



California - Child and Family Services Review Signature Sheet

For submittal of CSA SIP Progress Report

County	Nevada County
SIP Period Dates	2011-2016
Outcome Data Period	Q2 2015

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California - Child and Family Services Review

County Self-Assessment

2016-2021



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Introduction

All county Child Welfare Service providers in California must undergo a County Self-Assessment (CSA) every five years. This CSA process requires meticulous planning and the inclusion of key stakeholders and constituents to review the scope of services provided by Child Welfare and Probation in the county. Included in the CSA is an analysis of performance outcome measures and demographic data as well as qualitative information gathered from the community on the relative strengths and areas of improvement for the Child Welfare System. The process also includes a Peer Review where individuals from other county Child Welfare programs with specific expertise in an identified area of improvement come and conduct an in-depth examination of case specific services. This whole CSA process culminates in the creation of a System Improvement Plan (SIP) where the data gathered informs strategies which will be put in place to improve outcomes for children and families served by the Child Welfare System.

In Nevada County, the CSA process began in May of 2015 with the Stakeholders meeting and ended with the Peer Review in August of that same year. Several focus groups were held including county staff, birth parents, and foster youth. Surveys were also circulated to stakeholders, birth parents, caregivers, and foster youth. On May 19th, 2015, a large stakeholder meeting was held with contributors representing services providers, community partners, other county agencies, local school districts, and others from the county that represented a range of disciplines. The Peer Reviews were held August 25-27, 2015 and the reviewers represented nine counties who demonstrated best practice in Nevada County's identified focus areas.

Conducting the CSA revealed that Nevada County has a community that is close knit dedicated to providing the best quality services possible to the children, youth, and families who reside in this rural community. A rich base of knowledge, expertise, and information was provided as a result in this process. Many ideas for improvement came to bare and will inform the System Improvement Plan that will be generated following the CSA. Nevada County Child Protective Services and Juvenile Probation would like to sincerely thank all who were involved in any step of the CSA/Peer Review process.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

In Nevada County, community and agency relationships and collaboration are very important. It was this mindset that the current CSA was approached. The consultants from California Department of Social Services (CDSS), Outcomes and Accountability Bureau and from the Office of Child Abuse Prevention (OCAP) met with Director of Social Services and Child Welfare and Probation Management to review the process. Timelines were discussed and a plan to execute all steps in the CSA was laid out. Communication between CDSS and Nevada County during the CSA was regular and the CDSS participated in the large Stakeholders Meeting, in some of the focus groups, and facilitated the Peer Review.

Below is the list of the C-CFSR team and Core C-CFSR team that met on a regular basis in the planning stages of the CSA and Peer Review process.

- Mike Dent, Director of Social Services
- Nick Ready, Program Manager, Child Protective Services
- Faye Hignight, Staff Services Analyst II, Child Protective Services
- Jeff Goldman, Probation Program Manager
- Victoria DeFriese, Supervising Deputy Probation Officer
- Daniel Wilson, CDSS, Outcomes and Accountability Bureau
- Mary DeSouza, CDSS, Office of Child Abuse Prevention

Regularly the C-CFSR Core Team meets quarterly to discuss outcome performance data on the various Federal and State Outcome Measures. In April 2015, the team meeting focus shifted to the CSA and Peer Review. Early in the process meetings were on a monthly basis and discussion focused on C-CFSR core team members, timelines for CSA and Peer Review, who would facilitate different aspects of the CSA, engagement of stakeholders, analysis of outcome measures and for identified focus areas for the county. As the Peer Review approached meetings of the core team became more frequent. All members of the team were active and regularly engaged in discussions and planning of the process.

PARTICIPATION OF CORE REPRESENTATIVES

During the course of the County Self-Assessment as many of the required core representative as possible were engaged. Focus groups were held for CPS involved parents, former and current foster and probation youth and age 16-21, and staff at CPS and Probation. Paper surveys as well as Survey Monkey were circulated to current and former foster and probation youth, caregivers, CWS involved parents and stakeholders in an attempt to engage all required core representatives, especially those unable to attend focus groups and/or the stakeholder's meeting.

There was a notable lack of involvement from several representatives. Foster caregivers were engaged several times by social workers and though the mail for survey but there was only one response. They were also invited to the large stakeholder's meeting, however none were in attendance. During the stakeholder's meeting it came to light that some foster parents do not feel respected and that kinship caregivers especially do not feel properly trained or supported by the department. Efforts to better train and support kinship caregivers are underway and will be described in greater detail later in this report.

