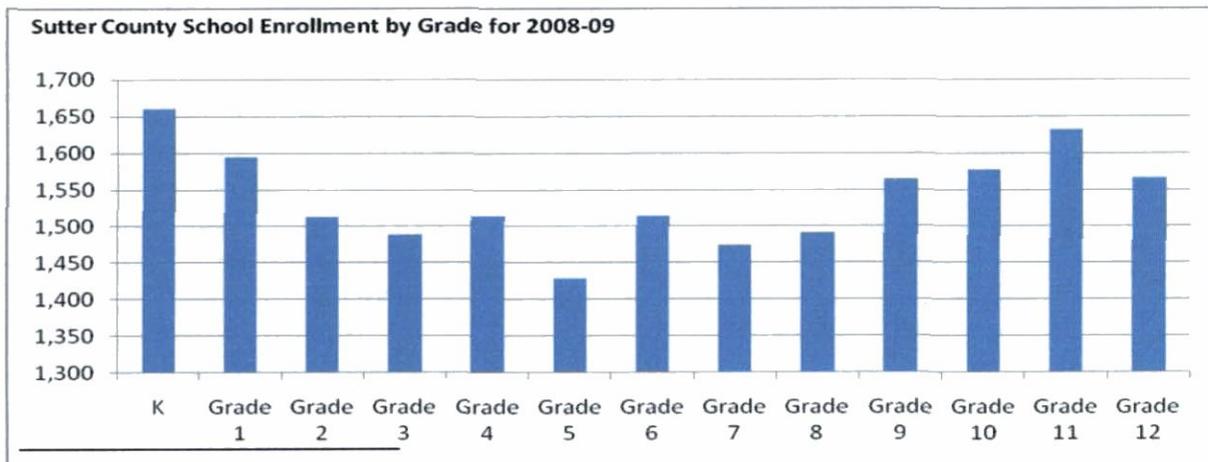
The gender of children in Sutter County is split nearly evenly. As of the 2009 data, 51 percent of children from ages 0 to 19 were male and 49 percent were female. This is matched to the data for the state with the same percentages. There is a slight change from the 2000 data when the male child population was 52 percent and female 48 percent in the county. The state data shows no change from the 2000 data.³



Reference http://cssr.berkeley.edu/ucb_childwelfare/population.aspx

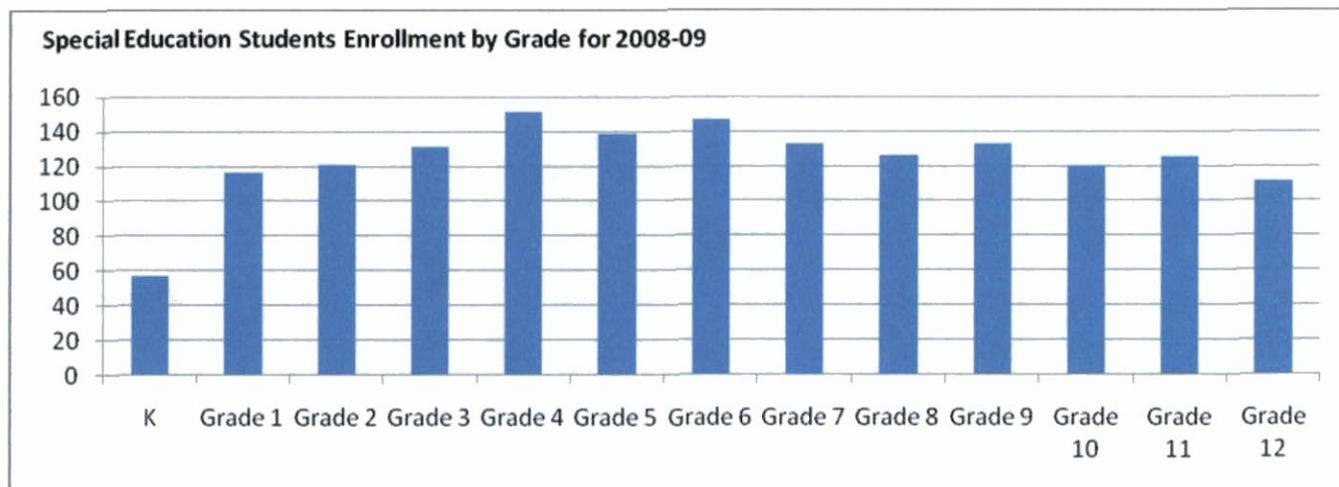
Education

There are thirteen school districts in Sutter County consisting of Brittan Elementary, Browns Elementary, East Nicolaus Joint Union High, Franklin Elementary, Live Oak Unified, Marcum-Illinois Union Elementary, Meridian Elementary, Nuestro Elementary, Pleasant Grove Joint Union, Sutter County Office of Education, Sutter Union High, Winship-Robbins and Yuba City Unified. In addition there are at least nine private schools in the county serving all ages. District enrollment by Grade for 2008-2009 shows a total enrollment of 20,020 students from Kindergarten to Grade 12.⁴



⁴Reference: <http://dq.cde.ca.gov> Data as of 07-07-2009 Source Statewide Student Identifiers (SSID)

Included in this total are 1610 students (8.4percent) that are enrolled in Special Education classes. ⁴



Children in the Sutter County School Districts enrolled in the Gifted and Talented Education (GATE) Program 2008-09 total 4.1 percent of all enrolled students (824 students). This compares to a statewide total of 8.5 percent enrollment (533,614 students). ⁴

During the 2007-08 year, the grade 9-12 adjusted year dropout rate was 5.4 percent with a total of 347 students. ⁴ This is an improvement to the 2006-07 year with an adjusted year dropout rate of 6.7 percent (428 students). ⁵ The county Graduation Rate for 2008-09 is at 80.3 percent which is comparable to the state rate of 80.2 percent ⁶

Subsidized Lunch Program Participation

The Free or Reduced Price Meal Program provides a safety net to help ensure that low-income children get adequate nutrition. For some children, the school meal is the most significant meal of the day. Children who are hungry have trouble concentrating in class and have less energy for school. In addition, their health and development can be affected by poor nutrition. This indicator also serves as a measure of local child poverty.

There were 10, 868 students (K-12) enrolled in the Free or Reduced price meal program in 2009. A family's income must fall below 130 percent of the Federal poverty guidelines (\$28,665 for a family size of four in 2009) to qualify for reduced cost meals. Not all children that are eligible enroll in the program therefore these numbers only reflect students actually enrolled in the program and may be lower than the total number of children that qualify. ⁷

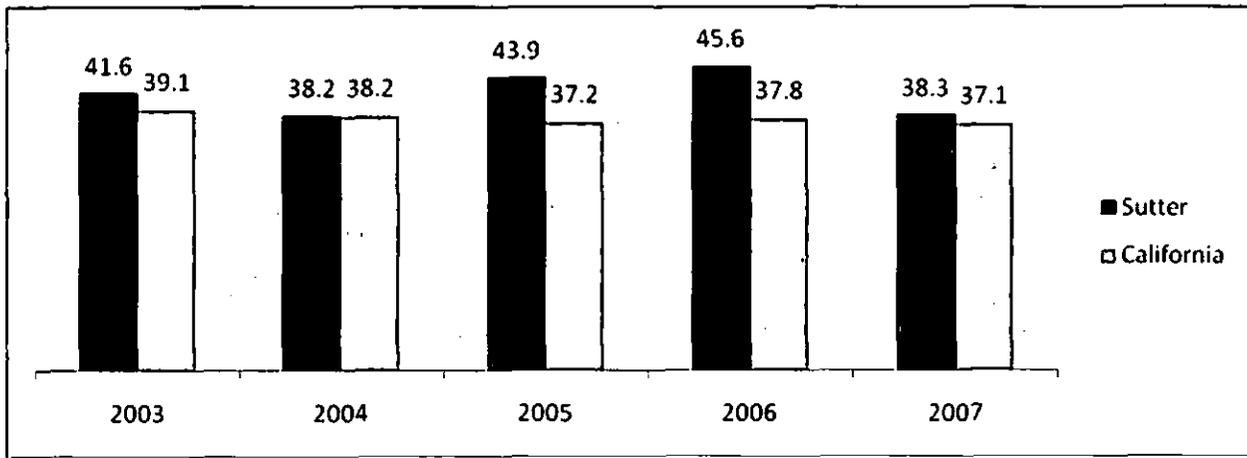
⁵ Reference: <http://dq.cde.ca.gov> Data as of 10-15-2008 Source Statewide Student Identifiers (SSID)

⁶ Reference: <http://dq.cde.ca.gov> Data as of 7-7-2009 Grade 12 Graduates (07-08) - CBEDS October 2008* Dropout and graduate counts are derived from student-level data

⁷ Reference: http://www.kidsdata.org/data/topic/table/free_school_meals-enrollment.aspx?f=1&dtm=458&loc=2,1490,1491,1492,1493,1494,1495,1496,1497,1498,1499,1500,1501,1502

Children Born to Teen Parents

Teen Birth Rate: 2003 - 2007⁸

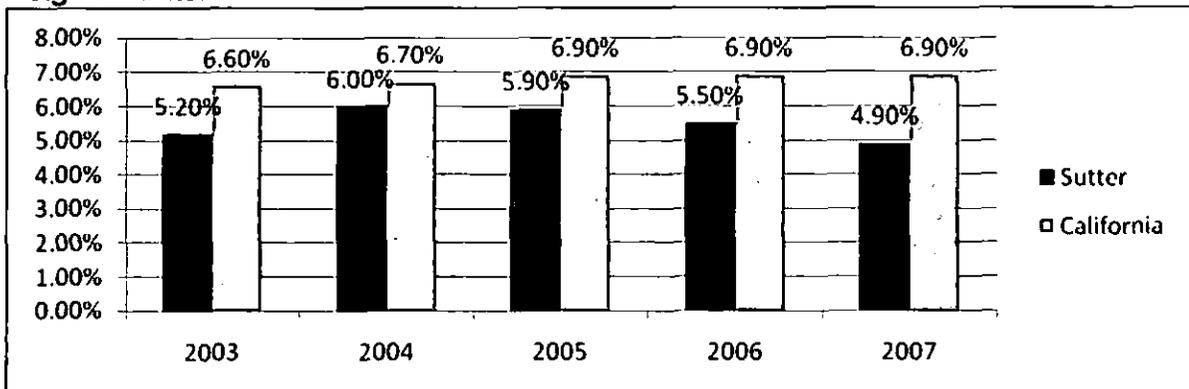


Definition – Number of Births per 1000 young women ages 15-19

During the period of 2003-2007 Kidsdata.org reports show that Sutter County's teen parents gave birth at a slightly higher rate than that of the state's population. In 2004 there was no difference between the county and the state rates. As of this report, 2006 had the highest percentage of teen's giving birth in the county.

Babies with Low Birth Weight

While the data on teen births indicates that Sutter County's teens gave birth at a slightly higher rate than the state population, the number of infants born at a low birth weight during the same time period is lower in the county. Low birth weight is defined as less than 2500 grams, or about 5 pounds, 5 ounces. Sutter County was one of only two counties in the state in 2007 to meet the Healthy People 2010 Objective of 5 percent or fewer low birth weight infants.⁹



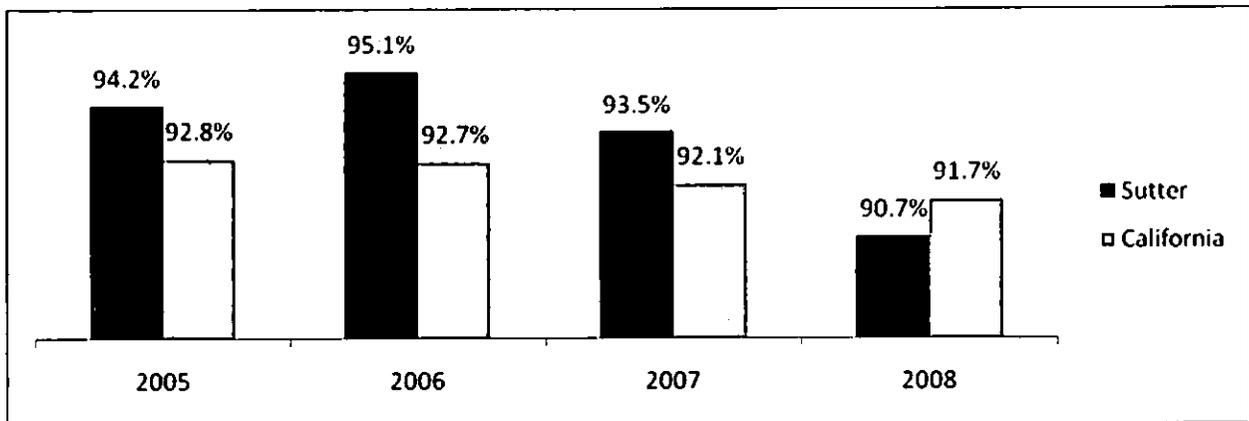
⁸ Reference: http://www.kidsdata.org/data/topic/table/teen_births.aspx?f=1&loc=2.342&tf=6.7.8.9.10

⁹ Reference: http://www.kidsdata.org/data/topic/table/low_birthweight.aspx?f=1&tf=6.7.8.9.10&loc=342.2

Age Appropriate Immunizations

In California, children who enter school must show proof of immunizations. In addition, children who are recipients of CalWORKs must verify proof of immunizations or aid may be reduced.

All required immunizations include 5 doses of DTP/DTaP/DT vaccine (4 doses meets the requirement if at least one was given on or after the fourth birthday); 4 doses of polio vaccine (3 doses meets the requirement if at least one was given on birthday); 2 doses of MMR vaccine (may be given separately or combined, but both doses must be given on or after the first birthday); 3 doses of hepatitis B vaccine; and 1 dose of varicella vaccine (or physician-documented varicella disease history or immunity).



Comparison of Sutter County and the state percentages, indicates that prior to 2008, Sutter County had a higher percentage of immunized children than the state population. In 2008, Sutter County (90.7 percent) dropped below the state percentage (91.70 percent).¹⁰

¹⁰ Reference: <http://www.kidsdata.org/data/topic/table/immunizations-kindergarteners.aspx?f=1&tf=7,8,9,10,16&loc=2,342>

Children and Child Care

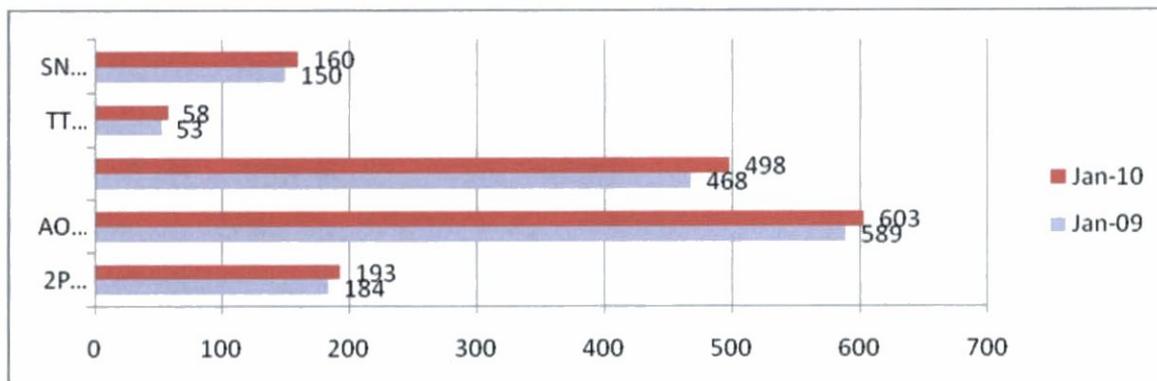
The Child Care Planning Council (CCPC) of Yuba and Sutter Counties 2007-2012 Needs Assessment of Child Care in Yuba and Sutter Counties (December 2007), indicates a major difference between the supply and demand for child care. Only Full Time Preschool has adequate coverage.¹¹

| Sutter County | Supply of Child Care | Children Needing Care based on Parents in Workforce | Gap | Children Needing Care based on Utilization Rates | Gap |
|----------------|----------------------|---|-------|--|-------|
| Infant/Toddler | 567 | 2553 | -1986 | 1864 | -1297 |
| Preschool - PT | 597 | 748 | -151 | 645 | -48 |
| Preschool - FT | 2018 | 1926 | 92 | 1655 | 363 |
| School-Age | 2256 | 7029 | -4773 | 3444 | -1188 |
| Total | 5438 | 12256 | 6818 | 7608 | -2170 |

Sutter County Families and CaWORKs

Sutter County developed its CaWORKs Welfare to Work Program in January 1998. This program provides temporary cash assistance to families with children while promoting self-sufficiency through employment and personal responsibility. Clients are actively encouraged to seek, obtain, and maintain employment. Employment Services are available to participants to assist in transition from subsidy to self-sufficiency. Included are job screening, vocational training, employment counseling and placement.

As of January 2009, there were 1444 CaWORKs cases in Sutter County. The number of cases rose to 1512 by January 2010.¹² The demographics of the cases has maintained similar characteristics over the last year.



¹¹ Reference: <http://www.childcareyubasutter.org/documents/2007%20Needs%20Assessment.pdf> Page 32

¹² Reference: MRFD23 -JSAWS Report of Numeric Listing of Open Cases at End of Month Jan 2009 and Jan 2010

Economic Demographics

Children and Families below the Poverty Level

How much money a family earns is tied to their health and well being. Lower income families may experience more health problems than others. Children living in poverty are more likely to go hungry; reside in overcrowded or unstable housing; be exposed to violence; and receive a poorer education. Poverty exposes children to chronic stress, which can hinder their physical, social, and emotional development. Children who experience deep, prolonged poverty and live in neighborhoods with concentrated poverty are at greatest risk.¹³

In 2008 a family of two adults and two children was considered living in poverty if their annual income was below \$21,834. That income decreased to \$21,756 in 2009.

During the period of 2008, 13.3 percent of California's families were living in poverty and there were 15.5 percent of Sutter County families living in poverty.¹⁴

Sutter County Unemployment Rates and Median Family Income

Over the past ten years the mix of employment in Sutter County has moved slightly from manufacturing and wholesale trade to retail and services. Agriculture remains the major industry in the area, employing more than 10% of the workforce.

In 2008, the Sutter County unemployment rate was 12.3 percent and the state rate was 7.2 percent. These figures represent a substantial increase from the county in 2007 rate of 9.7 percent and a slight increase for the 2007 state rate of 5.4 percent¹⁵ By 2009 the unemployment rate increase to 17 percent. The first six months of 2010 indicate a rise in unemployment to an average of 21 percent.¹⁶

As of September 2010 the labor force was 41,600 persons, 34,500 of them employed, which represents a non seasonally adjusted unemployment rate of 17.2 percent.¹⁶

Data from the US Census Bureau shows the median family income in Sutter County 2008 was \$49,146. This is in comparison to the state median family income of \$61,017.¹⁷

¹³ Reference: http://www.kidsdata.org/data/topic/table/child_poverty20.aspx?loc=2,342

¹⁴ Reference: <http://quickfacts.census.gov/qfd/states/06/06101.html>

¹⁵ Reference: <http://www.kidsdata.org/data/topic/table/unemployment.aspx?f=1&tf=7,8,9,10,16&loc=2,342>

¹⁶ Reference: California Employment Development Department Labor Market Info
<http://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfileQSMOREResult.asp?menuChoice=localAreaPro&criteria=Unemployment+Rate&categoryType=employment&geoArea=0604000101&area=Sutter+County×eries=Unemployment+RateTimeSeries>

¹⁷ Reference: <http://quickfacts.census.gov/qfd/states/06/06101.html>

Unemployment presents a barrier to the families in Sutter County for their economic security and can affect the family and children's physical and emotional health. This can range from hunger to unsafe living conditions and poor educations.

Health and Dental Insurance for Sutter County

Health insurance may be provided by employers for those families that are employed. With a current none seasonally adjusted unemployment rate of 17.2 percent ¹⁶, many families need to find other sources for health coverage. Medi-Cal and Healthy Families are available for low income families. Good health care with regular checkups help children stay healthy. When children have health insurance they are more likely to receive routine preventive health care, with protection from diseases and early diagnosis and treatment as needed when sick.

The UCLA Center for Healthy Policy Research, California Health Interview Survey as reported on Kidsdata.org indicates that 95.6 percent of Sutter County children in 2007 were insured in some manner. The state rate for the same period was 94.3 percent.¹⁸

For Sutter County the type of health insurance is nearly evenly split with employment based insurance at 49.4 percent and Medi-Cal/Healthy Families/Other Public Insurance at 46.2 percent. ¹⁸ As California faces budget deficits, and Sutter County experiences higher unemployment rates it is increasingly important to find ways to maintain access to affordable health insurance for all children.

Dental coverage is particularly important for children. Dental problems that are not treated lead to problems with success in school, possible pain from infection, difficulty eating and may lead to low self-esteem. Sutter County's data indicates that 83.7 percent of children had dental insurance in 2007. This is an improvement over the state rate of 80.4 percent ¹⁹ Children appear to visit dentists on a fairly regular schedule, as 60.3 percent of children saw a dentist within a six month period. However there are 12.9 percent of children who have never had a dental visit.²⁰

Child Welfare Services Participation

The number of children who enter Child Welfare Services programs, their ages and ethnicity is critical in a county self assessment. The information provided in this section is derived from the Center For Social Services Research University of California at Berkeley, CWS/CMS 2010 Quarter 1 Extract.²¹

¹⁸ Reference: http://www.kidsdata.org/data/topic/table/health_insurance.aspx?loc=2,342

¹⁹ Reference: http://www.kidsdata.org/data/topic/table/dental_insurance.aspx?loc=2,342

²⁰ Reference: http://www.kidsdata.org/data/topic/table/last_dental_visit.aspx?loc=2,342

²¹ Reference: http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx

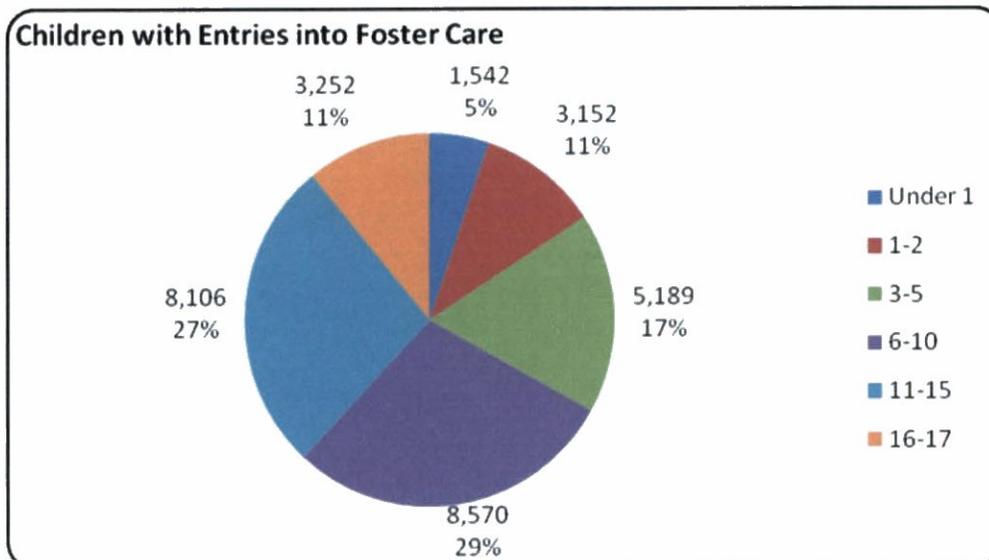
Number and Rate of Children with Referrals

For the Time Period January 1, 2009 to December 31, 2009, Sutter County CPS received referrals regarding 1,202 children. This equates to a rate of 40.3 children per 1,000 children.²¹ This is the most recent available data.

Number and Rate of Substantiated Referrals

For the Time Period January 1, 2009 to December 31, 2009, Sutter County CPS substantiated abuse or neglect allegations regarding 194 children. This equates to a rate of 6.5 children per 1,000 children.²¹ This is the most recent available data.

Children (0-17) with entries to Foster Care and Incident Rates



| Age Group | Total Child Population | Children with Entries | Incidence per 1000 Children |
|--------------|------------------------|-----------------------|-----------------------------|
| Under 1 | 1,542 | 23 | 14.9 |
| 1-2 | 3,152 | 10 | 3.2 |
| 3-5 | 5,189 | 23 | 4.4 |
| 6-10 | 8,570 | 17 | 2 |
| 11-15 | 8,106 | 15 | 1.9 |
| 16-17 | 3,252 | 5 | 1.5 |
| Total | 29,811 | 93 | 3.1 |

Of these 93 children with entries to Foster Care, 53 of children are White, 32 Hispanic, 7 Black and 1 Asian/Pacific Islander. Fifty two (52) children were female and 41 children were male.

Children and First Entries

During the same period, 76 of the 93 children experienced a first entry into the Child Welfare System.

| Age Group | Total Child Population | Children with First Entries | Incidence per 1000 Children |
|-----------|------------------------|-----------------------------|-----------------------------|
| Under 1 | 1,542 | 23 | 14.9 |
| 1-2 | 3,152 | 8 | 2.5 |
| 3-5 | 5,189 | 19 | 3.7 |
| 6-10 | 8,570 | 14 | 1.6 |
| 11-15 | 8,106 | 9 | 1.1 |
| 16-17 | 3,252 | 3 | 0.9 |
| Total | 29,811 | 76 | 2.5 |

C. Public Agency Characteristics

County Governance Structure

Please refer to the Sutter County Organizational Chart in the Appendix (Attachment # 1).

Sutter County is governed by the Sutter County Board of Supervisors and the Sutter County Administrator.

The department most responsible for providing child welfare services in Sutter County is the Human Service Department. This “umbrella agency”, led by its Director, is comprised of three Divisions; Welfare and Social Services, Mental Health, and Health.

Each Division is led by a Director, who is a Human Service Department Assistant Director:

- **Health Department**
- **Mental Health**
 - (This is a Bi-County organization with Yuba County)
- **Welfare and Social Services**
 - Child Protective Services is a Branch within the Social Services Division

Sutter County CPS interacts with the following County Agencies to provide child welfare services:

- **Sutter-Yuba Mental Health**
- **Public Health**
- **Sutter County Probation Department**
- **Sutter County Juvenile Court**
- **Other Branches within Welfare & Social Services Division**
 - Income Maintenance
 - Employment Services
 - Fiscal/Administration
 - System Support

The above named Agencies/Branches have a close working relationship. They meet to coordinate services and support for the families they serve in common. Often when families have been brought to the attention of CPS, referrals are made to these other agencies in order to ensure that any mental health needs or criminal involvement issues are being addressed. These referrals are implemented into the CPS recommended services and case plans.

Child Protective Services

- Investigate reports of child abuse and neglect.
- Determine if a child is at risk of or is being abused or neglected.
- Offer family services and support to address issues which brought them to the Department's attention.
- Work with partners to ensure the children's safety with their parents.

Sutter-Yuba Mental Health

- Diagnose and address mental health issues in CPS families

Public Health

- Assist foster children with medical needs.

Sutter County Probation Department

- Supervise children who have committed illegal acts and have entered into the criminal justice system.

Other Branches within Welfare and Social Services Division

The Welfare and Social Services Division is comprised of multiple programs that serve, directly or indirectly, the children and families of Sutter County.

The primary programs are:

- **Income Maintenance**
 - TANF/CalWORKs
 - Foster Care payments
 - Medi-Cal
 - CalFresh (Food Stamps)
- **CalWORKs Employment Services**
- **Fiscal/Administration**
- **System Support**
- **Social Services**

Income Maintenance:

- Determine eligibility for cash aid/foster care payments, Medi-Cal and Food Stamps.

CalWORKs Employment Services:

- Assist families to obtain skills and employment in order to become self-sufficient.

Fiscal:

- Process claims for services.

System Support:

- Provide technical assistance for the CWS/CMS and county networks.
- Produce AdHoc reports through Business Objects.
- Provide System Security and sets Profiles for SafeMeasures®.

It is important that the relationships between the above agencies are maintained to ensure that services for the families are not overlapped. Each Agency/ Branch has an understanding of what their role and responsibilities are with the families.

Social Services is comprised of:

- **Adult Protective Services**
- **In-Home Supportive Services**
- **Foster Family Home Licensing**
- **Child Protective Services**
 - Emergency Response Unit
 - Ongoing Services

Emergency Response Unit conducts investigations, initiates court actions, formulates case plans and promotes referrals to open active cases.

The Ongoing Services Unit provides basic Family Maintenance, Family Reunification and Permanency Placement Services. Independent Living Program services are offered to foster care youth.

Sutter-Yuba Mental Health is a bi-county agency, serving both Sutter County and neighboring Yuba County. It is primarily comprised of an inpatient Psychiatric Ward (adults only), Crisis Clinic (adult and children), Outpatient Adult Services, and Children's Services. Children's Services include Sutter County's Children's System of Care (CSOC), case management, medication monitoring and individual and group therapy.

The **Sutter County Public Health Department** consists of Public Health Nurses, the Women's Infant, Children Supplemental Food Program (WIC) program administration, Outpatient Clinical Services, Health Education, Laboratory and Jail Health Services.

Other governmental agencies that contribute to the protection of children are the Sutter County District Attorney's Office, Sutter County Sheriff's Department, Sutter County Probation Department, and Yuba City Police Department. Juvenile Hall is, like Mental Health, bi-county administered with Yuba County. These and the above mentioned agencies work closely with the Sutter County Juvenile Court.

The relationships between the various agencies have benefited greatly through the use of the multi-disciplinary approach. Several teams have been organized and assembled and include representatives from virtually all of the above mentioned agencies, as well as the Sutter County Schools and the Yuba City Unified School District. These teams include the; Family Assistance Service Team (FAST), Family Intervention Team (FIT), Sutter County Children's System of Care (CSOC), and the Multi-Disciplinary Interview Team (MDIT) which also includes a representative from the District Attorney's office.

Staff Characteristics/Issues

Turnover Ratio

Updated turnover data was not available at the time of this writing, however staff turnover has been historically low in CPS. The recent economic conditions have prevented some staff positions vacated by attrition from being filled but low staff turnover was noted as a strength during the Peer Quality Case Review conducted in June 2010.

Private Contractors

Sutter County contracts services for Mediation Services, Stepparent Adoptions and Guardianship Investigations, ILP services, and a Transitional Housing Program (THP-Plus).

Average Caseload Size per worker by Service Program²²

For the period of November 2009 through October 2010:

| <i>Unit</i> | <i>Average Worker Caseload Size</i> |
|--|-------------------------------------|
| Emergency Response | 11 cases |
| Ongoing (includes: Family Maintenance; Family Reunification & Permanency Planning) | 21 cases |

Bargaining Unit Issues

Sutter/Yuba County Employee Association Local #1 is the Sutter County bargaining unit. Social Workers are members of the Professional Unit.

At this time the bargaining units are working with the county to find a mutually agreeable solution to the fiscal challenges facing Sutter County and all California counties during this time of widespread economic downturn.

²² SafeMeasures Primary Assignments by Service Component Report

Financial/Material Resources

As a small county we enjoy a high degree of cooperation with other agencies, such as Sutter County Children's System of Care (CSOC), Family Intervention Team (FIT), Families Assistance Service Team (FAST), SuperFAST (formerly Placement Review Team), Mental Health, Probation, Prop 10 and the Domestic Violence Taskforce. Sutter County currently has limited flexible funding from savings achieved through the Wraparound Program. Some of the funding sources are: Specialized Care Incentives Assistance Program (SCIAP), Independent Living Skills Program (ILSP) funding, Child Abuse Prevention, Intervention and Treatment (CAPIT), and Preservation of Safe and Stable Families (PSSF) and two contracts with the Department of Education for childcare.

The above mentioned programs and funding sources assist in meeting or enhancing the educational, psychological, emotional, and physical and/or socialization needs of parents and children involved in the child welfare system.

Political Jurisdictions

The Sutter County Department of Human Services – Welfare & Social Services Division has an active, positive partnership with the following political jurisdictions:

Tribes

Sutter County has no federally recognized tribes within the County.

School Districts/ Local Education Agencies:

Brittan Elementary School District
Browns Elementary School District
East Nicolaus Union High School District
Franklin Elementary School District
Live Oak Unified School District
Marcum-Illinois Union Elementary School District
Meridian Elementary School District

Nuestro Elementary School District
Pleasant Grove Joint Union School District
Sutter County Office of Education
Sutter County Student Attendance Review Board (SARB)
Sutter Union High School District
Winship-Robbins School District
Yuba City Unified School District

Law Enforcement Agencies:

Sutter County District Attorney
Sutter County Probation Department
Sutter County Sheriff Department
Yuba City Police Department
California Highway Patrol

Cities

City of Yuba City
Live Oak
Meridian
Nicolaus
Pleasant Grove
Rio Oso
Robbins
Trowbridge

Analysis of Impact of County Structure on Outcomes for Children

Sutter County benefits from being a smaller community, which allows the county to work collaboratively with community partners to ensure positive outcomes for children and families served by the agencies.

County-Operated Shelters

Currently Sutter County does not operate a County Shelter. Social Workers contact Foster Family Agencies (FFA) and/or licensed county Foster Family Homes to determine if they have a home available to meet the needs of the children. There is not a formal contract between the Sutter County Human Services – Welfare & Social Services Division and any FFA or county Foster Family Home to provide this service.

County Licensing

The Sutter County Department of Human Services - Welfare & Social Services Division has a Memorandum of Understanding (MOU) with the State Department of Social Services to license Foster Family Homes. The agency's role is that of an "arm" of the State, meaning that the agency agrees to comply with all California State laws, rules, regulations, standards and policies pertaining to the licensing of Foster Family Homes pursuant to Title 22, Division 6 of the California Code of Regulations.

The agency agrees to conduct periodic Foster Family Home orientation meetings to allow interested persons to learn about becoming licensed as a county Foster Family Home.

The agency agrees to process applications for licensure including on-site visits. Periodic evaluation home visits are made annually.

Complaint investigations are to be completed as specified in the Evaluator Manual. A complaint log is maintained on any complaint investigation.

In any matter regarding the issue, denial or revocation of a license, the county carries out the written determination made by the state.

