California – Child and Family Services Review Signature Sheet

For submittal of: CSA ✓ SIP ☐ Progress Report ☐

County	Sierra
SIP Period Dates	03/30/2015-03/30/2019
Outcome Data Period	Quarter 2/2014
County Child Welfare Agency Director	
Name	Darden Bynum
Signature*	Darden Bynum
Phone Number	530-993-6721
Mailing Address	Department of Health and Human Services Post Office Box 7 Loyalton, California 96118
County Chief Probation Officer	
Name	Jeff Bosworth
Signature*	Jill Bosworth
Phone Number	530-289-3277
Mailing Address	Sierra County Probation Department 100 Courthouse Square Second Floor Downieville, CA 95936
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Darden Bynum
Signature*	Darden Bynum
Phone Number	530-993-6721

Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau
Attention: Bureau Chief
Children and Family Services Division
California Department of Social Services
744 P Street, MS 8-12-91
Sacramento, CA 95814

*Signatures must be in blue ink

Mailing Address	Department of Health & Human Services Post Office Box 7 Loyalton, California 96118
Board of Supervisors (BOS) Signature	
BOS Approval Date	
Name	
Signature*	

Contact Information

Child Welfare Agency	Name	Lisa Botzler
	Agency	Child Protective Services
	Phone & E-mail	530-993-6735, lbotzler@sierracounty.ca.gov
	Mailing Address	PO Box 1019 Loyalton, CA 96118
Probation Agency	Name	Jeff Bosworth
	Agency	Sierra County Probation Department
	Phone & E-mail	530-289-3277 jbosworth@sierracounty.ca.gov
	Mailing Address	100 Courthouse Square Second Floor Downieville, CA 95936
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	
	Agency	
	Phone & E-mail	
	Mailing Address	
CAPIT Liaison	Name	Lisa Botzler
	Agency	Child Protective Services
	Phone & E-mail	530-993-6735

		lbotzler@sierracounty.ca.gov
	Mailing Address	PO Box 1019 Loyalton, CA 96118
CBCAP Liaison	Name	Lisa Botzler
	Agency	Child Protective Services
	Phone & E-mail	530-993-6735 lbotzler@sierracounty.ca.gov
	Mailing Address	PO Box 1019 Loyalton, CA 96118
PSSF Liaison	Name	Judy Blakney
	Agency	Child Protective Services
	Phone & E-mail	530-993-6735 lbotzler@sierracounty.ca.gov
	Mailing Address	PO Box 1019 Loyalton, CA 96118

California - Child and Family Services Review

County Self-Assessment

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Introduction

The California Children's and Families Services Review (C-CFSR) sets forth the requirement for each County in the State of California to complete a County Self-Assessment (CSA) at least once every five years. This process is designed to allow each County, in collaboration with their community partners, to perform an in-depth assessment of Child Protective Services (CPS) and Juvenile Probation programs.

The Sierra County CSA is one piece of a larger continuous quality improvement process which relies on both qualitative and quantitative data to guide Sierra County CPS and Probation departments in planning for program enhancements. The California Children's and Families Services Review (C-CFSR) is monitored by the California's Child Welfare System Improvement and Accountability Act (AB 636). As required by AB 636, Sierra County Department of Health and Human Services must regularly analyze, in collaboration with key community stakeholders (e.g., parents, youth in foster care, public agency personnel, staff from community based organizations, foster parents and relatives caring for youth in foster care), through a structured format, its performance on specific child welfare and probation outcomes. These outcomes are measured, for both Probation and CPS, using data collected by the Statewide Child Welfare database (CWS/CMS).

Additionally, CPS and Probation must review systematic and community factors that correspond to the Federal review. Areas needing improvement are incorporated into a five-year System Improvement Plan (SIP), which is also developed in partnership with community stakeholders and partners. The SIP must be approved by the Sierra County Board of Supervisors and submitted to the State.

The findings of the CSA highlight priorities within the county which may include services delivered by community partners. The assessment guides the county to determine focus areas to expand efforts and funding to maximize positive outcomes for children and families. The CSA also provides rationale for use of CAPIT/CBCAP/PSSF funds to support C-CFSR outcome

improvement efforts. Allowable services and activities may be implemented or enhanced as strategies or action steps. Furthermore, the Sierra CSA includes plans for the expenditure of Federal and State funds for the Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP) programs.

Sierra County Probation does not participate in the Title IV-E program which allowed for their non-participation in the Peer Review Process. [See Attachment 1]If a placement were to occur, Probation could choose to use Title IVE funding and a plan would be submitted. Probation input is vital to the CSA and SIP.

Sierra County's most recent CSA was completed in February of 2011, and the most recent SIP goals and strategies were identified and developed based on the findings in that CSA. Our efforts in the current CSA are built upon the progress made during this period related to the SIP to improve collaboration and increase resources for families in our County despite limited resources and the challenges Northern California small rural counties face. The commitment of staff in both CPS and Probation, and the support of our community partners, have been vital to our progress and will continue to be the foundation of our capacity to protect children from abuse in Sierra County and strengthen our families.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

The Sierra County C-CFSR team is led by co-chairs Sierra County Health and Human Services Director Darden Bynum and California Department of Social Services (CDSS), Office of Outcomes and Accountability (CSOAB Consultant), David Brownstein (former CSOAB Consultant) and Norma Zuniga (current CSOAB Consultant),and Office of Child Abuse Prevention (OCAP), Theresa Sanchez (former OCAP Consultant) and Irma Munoz (current OCAP Consultant), Lisa Botzler (former CSOAB Consultant).Other team members include: Sierra County Health and Human Services Assistant Director Lea Salas, Sierra County Health and

Human Services Consultant Suzanne Nobles, UC Davis, Northern Training Academy Consultant Jessica Iford, and , UC Davis, Northern Training Academy Consultant Nancy Hafer.

Together, the team planned both the two-day Peer Review event held during the week of October 28, 2014, and the one-day Stakeholder event held on November 5, 2014. During the Peer Review, social workers from three counties: Butte, Placer, and Nevada, conducted six hard file case reviews and four interviews of Sierra County CPS social workers. The intent of the Peer Review was to learn more about the strengths and challenges of the Sierra County CPS intake and emergency response system.

Sierra County collects information from Stakeholders during regularly scheduled meetings such as the Sierra County Child Abuse Council (SCCAC), First 5, and meetings with co-located programs such as Mental Health, Alcohol and Other Drug Treatment (AOD) and Drug Court.

For the writing of the CSA, 46 Stakeholders were invited to participate in a special one-day Stakeholder meeting on November 5, 2014. Stakeholders were asked for their input on the CPS system, including topics such as system-wide collaboration and services available to children and families in Sierra County. As described in the attached invitation [Attachment 2], the intent was to discuss specific topics as related to both CPS and Probation, i.e., agency-community collaboration, the needs of families, the effectiveness of agencies in responding to those needs, and services in the County, such as foster care, and prevention priorities. In this same letter, a survey was attached requesting those who were unable to attend, to complete the survey and return to the Department. Thirty-one completed surveys were returned to the County [Attachment 3].

STAKEHOLDER FEEDBACK

Sierra County is very proud of Stakeholder involvement in the large Stakeholder convening on November 5, 2014. There were approximately 35 staff and community partners from CPS, Probation, law enforcement, Board of Supervisors, Office of Educations, parents, Family Resource Center, First 5, Behavioral Health, AOD, Workforce Development, Child Abuse Prevention Council, and several other community partners.

UC Davis Northern Training Academy facilitated the meeting by separating the Stakeholders into three groups. The Stakeholder meeting was so successful, First 5 is discussing reinitiating their Stakeholder Summit meetings.

Stakeholder Convening Participants

Merrill Grant	Sierra County Superintendent of Schools
Jeff Bosworth	Chief Probation Officer/Placement Officer
Judy Blakney	Chief Accountant
Peter Huebner	Board of Supervisor District 2
Paul Roen	Board of Supervisor District 3
John Hiatt	Social Worker lll
Jamie Schlitz	Social Worker ll/PSSF Collaborative
Marla Stock	Principal of Loyalton High School
Mike Filippini	Sierra County First 5
Vanessa Fatheree	Parent/Eligibility Worker
Shanna Anseth	Public Health Nurse /PSSF Collaborative
Carrie Higby	Sierra County Superior Court
Sandi Marshall	District Attorney/Victim Witness
Kasey Coonrod	Sierra Safe/ PSSF Collaborative
Suzie Shelton	Sierra Safe/ PSSF Collaborative
Robin Jaquez	Family Planning
Pam Filippini	Toddlers Towers
Kathryn Hill	Behavioral Health Supervisor/AOD
Rebecca Dunsing	Probation Officer
Tammy Muldoon	Family Resource Center/PSSF Collaborative/CAPC
Becky Kinkead	Mental Health Services Act Advisory Board/ PSSF Collaborative

Mary Wright	Sierra County Child Care Council/ PSSF Collaborative
Heidi Bethke	Loyalton School Psychologist
Amy Richards	Behavior Health Case Manager
Jennifer	UC Davis Regional Training Academy
Lisa Botzler	Former CDSSCSOAB Consultant
Darden Bynum, LCSW	Director Health and Human Services
Lori McGee	Eligibility Supervisor Health and Human Services
Lea Salas	Assistant Director Health and Human Services
Jessica Iford	UC Davis Regional Training Academy

As Sierra County has had no children in care for the last three years, no former foster youth was available. Although Sierra County has in the past accessed Family Foster Agency (FFA) none was invited. We are aware their collaboration is important, and they will be invited to all future Stakeholder events and communication. Court Appointed Special Advocates (CASA) is not an active organization in Sierra County. If Sierra County sees the need for this in the future, it will be explored or substituted with another mentoring type program.

The Stakeholders in attendance on November 5, 2014, shared their personal and professional experiences, answering a series of questions about the local understanding of the role of the CPS and Probation, the needs of the community, and how to improve the provision of meaningful services to children and families. The group was able to also provide a summary of the strengths and challenges they perceived in our community and a list of possible solutions that could be implemented in Sierra County.

SUMMARY OF SMALL GROUP QUESTIONS

Introduction:

1. What is the role of Child Welfare?

To investigate allegations with the objective to support child wellbeing and promote healthy families through direct services. Advocating for the safety and health of children in the

community and maintaining safety standards for children. That means basic health and safety needs are met and when they are not, to connect children and families to appropriate services and supports.

2. When children are being abused, who do you call?

Sierra County Sherriff and/or CPS; call social worker directly if appropriate.

3. When children are not safe in their homes, what would you recommend Child Welfare do?

Investigate risk and safety issues, removing children when necessary or ensuring they can safely remain in home with plan. Provide services to family to bring children home or address risk and safety concerns. May include a safety plan, Court intervention, mental health, domestic violence or other educational services, or access to additional supports.

4. What is your role and your agencies role in the community to keep children safe?

Educational:

- Educate both early childhood and school age children.
- Identify developmental/educational needs.
- Refer to services.
- Provide access to parenting supports.
- Respite care.
- Provide safe place for children.
- Truancy reduction.
- Mandated reporting.

Behavioral Health/AOD Services:

- Mental health counseling.
- Behavioral interventions.
- Alcohol and other drug treatment.
- Parenting education and support groups.

Resource Center:

- Parenting education.
- Referrals to other community resources.
- Other misc. supports.

Probation/Sherriff/DA:

- Investigation. Work with perpetrators or victims to provide behavioral supports and intervention.
- Referrals to other agencies for services.
- Delinquency and truancy reduction.
- Supervise youth coming through juvenile justice system.
- Family supports for juvenile offenders.
- Informal interventions.
- Respite care.

Child Welfare:

- Investigate child risk and safety issues.
- Family case management.
- Refer or provide services to families.
- Promote healthy family practices.
- Remove children and place in out of home care when necessary.

5. What services or supports exist in our community that keep children safe and help parents raise healthy and happy children?

Sierra County is a unique rural County that is resilient and staff wear multiple hats, working collaboratively with community partners and responding to community needs by braiding together services to best help families in times of crisis. Community and County resources are wrapped around the family to reduce risk and safety issues to maintain children at home or to support the return of children to their families. Services include, but are not limited to: Family Resource Center, SCCAC, Sierra Forever Families, Mental Health, Student Attendance Review

Board (SARB), early childhood education and schools, churches, community organizations, Health and Human Services, Probation, law enforcement and First 5.

Collaboration:

Describe how you have seen the Child Welfare Department collaborate with other County or community agencies to provide comprehensive services and resources to support children and families.

SARB-Meets monthly with educational and community partners to review school attendance issues and is often an early indicator of other challenges within the family and can be an avenue to offer services and supports to the family. Includes Probation, Child Welfare, and Mental Health.

- Foster Youth Services-Collaboration between schools and Health and Human Services for at risk youth. Referrals to services and supports. Address needs of students.
- Drug Court-Court, Probation, Child Welfare and AOD work together to support families.
- Would like to see the County reinstate the Multidisciplinary Team that existed in the past and created a venue for more Stakeholders to address risk and safety issues to families.

Describe how the County consults and coordinates with community partners and Stakeholders for Child Welfare planning efforts.

- Child Welfare and CalWorks team up to meet family needs together and see that basic needs are met. It is a challenge for CalWorks to coordinate with other agencies due to tight confidentiality issues. Need help in addressing how to overcome this challenge to better coordinate services to children and families. CPS would like Meds Lite access to help with getting services to clients.
- Peer Partners and the Family Resource Center
- Coordinated services with the County's local law enforcement agencies.
- CPS/Probation/Sherriff's Department regularly communicate day to day issues (informally)
- Drug Court
- Discuss any agreements between County agencies for data sharing or other ways to serve shared populations
- Past agreements between agencies have expire or are no longer in place; need to reestablish formal agreements with schools, Mental Health, Health and Human Services (HHS), Probation, etc.

- Ensure the Releases are signed to allow communication around open cases between HHS, schools, etc.
- Sierra Forever Families share basic data with the County and State (OCAP funded)

What collaborations exist in the County to coordinate Child Welfare planning efforts (broadly stated from prevention throughout the continuum) including shared expectations, responsibilities, exchange of information, aligning of activities, sharing of resources, and enhancing the capacity of all involved?

- Being Myself with You- Collaborative program between schools and HHS to support communication and well-being in middle school students.
- Music Together- Collaborative program between HHS and Sierra Forever Families (OCAP, First 5)
- Drug Court- Combines Probation, Sherriff, Mental Health, AOD, Workforce Alliance
- Dual Jurisdiction- Probation and CPS meet to determine who will handle the case to best meet the child/family needs.

Describe the process used by the County to ensure that the concerns of Stakeholders are taken into account when developing services?

This was identified as an area that needed to be addressed, but HHS is working on developing a position to support the schools and families who are identified by the schools as having attendance issues. This was an identified are by Stakeholders that the County is trying to use to impact how business is done.

Describe how the County and community, including the prevention, early intervention and treatment community-based partners, work together to reduce child abuse and neglect.

- Interagency communication is informal and regular
- Individual agencies meet to discuss cases individually
- Toddler Towers-a program by Sierra Forever Families works with the school to refer students who may need special education services
- Public Health-Immunization report to State
- First 5-Dental Screenings
- Schools-Mandated reporting and communication between schools and Child Welfare

Service Array

There are a variety of services available to families and children in the County. What, if any, services do you feel are missing? In what ways can we improve the services available in our community?

•Disability Services

•Domestic Violence treatment programs (specifically for perpetrators)

•Youth Recreational activities

•Al Anon, Teen Anon

•Friday Night Live/Club Live at schools

•Summer youth program

•Pre-K services for children, specifically higher risk children in poverty

Identify the service continuum from the prevention of child abuse to after Child Welfare closes the referral) that is available in the County. Are these services available in all areas of the County? Remember to include services and delivery of services for children with disabilities and their families that are available in your County. Are there any agencies/services available to individuals with physical, mental or other disabilities?

•Children with disabilities are served by both schools and social services

•Regional Center can provide services for eligible clients

•Special Education program in schools very effective

•Women Infants and Children (WIC)

•First 5 prevention programs

•Public Health-immunizations, Family Nurse Practitioner

Of these services identified above, which ones have been determined to be most effective?

•Special Education

•Early Intervention (Music Together, Sierra Kids)

Identify and prioritize the services that are missing. These are referred to as unmet needs or service gaps.

•Disability Services for adults

•Teen support/activity programs

•Wilderness Education program, specifically growing youth life skills and building self esteem/team building

•Transportation, both public or agency provided

- Domestic Violence program
- Anger management program
- Help families learn how to access medical services in Nevada with MediCal coverage. May require the County to develop some agreements with Washoe County, Nevada facilities

What prevention services are most effective for our families and children?

- Juvenile Justice Commission
- Early Childhood Education (Sierra Kids, Music Together)
- Perinatal AOD Services
- Youth recreation programs
- Youth substance abuse/prevention programs
- First 5
- School based prevention activities
- SARB

What services are available for children with disabilities and their families

- School based services (Seek and Serve, Response to Intervention)
- California Children Services
- Alta Regional Center
- Toddler Towers IEP Preschool
- Mental Health services

For example, substance abuse and mental health have been reported to be contributing factors to child maltreatment. Within the County's service array, identify the substance abuse and or mental health services available and the accessibility of these services throughout the County?

- DeMartini House (Peer partners)
- Drug Court (Suggested that this Court be expanded for teens and for voluntary cases)
- Mental Health/AOD
- Alliance for Workforce Development
- Youth Counseling

Domestic violence has been reported to be contributing factors to child maltreatment. Within the County's service array, identify the domestic violence services available and the accessibility of these services throughout the County?

•Counseling services for perpetrators

•Victim Witness

•Sierra SAFE (Offers safe houses for DV victims, high school prevention/intervention for teens around dating violence)

Of the services available in the County (service array) to address the continuum of care, where are the gaps that do not meet the needs of the community?

•West side of the County (Downieville) needs more access to services and therapists

•Huge transportation barriers. There is no public transportation and the communities are spread over distance and the geography and weather conditions make getting to/from services a huge challenge, even if there are services available in County.

Discuss the barriers or challenges that certain groups have had in receiving services. Include in the discussion the specific population, geography, age group, language, etc. and the need for services and what they may be.

•Insurance, ensure coverage to allow access to services

•Lack of Spanish speaking programs, though Plumas/Sierra Crisis Line has a Spanish speaking worker

•Transportation. Could use a senior bus service.

How do children and families in isolated geographical areas of the County access services? How can we, as a community address this?

•Schools are in every community, so the use of school based services is an effective way to bring them into each community, including early childhood aged children.

•Improve transportation services

•Consider bringing mobile services to areas that do not have permanent services

When families need help or resources, where do they go? How do they learn about these places or resources? In what ways can we improve in letting families know where they can go?

•Family Resource Center

•DeMartini House

•School staff

•HHS/social services

•Community Health Clinic

•Use of the Sierra County Resource Guide-distribute to more of the community

•More written material about programs in key locations

•Cross training community providers and schools to make sure everyone knows about what services are available

•Better referral process

Training

Do you see any areas in Child Welfare that could improve with training? What types of training would you suggest?

•See more trainings offered in County to allow more staff to attend

•Develop an in-depth, multidisciplinary mandated reporter training and provide to community

•Orientation for community to understand the services available

•Orientation for families involved with Child Welfare or Probation

•Training between Courts and Child Welfare staff

•Social Worker CORE training, ongoing training

What changes have you seen in the Child Welfare system in the last 3 to 5 years that have improved the safety of children and families who have been served by Child Welfare?

•New social workers

•Focus on maintaining children with families and use of prevention and support services to meet risk and safety needs rather than removal

•Improvement in collaboration between Child Welfare and Mental Health. They are now creating more functional case and service plans, focused more on recovery rather than punitive.

In what ways could Child Welfare improve safety, permanency and wellbeing of children and families in the County?

•Early Childhood Education increase programs/populations served

What are some ways we can educate our community about Child Welfare and what role Child Welfare plays in our community? <u>Past and future improvements</u>

•Parenting classes

•Family Literacy Program

- Community Information sessions
- Distribute resource guides and materials

General strengths and challenges
What is working particularly well for the Child Welfare system?

- Workers are passionate about serving families, committed
- Building good relationships with community to help improve prevention options in lieu of placement

What are the challenges facing the Child Welfare system in serving children and families?

- Transportation
- Lack of services, either by type or within communities (DV, Anger management, etc.)

Poverty
What geographic areas of the County have high rates of poverty? Which communities have been most impacted by poverty? Why?

- Loyalton has the low income housing, draws families that need that service. Also, due to lack of transportation, many need to stay in this area to access services.

What are the factors leading to poverty?

- Lack of jobs
- Drug/Alcohol abuse
- Lack of transportation
- Lack of motivation to seek employment, generational poverty
- Geographic location creates isolation from larger communities & economies

What factors have contributed to the unemployment rate in Sierra County?

- Closing of the local Sierra Pacific Industries Mill left many families without a source of income
- Jobs openings are more competitive

Overall demographics
Geographic, age, racial/ethnic or other trends should be explored in order to identify children at greatest risk of maltreatment. For example, if the rate of law enforcement calls for domestic violence is three times higher in a particular zip code be sure to discuss.

- There is a larger Probation caseload in Loyalton as compared to the rest of the County.
- Most Child Welfare clients are on the east side of the County. Workers primarily work out of the office on that side of the County to serve those needs.

Summary or Barriers/Needs:

- Due to the rural expanse of the County, there are transportations issues in getting to clients, clients accessing services, etc.
- There is a need for additional AOD services for youth and adults, both prevention programs and treatment programs in County with longer term support programs to help maintain sobriety.
- Lack of adult disability services in County.
- Need more summer programs that support prevention. For example, bring back the "Wilderness Program" that was discontinued due to insurance cost issues to engage youth is safe. Prevention based activities.
- Lack of communication with the community about the local needs and services. First 5 has made some provisions for community outreach with social media. Maybe a partnership with them could be built.
- Lack of services in the community. Need more: domestic violence for adults, group therapy for adults, and services for Probation clients. Need a more detailed service need assessment to help determine full scope of needs and the priority of developing services.
- The closest major service center is Reno, Nevada, but the County does not have funding to send clients to them.
- Change in Sherriff, which may have an impact on how administration utilizes resources and the number of officers in the County, as well as the Sheriff's Office priority for working collaboratively with Child Welfare.
- Lack of regular use of the Family Resource Center. Need to make more referrals and utilize what services are available consistently.
- Need to develop and strengthen the relationships with other agencies and more public/private partnerships.

Summary of Strengths:

- Close knit community that works well together.
- Strong existing partnership between law enforcement and Child Welfare, schools.
- Community is committed to supporting families. Community works with agency to meet needs.
- Agency leadership open to collaborations and partnerships.

Suggested Solutions/Strategies:

- Probation could respond to Child Welfare when the Sherriff is not available. They cannot respond to law enforcement calls, but can support basic investigations, support at office and back up law enforcement.
- Build a partnership with the schools to set up community based schools centers, and expand those that have already been started. This could use space provided by the school district and provide a place for parents to come into for services; can work with other agencies to bring in services, supports, and improve communities' ability to connect to services in a neutral location.
- Develop a community resource guide that is current and make readily available to the public. Distribute to grocery stores, gas stations, etc.
- Use OCAP funding to develop more public/private partnerships. Can work with State partnerships to determine what options for funding are available. Look for additional funding sources to bridge gaps. May create a task force to prioritize projects: community pools, direct treatment services, intervention programs, etc.
- Would like to see the Wilderness Challenge, and 501c3, brought back. May be another item for the task force to examine. Could also search for a private organization with a similar mission outside of the County who would want to bring a similar program here and open a "branch" office locally.
- Develop One Stop Centers to better serve families

The County received 32 survey responses. The survey requested participants chose the best response from "Not True", "Somewhat True", "True", "Mostly True", and "Very True". It was clear from survey responses and during the Stakeholder meeting, members of the community would like to provide support for all children and parents in the community. It is important to recognize when Stakeholders refer to "community", they are referring to the County as a whole, not just the individual towns in which they may live. Many Stakeholders mentioned community dinners and community activities. The County community is strong and would like to continue to build on this so all members of the community are self-sufficient, but willing to ask for help when necessary.

Demographic Profile

General County Demographics

The 963 square miles which comprises Sierra County is divided by the 6,701 foot Yuba Pass. The land to the west of the pass consists of rugged crests, dense forest, rapidly moving water and deep canyons surrounding the County seat and historic mining town of Downieville. To the eastern side of Yuba Pass lays the expansive panorama of the Sierra Valley, the largest alpine valley in North America and headwaters of the Feather River. The County's only incorporated city is the mill town of Loyalton, located at the south east end of the Sierra Valley. During summer months there are more cattle than humans residing in Sierra County. Approximately 70 percent of all the land in Sierra County is under the jurisdiction of the US Forest Service: Tahoe, Plumas and Yuba Forests.

With a total of 3,240 year round residents, Sierra County has the second smallest population of the 58 counties in the state of California. The 2010 census reported the racial makeup of Sierra County as 3,022 (93.3%) White, 6 (0.2%) African American, 44 (1.4%) Native American, 12 (0.4%) Asian, 2 (0.1%) Pacific Islander, 75 (2.3%) from other races and 79 (2.4%) from two or more races. Those of Hispanic or Latino of any race are 269 persons (8.3%). There are 3.3 people per square mile and 21 percent of them are over 65 years old. Seventeen percent of the population is under 18 years old.

Situated within the seven small communities in Sierra County are three locally owned grocery stores open year round, five convenience stores where fuel can be purchased and two medical clinics providing basic care in addition to the Sierra County Health Department. Ninety percent of medical first responders are volunteers. All seven fire departments are staffed by volunteers. There are no hospitals or stop lights in the County. The nearest Level 2 trauma centers are in Reno, Nevada, (60 miles from the east side) and Chico, California, (60 miles from the west). Two active senior centers provide regular meals and minimal bus transportation for

seniors and others. Transportation is a significant issue in Sierra County where there is no public transportation. Residents are spread out over a large geographic area, and the nearest available employment is often 45 miles away. Nearly 40 percent of Sierra County residents work outside the County. Housing availability can also be a significant issue, especially in regard to housing for the homeless and/or special needs populations. The 10 active churches maintain small food and basic supply pantries for assistance during emergencies. In general, residents are accustomed to functioning without power for over 48 hours. No active members of the American Red Cross are located in the jurisdiction. Local media consists of two newspapers: *The Mountain Messenger*, the oldest weekly newspaper in California, founded in the 1800s, and *The Sierra Booster*, founded in 1949.

Environmentalist victories have impacted the local economy dependent on tourism, mining, logging and ranching. The saw mill closed in Loyalton in 2001 eliminating 150 jobs in a town of 800 people. In 2010 the mining technique of suction dredging was outlawed in California. National Forest road closures and restricted lake access for recreation users has increased. Battles over water use, protection and control have impacted farming and ranching.

Those who choose to remain in the rural setting of Sierra County tend to be resourceful, self-sufficient, close-knit and fiscally conservative. Once key community members' trust has been earned, much can be accomplished through collaborative efforts. Continued success in advancing the level of preparedness requires transparency, diplomacy, patience and a delicate balance between government mandate, common sense and freedom of personal choice.

Age Distribution

According to the 2013 Census, 4.0 percent of the population is under the age of 5 years old and 16.4 percent are under the age of 18 in Sierra County.

Table 1 **Sierra County Child Population (2013)**			
Age	**Female**	**Male**	**Total**
0-2 Years	30	33	63
3-5 Years	35	44	79
6-10 Years	64	60	125
11-13 Years	40	39	79
14-17 Years	47	58	104
Total 0-17	216	234	450

Ethnicity

The following data provides a more detailed outline of the ethnicities of the residents of Sierra County compared to the State of California.