There was also a lack of response from the Eastern County which was possibly due to the distance as travel time to the stakeholder's meeting was an hour one way. Some response was obtained from Eastern County by CPS's analyst traveling to Truckee to directly engage stakeholders there. Members of the Juvenile Court were also markedly absent from participation in both surveys and the large stakeholder's meeting. Although, two bench officers did attend the report out of the Peer Review. Findings from the Peer Review were also discussed at a Palm Tree Meeting with bench officers and County Counsel present.

STAKEHOLDER FEEDBACK

Nevada County stakeholders were invited to engage in a large community meeting which took place on May 19, 2015. Stakeholders were asked to examine the current condition of Nevada County Child Welfare and Probation services. Child Welfare staff engaged in a focus group on May 26, 2015 and Probation staff interviewed with the Outcomes and Accountability representative from the CDSS. Child Welfare involved parents (11 in total) were part of a focus group held on May 18, 2015. Foster and Probation youth (21 in total) engaged in a focus group

facilitated by the CPS's analyst on June 17, 2015. All core representatives were asked to identify the relative strengths and identify areas of improvement for both Child Welfare and Probation.

Communication and collaboration were identified as strengths for CPS by stakeholders and staff. For CPS, there was a great appreciation for the new Program Manager's increased leadership and community involvement. The stakeholder's expressed that there was a clear intention by new management to increase collaboration with service providers and across systems (i.e. CASA, Mental Health, Group Homes, etc.) to achieve best outcomes for children. Services were found to be coordinated by CPS staff in a forward (outside the box) and integrated way. There was general appreciation for the fact that Public Health Nurses and an analyst were on staff. Stakeholder's also articulated that efforts to place children with kin and maintain them in the community were contributing to improved outcomes for children. CPS's focus on preventative services were seen by the stakeholders as having a positive effect on the community. Staff felt like there was good collaboration with outside agencies.

Communication and collaboration were also seen as strengths of Probation by the stakeholders. An improvement in collaboration with CPS was noted as well as improved engagement in Family Team Meetings, Special Multi-Agency Resource Team (SMART), the Youth Empowerment Services (YES) Court, and School Attendance Review Board (SARB). Probation staff also felt like relationships in the community was a strength of the department. Focus on prevention and early intervention was seen as having a positive impact on preventing and decreasing recidivism. Staff were seen as well trained and professional.

One of the barrier indicated by stakeholder and staff surrounded staff turnover and high caseloads at CPS. Stakeholders had concerns about staff members being giving caseloads before they were formally trained. Parents, foster youth, and stakeholders indicated that it was difficult to get a hold of social workers because of high caseloads. Foster youth were frustrated by the need to repeat information each time they had a new caseworker. The social worker turnover also caused confusion with parents and foster youth as they did not always know who to contact with questions. Stakeholders felt that multiple caseworkers affected family and child trust as well as slowing communication with families and service providers. At the time of the staff focus group there was a feeling that caseloads were too high and given the amount of new staff and management there was role confusion. Stakeholders also expressed specific concerns

about some CPS staff that did not understand the specific small community culture of Nevada County.

The staff, stakeholders, and parents felt like there were not sufficient mental health services for families who do not rise to the level of CPS intervention. Although there are preventative services available, there are notable gaps. Given the small size of the community there are not service providers that deal with co-occurring disorders that are seen by parents and youth involved with CPS and Probation. Respite care for children over six is lacking in the county. Transportation was identified as a significant barrier to families receiving preventative services. Service navigation for families was perceived as a great need by parents, staff, and stakeholders. Aftercare services were also recognized as a need for families exiting the Child Welfare system.

Some of the challenges that were identified by stakeholders and staff for Probation were that group homes used for placement were not local (which also brought up transportation issues for parents). Staff felt like training on reunification and permanency would be beneficial, especially cross training with CPS staff. Family finding efforts beginning sooner in the life of cases was something staff desired as well. Stakeholders indicated that probation was often switching caseloads which created inconsistency and slowed communication.

A challenge seen by both departments was a lack of foster caregivers willing to work with some of the more challenging populations including probation youth, older youth, and larger sibling sets. A respite home in which a family would take any child any time of day was seen as a great need for the community by all. Both staff from Probation and Child Welfare indicated the desire for updated policy and procedures.