County Adoptions

Sutter County Department of Human Services is not licensed to provide adoption services. Services are provided through the Department of Social Services, Adoptions Sacramento District Office.

The Agency does provide licensing services for possible adoptive parents going through State Adoptions for placement. Those homes are noted as being "adoptive only" meaning that they do not wish to have placement social workers contact them in regard to short term foster care.

D. Peer Quality Case Review Summary

Sutter County Human Services Department, Child Protective Services and Sutter County Probation Department conducted a Peer Quality Case Review (PQCR) on June 1-4, 2010. CPS and Probation conducted case review and focus group activities concurrently during this review period. CPS focused on the outcome Placement Stability. The county engaged partner counties that were performing particularly well in this focus area to examine current practices, analyze outcome data, and develop recommendations for practice improvement. The essential findings are summarized below:

Sutter County Child Protective Services

PQCR Recommendations to Enhance Placement Stability:

1. Establish a protocol to insure that all children removed from their homes will receive timely and comprehensive assessments including assessments in the areas of medical and dental, child development and mental health, with an emphasis on trauma related behavior issues.
2. Provide training to social workers in using the Structured Decision Making (SDM), "Strengths and Needs Assessment" to help identify the priority needs of children in out-of-home placement and how to properly document the results of this assessment tool so the information is accessible to anyone taking on the case or reviewing the case file.
3. Create a liaison social worker to work closely with Foster Family Agencies (FFAs) and other identified placements such as relatives.
4. Create a liaison social worker (placement/licensing) to work with the foster parent association regarding training for foster parents to provide coordination of training efforts with foster parents, relatives and Non-Related Extended Family Members (NREFMs).
5. Create a schedule of on-going quarterly meetings with FFAs to discuss policies and procedures. In particular, the Department wishes to create a formal procedure by which foster parents provide the county with seven-day notices. The Department would also like to work with the FFAs in establishing a 30 day notice which would give the Department more time to conduct a quality assessment of the current placement; potentially findings additional services that may be able to preserve the current placement; or allow for adequate time to find a well matched alternative placement for the child.
6. Examine the feasibility of contracting with FFAs or county foster homes to provide Emergency Response (ER) homes. During the 30 day placement in an ER home a comprehensive assessment of the child can be conducted – including mental health, development, behavior and physical health to provide more data for better matching with both foster parents and relatives/NREFMs.
7. Implement a family meeting procedure that will provide support to families in a strengths-based team setting which will take place throughout the life of the case.
8. In instances where particular social workers are identified as having a lack of understanding about the definition of concurrent planning, they will be referred for

additional training through our regional training academy and the concept addressed through targeted mentoring with their supervisor.

9. Formalize a procedure for family finding within the first 30 days after detention, prior the agency will hold a "next best placement meeting" or "family team meeting."
10. Family Finding at Intake: Within the first 30 days, after detention, an "intake interview" is to be performed with parents.
11. Evaluate organizational barriers that contribute to social worker perception that the process is lengthy and difficult.
12. Examine implementing/formalizing a method for emergency relative placement.

Sutter County Probation

PQCR Recommendations to Enhance Successful Transitions to Adulthood:

Probation's focus area was on Successful Transitions to Adulthood. Several areas were identified during the PQCR process as challenges for Probation. After a thorough review of the data collected, three areas were selected as targets for improvements that can be made before the next PQCR. The essential recommendations are outlined below:

1. More frequent placement case file audits will be implemented by the supervisor, as well as the deputy chief. Specifically, the supervisor will randomly audit one file per month and report the findings to the deputy chief
2. Form a subcommittee by October 1, 2010 to research the availability of regional mentoring programs that are capable of working with probation youth transitioning into adulthood. Establish a list of resources for mentoring.
3. Implement a new procedure by February 1, 2011 to emphasize the importance of extended family connections for youth entering, residing in, or graduating from placement.
4. Implement a plan by October 1, 2010 for developing other staff members' knowledge, skills and abilities surrounding placement issues. Additionally, develop protocols for securing back-up supervision during periods of absence of the placement officer.

E. Outcomes

This section reviews the county's performance on the outcomes, composites, and process measures that comprise the California Child Welfare and Outcomes and Accountability System (COAS). The primary data reviewed are reports provided by the Center for Social Research (CSSR), University of California, Berkeley, and are based on records contained in the California Child Welfare Services/Case Management System (CWS/CMS). Data source cite below:

Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2009), *Child Welfare Services Reports for California* from University of California at Berkeley Center for Social Services Research website, URL:
http://cssr.berkeley.edu/ucb_childwelfare

This review contains data available from the most recent UC Berkeley County-Specific Outcome Spreadsheet for Sutter County (Quarter 1, 2010), which can be located at:

http://cssr.berkeley.edu/cwscmsreports/cdss/CountySummariesQ110/51-Sutter_OCT2010_10Q1.xls (this document requires the Microsoft Excel program).

The review also includes additional data for some COAS measure that are provided in SafeMeasures® reports by the National Council on Crime and Delinquency Research Center²³. Data source cite below:

Children's Research Center Safe Measures
Children's Research Center website. URL:
<https://safemeasures.org/ca>

The data for this section is limited to the data sources cited above. It should be noted that SafeMeasures® data is frequently updated and therefore may differ from the data presented in this report due to the updates. The UC Berkeley County-Specific Outcome Spreadsheet is issued on a quarterly basis – historical data is updated in each report and may differ from the information presented in this report. Sutter County is reporting the most recent available data for this report, as of the time of this writing.

²³ <https://safemeasures.org/ca>

Safety Outcome #1: Children are first and foremost protected from abuse and neglect.

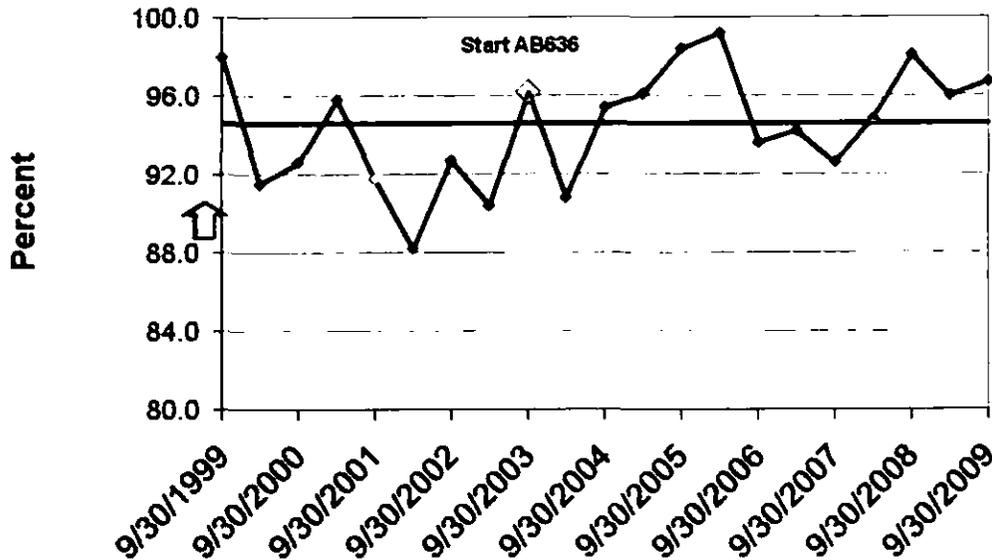
S1.1 No Recurrence of Maltreatment (Federal Standard: ≥ 94.6%)

Measure: Of all children who were victims of a substantiated maltreatment allegation within a specified 6-month period, what percentage were not victims of another substantiated allegation within the next 6-month period?

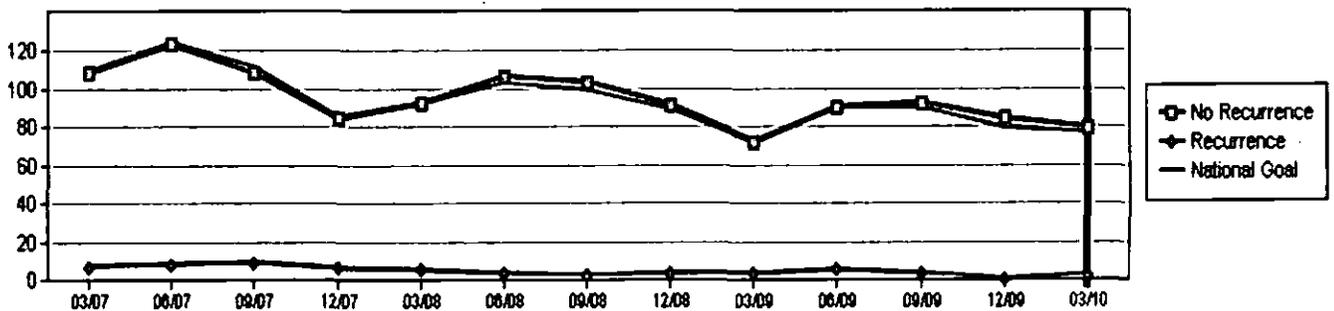
Methodology: Only allegations with a disposition are included. Follow-up substantiated allegations must be at least 2 days after the first one to be counted. Allegations of "at risk, sibling abused" and "substantial risk" are excluded.

UC Berkeley Data (Q1, 2010)

S1.1—No Recurrence Of Maltreatment



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding report data with six-month timeframes, which creates six-month "skips" in data on this chart). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents the start date of the six-month period. Therefore, quarterly data overlaps on this chart).

Analysis: The data clearly reflects that Sutter County has consistently performed at, above, or very near the CFSR-2 Standard. The greatest negative deviation from the National Standard since the implementation of AB636 was five instances of recurrence beyond the target goal (03/01/2004 – 06/31/2004). Sutter County has been in compliance with this Measure for the past five quarters. County efforts to reduce the time to reunification may have a negative impact on this focus area.

Barriers

- Due to the relatively small data set, minor deviations can affect this Measure. For example, a recurrence rate of 11 out of 115 children (the example noted above) would be out of compliance by five children. Sutter County has noticed that recurrence episodes with larger families can skew the data set.

Strengths

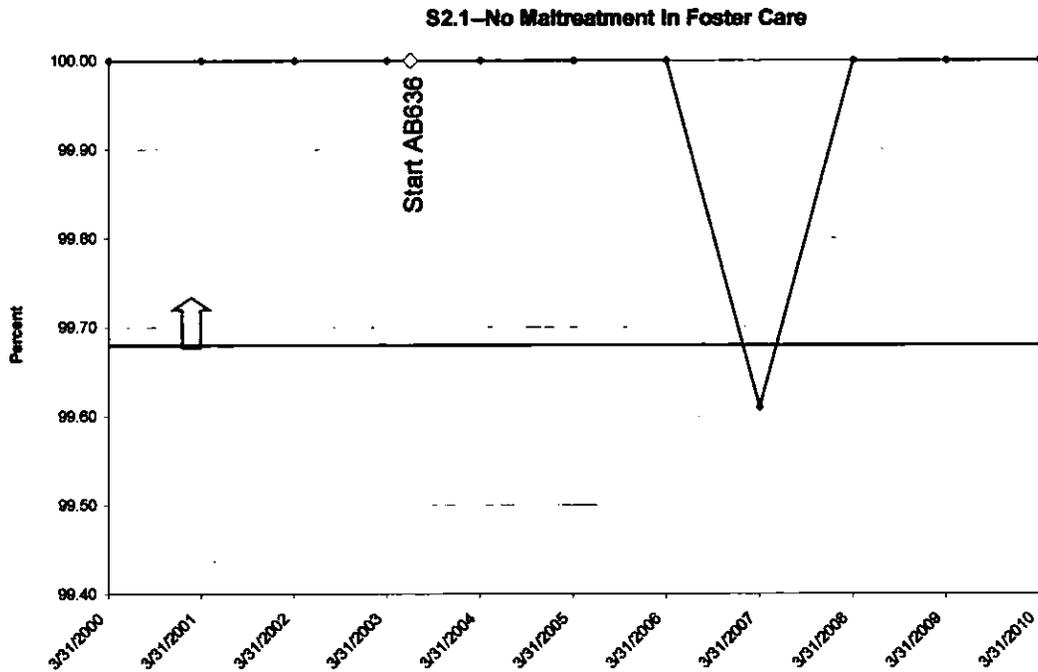
- The relatively small size of the community allows social workers to develop effective formal and informal relationships with community partners, as well as families.
- Sutter County analyzes UC Berkeley and SafeMeasures® data to identify trends.

S2.1 No Maltreatment in Foster Care-Federal Standard: $\geq 99.68\%$

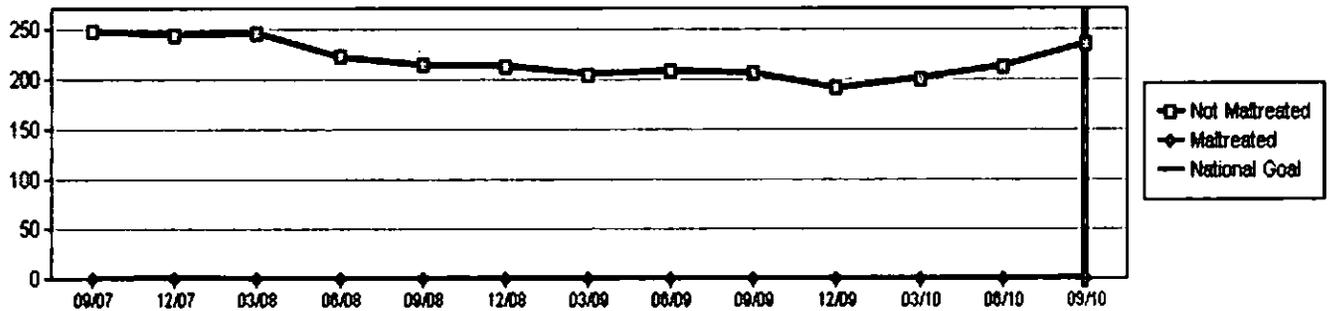
Measure: Of all the children served in foster care during a specified year, what percent were not victims of substantiated maltreatment allegation by a foster parent or facility while in out-of-home care?

Methodology: Inconclusive and Substantiated allegations of abuse or neglect that occur in a foster care setting are counted.

UC Berkeley Data (Q1, 2010)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a specific quarter (April 1 – September 30) for each year represented – therefore, some data is not available on the UC Berkeley chart, due to the manner in which UC Berkeley is reporting the data (the chart does not include data from other quarters in the given years). However, this chart was not modified, as there is only one recorded instance of abuse occurring in Sutter County since 1999, and this appears on the chart (see note below in “Barriers”). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents the start date of the six-month period. Therefore, quarterly data overlaps on this chart).

Analysis: Though it is not clearly distinguishable from the charts shown above, Sutter County has had only two substantiated incidents of abuse among children in foster care during the prior three years. One incident occurred in March, 2007 (identified by the decrease at 03/31/2007 on the UC Berkeley chart) and the other occurred in July, 2010 (this data has not yet been reported by UC Berkeley, but should appear in the next quarterly report).

Barriers

- Sutter County is aware of other incidents of abuse occurring in foster care between 1999 and 2007 that were not documented by the UC Berkeley or SafeMeasures® data, in part due to a lack of knowledge regarding the specific process for such documentation. There is no current known process to update historical data to correct this error.
- Due to the relatively small numbers in the data set, any single occurrence of abuse in a foster setting will cause the County to be non-compliant with this Measure.

Strengths

- The relatively small size of the community allows Sutter County to maintain effective relationships with county licensed foster parents, and local foster family agencies.
- Sutter County social workers are familiar with the local foster parent options and work cooperatively to make appropriate placement matches.

Summary of Safety Outcome #1:

Analysis

i. Data Anomalies

A prior problem existed in which children who were abused in foster care were not accounted for. This problem has been rectified.

ii. Historical Performance

Sutter County has maintained performance at or very near the data indicators for both Measures for this Outcome. This indicates that Sutter County is employing appropriate interventions for children that have been identified as victims of abuse to ensure that they do not suffer further abuse in the future. However, success in reducing recidivism is only as good as the definition of recidivism; the Measures in the Safety Outcome area evaluate recidivism that occurs *within six months of an abuse or neglect event*. It should be noted that while Sutter County performs well in this area, the county is currently out of compliance with Measure C1.4 (Reentry following Reunification). This suggests that the county is effective at identifying abuse/neglect and implementing appropriate interventions to ensure the immediate safety of children, but that the interventions may not be as effective as is necessary to prevent long-term future recurrence of abuse within the family of origin.

iii. External Factors

External Factors that affect this Measure have not been conclusively identified, but likely include a prevalence of recurrence amongst households with substance-abusing parents who relapse (specifically, those who abuse methamphetamines).

iv. Internal Agency Factors

Agency efforts to facilitate timely reunification can have an impact on this Outcome (see Policy and Practices, below)

v. Impact of Policy and Practices on Performance

Statutory timelines for family reunification and agency efforts to facilitate timely reunification can negatively impact recurrence due to the known timeline for methamphetamine abuse recovery. It is well-known that the recovery period for methamphetamines exceeds the available period for reunification.

vi. Impact of Other Outcome Measures on Performance

As noted, Measures related to Timely Reunification (C1.1 – C1.4).

vii. Racial/Ethnic/Geographical Disparity

Sutter County historically has disproportionate representation of minority ethnic groups with regards to rates of allegations of abuse, substantiated allegations, entries into foster care, and in-care rates. Blacks, Hispanics, and Native American youth are over-represented when compared to Whites (Asian youth are under-represented when compared to Whites). At this time it is unknown if there is a

racial or ethnic disparity with regards to recurrence of maltreatment. There are no known geographical disparities for maltreatment.

viii. Impact of CAPIT/CBCAP/PSSF Programs on Performance: Safety Outcome #1

CAPIT/CBCAP/PSSF funds have supported community based programs in Sutter County which directly impact this outcome measure. For example, services offered that address the recurrence of maltreatment include individual and group counseling to address familial stress, substance abuse and other maladaptive behaviors. Services are available to Sutter County residents, including former and current CPS involved families, and families who have no CPS involvement. Some programs funded include those that provide parent education on child abuse prevention, parental respite to allow children to attend summer camp, and counseling services to families in distress. Other CAPIT/CBCAP/PSSF funded programs also provide some respite care. The availability of these services has proven extremely valuable to the community, to foster parents and to CPS families as evident in the high rate of compliance in these outcome measures against both federal and state standards during this three year review period. Families are able to access valuable resources through the CAPI/CBCAP/PSSF funded programs thereby reducing the recurrence of maltreatment and the rate of maltreatment in foster care.

The expansion of individual counseling, group counseling, especially in Spanish and Punjabi, greater access to respite care as well as follow up substance abuse treatment, such as an aftercare program were areas identified as gaps in services that would help maintain good compliance with the Safety Outcome measures.

ix. Impact of CWSOIP Funding on Performance

CWSOIP funding has supported creation of Family Progress Meetings, still in development. Family Progress Meetings will ultimately function as another collaborative family engagement strategy to keep families motivated as they progress through Family Reunification and ensure they are benefiting from the services they receive to prevent further recurrence of maltreatment. This was a goal identified in the last System Improvement Plan and subsequent updates though Sutter County has performed consistently well on this measure.

x. Inclusion in System Improvement Plan

These Measures will not be included in the upcoming System Improvement Plan (SIP) due to the positive performance of this Outcome.

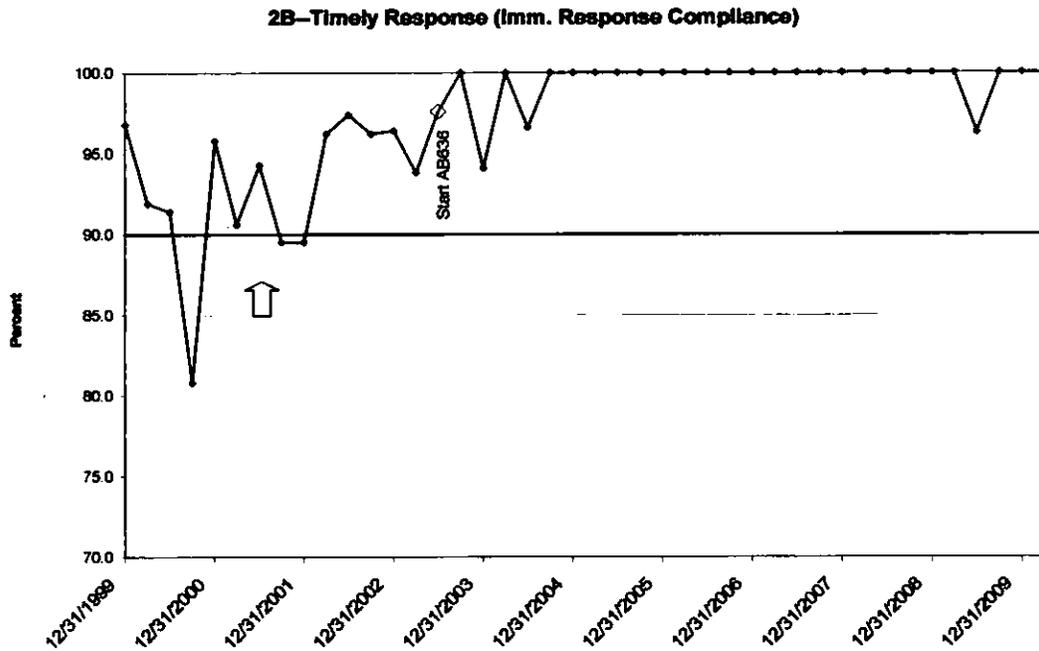
Safety Outcome #2: Children are maintained in their homes whenever possible and appropriate.

2B-1 Timely Immediate Response-State Standard: ≥ 90%

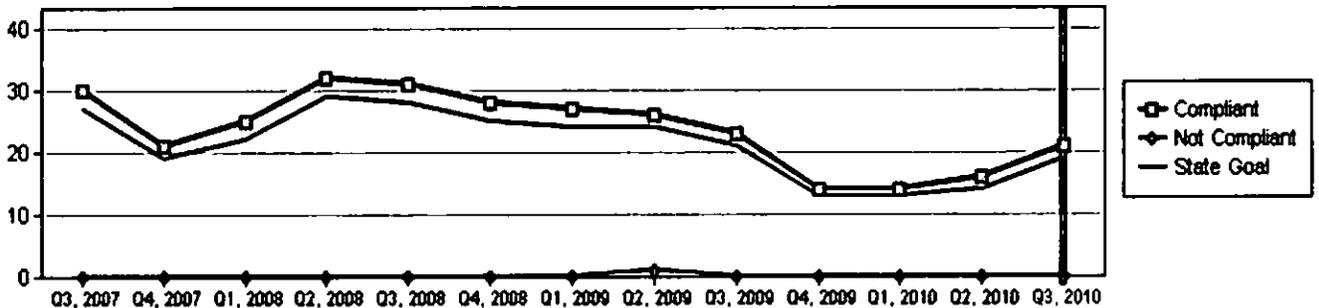
Measure: Of the referrals received during a specific period of time requiring an immediate response, what percentage of referrals were responded to timely?

Methodology: For this measure, in order for a referral which has been assigned as an immediate response to be investigated timely, documentation of the visit or attempted visit must occur within 24 hours of receipt of referral.

UC Berkeley Data (Q1, 2010)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents quarterly data (the x-axis date represents the end date of the three-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding years with three-month timeframes, which creates nine-month “skips” in data). The SafeMeasures® data set represents quarterly data (“Q3, 2010 represents July 1, 2010 to September 30, 2010, for example), and is a count of children (not represented as a percentage).

Analysis: There has been only one instance in which Sutter County failed to make timely contact with a child for a referral identified as an “Immediate Response” priority since 2004. This incident occurred in April, 2009. This matter has been researched, and appears to be a data entry error, as the referral should likely have been entered as a 10-Day Response priority. Regardless, Sutter County has never been out of compliance with this Measure since the implementation of AB636.

Barriers

- Staff shortages and fluctuations in Immediate Response demands periodically create accommodation challenges with regards to available resources.

Strengths

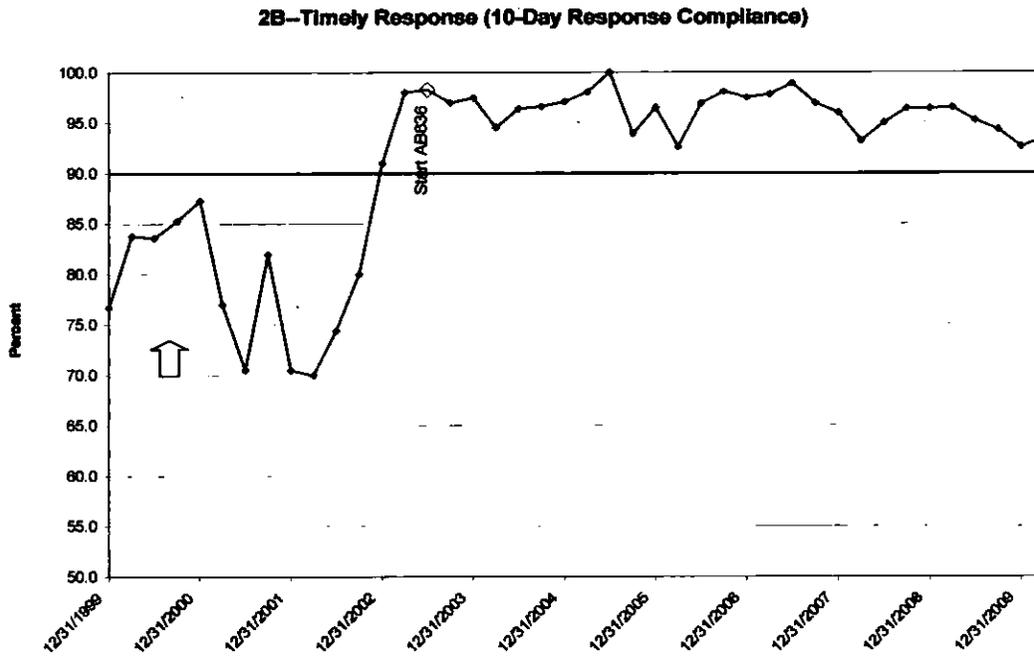
- Sutter County prioritizes Immediate Response referrals in order to ensure 100 percent compliance on this Measure at all times.

2B-2 Timely 10 Day Response-State Standard: $\geq 90\%$

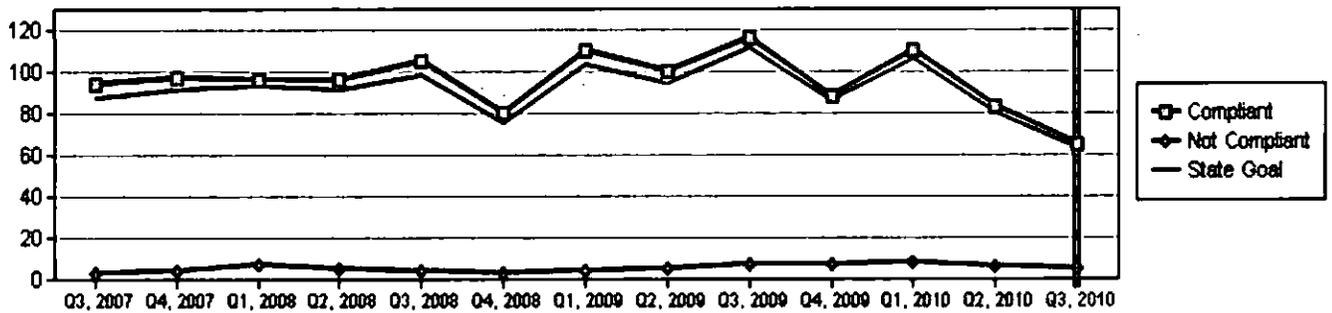
Measure: Of the referrals received requiring a 10 day response during a specific period of time, what percentage was responded to timely?

Methodology: For this measure, in order for a referral which has been assigned as a 10 day response to be investigated timely, documentation of the visit or attempted visit must occur within 10 days of receipt of referral.

UC Berkeley Data (Q1, 2010)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents quarterly data (the x-axis date represents the end date of the three-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding years with three-month timeframes, which creates nine-month “skips” in data). The SafeMeasures® data set represents quarterly data (“Q3, 2010 represents July 1, 2010 to September 30, 2010, for example), and is a count of children (not represented as a percentage).

Analysis: Sutter County has never been out of compliance with this Measure since the implementation of AB636.

Barriers

- Staff Shortages
- Some investigations are handled by Social Workers from Units other than the Emergency Response Unit (for example, investigations regarding allegations in ongoing cases) that may not be familiar with ER timelines and/or documentation procedures.

Strengths

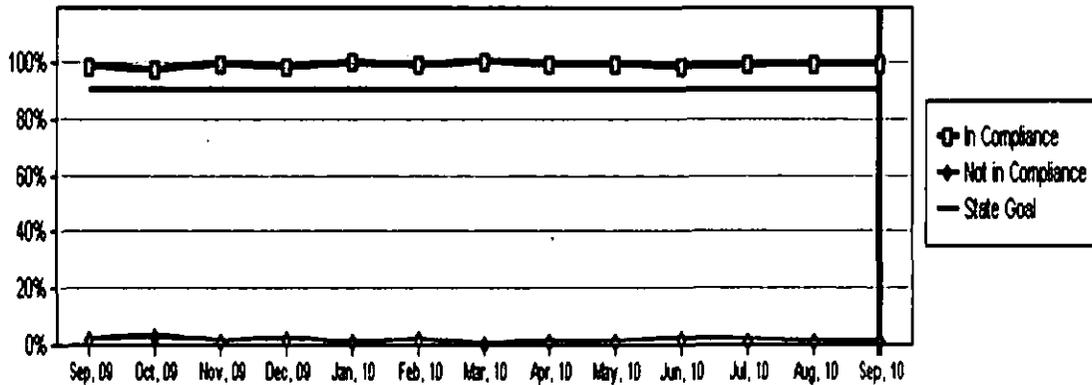
- Sutter County prioritizes investigative response in the Emergency Response Unit to ensure compliance with this Measure.
- The Emergency Response Supervisor monitors performance on this Measure through SafeMeasures®.

2C Timely Social Worker Visits with Child-State Standard: ≥ 90%

Measure: Of the children requiring a caseworker contact during a specified month, what percentage of children received the contact in a timely manner?

Methodology: For this measure children included will be children with an open case during the month that has been open for at least 30 days. Children who are placed out of state, children from another state placed in California, and children with cases that were opened or closed during the specific month are excluded.

SafeMeasures® Data (November, 2010)



Trend Comparison: The SafeMeasures® data set is represented as a percentage. The UC Berkeley charts represent the data in a "Month 1/ Month2/ Month 3" format (3 separate graphs). SafeMeasures® presents the data in a more accessible manner (each month is shown in sequence).

Analysis: The UC Berkeley data demonstrates that Sutter County has never been out of compliance with this Measure since the implementation of AB636.

Barriers

- Staff shortages
- Out of county placements present a challenge.

Strengths

- Sutter County prioritized compliance with this measure in 2004. At that time, it was discovered that a common data entry error was preventing accurate data from being captured regarding staff contacts. Social workers are now educated on exactly how to ensure that staff contacts with foster youth are properly documented in CWS/CMS.
- Social Workers are encouraged to utilize SafeMeasures® to monitor compliance on individual caseloads
- Supervisors use SafeMeasures® to monitor compliance for Units.

Summary of Safety Outcome #2

Analysis

i. **Data Anomalies**

As noted in the analysis of 2B-1, above. The one instance of non-compliance with that Measure is the result of a data entry error.

ii. **Historical Performance**

Sutter County has consistently exceeded the data indicators for the Measures of this Outcome. The likely cause for this success is that Emergency Response protocols and Timely Social Worker Visits are prioritized in Sutter County.

iii. **External Factors**

The rate of referrals is not static and fluctuates, sometimes wildly, from month to month (or day to day). The volume of referrals that necessitate investigation impacts this Outcome. Caseload volume and out-of-county placements are a negative factor for Timely Social Worker Visits.

iv. **Internal Agency Factors**

This Outcome Area has been prioritized in Sutter County. Social workers and supervisors work cooperatively to ensure compliance. For example, social workers will assist others with referral investigations or case contacts during times when the case-carrying social worker may be burdened with other duties.

v. **Impact of Policy and Practices on Performance**

Prioritization of this Outcome Area has had a positive affect on performance.

vi. **Impact of Other Outcome Measures on Performance**

Not Applicable.

vii. **Racial/Ethnic/Geographical Disparity**

Sutter County historically has disproportionate representation of minority ethnic groups with regards to rates of allegations of abuse. Blacks, Hispanics, and Native American youth are over-represented when compared to Whites (Asian youth are under-represented when compared to Whites).

viii. **Impact of CAPIT/CBCAP/PSSF Programs on Performance: Safety Outcome #2**

Programs funded through these sources do not directly impact this outcome measure. However, having a local Family Resource Center that served all county residents would enhance the Department's ability to respond timely

to referrals and make monthly contacts, thereby enhancing performance on the Safety Outcome measure #2.

ix. Impact of CWSOIP Funding on Performance

CWSOIP funds assist in providing limited social worker time which supports timely response to referrals and timely social worker visits. However, funds are predominately used for Family Progress Meetings.

x. Inclusion in System Improvement Plan

This Outcome Area will not be included in the upcoming System Improvement Plan.