Table 2 **Ethnicity (2013)**1	Sierra County (%of Population)	California (% of Population)
White alone	94.7%	73.5%
Black or African American alone	0.4%	6.6%
American Indian and Alaska Native alone	1.9%	1.7%
Asian alone	0.4%	14.1%
Native Hawaiian and Other Pacific Islander alone	0.1%	0.5%
Two or More Races	2.4%	3.7%
Hispanic or Latino	9.2%	38.4%
White alone, not Hispanic or Latino	86.4%	39.0%

Languages Spoken

According to US Census data, English is the primary language spoken at home in Sierra County. The US Census Bureau reports for the years 2008-2012, only 8.5percent of Sierra County residents spoke a language other than English at home,[1] and that 5.2percent of the children enrolled in school are English Learners.[2] The most common language spoken besides English appears to be Spanish. Sierra County utilizes in person interpreters by obtaining MOUs

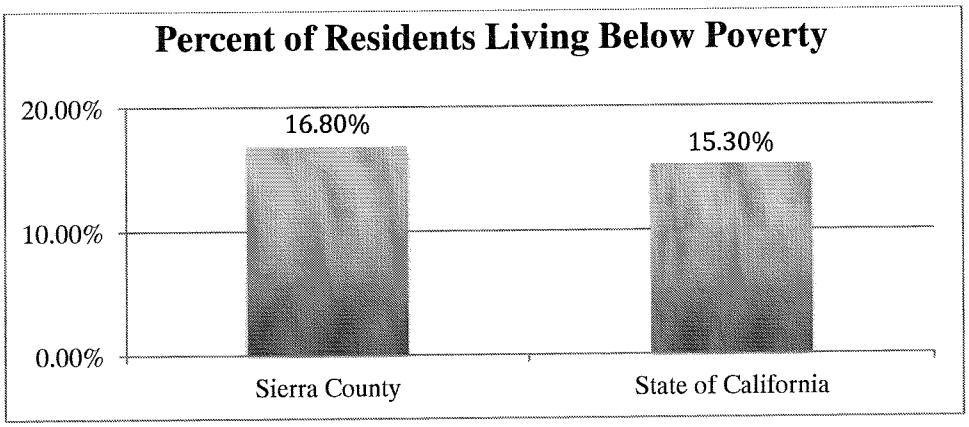
[1] US Census Quickfacts for Sierra County: http://quickfacts.census.gov/qfd/States/06/06091.html

[2] Kidsdata.org for Sierra County: http://www.kidsdata.org/region/333/sierra-County/summary#6/demographics

and a language line when there is no local interpreter available. To date, CPS has only had the need for Spanish speaking translators which fortunately are local.

Median Household Income

The median household income between 2008-2012 in Sierra County was $42,500 per year.[1] This is significantly lower than the median income for the State of California, which was $61,400.[1] Not surprisingly, based on the lower median household income, 16.8% of the residents in Sierra County are below the poverty level, compared to 15.3% throughout the state.[1]



Unemployment Data

According to the U.S. Bureau of Labor Statistics, the unemployment rate in Sierra County, as of July 2014, was 8.6 percent.[3] Unemployment trends for Sierra County appear to be seasonal: The rate drops dramatically during the summer due to seasonal employment opportunities such as logging, summer employment with United States Forest Service, recreation, etc.

Unemployment in Sierra County has historically been more prevalent than the State of California as a whole; the most recent data regarding unemployment rates in the State of California (as of July, 2014) is 7.8 percent.[4]

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[3] US Bureau of Labor Statistics for Sierra County (retrieved from Google) http://goo.gl/TiddfM

[4] Comparison of Unemployment Rates for Sierra County and State of California: http://goo.gl/OzFyiE

Average Housing Costs

The median value of a owner-occupied housing units within the county between 2008-2012 was $265,600.[1] **Error! Bookmark not defined.**This is much lower than the average value statewide, which was $383,900.[1] Between 2008-2012, the home ownership rate in Sierra County was 76.1% (compared with a statewide average of 58%).[1]

The fair market prices for rent have fluctuated somewhat, but have generally declined. The following estimated costs include utilities, except for telephone services.

Table 3
Fair Market Prices for Rent (2010-2014)

Sierra County	**Amount**				
Unit Size	**2010**	**2011**	**2012**	**2013**	**2014**
Studio – 0 Bedrooms	$679	$696	$520	$601	$630
1 Bedroom	$791	$812	$606	$611	$639
2 Bedrooms	$1,044	$1,071	$800	$826	$865
3 Bedrooms	$1,479	$1,518	$1,134	$1,217	$1,275
4 Bedrooms	$1,831	$1,879	$1,403	$1,333	$1,396

Homelessness

According to Kidsdata.org, in 2013 there were 36 children attending public schools in Sierra County identified as homeless. This accounts for 9.2 percent of children age 5-17 who attend public schools in Sierra County. There are no homeless shelters in Sierra County.

Federally Recognized Active Tribes

There is no tribal affiliation in Sierra County (no Rancheria or other centralized tribal affiliation). A closer look at the American Indian Population indicates there are 73 residents who associate their heritage with an American Indian Tribe.[5]

School Age Children

Sierra County has a total of seven schools within the community including two elementary schools, one middle school, two high schools, one special education school, and

[5] http://www.nahc.ca.gov/population.html

one continuation school. There were no charter schools in the County during 2008and 2009. There are approximately 34 full-time teachers. All of the students, except for three, are enrolled through the unified school district. The remaining three are enrolled through the County Office of Education. The average class size is 12.6, remarkably lower than the State average of 25.4 students per classroom.[6]

Table 4 **Children Attending School in Sierra County (2013)**	
Sierra County Child Population	450
Public School Enrollment (n)	381
English Learners in Public School (n)	20
English Learners in Public School (%)	5.2%
Homeless Public School Students (n)	36
Homeless Public School Students (%)	9.2%
Kindergartners With All Required Immunizations (%)	100%
Foster Youth With Active IEP's (n)[7]	0

Table 5 **Public School Enrollment, by Race/Ethnicity (2013)**	
Race/Ethnicity	**Percentage**
White	80.6%
African American/Black	1.0%
American Indian/Alaska Native	0.8%
Asian/Asian American	1.0%
Native Hawaiian/Pacific Islander	0.0%
Hispanic/Latino	13.6%
Filipino	0.0%
Multiracial	0.8%

Children Who Leave School Before Graduation

The dropout rate is the percentage of students that leave the 9-12 instructional system without a high school diploma, GED, or special education certificate of completion and do not

[6] http://www.ed-data.k12.ca.us/

[7] California Child Welfare Indicators Project: http://cssr.berkeley.edu/ucb_childwelfare/CDSS_6B.aspx

remain enrolled after the end of the 4th year.[8] During the 2012-2013 school year, there was only one child who dropped out of school prior to graduation in Sierra County.[9]

Analysis of General Demographics

The general population of Sierra County has declined 6.48 percent (3,303 to 3,089) since the last Community Self-Assessment (CSA) in 2010; the child population has declined 18.92 percent (555 to 450). With the closing of the mill there has been a steady family decline due to lack of jobs. The County is relatively homogenous in racial makeup, with 94.7 percent of the population identifying as white. With regards to the child population, Table 2 reflects children between the ages of 6-10 and 14-17 represent a substantial portion of the child population in the County. This is important to highlight as Sierra County assesses the ages of children served by CPS and where services may need to be targeted.

The unemployment rate in Sierra County has maintained a historic pattern of seasonal fluctuations, but generally appears to be declining. Although the median household income is significantly lower than the Statewide average, rent costs appear to be declining. Nonetheless, families in this County continue to live in poverty, and a significant number of school age children are homeless.

Loyalton the highest number of program participants for IHSS, CalWorks/Eligibility and CPS referrals. This could be due to the location of services in the community, the location of the largest county school or the largest community. It should also be noted although Downieville is a small community and might appear to be isolated; there is large community involvement/participation in events. Throughout the year, Downieville hosts events such as The Snowball, The Downieville Treasure Hunt, Father's Day Fishing Derby to name a few. This is also a large tourist stop for mountain bikers, so much of the community caters to tourism and there is a small number of children in the community. The Workforce Development Center historically was located in Loyalton. It has since moved to Sierraville, this was noted as a concern during the Stakeholder meeting.

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[8]Education Data Partnership: http://www.ed-data.k12.ca.us/Pages/Glossary.aspx

[9]California Department of Education Data Reporting Office: http://dq.cde.ca.gov/dataquest/

CHILD MALTREATMENT INDICATORS

Number of Low-Birth Weight Newborns

According to the University of California San Francisco, low birth weight is defined as an infant weighing less than 2500 grams (or approximately five pounds, fifteen ounces) at the time of birth. Causes for low birth weight can include premature birth at less than37 weeks gestation, intrauterine growth restriction due to issues with the placenta, maternal health, or birth defects. Some risk factors for low birth weight are race, age, multiple births, lack of prenatal care, and maternal health. Infants with a low birth weight have a greater risk for complications such as hypothermia, perinatal asphyxia, respiratory problems, anemia, feeding difficulties, infection, hearing deficits, Sudden Infant Death Syndrome (SIDS), and other complications.[10]

According to Kidsdata.org, for the ten-year period from 2003-2012, there has never been a year in which there were more than 20 infants born of low birth-weight in Sierra County; the exact number is unknown and has been suppressed, due to the low number.[11] According to 2014 California Department of Health data, between the years 2010-2012, 4.6 percent of infants born in Sierra County were low-birth weight, compared to a Statewide rate of low-birth weight newborns of 6.8percent for the same timeframe.[12]Of additional importance, 70.7percent of all mothers who gave birth from 2010-2012 received adequate prenatal care, 72.4percent within the first trimester (compared to Statewide averages of 79.5percent and 83.6percent, respectively).

Number of children born to teen parents

Prevention of teenage pregnancy is important for several reasons, both socially and economically. Teenage mothers tend to have lower educational levels and decreased income, potentially increasing the cost to taxpayers for health care and foster care of the children. Further, children of teenage mothers are statistically less likely to graduate high school, have

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[10] UCSF Manual: http://www.ucsfchildrenshospital.org/pdf/manuals/20_VLBW_ELBW.pdf

[11] Kidsdata.org, re: Physical Health http://www.kidsdata.org/region/333/sierra-County/results#ind=&say=91&cat=44

[12] California Department of Public Health: http://www.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#d

more health issues, more likely to be incarcerated during adolescence, and become teenage parents themselves.[13]

According to Kidsdata.org, for the ten-year period from 2003 through 2012, information regarding teen births in Sierra County has been suppressed due to the low number of such events.[14] There is no information available for teen births from the California Department of Public Health for the same reason.[15]

Family Structure

Information from the Population Reference Bureau regarding family structure trends in Sierra County is unavailable.[16] According to the US Census Bureau, the average household size in Sierra County is 2.32 persons.

Housing Costs and Availability

As previously indicated, the median value of owner-occupied housing units in Sierra County was approximately $265,000 from 2008-2012. In 2014, the monthly price of a rental, ranging from a studio to a four-bedroom unit, is predicted to be between $630and$1,396. According to U.S. Census Bureau estimates from 2008-2012, 928 of the available 2,266 (40.9%) housing units throughout the County were vacant.[17] This is believed to be in part due to the seasonal tourist attractions found within Sierra County.

2-1-1 Calls: Monthly Averages by Assistance Requests

Many counties throughout the State have a 2-1-1 service through the California Alliance of Information & Referral Services.[18] The service allows members of the community and service providers to access information about government and non-profit community health and social services in their area. Sierra County is not a member of the 2-1-1 service.

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[13]CDC Facts About Teen Pregnancy: http://www.cdc.gov/TeenPregnancy/AboutTeenPreg.htm

[14] Kidsdata.org, re: Physical Health http://www.kidsdata.org/region/333/sierra-County/results#ind=&say=91&cat=44

[15]CA Dept. of Public Health: http://www.cdph.ca.gov/programs/mcah/Documents/MO-MCAH-2011TBR-DataSlides.pdf

[16] Population Reference Bureau: http://www.prb.org/DataFinder.aspx(see also: http://goo.gl/SCmrVR)

[17]US Census Fact Finder: http://factfinder2.census.gov/ (see also: http://goo.gl/LBj0oP)

[18] 2-1-1 Website: http://www.211.org/

Substance Abuse Data

The most recent available data report (2010) regarding substance abuse from the California Department of Health Care Services (via the Community Prevention Initiative Project) uses seven indicators to report community substance abuse.[19] Table 6 summarizes this data by indicators.

Table 6
Community Substance Abuse Indicators

Indicator	Sierra County	State Average
Prevalence of Binge Drinking (2007) (residents 18+ years old)	25%*	30%
Admissions to Alcohol and Other Drug Treatment (2008)	534.87 per 100,00*	591.63 per 100,00
Arrests for Drug-Related Offenses (2008)	174.03 per 100,00	910.20 per 100,00
Arrests for Alcohol-Related Offenses (2008)	2958.58 per 100,000	1203.37 per 100,000
Alcohol-Involved Motor Vehicle Accident Fatalities (2008)	27.34 per 100,000	3.54 per 100,000
Alcohol and Drug Use Hospitalization (2007)	196.39 per 100,000*	205.44 per 100,000
Deaths Due to Alcohol and Drug Use (2007)	0.00 per 100,000	21.46 per 100,00

*Combined data for Del Norte, Modoc, Plumas, and Sierra Counties

Mental Health Data

In 2012, there were 156 individuals estimated as needing mental health services in Sierra County, including 41 youth ages 0-17.[20] The number of children who have required mental health hospitalization in Sierra County is unknown; aggregate data for Lassen, Modoc,

[19] Community Prevention Initiative:http://www.ca-cpi.org/resources/County_indicator_reports.php

[20] CA Dept. of Health Care Services: http://www.dhcs.ca.gov/provgovpart/Documents/CaliforniaPrevalenceEstimates.pdf

Nevada, Plumas, and Sierra Counties shows 74 youth between the ages of 5-19 years of age were hospitalized for mental health issues in 2012.[21]

Child Fatalities and Near Fatalities

There have been no child fatalities in Sierra County since the most recent CSA in 2010. The most recent child fatality occurred in 2010 and was identified as a self-inflicted suicide.[22]

Children with Disabilities

In 2013, there were32 children (8.4percent of the total population) in Sierra County enrolled in Special Education. This includes children attending public school in grades K-12.[23] Of these children, 17 were identified to have a Learning Disability.

Alta California Regional Center provides services to individuals in Sierra County with intellectually or development disabilities. Although we do not have a breakdown between adults and children, the Grass Valley office serves 11 adults and children from Sierra County.

Rates of Law Enforcement Calls for Domestic Violence

In 2012, there were a total of four law enforcement calls for domestic violence in Sierra County, all of which involved a weapon (with one instance involving use of a firearm).[24] Calls from prior years were as follows: 2011 (10); 2010 (18), 2009 (6); 2008(9).[25]

Emergency Room Visits for Child victims of Avoidable Injuries

In 2012, there were33 cases of children in Sierra County presenting at the emergency room with non-fatal injuries, including one child between the ages of 0-17 years old who was treated for assault injuries.[22]

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[21] Kidsdata.org, re: MH Issues: http://www.kidsdata.org/region/333/sierra-County/results#ind=&say=91,1193&cat=27

[22] CA Dept. of Public Health Epicenter: http://epicenter.cdph.ca.gov/ReportMenus/CustomTables.aspx

[23] Kidsdata.org, re Disability: http://www.kidsdata.org/region/333/sierra-County/results#ind=&say=91&cat=12

[24] CA Office of Attorney General: http://oag.ca.gov/sites/all/files/agweb/pdfs/cjsc/prof12/domestic_violence_2012.pdf

[25] Kidsdata.org, re DV: http://www.kidsdata.org/region/333/sierra-County/results#ind=&say=91&cat=1

Analysis of Child Maltreatment Indicators

It is somewhat difficult to get a clear picture of standard child maltreatment indicators because of the small amount of data available. This is an inevitable reality when dealing with a County with a small population. Reviewing the child maltreatment indicators, there are some key areas to emphasize. First, as previously indicated, the cost of housing throughout the County combined with the number of families living in poverty is important. Although there are housing units available for rent or for sale, it may be difficult for families to afford the cost of the available units. Secondly, the number of calls for domestic violence received in 2012 demonstrates a steady decline over the past three years, although it should be noted the rate has fluctuated over time. Lastly, the rate of alcohol use, arrests, and vehicular fatalities in Sierra County is noteworthy, when compared to the State as a whole.

At this point, Sierra County does not have a differential response program. Because Sierra County is looking at needs and services differently than it has before. Although an alternative response system is in place, Sierra County must create a system that is both structured and effective. As part of the SIP, Sierra County plans to create more community partnerships and build upon relationships already in place. Also as part of the SIP, there will be an increase in family preservation activities and events. These partnerships as well as a greater involvement in the community will give the County a better idea of who to partner with and the needs of the community needs. The Department is actively looking at existing groups and organizations in the community who are not partnering with the Department and reaching out to discuss different opportunities to provide services to the community. These groups and organizations could include faith based organizations, school organizations, or philanthropic organizations.

The County will increase internal training to strengthen social workers skills and the Department. Referrals have been open for extended amounts of time to allow the social workers to assist the family with services rather than open non-Court family maintenance cases. This has prevented the Department from meeting expected Federal timelines. Training will improve the way services are provided as well as completing referrals in a timely manner. Training will not be solely for staff. The County will further build on partnerships by including

the community in trainings, for example mandated reporter training, child development trainings to only name a few. The FRC has a small budget for training, by including the FRC in County trainings, they do not have to utilize their budget. Also, by assisting in their transportation to training, they again can utilize their training budget in other ways.

Child Welfare Population

For the five-year period, 2009-2013, the annual average number of children with allegations of abuse in Sierra County was 51.4.[26] The most current data shows 40 Sierra County children were alleged to have been abused in 2013; an allegation rate of 86.5 per 1,000 children (it should be noted the child population in Sierra County is only 450 children, and use of a populations rates " per 1,000" will "inflate" the incidence of occurrence). It should also be noted, due to the manner in which data is collected for this statistic, children with abuse allegations may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children with abuse allegations over the five-year timeframe.

The following tables provide annual information about children with abuse allegations stratified by age and ethnicity.

Table 7
Children with Allegations (by age)

Age Group	Year				
	2009	2010	2011	2012	2013
Under 1	3	3	0	1	0
1-2	6	7	6	3	4
3-5	8	13	6	11	9
6-10	14	16	13	21	7
11-15	20	19	12	16	12
16-17	3	4	7	5	8
Total	54	62	44	57	40

[26]California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

Table 8 Children with Allegations (by ethnicity)					
Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	0	0	0	0	0
White	41	46	30	41	22
Latino	9	11	3	8	6
Asian/Pacific Islander	1	0	0	1	0
Native American	1	0	0	0	0
Multi-Race	0	0	0	0	0
Missing	2	5	11	7	12
Total	54	62	44	57	40

Children with Substantiated Allegations

For the five-year period, 2009-2013, the annual average number of children with substantiated allegations of abuse in Sierra County is 10.8.[27] The most current data shows four Sierra County children had substantiated abuse allegations in 2013. It is clear from the available data the incidence of substantiated allegations has dropped dramatically over the five-year period. It should be noted, due to the manner in which data is collected for this statistic, children with abuse allegations may be counted multiple times over a multi-year period (but only once per year); therefore, it is not possible to conclusively determine the total number of children with substantiated abuse allegations over the five-year timeframe.

Allegation Type	Interval						
	JAN2008-DEC2008	JAN2009-DEC2009	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012	JAN2013-DEC2013	JAN2014-DEC2014
	n	n	n	n	n	n	n
Sexual Abuse	.	3	3	3	6	6	3
Physical Abuse	.	10	5	10	11	10	7
Severe Neglect	.	.	.	.	.	2	.
General Neglect	11	25	42	22	36	16	30

[27] California Child Welfare Indicators Project : http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx

Exploitation	.	.	.	1	.	2	.
Emotional Abuse	6	5	6	7	3	1	1
Caretaker Absence/Incapacity	5	5	4	1	.	3	1
At Risk, Sibling Abused	.	1	2	.	1	.	.
Substantial Risk	7	5	.	.	.	.	.
Missing	.	.	.	.	.	.	.
Total	29	54	62	44	57	40	42

The following tables provide annual information about children with substantiated abuse allegations stratified by age and ethnicity.

Table 9
Children with Substantiated Allegations (by age)

Age Group	YEAR				
	2009	2010	2011	2012	2013
Under 1	1	1	0	0	0
1-2	2	3	1	0	2
3-5	3	2	3	1	1
6-10	5	4	4	1	0
11-15	5	4	5	1	0
16-17	1	1	2	0	1
Total	17	15	15	3	4

Table 10
Children with Substantiated Allegations (by ethnicity)

Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	0	0	0	0	0
White	12	8	14	2	4
Latino	5	6	1	1	0
Asian/Pacific Islander	0	0	0	0	0
Native American	0	0	0	0	0
Multi-Race	0	0	0	0	0
Missing	0	1	0	0	0
Total	17	15	15	3	4

Children with Entries to Foster Care (CWS)

No Sierra County children have entered foster care via CPS since the quarter beginning on January 1, 2012.[28]

Table 11 provides information about Sierra County children entering foster care from 2009-2013, stratified by the reason for removal.

Table 11
Children with Entries to Foster Care (by removal reason)

Removal Reason	YEAR				
	2009	2010	2011	2012	2013
Neglect	4	1	1	0	0
Physical	0	0	0	0	0
Sexual	0	0	0	0	0
Voluntary Reentry	0	0	0	1	0
Other	0	1	2	0	0
Missing	0	0	0	0	0
Total	4	2	3	1	0

Number of Children with First Entries (CWS)

Sierra County has experienced a reduction in first entries to foster care over the past five years. There have been only seven children with first entries to foster care over that time, with all occurring between 2009and 2011. There have been no incidences of a child making a *first entry* into foster care in Sierra County over the past two years.

Tables 12 and 13 provide annual information about children with first entries, stratified by age and ethnicity.

Table 12
Children with First Entries to Foster Care (by age)

[28] Please note that data for Table 11 was obtained from the California Child Welfare Indicators project website at http://cssr.berkeley.edu/ucb_childwelfare/ReportDefault.aspx ("Entries to Foster Care" Report option) and differs slightly from other data obtained from the most current (Q2 2014) data extract (specifically, the presence of a single entry to foster care in 2012).It should be further noted that the PR3 (Entry Rates) Outcome Measure (for Q2 2014) provides the following figures regarding entries to foster care: 2009: 4, 2010: 2, 2011: 3, 2012: 0, 2013: 0. The reason for the anomaly is unknown.

Age Group	YEAR				
	2009	2010	2011	2012	2013
<1 month	0	0	0	0	0
1-11 months	1	1	0	0	0
1-2 years	1	0	0	0	0
3-5 years	0	0	0	0	0
6-10 years	0	0	0	0	0
11-15 years	0	0	2	0	0
16-17 years	2	0	0	0	0
18-20 years	0	0	0	0	0
Total	4	1	2	0	0

Table 13
Children with First Entries to Foster Care (by ethnicity)

Ethnic Group	YEAR				
	2009	2010	2011	2012	2013
Black	0	0	0	0	0
White	3	0	2	0	0
Latino	1	1	0	0	0
Asian/Pacific Islander	0	0	0	0	0
Native American	0	0	0	0	0
Multi-Race	0	0	0	0	0
Missing	4	1	2	0	0

Children with Subsequent Entries

For the time period 2009-2012, seven Sierra County children successfully reunified; none re-entered foster care within 24 months of reunification (note: one child was successfully reunified in 2012, but 24 months have not yet passed;12 months have passed, and this child has not re-entered foster care). Sierra County has no incidence of re-entry to foster care over the past five-year period (there were no entries to foster care in 2013).

Table 14
Children with Re-Entries to Foster Care

COUNT	Interval			
	2009	2010	2011	2012
Reentered in less than 24 months	0	0	0	0
No reentry within 24 months	2	3	1	N/A
Total	2	3	1	N/A

Children in Open Cases by Service Component (CWS)

Sierra County currently has no children in out of home foster care. There are five children and two families in Voluntary Family Maintenance cases. There is an average of three Emergency Response referrals each month.

Children in Care with Tribal Affiliations

Sierra County currently has no children in foster care. There are no documented instances in Emergency Response, Court ordered nor non-Court ordered Family Maintenance of children with a Tribal affiliation. Sierra County will develop a policy and procedure to better capture children with Tribal affiliation.

Changes in Allegations Rates by Age Group from January 2004 – December 2013.

Age Group	Interval									
	JAN2004-DEC2004	JAN2005-DEC2005	JAN2006-DEC2006	JAN2007-DEC2007	JAN2008-DEC2008	JAN2009-DEC2009	JAN2010-DEC2010	JAN2011-DEC2011	JAN2012-DEC2012	JAN2013-DEC2013
	n	n	n	n	n	n	n	n	n	n
Under 1	1	1	1	2	3	3	3	0	1	0
1-2	3	1	2	5	5	6	7	6	3	4
3-5	1	1	2	9	4	8	13	6	11	9
6-10	1	1	5	12	5	15	16	13	21	7
11-15	2	2	5	13	11	19	19	12	16	12
16-17	0	0	1	1	1	3	4	7	5	8
Total	8	6	16	42	29	54	62	44	57	40

California Child Welfare Indicators Project (CCWIP) University of California at Berkeley
Children with Child Maltreatment Allegations, Substantiations, and Entries Children with Allegations

Number of Children with Allegations (by type)

Types of Substantiated Allegations Over Time(Based on Counts of Referrals)

	Quarter	Physical Abuse	General Neglect	Severe Neglect	Emotional Abuse	Sexual Abuse
	4/2013	**5**	**6**	**0**	**2**	**0**
Evaluate Out		1	2	0	1	0
Unfounded		4	2	0	0	0
Inconclusive		0	1	0	1	0
Substantiated		0	0	0	0	0
No Determination		0	1	0	0	0
	1/2014	**3**	**4**	**0**	**1**	**3**
Evaluate Out		3	2	0	1	3
Unfounded		0	1	0	0	0
Inconclusive		0	0	0	0	0
Substantiated		0	1	0	0	0
No Determination		0	0	0	0	0
	2/2014	**0**	**8**	**0**	**0**	**0**
Evaluate Out		0	3	0	0	0
Unfounded		0	0	0	0	0
Inconclusive		0	5	0	0	0
Substantiated		0	0	0	0	0
No Determination		0	0	0	0	0
	3/2014	**1**	**8**	**1**	**0**	**2**
Evaluate Out		0	0	0	0	0
Unfounded		1	6	0	0	2
Inconclusive		0	0	0	0	0
Substantiated		0	1	1	0	0
No Determination		0	0	0	0	0
	4/2014	**1**	**4**	**0**	**0**	**1**
Evaluate Out		0	1	0	0	1
Unfounded		1	1	0	0	0
Inconclusive		0	2	0	0	0
Substantiated		0	0	0	0	0
No Determination		0	0	0	0	0

CWS/CMS data from Quarter 4/2013 through Quarter /2014.

Due to the small number of referrals, it is difficult to identify a trend; however, General Neglect remains to be the highest type of referral received by CPS. It is also difficult to determine a trend in substantiation rates due to this same reason. What is identifiable as a trend is the reduction in the number of referrals received each quarter.

Ethnic/Cultural Disparities

Ethnic Group	Interval									
	JAN 2004-DEC 2004	JAN 2005-DEC 2005	JAN 2006-DEC 2006	JAN 2007-DEC 2007	JAN 2008-DEC 2008	JAN 2009-DEC 2009	JAN 2010-DEC 2010	JAN 2011-DEC 2011	JAN 2012-DEC 2012	JAN 2013-DEC 2013
	n	n	n	n	n	n	n	n	n	n
Black	0	0	0	4	0	0	0	.	.	.
White	4	4	14	28	24	41	46	30	41	23
Latino	3	2	1	6	5	9	11	3	8	6
Asian/P.I.	0	0	0	0	.	1	.	0	1	0
Nat Amer	0	0	0	3	0	1	0	0	0	0
Multi-Race	0	0	0	0	0	0	0	0	0	0
Missing	1	.	1	1	.	2	5	11	7	11
Total	8	6	16	42	29	54	62	44	57	40

California Child Welfare Indicators Project (CCWIP), University of California at Berkeley

California Child Population (0-17) and Children with Child Maltreatment Allegations, Substantiations, and Entries

Probation Population

Sierra County Probation currently has no youth placed out of home. Juvenile Probation does currently have two youth on probation. Both are male. Five years ago the average was six youth. Reasons youth have entered Probation have historically been due to vandalism and theft. Youth participate in drug testing, mental health treatment and have their education and schooling monitored. Sierra County has Work Alliance in Sierraville which requires the participants to be at least 17 years old and the program is income based. This program provides job training and life skills. Youth have participated in the program in the past. They are able to utilize some of the services prior to their 17th birthday on an individual basis.