The feedback that was given by the stakeholders will be used to inform the upcoming System Improvement Plan. Recommendations from the core representatives will be presented throughout this report. In addition to the C-CFSR Core team, the following Stakeholders were in attendance at the large community stakeholders meeting:

Name	Agency	Affiliation
Anna Garrison	Environmental Alternatives	FFA
Chuck Coovert	Community Recovery Resources (AOD Treatment)	CPS/Probation Contractor
Cindy Santa Cruz-Reed	Helping Hands Nurturing Parenting Program	CPS Contractor
Cindy Morgan	Nevada County Behavioral Health	County Program Partner
Cynthia Harding	Alta Regional Center	Community Partner
Cynthia Wilson	Director of Public Health-Nursing	County Program Partner
Dana Winqwest	Chicago Park School District	Educational Partner
Fred Jefferson	Common Goals Inc. (AOD Treatment)	CPS Contractor
Gail Johnson Vaughn	Families Now (Permanency Planning)	Community Partner
Holly Hermansen	Nevada County Superintendent of Schools	Educational Partner
Janet Horowitz	Grass Valley School District	Educational Partner
Jeff Jones	Community Recovery Resources (AOD Treatment)	CPS/Probation Contractor
Jennifer Singer	Friendship Club (After School Club for Girls)	Community Partner
Kathy Newton	Nevada City School District	Educational Partner
Kristen McGrew	PARTNERS Family Resource Center	CPS Contractor (CAPC Member)
Laura Harter	Child Advocates of Nevada County	CPS Contractor/CASA Program
Lindsey Dunckel	First 5 Nevada County	Community Partner (CAPC Member)
Lynn Skrukud	Youth Center	Community Partner
Lynn Woerner	KARE Crisis Nursery	CPS Contractor
Mali Dyck	CalWORKs and Eligibility Program Manager	County Program Partner
Melissa Marcum	Independent Living Program and THP+	CPS Contractor
Melissa Parrett	SMART, SARB, SAM	Educational Partner
Rachel Pena-Roos	Victor Community Support Services (WRAP)	Community Partner (CAPC Member)
Sabrina Speroni	Wise Journeys (Marriage and Family Therapy)	Community Partner
Shona Torgrimson	Helping Hands Nurturing Parenting Program	CPS Contractor
Susan Leksander	Sierra Forever Families (Permanency Planning)	Community Partner
Trisha Dellis	Nevada Joint Union High School District	Educational Partner
Warren Daniels	Community Recovery Resources (AOD Treatment)	CPS/Probation Contractor

Demographic Profile

GENERAL COUNTY DEMOGRAPHICS



Nevada County was created April 25, 1851. The county has a total area of 974 square miles and is defined by the course of Bear and Yuba Rivers and the irregular boundaries of deep canyons and adjoining counties (Sierra, Placer, and Yuba). It is a rural community located northeast of Sacramento. There are two distinct regions, Western Nevada County and Eastern Nevada County which are divided by the Sierra Nevada Crest. The western part of the county located in the Sierra-Nevada Foothills has two incorporated cities, Grass Valley and Nevada City (which holds the government seat). Eastern County is located on the east side of Donner Summit and is home to one incorporated town, Truckee. Weather patterns vary greatly in these two regions with the Foothills being temperate and in the High Sierra Mountain area experiencing more extreme winter weather. Snow and ice often make travel between west and east challenging. There are times when conditions are so severe that Interstate 80 at Donner Pass will close, making travel to Truckee impossible.

Nevada County's population of 98,893 has concentrations in the three incorporated areas with Truckee being the largest with 16,165, followed by Grass Valley with 12,793, and Nevada City with 3,057¹. The incorporated areas comprise 32.3% of the population. The other 67.7% of the population are spread unevenly throughout the unincorporated areas of the county which include the small towns of Washington, Penn Valley, Rough and Ready, French Corral, North San Juan, and Cedar Ridge.

¹ U.S. Census Bureau, [American Community Survey](#) (Sept. 2014).

Nevada County Population by Age	
2013	
Age	%
Under 5	4.2
Under 18	17.9
Over 65	22.5

Nevada County has a large retirement community which comprises almost a quarter of the population. The percentage of people over 65 has increased 3.5% since the last CSA and is 10% above the California average. The only area where there is not a large retirement community is Truckee, which only has 7.8% of the population over 65.

The percentage of children and youth under 18 has decreased since the last CSA, and is down to 17.9%. However, the age demographic again differs in Truckee, in which 23.3% of the population is less than 18, about 2 percentage points under the state-wide 18 and under population². At the last CSA reporting in 2009, the county child population was 18,261. In 2015, the child population is down to 16,783. This steady decline is likely due to the relatively high cost of living, general lack of employment opportunities, and low availability of affordable rental housing in the county. However, the economy in the county is starting to improve and the unemployment rate as of July 2015 was at an eight year low of 5.2%, which was one percent below the California state-wide unemployment rate for that time period³.