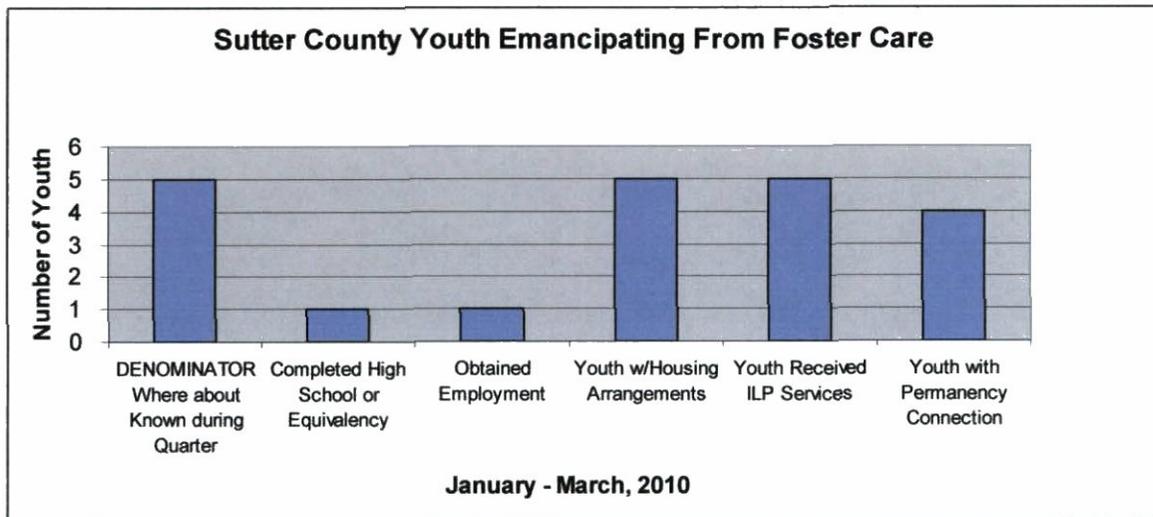
Permanency Outcome #1: Children have permanency and stability in their living situations without increasing reentry into foster care.

Process Measure: 8A- Children Transitioning to Self-Sufficient Adulthood

Measure: This measure is a quarterly report of outcomes for youth who exited foster care placement due to attaining age 18 or 19, or those foster youth under 18 who were legally emancipated from foster care.

Methodology: All data for this Measure was collected from the UC Berkeley Child Welfare Dynamic Report System at:

http://cssr.berkeley.edu/ucb_childwelfare/CdssFiles.aspx?report=8A



Trend Comparison: There are no federal or state standards for this Measure at this time.

Analysis: The number of Sutter County youth who emancipate from foster care tends to be very low. Sutter County encourages these youth to participate in the Independent Living Program (ILP). As shown above, all of the youth emancipating from foster care within the identified timeframe were participating in the ILP.

Barriers

- Even though there are very few youth emancipating care, there is a paucity of effective resources for them in the local area.

Strengths

- Sutter County does have an Independent Living Program and a Transitional Housing Program. The ILP social workers work diligently to marshal local resources for emancipating youth.

Composite #1: Reunification Composite

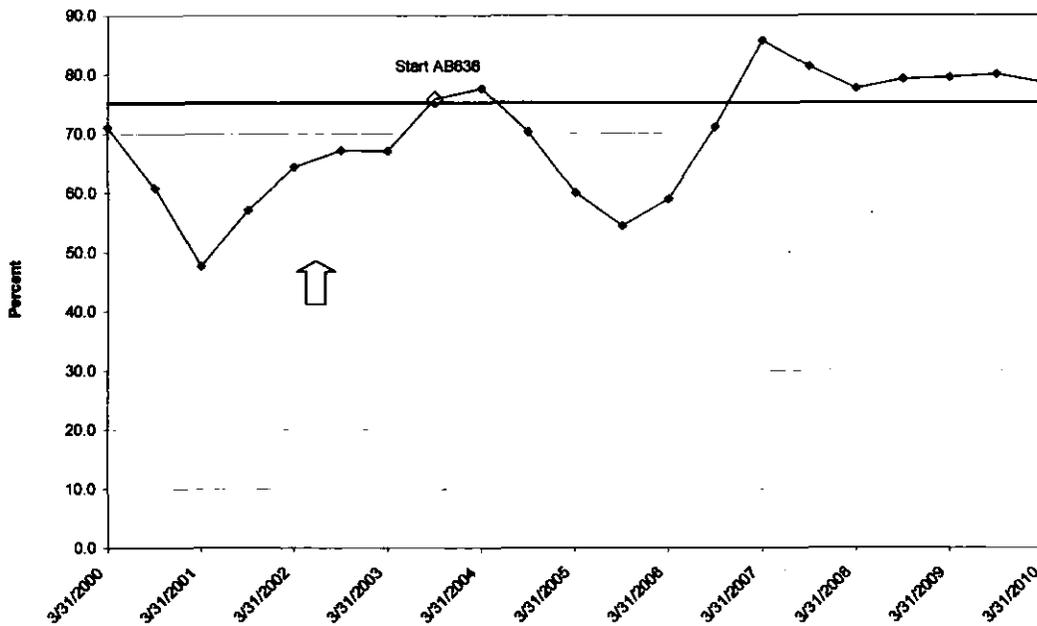
C1.1 Reunification Within 12 Months (exit cohort) Federal Standard: $\geq 75.2\%$

Measure: Of the number of children that exited foster care in a specific year, what percentage of children were discharged to reunification within 12 months of latest removal?

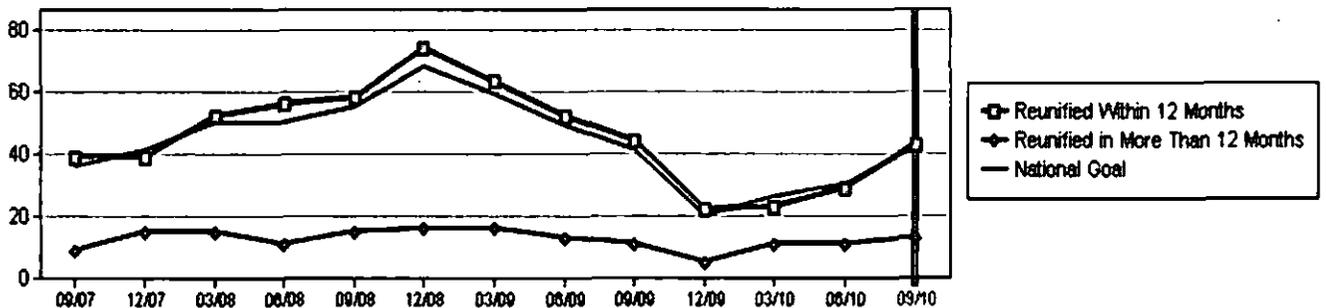
Methodology: The 12 month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of "trial home" visit could be included if the visit lasted longer than 30 days. Discharged to reunification is defined as an "exit from foster care to parent or primary caretaker." If a child is discharged to reunification more than once during the specified year, the latest date is considered.

UC Berkeley Data (Q1, 2010)

C1.1—Reunification Within 12 Months (Exit Cohort)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding years with six-month timeframes, which creates six-month "skips" in data). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents quarterly data with no overlap (the x-axis date represents the end date of the three-month period).

Analysis: According to the UC Berkeley data, Sutter County has performed at or above the Standard for the past nine quarters (a period of time representing July 31, 2007 to March 31, 2010). The SafeMeasures® data suggest that Sutter County was out of compliance during the most recent quarter. SafeMeasures® data updates near real-time, and there are often minor discrepancies in SafeMeasures® and UC Berkeley figures regarding very recent data. Nonetheless, Sutter County appears to be consistently meeting this target during the most recent three-year period.

Barriers

- Refer to "Summary of Permanency Composite #1: Reunification Composite" (page 66).

Strengths

- Refer to "Summary of Permanency Composite #1: Reunification Composite" (page 66).

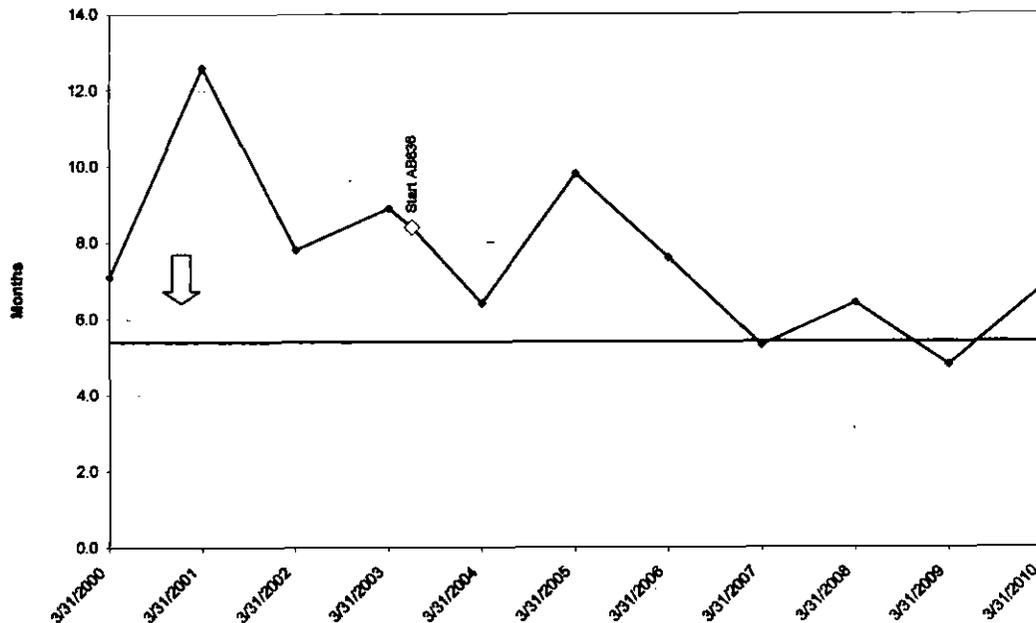
C1.2 Median Time to Reunification – Federal Standard: ≤ 5.4 months

Measure: Of all children discharged from foster care to reunification during a specified year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

Methodology: This measure computes the average length of stay in foster care for children, at point of discharge.

UC Berkeley Data (Q1, 2010)

C1.2—Median Time To Reunification (Exit Cohort)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. There is no SafeMeasures® chart for this Measure.

Analysis: Sutter County is currently (and has historically been) out of compliance with this Measure, but is clearly trending towards compliance. The likely cause of non-compliance is Court continuances that delay reunification.

Barriers

- Refer to “Summary of Permanency Composite #1: Reunification Composite” (page 66).

Strengths

- Refer to “Summary of Permanency Composite #1: Reunification Composite” (page 66).

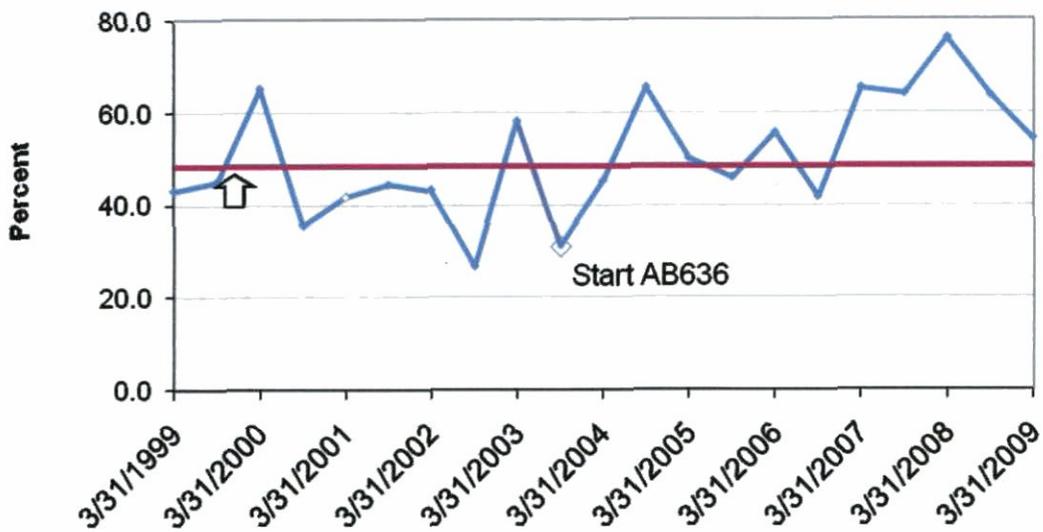
C1.3: Reunification within 12 Months – Federal Standard: $\geq 48.4\%$

Measure: Of all the children discharged from foster care for the first time in a specified 6 month time period, what percent were discharged from foster care to reunification in less than 12 months from the date of the removal. This is an entry cohort.

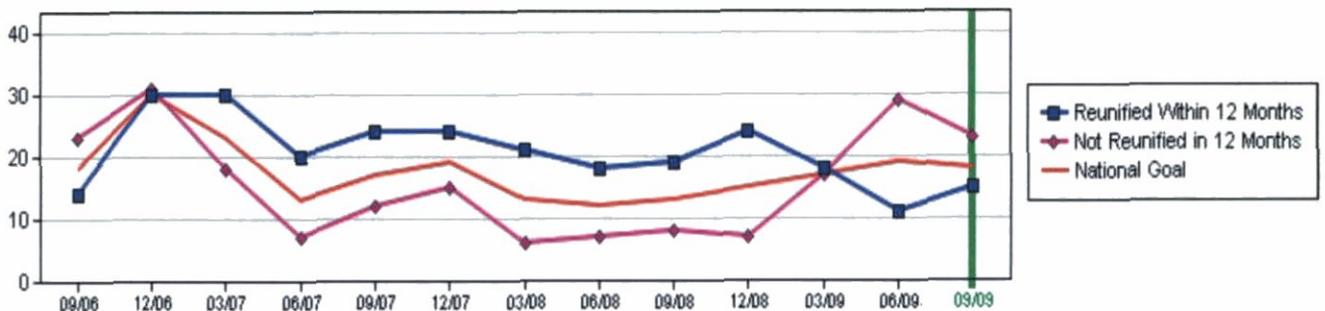
Methodology: The 12 month cutoff to reunification is based on the first date of removal from the home. Children in care for less than 8 days are excluded in this measure. Children with a current placement of “trial home” visit could be included if the visit lasted longer than 30 days. Discharged to reunification is defined as an “exit from foster care to a parent or primary caretaker”.

UC Berkeley Data (Q1, 2010)

C1.3–Reunification Within 12 Months (Entry Cohort)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding years with six-month timeframes, which creates six-month “skips” in data). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents the end date of the six-month period. Therefore, quarterly data overlaps on this chart).

Analysis: According to the UC Berkeley data, Sutter County has performed at or above the Standard for the past ten quarters (a period of time representing July 1, 2006 to March 31, 2010). The SafeMeasures® data suggest that Sutter County is trending towards non-compliance for the upcoming quarter. SafeMeasures® data updates near real-time, and there are often minor discrepancies in SafeMeasures® and UC Berkeley figures regarding very recent data. Nonetheless, Sutter County appears to be consistently meeting this target during the most recent three-year period.

Barriers

- Refer to “Summary of Permanency Composite #1: Reunification Composite” (page 66).

Strengths

- Refer to “Summary of Permanency Composite #1: Reunification Composite” (page 66).

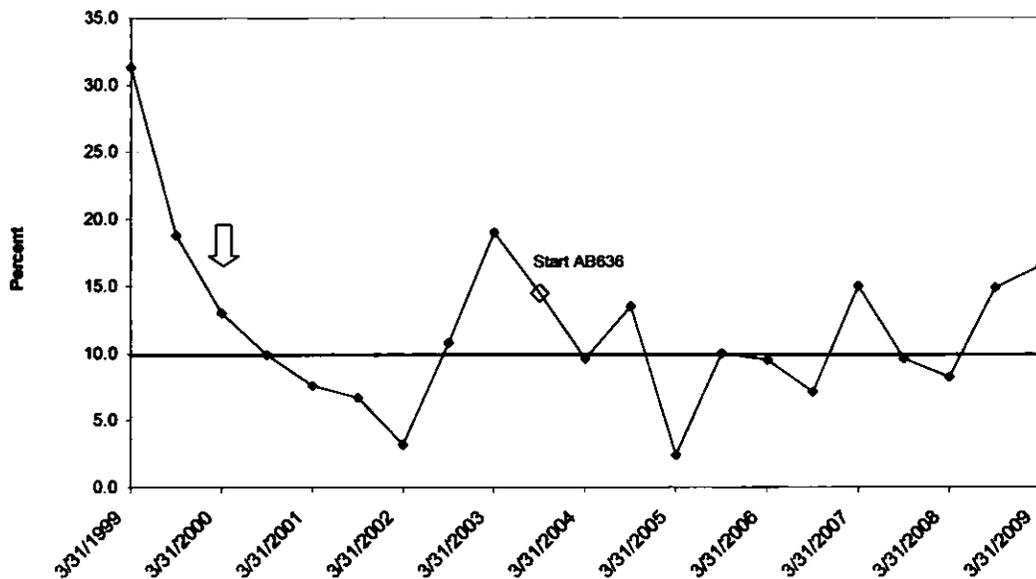
C1.4: Reentry following Reunification (exit cohort)-Federal Standard ≤ 9.9%

Measure: Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than 12 months from the date of reunification?

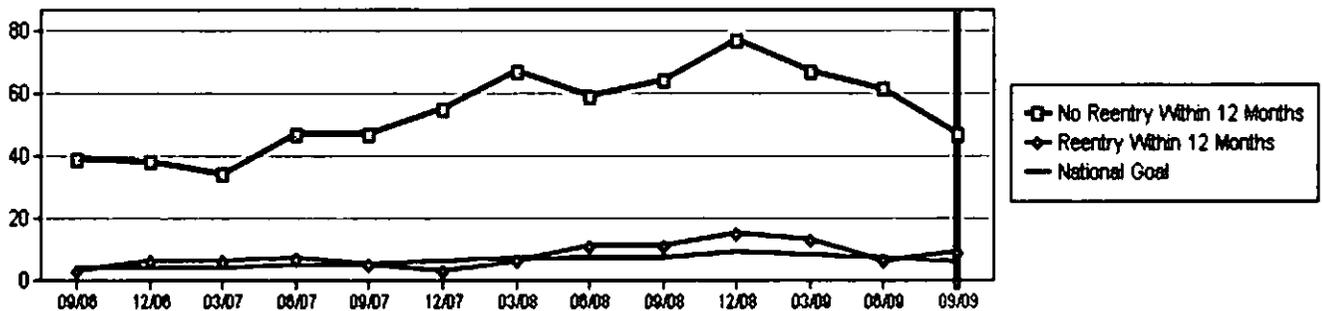
Methodology: This measure computes the percentage of children reentering foster care within 12 months of a reunification. If the child is discharged to reunification more than once during the specified year, the first discharge is considered.

UC Berkeley Data (Q1, 2010)

C1.4—Reentry Following Reunification (Exit Cohort)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include data (the UC Berkeley chart has data points from corresponding years with six-month timeframes, which creates six-month "skips" in data). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents the end date of the six-month period). Therefore, quarterly data overlaps on this chart).

Analysis: Sutter County has been at or near compliance with this Measure for some time. The UC Berkeley data demonstrates that Sutter County's current performance is out of compliance by five re-entry episodes (in excess of the Standard). The SafeMeasures® data suggests that Sutter County will be in compliance during the next quarterly report period. Sutter County historically has performed at or near the performance goal for this Measure since the implementation of AB636.

Barriers

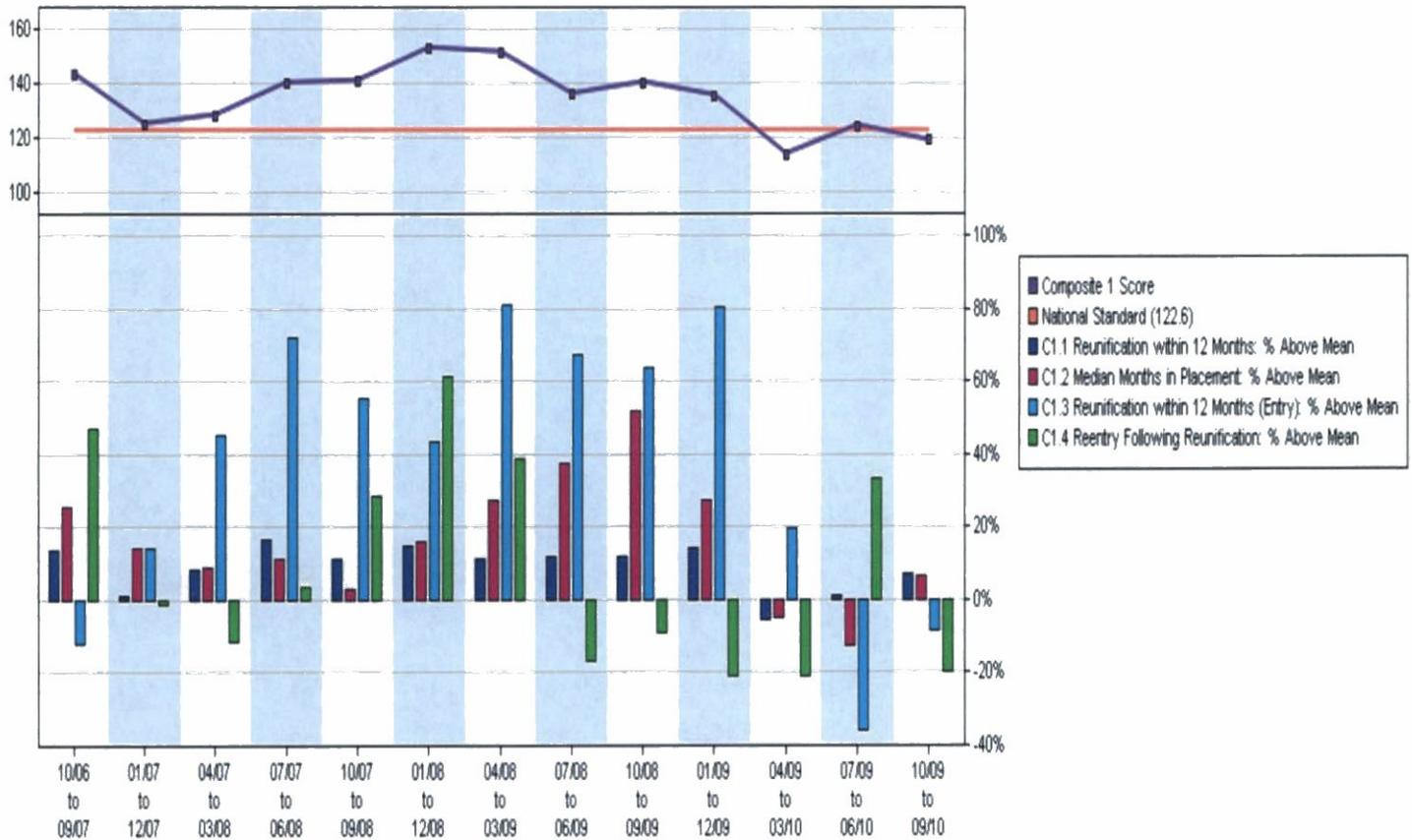
- Refer to "Summary of Permanency Composite #1: Reunification Composite" (page 66).

Strengths

- Refer to "Summary of Permanency Composite #1: Reunification Composite" (page 66).

Permanency Composite #1: Reunification Composite

SafeMeasures Data®



The Reunification Composite is a data indicator that incorporates Sutter County's performance on multiple permanency-related individual Measures (C1.1 – C1.4). The individual Measures are transformed into standard scores through statistical means ("z-scores"), weighted for their respective contribution, and then summed to form the Reunification Composite score.

The upper graph shows the composite score in relation to the federal target. The lower bar graph shows the deviation from the national mean (in FY2004) for each measure contributing to the composite. The bar graph is intended to show relative performance on the measures -- the mean does not represent a standard. In all cases, performing above the mean is better than performing below the mean.

Summary of Permanency Composite #1: Reunification Composite

Reunification Barriers

- Federally mandated timeframes are not realistic to resolve problems that families are facing. (i.e. substance abuse issues, generational domestic violence, unemployment, mental health issues)
- Court continuances add time to length of stay in foster care and occur because of a myriad of factors, including requests from attorneys, scheduling difficulties, and difficulties accessing necessary information.
- Lack of early engagement of parents in their case plan.
- Lack of housing, transportation and financial stability for families.
- Although support services are available, due to its size, the county lacks a variety of choices in support services.
- Lack of ongoing parent commitment after case closure.
- Lack of service availability for parenting/parenting children with special needs; affordable housing; anger management; transportation; public health and drug treatment to fit specific needs.

Reunification Strengths

- Agency social workers and supervisors are well-aware of the statutory guidelines and make efforts to ensure that reunification does occur in a timely manner.
- Sutter County has invested in training social workers in family engagement techniques, including Motivational Interviewing. Effective family engagement results in greater parental involvement on case plan activities and expedites reunification.
- Sutter County utilizes Structured Decision Making to assist in reunification decisions.
- Sutter County utilizes a Peer Mentor/Parent Partner to assist families with engaging in services.

Reentry Barriers

- Increased efforts to facilitate timely reunification inevitably result in premature reunification for some families.
- Lack of aftercare services for families.
- Failure of a segment of parents to permanently change behavior at the conclusion of the case. Parents sometimes only modify abusive/neglectful behavior during the case.

Reentry Strengths

- Sutter County utilizes a Peer Mentor/Parent Partner to assist families with engaging in services.
- Sutter County uses Wraparound Services to prevent reentry.
- Sutter County utilizes Structured Decision Making to assist in reunification decisions.

Summary of Permanency Composite 1: Reunification Composite

Analysis

- i. **Data Anomalies**
Not applicable.
- ii. **Historical Performance**
Sutter County has historically performed well on this Composite, overall, but is trending towards non-compliance. The most recent UC Berkeley data shows that Sutter County is currently in compliance with this Composite. The negative trend appears to be caused, in part, by the effect of reentry statistics.
- iii. **External Factors**
Parental attitudes and cultural attitudes towards child-rearing are factors that need to be considered. The stigma of Child Welfare Services involvement may encourage some families to resist services, rather than to benefit from them. Poverty, though not a causal factor, is correlated with child abuse and neglect, and is prevalent in Sutter County. A lack of local resources such as Family Resource Centers may contribute to reentry statistics.
- iv. **Internal Agency Factors**
Focus on Timely Reunifications has an unfortunate effect on Reentry statistics, which ultimately affect the Reunification Composite.
- v. **Impact of Policy and Practices on Performance**
Statutory limits on court-ordered services create arbitrary timelines for decisions on reunification.
- vi. **Impact of Other Outcome Measures on Performance**
Timely Reunification and Reentry statistics tend to correlate. As one increases, the other declines. Because both areas contribute to the Composite, it is challenging to maintain compliance.
- vii. **Racial/Ethnic/Geographical Disparity**
Sutter County historically has disproportionate representation of minority ethnic groups with regards to rates of allegations of abuse, substantiated allegations, entries into foster care, and in-care rates. Blacks, Hispanics,

and Native American youth are over-represented when compared to Whites (Asian youth are under-represented when compared to Whites). At this time it is unknown if there is a racial or ethnic disparity with regards to Timely Reunification or Reentry. There are no known geographical disparities for maltreatment.

**viii. Impact of CAPIT/CBCAP/PSSF Programs on Performance:
Reunification**

Programs funded include those that serve to teach families positive interactions, individual and counseling services, substance abuse recovery support and child abuse prevention/parent education. These programs directly and positively impact reunification measures.

The availability of these services has supported the high rate of compliance in the Reunification composite measures. Families are able to access needed individual, and group counseling, substance abuse treatment including transitional housing, parent education, family fun activities, and in prior years, a car seat program funded through CAPIT/CBCAP/PSSF to speed reunification.

The expansion of aftercare services in particular was identified as important to maintaining high standards in safely reunifying families. Aftercare is available to families that have participated in substance abuse treatment programs but typically requires the family to initiate contact with the substance abuse treatment provider. Community members again highlighted the need for a Family Resource Center in Sutter County that is open to all county residents, and includes a case management component and peer mentors, as critical to helping families remain connected to services after or in lieu of CPS involvement. Stakeholders identified a need for services in Spanish and Punjabi to reflect the cultural diversity of Sutter County as well as a clear need for affordable housing.

ix. Impact of CWSOIP Funding on Performance

No impact from CWSOIP funding has been identified yet as Family Progress Meetings are still in development. The expectation is that this family engagement strategy will have a positive impact on timely reunification.

x. Inclusion in the System Improvement Plan (SIP)

Timely reunification has been included in the most recent SIP and in subsequent updates. Though we continue to perform at or above state and national standards, this will likely remain a focus of attention in the 2011 SIP. However, as noted in Section vi above, Timely Reunification and Reentry statistics tend to be inversely correlated, and because both areas contribute to this Composite, it will be challenging to remain in compliance with the Composite standard. Sutter County's focus on Timely Reunification

has undoubtedly had a negative impact on Reentry statistics – some children are being sent home to families prematurely. It should again be noted that the relatively small size of the data set tends to skew the data. Sutter County will continue to focus on Timely Reunification, but will likewise focus on Reentry in the next SIP.

Permanency Composite #2: Adoption Composite

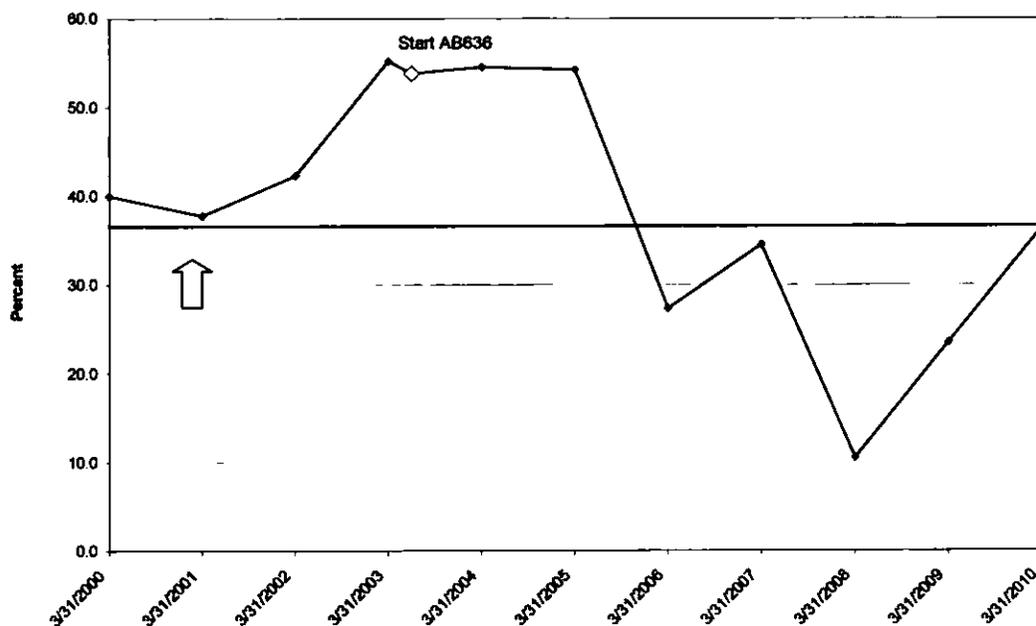
C2.1 Adoption within 24 months (exit cohort)-Federal Standard: $\geq 36.6\%$

Measure: Of the children who exited foster care into adoption within a specific year, what percentage of children were adopted within 24 months of initial removal from the home?

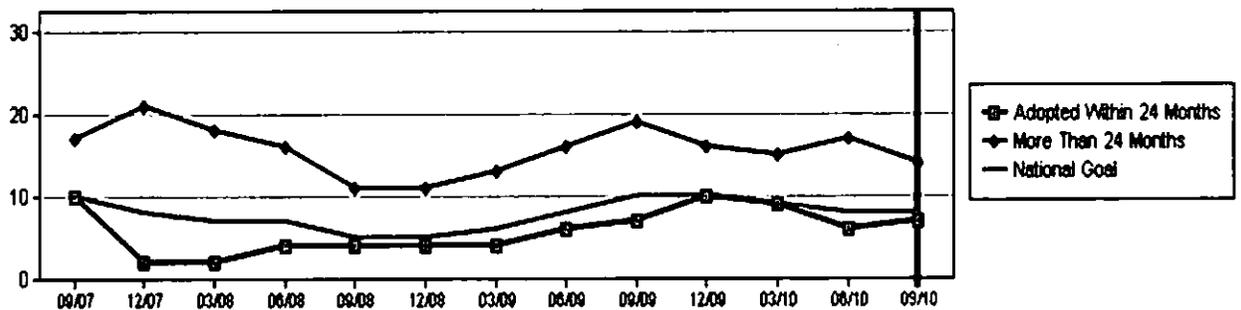
Methodology: The 24 month cutoff to adoption is based on the latest date of removal from the home. Only placement episodes ending in adoption are included.

UC Berkeley Data (Q1, 2010)

C2.1—Adoption Within 24 Months (Exit Cohort)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart).

Analysis: Sutter County has performed below the Standard for this Measure in seventeen of the prior twenty quarters. This is a Measure which has historically been problematic for Sutter County. However, it should be noted that this Measure evaluates what percentage of completed adoptions occurred in a timely manner. The total number of children that discharged from foster care to a finalized adoption between 1999 and 2009 (this is nearly the total available data set) was 281, of which 108 (38.4%) met the definition of success (finalized adoption within 24 months) of the Measure. The Measure Standard is 36.6%, which means that Sutter County’s performance can be considered to be acceptable, over time. This Measure has been trending towards compliance recently.

Barriers

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Strengths

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

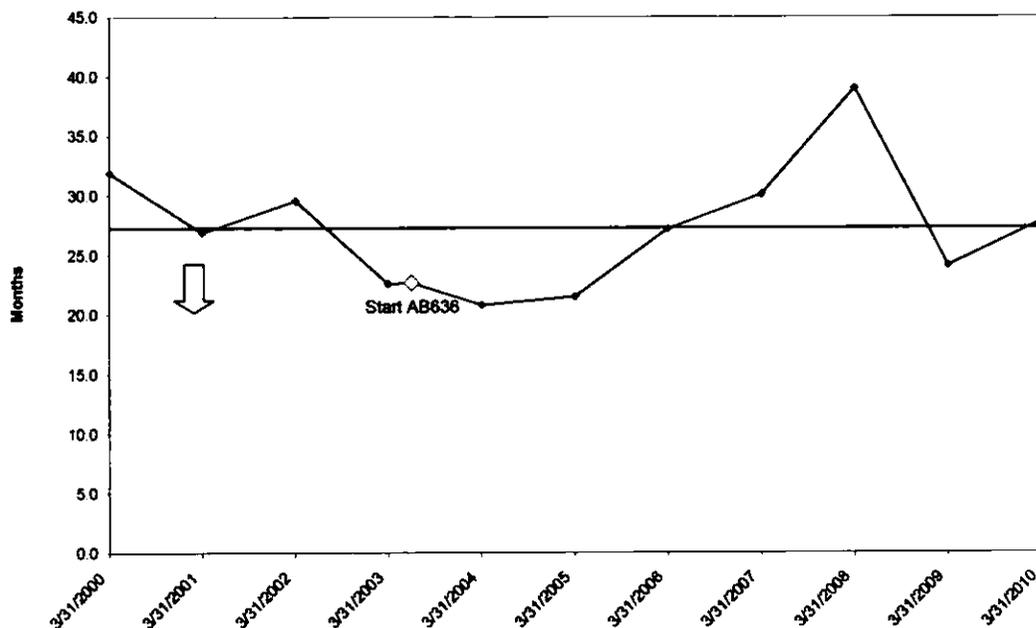
C2.2 Median Time to Adoption (exit cohort) – Federal Standard: ≤ 27.3 mos.