Due to the small number of Probation youth, identifying them by ethnicity would provide identifying information and prevent anonymity.

Public Agency Characteristics

POLITICAL JURISDICTIONS

Sierra County is governed by the Sierra County Board of Supervisors. The County is divided into five jurisdictions with elected Board of Supervisor membership representing each district. The Board meets the first and third Tuesday of each month. The current representation of Sierra County Board of Supervisors is as follows:

- **District 1** Lee Adams
- **District 2** Peter W. Huebner
- **District 3** Paul Roen
- **District 4** Jim Beard, Chair of the Board
- **District 5** Scott Schlefstein

There is no County Administrator and no County Human Resources Department in Sierra County government. The individual who acts as Auditor, Treasurer and Tax Collector along with the BOS provides oversight in the absence of a County Administrator.

The Sierra County Department of Health and Human Services includes the Department of Social Services, Public Health, Environmental Health, Mental Health and Alcohol and Other Drug Services. Social Services includes CPS, Eligibility, Welfare to Work, Adult Protective Services (APS) and In-Home Supportive Services (IHSS). The Director of Human Services is responsible for establishing policies and oversight of the Department of Health and Human Services and actively participates in program development, community collaboration and quality improvement efforts. The Director also represents Sierra County at Statewide Child Welfare Directors Association (CWDA) meetings, the "Twenty Smalls" Director meetings as well as the County Behavioral Health Directors Association meetings to ensure issues facing small, frontier counties in California are being heard. The Assistant Director of Health and Human

Services actively participates in day-to-day supervision of staff, program management and ensuring completion of the Department's goals and objectives.

Sierra County's CPS is co-located on the same small campus as all other departments under the umbrella of Sierra County Health and Human Services. The main campus is located in Loyalton, California, where a majority of the County population is located. A satellite office is located in Downieville, California, which is the County seat. The satellite office is used by all Sierra County Department of Health and Human Services staff as needed. The office houses a full-time Administrative Assistant five days a week, Behavioral Health personnel twice a week, AOD once a week, WIC once per month and other Social Services as necessary.

As a rural community, Sierra County Department of Health and Human Services actively partners with multiple political jurisdictions, including schools, law enforcement agencies, the Sierra County Board of Supervisors and the City of Loyalton mayor and city council. There are no Tribal affiliations, no other centralized Tribal affiliation and no Rancherias in Sierra County.

Specifically, Sierra County schools are part of the Sierra-Plumas Joint Unified School District. Sierra County has a total of seven schools available in the community including two elementary schools, one middle school, two high schools, one special education school, and one continuation school. There were no charter schools in the County during the 2008-2009 school year. Additionally, the school population includes some students who commute from rural eastern Plumas County. Sierra County Office of Education serves the needs of special education students. Not all of Sierra County is serviced by a school bus route. Those who live in Loyalton do not have access to a bus due to close proximity to the school. In some instances, parents purchase a bus pass and take their children to meet the school bus or drive them to school.

The Sheriff's Department in Sierra County consists of the Sheriff, nine full-time deputies and two reserve deputies. The Sheriff's Department has a positive relationship with CPS staff, Probation, and the community and is committed to protect and enhance the welfare of youth within the community.

Sierra County's Behavioral Health Department provides crisis, mental health and case management services to children and families referred by CPS, AOD and peer support. These programs also refer to CPS as needed. Through Mental Health Services Act (MHSA), the county is working on a plan to provide a position called "Student Advisory Program" which will link families to services and to identify early on-set of mental illness.

Sierra County Public Health Department works with CPS, when necessary. The myriad number of programs operated by Public Health includes Women's, Infant, and Children Supplemental Food Program (WIC), Family Planning with the Family Nurse Practitioner, Health Education, Disaster Preparedness, and Maternal, Child and Adolescent Health screenings.

Public Health collaborates directly with CPS by accompanying social workers on home visits, as requested, to assess the health and welfare of a child including dental status and/or other emergent issues. Public Health nurses have also gone to County schools at the request of CPS workers. Additionally, the Public Health Department has assisted with obtaining hair samples of youth for testing to assess their exposure to drugs.

Sierra County does not have a separate Juvenile Probation Department. San Francisco is the only other county that does not have separate departments for Probation. Five years ago, Probation had a Chief and five Officers. The Chief Probation Officer is appointed by the presiding judge and currently supervises two case carrying Probation Officers with one of the Probation Officers having primary responsibility of Juvenile cases. This Officer is identified as half-time Juvenile Probation and half-time Adult Probation. This officer is also responsible for Civil programs such as conservatorship, guardianship, and Court investigation for Civil legal issues. The Chief Probation Officer also supervises a half-time Office Manager.

Child Protective Services Staffing Characteristics

Sierra County Utilizes Merit System Services (MSS) when filling vacant positions in Eligibility, CPS, APS and IHSS. This can be cumbersome and lengthy. The County submits a job description for posting. Once received, MSS creates an on-line internet posting and manages applications as they are received. Counties may conduct written exams and oral exams. Due to the size of Sierra County, and the small number of qualified applicants, the written exams and

oral exams are often waived. Sierra County also advertises most positions "Until Filled" which allows for a longer posting time and the opportunity for a greater number of applicants. An applicant must participate in an interview with a panel of staff within social services. This may include the Social Worker Supervisor, the Director or Assistant Director and a third staff member. A social worker salary is significantly lower in Sierra County than that of other counties. A Sierra County Social Worker I entry level salary is $15.89 an hour, a Social Worker II entry level salary is $18.75 an hour and a Social Worker III entry level salary is $20.37an hour. In comparison, the Social Worker I salary in our neighboring counties is $23.60 (Nevada), $18.25 (Lassen), and $15.32 (Plumas part-time). Yuba does not hire anyone below a Social Worker III. (http://transparentcalifornia.com/salaries/all/)

Many social workers in Sierra County begin as a Social Worker I. They either need to have graduated from an accredited four year college or university or successfully completed thirty (30) college semester units of social welfare, social/human services, sociology, or other social behavioral science from an accredited college or university. In addition, they must have one year of full-time experience in a comparable classification of Merit System's Social Service Aide, Eligibility Worker II, Employment and Training Worker II or comparable classification; or three years full-time experience interacting with children or adults providing direct services in a private or public agency.

A Social Worker I is able to promote to a Social Worker II after one year of experience and completion of CORE. If Sierra County is fortunate enough to hire a Social Worker II, they must have one year of full-time experience performing entry level social work case management in the Social Worker I classification internally or in an Interagency Merit System (IMS) county or one year of full-time social worker case management experience and thirty (30) college semester units (45 quarter units) from an accredited college or university, including fifteen (15) semester units (22 quarter units) in social welfare, social/human services, sociology, or other social or behavioral science.

Like the Social Worker II promotion from within, a Social Worker II can promote to a Social Worker III with the second year of experience. If Sierra County were to hire the Social Worker III, they would need one year of full-time experience performing journey level social

work case management in the Social Worker II classification in an Interagency Merit System (IMS) County; or two years of full-time social work case management experience in a public or private agency and thirty (30) college semester from an accredited college or university, including fifteen (15) semester units in social welfare, social/human services, sociology, or other social or behavioral science; or a Bachelor's degree and successful completion of twenty-four (24) semester units of a Master's degree program in Social Work, or a Counseling program from an accredited college or university, emphasizing Marriage, Family and Child Counseling or Marriage and Family therapy, Gerontology or Clinical Psychology, and twelve (12) months of social work case management experience.

There is one social worker supervisor position assigned to assisting with day-to-day quality review and staffing of cases for CPS, APS, IHSS. Sierra County is notable for a small number of staff and the need for staff to know multiple programs. There are three social worker positions, and all social worker need to be knowledgeable and able to respond to all programs and other situations that may arise within the Department. Sierra County has recently experienced a profound turnover in staff. The most senior social worker has been employed with the Department four years. This person has been on leave for five months.

Historically one social worker is primarily assigned to CPS although as mentioned above this worker responds to other situations as needed. Additionally, other workers not primarily assigned to CPS assist with emergency response and other CPS programs as needed. Social workers are also at times responsible for some administrative duties such as writing County reports, reporting to CDSS, attending Stakeholder meetings, etc.

At this time, social worker case loads are vertical. If a new referral is made, the investigative social worker maintains the case until case closure which might include, remain home, reunification, adoption, independent living or guardianship. There are an average of three Emergency Response referrals each month for children and youth. There may be one to two open cases at one time. Again, as stated before, their case loads may also include APS and IHSS. The APS referrals are few averaging eight to ten (10) a year. The IHSS clients tend to represent the largest program population.

Sierra County currently has one Social Worker Supervisor II with a Masters degree in Social Work from University of Kansas – Kansas City. She also has a Bachelor of Science degree in English Education. She has ten (10) years experience in child welfare between California and Kansas. Five of these years have been in California. The Department recently lost a Social Worker II to retirement. He had a Masters in Social Science and previously worked as a law enforcement officer. A Social Worker III is currently on leave of absence. She transferred from another county bringing in other county experience. Recently our newest social worker was promoted to a Social Worker II after completion of one year experience and competition of CORE. She has a Bachelor of Science in Criminal Justice. This social worker has many years experience working with children in day care provider agencies as well as the school. Sierra County does not have a bilingual social worker. If there is a need for interpretation, the County has MOUs with Spanish speaking interpreters and a language line is used if interpretation of other languages is necessary.

Operating Engineers Local 3 is the union representing Sierra County's Social Services workers and other County employees. Cost- of- living increases and the Memorandum of Understanding (MOU) between Sierra County and Operating Engineers are negotiated on a routine basis. There are currently no bargaining unit issues that would affect the delivery of CPS.

Probation Staffing Characteristics

Sierra County is fortunate to have many years of experience and strong educational background in Probation. Industry standard for education is a Bachelors degree. It is possible to become an officer with an Associate's degree alone if there is law enforcement experience. Currently Probation has approximately 45 years of service between the three staff. The Chief Probation Officer came to Sierra County in April of 2009. He has served in both Juvenile Probation and Adult Probation. He has an Associate in Criminal Justice Administration and Bachelor of Social Services. One probation officer who holds a Bachelor of Science in Criminal Justice has been with the County since December of 2006. The third Officer who has been with the County since April of 2014 has an Associate in Social Science, a Bachelor of Criminal Justice Administration and a Juris Doctorate. The Office Manager/Court coordinator has a Master of

Business. Ethnicity of staff in Probation includes, white, Native American and Bolivian. The office manager is State certified as a Spanish interpreter.

The Chief Probation Officer is the only staff paid from General Funds. Deputy Probation Officers (DPO) can be hired at one of three levels and have five steps within each level. A DPO I entry level salary is $17.19 an hour, a DPO II entry level salary is $20.37 an hour and a DPO III entry level salary is $21.53 an hour.

Applicants for Probation are required to pass a State Standardized Written Test; participate in an Oral Board; pass a local two page written test which is reviewed by a third party; and an interview with the chief. If an offer is considered, that individual then participates in a psychological evaluation, background checks and a physical.

Sierra County does not have a separate Juvenile Probation Department. San Francisco is the only county with separate probation departments. Five years ago, Probation had a Chief and three Officers. The Chief Probation Officer is appointed by the presiding judge and supervises two Probation Officers who carry case loads with one of the Probation Officers having primary responsibility of Juvenile cases. This Officer is identified as half-time Juvenile Probation and half-time Adult Probation. This officer is also responsible for Civil programs such as conservatorship, guardianship, and Court investigation for Civil legal issues. The Chief Probation Officer also supervises a full-time Department Specialist/ Court Coordinator who manages the office.

Youth are assigned to Officers on an alternative basis based on work load. Probation participates in several collaborative meetings: Drug Court, SARB, SCCAC, and Tobacco Prevention. Deputy Sheriff's Association is the union representing Sierra County's Probation officers.

Operating Engineers Local 3 is the union representing Sierra County's Social Services workers and other County employees. Cost- of- living increases and the Memorandum of Understanding (MOU) between Sierra County and Operating Engineers are negotiated on a routine basis. There are currently no bargaining unit issues that would affect the delivery of Probation.

FINANCIAL/MATERIAL RESOURCES

Sierra County Department of Health and Human Services does not operate on general funds. The Department manages funds from a variety of sources including Title IV-B, Title IV-E, Title XIX and Title XX of the Social Security Act as well as Temporary Assistance to Needy Families (TANF). These Federal funds are matched by the State of California and local County funds, mostly from realignment, that are available to support program operations. Grants such as FEMA and County Services Block Grants are used to support some programs.

The County also receives Federal Community Based Child Abuse Prevention (CBCAP) , Promoting Safe and Stable Families (PSSF)and State Child Abuse Prevention Intervention and Treatment (CAPIT) funds, which combined with funds from Children's Trust Fund and First 5 Sierra, help support a network of community prevention and intervention efforts to achieve positive outcomes for children and families.

Promoting Safe and Stable Families (PSSF) and Child Abuse Prevention Intervention and Treatment (CAPIT)

The CAPIT and PSSF funds are administered by the Sierra County Health and Human Services Department (SCHHS) to support an integrated system of local prevention, intervention and treatment services including but not limited to a family resource center, parenting education, respite and child care, family outreach and other services as determined by need. Both CAPIT and PSSF allocations are providing funding for Sierra County Child Abuse Prevention and Toddler Towers.

Community-Based Child Abuse Prevention (CBCAP) Funds

The BOS signed a Notice of Intent on June, 7, 2011, stating the County intends to contract with public or private non-profit agencies to provided services funded by CAPIT, CBCAP funds. On July 8, 2014, The BOS signed an Agreement for Professional Services with SCCAC. This Agreement identifies the Director of Sierra county Human Services as the designated representative of the County and will administer this Agreement for the County. SCCAC is incorporated as a non-profit corporation whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. The SCCAC promotes public

awareness of child abuse and neglect, promotes the resources available for intervention and treatment, and makes funding recommendations to the County Board of Supervisors. The SCCAC has also served as the PSSF collaborative, which is the planning body for PSSF programs and funds. The SCCAC consists of representatives including professional staff, agency staff and community members. The SCCAC makes every effort to include parents on the council and has had parents serve as officers. Recruitment and retention of parents has been challenging at times due to shifting family commitments and work schedules that conflict with meeting times. It has been determined during the CSA process, the PSSF collaborative will be changed to the C-CFSR planning team. This team is comprised of the Department, Behavioral Health, Eligibility, Public Health, County educators and community members. This will give the Department a fresh look at community needs while allowing the Department a better opportunity to have direct responsibility and ownership of services provided and funded.

Child Welfare Services Outcome Improvement Plan (CWSOIP)

CWSOIP funds have been used to fund services related to Differential Response. Differential Response Services include family assessment, referrals to community based training such as parenting skills, respite/child care and counseling. Specific training on Reactive Attachment Disorder was offered to the SCCAC Board members, Family Resource Center staff and community members. An evidence based practice program such as Triple P® - Positive Parenting Program, would be helpful to implement through the Family Resource Center as an additional resource for strengthening parenting skills. It is a system of easy to implement, proven parenting solutions that helps solve current parenting problems and prevents future problems before they arise.

The funds are also targeted to help improve outcomes for our community partners. For example, contracting a consultant to aid the Family Resource Center to streamline services, developed systems to monitor outcomes and provide guidance on the development of new funding opportunities.

Probation utilized the allocation to provide training to Probation staff in the Positive Achievement Change Tool (PACT) as well as enhancement and utilization of the Commence

Adoption

The California Department of Social Services, State Adoption Services, Chico Office, provides adoption services to Sierra County.

Juvenile Hall

Sierra County Probation has a contract with Nevada County to utilize their juvenile hall. Probation takes advantage of having a low number of youth on their case load. It allows them to spend more quality time with youth. This is an asset when attempting to maintain youth in their home and in their community.

OTHER COUNTY PROGRAMS

Eligibility

CPS, APS, IHSS and Eligibility work together very closely. Shared clients are inevitable in all counties. Service recipients in Sierra County are fortunate. Because of small case load sizes, Sierra County is able to provide integrated services with limited barriers. CPS obtains release of information at the beginning of investigations and updates as necessary during on-going case management. Families may withdraw their release at any time. CalWorks recipients who are also CPS involved, benefit from staff in both programs working closely together to prevent service gaps and to optimize services received. At times Eligibility workers and social workers meet with families together. At other times, meetings with all services providers are held to ensure families' needs are being met. Safety mapping has proven to be an effective way of staffing cases between Health and Human Services programs along with Probation and the school.

Public Health

Social workers in Sierra County work daily with Public Health. This may be to provide services to families and individuals receiving services from both programs or while determining their needs. Currently the programs are working together to identify service gaps and create programs/services to meet these needs. It is the intention of Public Health and CPS, APS and

IHSS to partner to create wellness programs which will benefit all families and address prevention needs.

Alcohol and Other Drugs(AOD)

Addiction treatment services are provided by Sierra County Department of Alcohol and Drug Programs. Clinicians are Licensed Marriage and Family Therapists and are able to address a variety of issues in the context of alcohol and drug treatment. Treatment plans are based on the needs of individuals. For clients involved with Probation or Social Services, participants sign a "Consent to Release Information to Facilitate Case Planning and Case Review" to allow sharing information and development of case plans, in AOD and Probation or CPS when appropriate.

The De Martini House provides the Educator/Tobacco Use Reduction Program. Staff at this location include a Community Outreach Coordinator for Drug and Alcohol and a Mental Health Services Act Coordinator. Programs include access to a Parent Partner and a Peer Mentor. The program offers Peer Supported Resource and Wellness Center, Wellness and Recovery focused activities. Support and Services to increase community involvement and reduce isolation, WRAP sessions: Wellness Recovery Action Plan. This building is also the location of many staff trainings.

The mission of Sierra County Drug and Alcohol Advisor Board/Tobacco Coalition is as follows: through community partnerships provide input and recommendations pertaining to, but not limited to, prevention, intervention and treatment services for alcohol, tobacco, and other drugs. The Court is responsible for substance abusing offenders through comprehensive supervision, drug testing, treatment services and immediate sanctions and incentives. The design and structure is at the local level, reflecting the unique strengths, circumstances and capabilities of each community. Sierra's Drug Court team consists of Probation, the district attorney, a defense attorney, drug counselors, CS, medical clinicians, and the presiding judge.

Behavioral Health Services

Mental health services are available through the Behavioral Health Department, which works in conjunction with the Department of Alcohol and Other Drug Treatment. The

Behavioral Health Department includes one contracted Licensed Marriage and Family Therapist (MFT) as the Behavior Health Supervisor; one contracted MFT three days per week in Loyalton and a contracted Intern MFT two days per week in Downieville who both participate in provision of Wraparound services to youth and works collaboratively with preschool age children in the Music Together Program. They all are available to provide services to youth who are on probation and/or are experiencing behavioral difficulty.

A psychiatrist is available on both sides of the County on a part-time basis. Lack of an immediate or timely appointment can be an issue for clients needing to be assessed for medication and other behavioral health services.

State and Federally Mandated Child Welfare Initiatives

Sierra County has created an administrative team to review the needs of all youth who are brought into out of home foster care. Although there is currently no child in out of home care, Sierra County has a program implementation plan addressing children identified to fall within the Katie A. subclass. All social workers, the Social Worker Supervisor and the Assistant Director of Health and Human Services as well as the Behavior Health team members will attend staff meetings which focus on new referrals, staff ongoing cases, and coordinate follow up/services for all open cases. The Assistant Director of Health and Human Services, along with the Social Worker Supervisor, will utilize staff meetings to verify all newly identified children/youth within the system are accessed for membership to the Katie A. subclass. This constant review of referrals and staffing of all cases will allow the leadership of the Department to also distinguish if any children youth fall into any of the listed classifications:

- Children/youth who are receiving intensive Specialty Mental Health Services through a Wraparound Program or Full Service Partnership Program consistent with the Core Practice Model, but not claimed as Intensive Care Coordination (ICC) or Intensive Home-Based Mental Health Services (IHBS).

- Children/youth are receiving other intensive Specialty Mental Health Services, but not receiving ICC or IHBS.
- Children/youth are receiving services not listed as the two options above or ICC or IHBS.
- Children/youth who are not receiving any type of Specialty Mental Health Services.
- Children/youth who declined ICC or IHBS services.

Sierra County Behavioral Health Department is currently in the implementation phase with Kings View Corporation for Electronic Health Record Information System and All Pay Sources Billing Services. This system, once the training and implementation is completed, will allow Sierra County to claim for ICC and IHBS services. At this time Sierra County Health and Human Services is not a MediCal agency. Once the medical record software implementation is computed, Sierra County will pursue the process to become MediCal approved for Mental Health.

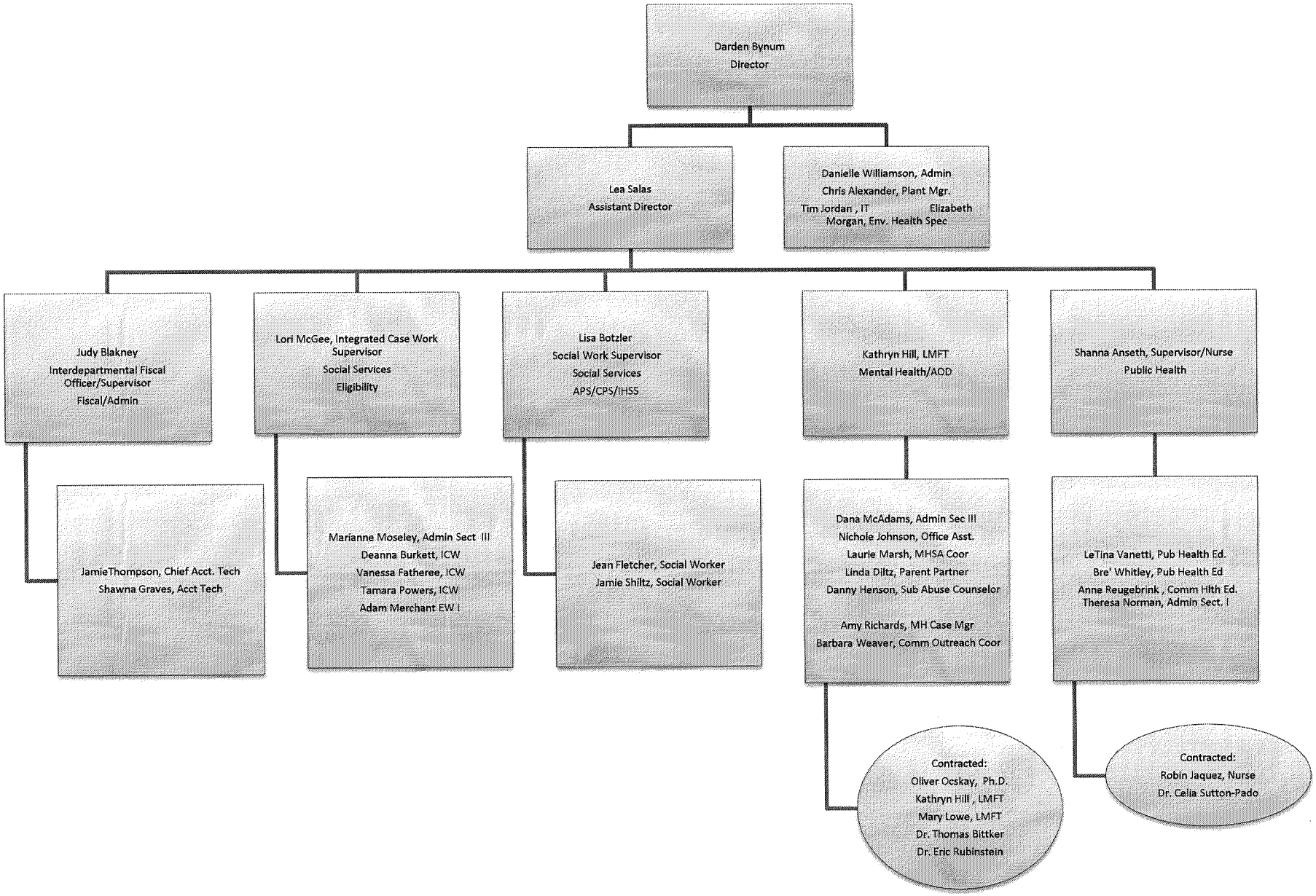
Board of Supervisors (BOS) Designated Commission, Board of Bodies

THE BOS-DESIGNATED PUBLIC AGENCY

Health and Human Services is the public agency that is designated by the BOS to administer CAPIT and CBCAP funds. They are allocated by a Board of Supervisors Agreement for Professional Services dated July 8, 2014, between the County and Sierra County Child Abuse Prevention Council (SCCAC) along with the County Children's Trust Fund (CCTF). SCCAC is incorporated as a non-profit corporation whose primary purpose is to coordinate the community's efforts to prevent and respond to child abuse. SCCAC promotes public awareness of child abuse and neglect, promotes the resources available for intervention and treatment and makes funding recommendations to County BOS, SCCAC also serves as the PSSF collaborative, which is the planning body for the PSSF funds. SCCAC consists of representatives including professional staff, agency staff and community members. SCCAC makes every effort

to include parents on the council and has had parents serving as officers. Recruitment and retention of parents has been challenging at times due to shifting family commitments and work schedules that conflict with meeting times. The entire CBCAP allocation is deposited into the County Children Trust Fund.

The County contracts with the FRC to provide alternative response services to community members. Invoices are submitted with information about the programs, services, and/or activities funded with the CCTF funds. Previously this information has been published on the Sierra County website. It has previously been published in the minutes of the Sierra county child Abuse council meetings, per the Sierra County SIP from April 2011. While Sierra County is creating the Sip from this CSA, it will be determined at that time where this information will be published. Since Sierra County receives less than $20,000 in child birth certificates fess, Sierra County receives CBCAP funds to bring the CCTF up to $20,000. The funds deposited into the CCTF through CBCAP must adhere to CBCAP requirements.


Darden Bynum
Director
Lea Salas
Assistant Director
Danielle Williamson, Admin
Chris Alexander, Plant Mgr.
Tim Jordan , IT
Elizabeth Morgan, Env. Health Spec
Judy Blakney
Interdepartmental Fiscal Officer/Supervisor
Fiscal/Admin
Lori McGee, Integrated Case Work Supervisor
Social Services
Eligibility
Lisa Botzler
Social Work Supervisor
Social Services
APS/CPS/IHSS
Kathryn Hill, LMFT
Mental Health/AOD
Shanna Anseth, Supervisor/Nurse
Public Health
JamieThompson, Chief Acct. Tech
Shawna Graves, Acct Tech
Marianne Moseley, Admin Sect III
Deanna Burkett, ICW
Vanessa Fatheree, ICW
Tamara Powers, ICW
Adam Merchant EW I
Jean Fletcher, Social Worker
Jamie Shiltz, Social Worker
Dana McAdams, Admin Sec III
Nichole Johnson, Office Asst.
Laurie Marsh, MHSA Coor
Linda Diltz, Parent Partner
Danny Henson, Sub Abuse Counselor
Amy Richards, MH Case Mgr
Barbara Weaver, Comm Outreach Coor
LeTina Vanetti, Pub Health Ed.
Bre' Whitley, Pub Health Ed
Anne Reugebrink , Comm Hlth Ed.
Theresa Norman, Admin Sect. I
Contracted:
Oliver Ocskay, Ph.D.
Kathryn Hill , LMFT
Mary Lowe, LMFT
Dr. Thomas Bittker
Dr. Eric Rubinstein
Contracted:
Robin Jaquez, Nurse
Dr. Celia Sutton-Pado

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Sierra County utilizes the CWS/CMS (Child Welfare Services/Case Management Services) automated system for all child welfare services. Sierra is a "dedicated" County, meaning Social Workers responsible for CPS have CWS/CMS computers dedicated to that unique function. Use of SDM was implemented in Sierra County in 2007. It is a web-based tool on the desktop of all Social Worker computers for assessing safety and risk factors in families. Social Workers completed Structured Decision Making (SDM) training and access SDM through the Intranet. Its use is required on all referrals opened and all on-going cases until the case is closed. SDM includes the following assessments and tools: Safety Assessment, Risk Assessment, Family Strengths and Needs Assessment, Risk Re-assessment and Case Opening Guidelines and Contact Standards. SafeMeasures® is a program commonly used among California Child Welfare Agencies. It is an analytic service used to enhance staff effectiveness by taking raw data from CWS/CMS. This data can be used at all levels of the agency to communicate and reinforce expectations, prioritize work, and identify gaps in service. It can be social worker specific and case specific. This allows for relevant data to be used to identify trends as well as staff cases. While SafeMeasures® would be useful, it has not been implemented in Sierra County.