Nevada County has regional differences when it comes to economics. The median income for the county is \$57,353 which is about \$4000 below the state-wide median. In Truckee, the median income is much higher, coming in at \$66,810. For Grass Valley, the median income is much lower at \$36,203 which is almost \$25,000 below the state-wide median. Much of the poverty in the county is concentrated in Grass Valley which has 24.6% of people living below poverty. This is in contrast to the rest of the county that has only 12% people living in

² <http://quickfacts.census.gov/qfd/states/06000.html>

³ <http://www.labormarketinfo.edd.ca.gov>

poverty, which is almost 4% below the California poverty rate. Truckee's poverty rate is even lower at 9.6%⁴.

The regional differences in economics are also reflected in median value of owner occupied housing units. The median cost of a home in Nevada County is \$357,300 about \$9,000 less than the median for the whole state. However, Grass Valley's median housing rates are much lower at \$266,400, which is \$100,000 below the state median. Home ownership rates for the county are from 2009-2013 are relatively high with 72.6% of the population owning homes, about 17% above the state rates. Once again if Grass Valley's statics are examined they look very different from the county as a whole. In Grass Valley, only 42.5% of the population owns a home. Affordable housing for families especially for low income families is an issue throughout the county. Given the high ownership rates there is a short supply of rental housing throughout the county. This results in rental costs that are high relative to the income, especially in the Grass Valley area.

Though Truckee is an affluent community a dichotomy exists between the second homeowners and the local working families. It is approximated that about half the homes in Truckee are vacation home meaning that hundreds of homes are vacant much of the time. However, lower income residents have to compete for a total of 403 affordable housing units in Truckee. This often results in situations where low income families are living in crowded or subpar living conditions. Additionally cost of living and housing prices are driven by the part-time residents and visitors with San Francisco Bay salaries. This makes it difficult for the service industry workers who keep the tourist economy running in the region. The tourist industry is also very dependent on the season and the resultant weather which leaves workers economically unstable.

Regional differences in economics are significant given that research has found that factors such as parental stress from economic hardship can detrimentally affect parenting behaviors and result in neglect and abuse. Several studies have found that parental stressors were significant predictors of child welfare involvement⁵, and that increased poverty rates correspond to a rise in child maltreatment rates⁶. This is reflected in the fact that there are

⁴ <http://quickfacts.census.gov/qfd/states/06000.html>

⁵ Shook, K. (1999). *Does the loss of welfare income increase the risk of involvement with the child welfare system?*

⁶ Paxson, C., & Waldfogel, J. (2001). *Welfare reforms, family resources, and child maltreatment.*

more substantiated cases of child neglect and abuse in the Grass Valley area than in the more affluent Truckee region.

On a yearly basis Nevada-Placer Continuum of Care conducts a homeless count. The latest count was conducted in January 2015. In Nevada County, 279 individuals in 211 households were counted. One-hundred-one homeless individuals were sheltered (36%) while 178 were unsheltered (64%). Aside from the fact that this is a point-in time-count and individuals can move in and out of homelessness through the year; this count is likely to be incomplete as there are many heavily wooded areas where the homeless populations could exist undetected. Given that January is a cold month it is likely that many homeless individuals were hunkered down and not included in the count. Of the homeless who were counted, 42 were youth under 18 with over half living unsheltered. Mental Health conditions were self reported in 50.6% of those counted. Domestic violence was reported by 91 adults (38.4%). There were 24 adults who had been in foster care at some point in their life, half of which were still in care at age 18. This is a number that should drastically decrease in the coming years as youth turning 18 are offered Extended Foster Care (up to age 21) and Transitional Housing Plus (which Nevada County offers until age 25) to all youth who are eligible⁷.

Race/Ethnicity (2013)	%
Caucasian	85.9
Latino/Hispanic	9.0
African American	0.5
Native American	1.2
Asian	1.4
Native Hawaiian or Other Pacific Islander	0.1
Multi Racial	3.0

According to the 2014 population estimate from the US Census Bureau the population as a whole in Nevada County has only increased by 0.5% in the past five years. Nevada County is predominate ethnicity is Caucasian. About half of the Hispanic population is located the incorporated areas of Truckee and Grass Valley, with the highest concentration being in Truckee (comprising 18.6% of the town’s population). Only 7.7% of the population in the county

⁷ http://csnnc.org/wp-content/uploads/2015/09/Nevada-County-Narrative-Report-for-all-Questions-from-1_26_2015-Count-Survey.pdf

as a whole speaks a language other than English. The highest concentration of Spanish speakers is in the Truckee area. Stakeholders in the Truckee area indicate that there is a great need for service providers who speak Spanish. This is especially true for mental health providers as there is only one therapist in the Truckee area who speaks Spanish.