Measure: Of all children discharged from foster care to a finalized adoption during a specific year, what was the median length of stay in foster care?

Methodology: Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included.

UC Berkeley Data (Q1, 2010)

C2.2–Median Time To Adoption (Exit Cohort)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. There is no SafeMeasures® chart for this Measure.

Analysis: Sutter County is currently out of compliance with this Measure, but has been in compliance for five of the past six quarterly report periods (a period of time representing January 1, 2008 to March 31, 2010).

Barriers

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Strengths

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart).

Analysis: Sutter County has performed at or above the Standard for the past four quarters, and 18 out of the past 20 quarters (a period of time representing July 1, 2004 to March 31, 2010).

Barriers

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Strengths

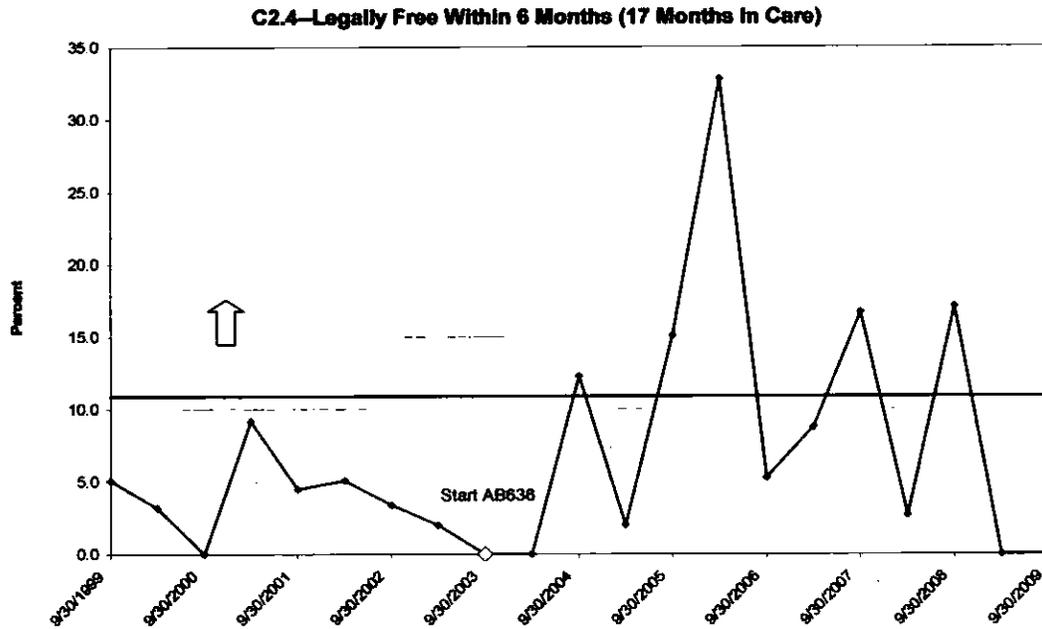
- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

C2.4 Legally Freed within 6 Months – Federal Standard: $\geq 10.9\%$

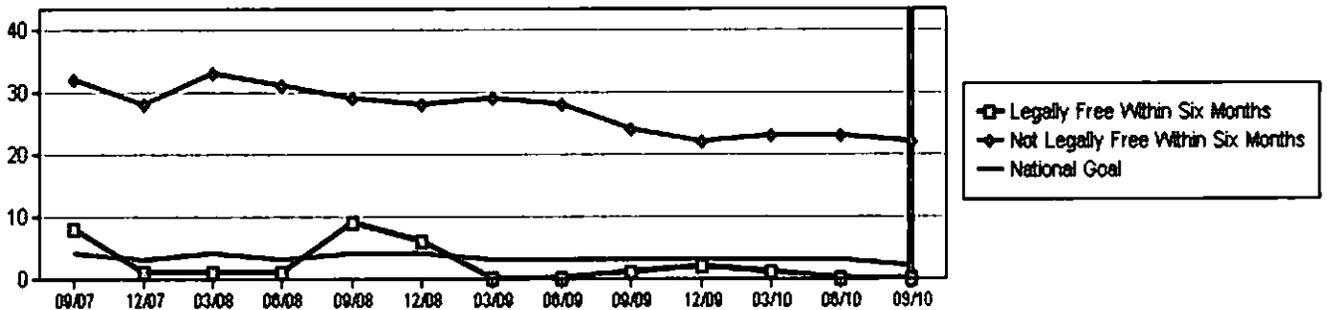
Measure: Of the children who were in foster care for 17 months or longer and not legally free for adoption on the first day of the specified period of time, what percentage then became legally free for adoption within the next 6 months?

Methodology: All children who are legally freed are counted in this measure. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.

UC Berkeley Data (Q1, 2010)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point on the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include data (the UC Berkeley chart has data points from corresponding years with six-month timeframes, which creates six-month “skips” in data). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents the end date of the six-month period). Therefore, quarterly data overlaps on this chart).

Analysis: Sutter County has performed below the Standard for the past four quarters and ten of the past 13 quarters. This is a Measure in which Sutter County has historically lacked compliance. The data from the current quarter shows that 30 children were in care for 17 continuous months, of which 5 children are ages 1-5 years of age, 7 children are ages 6-10, and 18 children are ages 11-17. It is a reality in child welfare that it is more *difficult* to find adoptive placements for older children. However, none of these children were cleared for adoption within the required timeframe, which suggests a systemic issue.

Barriers

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Strengths

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

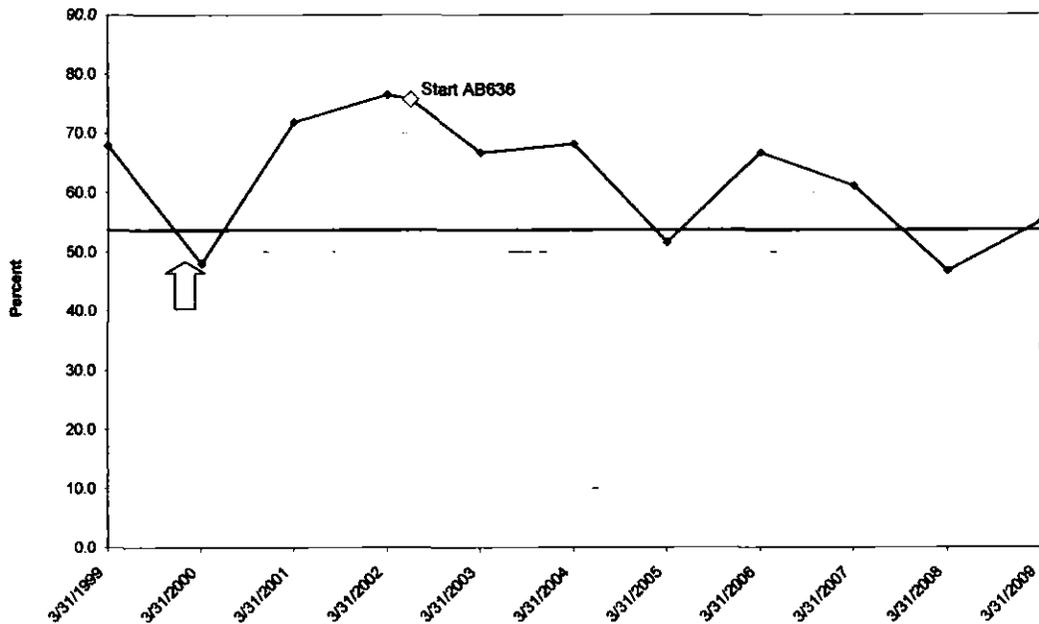
C2.5 Adoption within 12 months (legally free)-Federal Standard: $\geq 53.7\%$

Measure: Of the children in foster care that became legally free for adoption during a specific year, what percentage of children were then discharged to adoption during that year.

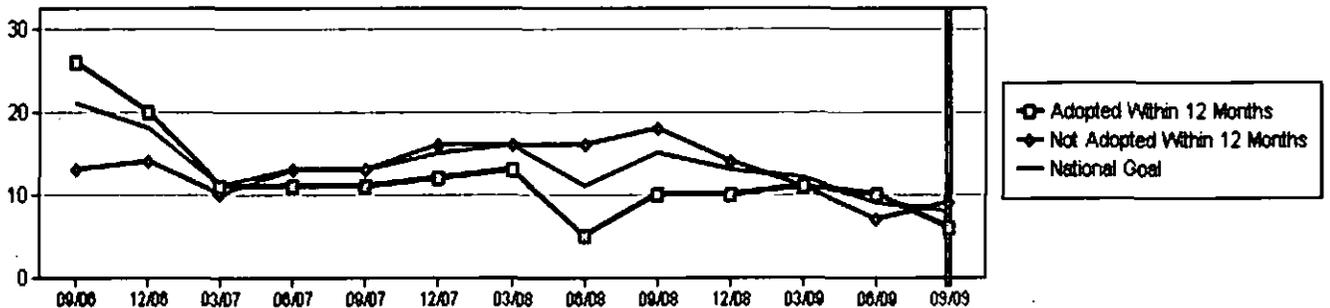
Methodology: This measure computes the percentage of children discharged from foster care to adoption within 12 months of turning legally free. A child is considered legally free for adoption if the parental rights of a child have been terminated for all parents with legal standing.

UC Berkeley Data (Q1, 2010)

C2.5-Adoption Within 12 Months (Legally Free)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart).

Analysis: Sutter County performed above the Standard during the current quarter, but below the Standard for the prior five quarters. Sutter County has performed at or above the Standard for 11 of the past 16 quarters and 28 of the past 36 quarters (a period of time representing July 1, 1999 to March 31, 2010). Sutter County has historically performed well on this Measure, but appears to be trending towards non-compliance.

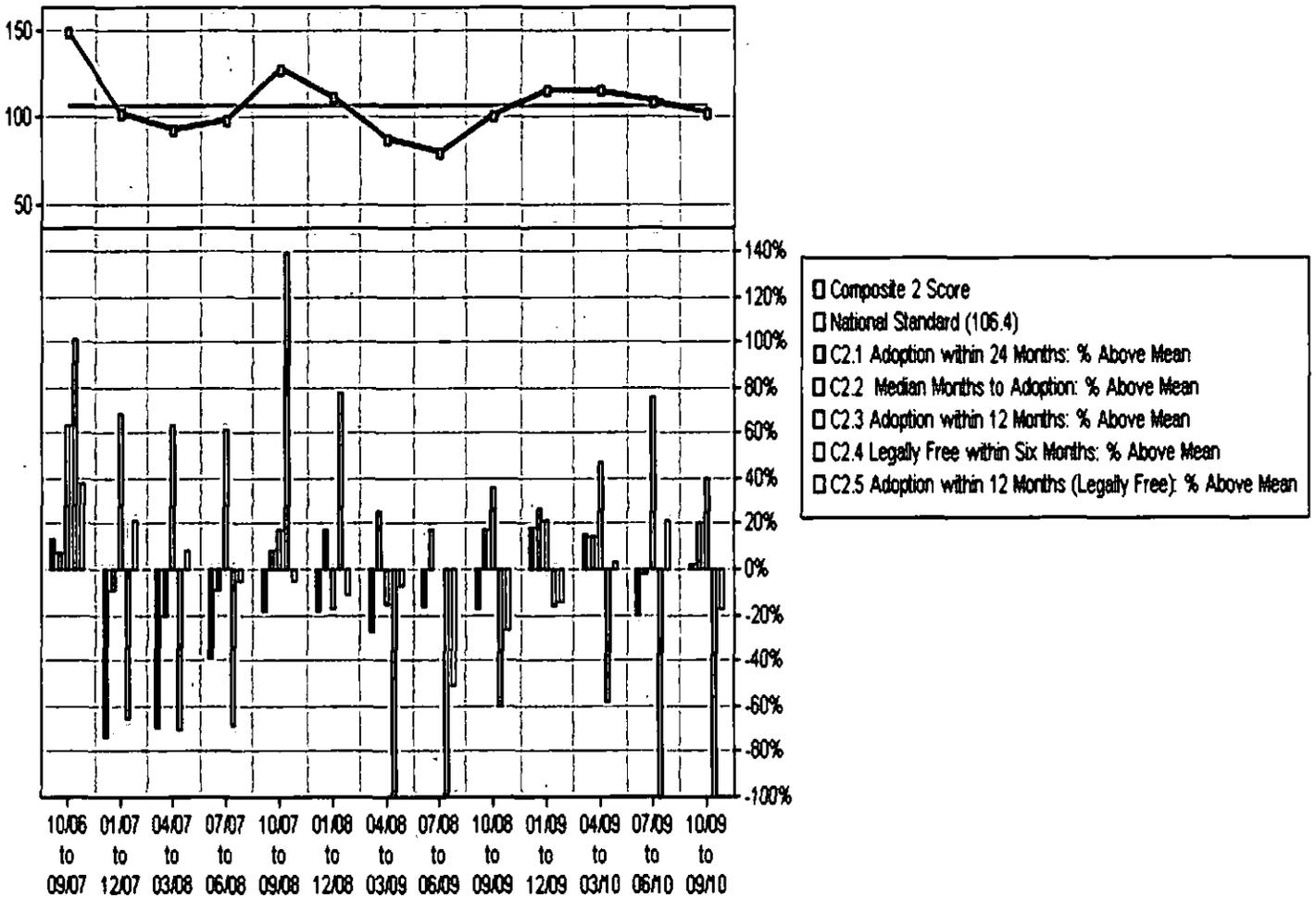
Barriers

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Strengths

- Refer to “Summary of Permanency Composite #2: Adoptions Composite” (page 80).

Permanency Composite #2: Adoptions Composite



The Adoptions Composite is a data indicator that incorporates Sutter County’s performance on multiple permanency-related individual Measures (C2.1 – C2.5). The individual Measures are transformed into standard scores through statistical means (“z-scores”), weighted for their respective contribution, and then summed to form the Adoptions Composite score.

The upper graph shows the composite score in relation to the federal target. The lower bar graphs shows the deviation from the national mean (in FY2004) for each measure contributing to the composite. The bar graph is intended to show relative performance on the measures – the mean does not represent a standard. In all cases, performing above the mean is better than performing below the mean.

Summary of Permanency Composite #2: Adoptions Composite

Adoption Barriers

- Court continuances delay adoptions.
- Sutter County does not have its own adoptions unit.
- It is difficult to locate adoptive parents for older children.

Adoption Strengths

- Positive collaboration with State Adoptions includes regular meetings to staff appropriate cases.
- Kaleidoscope Program was a valuable resource utilized for CPS staff for older youth.
- Improved tracking and monitoring of pre-adoptive children.
- Efforts are made to locate relatives at the outset of the case.
- Concurrent plans are identified at the Disposition Hearing. Parents are made aware of the likelihood of the loss of parental rights and the potential for adoption early in the case.

Analysis

- Data Anomalies**
Not applicable.
- Historical Performance**
Sutter County has historically struggled with compliance for this Composite. The most recent UC Berkeley data shows that Sutter County is currently in compliance with this Composite. The SafeMeasures® data indicates that the County may be out of compliance during the next quarter.
- External Factors**
The availability of viable and appropriate adoptive parents is a factor.
- Internal Agency Factors**
Efforts have been made to focus on this Outcome Area which was included in the most recent System Improvement Plan. Sutter County meets on a monthly basis with State Adoptions to discuss cases in order to determine what issues are impeding adoption efforts and to overcome these barriers.
- Impact of Policy and Practices on Performance**
Court continuances can delay termination of parental rights (TPR). Adoptions cannot proceed before this occurs. TPR cannot occur until State Adoptions has completed an assessment to determine if a youth is adoptable. Lack of an assessment can cause a continuance. Once TPR

has occurred, State Adoption assumes primary responsibility of the case. Adoptions cannot proceed until State Adoptions approves.

vi. Impact of Other Outcome Measures on Performance

Not applicable

vii. Racial/Ethnic/Geographical Disparity

There is disparity within the Adoptions Composite in that the children that comprise these data sets generally tend to be White and Hispanic, as there tend to be very few Asian, Black, or Native American children in foster care in Sutter County at any given point in time (for example, as of the time of this writing, SafeMeasures® identifies 136 children in foster care in Sutter County: 70 White, 7 Black, 56 Hispanic, 3 Asian, and no Native American children). There appears to be some disparity with regards to Adoptions outcomes by race, but the small data sets for Asian, Black, and Native American children tend to skew the data. There does not appear to be a great deal of disparity for Adoptions outcomes for White and Hispanic children.

viii. Impact of CAPIT/CBCAP/PSSF Programs on Performance: Adoptions

CAPIT/CBCAP/PSSF funded services include, but are not limited to, individual counseling, group counseling, and opportunities that promote adaptive behavior and positive social skills for a broad range of children. These programs and services directly support children's well being which helps improve timeliness to adoption. State Adoptions may also refer eligible families to these programs and services, however, given our collaborative relationship with State Adoptions, decisions around service needs are typically made together and referrals made by the CPS social workers who are most familiar with local resources. While counseling services are available, there is still a need for greater service availability, particularly in Spanish and Punjabi, as well as a need for more educational opportunities for foster parents and relative caregivers. Specialized services to address the needs of traumatized children and the needs of families who are looking toward adoption are needed and would positively impact the adoptions outcome measures.

ix. Impact of CWSOIP Funding on Performance

Not applicable.

x. Inclusion In System Improvement Plan

Goals to improve timeliness to adoption are include in the previous SIP, all subsequent updates, and will continue to be an area of targeted attention in the 2011 System Improvement Plan. The California Department of Social Services, Sacramento Adoptions District Office who provides adoptions service for Sutter County has been a valuable partner in addressing this outcome measure.

Permanency Composite #3: Achieving Permanency

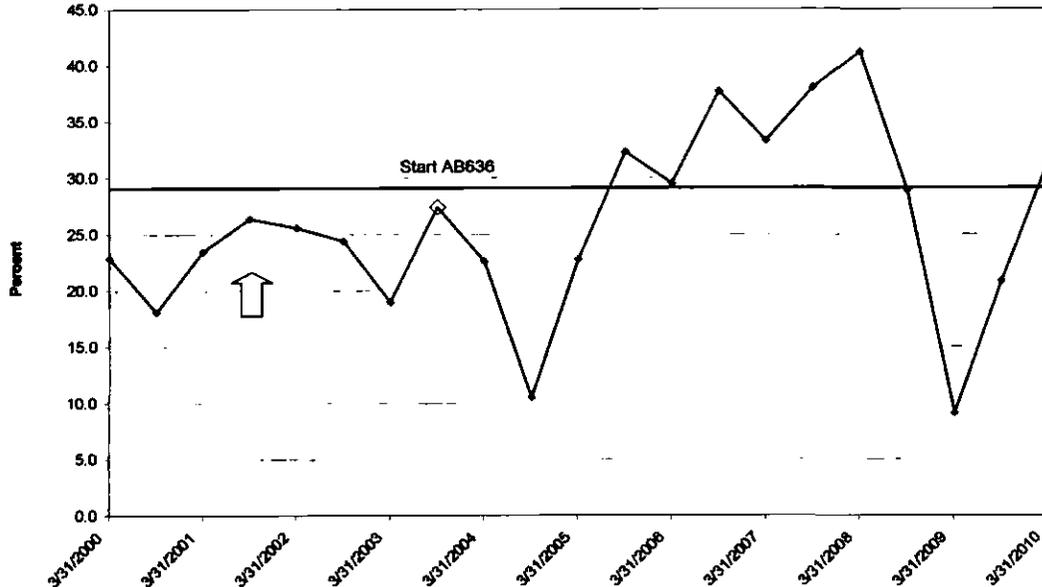
C3.1 Exits to Permanency (24 months in care)-Federal Standard \geq 29.1%

Measures: Of the children in foster care for 24 months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning 18?

Methodology: All children in foster care for 24 months or longer, during the specific year, were counted in this measure, except for children who exited during the year and reentered care.

UC Berkeley Data (Q1, 2010)

C3.1—Exits To Permanency (24 Months In Care)



SafeMeasures® Data (November, 2010)

Trend Comparison: Each point of the UC Berkeley data set represents a six-month period (the x-axis date represents the end date of the six-month period). It should be noted that the UC Berkeley chart has been modified from the manner it is presented in the Quarter 1, 2010 spreadsheet, in order to include omitted data (the UC Berkeley chart has data points from corresponding years with six-month timeframes, which creates six-month "skips" in data). The SafeMeasures® data set is a count of children, and is not represented as a percentage. Each point in the SafeMeasures® data set represents biannual report data (the x-axis date represents

the end date of the six-month period. Therefore, quarterly data overlaps on this chart).

Analysis: Sutter County performed above the Standard during the current reporting period, but failed to achieve the Standard during the prior six quarters (a period of time representing October 1, 2007 to December 31, 2009).

Barriers

- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

Strengths

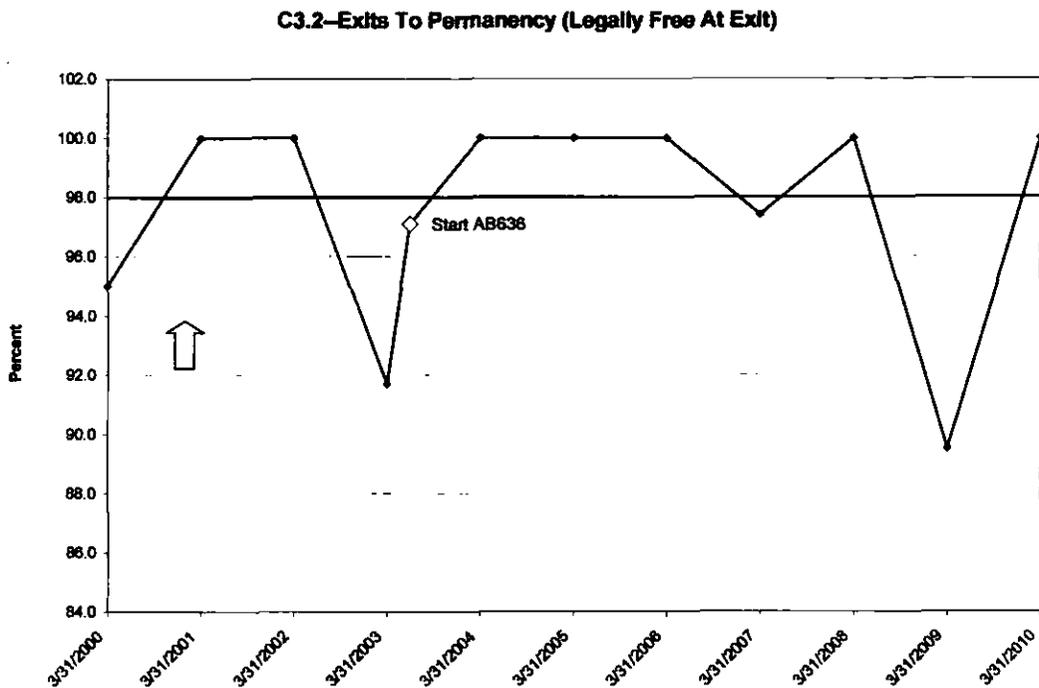
- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

C3.2 Exits to Permanency (Legally Free at Exit)-Federal Standard \geq 98%

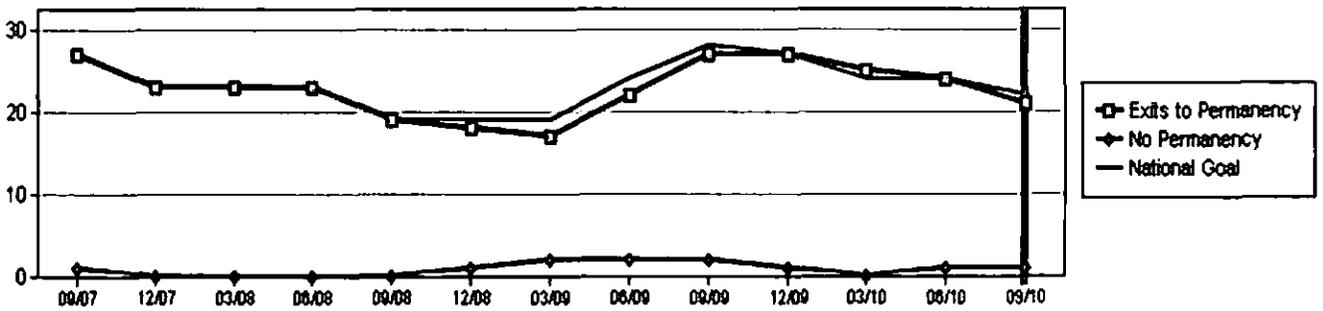
Measure: Of the number of children in foster care during a specific year, what was the percentage of legally free children who were discharged to a permanent home prior to turning 18?

Methodology: This measure includes children who have a discharge date that is prior to their 18th birthday and the reason for discharge included reunification with a guardian or discharge to adoption.

UC Berkeley Data (Q1, 2010)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart).

Analysis: Sutter County performed above the Standard during the current reporting period, but failed to achieve the Standard during the prior five quarters (a period of time representing January 1, 2008 to December 31, 2009).

Barriers

- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

Strengths

- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

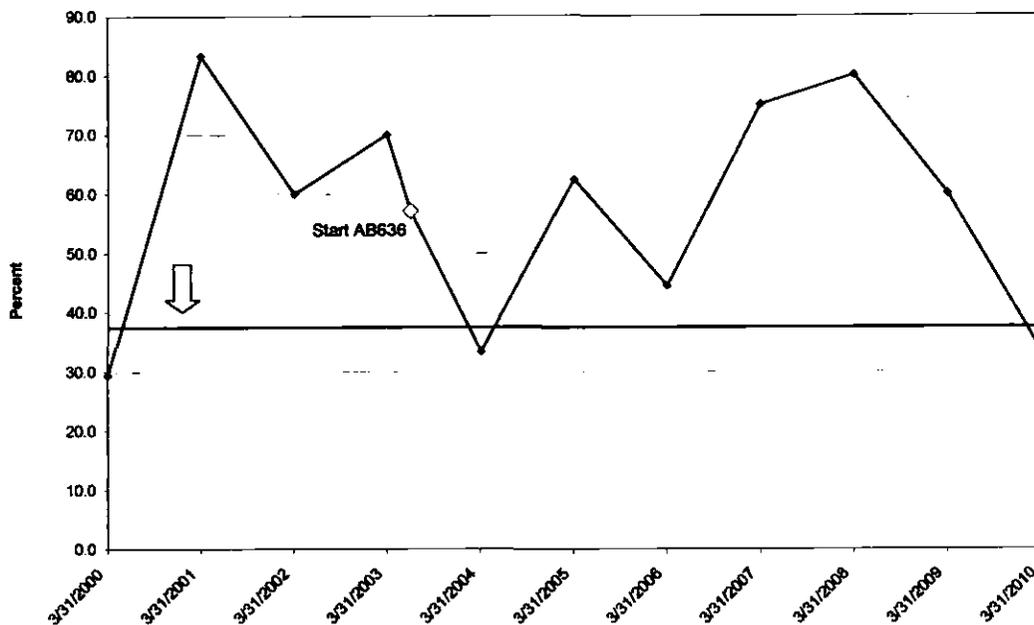
C3.3 In Care ≥ 3 years (emancipated/age 18)-Federal Standard ≤ 37.5%

Measure: Of all the children in foster care during a specific year who were either discharged to emancipation, or turned 18 while still in care, what percentage of children had been in foster care for 3 years or longer?

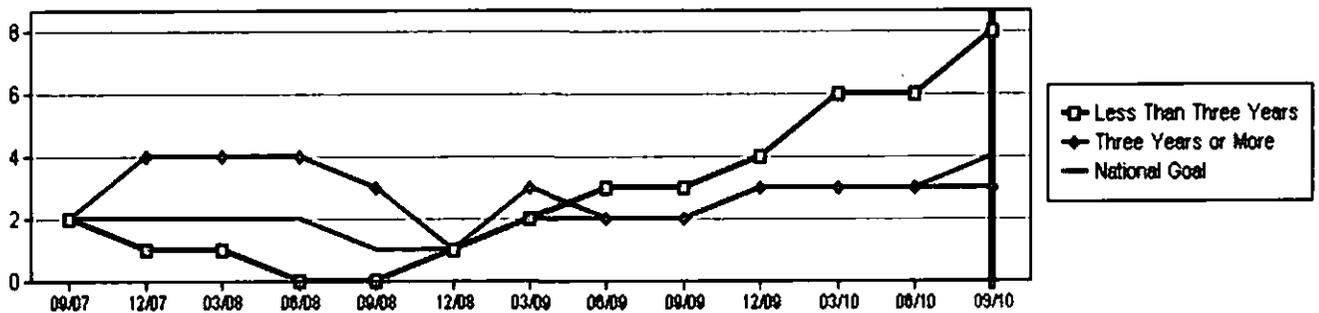
Methodology: During a specific year time period, all children who turned 18 or who emancipated are counted in this measure.

UC Berkeley Data (Q1, 2010)

C3.3—In Care 3 Years Or Longer (Emancipated/Age 18)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart). The SafeMeasures® x-axis date is the last month of the 12-month period.

Analysis: Sutter County achieved this Standard for the current reporting period, but failed to achieve this Standard for the prior twenty-two quarters (a period of time representing October 1, 2003 to December 31, 2009). It should be noted that the youth comprising the data set for this Measure never totaled more than nine (9) during that timeframe (that is to say, that the Measure would have determined compliance regarding a data set of six children or less at any given point in time during the specified period).

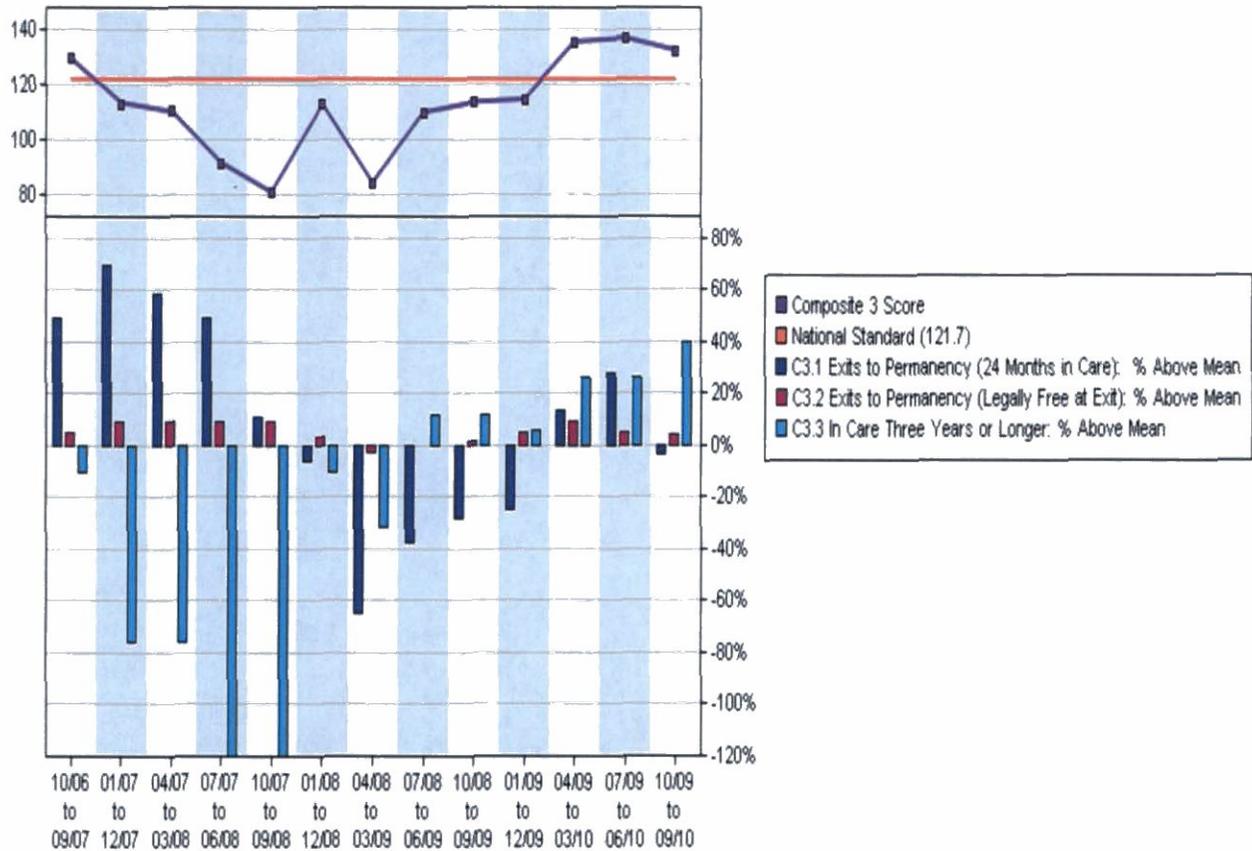
Barriers

- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

Strengths

- Refer to “Summary of Permanency Composite #3: Achieving Permanency” (page 89).

Permanency Composite #3: Achieving Permanency



The Achieving Permanency Composite is a data indicator that incorporates Sutter County’s performance on multiple permanency-related individual Measures (C3.1 – C3.3). The individual Measures are transformed into standard scores through statistical means (“z-scores”), weighted for their respective contribution, and then summed to form the Achieving Permanency Composite score.

The upper graph shows the composite score in relation to the federal target. The lower bar graph shows the deviation from the national mean (in FY2004) for each measure contributing to the composite. The bar graph is intended to show relative performance on the measures – the mean does not represent a standard. In all cases, performing above the mean is better than performing below the mean.