Sierra County has historically trained the Social Worker Supervisor to utilize Business Objects, now known as Desktop Intelligence, to assist in program review and quality insurance. Timely and accurate entering of data into the CWS/CMS system has been an issue. There was no Social Worker Supervisor for six months. Training for Desktop Intelligence can be difficult to acquire, and the current Social Worker Supervisor has not been trained in utilizing this reporting program. The purchase of SafeMeasures has been requested by CPS three times. It has been denied by the County each time. If data is not consistently entered in the same way by all workers, reports produced by either program, Desktop Intelligence or SafeMeasures, may be inaccurate. CPS attempted to resolve the issue by staff trainings, hiring a primary CPS social

worker with extensive experience entering data into CWS/CMS system, implementation of a user checklist to verify all data entry steps were appropriately followed and quality review procedures. With staff turnover much of this has been lost. The checklist is no longer used and there is no longer a CPS social worker with extensive experience in this program. It does not appear staff turnover has affected County Operations. It has affected service delivery. With such a small staff, the absence of one person can create a large hole.

Case Review System

Sierra County does not have a formal case review system. Due to small case loads, the social worker and social worker supervisor are typically able to meet on an immediate basis as necessary. The Desktop Intelligence program has historically facilitated a review process. Sierra County has identified an individual within Health and Human Services who will participate in the CDSS Case Review Training. This individual will conduct Sierra County Case Reviews as expected by the State process.

Foster and Adoptive Parent Licensing, Recruitment and Retention

As previously mentioned, Sierra County does not license foster family homes. The County utilizes homes certified by two foster family agencies: Mountain Circle Family Services and Environmental Alternatives. These foster family agencies are licensed by the California Department of Social Services, Community Care Licensing Division.

Sierra County does not operate an emergency shelter for children coming into care or for those experiencing placement disruptions. The two foster family agencies operating in Sierra County can be utilized for emergency placements.

The California Department of Social Services, State Adoption Services, Chico Office, provides adoption services.

Staff, Caregiver and Service Provider Training

As previously mentioned, SCCAC provides training to providers in the community and County Human Services Staff. Public Health facilitates CPR training within the County to community members and in the Department. First 5 initiates training for providers as well. Sierra County Health and Human Services provides Mandated Reporter training to County

Providers. The FRC provides parent training to individuals as well as providers as necessary. They also have car seats available to families free of charge. Prior to providing a car seat to a family, the FRC staff provides personalized car seat safety training. The OCAP Liaison has been an individual in the Health and Human Services Fiscal Department. This responsibility has transitioned by maintaining the fiscal responsibility with the same individual; however, the direct contact/liaison for service providers in regards to services provided and development of programs will now be the Social Worker Supervisor.

As evident from the Peer Review and the Stakeholder meeting, trainings out of the County prove to be difficult. There are challenges with traveling some distance while maintaining office coverage and on-call coverage. It is also difficult to have the opportunity to practice what a person has learned during training when case load numbers are so low. CPS social workers as well as social worker supervisors are required to participate in Core Training through the Regional Training Academy. This training is a statewide mandatory standardized curriculum. Instructors are experts in the field of child welfare who use a variety of teaching methods based on adult learning theory and best practice. The County also has held a six day training contract with the Regional Training Academy where the County is able to identify relevant training needs. This contract will be increased to ten trainings in the upcoming year. These trainings are held in the County at the County's convenience. The County can also access inter-county trainings as needed. CWS/CMS Database training is available to the County with three in-county days of training. Sierra County has used one of these three days. By bringing more training into the County, the Department staff can participate in more trainings while including OCAP funded partners, more community members, thus relationships will be created and/or strengthened. The Commercial Sexual Exploitation of Children and Youth as well as No Wrong Door (a services simulation) trainings have been held in the County. In attendance OCAP funded providers as well as other community service providers were in attendance.

SOP has been identified as a beneficial tool for the social workers in Sierra County. This allows for a whole family intervention versus individuals. The Training Academy provides formal trainings as well as personalized training in the County referred to as Coaching. An individual is assigned to Sierra County to provide five hours of coaching monthly. During this time, the coach

meets with the social workers and social worker supervisor to practice the use of SOP tools. This allows for better agency collaboration. Sierra County would like to invite the OCAP funded providers to participate in SOP training.

Community Academy is offered through our MHSA program which focus' on Behavioral Health needs, cultural competency, and other related topics to Health and Human Services and the community at large. Behavioral Health community education has been identified as a need in the community.

Foster parents certified through an FFA are trained by their FFA. These homes are provided support through their social workers. Some trainings provided by Health and Human Services, such as CPR, The Commercial Sexual Exploitation of Children and Youth, and No Wrong Door were offered to anyone in the community including foster parents. Sierra County anticipates as these trainings are offered on a regular basis as well as at locations easily accessible to community partners, their participation will increase.

One of the identified SIP strategies is a training curriculum. This curriculum will be used to not only network and train existing partners, but to also strengthen these relationships while creating new relationships. The Department will explore other venues for training, such as the school and the Senior Center to allow simplified access to those invited to trainings. The Department will include the C-CFSR team to help identify training needs in the County.

Agency Collaboration

Agency collaboration can appear to be informal within the County. There are specific committees in which Sierra County has representation: SARB, First 5, SCCAC, to name a few. Sierra County sees the greater benefit in collaboration while providing intervention and family case management. Behavioral Health, Probation, and CPS have engaged in a SOP Safety Mapping to determine gaps in service for a family with an open case to all three departments. CPS has a growing relationship with the schools which has created individual relationships among staff which at times can help initiate a quicker response. CPS's relationship with the County Clerk's office is supportive. Due to the small number of Court involvement, this is a vital collaboration to maintain.

During an investigation, CPS asked the family for permission to include Eligibility/CalWORKS, Public Health and AOD in a home visit. This visit was casual and was facilitated to inform the client of services available to them within Health and Human Services and the community. This type of service will be incorporated into a SIP strategy to create a protocol for Department wide collaboration during investigations and open cases. For example, when a referral is made and the investigation begins, CPS will work with Eligibility/CalWORKS, Public Health, Behavioral Health and AOD to jointly assist the family. Also as the Department moves forward into the SIP, there will be a focus on collaborating with the Department of Education, Schools and other providers. This would include activities such as afterschool or summer activities for youth, ILP programs for both adults and youth, parenting education and dental/medical education and services for youth and adults.

In addition to local collaboration it is important to realize the Department provides courtesy supervision for Washington State, adoptions, Plumas County and Sonoma County. As stated previously, there are not recognized Tribes or Rancherias in Sierra County. There are also no current ICWA cases. In the event there is a need to access ICWA resources, the Department is prepared to reach out to these agencies, Tribes and/or Rancherias.

SERVICE ARRAY/PROGRAM DESCRIPTIONS

County-wide primary prevention efforts have been focused on promotion of child well being and safety, provision of respite care, provision of parenting classes and availability of print media pertaining to child neglect and abuse and awareness. There has been a community-wide campaign to increase awareness of shaken baby syndrome. The Department emphasizes to CAPIT/CBCAP/PSSF and other contractors the need for adopting evidence-based practice models to ensure services are available to families and are well tested and supported by research. Although resources are limited, it is recognized that evidence based and evidence informed practices will maximize the effectiveness of resources to achieve positive outcomes. Sierra is aware of deficient practices in monitoring programs as well as monitoring allocation of funds. Recently an invoice system was implemented to assure a better understanding of services provided by contracted agencies and how funds are being spent. This practice will continue along with regular communication between the providers and the OCAP liaison. The

Department has not previously taken advantage of blending or braiding funds. With more active inter-department communication and engagement, the Department is committed to be more thoughtful and planned when implementing programs, contracting with other agencies and partnering with others. This will allow for better use of funds.

The following services are currently available in the community:

SIERRA KIDS CHILD DEVELOPMENT CENTER

Sierra Kids Child Development Center (Toddler Towers Inc.) is now located on the site of the Loyalton Elementary School grounds. It is licensed by the State of California, through Department of Social Services- Community Care Licensing. The center is open daily from 7:00 a.m. – 6:00 p.m. for preschool and childcare services. Children who are between 2 and 12 years of age are eligible to attend the center. The capacity of the center, at any given time, is 30 children.

Staff, including a center director, teachers and teacher assistants, is fully qualified for their positions. All employees meet the licensing requirements for education, experience, age and criminal background checks. In addition to the Community Care Licensing Regulations, Toddler Towers requires staff to be trained by Child Protective Services in order to properly identify and report child neglect and abuse.

Children who are Pre-Kindergarteners attend preschool program from 8:30 a.m. to 12:00 p.m. daily. This program, which incorporates evidence based practice, Creative Curriculum, is geared towards school readiness. Use of this curriculum has been supported by the school district. The Pre-Kindergarten children are evaluated twice each year to measure progress and development. The assessment used was developed by the California Department of Education, and is called Desired Results Development Profile (DRDP).

Sierra Kids has developed a close relationship with Sierra County Special Needs Preschool which is located virtually next door. Their services include; speech, physical and cognitive therapy for developmentally delayed preschool children. Children from the center are often referred to the Special Needs Preschool, and many times the situation calls for cooperative and collaborative efforts by each entity.

The Loyalton Elementary School Kindergarten teachers have been very involved and encouraging with the center's teaching methods and assessment instrument. The successful transition from preschool to Kindergarten is a major priority.

The center has access to a Behavioral Therapist who works weekly with the entire class on subjects addressing acceptable social behaviors using evidence based program, Second Step. The therapist also works with children who exhibit particular behavioral problems on a "one-on-one" basis.

NOTE: In 2014 "Music Together" – an internationally acclaimed music and movement approach to early childhood development for toddlers and preschool children, and their parents and teachers- replaced the Second Step program. Sierra County Mental Health Department pays for and allows their Mental Health Supervisor/Licensed Marriage and Family Therapist/ certified Music Together Director- to teach the weekly classes. First 5 Sierra is the main local partner. They pay for tuition and fees of every preschool age child in the county to attend the Music Together sessions. The Sierra County School District provides a room for the classes to be held. Music Together is an integral part of the preschool program. An important value it provides is the melding together of preschool and family life.

Another weekly program offered to preschoolers is Rolling into Reading, a gymnastics class using activities that are designed, with a series of physical motions, to enhance reading readiness. This is another program funded by First 5 Sierra. The gym or room is provided by the Sierra County School District.

Sierra Kids has its very own Sunshine Garden which was built, grown and maintained at the center under the management of a gardening instructor (project funded by First 5 Sierra). Classes on gardening are taught weekly, and many activities encompass the gardening, cooking, and nutrition themes.

Field trips are an important aspect of the center's curriculum. They include walking trips to the Post Office, Fire Department, Sheriff's Department, Bakery, Farm Day at the High School, plays and musical events at the elementary school, picnic at the park and a few car or bus trips to out of town events.

The childcare center, itself, is a wonderfully designed facility with age appropriate toys, books, equipment, material and supplies for craft and game activities. The playground area is an acre of a variety of areas including grass, sand, cement, blacktop and the garden. There is playground equipment, tricycles and scooters, balls, shade structures and newly planted trees.

The goals to be accomplished with CAPIT funding are to: 1) Provide a safe, hygienic, and stimulating environment for children. 2) Provide kind, nurturing and well-qualified teachers who are proper role models for both the children and their parents. 3) Provide nutrition, education, and healthy foods for snacks and meals. 4) Refer children in need of special services to the appropriate agencies. 5) Offer culture and arts to a deprived geographical area of the state.

There is a greater need for child care in the community. During the last six months, two child care providers, who accepted infants as well older children, have closed their businesses and taken other jobs in the community. This has created not only a need for child care, but a need for infant child care. Another child care provider is located in Sierra Brooks, outside of Loyalton. She provides care to children of all ages, and has a large number of school age children providing care after school. She provides care for the children in our only foster home in the community. There is a daycare/preschool in Downieville. She is at capacity and has requested additional funds from First 5 to assist in hiring an additional staff on a part-time basis.

HIGH SIERRAS FAMILY RESOURCE CENTER SERVICES

High Sierras Family Resource Center is the only community based non-profit organization providing in-home parent education, concrete supports, mental health services and outreach and public awareness/education. The Center receives CAPIT, CBCAP, PSSF Family Preservation, Family Support and Adoption, Promotion and Support funds. The capturing of participation rates has previously been a challenge; however new staff have created tools to make this task easier. Due to the small size of Sierra County, direct services provided are based on the assessed need of individuals referred to the Resource Center or who come into the center for services or to address a family emergency, which may include a lack of resources, such as the ability to heat their home. The availability of non-government services is crucial in a

rural and isolated environment where many aren't willing to voluntarily access services through a government agency. CWSOIP funds have been used to fund a county social worker liaison to collaborate with the FRC to determine how resources can be used more effectively and the role of the liaison. This will be revisited as the SIP is created. Families served are high risk due to isolation, poverty and/or involvement with Child Welfare Services. The director is bilingual and Spanish speaking individuals are able to access services as well as receive interpretation services. The Center is available for drop-in and often used by other groups to provide services, such as Alcohol Anonymous and Narcotics Anonymous after hours. FRC programs include:

Family Outreach Program: The goal is self-sufficiency for families through educational and motivational home visiting. This includes, but is not limited to, life skills training, parenting, budgeting, peer counseling, household management and goal setting. Generally used for families with no transportation, or who need hands on demonstrations of parenting techniques in their own home.

Sierra Safe Kids: Car seats and bicycle helmets are provided to families. Parenting training is mandatory with this program. This program also provides safety demonstrations and safety checks as funds allow.

Children's Advocacy Center: This is a safe haven for children identified as suspected victims of abuse or crimes. The child friendly interview room offers a Multi-Disciplinary Interview Team (may include sheriff's deputies, district attorney, victim advocates, social workers) the ability to use video equipment and microphones to interview children, reducing trauma. The room is also used as a children's counseling center as needed.

1-2-3- Magic: This evidence based program has a Scientific Rating of 2, and Child Welfare System Relevance Level is medium. 1-2-3 Magic Effective Discipline for Children ages 2-12 is used with many families. Families meet one on one with a family outreach worker for as long as it takes to meet their goals. If the program is not a good fit, another one is identified.

Parenting Wisely: This program has a Scientific Rating of 3 and Child Welfare System Relevance Level of medium. This is an older parenting program which is preferred by some.

Cooking Classes: As funds permit, cooking classes are offered to families in the fully equipped on-site kitchen.

R.A.I.N.B.O.W. Family Support Network: This program offers resources, support and advocacy for children with special needs ages 0-3 including referrals to the ALTA Regional Center.

Emergency Assistance and Salvation Army Fund: These limited funds are for families, adults, low-income and special needs populations to assist with utility assistance, rent or other emergency needs.

National Child Abuse Prevention Month: In April, Child Abuse Prevention Month, special activities are hosted and/or sponsored as well as outreach and publicity.

Sierra County Child Care Council: County wide advocacy is provided for the development of quality child care. An appointed advisory board guides this council as the work to identify and meet needs of parents and caregivers.

Angel Wings: Donations of funds and new items of apparel and toiletries are collected to provide to children I need.

Camperships: When funds are available, subsidy and transportation is provided to allow children to go to camp.

Food Pantry: Partnership with the Food Bank of Northern Nevada receives donations of fresh fruits and vegetables, meat, dairy and non-perishable food products which are distributed to low income families twice a month, and on an emergency basis.

After-school Homework Help: A computer lab is available for children to use after school with adult supervision. They are also used to assist families with projects, science experiments, etc.

Education: Tutoring in basic adult literacy, computer skills, English as a Second Language, Citizenship and GED is available to the community.

Eighty percent of the clients are low income, earning 100 percent or less of poverty level, only 25 percent of the clients are employed in any capacity, and 10 percent report no

income. Increasingly families are reporting multiple generations living in cramped housing, grandparents raising grandchildren, and large families existing on one family member's Social Security check or disability payment.

SIERRA KIDS CHILD CARE CENTER

Sierra Kids Child Care Center is also known as Toddler Towers. The center current receives CAPIT, PSSF Family Preservation, Family Support and Adoption, Promotion and Support funds. This organization provides child care and is the only local organization offering respite care to children 0-5 years of age. Services are available to at risk children, children referred by CPS and children who have been adopted; however currently we have not been tracking children who have been adopted. There have been no foster children served from 2012-2014. In an area lacking local amenities the availability of child care to high risk families is crucial to protecting child safety. Sierra Kids Child Care Center is frequently the first entity in the community to recognize when a family is experiencing difficulties related to their ability to parent. Where otherwise parents would be leaving children with unknown entities, Sierra Kids Child Care keeps an eye out for youth who are not yet school-aged and often is the first entity in the community to notice when a child is experiencing challenges related to behavior or development, providing outreach and referrals to the family and notifying CPS of issues, where indicated. Additionally, Sierra County Child Care Center participates in educating parents about appropriate child care and provides venues for support of local parents. Sierra Kids Child Care plays a crucial role in the early identification of issues impacting children and families and facilitating appropriate intervention.

Time-Limited Family Reunification (TLFR)

There have not been any children in foster care for over two years (2012-2014); therefore, the county has been challenged to expend the PSSF TLFR funds for eligible children and their families. In an effort to remain in compliance with the eligibility criteria, the County has funded services and supports for children placed from out of State in the county who meet the participation. As previously mentioned, the creation of the C-CFSR team will allow for better planning of funds and how they are used.

Adoption, Promotion and Support

The county has not been in compliance with tracking children, parents/caregivers and families who need adoption promotion and support services. Because there have not been any children in foster care for over two years (2012-2014), adoption promotion has not been a priority need in Sierra. There are families who have adopted children who live in Sierra County, these families are not easy to identify and there has not been any outreach efforts to determine if there is a need. Identification of these children has occurred happenstance and, as a result, tracking of participation rates for this population is at best random.

QUALITY ASSURANCE SYSTEM

Sierra County CPS has not had a formal Quality Assurance (QA) System. When the supervisor position was open, the County had the opportunity to review supervision style and the quality assurance processes which has historically been in place. The Case Review System implemented by the State will become a part of Sierra County's Quality Assurance System. This will allow supervisors and the administrative team to ensure the required data is accurately and timely entered into CWS/CMS improving the County's ability to use data measures. Children with mental health needs in the Katie A. subclass will be referred to Behavioral Health and assessed for treatment. A Katie A. assessment process has been created.

Because there are few Court cases, a new judge has been assigned to the bench, and staff turnover, much of the Court process has been lost in Sierra County. To improve Court services and efficiency, the Department has made a conscious effort to create a trusting relationship with County Counsel. The County has begun meeting with the Court by holding Brown Bag meetings. This will allow for better Court collaboration and more effective services. SOP is being used on a regular basis. This includes implementing SOP language in case plans and Court reports. The Department is creating "Refrigerator Case Plans" which will allow for better communication between the social workers and families.

It is evident there is a need for Policy and Procedures to exist, and Policy and Procedures have been created as need arise. In the most basic form, Sierra County uses Division 31 as Policy and Procedure. There are times when a more detailed Policy or Procedure is necessary.

The Department is reviewing those currently in existence while addressing new needs. Although the Department will continue to edit and develop Policy and Procedures, it will not be a focus in the County SIP due to the greater need of collaboration within the community and development of prevention programs. Sierra County has found it affective to create Desk Guides for more immediate need. These Desk Guides can be used to create a more formalized Policy and Procedure as time allows.

As previously mentioned, the Department has requested SafeMeasures on more than one occasion to monitor day to day services. This has again been denied. The Department has received training on CWS/CMS in order to assist with some data tracking. Fortunately Sierra County has a small number of children served in the County and although not ideal, the County will monitor each case on an individual basis by the social worker supervisor in supervision with the individual social worker. Because of the small number of referrals and cases in Sierra County, it is likely all will fall within the expected number reviewed in the Case Review Process. Other programs within Social Services have identified need for Quality Assurance/Quality Improvement (QA/QI). The Department is discussing possible solutions to creating a system or identifying an individual to provide AQ/QI for all programs.

Because Sierra County has not had a child in foster care for three years, like many other processes, admission into foster care has been lost. The Social Worker Supervisor along with administration and the social worker are creating and documenting a process. A new intake form has been created, Court reports and Findings and Orders templates have been identified and made. Our intake process also includes identifying relative and/or kin connections during investigations to identify placement possibilities. An emergency relative/kinship placement procedure has been put into place. Multi-Ethnic Placement Act (MEPA), Indian Child Welfare Act (ICWA), child care and any other cultural needs for children and family coming into care will be included in the creation of Sierra County processes. Sierra County has been reaching out and networking with other counties to identify their processes that can be adopted or changed to fit Sierra County's needs. This is an ongoing process Sierra County is committed to making. Sierra County will continue to monitor all existing processes and will revise and/or develop new

processes as the SIP is created; however, the Department will not be focusing on these processes in the SIP.

The Department has explained the need for QA/QI in monitoring OCAP funds and programs. An invoice system was put in to place last year. This system will be improved during the next SIP year as the County focuses on the needs of families in the community and the services which are provided. A working relationship is being created which will allow for better communication and monitoring of services provided. Creating a standard QA/QI system to monitor OCAP funds will be included in the SIP. It is believed this will improve Sierra County programs and services which are provided to the community.

Critical Incident Review Process

Sierra County has not experienced any child deaths or near fatalities in many years. If there were a child death, an existing Health and Human Resources multi-disciplinary team would act as the child death review team. The Sheriff/coroner will be included as a part of this team as well as other providers depending on the nature of the case. The CPS supervisor will report to the State any fatalities determined to be the result of child abuse and/or neglect.

National Resource Center (NRC) Training and Technical Assistance

At this point in time Sierra County is not accessing training and technical assistance through Federal partners or the various National Resource Centers provided by the ACF, U.S. Department of Health and Human Services. Sierra CPS does utilize the UC Davis Northern Regional Training Academy as well as technical from CDSS. Sierra County will consider pursuing training and technical assistance with NRC if needs arise.

Peer Review Results

Focus Area and Methodology

The Peer Review process is used in California as an avenue for each county's child welfare to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both CPS and Probation to conduct a quantitative analysis of each Federal outcome measure and, in partnership with the CDSS, select the outcome measure which requires a closer look. A Peer Review was conducted in Downieville, California, October 28 and 29, 2014. Three child welfare social workers and supervisors from Nevada, Placer and Butte counties participated as peer reviewers. Probation did not participate in this cycle's Peer Review Process as they did not have children in out of home care and they are not the department responsible for emergency response for child abuse and/or neglect.

Sierra County CPS is unique in its extremely small population of children and the absence of children in out of home care; during the year 2013 there were only four children with substantiated allegations, zero of which were placed in an out of home placement. An intriguing trend in Sierra County is the decline in substantiated allegations; 2009 – 2011 an average of 15 allegations were substantiated. And, as a result, entries to out of home care have also significantly declined. Because most of the Federal outcome measures simply do not apply to the Sierra County child welfare population, the CDSS and Sierra County leadership elected to focus the peer review on the front end practices of CPS, specifically initial screening and investigation of referrals.

The Peer Review opened on the morning of October 28, 2014, with introductions and a training which included an overview of the C-CFSR, a description of Sierra County, identification of the outcomes which would be the focus of the review, and a discussion of County performance and progress on these outcomes. Participating CDSS consultants, Northern Training Academy staff (facilitators for the review), and CPS staff and administrators. The

presentation was followed by training on the interview process and tools for the peer reviewers.

During the two-day review, a total of four interview sessions were conducted; as well as corresponding hard file case reviews. Two interviews per each social worker were conducted. CDSS in consultation with Sierra County selected the cases which were reviewed.

The CDSS provided Peer Review tools which were modified by the CDSS and Sierra County to match the unique need of Sierra County. Following the completion of interviews peers were provided time to debrief, during which they analyzed the interview and hard file case review information to identify common themes regarding strengths and challenges of the Sierra County CPS system. They were also asked to provide recommendations for improvement.

PEER PROMISING PRACTICES

In the course of their individual case review and debrief, peer reviewers were asked to identify and assess promising practices, barriers/challenges and to make recommendations for improvement and share promising practices from their own counties.

Strengths

Resources: though it was identified there were limited resources for families, social workers were skilled in maximizing the use of available resources in each community, often developing small networks of informal supports to help meet needs not met by any established resource or program.

Social Workers engaged community partners and/or members in the safety planning whenever possible to safely maintain children at home, act as supports for families or serve as voluntary placements when necessary.

The perinatal drug treatment program was an identified strength, offering outpatient services and supports to women with substance abuse treatment needs.

A strong partnership between CPS and County Behavioral Health provides coordinated services and case plans for families served by both systems. This joint response helped to make accessing services faster and less cumbersome for families, as well as ensuring identified service needs were being addressed with any treatment provided.

Peers found social workers to be passionate and dedicated. It was clear social workers are committed to maintain child safety standards while attempting to keep families together whenever possible. Sierra County functions with a vertical case management system, which means the social worker who investigates referrals manages the case through to closure. This allows social workers to build and maintain relationships with families, engaging them in case planning and services. Noted under challenges is the lack of consistent supervision. However, with this lack of supervision it was clear social workers strived to provide strong social work support to families in crises. This required the social workers to heavily depend on each other for support and look to others in the office who could provide guidance when needed. Social workers remained dedicated to their jobs through the ups and downs of the staff and leadership turnover.

Social workers spoke highly of families they serve and apply a strength based approach to their work with families. Peer reviewers were very impressed with the amount of time social workers were able to provide to families in direct contact and case management, as well as their dedication to the children. Social workers attempted to create a positive influence in the county by having an active presence in the community. They felt this creates an increased awareness in the community of CPS issues and the available resources to meet those needs. Both social workers described the county as "close knit", and they clearly valued their relationships with community members. Social workers responded to CPS allegations timely and consistently.

Challenges

A challenge highlighted by the Sierra Peer Review is CPS supervision and staffing. Social workers described a work environment over the past few years that included an overall lack of oversight and guidance as well as a lack of on the job training, or coverage to attend formalized trainings. In addition, at the time of the Peer Review, they had not been functioning with a full staff for almost a year, which further impedes ability to attend training events. There has been turnover in supervision and leadership in Sierra County which has negatively impacted staff morale. With this lack of supervision is a lack of oversight of CPS data entry and other key job functions. Social workers report this lack of supervision has taught them to lean on each other

for support and guidance/professional advice regarding case management. In addition, they both report asking the eligibility supervisor for guidance when needed. They are resourceful and want support and guidance. Social workers also note this lack of guidance as contributing to the poor public perception of CPS.

Peers found during the hard case review there was inconsistent use of SDM during the life of the case. SDM was used in most cases during the initial screening or risk assessment, but not consistently, nor was it used to help with making decisions. It appears SDM was primarily used more after the fact in order to meet policy and procedure. It also appears social workers rely on their skill and past knowledge of the case history and families, rather than on the actuarial SDM tool. The hard case review also brought attention to the inconsistency of file organization and missing documentation. This too was identified as a result of lacking supervision.

Social workers spoke of limited resources. Several specific resources appear to be lacking in the County: domestic violence treatment and anger management programs, regular medical and dental care (especially for MediCal clients) as well as very limited adult behavioral health services due to lack of local clinicians.

Due to the geographic makeup of the County and the need for extensive travel to reach services, peers identified transportation, either private or public, as a needed resource. Additionally, they identified the need for more access sites for existing programs.

Social workers discussed a need for more enriching activities for youth in Sierra County, such as after-school and summer programs. These healthy, fun and positive experiences are needed in Sierra County for children and youth to support making healthy lifestyle choices.