Summary of Permanency Composite #3: Achieving Permanency

Permanency Barriers

- Long term placements occur with severe behavioral and emotional needs.
- Children placed out of county with severe needs may not have the opportunity for a permanent home before age 18.
- Older youth may resist CWS and Probation recommendations for permanency.
- Excessive placement moves when child in foster care for extensive time.

Permanency Strengths

- Family search and engagement.
- Increased placements with relative and non-related extended family members (NREFM).
- Exploration of policy for emergency relative and NREFM placement.
- Support of Kin-Gap Program.
- Supporting Legal Guardianships.
- Referrals to the Kaleidoscope Program through State Adoptions.

Analysis

i. Data Anomalies

Not applicable.

ii. Historical Performance

Sutter County has historically struggled with compliance for this Composite. The most recent UC Berkeley data shows that Sutter County is currently in compliance with this Composite. Sutter County performed above the Standard during the current reporting period, but had failed to achieve the Standard during the prior fourteen quarters (a period of time representing July 1, 2006 to December 31, 2009).

iii. External Factors

It has historically been a challenge to locate foster parents that are willing to adopt older children and/or who are willing to form lifelong relationships with older foster children. Foster children that have been in care for longer than three years at the time of emancipation face multiple challenges and tend to have complex emotional, psychological, and social problems to contend with that are exacerbated by normal adolescent development and puberty. The complex social milieu of the local community, the available pool of foster parents, the individual needs of these foster children, and the availability of appropriate local resources for adolescent foster youth and their foster families must be considered as factors.

iv. Internal Agency Factors

Sutter County has worked cooperatively with Yuba County Child Protective Services to develop a bi-county Independent Living Program (ILP) for adolescent foster youth. The ILP services are provided at the local community college and are facilitated by contracted providers, guest collaborators, and social workers. All foster youth aged fifteen and one-half years of age or older who are in the care of Sutter County CPS have a Transitional Independent Living Plan that identifies goals and objectives to assist the youth in preparing for independence, as well as identifying one adult in their lives as a person who is willing to form a permanent connection with the child. Sutter County has a Transitional Housing Program (THP+) for emancipated foster youth that is coordinated by an agency social worker. Sutter County continues to make diligent efforts to secure permanence for foster children in care and endeavors to ensure that children that emancipate from foster care are adequately prepared for the challenge of self-reliant care.

v. Impact of Policy and Practices on Performance

Concurrent planning begins at the outset of the case and is formally identified at the Disposition Hearing. Sutter County is fully compliant with AB 938 and notifies relatives of children within 30 days of the child being placed into foster care. Sutter County social workers are familiar with reunification timelines mandated by the California Welfare and Institutions Code and work cooperatively with parents and relatives to locate potential relatives for adoption or guardianship if reunification efforts fail. All foster youth aged fifteen and one-half years of age or older who are in the care of Sutter County CPS have a Transitional Independent Living Plan (TILP) and are encouraged to participate in the Independent Living Program (ILP). The most recent Sutter County PQCR recommended policy changes to support emancipating foster youth. Sutter County is currently exploring implementation of these recommendations.

vi. Impact of Other Outcome Measures on Performance

Not applicable.

vii. Racial/Ethnic/Geographical Disparity

Unknown.

viii. Impact of CAPIT/CBCAP/PSSF on Performance: Achieving Permanency

Services funded include individual and group counseling for children which directly supports the goal of timely exits to permanency. Families are able to access individual and group counseling, parent education, substance abuse counseling through CAPIT/CBCAP/PSSF funded programs thereby working

to improve permanency for children with severe behavioral and emotional needs.

Affordable housing and the expansion of individual counseling, group counseling, and the addition of follow up substance abuse treatment, such as another option for aftercare would help address the needs of these children who are often those who have suffered a long history of maltreatment and who suffer from significant trauma. The hope is that through continuing to fund counseling services, and through earlier intervention such as through an easily accessed Family Resource Center, that these issues can be identified and addressed sooner to avoid worsening of the familial problems which ultimately lead to difficulty achieving permanency for children.

ix. Impact of CWSOIP Funding on Performance

CWSOIP funds support family engagement activities which may impact exits to permanency by reducing the stress on families through the life of the case. No measure of the potential impact is available at this time.

x. Inclusion In System Improvement Plan

Sutter County is currently in compliance with the Achieving Permanency Composite and all three Measures that comprise the Composite. However, this is an area that may be considered for inclusion in the upcoming SIP cycle, as prior performance in this area has been inconsistent.

Permanency Composite #4: Placement Stability

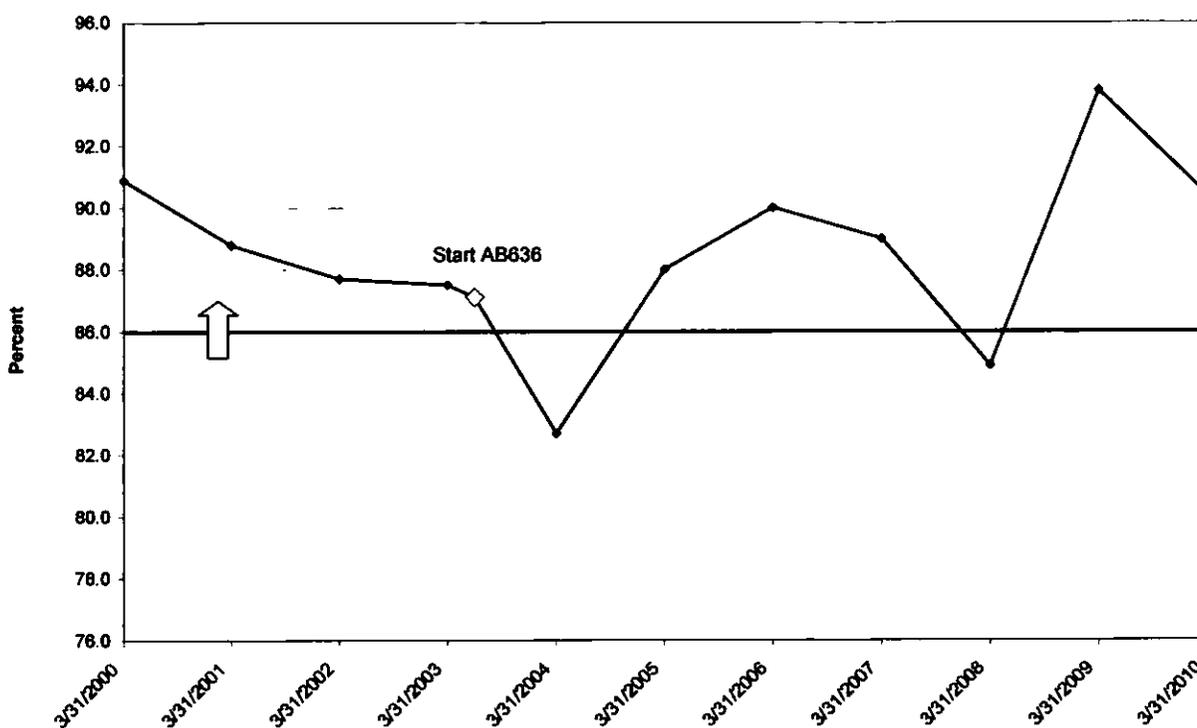
C4.1 Placement Stability (8 days to 12 mos. in care)-Federal Standard: 86%

Measure: Of the children in foster care during a specific year, what percent had two or fewer placement settings?

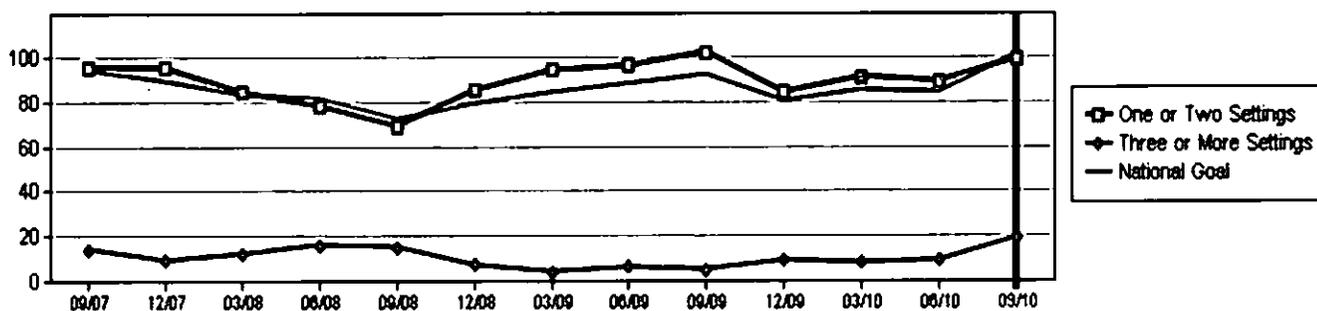
Methodology: All children in care between 8 days and 12 months are counted in this measure. Age is calculated at the beginning of the specified time period.

UC Berkeley Data (Q1, 2010)

C4.1-Placement Stability (8 Days To 12 Months In Care)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart). The SafeMeasures® x-axis date is the last month of the 12-month period.

Analysis: According to the UC Berkeley data, Sutter County has met this Standard for the past six quarters (a period of time representing October 1, 2007 to March 31, 2010). SafeMeasures® indicates that Sutter County has consistently been at or near the Measure goal since September, 2006.

Barriers

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

Strengths

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

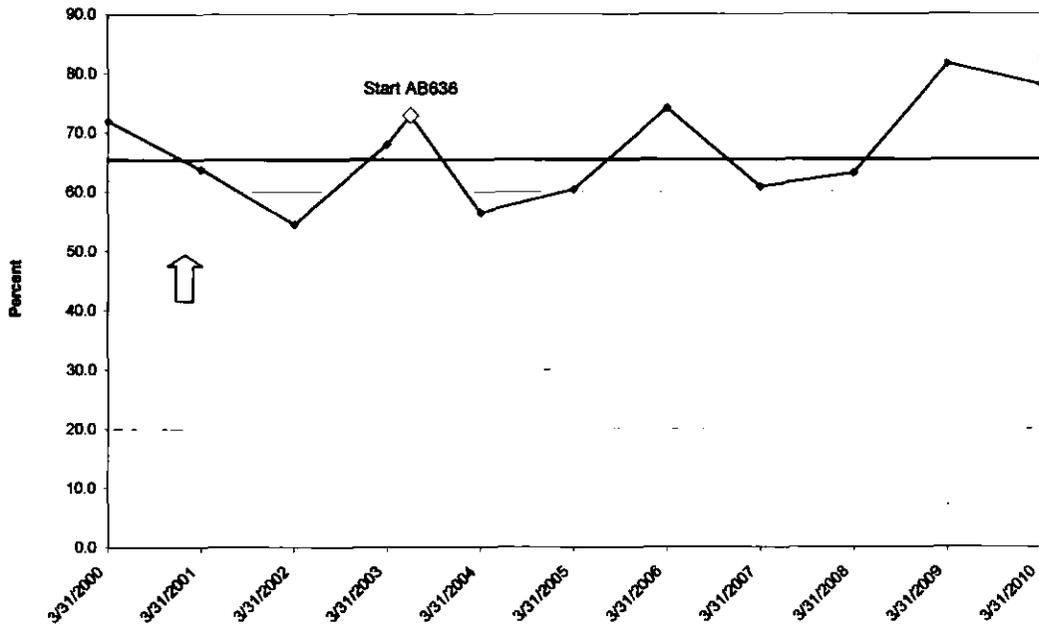
C4.2 Placement Stability (12 to 24 months)-Federal Standard: $\geq 65.4\%$

Measure: Of the children in foster care during a specific year, who had been in foster care between 12 and 24 months, what percent had two or fewer placement settings?

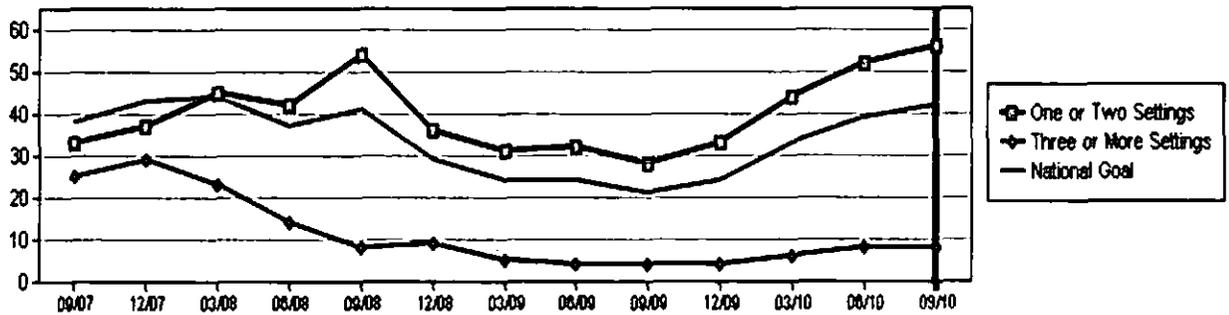
Methodology: All children in care between a specific 12 to 24 month time period were included in this measure. Age is calculated at the beginning of the specified time period.

UC Berkeley Data (Q1, 2010)

C4.2-Placement Stability (12 To 24 Months in Care)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart). The SafeMeasures® x-axis date is the last month of the 12-month period.

Analysis: According to the UC Berkeley data, Sutter County has met this Standard for the past eight quarters (a period of time representing July 1, 2007 to March 31, 2010). SafeMeasures® indicates that Sutter County has consistently exceeded the Measure goal since June, 2007.

Barriers

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

Strengths

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

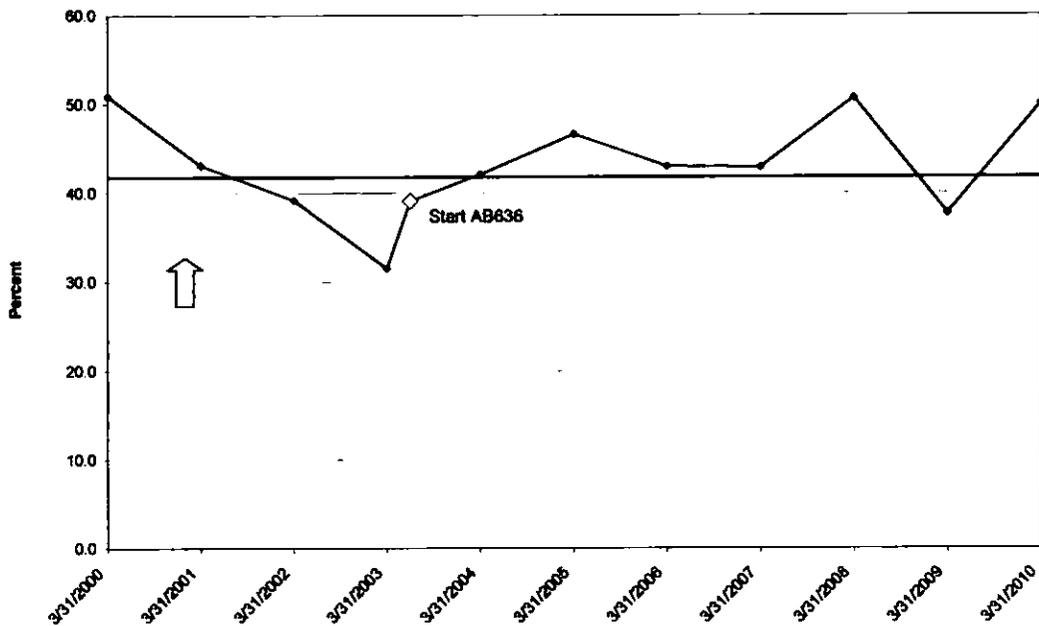
C4.3 Placement Stability (≥ 24 Months in Care)-Federal Standard: ≥ 41.8%

Measure: Of the children in foster care during a specific year that were in foster care for at least 24 months, what percentage of children had two or fewer placement settings?

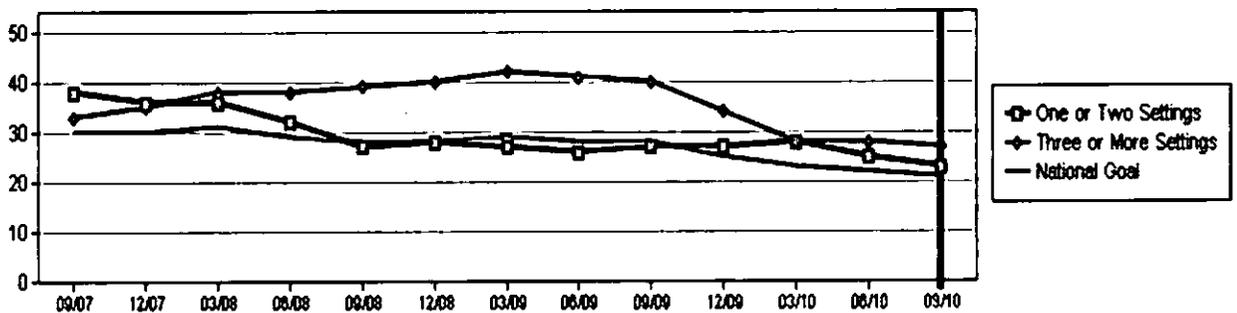
Methodology: All children in care for 24 month or longer during a specific 12-month time period were counted in this measure. Age is calculated at the beginning of the specified time period.

UC Berkeley Data (Q1, 2010)

C4.3—Placement Stability (At Least 24 Months In Care)



SafeMeasures® Data (November, 2010)



Trend Comparison: Each point in the UC Berkeley data set represents a one-year period (April 1 – March 31). The x-axis data labels identify the end date of the one-year period. Each point in the SafeMeasures® data set represents a one-year period, and is presented as “rolling quarters” (data from a specific quarterly report period will overlap onto multiple data points on the chart). The SafeMeasures® x-axis date is the last month of the 12-month period.

Analysis: According to the UC Berkeley data, Sutter County has met this Standard for the past two quarters and 22 out of the 25 past quarters (a period of time representing April 1, 2003 to March 31, 2010). SafeMeasures® indicates that Sutter County has consistently been at or near the Measure goal since September, 2006.

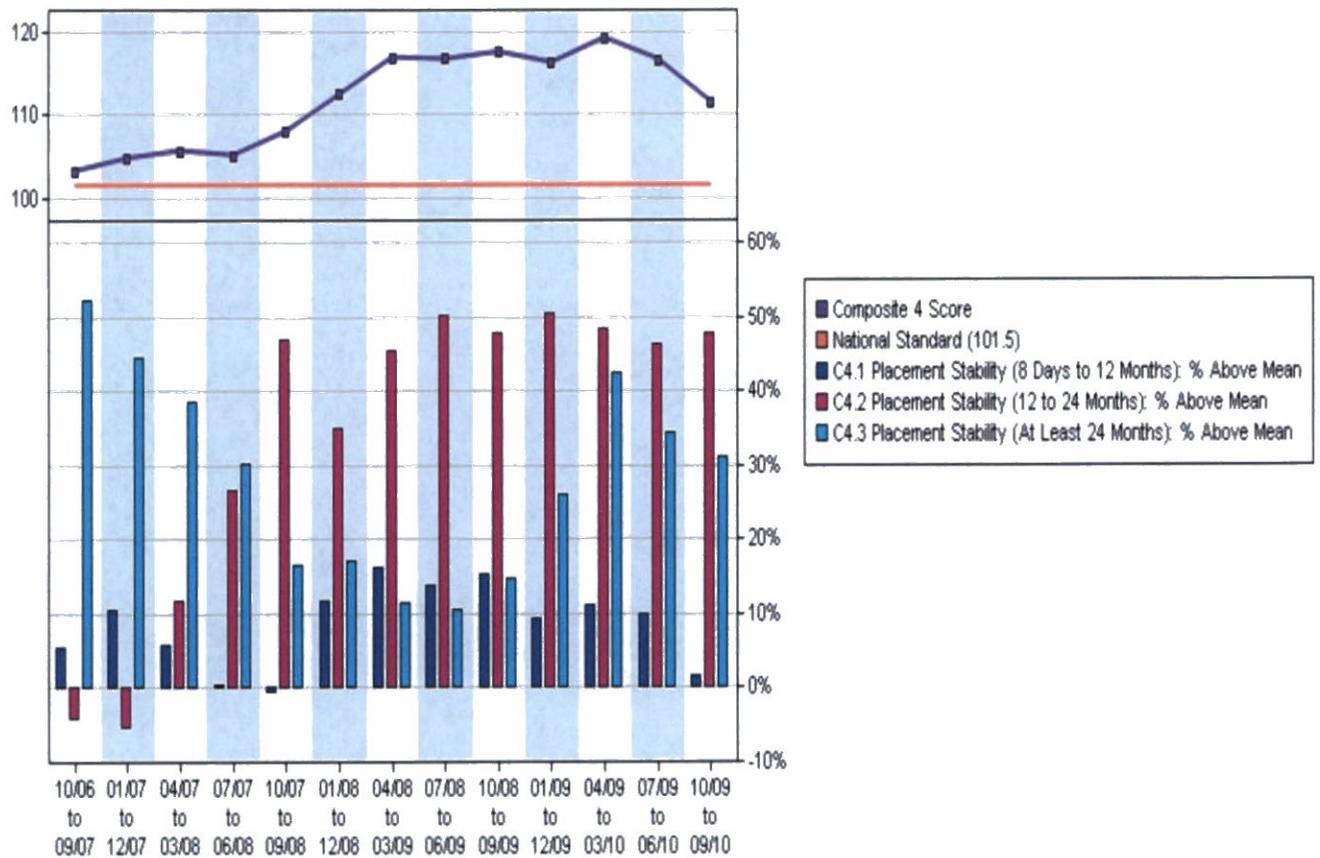
Barriers

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

Strengths

- Refer to “Summary of Permanency Composite #4: Placement Stability” (page 99).

Permanency Composite #4: Placement Stability



The Placement Stability Composite is a data indicator that incorporates Sutter County's performance on multiple permanency-related individual Measures (C4.1 – C4.3). The individual Measures are transformed into standard scores through statistical means ("z-scores"), weighted for their respective contribution, and then summed to form the Placement Stability Composite score.

The upper graph shows the composite score in relation to the federal target. The lower bar graph shows the deviation from the national mean (in FY2004) for each measure contributing to the composite. The bar graph is intended to show relative performance on the measures – the mean does not represent a standard. In all cases, performing above the mean is better than performing below the mean.

Summary of Permanency Composite #4: Placement Stability

Placement Stability Barriers

- Increased probability of multiple placements for children who are in care for an extended amount of time.
- Inadequate number of foster homes.
- Inadequate number of foster homes that specialize in pre-teen and teen placements.
- Input from children not always considered regarding placement choice.
- Lack of appropriate/specialized training for foster parents especially Non-Related Extended Family Members (NREFM).

Placement Stability Strengths

- Changing culture of attitude amongst active foster parents with regards to contact with the biological parents. Increased contact between foster and biological parents results in greater placement stability.
- Family search and engagement activities.
- Low social worker turnover ensures that there is consistency in how the case is handled.
- Low social worker turnover ensures that foster youth, parents, and foster parents are able to establish productive relationships with social workers.

Analysis

- Data Anomalies**
Not applicable.
- Historical Performance**
Sutter County has historically performed well on this Outcome Area. Sutter County has met this Standard for the past nine quarters (a period of time representing January 1, 2008 to March 31, 2010).
- External Factors**
The availability of suitable foster homes and the attitudes of foster and probation youth are factors.
- Internal Agency Factors**
Efforts have been made to reduce multiple foster placements within the Child Welfare and Probation agencies. This Outcome Area was the focus of the most recent Sutter County Peer Quality Case Review (PQCR).
- Impact of Policy and Practices on Performance**
Sustained focus on this Outcome area appears to have contributed to historical success. There are multiple avenues for foster parents, children,

and social workers to pursue to encourage placement stability, including Wraparound services and mediated conferencing.

vi. **Impact of Other Outcome Measures on Performance**
Not Applicable.

vii. **Racial/Ethnic/Geographical Disparity**
Unknown.

viii. **Impact of CAPIT/CBCAP/PSSF Programs on Performance: Placement Stability**

Placement Stability is certainly impacted by the programs supported through CAPIT/CBCAP/PSSF funds including through the programs that provide parent education, child abuse prevention education, summer activities for children, and individual and group counseling.

The availability of these services appears to have a favorable impact on this outcome measure as evident in the high rate of compliance in placement stability for Sutter County CPS. As stated previously, the expansion of individual counseling, group counseling, to families such as those available from a Family Resource Center (FRC) were identified as a gap in services. The availability of a Sutter County FRC, especially one that offers transportation, would help maintain our excellent compliance with the Placement Stability outcome measures. Greater access to respite care for families would also improve placement stability as well as impact other outcome measures.

ix. **Impact of CWSOIP Funding on Performance**

CWSOIP funds used to promote Family Progress Meetings keep families engaged in their case plan goals, thereby promoting placement stability.

x. **Inclusion In System Improvement Plan**

Sutter County has performed well in this Outcome area, in part because it has remained a focus of sustained attention in the previous SIP and in subsequent updates. Placement Stability was most recently analyzed in the county's PQCR conducted June 2010. Given the historical positive performance and ongoing work toward maintaining quality outcomes, this will not likely be targeted in the 2011 System Improvement Plan.

Permanency Outcome #2: The continuity of family relationships and connections preserved for children.

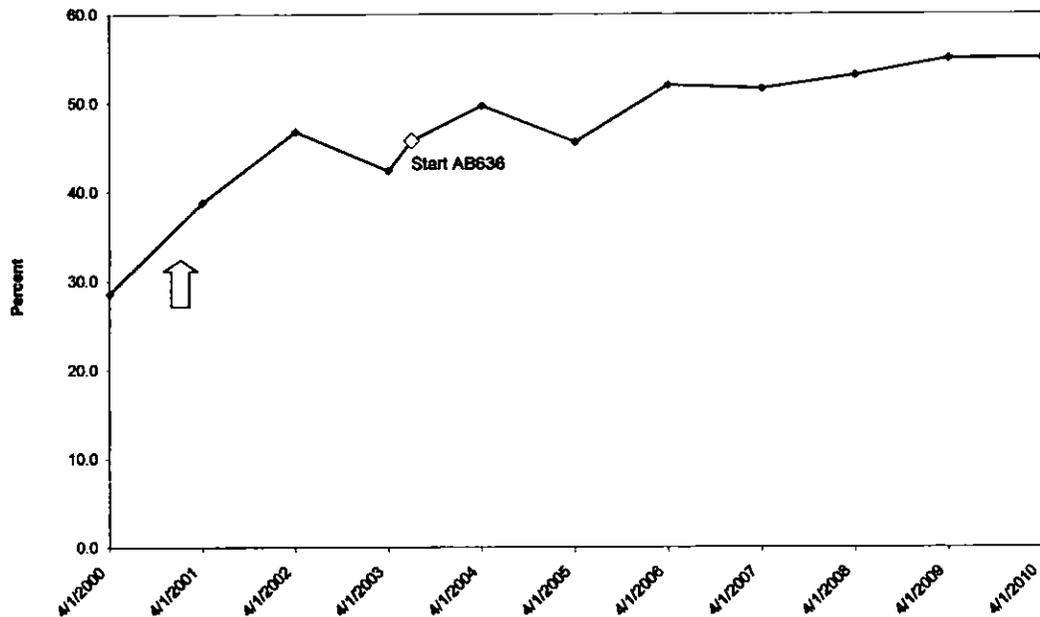
4A-1 Children in Foster Care that are Placed with All Siblings

Measure: Of the children placed in care during a specific "point in time", what percentage of children were placed with all of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a "point of time" instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of "one" is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.

UC Berkeley Data (Q1, 2010)

4A-Siblings (All)



Trend Comparison: This report provides point in time counts of sibling groups placed in Child Welfare supervised foster care.

Analysis: There is currently no federal or state data indicator for this Measure. Sutter County social workers work diligently to ensure that children are placed with their siblings. Generally, children are only placed apart from siblings when there is a shortage of foster homes, and this is usually temporary, until an appropriate foster placement can be located. Children are sometimes placed in separate homes when there are behavioral problems with children that cannot be adequately addressed by the foster parents.

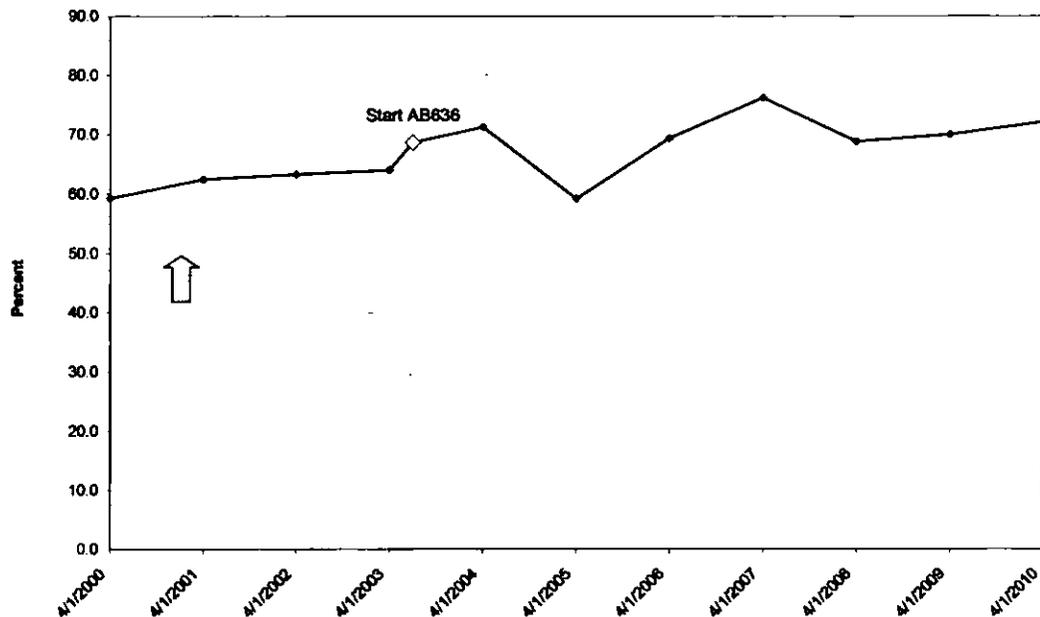
4A-2 Children in Foster Care that are Placed with Some Siblings

Measure: Of the children placed in care during a specific “point in time”, what percentage of the children were placed with some of their siblings? (There is no federal or state standard at this time for this measure)

Methodology: This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group size of “one” is used to signify a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.

UC Berkeley Data (Q1, 2010)

4A-Siblings (Some or All)



Trend Comparison: This report provides point in time counts of sibling groups placed in Child Welfare supervised foster care.

Analysis: There is currently no federal or state data indicator for this Measure. Sutter County social workers work diligently to ensure that children are placed with their siblings. There is no current data set that provides information about children that are only placed with “some siblings” (the data set identifies “some or all”). Generally, children are only placed apart from siblings when there is a shortage of foster homes, and this is usually temporary, until an appropriate foster placement can be located. Children are sometimes placed in separate homes when there are behavioral problems with children that cannot be adequately addressed by the foster parents.

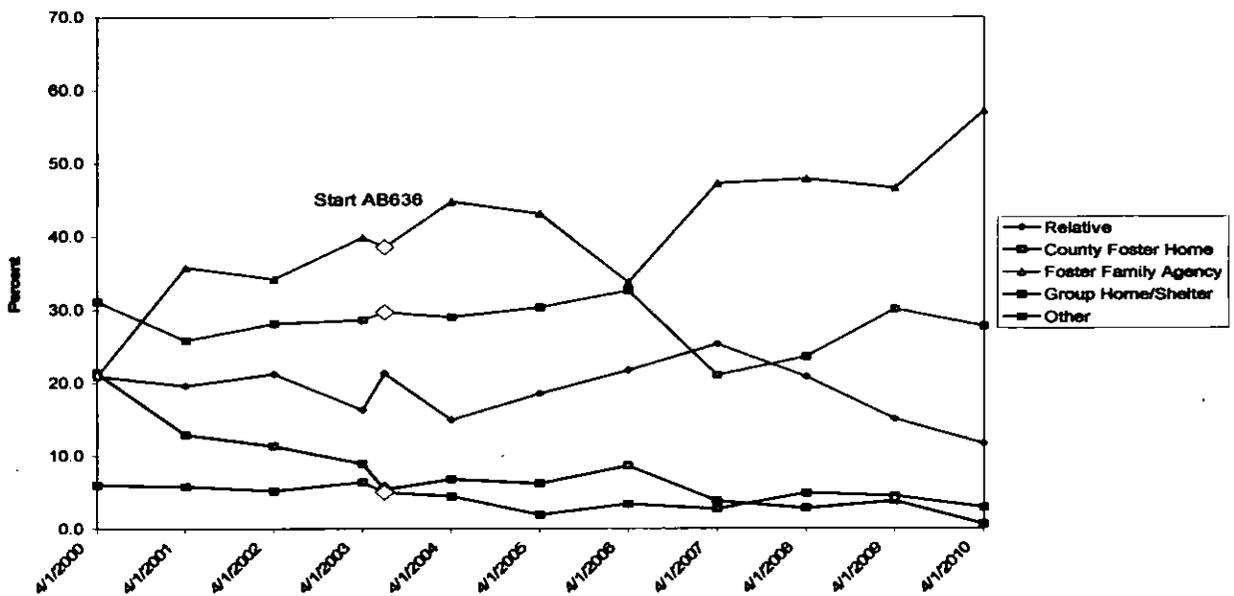
4B Least Restrictive Placement

Measure: Of the children placed in foster care during a “point in time”, what percentage of children were placed in least restrictive environment.

Methodology: Level of restrictiveness of a foster placement reflects the extent to which the placement provides and supports normalized daily living activities for the foster children.

UC Berkeley Data (Q1, 2010)

4B—Least Restrictive Placement (Point In Time)



Trend Comparison: This report includes all children who have an open child welfare or probation supervised placement episode in the CWS/CMS system.

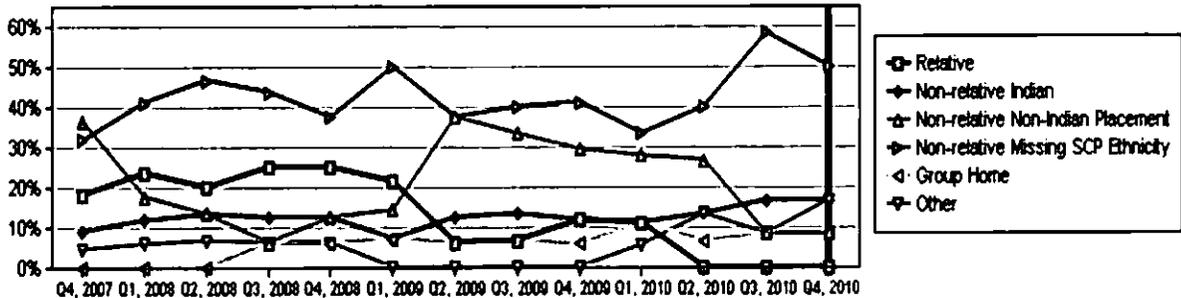
Analysis: There is currently no federal or state data indicator for this Measure. The data clearly indicates that the majority of children are placed in foster family agency care. Relative placements are declining.

4E ICWA Eligible Placement Status

Measure: Of the children whom are ICWA eligible, during a “point in time” in placement, how many children were placed with relatives, non-relative American Indian substitute care providers (SCP’s), non-relative and non American Indian SCP’s, and group homes.

Methodology: Placement status takes placement type, child relationship to substitute care provider and substitute care provider ethnicity into account.

SafeMeasures ® Data



Trend Comparison: All ICWA eligible children in an open removal episode on the start date of the selected quarter.

Analysis: There is currently no federal or state data indicator for this Measure. The data clearly indicates that relative placements are declining. Child Welfare Services goal for this measure is to increase the number of ICWA eligible children being placed in relative homes or placed with Substitute Care Providers with American Indian descent, and decrease the number of placements with Substitute Care Providers without American Indian descent.

Summary of Permanency Outcome #2: Continuity of Family Relationships

Barriers

- No benchmarks have been established to determine success.
- Difficulty in locating appropriate family members for placement.
- There are no federally recognized tribes within Sutter County.
- Tribes sometimes refuse to intervene when Indian children are identified.
- Lack of Indian foster homes.

Strengths

- Sutter County has a high rate (above 70%) of children placed with some or all siblings.
- Sutter County continues to make efforts to prevent foster youth from entering group home placements.
- Sutter County is diligent about notifying Indian Tribes in a timely manner and seeks out relatives for placement.

Analysis

- i. **Data Anomalies**
Not applicable.
- ii. **Historical Performance**
There are no data indicators for this Outcome Area. However, performance in the Measures associated with this Outcome appears to be declining.
- iii. **External Factors**
Family members that are available for placement of children may not be appropriate for a variety of reasons, including their own history of abusive behavior towards children, criminal history, inappropriate/unsafe housing or activities, and a reluctance to acknowledge the abusive or neglectful acts of the parents.
- iv. **Internal Agency Factors**
Sutter County has struggled with relative placements for a variety of reasons, the most significant being a history of failed relative placements. However, the county continues to endeavor towards locating appropriate relatives for placement and makes every effort to preserve family connections by prioritizing placement of children with their siblings, promoting frequent visitation, and focusing on Timely Reunification.
- v. **Impact of Policy and Practices on Performance**
Sutter County has no formal procedure to clear relatives for placement during emergency episodes.

vi. **Impact of Other Outcome Measures on Performance**
Not applicable.

vii. **Racial/Ethnic/Geographical Disparity**
Unknown.

viii. **Impact of CAPIT/CBCAP/PSSF Programs on Performance**
These funds provide counseling, education services, substance abuse treatment, housing, and recreational activities for foster children and their families that promote the continuity of family relationships.

Continued support for programs that provide these services will be important to maintaining the continuity of family relationships.

ix. **Impact of CWSOIP Funding on Performance**
Family engagement strategies supported by CWSOIP funding will continue to promote the continuity of family relationships.

x. **Inclusion In System Improvement Plan**
This area will not be included in the upcoming SIP, though Sutter County will continue to monitor performance in this area and work towards maintaining or improving performance.

Well- Being Outcome #1: Families have enhanced capacity to provide for their children's needs.

No C-CFSR results are currently available for any indicator designed to measure this outcome.

Well- Being Outcome #2: Children receive services appropriate to their educational needs.

No C-CFSR results are currently available for any indicator designed to measure this outcome.

Well-Being Outcome #3: Children receive services adequate to their physical, emotional, and mental health needs

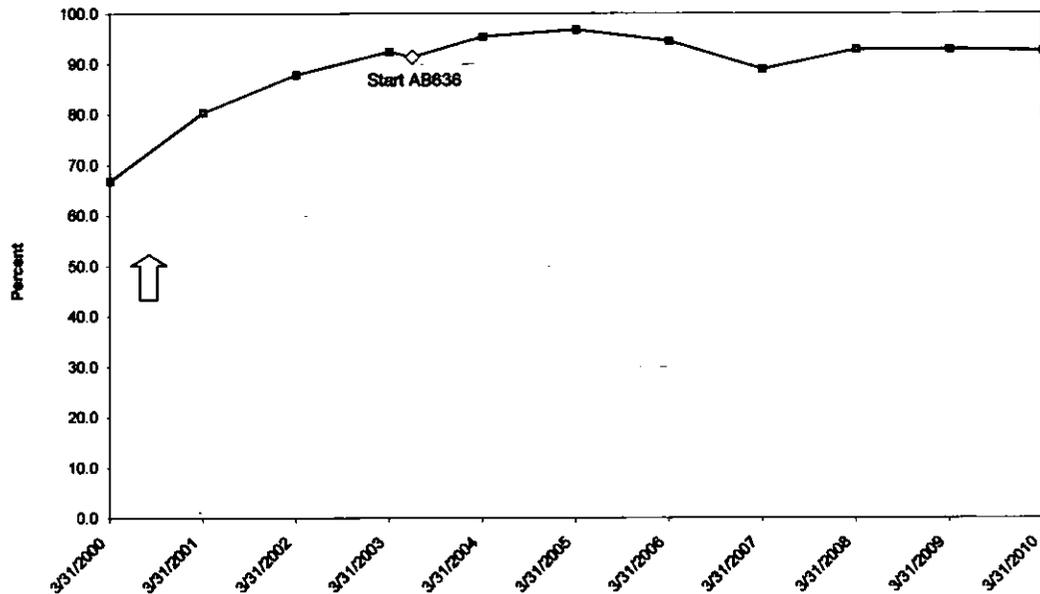
5B-1 Children in Care with CHDP exams

Measure: Of the children in foster care during a specific time period, what percent has received a timely CHDP exam?

Methodology: Children in open out-of-home placements in Sutter County are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California and non-child welfare placements.

UC Berkeley Data (Q1, 2010)

5B (1)--Rate of Timely Health Exams



Trend Comparison: There is currently no state or federal standard for this measure.

Analysis: Sutter County's trend for children completing CHDP medical exams is fairly stable and is typically above 90%.

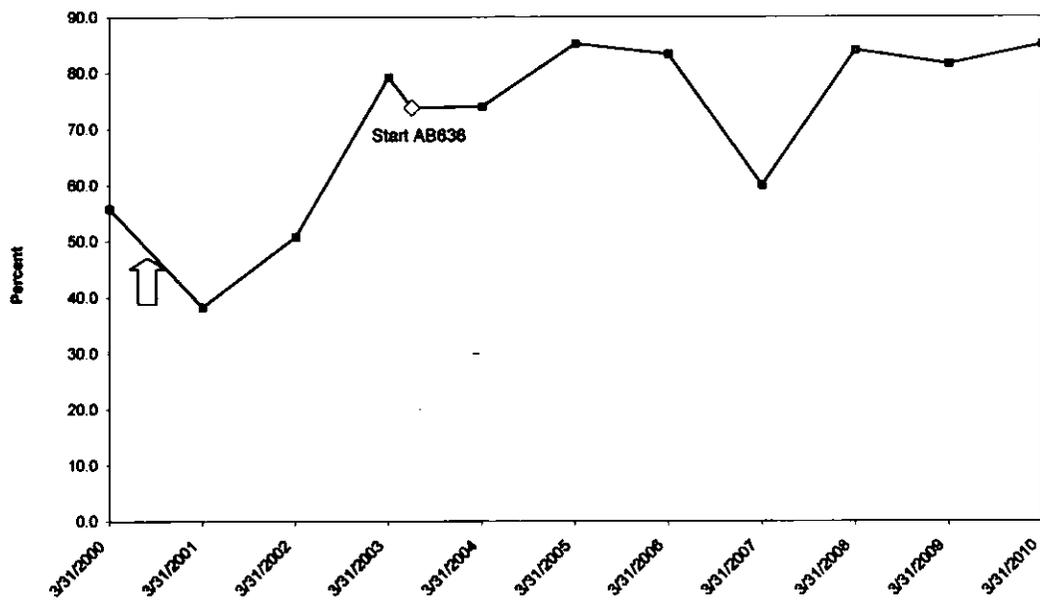
5B-2 Children in Care with Dental Exams

Measure: Of the children in foster care during a specific time period, what percentage of children have received a dental exam?

Methodology: All children in out-of-home placements in Sutter County are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California, and non-child welfare placements.

UC Berkeley Data (Q1, 2010)

5B (2)—Rate of Timely Dental Exams



Trend Comparison: There is no federal or state data indicator for this measure. Sutter County's performance on this Measure appears to be relatively stable.

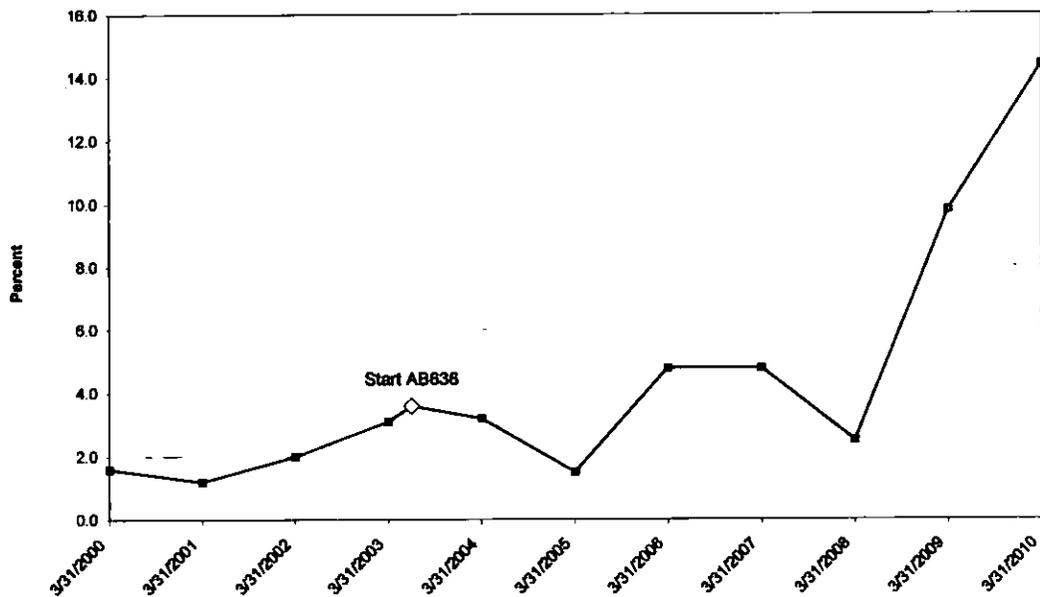
5F Authorization of Psychotropic Medications

Measure: Of the children in foster care during a specific time period, what percentage of children have a court order or parental consent that authorizes the child to receive psychotropic medication.

Methodology: All children under age 19 as of the last day of the quarter are counted in this measure, except for children that are non-child welfare placements, incoming ICPC placements, and non dependent/legal guardians.

UC Berkeley Data (Q1, 2010)

5F--Foster Youth Authorized for Psychotropic Medication



Trend Comparison: There is no federal or state standard for this measure.

Analysis: There has been a dramatic increase in the number of children that have been authorized for psychotropic medication.

Summary of Well-Being Outcome #3: Adequate Physical, Emotional, and Mental Health Services

Barriers

- No benchmarks have been established to determine success.

Strengths

- Sutter County has a Public Health Nurse co-located at the CPS facility that ensures that children receive timely CHDP medical and dental examinations.

Analysis

i. Data Anomalies

Not applicable.

ii. Historical Performance

There are no data indicators for this Outcome Area.

iii. External Factors

Abused and neglected children display a wide range of reactions to the abuse or neglect they have endured, and those children who have likewise been negatively affected by the intervention of foster care may be under considerable and understandable emotional and psychological stress. Changing social attitudes and mental health practices have led to an increasing number of children in the general public, and especially those in foster care, being treated with psychotropic medication to address mental health problems and to control negative behavior.

iv. Internal Agency Factors

All foster children are required to have a CHDP health examination within 30 days of entering foster care. All foster children aged three and older are required to have a CHDP dental examination within 30 days of entering foster care. All foster children are required to have CHDP health checkups annually and dental checkups bi-annually. Sutter County complies with California Welfare and Institutions and Division 31 Regulations regarding the administration of psychotropic medication to foster children. Children are only administered psychotropic medication by court order, unless there is a psychiatric emergency.

v. Impact of Policy and Practices on Performance

Sutter County has a Public Health Nurse co-located at the CPS site who monitors CHDP compliance and psychotropic medication authorization compliance. The inclusion of the prevalence of foster youth authorized for psychotropic medications as a focus area in 2008 prompted Sutter County

to be more diligent about documentation in CWS/CMS. The data suggests that there was a pronounced increase in the authorization of psychotropic medications at about that same time. It is unknown at this time if this increase is the result of an actual increase or of improved documentation efforts.

vi. **Impact of Other Outcome Measures on Performance**
Not applicable.

vii. **Racial/Ethnic/Geographical Disparity**
Unknown.

viii. **Impact of CAPIT/CBCAP/PSSF Programs on Performance: Well Being**
Some CAPIT/CBCAP/FSSF funds are utilized for recreational activities, counseling services, parent education, and transitional housing among other services. Adequate mental health services, respite care, substance abuse aftercare services and access to quality recreational programs, such as those that are supported through CAPIT/CBCAP/PSSF funds will enhance the county's ability to promote the health and well being of children in care and in the community.

ix. **Impact of CWSOIP Funding on Performance**
Family engagement strategies supported by CWSOIP funding will continue to promote the adequate physical, emotional, and mental health services to children and families.

x. **Inclusion In System Improvement Plan**
This area will not be included in the upcoming SIP, but will continue to be monitored by the county.

F. Systemic Factors

Relevant Management Information Systems (MIS)

a. Description of MIS

Sutter County uses several applications and processes to assist with quality and timeliness of various activities. They include:

- **Child Welfare Services/Caseload Management System (CWS/CMS)**
 - The information is provided to, and for, workers, as well as management. As a dedicated county, we are limited in the additional software that can be added to CWS/CMS computer workstations. This is problematic at times, but there are other county computers that are not connected to CWS/CMS that can be utilized for certain functions that are not allowed on CWS/CMS workstations. The operating system for the CWS/CMS workstations continues to be Windows 2000.
 - As with all data applications, the data quality can be affected by data entry errors. If data is missing from a field that is not mandatory, or not consistently entered the same way by all social workers, the reports produced may be inaccurate.
 - Sutter County is constantly working to determine which fields in the CWS/CMS application are used by the UC Berkeley and SafeMeasures® systems to collect data on AB636 Measures and data collected for the National Youth in Transition Database (NYTD). Sutter County has previously discovered data errors in the SafeMeasures and Berkeley reports that appear to be related to data entry problems. A lack of knowledge regarding which specific data fields are utilized to generate statistics is hampering efforts to improve data entry strategies.
 - As issues of quality arise, Sutter County works to find ways of improving how we enter data into fields, and producing reports that alert us to potential problem areas.
 - The CWS/CMS program is fully utilized by all CPS Social Workers in performing their daily tasks.
- **Business Objects is a Database Programming Application that allows reports to be run from data compiled from CWS/CMS. Any field in CWS/CMS that has data entered into it can be used as part of a report. This allows a more specific and individualized report.**

- Sutter County uses Structured Decision Making (SDM) with both Emergency Response and Ongoing cases. Structured Decision Making is a web-based utility that guides case decisions based on research-based tools. SDM protocols are utilized at key points throughout the life of the case, and contain the following elements:
 - Hotline Tool (determine response priority)
 - Safety Assessment (guides initial investigation)
 - Risk Assessment (guides decision on case promotion)
 - Family Strengths and Needs Assessment (prioritizes case plan goals)
 - In-Home Reassessment (review case plan progress)
 - Out-Of-Home Reassessment (review case plan progress for cases in which children are in foster care)
 - Safety Reassessment (guides decisions during cases when factors change, such as household composition)
 - Risk Reassessment (guides case closure decisions)
- Sutter County utilizes SafeMeasures® to ensure compliance with Child and Family Safety Review (CFSR)/AB 636 mandates and to monitor performance on a wide range of data indicators. SafeMeasures® is a web-based utility that is integrated with CWS/CMS and SDM. SafeMeasures® provides Sutter County with nearly “real-time” data, due to frequent (about 2-3 times per week) data updates. All social workers, supervisors, and system support personnel have access to SafeMeasures®, enabling on-demand use for managing caseloads, quality assurance, and legal compliance issues.
- Internet/Intranet/email access is limited and case/Department specific.
- Card files and prior computerized master file, are used to access information on old cases.

b. MIS Process for Gathering, Storing, and Disseminating CAPIT/CBCAP/PSSF Program Information

The Human Services Department – Welfare and Social Services Division, maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics. Information gathered from service providers is input into a computerized Excel spreadsheet where it is maintained until compiled and submitted to OCAP as required. The relevant information is obtained in several ways:

- Monthly Progress Reports: The service providers are ask to provide reports to Human Services outlining the accomplishments of the CAPIT/CBCAP/PSSF program in the preceding month.

- **Year-End Written Report:** The service providers are ask to provide a year-end report by July 31 of each year. The report includes a program narrative which outlines the accomplishment of the CAPIT/CBCAP/PSSF stated goals and objectives. The final report also includes demographic information, in order to meet the requirements of OCAP.
- **Year-End Verbal Report:** Each providing agency is required to attend June meeting of the Sutter County Domestic Violence/Child Abuse Prevention Counsel and present a report of the services provided and outcomes achieved with these CAPIT/CBCAP/PSSF funds. The report includes a verbal presentation and a written statistical report indicating the number of clients served during the grant period.
- **On-Sight Monitoring Visits:** CAPIT/CBCAP/PSSF contracts are routinely monitored by Accounting staff of the Welfare & Social Services Division. The monitoring includes fiscal, program and services monitoring.

c. Data Quality Issues Identified in Outcomes Section of this Report

Sutter County is constantly working towards improving data quality. Data for this Report was obtained through the UC Berkeley County-Specific Outcome Reports and SafeMeasures® reports; both of these resources compile data from the CWS/CMS database. The greatest barrier to data quality at this juncture is the paucity of knowledge at the county level regarding which specific fields in the CWS/CMS application are utilized in the collection of raw data by UC Berkeley and SafeMeasures®. Daniel Webster, Project Director for the Child Welfare Services (CMS/CWS) Reports Data Indicators Project has advised²⁴ that,

[W]hile the programs²⁵ show the analysis logic and explicitly state which data entities and attributes are called on in CWS/CMS—the code is querying the underlying relational data base and thus does not specify the front-end screens and drop downs where workers input the data. Coming up with this latter information is something we at UCB do not have the capacity to do since we do not have access to the front-end of CWS/CMS.

Errors in the reported data set have been known to exist since at least 2004, as the one known and reported case of abuse occurring in foster care (at that time) never appeared in the state statistics (please refer to Measure S2.1). Problems for errors occurring in the data set may also be the result of improper data entry by county social workers (please refer to Measure 2B – Immediate Response). At this time, it

²⁴ Personal email with regards to question regarding how data is obtained from CWS/CMS

²⁵ Database code for web-based dynamic reporting:

http://cssr.berkeley.edu/archive/programmers_docs/Dynamic_Reports_docs/DB_code/index.htm

is unknown if there are other errors in the data set, but it is suspected, due to a lack of knowledge about the specific data entry protocols necessary to ensure data quality. Sutter County is constantly working to determine which CWS/CMS fields are utilized to measure outcome performance.

d. Probation Department

The Sutter County Probation Department is currently using an operating system (JALAN), which is linked to a limited number of Sutter County agencies warranting confidentiality and is similar to that of a Word Processing System. JALAN is also linked to State and Federal law enforcement agencies for the purpose of gathering information regarding individuals' personal and criminal background history. Desktop computers are being utilized for information gathering purposes, but there has not yet been a program provided to incorporate the benefits of both, the JALAN system and computer-based system. Both JALAN and the desktop computer systems are maintained and monitored by the Sutter County's Information Technology (IT) Department. Any and all client information and case management monitoring is entered into JALAN, which includes but is not limited to event information such as:

- Placement Visits.
- Court Hearings.
- Case Plans.
- Telephone conversations
- Corresponding information between agencies
- Family/Guardian Contacts.
- Medical Information.
- Collaborative documentation.
- Other documentation including narration.
- Generating agency specific documents.

CDSS does not provide Probation with an automated statewide Probation case management system; therefore, Sutter County utilizes this limited system which does not allow Outcome Indicator Data extraction in the areas within the Self-Assessment Project.

Sutter County is currently in the process of implementing CWS/CMS access for the Sutter County Probation Department.

Case Review System

a. Case Planning

i. Least Restrictive Settings

Sutter County actively seeks relatives and Non-Related Extended Family Members (NREFM) for children who are placed in protective custody. Parents, children, and family members are asked to identify responsible adults who have a relationship with, and are able and willing to effectively care for the child. Sutter County is fully compliant with AB 938 and informs known relatives in writing within 30 days of a child being placed into protective custody. Sutter County works diligently to expedite placement of children when an appropriate relative or NREFM has been located, and continuously moves towards the least restrictive placement setting throughout the case, as appropriate.

ii. Visitation by Social Worker

Every Sutter County Child Welfare Case Plan identifies the responsibility of the social worker to make contact with the children, parents, and substitute care providers (if the children are in foster care), and specifies the timeframe for such contact. The social worker makes contact at least one time per month with the child in the home or foster care setting, although there are some instances in which contact is required to be more frequent. Sutter County social workers also supervise guardianship "payment only" cases that require biannual contact. Sutter County social workers work cooperatively to assist one another to ensure compliance on social worker contacts during periods of heavy workload.

iii. Documentation of Permanent Plan Efforts

Sutter County engages in Permanency Planning for youth by completing a Case Plan for each child. This plan looks at many possible factors, and is unique, and individualized for each child/family. Sutter County complies with the Welfare Institutions Codes for prescribed time frames, but parent issue/concerns can prolong permanency hearings.

Factors to create the most individualized Permanency Plan are:

- Assessment of relatives
- Initial State Adoptions referral and yearly assessments
- Meetings with care providers
- Child's Assessment

b. Periodic Reviews

The Court reviews Sutter County cases a minimum of every six months and follows the state laws. Status Review Hearings are held at the six, twelve, and (if necessary, and the children are not detained) at six month intervals beyond the twelve-month mark. The first six-month hearing is set six months after the Disposition Hearing. The twelve-month hearing is set for twelve months from the date of the Jurisdiction Hearing or 60 days from detention, whichever comes first. If the children are detained, the eighteen-, and if appropriate, twenty-four month hearings are set eighteen or twenty-four months from the date of detentions. If a decision has been made to set a 366.26 Hearing, the first six-month hearing will be six months after the 366.26 Hearing. Sutter County has Three-Month Progress Evaluations, for certain situations, which help the Court and CPS better serve the client's needs.

At each Status Review, the social worker must submit a court report containing the following information:

- Social Worker contacts; visits between children and family members;
- Current educational, medical, dental, psychological, social, emotional, behavioral information in regards to the children;
- Current situation in regards to the parents, including progress on their Case Plan if they still have one;
- Current or concurrent Permanent Plan; appropriateness of placement and input from foster parents;
- Contacts with other professionals involved in the case; and
- Any new developments such as recent criminal activity, etc.

At the time of each Status Review the social worker must also submit a Case Plan. The Case Plan will include SDM outcomes for families in Family Reunification and Family Maintenance, and Transitional Independent Living Plan (TILP) for teens in Family Reunification or Permanent Placement.

c. Permanency Hearings

As noted above, every child that enters foster care has a Status Review Hearing within 12 months from the dated that the child entered foster care, and every six months thereafter. Permanency is addressed at that Disposition Hearing, and at every hearing thereafter.

d. Termination of Parental Rights (TPR)

The decision to Terminate Parental Rights is made at a hearing pursuant to Welfare & Institutions Code, Section 366.26. Prior to the hearing, the county social worker, in conjunction with a State Adoptions Specialist, makes a recommendation to the

Court in regards to a Permanent Plan for each child. Parental rights are only terminated if the Court finds it is likely that the child will be adopted. If it is not likely the child will be adopted, parental rights remain intact and an alternative permanent plan is ordered.

e. Notice to Relatives, Foster parents, Children

Prior to each Status Review, notices are mailed out to the care providers of the children. The care providers are welcome to attend the hearings. Occasionally, parents object to the care provider's presence in the courtroom, and the Judge decides to include, or to exclude them.

Court Structure/Relationship

a. Court Structure/Relationship

i. Structure of Juvenile/Probation Court

In January of 2009, acting Supervising Deputy District Attorney Susan Green was appointed by Governor Arnold Schwarzenegger to the Sutter County Superior Court. Judge Green presides as the Juvenile Court Judge. Sutter County uses the "one family, one Court" approach. Judge Green presides over both CPS 300 Dependency issues and issues regarding Sutter County Probation juvenile 602 placement/legal proceedings; she also hears matters pertaining to stepparent adoptions, guardianships, School Attendance Review Board (SARB), FIT, dissolutions and child custody.

ii. Efforts to Support Working Relationships

The presiding juvenile court Judge, as well as the County Counsel who represents Children's Services; attend various meetings, presentations and conferences such as "Beyond the Bench" in conjunction with Social Service and Probation staff. The working relationship between CWS and the juvenile court is considered to be extremely good by the professionals involved in the process.

Sutter County Probation and CPS enjoy positive working relationships such that decisions around the appropriate system to serve at risk kids, is often made at informal meetings in which Probation and CPS together develop an agreed upon recommendation to the court. While many counties experience these 241.1 hearings as arduous and contentious, the quality working relationships between Probation and CPS allow for the focus to remain squarely on the best interest of the child.

iii. Effectiveness of Court/CWS Work Related to:

a. Continuances

Continuances and Pre-Trial Conferences are not unusual in Sutter County. Any attorney may ask for a continuance, or the Judge may decide on her own motion to continue a matter. In this county, Hearings are generally continued for two weeks because two of our public defenders work part time – one week on and one week off. Once they are assigned to a case, the matter must be continued to a week that they are available. Continuances are granted for a variety of reasons. An attorney might not have had the opportunity to speak with his/her client prior to a hearing. A parent may have moved or become incarcerated and have not received proper notice. An attorney may not be able to appear. There may not be enough time to hear a matter that is being contested. There may be the need for additional time to subpoena witnesses or wait for psychological evaluations and adoption assessments to be completed.

b. Termination of Parental Rights (TPR)

For TPR, the CPS Ongoing Unit is responsible for writing the 366.26 report for the Permanency Planning Hearing. These hearings are held timely as the court sets them. (Refer to Section (c), Process for Timely Notice of Hearings, for how Sutter County ensures compliance with the Court's Order).

Several factors directly affect the ability to identify an adoptive home, such as the age of the child(ren), the child(ren)'s behaviors/disabilities, large sibling groups, and assessments from State Adoptions. Compelling reasons for not pursuing adoption are documented in assessments by the State Adoptions Office, information gathered by the county, and information from local agencies that work with the county. Providing progress reports every three to six months to the Court ensures proper documentation.

c. Facilities

At this time, the Juvenile Court has access to a child-friendly "soft room" within the courthouse building that is located in the Sutter County Victim Witness Office. This room is normally used for forensic child interviews, but is also utilized for children that are awaiting hearings in the Juvenile Court. Parents and families have access to the Family Law Center for assistance with legal issues. It should be noted that Sutter County is in the process of planning a new courthouse, as the existing courthouse has been identified by the state as needing replacement.

d. Alternative Dispute Resolution

Next Best Placement (NBP) Mediation: NBP is a process that streamlines the relative placement process by providing a forum for interested family members and/or non-related extended family members to work cooperatively with the family and CPS to determine who is most appropriate to provide care for the children during the case. The NBP process can be initiated at any time following the detention of the children and is facilitated by a mediator. The mediator is a local family law attorney with experience in Juvenile Court cases who has no personal or professional interests in the cases.

iv. Summary of AOC Findings

The AOC conducts an annual review of Dependency Court cases. The AOC after its site visit on March 23-27, 2009 made several recommendations, which are summarized below:

- Revise minute order to include a place for a file stamp and judicial signature. This will make it apparent that the minute order is the Court's order and remove the need for County Counsel to prepare an Order After Hearing.
- Consider using Judicial Council Forms to use as templates for agencies recommended findings and orders and court minute orders to ensure that all issues subject to judicial review are considered, and appropriate findings and orders made.
- Make a "Contrary to the Welfare" finding or release the child from custody when continuing a detention hearing.
- Fully implement the new TILP.
- Submit initial and all updated TILPs to the Court.
- Implement all aspects of ICWA.
- Make parentage inquiries at the outset of every proceeding and submit parentage inquiry forms as required.

b. Process for Timely Notification of Hearings

The Sutter County Juvenile Court establishes the hearing dates based on the Welfare and Institutions Code according to the date of Detention and/or Jurisdictional Hearings.

When a child is placed into protective custody, it is the social worker's responsibility to notify the court clerk of the detention. The Juvenile Court Clerk will place the detention on the Court Calendar within 24 hours of the filing of the Detention Petition. This date will create the cycle of all court hearings calendared for this case in the future.

The Court may establish a Three-Month Progress Evaluation at its discretion or with the recommendation of the agency in some cases that are determined high risk. The designated court social worker (court worker) receives the date of the next court hearing in court on the date of the hearing. The court worker records this on a Court Data Sheet form that is copied after the hearing. This form is given to the CPS clerks, the supervisors, the court worker, the social worker assigned to the case and to the program manager.

The clerks keep a calendar that is kept updated with court dates. The Welfare and Institutions Code determines the number of days prior to a hearing that the notices are mailed. The clerks type the Notices of Hearing. The social worker reviews the notices for recommendations, corrections or necessary staffings, and signs the Notice of Hearing. Notices of Hearing are sent out certified/ return receipt. Notices of Hearings are sent to the California Department of Social Services Adoption Division (State Adoptions), if the matter is a 366.26 Hearing. State Adoptions is also sent a notice regarding subsequent Hearings until the adoption is finalized or State Adoptions closes the case.

Native American Tribes are notified, if applicable under the ICWA regulations. Notices are also sent to Foster Family Homes/ Group Homes, the parents (if parental rights have not been terminated), and the child (if over the age of ten). The siblings age ten and over are also given Notice of Hearings if their own court date differs from that of another sibling.

Native American Tribes input is considered and incorporated into recommendations made to the Court. Tribal input is considered throughout the life of the case from noticing procedures to including tribal input with regard to placement decisions in tribal approved homes.

c. Process for Parent-Child-Youth Participation in Case Planning

Sutter County engages parents in extensive case planning activities, such as identifying strengths and needs, determining goals, visitation, requesting specific services and evaluating progress through various assessments, interviews, face-to-face contact, Case Plan Conferencing, and the Juvenile Court. When appropriate, children are encouraged to participate in the activities.

Sutter County follows the policies and practices outlined in the Division 31 Regulations and the Welfare and Institution's Code as relates to case planning. Sutter County specific policies and practices that promote quality case planning include an expectation that CPS social workers meet with families prior to the court hearing to develop a case plan (informal or formal Case Plan Conferencing), and document, in the court report, that the case plan was developed in conjunction with the family. Social workers are trained in family engagement strategies and are skilled at soliciting family input, including that of even small children when appropriate.

Case Plan Conferencing is a mediated interaction between the family and the CPS agency that operates outside of the confines of the Juvenile Court. These may be done just with the social worker and the family or may be mediated by a local family law attorney with experience in Juvenile Court cases who has no personal or professional interests in the cases. The family is encouraged to invite supportive people, as the intent of Case Plan Conferencing is to empower families to construct their own solutions to the familial problems that have resulted in CPS intervention. Both sides of the mediation are free to disagree if consensus cannot be reached. For example, CPS professionals may feel that the family's solutions are not extensive enough to resolve the issue, or the family may feel that the CPS solution is too cumbersome. If this is the case, the matter proceeds to the Juvenile Court where the judge makes the ultimate decision. However, if consensus can be achieved, the Case Plan agreed upon is made effective at the next court hearing. Strengths and needs for families are identified through formal, validated substance abuse assessments, mental health assessments, Structured Decision Making tools, face-to-face contact with families, and progress reports from service providers and others who maintain contact with the family.

Goals for each family stem from the concerns which brought them to the attention of Child Protective Services. The goals are determined through a face-to-face interview with the family, Structured Decision Making, recommendations made by the Juvenile Court, and results of assessments completed by the parents and children. These goals are entered into the Child Welfare Services/Case Management System (CWS/CMS) as family's objectives in Family Maintenance or Family Reunification Case Plans.

Generally, visitation is based on each individual family's circumstances. Visitation arrangements are made by considering the concerns which brought the family to the attention of CPS, the age of the child, the desires of the children and parents and the progress of the parents toward their Case Plan goals. Ultimately, visitation schedules are based on what is in the child's best interest.

For foster youth who are age 15 ½ years of age or older, a Transitional Independent Living Program (TILP) Case Plan is developed. This Case Plan is formulated between the social worker and teenager to help the youth begin to smoothly transition into adulthood and to become self-sufficient adults.

Parents are informed of their rights and responsibilities regarding case planning through face-to-face contact with their social worker and through the Juvenile Court.