Peers identified a need for more men's substance abuse services, as well as expanded AOD services and/or support groups for the adults and teens, including more NA, AA, Al-Anon, and family support groups.

Sierra County's inherent isolation, due to geographical location and distance from urban areas impact social workers, who struggle with isolation from peers and access to ongoing

training and support. It was noted the social workers have reached out to and access support primarily from Nevada and Lassen counties.

A challenge faced by Sierra County CPS is the negative perception many community members hold about them which has received significant media attention. Social workers described feeling burdened by this negative perception and how it impacts their work and daily life (worry their presence may be uncomfortable in certain situations).

Recommendations

The following reflect recommendations from the Peer Review team which were discussed during the overall debrief sessions with CPS social workers and leadership:

Supervision: Social workers in Sierra County would greatly benefit from the guidance of a knowledgeable and experienced CPS social worker supervisor. While it was made aware to the Peer Review team a search for a supervisor was underway, the peers underscored the importance of this position. They noted the salary for the position was a deterrent for qualified experienced social workers. Given the nature of this very small, isolated community and county, the role of the supervisor takes on even more importance especially with the additional programs.

SOP: All three peers strongly recommend implementation of SOP, a practice designed to enhance the ability of the agency to make fair and balanced assessments of children and families. SOP provides structure for engagement family and support networks in the decision making process.

SDM: SDM is an actuarial safety and risk assessment tool designed to help the CPS agency objectively make decisions from screening through family reunification.

Training and peer support: Peers recommend an enhanced priority is placed on the training and support of social workers. They also recommended Sierra County social workers build support networks with surrounding counties (while recognizing they already do this to a degree).

Re-marketing of the CPS services: It was clear to peer reviewers CPS needs to spend time on the community perception of their services.

OCAP funding: Learn how to use OCAP funding creatively to provide services for unmet needs for children.

The peers were amazed by the knowledge and responsibility of the Sierra County CPS workers. They were also impressed with the opportunities the social workers have to provide more preventive services since there have been no out of home care cases for two years. SOP was identified as a practice the county could incorporate to enhance the preventive services.

Outcome Data Measures

Data on many measures are reported in "rolling quarters," but is presented for the purposes of this report as annual data for clarity. It should be noted annual data should not imply compliance/non-compliance for all four quarters of any given year, but rather as a composite of all cases during that year. The data in the following sections was collected using the University of California, Berkeley's Child Welfare Indicators Project interactive website unless otherwise stated. Data Source: CWS/CMS 2014 October 2014 Data Extract Quarter 2, 2014http://cssr.berkeley.edu/cwscmsreports. Looking forward, the Department would like to determine the impact of the County's OCAP funding and meeting the needs of families. It is important to determine if the unmet needs and gaps in services justify the funding of existing programs.

Because of the very small numbers of children in Sierra County who participate in CPS, and who are subsequently represented in the following data charts, it is important to understand the ever vacillating numbers in Sierra County when conducting a quantitative analysis. It is inappropriate to make references regarding the state of Sierra County CPS based on a quantitative review of the data. For the purposes of this report, and as required by the State of California, a quantitative review of the data is presented; however, all analyses are computed using qualitative means. Many of the data graphs show the years of 1999-2013, but the analysis will be from 2009 to current. The small numbers of CPS service recipients makes it

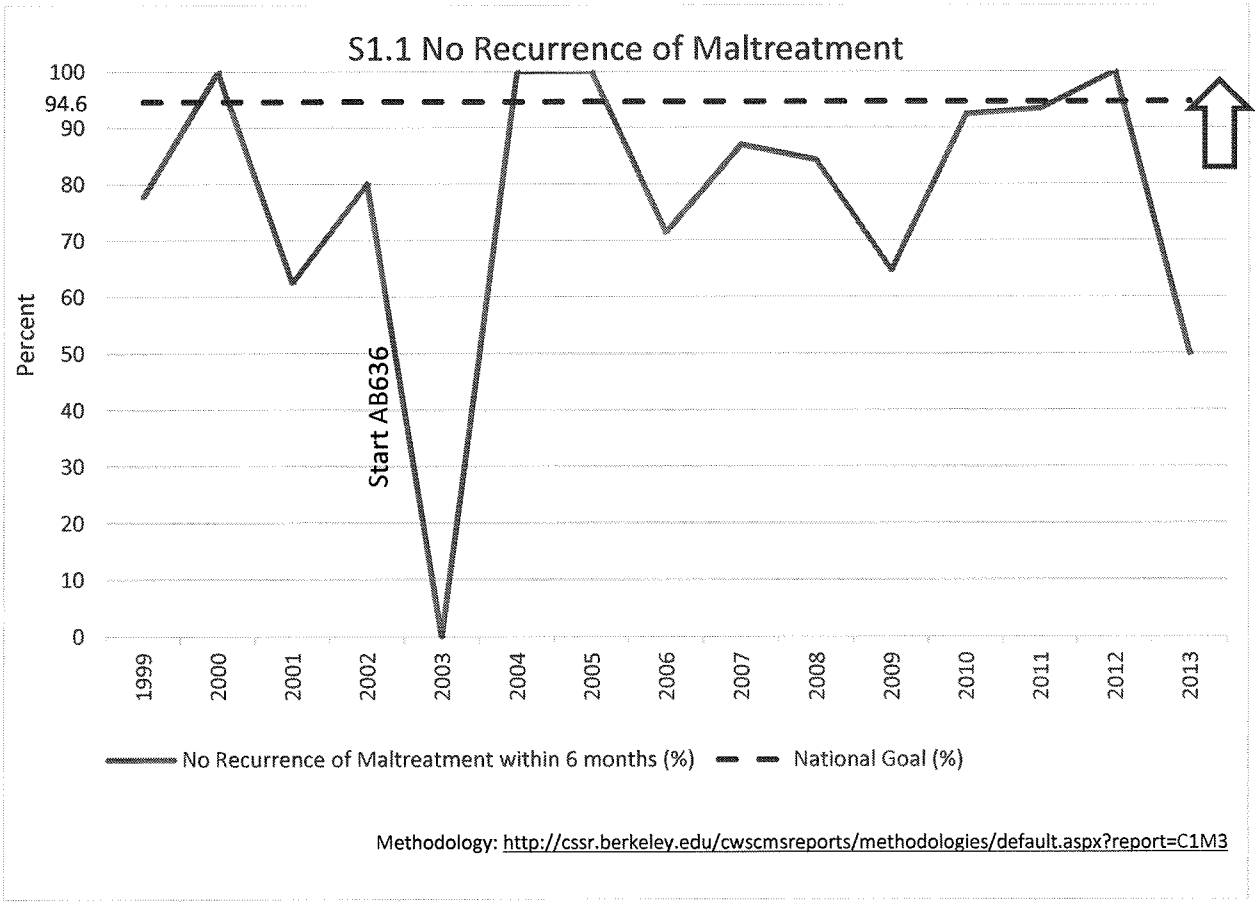
important to maintain anonymity. The Department has made all attempts to eliminate characteristics which may identify individuals or families. In some instances, there are challenges to making informed conjecture due to staff turnover and maintaining individual anonymity in some data information.

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 six-month period, what percentage were not victims of another substantiated allegation within the next six-month period?

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

S1.1 No Recurrence of Maltreatment



ANALYSIS

The data reflects Sierra County has consistently performed at, above, or very near the CFSR-2 Standard from 2009-2013. The most recent data available (for the time period July 1, 2013 to December 31, 2013) indicates Sierra County is below the National Goal. Due to the extremely small data set, minor deviations can affect this Measure. For example, the most recent data indicates, of four children who had substantiated allegations of maltreatment during that timeframe only two children had a substantiated allegation of maltreatment in the subsequent six-month period; the County was out of compliance on this measure by a count of two episodes of recurrent maltreatment. As noted previously in the CSA, staff turnover and retention of procedures and knowledge has impacted services provided. This is something the Department is addressing. Please see the Quality Assurance Section of this report. It should further be noted from 1999-2013, Sierra County has never had more than 17 children in any year with a substantiated allegation of abuse. In effect, any incidence of recurrence of maltreatment will cause the County to be out of compliance with this measure.

S2.1 NO MALTREATMENT IN FOSTER CARE (FEDERAL STANDARD ≥ 99.68%)

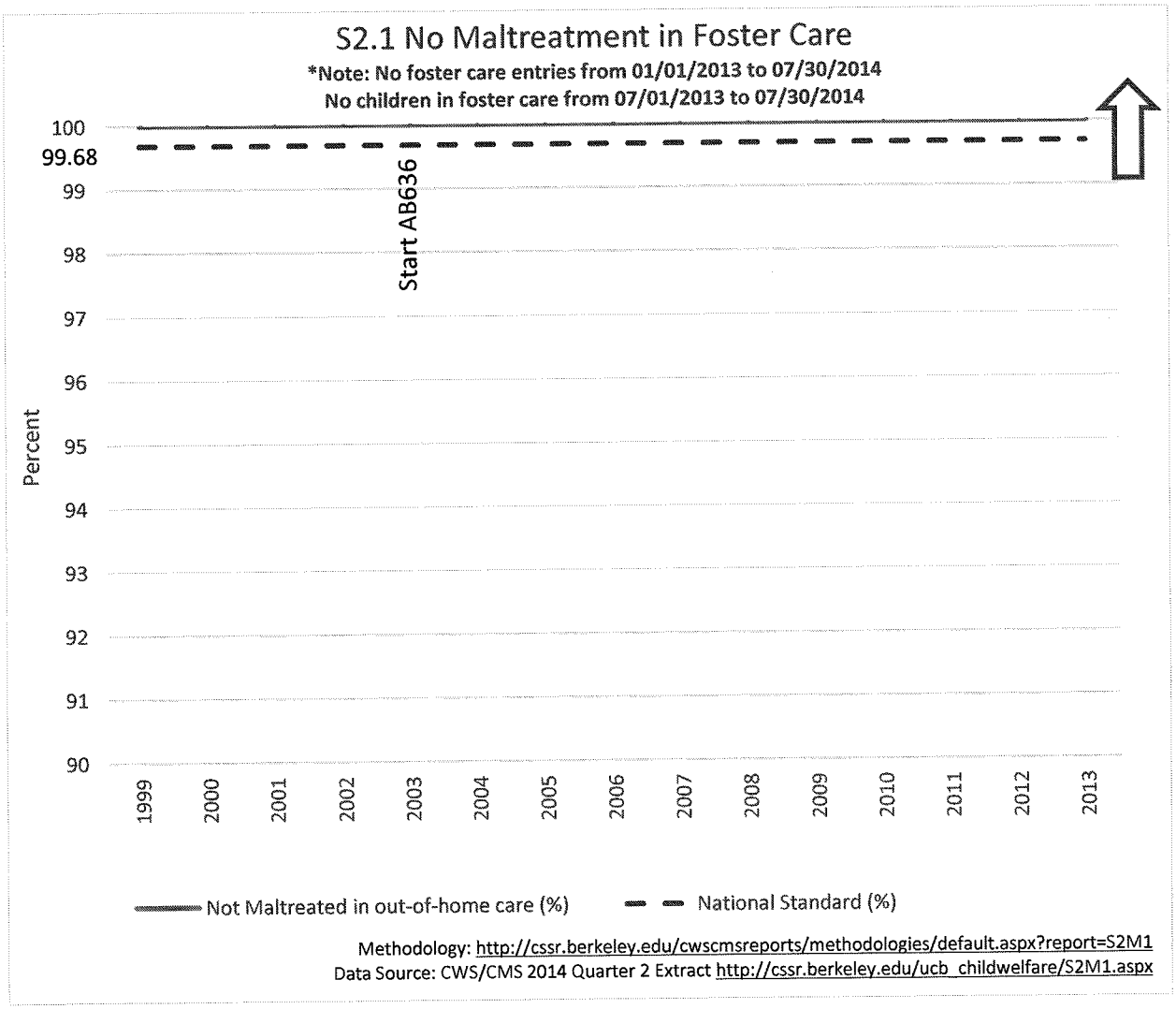
Measure: Of all the children served in foster during a specified year, what percent were not victims of substantiated maltreatment allegation by a foster parent or facility while in out-of-home care?

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

S2.1 No Maltreatment in Foster Care

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

The chart above presents historical information from calendar years 1999-2013; during this 14 year period, no documented incident of abuse occurred in foster care involving a Sierra County child. Due to the small numbers in the data set and the high standard threshold of the measure, any single occurrence of abuse in a foster setting will cause the County to be non-compliant with this Measure. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C1.1 REUNIFICATION WITHIN 12 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 75.2%)

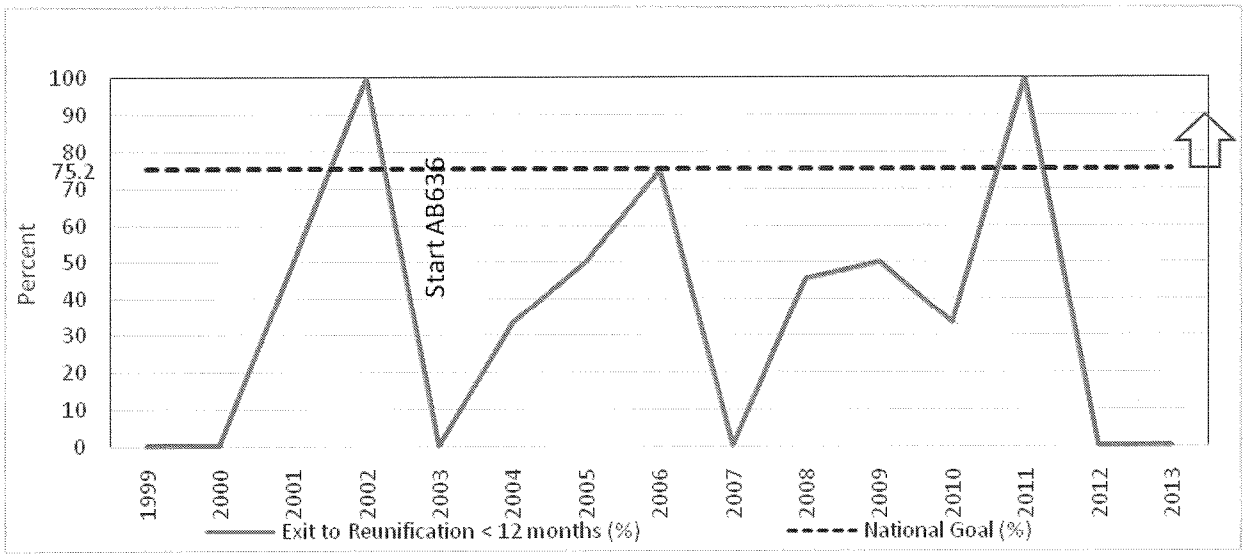
Measure: Of the number of children that exited foster care in a specific year, what percentage of children were discharged to reunification within 12 months of latest removal?

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 eight 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.

C1.1 Reunification Within 12 Months (Exit Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, an average of two Sierra County children per year exited foster care to reunification; this includes an exceptional year in 2007 in which 11 children exited foster care to reunification. Due to the small numbers in the data set and the high standard threshold of the measure, any single occurrence of delayed reunification will cause the County to be non-compliant with this Measure. It should be noted there are multiple years in which the Measure did not apply. In 2011, the number represents one family and one child. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C1.2 Median Time of Reunification (Exit Cohort) (Federal Standard ≤ 5.4%)

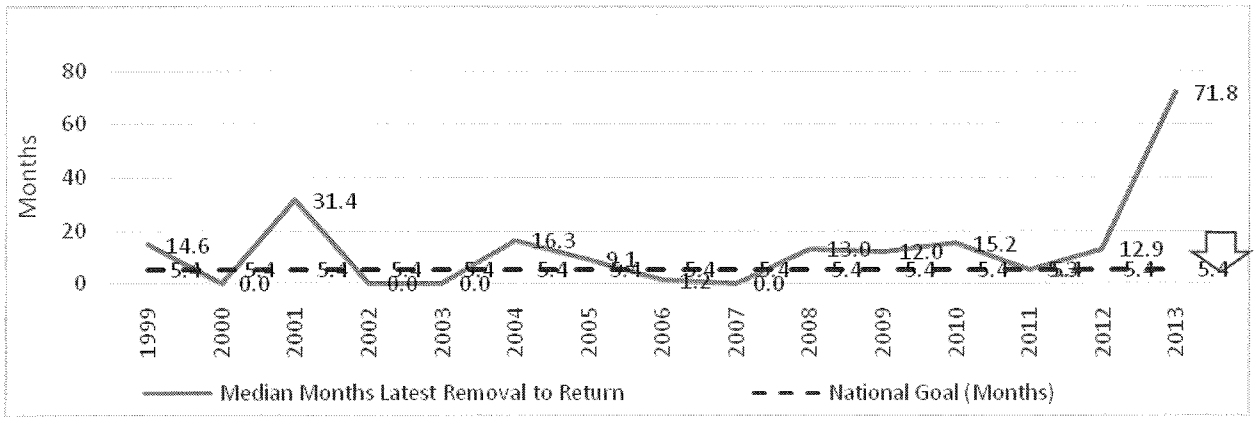
Measure: Of all children discharged from foster care to reunification during a specified year, what was the median length of stay (in months) from the date of latest removal from home until discharged to reunification?

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

C1.2 Median Time to Reunification (Exit Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



Analysis

Because there are currently no Sierra County children in foster care, this Measure does not apply. An anomaly exists in the data set: there appears to have been a single exit to reunification in 2013 (per C1.1 data), and reunification in this case, took 71.8 months to complete; it is unclear if this is accurate or a data error.

C1.3 Reunification within 12 Months (Entry Cohort) (Federal Standard ≥ 48.4%)

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

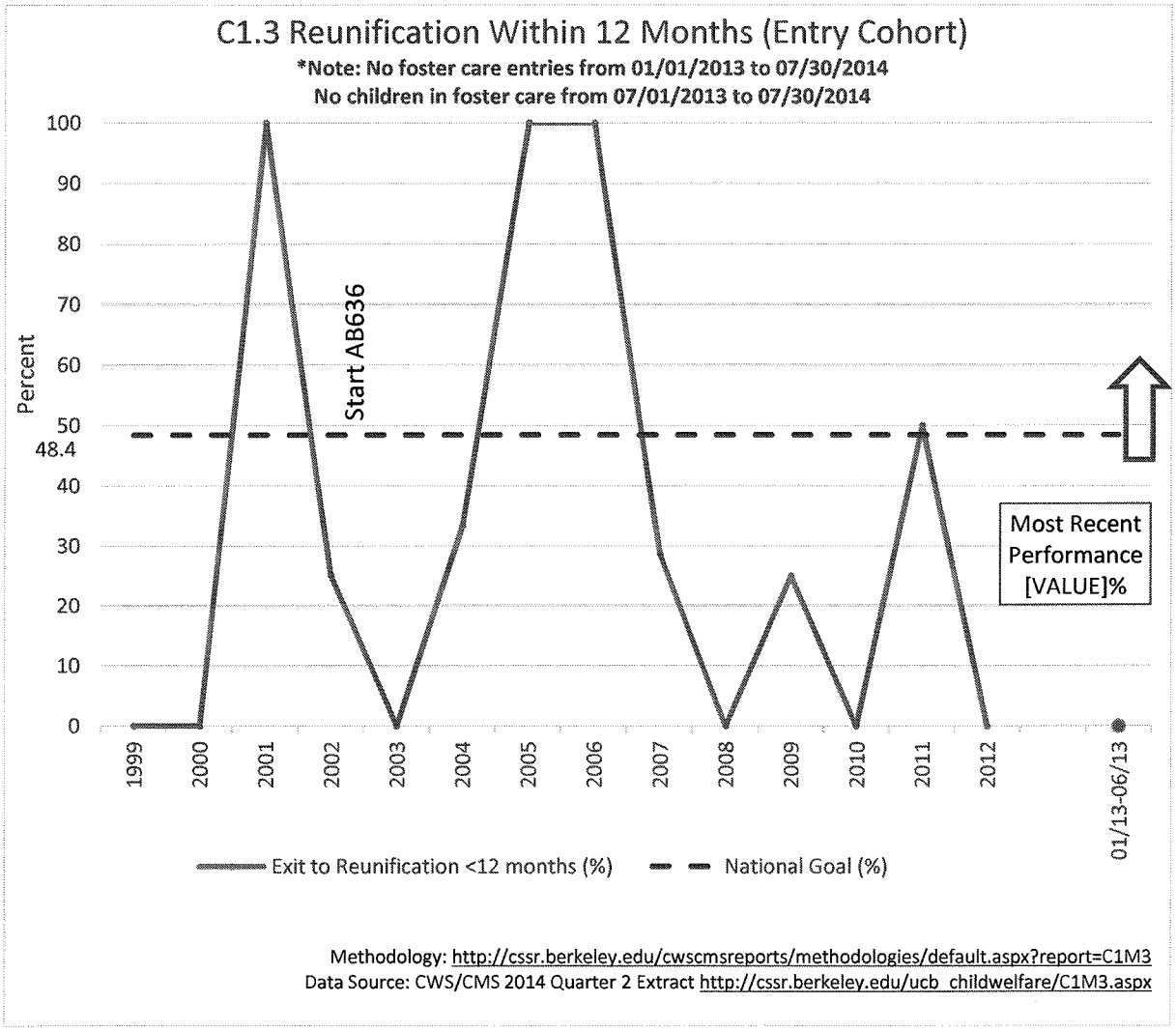
Methodology: The twelve-month cutoff to reunification is based on the first date of removal from the home. Children in care for less than eight days are excluded in this measure. Children with a current placement of "trial home" visit could be included if the visit lasted longer than 30

days. Discharged to reunification is defined as an "exit from foster care to a parent or primary caretaker".

C1.3 Reunification Within 12 Months (Entry Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, only34 Sierra County children have experienced a first entry into foster care (an average of two children per year). Due to the small numbers in the data set and the high standard threshold of the measure, any single occurrence of delayed reunification will likely cause the County to be non-compliant with this Measure. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C1.4 Reentry Following Reunification(Federal Standard ≤ 9.9%)

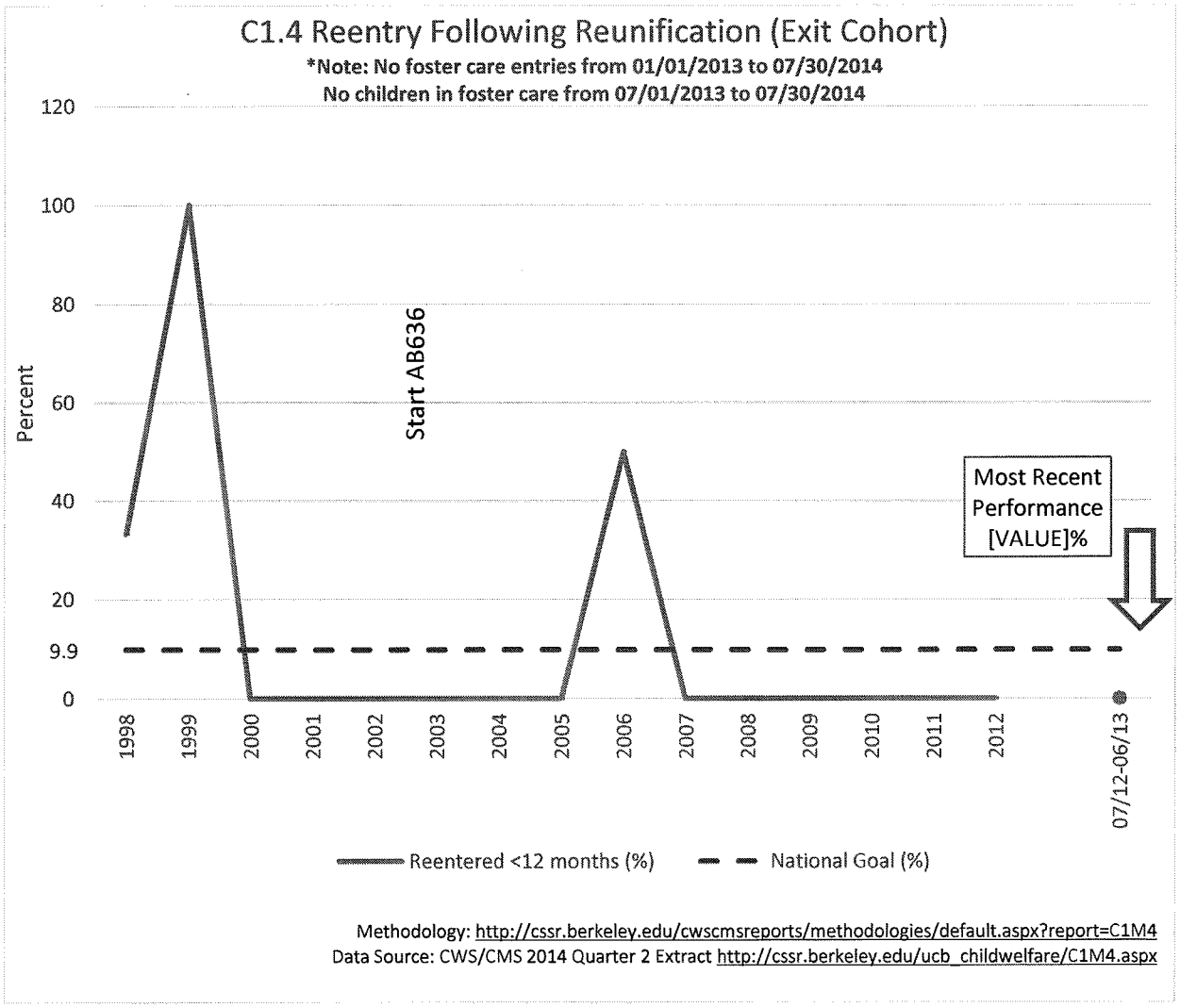
Measure: Of the children who reunified with their parent or guardian after being in foster care, what percentage of the children reentered foster care in less than twelve months from the date of reunification?

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

C1.4 Reentry Following Reunification (Exit Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1998-2012, only four Sierra County children re-entered foster care within 12 months of reunification; these incidents occurred in 1999 (2) and 2006 (2). Because it has been over a year since the most recent Sierra County child reunified, and because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C2.1 ADOPTION WITHIN 24 MONTHS (EXIT COHORT) (FEDERAL STANDARD ≥ 36.6%)

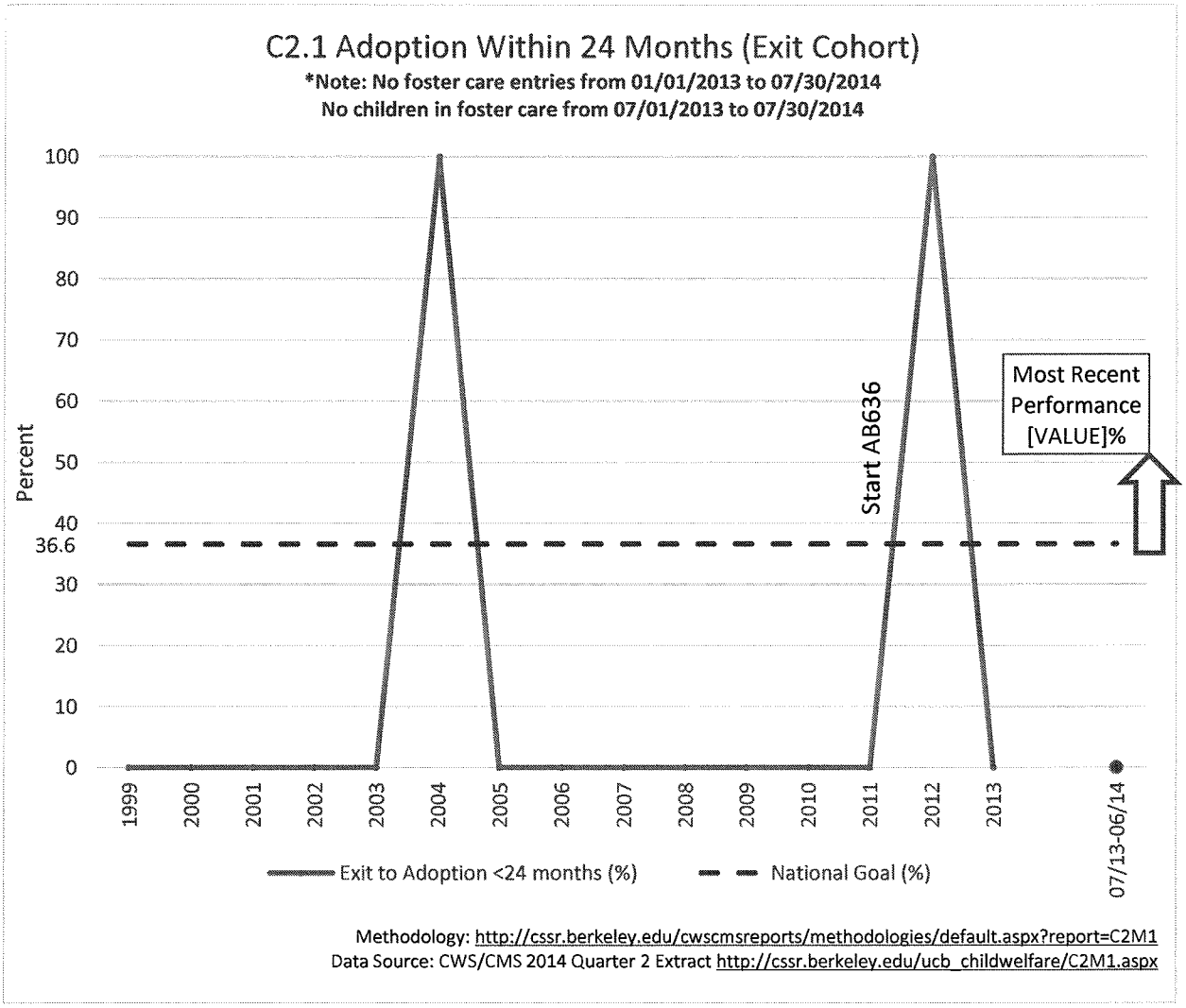
Measure: Of the children who exited foster care into adoption within a specific year, what percentage of children were adopted within twenty-four months of initial removal from the home?