Care provider needs are sometimes included, especially when the care provider is a relative or NREFM or the care provider's needs are essential to meeting the needs of the child. Otherwise, the family is the center of the Case Plan and their needs are primary. The county addresses the expectations of care providers in the Case Plan through a Needs and Services plan formulated for the children in their care. The Case Plan and Needs and Services plan outlines what is expected of the care

providers to meet the needs of children in their care. In addition, care providers are provided a Health and Education Passport to track the children's health and educational needs.

d. General Case Planning and Review

Case planning activities that include the family's input are essential to the success of the case. Further practices that support participatory case planning include Sutter County's early implementation of the Signs of Safety model which promotes family centered goal development and safety planning, and includes a means for eliciting valuable input from parents, youth, small children and possibly even extended family that helps guide the family's goals. Sutter County CPS maintains a policy that major case plan decisions must be staffed using procedures that are in place to assist social workers in obtaining supervisor, manager, peer, service professionals and family input before making critical case plan decisions.

e. Probation Case Planning Review

The minors and their parents become involved in the Case Planning process during their initial intake appointment at the Probation Department. After an extensive interview that includes the use of Motivational Interviewing and subsequent verification of collateral contacts such as school and treatment records, the minor is assessed using the Positive Achievement Change Tool (PACT) Assessment. The PACT identifies the minor's top criminogenic needs, which are then pre-populated into an automated Case Plan. Goals and objectives are then discussed with the minors and their parents, who then help to collaborate with the Probation Officer to identify interventions, or action steps, to target the criminogenic needs and reduce the likelihood of recidivism.

Minors are reassessed a minimum of once every six months to update the Case Plan and ensure compliance with Title IV-E requirements. However, more routine Case Plan visits occur on frequencies that are determined by the minor's assessed risk of reoffending. The highest risk minors are required to be seen weekly to discuss their Case Plan progress, and the lowest risk minors are seen monthly.

All completed Case Plans and Case Plan Reviews are reviewed and signed by a Supervising Probation Officer as part of the Probation Department's Business Rules.

For minors in placement, Case Plans are also submitted with their initial Disposition Reports and all subsequent Placement Review Hearings, in order to be reviewed and signed by the Judge. Placement Case Plans are also routinely presented to the FAST and SuperFAST teams, in order to obtain collaborative support from community partners and other county departments.

Foster/Adoptive Parent Licensing, Recruitment, and Retention

a. Maintaining Standards for FFH and Relatives

The Sutter County Department of Human Services, Welfare and Social Services Division has a Memorandum of Understanding (MOU) with the California State Department of Social Services to license Foster Family Homes (FFH). Sutter County acts as an “arm” of the state, meaning that the county agrees to comply with all California State laws, rules, regulations, standards and policies pertaining to the licensing of FFH homes pursuant to Title 22, Division 6 of the California Code of Regulations.

Sutter County maintains standards and ongoing compliance with relatives/non related extended family members homes and tribe specific homes by requiring criminal record clearances, home inspections, caregiver assessments, orientation on caregiver responsibilities and children’s personal rights and completion of annual reviews of caregiver homes.

b. Compliance with Criminal Records Clearances

Criminal record clearances are completed before any type of placement of a child is made, and includes all adults living in the home:

- Review and clearance of the California Law Enforcement Telecommunications System (CLETS)
- Submission of fingerprints via Live Scan which requests a Department of Justice (DOJ) check, Child Abuse Central Index (CACI) check, and FBI clearance
- A signed out of state disclosure for criminal record statement
- An out of state CACI check is required if an applicant has lived in another state in the past five years

c. Collaboration with Tribes

There are no local tribes in Sutter County. However, if a child is an ICWA child Sutter County works in collaboration with the child’s tribe in the placement process. There are no local tribal placement resources, but in working with foster family agencies and the California Department of Social Services Adoptions Branch, the county is able to identify homes that comply with tribal requirements on a case by case basis.

d. Diligent Recruitment Reflects Ethnic Diversity

Sutter County retains a small number of County Licensed Foster Family Homes (FFH) and utilizes Foster Family Agency (FFA) homes to meet any ethnic diversity needs, which are relatively few in the Sutter County area.

e. Procedures for Cross-Jurisdictional Resources

Sutter County has an Inter County Transfer (ICT) agreement in place with other California counties for placement and transfer of children. When an agreement is in place, services can be set up and the Court can be apprised in a much timelier manner than when there is not a relationship established with another county. The Interstate Compact for Placement of Children (ICPC) requires liaisons in each state to adhere to the regulations and standardized timeframes for response to requests.

General Licensing Recruitment and Retention

a. Recruitment and Retention

i. Family-To-Family Initiative

There is no formal Family to Family Initiative; however, our mediation efforts around Next Best Placement, supports an element of the family to family initiative.

ii. Recruiting, Training and Supporting Resource Families

Sutter County has foster parent association who provides ongoing training and support as well as recruitment efforts in the bi-county area of Sutter and Yuba counties.

iii. Building Community Partnerships and Collaborations

Continued efforts with the local foster parent association and the FFAs in Sutter County could provide a closer network of understanding and commitment to provide some of the needs and gaps in services for placements that are better matched. This is an area of development which was identified in our PQCR and is an area which will be further explored in development of our next three year System Improvement Plan (SIP).

iv. Methods to Evaluate Results

With no formal Family to Family initiative, methods to evaluate results are not available.

v. Supports Available to Caregivers

The combination of the foster parent association, along with support from county social workers, FFA social workers and supportive resources and referrals to community agencies works as a resource network to provide education and ongoing support to caregivers.

b. Placement Resources

Currently there are only four licensed FFHs in Sutter County. Often people become licensed through the county process with the sole purpose of adopting children or they have very strict criterion regarding children that they are willing to accept. Further, recent changes in law limit FFHs to a capacity of six children (including biological and guardianship) which partially contributes to children being placed at a much higher rate in FFAs (59.9 percent compared to 2.0 percent placed in FFH). Relative and NREFM homes account for 13.7 percent of children, 19 percent in guardian homes and 4.6 percent in group homes with a 1.3 percent in other homes.²⁶

There are minimal issues with disproportionate placements. For the point in time (July 1, 2009), Sutter County has overrepresentation of White and Black children, and slight underrepresentation of Hispanic children. Asian children are substantially underrepresented. The statistics regarding disproportionality are likely skewed by the low population of some minority groups and may also be the result of improper data entry and/or limited categorization in the CWS/CMS database.

The greater issue with Sutter County placement resources is a lack of trained and equipped foster parents who are willing to accept placement of older/teen children. Also, the level of training that foster parents receive regarding children of any age and issues of trauma and neglect is an ongoing issue that impacts appropriate retention and recruitment of foster and foster/adopt parents. There is support available to parents who have adopted children and are looking for resources and referrals to support their families. This is offered through post adoptive services, which is currently offered by Sierra Forever Families. Additionally, many CAPIT/CBCAP/PSSF funded programs are available to Sutter County residents including individual and group counseling, and other specialized services such as those specifically targeted to meet the needs of children with special needs and developmental delays.

Probation Foster Parent Licensing, Recruitment, and Retention

Probation does not perform any of these functions.

²⁶ Information obtained from Safe Measures – Active Placement reports for selected quarter 3 of 2010

Quality Assurance Systems

a. CBCAP/CAPIT/PSSF

i. Effective Fiscal and Program Accountability

The Sutter County Human Services Department – Welfare and Social Services Division, maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics. Information gathered from service providers is input into a computerized Excel spreadsheet where it is maintained until compiled and submitted to OCAP as required. CAPIT/CBCAP/PSSF contracts are routinely monitored by accounting staff of the Welfare & Social Services Division. The monitoring includes fiscal, program and services monitoring.

The Sutter County Human Services - Welfare and Social Services Division, is designated by the Board of Supervisors as the public agency that will administer the CAPIT/CBCAP/PSSF prevention programs locally, therefore the oversight of the administration of the grants is within the Human Services Department. The overall grant administrator and OCAP liaison is the Administrative Services Manager. This Manager is responsible for overseeing the RFP process, securing Memorandums of Agreement (MOA) for the provision of services, collecting and analyzing data, preparing required reports and the dissemination of prevention/family support information. In addition, the Manager oversees monitoring of the subcontractors, which consists of program review, determining the number of participants, and assuring consistency in providing services and evaluating consumer satisfaction. Other duties include facilitating the integration of local services, assuring grant compliance, ongoing data collection, preparing amendments to the county Three-Year Plan, preparing annual reports and outcomes evaluations. Since the funding for the CAPIT/CBCAP/PSSF grants originate from different sources, Sutter County separately tracks service providers' expenditures, services and data on individual families served. This information is used for program monitoring, evaluation and mandatory reporting and to assure that the sub-contractor is accountable to the CAPIT/CBCAP/PSSF programs.

On ongoing bases the county assesses the CAPIT/CBCAP/PSSF Subcontractor's accountably and vendors service delivery systems to identify the strengths and needs. Each sub-contractor submits a scope of work with their program proposal. The scope of work and the quality, nature and extent of the activities described therein are material inducement upon which Sutter

County Board of Supervisors relies in determining the allocation of funds to each sub-contractor. Any change in the method or mode of the conduct or operation of the scope of work may not be made without prior approval.

As part of the ongoing CAPIT/CBCAP/PSSF planning process and to ensure that the county plan continues to reflect community priorities, the county reviews and, if necessary updates the plan on an annual basis. The agencies receiving CAPIT/CBCAP/PSSF funds provide an annual report about their program and services. The annual reports prepared by each sub-contractor include demographic information on the families and children serviced attendance counts and evaluations by the consumers of services. These reports and the annual planning body meeting will direct any plan modification that is necessary.

Fiscal

The Human Services Department requires that all CAPIT/CBCAP/PSSF service providers maintain books, records, documents, and other evidence of accounting procedures and practices, sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred in the performance these programs, including any matching costs and expenses, for a period of three (3) years after final payment under the MOA.

Electronic Transmission Capabilities

The Human Services Department currently has the ability to transmit information electronically by email. In order to assure that all CAPIT/CBCAP/PSSF service providers have the capacity to transmit information electronically the RFP for delivery of services requires agencies to have the means to transmit information electronically. However, currently all information reported by the service providers is submitted to the Human Services Department in hard copy report form. The Human Services Agency compiles that information and submits it to OCAP in an electronic format.

The CAPIT/CBCAP/PSSF service providers each develop a system through which recipients of services shall have the opportunity to express and have considered their views, suggestions, grievances, and complaints regarding delivery of services. The agencies determine which collection method is best for their clientele. The systems include surveys, phone calls, discussions and written communication.

ii. Service Delivery for At-Risk and Special Needs Children

Sutter County provides CAPIT/CBCAP/PSSF programs that support and preserve the stability of families with children who are at risk of abuse or neglect as well as children with special needs and their families. The CAPIT/CBCAP/PSSF Request for Proposal (RFP) which is released in the community soliciting proposals emphasizes the areas in which services are needed and the target population in need of the services. After the RFP's are

received, the proposal are closely reviewed and analyzed to determine which proposals best meet the services delivery needs of children who are at risk of abuse or neglect and/or children with special needs and their families. The CAPIT/CBCAP/PSSF grants are awarded to the agencies which provide the needed services. The services are continually assessed through written and verbal reports and fiscal monitoring. The success in reaching the goals of the program are assessed in by viewing increased community, family, and child well-being, increased collaboration between community and county agencies and increased service the community in general. The CAPIT/CBCAP/PSSF planning body reviews and makes suggestions for modification and/or improvement to the programs being offered and/or considered.

Sutter County considers the evaluation of CAPIT/CBCAP/PSSF programs a critical function in assuring program effectiveness and efficiency. These assessments include evaluation of engagement, and short, intermediate and long-term outcomes. If a service agency is found to have an area in which improvement is needed, the concern is discussed with the agency, and followed up in writing. Periodic reviews are done to assure that any necessary changes are made.

Engagement Outcomes – Sutter County documents the effectiveness of CAPIT/CBCAP/PSSF program service providers through the use of consumer and agency input. The County liaison obtains and analyzes the information and include this data in the CAPIT/CBCAP/PSSF annual report.

Short-Term and Intermediate Outcomes – Sutter County capture CAPIT/CBCAP/PSSF outcomes, such as changes in knowledge, attitude, skills and aspirations. The short term outcomes are being met in that we are increasing parent knowledge and skills, providing counseling for families and children and have an increased number of activities for youth.

When possible the participants will be asked to complete self-assessment tools during and after accessing services. These assessments will help determined the degree to which the CAPIT/CBCAP/PSSF programs have resulted in improved family functioning.

Long Term Outcomes: Long term outcomes due to CAPIT/CBCAP/PSSF services are still being assessed since the result will not be immediately known. This is primary assessed based on the clients re-entering systems. Clients who are successful do not re-enter the system, therefore are difficult to assess. However, it is our assumption that clients who do not reenter the system have been helped by the programs, and are currently more self sufficient.

b. Probation

i. Quality Assurance Systems

The Probation Department manages Quality Assurance through a system of checks and balances outlined in their Business Rules. Deputy Probation Officers (DPO) in the Juvenile Division collaborate with the minors on their caseloads, as well as their family members, to prepare Case Plans that target the minors' criminogenic needs and reduce their likelihood of reoffending. The Case Plan interventions frequently include community partners. This may include referrals to counseling, pro-social activities, community service providers, school-based resources, and internal programs such as Cognitive Behavioral Therapy for Substance Abusers and Functional Family Therapy.

The Case Plans and Case Notes are then reviewed by Supervising Probation Officers to ensure that the Case Plans are considerate of the needs identified by the PACT Assessments. The PACT Assessments are also randomly audited by PACT Liaisons who then provide additional training and assistance to the DPOs.

Every Case Plan is reviewed at intake, six month reviews, changing events such as new offenses, violations of probation or successful completion of Case Plan interventions, and upon consideration of termination of the case.

Case Notes, or "Chronos," are entered by DPOs on a daily basis, and are reviewed by Supervising Probation Officers on a monthly basis. The Deputy Chief Probation Officer also conducts random caseload audits and reviews Chronos for Quality Assurance.

This process of checks and balances serves to identify strengths of the Probation Department, as well as areas where further training and support is needed. Those considerations are then integrated into the Probation Department's internal trainings, which include Motivational Interviewing and Case Planning Booster Trainings on a monthly basis. There are also weekly Case Plan "Think Tank Sessions" and bi-weekly staff meetings, where the entire processes of assessing, supervising and case planning are discussed. The vision of improving outcomes through Evidence Based Practices is communicated through all of these mediums to ensure Quality Assurance.

ii. Service Delivery for Special Needs Children

Assessment of special needs begins at the initial intake appointment and includes the officer's assessment of the minor, as well as information obtained from the minor's legal guardian and other collateral contacts.

If the officer assesses that the minor may have special needs, or if the minor has had any previous regional center involvement, then the case is typically referred to the FAST committee.

If a matter is referred to the Court system and competency is a concern, the minor's attorney is informed and a competency hearing is requested.

For minors with special needs that are deemed competent and ultimately placed on a program of supervision, Probation utilizes the community resources recommended by the FAST committee and the minor's school IEP team to create a Case Plan for the minor's rehabilitation that is considerate of the minor's special needs.

If the minor is found not competent, then the matter is dismissed by the Court and the Probation matter is closed.

c. Child Welfare Services

i. Quality Assurance System

Sutter County utilizes a multifaceted quality assurance system to evaluate the efficacy of system efforts that includes technological resources (SafeMeasures, UC Berkeley outcome data quarterly reports, Business Objects reports) and human resource elements (Peer Review, structured case worker supervision, and client feedback).

SafeMeasures was implemented so that the Department can monitor social workers' timely compliance with required tasks/responsibilities; i.e. monthly in-person contacts, contacts in preferred locations, timely investigations, etc. SafeMeasures updates frequently with real time data and is available to social workers and supervisors on demand so that areas needing improvement can be addressed immediately.

Data reports received from UC Berkeley are used in conjunction with SafeMeasures data to examine trends in system performance. This combined information propels the county's system improvement efforts.

Social workers and supervisory staff can also monitor compliance by reviewing cases in CWS/CMS including checking reminders, which advise of upcoming and overdue tasks/responsibilities. Social workers' compliance is reflected by their contacts with parents, children, service providers, etc., which are documented in CWS/CMS.

Many areas of compliance are detailed in court reports, which are reviewed by supervisors and the program manager before it is ultimately approved and forwarded to the Juvenile Court.

The county maintains quarterly contact with CDSS for oversight of county compliance and performance. The county is periodically reviewed by the State and advised of the performance/ compliance in the audited areas.

ii. Evaluation of Quarterly Data Reports

Sutter County reviews the County-Specific Outcome Reports as they become available. Evaluation of the positive or negative performance on outcomes is based on an integrated assessment that includes SafeMeasures® data, which considers current outcome area compliance, recent performance, and historical performance. Due to Sutter County's relatively small data set, it is possible to "drill down" to the specific cases that are compliant/non-compliant for any measure to determine if there are data entry errors or systemic issues that need to be addressed. Sutter County has historically noticed that outcome areas with smaller data sets tend to be susceptible to periodic dips or spikes in performance because of the disproportionate effect that each case has on the measure of outcome performance; such outcome areas are therefore better assessed by considering historical performance.

iii. ICWA/MEPA Compliance

The Child Protective Service's social worker is expected to inquire of any available parent or relative, at the time of a child's removal, if the child or parents are possibly of Native American Heritage. Any parent appearing at the Detention Hearing is provided an ICWA-20 form (Parental Notification of Indian Status) and is ordered by the Juvenile Court to complete the form and return it to the Department within two (2) working days. The Department provides a Notice of Hearing, birth certificate and Petition to the Bureau of Indian Affairs and any possible tribe(s) that may recognize the child as coming within the ICWA laws. Notices of Hearing are mailed registered and return receipt requested. If a tribe notifies the Department in writing that the child is not recognized by their tribe, then the written documentation is attached to the social worker's next court report and Notice of Hearings are no longer mailed to that tribe. The social worker is to address in all court reports the issue of Indian Heritage, including identifying tribes that are mailed a Notice of Hearing. The Juvenile Court reviews the social worker's report for compliance. Notice of Hearings, any contact with tribes, and information from family or relatives regarding Indian Heritage is documented in CWS/CMS.

Sutter County makes every effort to establish effective placement matches, but does not delay or deny a child's foster care or adoptive placement on the basis of the child's or the prospective parent's race, color, or national origin. Sutter County does not prohibit any individual the opportunity to become a foster or adoptive parent on the basis of the prospective parent's or the child's

race, color, or national origin, and diligently recruits foster and adoptive parents who reflect the racial and ethnic diversity of the children in the state who need foster and adoptive homes.

iv. Monitoring Mental Health Needs

The Child Protective Service's social worker completes an assessment form for each child entering foster care and provides it to a Mental Health Therapist for review. The Social Worker follows up with the child's therapist to monitor progress. A JV-220 form is provided to the Juvenile Court for those children requiring psychotropic medications.

Additional requirements for JV-220:

- Psychotropic medications must be prescribed and monitored by psychiatrist a minimum of every 30 days.
- A JV-220 is in effect for 6 months unless change in medication. A new JV-220 would then be required.

The parents, if their whereabouts are known and parental rights have not been terminated, are notified of the request to treat the child using psychotropic medications. In addition, the attorney's of record are notified. If all parties agree to the request the Juvenile Court Judge can sign the JV-220 request without a hearing. If any party disagrees with the request then the matter is heard in the Juvenile Court. The social worker maintains contact with the foster parent, foster family agency social worker, therapist, and/or physician to ensure that the child's mental health needs are being met, and these contacts are documented in CWS/CMS. The county's quality assurance monitoring system involves the participation of a co-located Public Health Nurse who works closely with social workers to ensure that appropriate authorizations are maintained. This has proven to be an effective monitoring system.

v. Service Delivery for Special Needs children

The system for assessing children with special needs begins at detention. Social workers promptly refer all children receiving protective services to the Public Health nurse in her capacity as the foster care nurse, co-located in the CPS office. The nurse administers developmental screening tools including the Denver II and the Ages and Stages Questionnaire (ASQ-3) to promptly identify any areas of concern, notify the social worker and make appropriate referrals. Inquiries are made at several points during intake to discover any special needs which then initiates collaboration with local regional centers, the Public Health Department and the schools.

vi. Child and Family Involvement

a. Concurrent Planning in Family Reunification Cases

The social worker works cooperatively with the family to create a Case Plan that is reviewed with the parent(s) and child(ren). Case Plan Conferencing is often utilized to accomplish this task, empowering the family to provide needed input regarding the family's strengths and needs. The social worker inquires of the parent(s)/child if there are other services not outlined in the Case Plan that they feel would benefit them. The social worker is to enter a contact in CWS/CMS that the Case Plan has been reviewed with the parent(s)/child and can check the appropriate box in CWS/CMS once the parent(s) have signed the Case Plan. The Case Plan is then normally presented to the Juvenile Court and attorneys of record at the Dispositional Hearing. The parent(s)/child's attorney can advise the Court if they do not agree with the Case Plan. If the Case Plan is found reasonable and appropriate by the Juvenile Court, the Court orders both the Department and parent(s) to follow the Case Plan.

Social workers engage the family in discussions about concurrent planning at the onset of the case and ask the family to identify potential relatives or Non Related Extended Family Members (NREFMs) that would be suitable for long term placement, guardianship, or adoption of the children if reunification fails. This concurrent plan is reviewed with the family periodically, and reported to the Court. Concurrent plans and recommendations for termination of parental rights are explained and documentation of compelling reasons is in the social workers court reports and reviewed by the Juvenile Court Judge.

b. Compliance with TPR timelines

The decision to Terminate Parental Rights is made at a hearing pursuant to Welfare & Institutions Code, Section 366.26. Prior to the hearing, the county social worker, in conjunction with a State Adoptions Specialist, makes a recommendation to the Court in regards to a Permanent Plan for each child. The Court is ultimately responsible for compliance with TPR guidelines. The Administrative Office of the Courts (AOC) conducts periodic reviews and provides feedback for compliance with TPR guidelines.

c. TILP

Transitional Independent Living Plans (TILP) are completed for any foster child age 15 ½ and over and are created in CWS/CMS and developed with the child. TILPs are attached to the Social Worker's court report and must be signed by the Social Worker and supervisor.

The child is offered the option to sign the TILP Case Plan. The county monitors compliance with transition planning activities through SafeMeasures reports available to social workers, supervisors, and managers. CWS/CMS issues a reminder and due date for the Transitional Independent Living Plan (TILP) and remains as a reminder until a plan is created and approved. The TILP must be reviewed by the youth and his or her ILP Coordinator, social worker or probation officer at least once every six months to ensure the youth is completing the objectives and goals contained in the TILP.

vii. Implementation of the Family To Family Self Evaluation Initiative

Sutter County is not using the Family To Family model at this time. Sutter County has recently begun implementation of the Signs of Safety model, which has been identified as a “promising practice” (evidence is being gathered to demonstrate the efficacy of this model). This model, when used in conjunction with Structured Decision Making Tools, promotes familial engagement in the safety and case planning processes.

Service Array

Community Services Available to Sutter County Residents

**Denotes CAPIT/CBCAP/PSSF funding during this review period.*

| AGENCY/SERVICE TYPE | AVAILABILITY |
|---|---|
| ALTA REGIONAL CENTER | |
| <ul style="list-style-type: none"> • Provides services to the developmentally disabled. | Disability identified before age 18 and constitutes a substantial handicap. State funded. |
| AREA BOARD III | |
| <ul style="list-style-type: none"> • Provides educational advocacy and training. | Available free to CPS clients as referred. |
| CAREGIVER SERVICES | |
| <ul style="list-style-type: none"> • Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Forever Families | Support services, mentoring, education, training, resource library, clothes closet. |
| CHILDREN'S HOME SOCIETY | |
| <ul style="list-style-type: none"> • Provides referrals for childcare; childcare payment assistance; library; toys for checkout. | Free. Childcare payment assistance is income based with a waiting list. |

| AGENCY/SERVICE TYPE | AVAILABILITY |
|---|---|
| <p>*CHILDREN'S SYSTEM OF CARE (CSOC)</p> <ul style="list-style-type: none"> • Case Management | <p>To any client accepted into the program through FAST. Charges apply based on income. Medi-Cal, some insurance accepted.</p> |
| <p>CHRISTIAN ASSISTANCE NETWORK/GLEANERS</p> <ul style="list-style-type: none"> • Provides emergency clothing, food, diapers, formula, etc. to families in need. <p>Domestic Violence Services</p> <ul style="list-style-type: none"> • *CASA DE ESPERANZA; PACIFIC EDUCATION SERVICES (PES), FATHER'S FIRST | <p>Must be Sutter or Yuba Resident. Help is limited to once every 6 months.</p> <p>Gleaners is income based.</p> <p>No fees for Casa de Esperanza or Father's First. PES has a sliding scale fee.</p> |
| <p>FAMILY ASSISTANCE SERVICE TEAM (FAST)</p> <ul style="list-style-type: none"> • Referred by any agency involved with client/child, including schools, Sutter-Yuba Mental Health, CPS, and Probation. | <p>No cost for assessment.</p> |
| <p>*FAMILY SOUP</p> <ul style="list-style-type: none"> • Assistance to parents of children with disabilities | <p>Grant funded, some fees apply.</p> |
| <p>FEATHER RIVER TRIBAL HEALTH</p> <ul style="list-style-type: none"> • Health care, outreach, behavioral health. | <p>Must have proof of California tribal heritage; services are free.</p> |
| <p>FAMILY INTERVENTION TEAM (FIT) POLICY GROUP</p> <ul style="list-style-type: none"> • Referral and high-level system coordination | <p>To any client involved with multiple systems</p> |
| <p>*FRIDAY NIGHT LIVE</p> <ul style="list-style-type: none"> • Services to preteen and teenage children | <p>Most services are free.</p> |
| <p>HARMONY HEALTH FAMILY RESOURCE CENTER</p> <ul style="list-style-type: none"> • Provides an array of services, including counseling, anger management, and counseling classes. | <p>Most services are free. Transportation is needed, as program is in neighboring Yuba County.</p> |
| <p>HEAP</p> <ul style="list-style-type: none"> • Provides financial assistance for energy bill; home weatherization services. | <p>Income based; Government funded, demand usually exceeds funds for each fiscal year.</p> |

AGENCY/SERVICE TYPE

AVAILABILITY

HOMELESS SHELTERS

- The Depot (women and families), The Twin Cities Rescue Mission (men only), Cold Weather Shelter, Hands of Hope, REST
- Income based and no cost; available to Sutter or Yuba residents; waiting list.

INPATIENT DRUG TREATMENT

- Pathways (Yuba County); Progress House (Camino and Woodland); Salvation Army (Fresno)
- Inpatient treatment unavailable in Sutter County. Substance abuse specialist must refer clients. Adolescent substance abuse treatment options are limited.

OUTPATIENT DRUG TREATMENT

- Pathways (Marysville); Father's First (Marysville); NA/AA Support Groups; Pacific Education Services (PES)
- Available by self-referral, social worker referral, court order. Charges apply to Pathways & PES.

PARENTING CLASSES

- *Sutter County Library; PES, Yuba College, Head Start, Family Soup, Parent Child Interactive Therapy
- Low or no cost

PRESCHOOLS

- Head Start; State Preschools, Private Pay
- Head Start and State Preschools are income based. Waiting lists.

STUDENT ATTENDANCE REVIEW BOARD

- Multi-agency board, reviews severe truancy cases, makes attendance agreements with families.
- Referred by the child's school.

SUTTER COUNTY DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL

- Provides education and awareness of domestic violence and child abuse issues.
- Available to residents of Sutter County (Public forum)

SUTTER COUNTY EMPLOYMENT SERVICES.

- Job training, drug treatment, therapy.
- Available to Sutter County Residents referred by the Welfare Department

SUTTER COUNTY ENVIRONMENTAL HEALTH

- Insures homes are in compliance with county codes and inhabitable.
- Sutter County Residents

| AGENCY/SERVICE TYPE | AVAILABILITY |
|---|--|
| <p>SUTTER COUNTY FAMILY LAW CENTER</p> <ul style="list-style-type: none"> • Provides assistance, advice, workshops regarding custody and child support. | Some Sutter County Residents. Some fees may apply. |
| <p>SUTTER COUNTY HEALTH DEPARTMENT</p> <ul style="list-style-type: none"> • WIC, Public Health Nurse, medical care. | Residents of Sutter County. Medi-Cal, some fees may apply. |
| <p>SUTTER COUNTY HOUSING AUTHORITY</p> <ul style="list-style-type: none"> • Income based housing assistance. | For Sutter County residents meeting income and/or disability criteria. |
| <p>SUTTER COUNTY VICTIM WITNESS</p> <ul style="list-style-type: none"> • Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board. | For all victims/witnesses of crimes who meet State criteria. |
| <p>SUTTER-YUBA MENTAL HEALTH</p> <ul style="list-style-type: none"> • 1st Steps, Options For Change Drug Treatment; Treatment Team; Therapy; Medication Management; Dual diagnosis group; Day Treatment; In-patient (adults only); Functional Family Therapy. | Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee. |
| <p>TEEN SUCCESS/PLANNED PARENTHOOD</p> <ul style="list-style-type: none"> • Support group for teen parents; birth control, etc. | Free to teen mothers; sliding scale, insurance, Medi-cal |
| <p>PRIVATE THERAPY</p> | Few local providers carry limited Medi-cal caseloads; most are private/insurance pay or are fee for service. |
| <p>TRI-COUNTY RESPITE</p> <ul style="list-style-type: none"> • Respite services. | Private pay or contracted through Alta Regional Center |
| <p>UCD CAARE CENTER</p> <ul style="list-style-type: none"> • Multi-disciplinary child abuse investigations. | Referred by CPS and/or Law Enforcement. Accepts insurance, Medi/cal, and county pay. |
| <p>VICTOR COMMUNITY SUPPORT SERVICES (formerly FICS)</p> <ul style="list-style-type: none"> • Counseling Services | Referrals from CPS, self-referrals, school referrals. |

Analysis of Efficacy of Community-Based Programs and Activities

The array of services available in Sutter County is comprised of public, private, for-profit, and non-profit organizations that fill a variety of service needs. The bulk of the population is centered in Yuba City where most service providers are located. Some maintain the ability to provide outreach or are available at school sites to accommodate residents in outlying areas such as the city of Live Oak, and to the unincorporated areas of the county. Programs and activities that perform well are widely utilized and well known amongst the organizations and agencies who serve children and families. Some of the most easily demonstrated to be efficacious are those programs that address substance abuse such as First Steps Peri-natal program, and Options for Change. There is movement toward promoting evidence-based programs and services and programs that address a continuum of needs.

Sutter County is fortunate to have available services to disabled individuals, and service providers that are multilingual and multicultural though greater need for these services exists than can be easily met, currently. A number of entities serve at-risk youth and during this assessment period, a Risk Matrix assessment tool was developed through a collaboration between Sutter County Probation, Sutter-Yuba Mental Health, Victor Community Support Services and Child Protective Services. A number of local services provide assessment resources, and are able to modify services to meet the individualized needs of participants such as providing service in the home, in schools, and in some instances outside of normal business hours. Services often are geared to meet family needs, rather than focusing exclusively on an identified patient. The collaborative working style that prevails in Sutter County makes it difficult to serve a very high risk family in isolation. Highest risk families that touch more than one system are typically identified and engaged in a multi-disciplinary approach either through information sharing, problem solving or comprehensive services such as through the Wraparound program administered through Children's System of Care.

While there is good availability of services and for the most part they are accessible to county residents, gaps exist such as Spanish language groups on weekends or comprehensive services for Punjabi speaking families to meet the work schedule needs of these and other seasonal worker/migrant populations.

Services to Native American Children

Sutter County has services available to Native American children through Feather River Tribal Health. They provide health care free of charge with proof of California tribal membership. They also provide outreach (to primarily elderly clients), as well as behavioral health twice per week. More extensive services are available through their Oroville office.

CPS and Probation ensure the needs of Native American children, parents, and foster parents are being met via the following:

- Connection to tribal resources as available
- Network meetings with service providers
- Health and Education Passports
- Monthly home visits/communication with clients and foster parents.
- Communication with service providers
- Verification of participation with service providers (i.e. completion certificates)
- Case Plan Updates

In addition, CPS uses the SDM and SafeMeasures tools to ensure services to Native American children, families and foster homes.

Child and Family Health/Well-Being Resources

Residents of Sutter County may access health services at the Sutter County Health Department and Sutter-Yuba Mental Health. There are also several health clinics throughout the county, such as the Richland, Del Norte, and Live Oak clinics. Sutter County Health Department provides a "dental van" that provides services to children at school sites. Sutter County also operates a Women Infant and Children (WIC) program that provides nutritional assistance. There is a small number of non-profit health resources available, such as Planned Parenthood. Sutter County residents are also able to access some resources from neighboring Yuba County, such as Harmony Health (Family Resource Center) and A Women's Friend (counseling).

Outreach Activities

Sutter County has a School Liaison Program. Each Social Worker is assigned one or more schools to provide in-service training on mandated reporting requirements for school personnel. Sutter County CPS social workers participate in community events throughout the year.

Input from Underrepresented Groups in Assessment Process

Sutter County included a diverse group of stakeholders in the assessment process and accepted input from any interested party.

CBCAP/CAPIT/PSSF Funded Services

- Counseling for adults and children who are victims of or have witnesses domestic violence;
- Therapy and Parent Education (in Spanish and English) for parents and families of special needs children;
- Able Riders horseback riding for Special Needs children.
- Family Counseling and Parenting classes for families referred by a protective agency;

- Case management for families of at-risk children;
- Counseling and parent education focusing on families who are or have been homeless;
- Literacy program for families who are non-reading or have low reading ability;
- Campership scholarship program to provide supervised summer activities for at-risk or low income children who would otherwise not be able to participate

Implementation of Evidence-Based Practices

Sutter County CPS utilizes Structured Decision Making to assist in case decisions and Parent-Child Interactive Therapy (PCIT) to improve the quality of familial relationships. Sutter County Probation uses the Positive Achievement Change Tool (PACT) to assess risk and target criminogenic needs in case planning. Based on the PACT assessments, clients are referred to evidence-based treatments, such as Cognitive Behavioral Therapy (CBT) and/or Functional Family Therapy (FFT).