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.

C2.1 Adoption Within 24 Months (Exit Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, only six Sierra County children exited foster care to adoption, and only three of these adoptions occurred after the children had been in foster care for over 24 months. From 2009-2013, Sierra County was only out of compliance on this measure twice; in 2000 (one child exited to adoption, and the adoption occurred over24 months after the child entered foster care), and in 2011 (two children exited to adoption, and the adoptions occurred over24 months after the children entered foster care). Sierra County works with State Adoptions and does not have in-house adoptions. It is difficult to create a relationship with State Adoptions when there are few children in foster care. Building a relationship with State Adoptions will be helpful and instrumental in assisting children in receiving timely permanency. The relationship that is being created with the Court will also help with timely reunification and permanency for youth in care. It should be noted in 2010 and

2013 this Measure did not apply. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C2.2 Median Time to Adoption (Exit Cohort) (Federal Standard ≤27.3 Months)

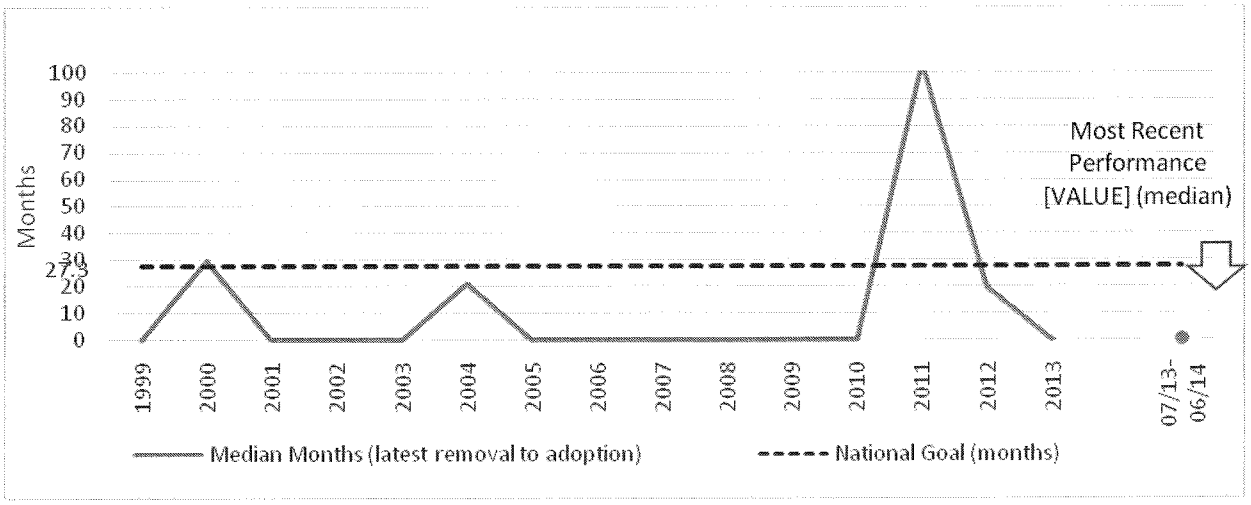
Measure: Of all children discharged from foster care to a finalized adoption during a specific year, what was the median length of stay in foster care?

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.

C2.2 Median Time to Adoption (Exit Cohort)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



Analysis

It should be noted from 1999-2013, only six Sierra County children exited foster care to adoption, and between 2009 and 2011,twoof these adoptions (2011) were out of compliance with time-related goals (as discussed in analysis of Measure C2.1. Please also see discussion of State Adoptions and the Court in C2.1) Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C2.3 Adoption within 12 Months (17 months in care) (Federal Standard ≥ 22.7%)

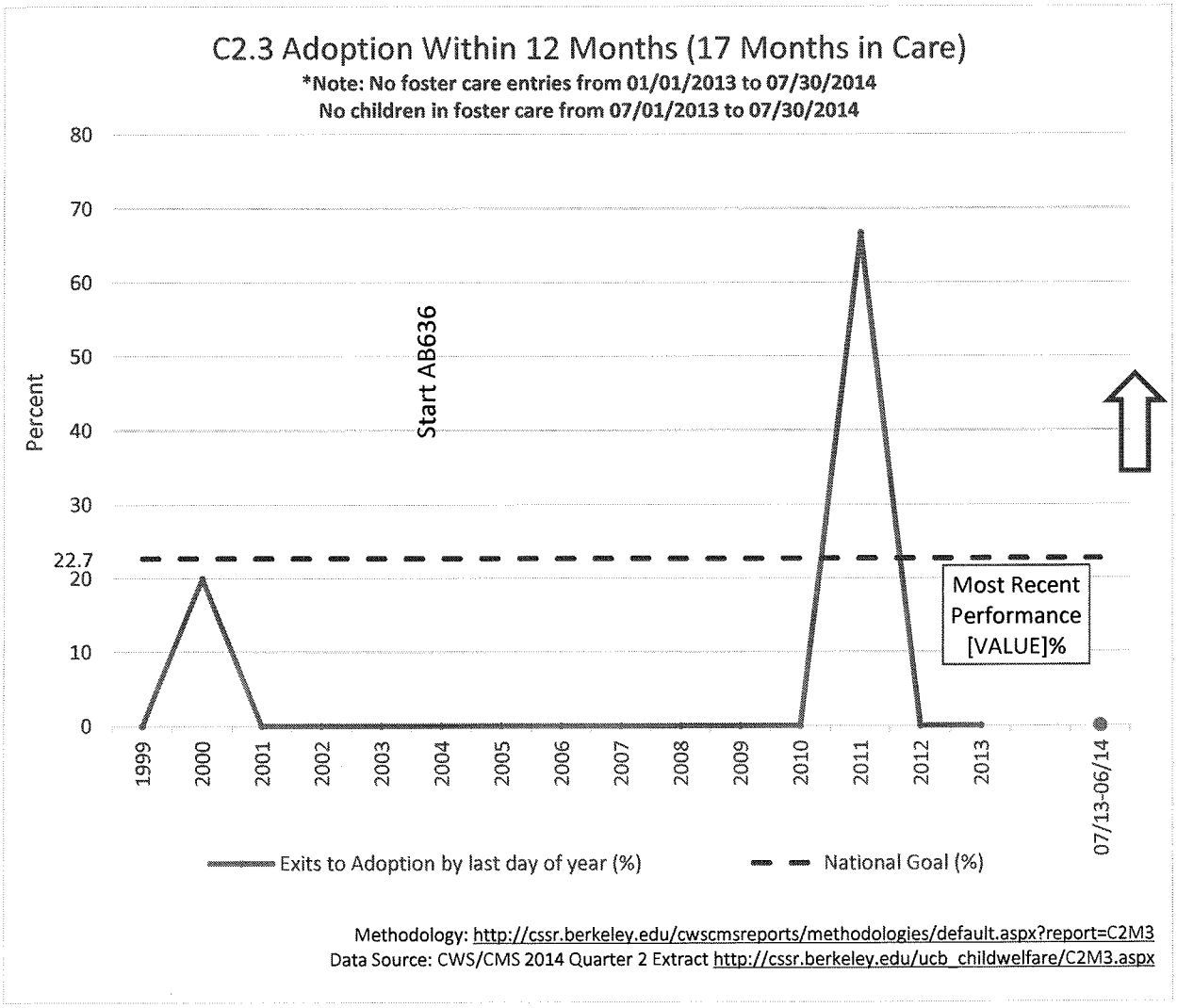
Measure: Of the children in foster care for seventeen continuous months or longer on the first day of a specific year, what percent were discharged to a finalized adoption by the last day of that specific year?

Methodology: All children in foster care for 17 continuous months during a specific year are part of the cohort except for those children who exited foster care during the year to be reunified with parents or caregiver.

C2.3 Adoption Within 12 Months (17 Months in Care)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, Sierra County has never had more than seven children who have been in foster care for 17 months or longer in any given year. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C2.4 LEGALLY FREE WITHIN 6 MONTHS (17 MONTHS IN CARE) (FEDERAL STANDARD ≥ 10.9%)

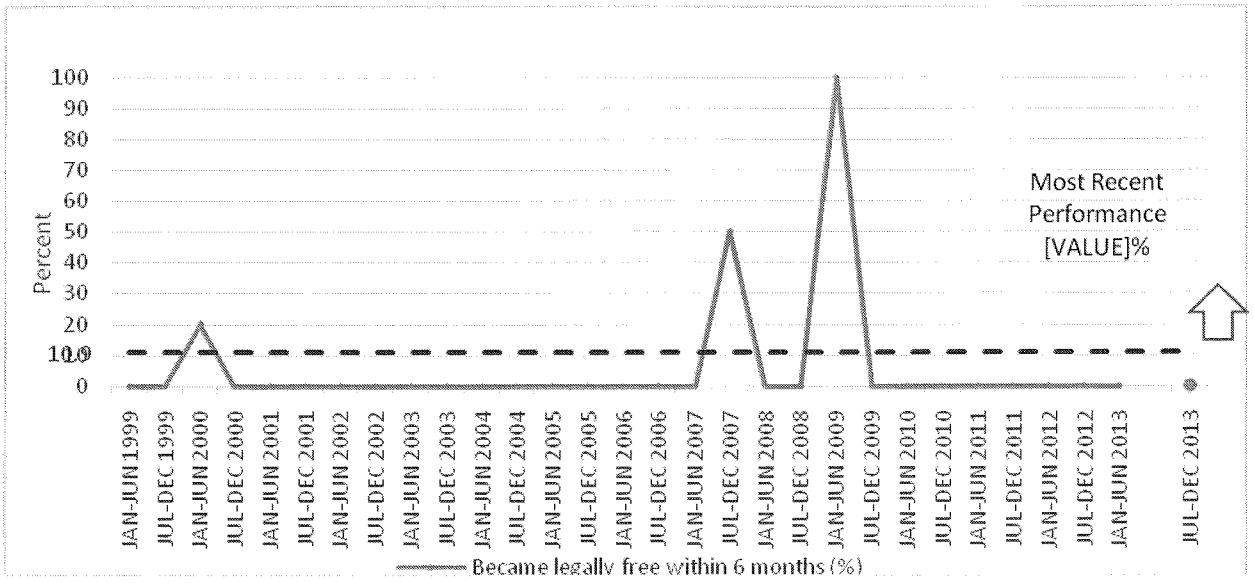
Measure: Of the children who were in foster care for seventeen months or longer and not legally free for adoption on the first day of the specified period of time, what percentage then became legally free for adoption within the next six months?

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.

C2.4 Legally Free Within 6 Months (17 Months in Care)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

During the extracted time, it shows Sierra County is out of compliance with this Measure. For the purpose of the CSA, again, we are using 2009-2013 for analysis. It should be noted there are multiple periods(July-December of 2009, January-July of 2010, 2011-2014) in which this

Measure did not apply. Because there have been no children in foster care, due to the manner in which data is reported/collected on this measure, it is not currently possible to present an accurate depiction of this Measure. .

C2.5 Adoption within 12 Months (Legally Free) (Federal Standard ≥ 53.7%)

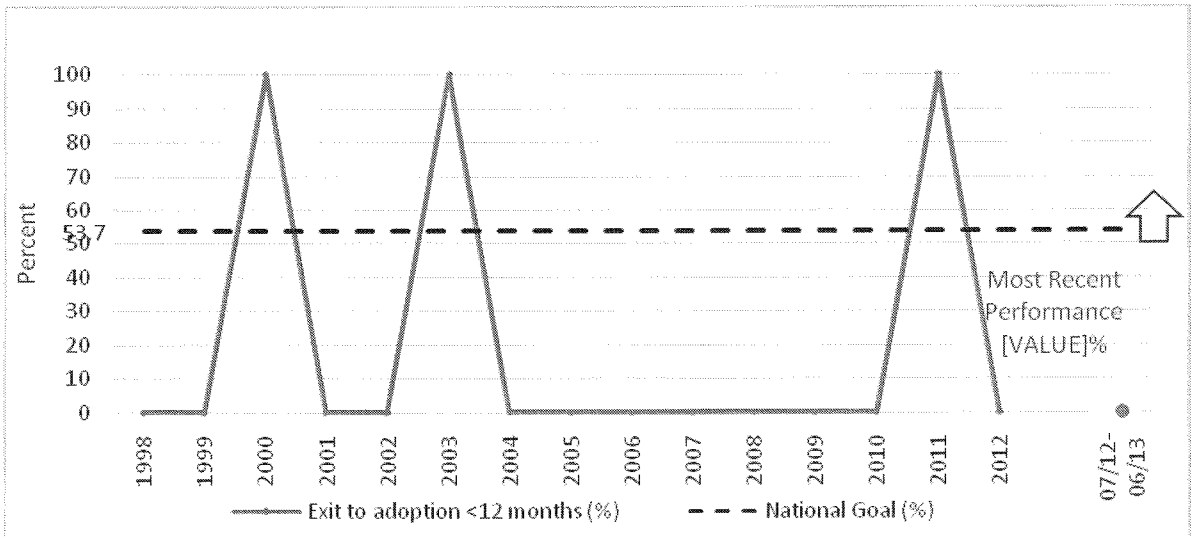
Measure: Of the children in foster care that became legally free for adoption during a specific year, what percentage of children were then discharged to adoption during that year.

Methodology: This measure computes the percentage of children discharged from foster care to adoption within twelve 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.

C2.5 Adoption Within 12 Months (Legally Free)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



Analysis

No complete data is yet available for calendar years 2012 or 2013. It should be noted the graph above does not accurately reflect Sierra County's performance on this Measure. From 2009-2013, there has only been one incident in which Sierra County was actually out of compliance with this Measure; in 2009, one child who became free for adoption during that year was not adopted within 12 months. As previously stated, building partnership with State Adoptions and

the Court will improve timeliness to permanency. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C3.1 Exit to Permanency (24 Months in Care) (Federal Standard ≥ 29.1%)

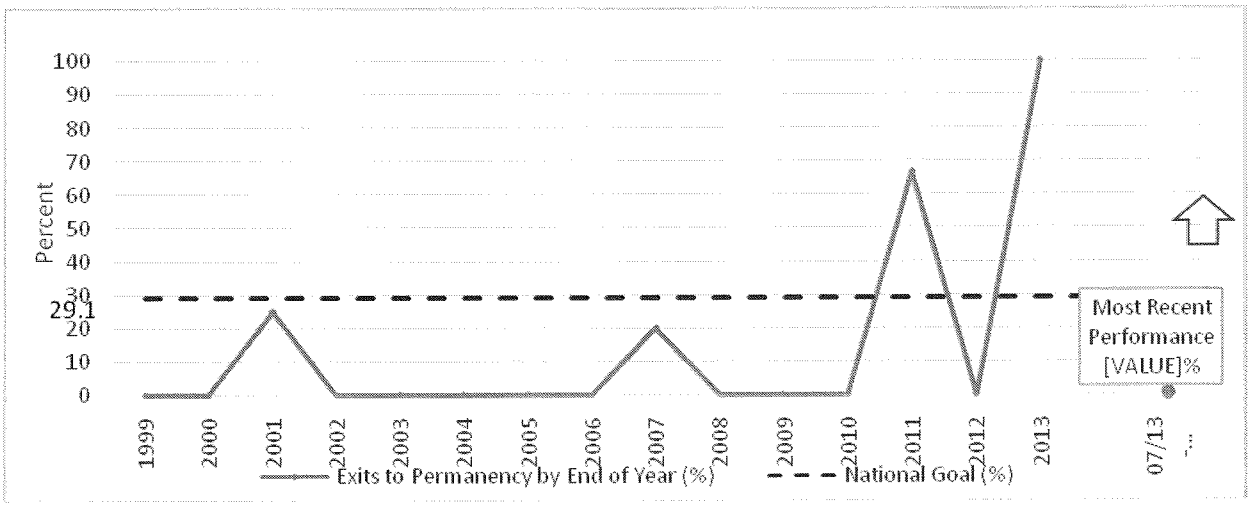
Measures: Of the children in foster care for twenty-four months or longer during a specified year, which children were discharged to a permanent home by the last day of that year and prior to turning eighteen?

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

C3.1 Exits to Permanency (24 Months in Care)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



Analysis

It should be noted from 1999-2013, there was no year in which more than six Sierra County children had been in foster placement for more than24 months (as measured on the first day of each year). Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

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

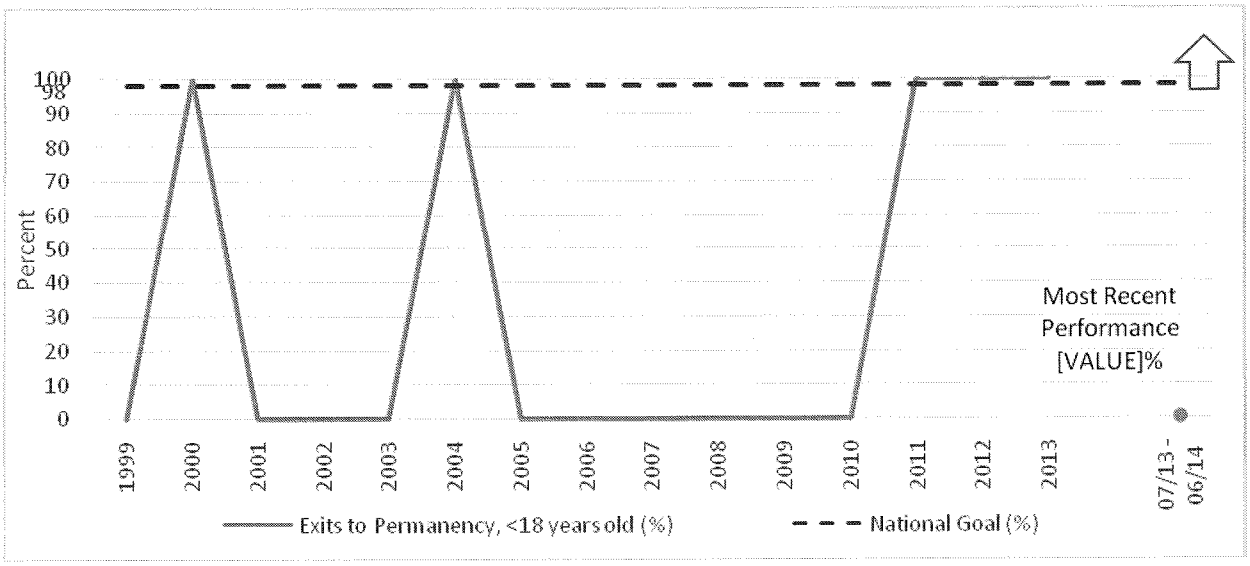
Measure: Of the number of children in foster care during a specific year, what was the percentage of legally free children who were discharged to a permanent home prior to turning eighteen?

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

C3.2 Exits to Permanency (Legally Free at Exit)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



Analysis

It should be noted from 1999 to the present, Sierra County has never been out of compliance with this Measure. It should be noted there are multiple years (1999, 2001-2003, 2005-2010) in which the Measure did not apply. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C3.3 In Care 3 Years or Longer (Emancipation/Age 18) (Federal Standard ≥ 37.5%)

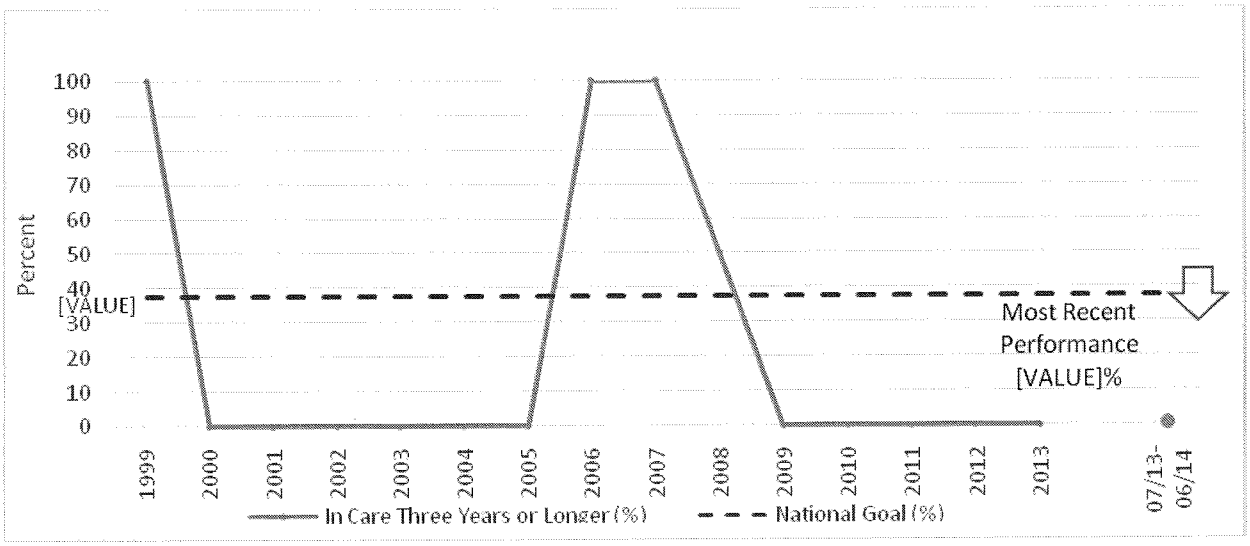
Measure: Of all the children in foster care during a specific year who were either discharged to emancipation, or turned eighteen while still in care, what percentage of children had been in foster care for three years or longer?

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

C3.3 In Care Three Years or Longer (Emancipated/Age 18)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, Sierra County has never had more than two children discharged to emancipation or turned 18 while in foster care in any given year. It should be noted there are multiple years during the 2009-2013years of analysis this Measure only applied in 2012.Because there are currently no Sierra County children in foster care, this Measure currently does not apply at this time.

C4.1 PLACEMENT STABILITY (8 DAYS TO 12 MONTHS IN CARE) (FEDERAL STANDARD ≥ 86%)

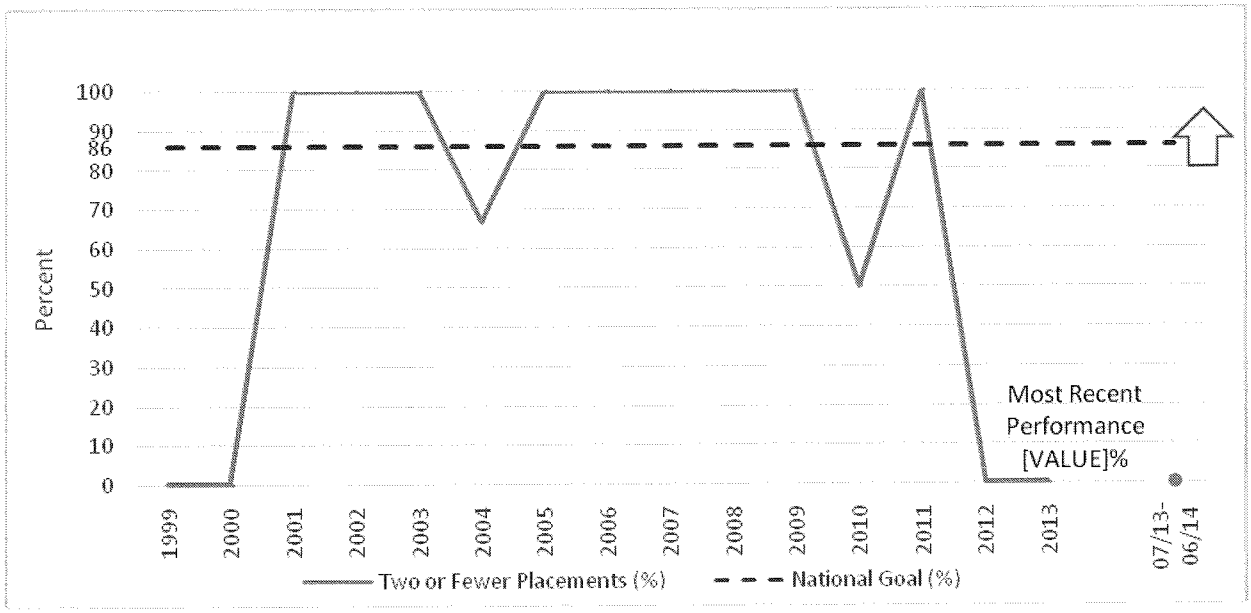
Measure: Of the children in foster care during a specific year, what percent had two or fewer placement settings?

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

C4.1 Placement Stability (8 Days to One Year)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, Sierra County has never had more than 13 children in care in any given year; this includes a notable outlier: 2007 13 children in care that year; there is no other year in that timeframe with more than seven children in care). It should be noted there are multiple years (1999-2000, 2012-2013) in which the Measure did not apply. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

C4.2 PLACEMENT STABILITY (12 MONTHS TO 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 81.3%)

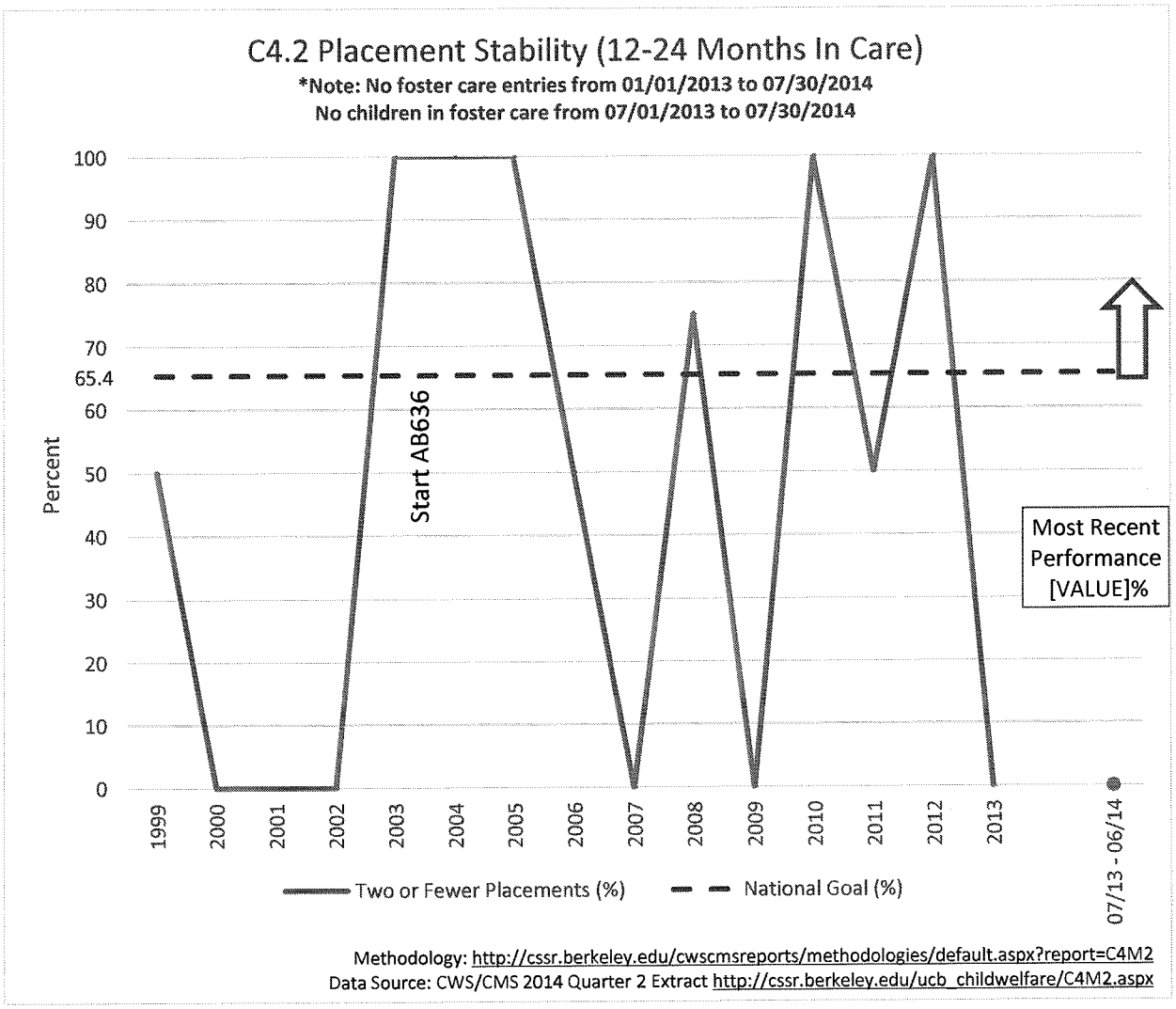
Measure: Of the children in foster care during a specific year, who had been in foster care between twelve and twenty-four months, what percent had two or fewer placement settings?

Methodology: All children in care between a specific twelve to twenty-four month time period, were included in this measure. Age is calculated at the beginning of the specified time period.

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

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

It should be noted from 1999-2013, Sierra County has never had more than eight children in care in any given year meet criteria for this Measure (in care from 12-24 months). When reviewing 2009-2013, the County was only been out of compliance with this Measure in 2011. During this year there were two children who met criteria for inclusion in this Measure. It should be noted that in2009 and 2013 the Measure did not apply. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time. It is important to remember the County is making all efforts to place children in relative and kinship homes. This will help prevent a lot of movement in placement as well as improve timely reunification and concurrent placements.

C4.3 PLACEMENT STABILITY (AT LEAST 24 MONTHS IN CARE) (FEDERAL STANDARD ≥ 41.8%)

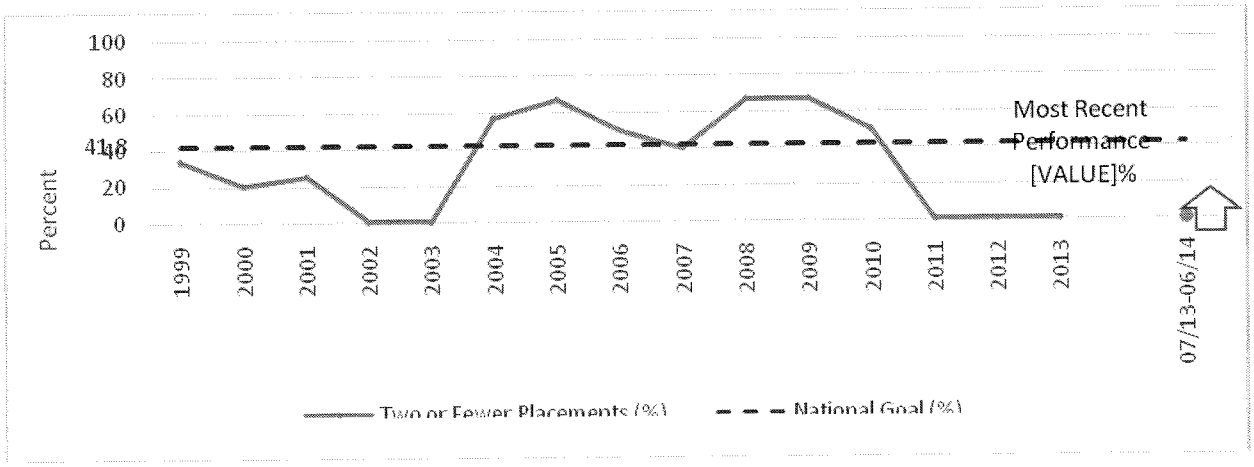
Measure: Of the children in foster care during a specific year that were in foster care for at least twenty-four months, what percentage of children had two or fewer placement settings?

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

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

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

What this Measure fails to consider are beneficial moves, such as step downs to a lesser restrictive environment (for example, from group home to foster placement). Because of the small data set, children who are in long-term care who have already exceeded two placements can have a negative effect on performance for an extended length of time. It should be noted from 1999-2013, Sierra County has never had more than seven children in care in any given year; this includes a notable outlier. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

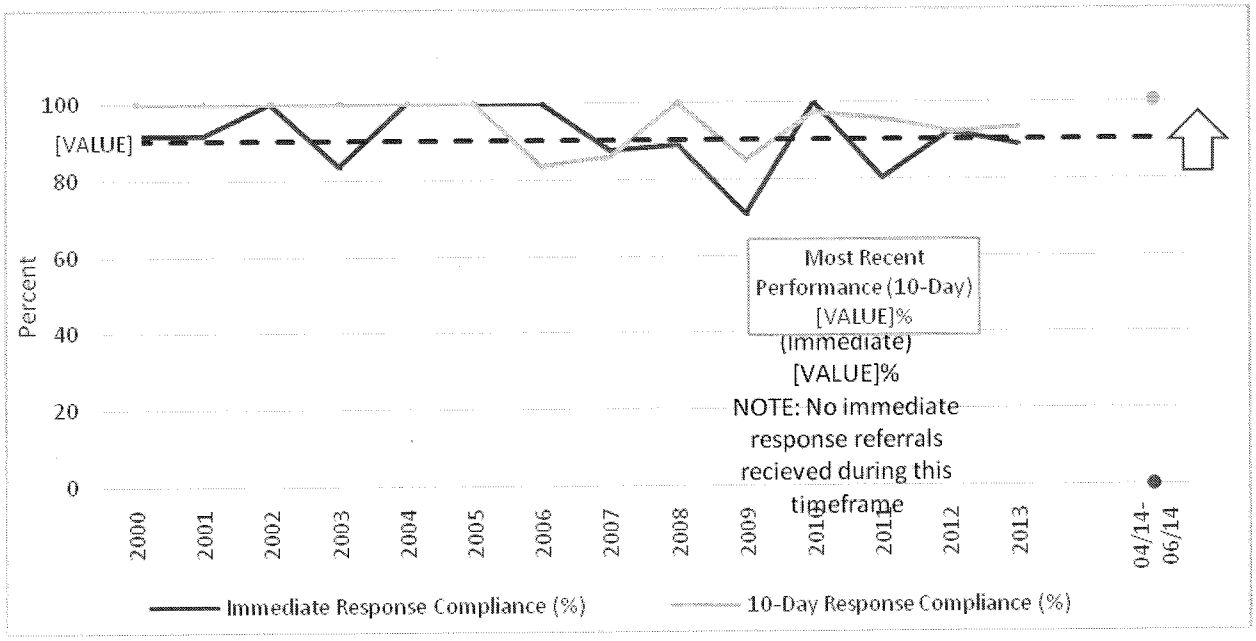
2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY RESPONSE

Measure: Of the referrals received during a specific period of time requiring immediate or ten-day responses, 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 twenty-four hours of receipt of referral; in order for a referral which has

been assigned as a ten-day response to be investigated timely, documentation of the visit or attempted visit must occur within 10 days of receipt of referral.

2B Timely Response (Child Abuse/Neglect Referrals)



ANALYSIS

Because Sierra County has no referrals for immediate investigation in the most current reporting period (April 1, 2014 to June 30, 2014), this Measure does not apply. The most recent available data on this Measure shows Sierra County had been in compliance with immediate investigations for the prior two quarters, and seven of the nine prior quarters. Sierra County is currently in compliance with ten-day investigations. The most recent available data on this Measure shows Sierra County has been in compliance with ten-day investigations for the past four years (overall annual data), and for the past four individual quarters.

2F TIMELY CASEWORKER VISITS WITH CHILDREN

Measure: Of the children in foster care for an entire specific month, what percentage of children received an in-person visit from a child welfare worker during that month? What percentage of these in-person visits occurred at the child's residence?

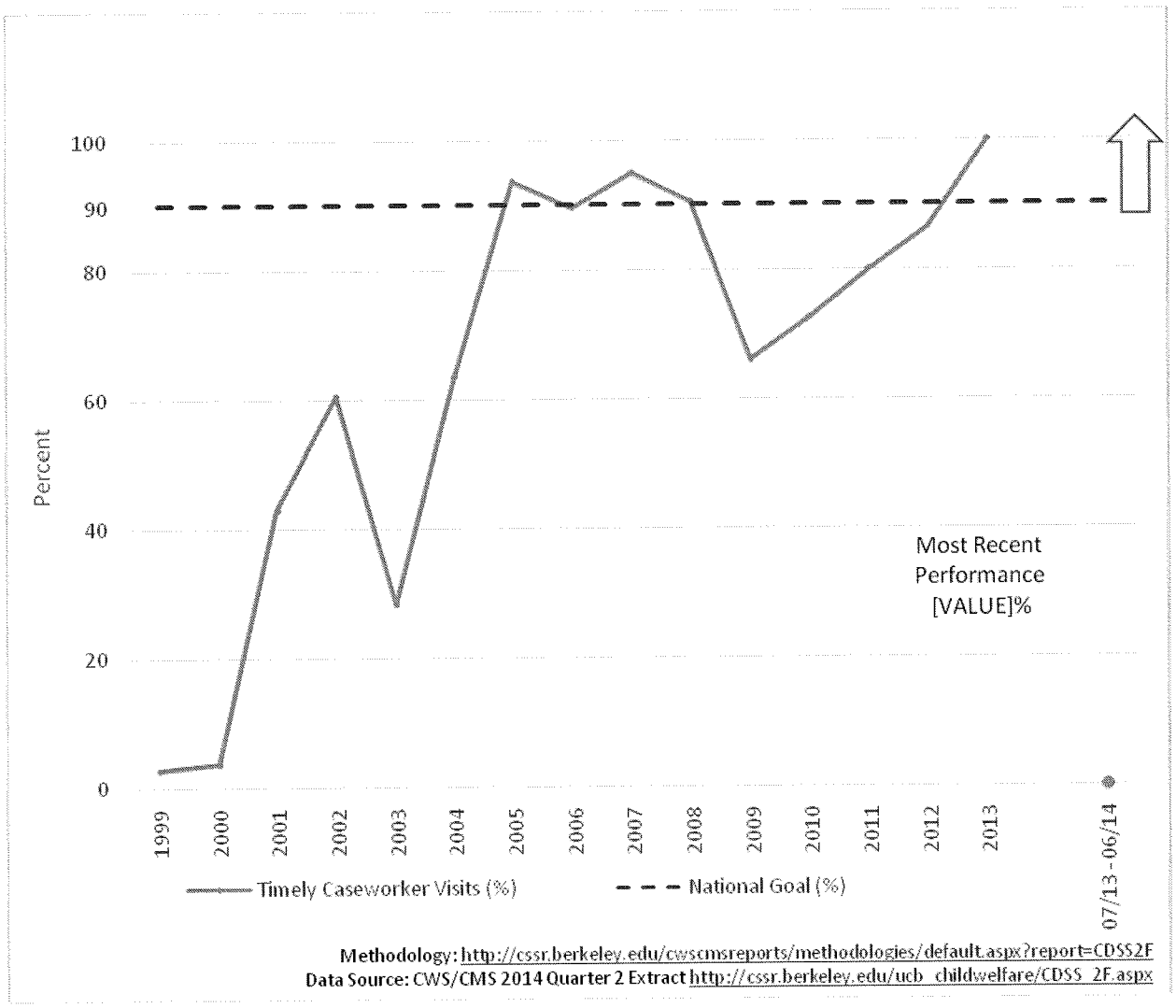
Methodology: All children under age eighteen, who are in care for the entire calendar month are counted in this measure. Age is calculated at the beginning of the specified time period.

Children who are not court dependents who are placed with non-relative legal guardians are not included.

2F Timely Caseworker Visits

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

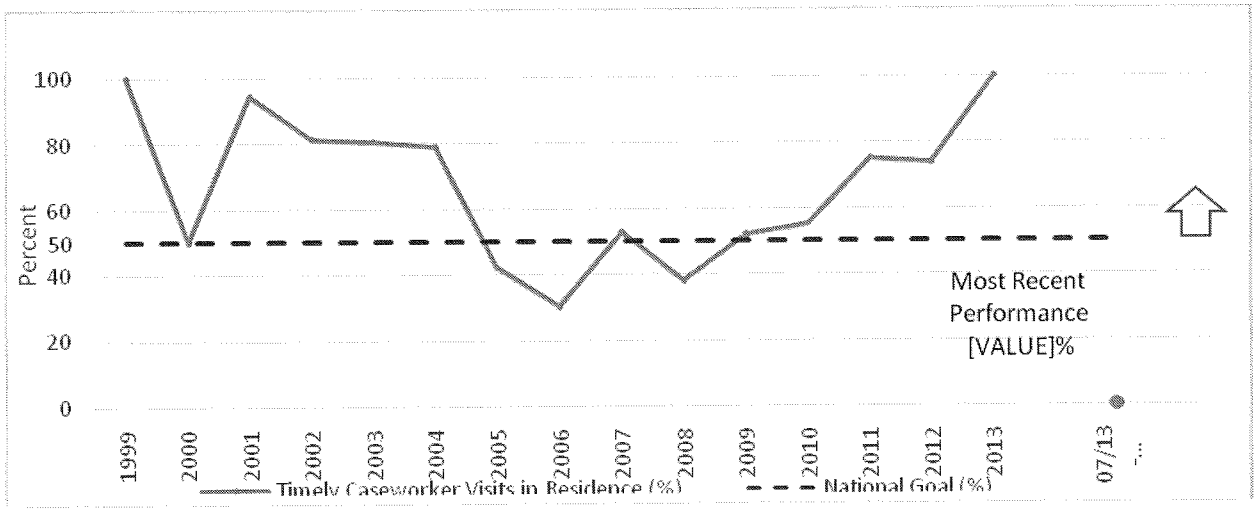
No children in foster care from 07/01/2013 to 07/30/2014



2F Timely Caseworker Visits (in Residence)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

The most recent available data on this Measure shows Sierra County had been in compliance with timely caseworker visits during the prior five quarters. The most recent available data on this Measure shows Sierra County has been in compliance with timely caseworker visits in the child's residence for the past five years (overall annual data). Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

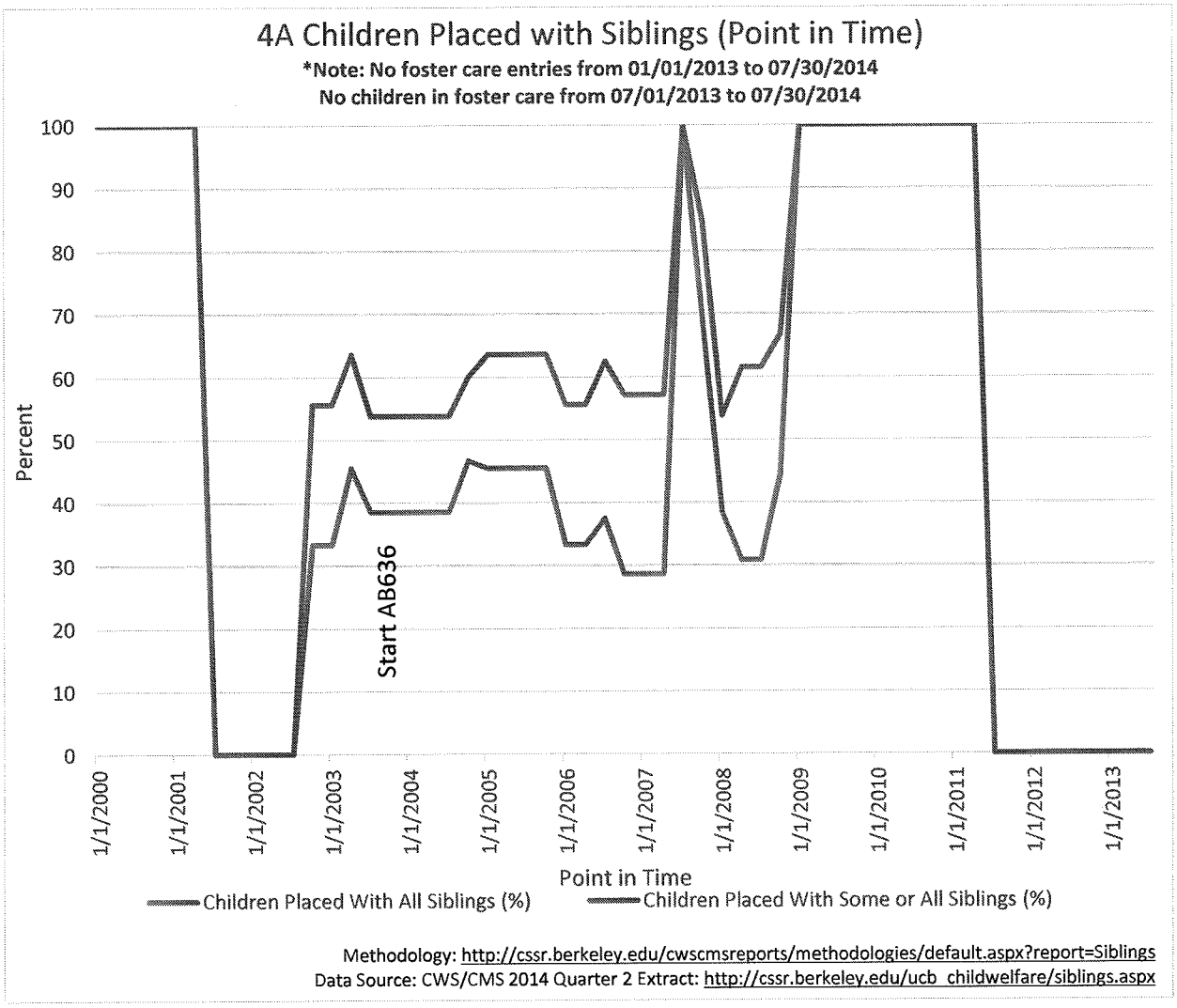
Measure: Of the children placed in care during a specific "point in time", what percentage of children were placed with all of their siblings? (There is no Federal or State standard at this time for this measure)

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.

4A Children Placed with Siblings (Point in Time)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

No children in foster care from 07/01/2013 to 07/30/2014



ANALYSIS

There are currently no Federal or State data indicators for this Measure. There is no available data set providing information about children only placed with "some siblings" (the data sets identify either "all" or "some or all," but not "some"). Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)

Measure: Of the children placed in care during a specific "point in time", what percentage of children are placed in the least restrictive settings? (There is no Federal or State standard at this time for this measure)

Methodology: These reports are derived from a longitudinal database and provide information on all entries to out-of-home care during the time period specified.

4B Least Restrictive Placements (First Entries)

**Note: No foster care entries from 01/01/2013 to 07/30/2014*

ANALYSIS

There are currently no Federal or State data indicators for this Measure. The data indicates a shift away from foster family agencies towards relative placements for first placements. The data from 2011 regarding a group home placement as a first placement appears to be one case. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

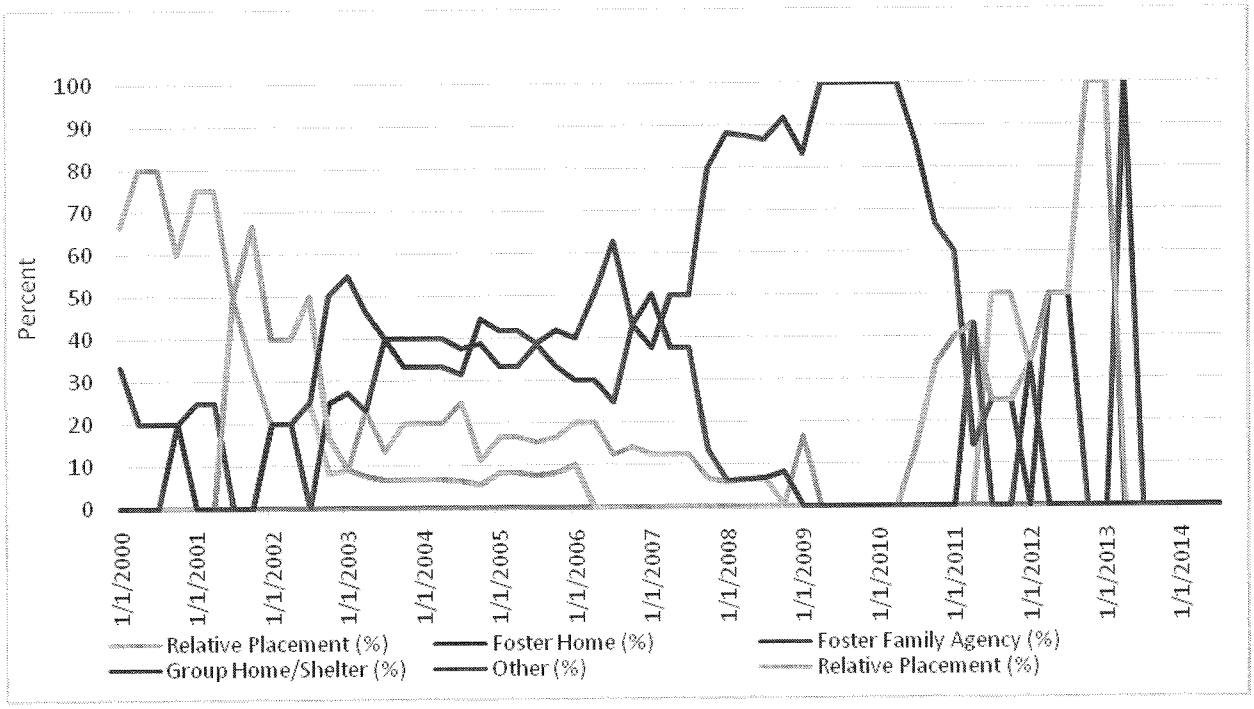
4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)

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

Methodology: Includes all children who have an open placement episode in the CWS/CMS system (excluding children who have an agency type of "Mental Health," "Private Adoption," or "KinGAP" on a user-specified count day (e.g., January 1, April 1, July 1, October 1) and year.

4B Least Restrictive Placements (Point in Time)

**Note: No children in foster care from 07/01/2013 to 07/30/2014*



ANALYSIS

There are currently no Federal or State data indicators for this Measure. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

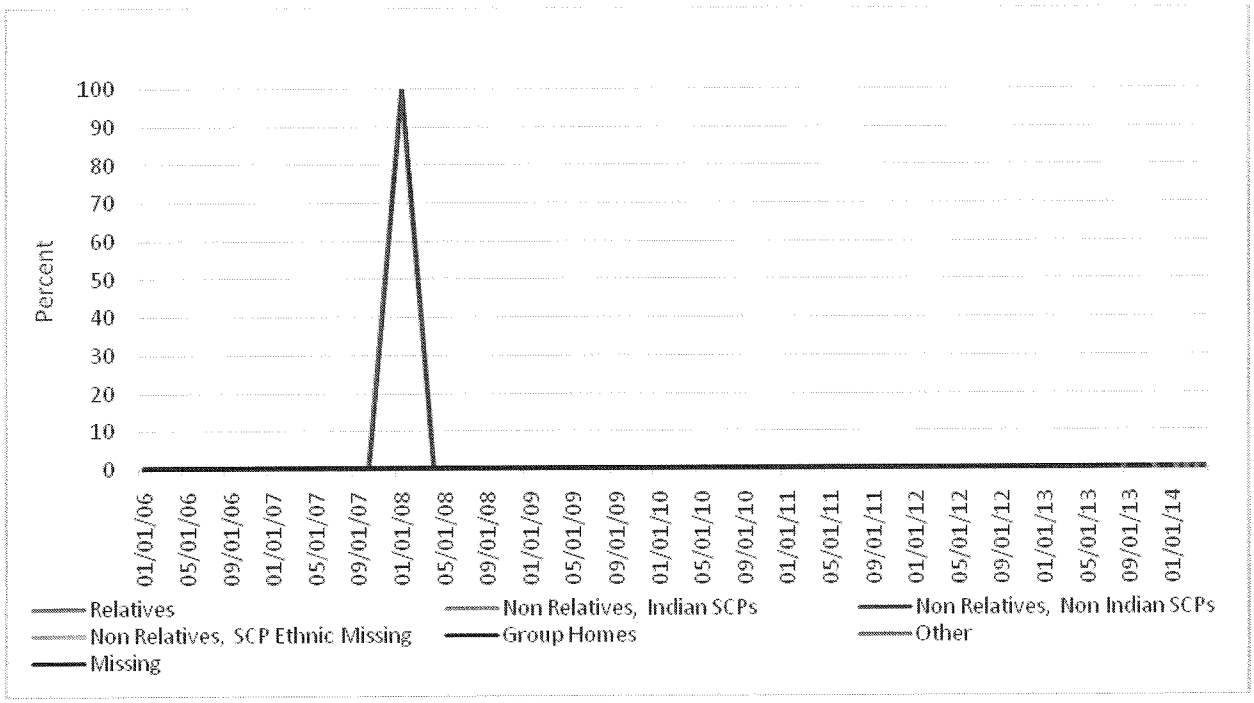
4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

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.