Staff/Provider Training

a. Child Welfare Services

i. Compliance with Common Core Training

To ensure highest quality service delivery, Sutter County sends all Child Protective Services social workers to the Child Welfare Services Core Program offered by the University of California Davis, Northern California Training Academy (NCTA). The Core Program provides a strong foundation of knowledge and skills needed for working with children and families in child welfare. All social workers hired after July 1, 2008 are also required to complete Core Phase II within the first 24 months of their hire date and 40 hours of continuing education every two years to be compliant with ACL No. 08-23. An electronic tracking system was developed and is in place to maintain compliance with these regulations.

ii. Ongoing Training for Staff

Sutter County contracts with the NCTA for a number of training days in Sutter County. The county also provides in-service trainings and accesses out service training for further staff development. Out of county training has been reduced due to decreased funding. CPS personnel also access online training provided by the Northern California Training Academy and are well located to travel to nearby Sacramento, Butte, and Yuba counties to participate in available training.

Examples of training provided through UC Davis include, but are not limited to:

- Policy
- Foundations of Child Welfare Practice
- Advanced Child Welfare Classes
- Assessment and Planning
- Intervention Skills
- Placement Issues
- Legal Issues
- Medical Issues

Additional training through UC Davis, Northern California Training Academy :

- Certificate program in Child and Family Services
- Supervisory Core training
- Structured Decision Making
- Motivational Interviewing
- Visitation
- CWS/CMS
- Safe Measures
- Court Series
- Leadership Development for Supervisors and Managers

Each year, a training plan is created based on Core Phase II needs for staff and on the types of training needed for CPS staff. Training needs are based on supervisor and program manager observations as well as staff input. Staff provides input each year into the development of the training plan.

b. Probation Department

i. Compliance with Core Placement Officer Training

All Deputy Probation Officers attend a 160-hour Probation Officer CORE Training within their first twelve months of employment. Topics covered include the role of the Court in juvenile delinquency matters, as well the responsibility for rehabilitation of adjudicated minors. When officers are assigned to the placement unit, they are then sent to the Placement CORE course through UC Davis.

ii. Initial Training

Continuing education is mandatory for all officers at a minimum of 40 hours each year. Specific trainings in Title IV-E, Motivational Interviewing and Case Planning, have all been attended in this past fiscal year, with the intention of improving services to at-risk youth. Ongoing training needs are identified by probation staff. Staff assigned to treatment-based programs such as Functional Family Therapy and Cognitive Behavioral Therapy, attend

trainings specific to improving their knowledge, skills and abilities in those assignments; thereby improving outcomes for minors with the criminogenic needs that are addressed through those programs.

c. Training for Providers

i. Training and Technical Assistance for Subcontractors

Sutter County contracts with Yuba Community College to provide Foster/Kinship Care Education to foster parents and relatives. Sutter County supports additional training opportunities for foster family agencies, the county's THP-Plus provider and other interested community agencies through Sutter-Yuba Mental Health (such as the Impact of Trauma on Child Development, Trauma Strategies Training and others). Subcontractors have also been invited to training on targeted topics through the Regional Training Academy such as the Role of Foster Parents in Reunification, and other relevant topics that promote the safety, permanency and well being of Sutter County children.

CAPIT/CBCAP/PSSF dollars are distributed to community partner programs and these partner programs may use a portion of their grant award for the purpose of sending parent consumers and program staff to trainings necessary to meet the funded program objectives. The county CAPIT/CBCAP/PSSF liaison as well as the Social Services Program Manager attend required meetings, conferences and trainings to ensure the appropriate use of CAPIT/CBCAP/PSSF funds.

ii. Allocation of CAPIT/BCAP/PSSF Funds for Consumer Training

The Sutter County Board of Supervisors, which is the county-wide governmental oversight for the County, submitted the CAPIT/CBCAP and PSSF Three-Year Plan as required by California Department of Social Services Office of Child Abuse Prevention. The Sutter County Human Services Department - Welfare and Social Services Division, is the agency designated by the Board of Supervisors as the public agency to administer the CAPIT/CBCAP/PSSF prevention programs. In developing this Three-Year Plan, the County used the Sutter County Maternal Child Health Needs Assessment which was completed in 2004 which provided the benefit of input of many groups involved in the care of the community's most vulnerable residents. It also avoided a duplication of effort and assured CAPIT/CBCAP/PSSF funds would not supplant existing publicly funded programs and services.

It is the intent of Sutter County that, to the extent possible, all CAPIT/CBCAP/PSSF funds allocated to the County will be used to provide services to county residents, rather than provide administrative funding. Therefore only \$2,000 is appropriate to the Domestic Violence Council/Child Abuse Prevention Council annually. Since the county requests new provider proposals each year requesting services proposals, the specific sub-contractor names, numbers served and cost proposed for programs from year to year is not know until the proposals have been received and evaluated.

The preparation of the Sutter County Three-Year/Application for CAPIT/CBCAP/PSSF funds was collaboration between a number of agencies and individuals. In order to meet the Office of Child Abuse Prevention (OCAP) requirement of having an appropriate community-driven multidisciplinary collaborative involved in the preparation of the Three-Year plan the County engaged an informal structure of community participants in order to provide input into the plan development. This process included the use of a comprehensive Needs Assessment as well as a stake holders planning meeting which brought together stakeholders from private non-profit agencies, government agencies and local private citizens. The creation of the CAPIT/CBCAP and PSSF Three-Year Plan included a "planning body" who joined for a stake holders planning meeting, with representation from social services, mental health, public health, education, juvenile court, employment services, developmental disabilities, law enforcement, probation, child care, the faith community, community based organizations and stakeholders from the general public.

iii. Training/Technical Assistance for CAPIT/BCAP/PSSF Partners

Sutter County is fortunate to have a wealth of experts in the areas of parenting, child development, and child abuse prevention. Training is available to Sutter County staff, and in some instances community partners and consumers. Professional expertise comes from experienced people at the local community college, health care professionals, domestic violence prevention providers, child welfare services, mental health professionals and a large array of other professionals. Experts in these areas are part of the local network that includes private non-profit organizations, CAPIT/CBCAP/PSSF funded programs, vendors/contractors and parent liaison and consumers.

Agency Collaborations

a. Coordination with Community Partners

Sutter County CPS and Probation rely on the collaborative relationships built and maintained with public and private community partners and with each other. A number of venues serve to further these relationships including but not limited to the

following regular meetings that include CPS, Probation, Schools, and to varying degrees other public and private organizations: the Family Assistance Service Team meeting (FAST), SuperFAST (formerly known as the Placement Team meeting), FIT policy group, Linkages, Child Death Review Team, Child Abuse/Domestic Violence Council, as well as impromptu meetings known as "Super-Staffings" called as needed to discuss urgent or particularly difficult family situations.

CAPIT/CBCAP/PSSF funds are released to the community through a grant award process. Community partner programs funded with these dollars blend funding from other sources to maximize resources. Funds may be matched from other funding streams including in-kind services.

b. Implementation of Family To Family Building Community Partnerships Initiative

Sutter County is not using the Family To Family model at this time. However, CPS engages in Network meetings, Refocus meetings, Mediations, and Next Best Placement meetings with families at critical decision points and in instances where best practice indicates resources be brought together to engage families in shared decision-making.

c. Shared Involvement in Evaluating County Progress Towards Goals

CPS and Probation have enjoyed a collaborative relationship and work together toward evaluating program progress towards goals and in critically evaluating next steps and strategic planning. The close work required as in the development of the County Self Assessment report is only one example of how the partnership between CPS and Probation leads to planful goal setting and outcome improvement in both systems.

d. Lessons Learned from CSA

The County Self Assessment process reaffirmed the value of maintaining close cooperative relationships with community partners. The community orientation and focus group meetings held as part of the County Self Assessment yielded excellent turnout from a broad cross-section of the community. The most important lesson learned from the CSA meetings was in discovering from the different focus groups that resources in the community were not fully known to everyone and have been potentially underutilized as a result. A great deal of learning occurred in each of the focus groups, and connections made, due to the sharing of information, the inclusion of private and public agencies as well as parents, consumers, and foster youth along with the entire CPS social worker staff.

The county/ community partnership began with the creation of the Sutter County CAPIT/CBCAP/PSSF Three year Plan. For that plan the county used the current Sutter County Maternal, Child & Adolescent Health Program Needs Assessment which was done by staff of the Sutter County Health Department. Methods used to complete the assessment included interviews with key people in the county, ranking forms to prioritized problems identified, a limited number of focus groups and community member response on the prenatal care children health survey.

To provide insight into the needs of the community, community partners were enlisted, encompassing many areas that involve the target populations. Input was elicited from child care providers, parents, foster parents, adoptive parents, parents of special needs children, pregnant and recently delivered women, women's domestic violence victims, the clergy, substance abusers, and people from various ethnic groups that comprise the county. This allowed contributions from a wide breadth of both professional and personal experience.

Using this information the county enlisted the assistance of our existing network of community professionals to assess the findings of the report in order to determine the unmet needs in the community, and the services which would provide the most assistance to the focus population of the OCAP. This co-operative effort helped create the Three Year Plan, which was the blue-print for the RFP which was released requesting proposals for programs which would help to bridge the unmet need. After receiving the RFP, community service agencies evaluated the unmet needs to determine which they had the expertise to provide. Proposals received were evaluated by a committee of the Domestic Violence/Child Abuse Prevention Committee, who made the program recommendations to the Board of Supervisors. The community partners are now part of the evaluation process which will assess the services provided to our at-risk population. This community partnership has stepped up to take the shared responsibly, risks and development of resource in order to make the CAPIT/CBCAP/PSSF programs successful in Sutter County.

Local Systemic Factors

Child Welfare Services

The major urban area in Sutter County is the Yuba City Metropolitan Area, which is comprised of Yuba City and Marysville, California; Yuba City is in Sutter County, while Marysville is in Yuba County. The cities are separated by the Feather River and are connected by two bridges that traverse the waterway. The county Child Protective Services agencies in both counties frequently deal with a segment of the population that is highly mobile. Transferring cases from one county to the other can be problematic, due to a lack of service coordination between the two agencies with regard to county-specific programs. No quantitative data is currently available regarding clients with bi-county CPS involvement.

Probation

The Sutter County Probation Department and collaborating agencies noted above are utilizing established programs and have designed the tools to address the needs of at-risk youth and typically recognize that such individuals (and their families) have multiple problems and needs, requiring services from more than one source. As collaborative agencies, there is a representation of diverse providers, particularly system actors who represent institutions that can have a major impact on client needs (e.g., schools, human services providers, law enforcement, family courts, and employers). Since 1996, efforts to create local collaborations have evolved into a local community partnership focusing on the need.

G. Summary Assessment

SYSTEM STRENGTHS AND AREAS NEEDING IMPROVEMENT

The County Self-Assessment process identified a number of strengths in both Child Welfare and the Probation Department. The strengths were identified by staff of both agencies, as well as our community based partners which form a representative cross section of the community. Data reports have also pinpointed areas of strength in child welfare practices along with our qualitative PQCR process outcome which incorporates strengths in both child welfare and probation.

A review of the outcome measures data provides somewhat of a skewed view of our county's data because it is important to bear in mind that statistical measures do not necessarily offer statistically valid data because of the smaller numbers involved as this is a smaller county. In essence, the difference of one number, or one child, can make the difference of meeting or not meeting the national or state standard. Therefore, standards may not be met by referring to a single measure because of the smaller numbers related to this county's outcome data.

Themes for System Strengths

Services

Sutter County has an array of services which appear to have the common theme of collaboration and communication which has an effect on the outcomes for the safety, well-being and permanency of children.

The Wraparound (SB 163) program has been very beneficial to the children and their families in Sutter County for both CWS and Probation Department in eliminating the need for placement or for stepping down from placement.

Children's System of Care (CSOC) provides an array of services to children and families with mental health needs, received PSSF/CAPIT/CBCAP funding to provide Family Fun Funds to families, and provided opportunities specifically for the enrichment of children in foster care.

Yuba City Parks and Recreation is also funded through PSSF/CAPIT/CBCAP to provide summer day camp programs for foster children who would otherwise not experience this type of enrichment.

Along with many human services agencies providing health, mental health, and welfare and social services there are agencies such as Salvation Army which provides counseling, residential drug treatment, and services for homeless families in the immediate area; Family Soup provides services to children and families with disabilities and provides an Able Riders program; Casa de Esperanza provides

education, prevention and intervention and counseling services for families experiencing domestic violence and child abuse. The local Sutter County Library administers a literacy program that includes a child abuse prevention and parent training component to people in the community. Hands of Hope, part of a faith-based consortium, also provides various services to families in the community who are experiencing homelessness or transient living conditions.

Practices

Within CPS and Probation there are many practices that strengthen our commitment to children and families which involve education, prevention, intervention, case management and direct services.

Structured Decision Making (SDM) tools are being used consistently by CWS, beginning from intake through case closure. These assessment tools assist the social workers with defining and applying specific criteria to critical decision-making points and for key planning activities in referrals and cases. The Family Strengths and Needs Assessment (FSNA), an SDM tool, is used in the case planning process by social workers to help develop a case plan with the family.

More recently the introduction of Signs of Safety (SOS) is a promising practice that will become an integral part of practice within CPS.

The probation department has counselors trained in multiple programs, including Cognitive Behavioral Therapy (CBT) for substance abusing clients, Functional Family Therapy (FFT), Seeking Safety (mental health/drug counseling program), Strengthening Families, Familias Unidas, and Thinking for Change (T4C). The probation department also has school-based probation officers co-located at specific school sites for prevention and early intervention efforts.

Agency Collaborations

Collaborative efforts happen at many levels including family-focused network meetings and system-focused meetings such as FAST and SuperFast which provide a venue to discuss difficult cases with a network of providers and agency partners for problem solving and placement issues. The crux of this strength hinges on the longevity of many experienced people in both agency and community-based organizations. However, the sustainability of these collaborative efforts continues even with the changes that may occur in staffing.

Further, monthly meetings with state adoptions also provide a good network of effort to concurrent planning. Efforts are made to make early referrals to adoptions and staff continue to review these referrals on a regular basis, which cements the foundation on which to build the framework of concurrent planning.

Areas Needing Improvement

Sutter County's outcome measures continue to be maintained at, above, or near the standard of compliance. Sutter County continues to monitor the outcome statistics with regards to the themes of child safety, well-being and permanency. Sutter County works to address priority needs in a holistic approach rather than in the individual silos of specific outcome measures.

Priority needs could apply to all outcome measures and impact them in a variety of ways. The CSA community meeting and focus groups brought up the continued issue of having a need for mentor/parent/peer providers to support children and families in the community. Access and availability at anytime throughout involvement in CPS – whether it be as a resource and referral before CPS is involved; during a case when parents are reunifying with their children; for foster parents to reduce stress which could impact potential abuse in foster care, foster care placement stability and timeliness to adoption.

Summary of Outcomes (CWS)

Safety Outcome #1: Children are first and foremost protected from abuse and neglect.

County Performance, (Q1) 2010 Data

- **Measure S1.1 (No recurrence of maltreatment) – Standard Met.** Sutter County has performed at or above the Standard for the past seven quarters (a period of time representing October 1, 2007 to September 30, 2009).
- **Measure S2.1 (No maltreatment in foster care) – Standard Met.** Sutter County is currently in compliance with this Standard. However, there was a recent substantiation of child abuse in a foster care setting during the last year that will appear on the next quarterly report. There have only been two identified instances of child abuse in a foster care setting in Sutter County since January 1, 1999, according to the data.

Strengths

- Appropriate community services exist for parents that can be accessed independent of CPS involvement.
- Small community allows for greater collaboration between agencies.
- Probation provides school resource officers that work with at-risk children.
- Probation and CPS work cooperatively with school resource officers.
- CAPIT/CBCAP/PSSF funds contribute to education, resources, and referrals for families in the community.

Barriers

- Lack of aftercare services and Family Resource Centers to support families.
- Access to affordable housing is a barrier for many families.
- Need for parent/peer mentors to outreach to families.

Safety Outcome #2: Children are safely maintained in their homes whenever possible and appropriate.

County Performance, (Q1) 2010 Data

- **Measure 2B-1 (Timely Immediate Response-referrals) – Standard Met.** Sutter County has never been out of compliance with this Measure since the implementation of AB636.
- **Measure 2B-2 (Timely 10 Day Response-referrals) – Standard Met.** Sutter County has never been out of compliance with this Measure since the implementation of AB636.
- **Measure 2C-(Timely Social Worker Visits with Child) – Standard Met.** Sutter County has been in compliance with this Measure since April 1, 2004.

Strengths

- Immediate Response referrals are a priority in the emergency response unit.
- SDM tools are used to determine appropriate response priority.
- Safe Measures® is used to monitor all three Measures and is available to social workers for self regulation, supervisors and managers.
- Social Workers prioritize monthly contacts with foster children and prioritize completing their contact with foster parents, foster children and parents in the system.
- CPS supervisors meet with units and individual social workers on regular basis to review referrals and caseload management.

Barriers

- Variation in referral rates
- Reduction of staff positions
- Limited resources necessitates utilization of CPS staff and supervisors for a wide array of tasks

Process Measure 8A: Children Transitioning to Self-Sufficient Adulthood

There is no state or federal standard for this measure

Permanency Outcome #1: Children have permanency and stability in their living situations without increasing re-entry into foster care.

County Performance on Composite 2: Timely Reunification, (Q1) 2010 Data

C1 Reunification Composite: Standard Met. Sutter County has performed at or above the Standard for the past eighteen quarters (a period of time representing October 1, 2005 to March 31, 2010).

- **Measure C1.1 (Reunification within 12 months) – Standard Met.**
Sutter County has performed at or above the Standard for the past nine quarters (a period of time representing July 31, 2007 to March 31, 2010).
- **Measure C1.2 (Median Time to Reunification) – Standard Not Met.**
Sutter County was in compliance the prior quarter, and this Measure is trending towards compliance.
- **Measure C1.3 (Reunification within 12 months)-Standard Met.**
Sutter County has performed at or above the Standard for the past ten quarters (a period of time representing July 1, 2006 to March 31, 2010).
- **Measure C1.4 (Re-entry following reunification)-Standard Not Met.**
Sutter County has been at or near compliance with this Measure for some time. The current performance is out of compliance by five re-entry episodes (in excess of the Standard).

Strengths

- Low staff turnover has created consistency in service delivery.
- Continued use of Structured Decision Making tools assists in accurate evaluations of appropriateness of reunification for children and families.

Barriers

- Federally mandated timeframes are not realistic to resolve problems that families are facing. (i.e. substance abuse issues, generational domestic violence, unemployment, mental health issues)
- Court continuances add time to length of stay in foster care and occur because of a myriad of factors, including requests from attorneys, scheduling difficulties, and difficulties accessing necessary information.
- Lack of early engagement of parents in their case plan.
- Lack of housing, transportation and financial stability for families.
- Although support services are available, due to its size, the county lacks a variety of choices in support services.
- Lack of ongoing parent commitment after case closure.
- Lack of service availability for parenting/parenting children with special needs; affordable housing; anger management; transportation; public health and drug treatment to fit specific needs.

County Performance on Composite #2: Timely Adoption, (Q1) 2010 Data

C2 Adoption Composite: Standard Met. Sutter County has performed at or above the Standard for the past two quarters (a period of time representing October 1, 2009 to March 31, 2010).

- **Measure C2.1 (Adoption within 24 months) – Standard Not Met.** The current performance is only 0.2% below the Standard. Sutter County has performed below the Standard for this Measure in seventeen of the prior twenty quarters. This is a Measure which has historically been problematic for Sutter County. However, it should be noted that this Measure evaluates what percentage of completed adoptions occurred in a timely manner. The total number of children that discharged from foster care to a finalized adoption between 1999 and 2009 (this is nearly the total available data set) was 281, of which 108 (38.4%) met the definition of success (finalized adoption within 24 months) of the Measure. The Measure Standard is 36.6%, which means that Sutter County's performance can be considered acceptable, over time. This Measure has been trending towards compliance recently.
- **Measure C2.2 (Median time to adoption) – Standard Not Met.** Sutter County's performance on this Measure has been inconsistent.
- **Measure C2.3 (Adoption within 12 months) – Standard Met.** Sutter County has performed at or above the Standard for the past four quarters, and 18 out of the past 20 quarters (a period of time representing July 1, 2004 to March 31, 2010).
- **Measure C2.4 (Legally freed within 6 months) – Standard Not Met.** Sutter County has performed below the Standard for the past four quarters and ten of the past 13 quarters. This is a Measure in which Sutter County has historically lacked compliance. The data from the current quarter shows that 30 children were in care for 17 continuous months, of which 5 children are ages 1-5 years of age, 7 children are ages 6-10, and 18 children are ages 11-17. It is a reality in child welfare that it is more difficult to find adoptive placements for older children. However, none of these children were cleared for adoption within the required timeframe, which suggests a systemic issue.
- **Measure C2.5 (Adoption within 12 months-legally free) – Standard Met.** Sutter County performed above the Standard during the current quarter, but below the Standard for the prior five quarters. Sutter County has performed at or above the Standard for 11 of the past 16 quarters and 28 of the past 36 quarters (a period of time representing July 1, 1999 to March 31, 2010). Sutter County has historically performed well on this Measure, but appears to be trending towards non-compliance.

Barriers

- Sutter County does not have their own adoptions unit and uses State Adoptions.
- Inability to recruit local adoptive families for all ages of children.
- Families are reluctant to adopt older children. Common community biases are that older children will be disrespectful, will not agree to house rules, and will be defiant. Many foster parents desire placement of babies or toddlers.
- Court hearings and continuances that cause ongoing delays in adoption finalizations.
- Families wavering on commitment

Strengths

- Positive collaboration with State Adoptions includes regular meetings to staff appropriate cases.
- Improved tracking and monitoring of pre-adoptive children.
- Improving on addressing paternity issues earlier in the case.
- Efforts to place children with a relative or NREFM as early as possible.

County Performance on Composite #3: Achieving Permanency, (Q1) 2010 Data

C3 Long Term Care Composite: Standard Met. Sutter County performed above the Standard during the current reporting period, but had failed to achieve the Standard during the prior fourteen quarters (a period of time representing July 1, 2006 to December 31, 2009).

- **Measure C3.1 (Exits to permanency-24 months in care) – Standard Met.** Sutter County performed above the Standard during the current reporting period, but failed to achieve the Standard during the prior six quarters (a period of time representing October 1, 2007 to December 31, 2009).
- **Measure C3.2 (Exits to permanency, legally free at exit) –Standard Met.** Sutter County performed above the Standard during the current reporting period, but failed to achieve the Standard during the prior five quarters (a period of time representing January 1, 2008 to December 31, 2009).
- **Measure C3.3 (In care 3 years or longer, emancipated or age 18 in care) – Standard Met.** Sutter County achieved this Standard for the current reporting period, but failed to achieve this Standard for the prior twenty-two quarters (a period of time representing October 1, 2003 to December 31, 2009). It should be noted that the youth comprising the data set for this Measure never totaled more than six (6) during that timeframe (that is to say, that the Measure would have determined compliance regarding a data set of six children or less at any given point in time during the specified period).

Barriers

- Long term placements occur with severe behavioral and emotional needs.
- Children placed out of county with severe needs may not have the opportunity for a permanent home before age 18.
- Older youth may resist CPS and Probation recommendations for permanency.
- Excessive placement moves when child in foster care for extensive time.

Strengths

- Family Search and Engagement efforts are increasing.
- Exploration of emergency relative/NREFM approval policies.
- Support of Kin-Gap program.
- Support of legal guardianships.
- Collaborating with State Adoptions to limit time in foster care.

County Performance on Composite #4: Placement Stability, (Q1) 2010 Data

C4 Placement Stability Composite: Standard Met. Sutter County has met this Standard for the past nine quarters (a period of time representing January 1, 2008 to March 31, 2010).

- **Measure C4.1 (Placement stability-8 days to 12 months in care) – Standard Met.** Sutter County has met this Standard for the past six quarters (a period of time representing October 1, 2007 to March 31, 2010).
- **Measure C4.2 (Placement stability-12 months but less than 24 months) – Standard Met.** Sutter County has met this Standard for the past eight quarters (a period of time representing July 1, 2007 to March 31, 2010).
- **Measure C4.3 (Placement stability-at least 23 months in care) – Standard Met.** Sutter County has met this Standard for the past two quarters and 22 out of the 25 past quarters (a period of time representing April 1, 2003 to March 31, 2010).

Barriers

- Increased probability of multiple placement for children who are in care for an extended amount of time
- Inadequate number of foster homes.
- Inadequate number of foster homes that specialize in pre-teen and teen placements.
- Input from children not always considered regarding placement choice.
- Lack of appropriate/specialized training for foster parents especially Non-Related Extended Family Members (NREFM).

Strengths

- Changing culture of attitudes amongst active foster parents with regards to contact with the biological parents. Increased contact between foster and biological parents results in greater placement stability.
- Family search and engagement activities.
- Low social worker turnover ensures that there is consistency in how the case is handled.
- Low social worker turnover ensures that foster youth, parents, and foster parents are able to establish productive relationships with social workers.

Permanency Outcome #2: The continuity of family relationships and connections is preserved for children

- **4A- Siblings Placed Together in Foster Care**
- **4B- Foster Care Placement in Least Restrictive Settings (point in time)**
- **4E- Rate of ICWA Placement Preferences**

Data is available for these outcome areas. However, there are no state or federal Standards for these outcome areas at this time.

Well-Being 1: Families have enhanced capacity to provide for their children's needs.

- No state or federal measures are available for this outcome.

Well-Being 2: Children receive services appropriate to their needs.

- Measure 5A is in development and data is not yet available.

Well-Being 3: Children receive adequate services to meet their physical, emotional, and mental health needs.

- There is no state or federal standard for this measure.

STRATEGIES FOR THE FUTURE

Child Welfare Services

Future Child Welfare Services strategies are based on the information received during the County Self-Assessment process and a review of the outcome data. The strengths identified throughout the County Self-Assessment process will be maintained and enhanced whenever possible. Sutter County will use all opportunities and resources seeking continuous improvement and quality assurance in the delivery of Child Welfare Services.

Children Are First and Foremost Protected and Safely Maintained in Their Homes.

- Continue to use CAPIT/CBCAP/PSSF funding for prevention efforts and lowering the recurrence of maltreatment.
- Explore resources for instituting Differential Response by the addition of more widely accessible Family Resource Centers.

Children Are Maintained in Their Own Homes Whenever Possible.

- Continue to use SDM tools to consistently assess "safety and risk".
- Continue to use safety plans when one or more safety threats are present and caretaker protective capacities are available to keep the child safely in their own home.
- Continue to manage and monitor caseloads through use of SafeMeasures® by social workers, supervisors and management.
- Increase aftercare services to parents who have completed substance abuse treatment.
- Increase availability of affordable housing.

Children Will Have Permanency and Stability in Their Living Arrangements.

- Continue to develop formal participatory case planning processes.
- Continue to explore early engagement strategies such as Signs of Safety.
- Fully implement Family Progress Meetings as an engagement tool.
- Pursue additional services/providers to increase availability of case managers and peer mentors for parents and foster parents, including transportation.
- Continue to demand quality children's/youth's assessments.
- Review procedures for better matching children with substitute care providers
- Review relative assessment procedures.
- Promote family finding efforts early in the case.
- Explore reasons for court continuances.
- Examine delays in permanency and adoption finalizations.
- Increase training for foster parents, relatives and NREFM's on pertinent topic areas, such as handling children with severe behavioral and emotional needs.
- Continue to place children with relatives or NREFM's to minimize placement disruptions and to keep children with family members.
- Continue to support services for children with behavioral issues, and family counseling services in Spanish and Punjabi

Probation Department

The Probation Department is currently in the process of integrating the CWS/CMS system at the Probation Department. Once this procedure is completed, Probation will utilize the CWS/CMS system. However, the Probation Department will continue to utilize practices, services and collaborations for strengths and needs as in years past. The CSA process provided good feedback from community members, agency partners and child welfare/probation staff in the form of focus groups and a survey. The areas for future strategies are noted below:

- Continue to increase communication and collaboration with families regardless of case goal.
- Continue to improve and increase parent participation in the decision-making and the case planning process.
- Obtain staff training for family engagement practices.
- Integrate the use of CWS/CMS for outcome measures.
- Encourage more families to participate in SB 163 Wraparound Services.
- Seek and utilize more services that can assist in transitioning youth to their parents' home during the reunification process.
- Further our efforts to implement evidence based practices to analyze and improve outcomes for our clients and their families.
- Increase collaboration with the adult systems to improve services for our children that are transitioning to adulthood.

Appendix

Abbreviations

| | |
|---------|---|
| AA/NA | Alcoholics Anonymous/Narcotics Anonymous |
| AAP | Adoption Assistance program |
| ACP | After Care Program |
| ADR | Alternative Dispute Resolution |
| AOC | Administrative Office of the Courts |
| API | Academic Performance Index |
| APS | Adult Protective Services |
| ART | Aggression Replacement Therapy |
| B&P | Business and Professions Code |
| BIA | Bureau of Indian Affairs |
| BTP | Batterer's Treatment Program |
| BW | Bench Warrant |
| CACI | Child Abuse Centralized Index |
| CAN | Christian Assistance Network |
| CAPA | California Alternate Performance Assessment |
| CAPIT | Child Abuse Prevention, Intervention, and Treatment |
| C-CFSR | California Child and Family Services Review |
| CCL | Community Care Licensing |
| CDC | California Department of Corrections |
| CDSS | California Department of Social Services |
| CHDP | Child Health Disability Prevention |
| CHS | Children's Home Society |
| CLETS | California Law Enforcement Telecommunications System |
| CMSP | County Medical Services Program |
| CPS | Child Protective Services |
| CRLA | California Rural Legal Assistance |
| CS | Courtesy Supervision |
| CST | California Standard Test |
| CTEC | Career Training and Education Center |
| CTS | Credit for Time Served |
| CWS/CMS | Child Welfare Services/Case Management System |
| DA | District Attorney |
| DD | Developmentally Delayed |
| DET | Detention Hearing |
| Dispo | Dispositional Hearing or Court Report |
| DOJ | Department of Justice |
| DPO | Deputy Probation Officer |
| DSM IV | Diagnostic Statistical Manual (4 th edition) |
| DV | Domestic Violence |
| ED | Emotionally Disturbed |
| EDD | Employment Development Department |
| ER | Emergency Response |

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| FAST | Family Assistance Services Team |
| FCAT | Family Child Assessment Team |
| FFA | Foster Family Agency |
| FFT | Functional Family Therapy |
| FICS | Family Intervention Community Support |
| FIT | Family Intervention Team |
| FM | Family Maintenance |
| FNL | Friday Night Live |
| Fost-Adopt | Licensed foster care provider who takes adoptive placements |
| FR | Family Reunification |
| FRA | Feather River Academy |
| FREED | Foundation of Resources for Equality and Employment for the Disabled |
| FTA | Fail to Appear |
| GH | Group Home |
| H&S | Health and Safety |
| HEAP | Home Energy Assistance Program |
| HEP | Health and Education Passport |
| HUD | Housing and Urban Development |
| ICWA | Indian Child Welfare Act |
| IEP | Individual Education Plan |
| IHSS | In Home Supportive Services |
| ILSP | Independent Living Skills Program |
| Inf Prob | Informal Probation |
| ISC | Interstate Compact |
| IT | Information Technology |
| JAlan | Computer System used by Probation to search a person's criminal history |
| JRT | Joint Response Team |
| JTHO | Juvenile Traffic Hearing Officer |
| Juris | Jurisdictional Hearing or Court Report |
| JWP | Juvenile Work Program |
| Kin-Gap | Funding for a relative guardian or non-relative extended family member Guardian |
| LCSW | Licensed Clinical Social Worker |
| LE | Law Enforcement |
| LOUSD | Live Oak Unified School District |
| MDIT | Multi-Disciplinary Interview Team |
| MEDS | Statewide Computer System showing government aid recipients |
| MEPA | Multiethnic Placement Act |
| MFT | Marriage and Family Therapist |
| MJUSD | Marysville Unified School District |
| MOU | Memorandum of Understanding |
| MSW | Masters of Social Work |
| MTFC | Multidimensional Treatment Foster Care |
| NCHAT | Not Contact, Harass, Annoy or Threaten |
| NOH | Notice of Hearing |
| NPS | Non-Public School |
| NREFM | Non-Related Extended Family Member |

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|---------|---|
| OES | Office of Emergency Services |
| PC | Penal Code |
| PCIT | Parent Child Interactive Therapy |
| PES | Pacific Education Services |
| PIP | Program Improvement Plan |
| PP | Permanent Placement Program |
| PRH | Progress Review Hearing |
| PRO | Prisoner Removal Order |
| PRT | Parental Rights Terminated |
| PSSF | Preservation of Safe and Stable Families |
| Pub Def | Public Defender |
| R&R | Reprimand and released |
| RF | Restitution Fine |
| RSP | Resource Specialist (special education classroom) |
| SARB | Student Attendance Review Board |
| SCSO | Sutter County Sherriff's Office |
| SCSOC | Sutter County Children's Systems of Care |
| SDM | Structured Decision Making |
| SIP | System Improvement Plan |
| SIR | Special Incident Report |
| SRO | School Resource Officer |
| SSI | Supplemental Security Income |
| STAR | Standardized Testing and Reporting |
| START | Substance Abuse Recovery Tools |
| SUHSD | Sutter Union Unified School District |
| SW | Social Worker |
| TANF | Temporary Aid for Needy Families |
| TILP | Transitional Independent Living Plan |
| TN | Test Negative |
| TP | Test Positive |
| TPR | Termination of Parental Rights |
| TX | Treatment |
| UCB | University of California Berkeley |
| UCD-MC | University of California Davis Medical Center |
| URLs | Uniform Resource Locators |
| VA | Vocational Assistant |
| VC | Vehicle Code |
| VOP | Violation of Probation |
| W&I | Welfare and Institutions Code |
| WIA | Workplace in Action |
| WIC | Women's, Infant, Children Supplemental Food Program |
| YCPD | Yuba City Police Department |
| YCUSD | Yuba City Unified School District |
| YSAGE | Yuba Sutter Anti Gang Enforcement |

Attachments

Attachment #1: Organizational Chart