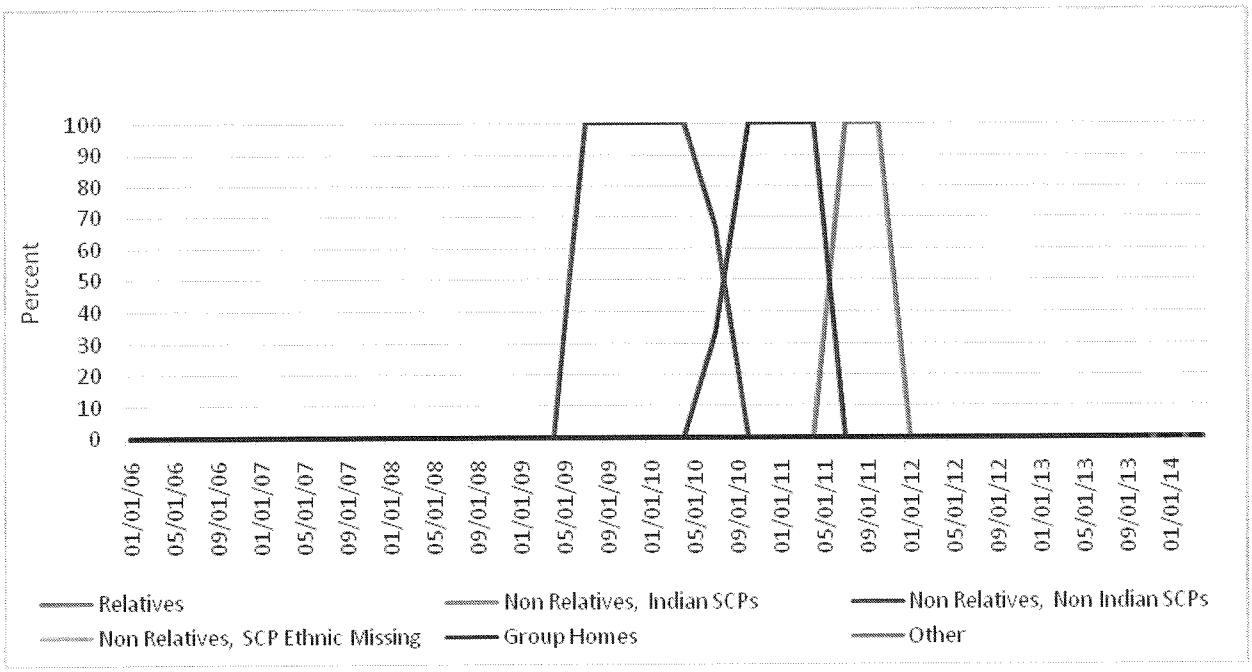
4E(1) Placement Status for Children With ICWA Eligibility

(Point in Time)



4E(2) Placement Status for Children with Primary or Mixed (Multi) Ethnicity of American Indian

(Point in Time)



ANALYSIS

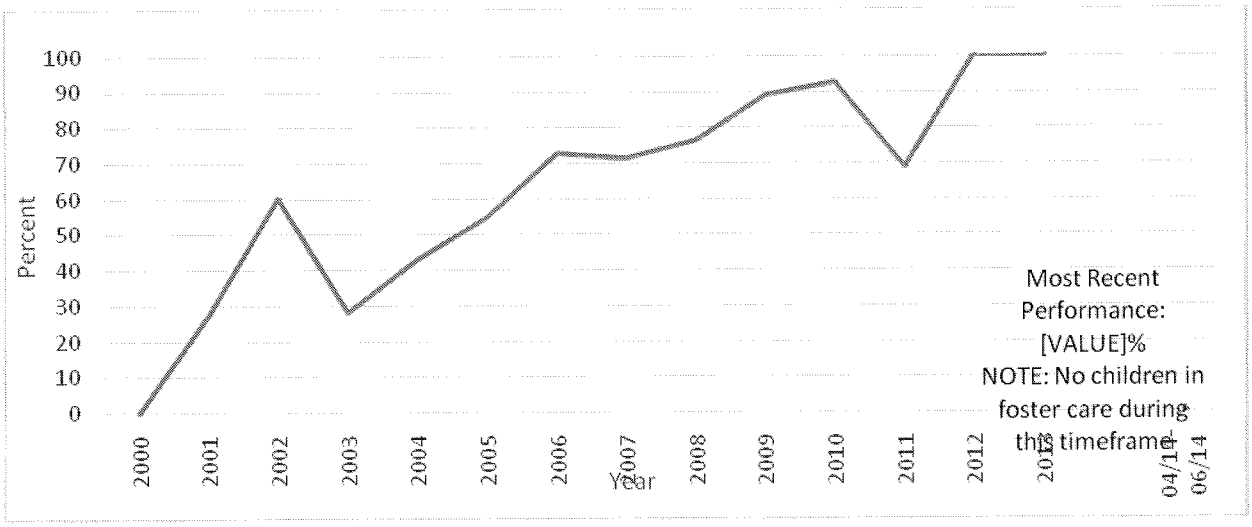
Each point on the set represents a specific point in time referenced on the horizontal (x) axis (it should be noted there are more data points than can be accounted for on the x-axis due to space limitations). There are currently no Federal or State data indicators for this Measure. The data indicates a shift towards relative placement for children with Indian heritage. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

5B (1) RATE OF TIMELY HEALTH 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 are counted in this measure. Children that are excluded are children in placement for less than thirty-one days, children residing outside of California and non-child welfare placements.

5B(1) Rate of Timely Health Exams



ANALYSIS

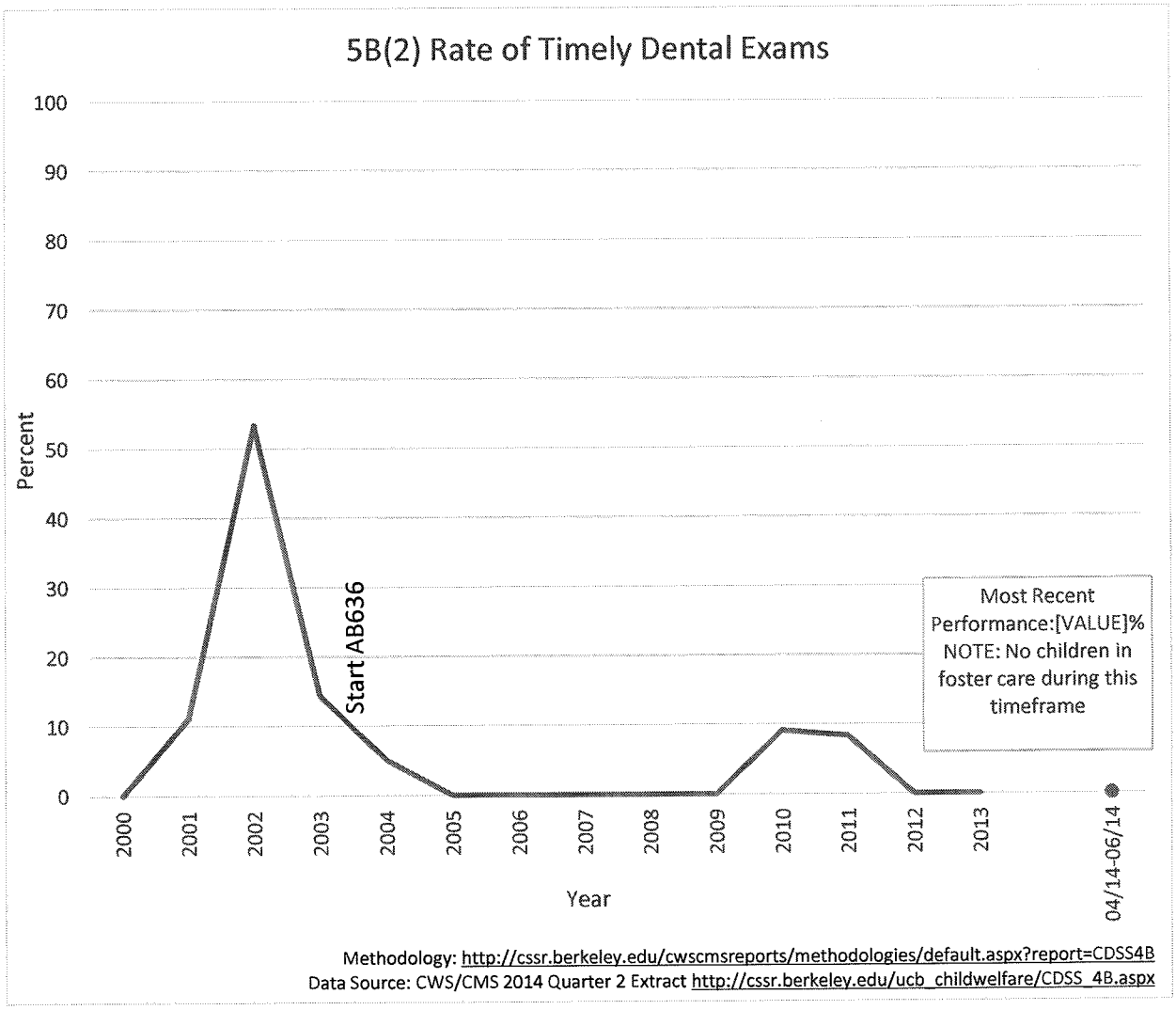
There are currently no Federal or State data indicators for this Measure. The data demonstrates an upward trend, and most children had been receiving timely health examinations. It appears that placement played a role in this measure. As stated in the beginning of this section, to maintain anonymity, identifying information must be omitted in analysis. The lack of service providers always has the ability to affect this measure. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

5B (2) Rate of Timely 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 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.

5B(2) Rate of Timely Dental Exams



ANALYSIS

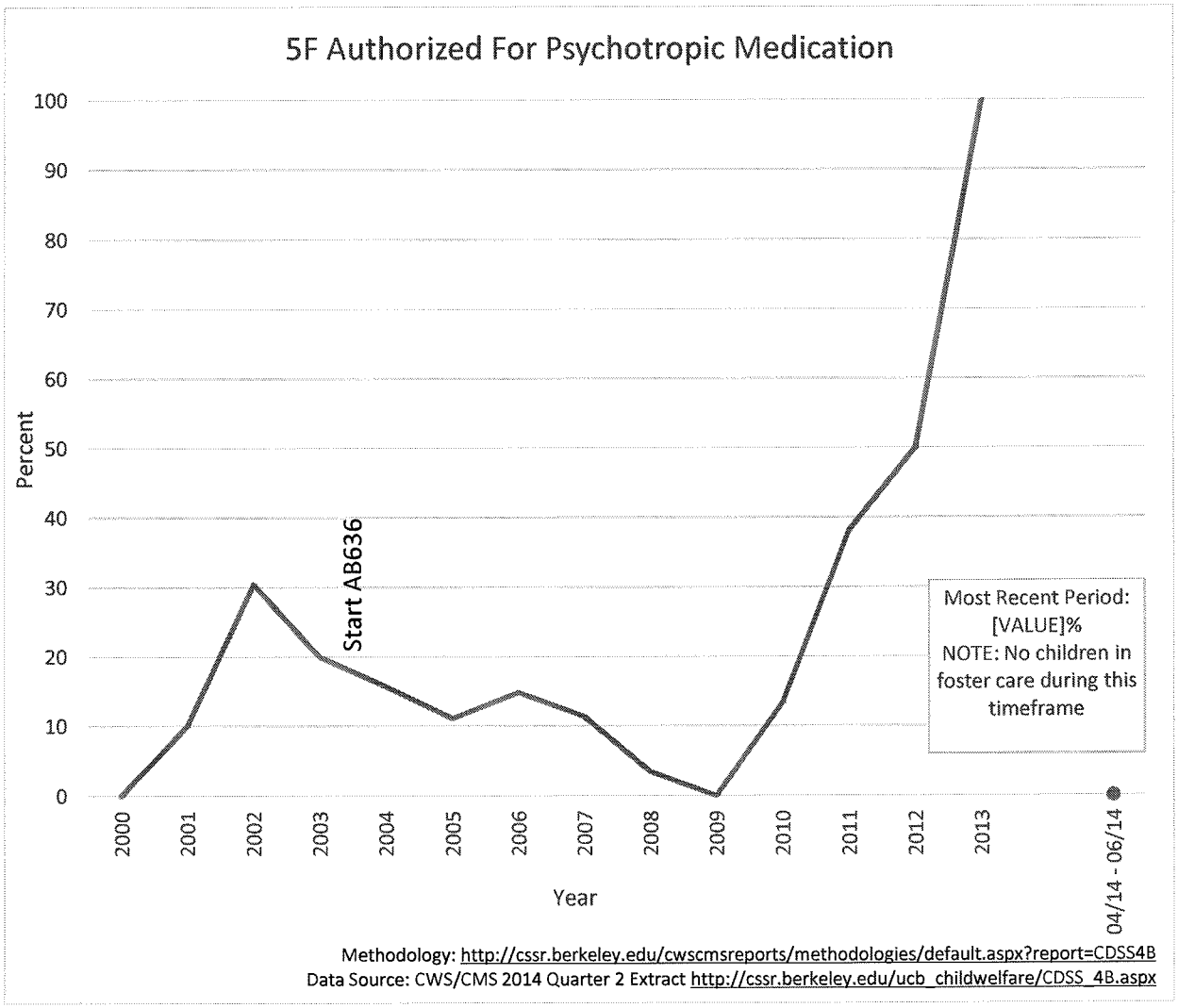
There are currently no Federal or State data indicators for this Measure. The data suggests there have been delays to children receiving timely dental examinations. The lack of service providers always has the ability to affect this measure. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

5F 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 nineteen 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.

5F Authorized For Psychotropic Medication



ANALYSIS

Each point on the set represents a one-year period; data on this Measure is reported in "rolling quarters," but is being presented as annual data for clarity. There are currently no Federal or State data indicators for this Measure. The data suggests an upward trend towards authorizing psychotropic medication for children. However, it should be noted these are percentage figures, and may be misleading. For example, the 100 percent rate of children receiving

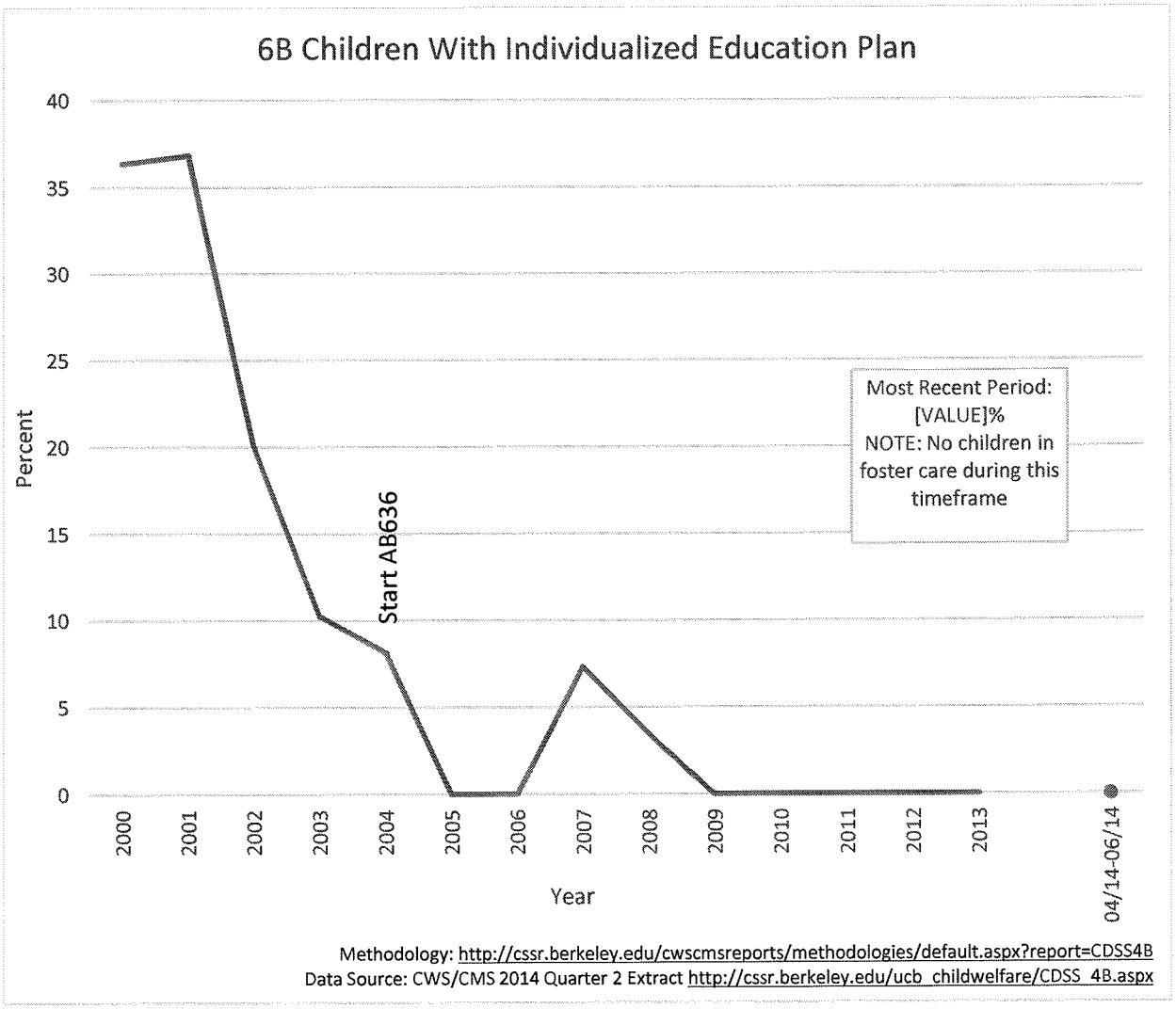
psychotropic medications in 2013 was one child; the only Sierra County child in foster care at that time. Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

6B Individualized Education Plan

Measure: Of the children in foster care during a specific time period, what percentage of children have ever had an Individualized Education Plan (IEP)?

Methodology: This report provides the number of children under age nineteen in out-of-home placements who have ever had an IEP.

6B Children With Individualized Education Plan



Analysis

There are currently no Federal or State data indicators for this Measure. The data demonstrates only a small percentage of Sierra County children in out of home care have ever had an Individualized Education Plan (IEP). Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

8A Completed High School Equivalency

Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

8A Obtained Employment

Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

8A Housing Arrangements

[Insert the performance data from the last CSA to current performance. Reference pages 40-42 and 71 of the instruction manual]

8A Received ILP Services

Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

8A Permanency Connection with an Adult

Because there are currently no Sierra County children in foster care, this Measure does not apply at this time.

Summary of Findings

The C-CFSR process has been embraced by Sierra County Health and Human Services. It was evident from the comments made during the Peer Review and the large turnout of

Stakeholders for the Stakeholder meeting, the community of Sierra County wants to provide a safe place for their children and families. Resources are limited and members of the community are willing to work together to be creative in meeting service gaps. Sierra County embraced the opportunity to look at their programs and services in an open honest way. Because of this, the County is aware of many gaps in services, need for relationship building/networking and systemic challenges.

Youth from ages of 6-10 and 14-17 represent a substantial portion of the child population in the County. These youth also represent the highest number of referrals. Many factors could contribute to these numbers. Because we are a small community with few activities, these are also the ages of youth that begin to have some autonomy and independent time. If youth are not kept busy, their unsupervised time can develop into other problems in the home. In the SIP, Sierra County will be addressing activities and programs that would help youth both stay busy as well as learn independent living skills. The Department would like to us this as an opportunity to partner with AOD, the school, and the FRC. Sierra County does not have a homeless shelter; however, as noted in the beginning of this document, poverty is an area of concern. There is also a desire to create more community involvement from all members of the community. This involvement will assist in preventing isolation of families.

Lack of social worker supervision was identified by peers, social workers and Stakeholders. Many gaps or challenges could be directly linked back to supervision and the inability to maintain Department expectations due to staff turnover. Supervision includes both oversights of quality services as well as guidance provided to social workers. With this lack of supervision is a lack of oversight of CPS data entry and other key job functions. Turnover in supervision and leadership in Sierra County has negatively impacted staff morale and staff retention. Peers found during the hard case review there was inconsistent completion and use of assessment tools during the life of the case. It appears assessments were primarily completed more after the fact to meet policy and procedure. It also appears social workers rely on their skill and past knowledge of the case history and families, rather than on the actuarial assessment tools. The hard case review also brought attention to the inconsistency of file organization and missing documentation.

The social workers are passionate and have a desire to provide meaningful service to the families in Sierra County while keeping children safe. Social workers spoke highly of the families they serve and apply a strength based approach to their work with families. Peer reviewers were impressed with the amount of time social workers were able to provide families in direct contact and case management. Social workers describe the community as close-knit, and they value their relationships with community members. This opportunity for preventive services should be re-evaluated and preventive services should be formally recognized and implemented. This will be the role of the C-CFSR team. Once recognized, implementation will be key.

In addition to lack of supervision and staffing, social workers described a work environment that included not only an overall lack of oversight and guidance, but also a lack of on the job training, or coverage to attend formalized trainings. Because they have not been functioning with a full staff for almost a year attending training events becomes difficult. Sierra County is committed to increasing in-County trainings. Once fully staffed, attending trainings out of County will be logistically easier. This increase in training and invitation of community partners will also improve relationships and help develop stronger alliances for prevention programs. Description of these efforts will be further outlined in the SIP.

A challenge faced by Sierra County CPS is the negative perception many community members hold; and a perception that has received significant media attention. Social workers described feeling burdened by this negative perception and how it impacts their work and daily life (worry that their presence may be uncomfortable in certain situations). It was clear to peer reviewers CPS needs to spend time on the community perception of their services. Since the peer review, the Department has been consistently making an effort to improve this perception. It has already been evidenced by the development of improved relationships between CPS and County Counsel, improved relationships with the Court and continual efforts to improve relationships between CPS and the school. It will be important to keep the momentum of this effort and work diligently throughout the SIP process. Although services needs are primarily in the East side of the County, there still remains the need in the West side of the County. CPS will begin a regular schedule of staff in the Downieville office. There are

three social workers and a social worker supervisor which can split the responsibility in the Downieville office by scheduling one person in the office four days a week. It is anticipated, once community members become aware of these regular Downieville office hours, people in the West side of the County will begin accessing services and contacting the Department on a more frequent basis.

Social workers and Stakeholders identified limited resources. Several specific resources which appear to be lacking are domestic violence treatment and anger management programs, regular medical and dental care (especially for MediCal clients) as well as very limited adult mental behavioral health services. There is also a need to develop the substance abuse services for all ages and for those recovering as well as supporting the family. Due to the geographic makeup of the County and the need for extensive travel to reach services, peers identified transportation, either private or public, as a necessary resource as well as more access sites for existing programs. More enriching activities for youth in Sierra County, such as after-school and summer programs were also identified. These healthy, fun and positive experiences are needed in Sierra County for children and youth to support making healthy lifestyle choices.

As Sierra County moves forward with the C-CFSR process, there will be a focus on Systemic Factors. What the Department has realized is partnering is an important foundation for success in any strategy identified by the C-CFSR team. The Department will continue to be aware of and monitor outcomes necessary to meet State expectations. They will be included in all Annual Reports. Strategies will be added as necessary.

ATTACHMENT I

Probation Department
Sierra County

Jeffrey D. Bosworth
Chief Probation Officer

P.O. Box 67
Downieville, California 95936
(530) 289-3277
FAX (530) 289-2821

Hon. John P. Kennelly
Hon. Charles H. Ervin
Superior Court Judges

DATE: June 18, 2014

TO: David Brownstein, LCSW
CDSS, Outcomes and Accountability Bureau Social Services Consultant III

FROM: Jeff Bosworth

By way of background, Sierra is a very small county, with a population of only 3,200. We also have a correspondingly low juvenile caseload. When I was appointed chief probation officer in April 2009, we had six juveniles on formal probation. Today we only have three (plus one interstate compact), none of whom are at risk for out of home placement at the present time. Our last juvenile booking was released from custody in early May 2012. Our last out of home placement (foster home) ended in October 2012. Our last group home placement ended in June 2011.

The department stopped claiming IV-E around July of 2012. Because payments were given in advance and our numbers were declining, we ended up owing what for this county was a large sum. At that point, we decided to pay the debt and stop making any further claims. We were told that if we ever needed to start claiming again in the future, we could start anew. When Sierra County probation determines that the use of Title IV-E funds are necessary to support the placement of a juvenile offender in foster care the agency may elect to do the following:

1) Contact the California Department of Social Services to obtain technical assistance on placement laws and regulations for use of Title IV-E funding and supervision and provision of services to a youth in the foster care program.

Because we are so small, we have the luxury to spend time on individual cases as needed. On the negative side, it is difficult to keep up a suitable level of expertise on areas in which you don't practice for three or four years, placement laws and regulations being probably the best example.

ATTACHMENT 2

SIERRA COUNTY Health and Human Services

Social Services	Downieville, California	Mental Health/ Drug/Alcohol	Health Department
P.O.Box 1019	P.O. Box 38	P.O.Box 265	P.O. Box 7
Loyalton, California 96118	Downieville, California 95936	Loyalton, California 96118	Loyalton, California 96118
530-993-6720	22 Maiden Lane	530-993-6746	530-993-6700
FAX 530-993-6767	530-289-3711	Fax 530-993-6759	Fax530-993-6790
	CPS 530-289-3720		
	Fax 530-289-3716		

1 October2014

Re:InvitationtotheCountySelfAssessment(CSA)Child-ProtectionStakeholderMeeting

Hello,
YouhavebeenidentifiedasastakeholderwhocanhelpprotectchildreninSierraCounty.
YourinputwillhelptheProbation/HealthandHumanServicesTeamconductaCountySelfAssessmentforthewellbeingofchildren.

ThespecifictopicstobediscussedatthisStakeholderMeetingwillrelatetobothchild welfareandprobation,i.e.,agency-communitycollaboration,theneedsoffamilies,theeffectivenessofagenciesinrespondingtothoseneeds,andservicesintheCounty,suchasfostercare,andpreventionpriorities.AllofthisinformationwillbecombinedinaplantobeapprovedbytheBoardofSupervisors.

In2008,theCaliforniaDepartmentsofProbation andSocialServices,incollaborationwithFederalandStategovernments,beganconveningTeamsforprotectingchildrentoincludeyoungpeople,parents,familymembers,County agencies,community-basedorganizations,substitutecaregivers,educatorsandreligiousgroups.

Yourparticipationisveryimportanttohelpmakedecisionsabouthowtoprioritizeandallocateourlimitedresourcesforchildrenandfamilies.The TeamwouldlikeyoutocometothisStakeholderMeeting.Couldyoumeetthedayafterthisfall'selection?

What: Sierra County-wide Stakeholder Meeting, including lunch

When: Wednesday,5November2014;10AMto2 PM

Where: Catholic Church Hall, Loyalton, California

Who: You and other stakeholders

Ifyouarenotabletoattendthiseventinperson,yourinputstillmakesadifference.Youwillfindenclosedasurvey;pleasereturnittoMarianneMoseley,SierraCountyHealthandHumanServices,202FrontStreet,ormailtoPostOfficeBox7,Loyalton,California96118,RSVPtommoseley@sierraCounty.ca.gov.

Best,

Darden Bynum, LCSW
Director

ATTACHMENT 3

SIERRA COUNTY CHILD_PROTECTION SURVEY

Please answer the following survey:

1. I think that resources are available in Sierra County for parents that need help with their children and family.

NOTTRUE SOMEWHATTRUE TRUE MOSTLYTRUE VERYTRUE

2.I think that parents ask for help when they need it.

NOTTRUE SOMEWHATTRUE TRUE MOSTLYTRUE VERYTRUE

3.Sierra County is successful in preventing child abuse from occurring.

NOTTRUE SOMEWHATTRUE TRUE MOSTLYTRUE VERYTRUE

4. ParentingisafamilymatterandtheCountyandStatehavenobusinessint erfering.

NOTTRUE SOMEWHATTRUE TRUE MOSTLYTRUE VERYTRUE

5. I think Sierra County can reduce the frequency of child abuse by:

_____

_____

_____

6. What kind of help do families in Sierra County need?

_____

_____

_____

SIERRA COUNTY CHILD PROTECTION SURVEY

1. I think that resources are available in Sierra County for parents that need help with their children and family:

NOTTRUE	SOMEWHATTRUE	TRUE	MOSTLYTRUE	VERYTRUE	N/A
0	12	4	2	5	1
	50%	17%	8%	21%	4%

2. I think that parents ask for help when they need it:

NOTTRUE	SOMEWHATTRUE	TRUE	MOSTLYTRUE	VERYTRUE	N/A
4	17	1	2		
17%	71%	4%	8%		

3. Sierra County is successful in preventing child abuse from occurring:

NOTTRUE	SOMEWHATTRUE	TRUE	MOSTLYTRUE	VERYTRUE	N/A
2	8	5	5	1	3
8%	33%	21%	21%	4%	13%

4. Parenting is a family matter and the County and State have no business interfering:

NOTTRUE	SOMEWHATTRUE	TRUE	MOSTLYTRUE	VERYTRUE	N/A
11	10	2			1
46%	42%	8%			4%

5. I think Sierra County can reduce the frequency of child abuse by:
   - Family and community events " Free food and events"
   - Confidential Reporting "nothing is confidential in small community"
   - More outreaches in the Post Office and Newspapers for job training and opportunities
   - Awareness for child behavior
   - Advertising Services
   - Educated and trained staff
   - Education the community "pamphlets explain when, why and who to call when is a possible child abuse case."
   - Parent training

6. What kind of help do families in Sierra County need?
   - Child development
   - Child care services " as needed, regardless of income level"
   - Transportation to events in different towns
   - Court Appointed Special Advocates (CASA) " Link with other counties"
   - Employment
   - After school programs " even during breaks and summers"
   - After hours care
   - Jobs
   - Drug and Alcohol Prevention Programs
   - Parenting Classes
   - Medical needs for children and dental care for parents
   - Affordable Living