There are no federally recognized tribes in Nevada County although small population exists here and it is the historical home to the Nisenan tribe. There is a small population of children who become involved in Child Welfare in Nevada County. When a child is identified as Native American an ICWA expert is hired to ensure compliance. Child Welfare works with a representative from the child's tribe who appears in court on the child's behalf. Children are referred for health services at Chapa De, which is the local agency contracted with Indian Health Services. Native children and youth are also connected to the Indian Education Program, which is run by the Nevada County Superintendent of Schools. This program provides educational support, a monthly Native Family Night (featuring cultural activities), and works in collaboration with the Nevada County Native TANF and Sierra Native Alliance. The major tribes that Nevada County works with are Cherokee, Sioux, and Blackfeet Indian Tribes.

CHILD MALTREATMENT INDICATORS

LOW BIRTH WEIGHT INFANTS

Low birth-weight is a term used to describe babies that are born less than 2,500 grams (5 pounds, 8 ounces) according to the Lucile Packard Children's Hospital Stanford⁸. Over eight percent of newborn babies in the United States have low birth-weight. The primary cause of low birth weight is premature birth, which is defined as a birth that occurs before 37 weeks of pregnancy. Other causes of low birth-weight include maternal health, issues with the placenta which can cause growth restriction, and birth defects. Some risk factors related to having a low birth-weight infant include race, age (with teen mother especially those under 15 being at high risk), multiple birth, and prenatal care. The concerns related to low birth-weight include low oxygen levels at birth, inability to maintain body temperature, difficulty feeding and gaining weight, infection, neurological problems (including bleeding on the brain), and an increased risk of Sudden Infant Death Syndrome (SIDS).

⁸ <http://www.stanfordchildrens.org/en/topic/default?id=low-birthweight-90-P02382>

Infants Born with Low Birth Weight in Nevada County					
Year	2009	2010	2011	2012	2013
Infants (n)	33	41	47	43	51
Infants (%)	4.4	5.2	6.2	5.3	6.3

According to 2014 California Department of Health data from 2013, 6.3% of infants born in Nevada County were low-birth weight, compared to a statewide rate of low-birth weight newborns of 6.8% for the same timeframe⁹. Additionally, of all the Nevada County mothers who gave birth in 2013, 76.5% received adequate prenatal care within the first trimester (less than the statewide average of 83.6%).

CHILDREN BORN TO TEEN MOTHERS

Infants born to teenage mothers are at a higher risk for physical, social, and emotional challenges than infants born to mothers in their 20s and early 30s. These infants are at higher risk of being born prematurely and are at higher risk of being low birth weight. In 2013, there were only 38 births to teenage mothers ages 19 and under¹⁰. Nine of those births were to mothers who were 15-17 years old and one was to a mother under 15 years old. The adolescent birth rate in Nevada County for the time period of 2010-2012 was 14.8 births per thousand births. This rate was nearly half that of the rate for the entire state at 28.3 births to adolescent women per thousand births.

FAMILY STRUCTURE

The average household size in Nevada County is 2.35 individuals per home according to the 2010 Census Bureau. The average family size is 2.8 individuals per home. The married couples made up 52.3% of all households. The table below outlines the household types as they existed during the 2010 Census. More recent data from the American Community Survey show that in 2013 the percentage of household with children has declined to 21.2%, which is in line with data previously reported on the declining child population in Nevada County. This is the second lowest percentage of households with children for a county in California. Rates for

⁹ <http://www.stanfordchildrens.org/en/topic/default?id=low-birthweight-90-P02382>

¹⁰ California Dept. of Public Health, Center for Health Statistics, Birth Statistical Master Files; Centers for Disease Control & Prevention, Natality data on CDC WONDER: Martin et al. (2015), Births: Final Data for 2013. National Vital Statistics Reports, 64(1) (Mar. 2015).

households where grandparents cared for children were not available or were too small to report¹¹.

Household Type	Number	Percent
Total Households	41,527	100
Family Households with Children	9,787	23.6
Husband-Wife Family No Children	14,972	36.0
Husband-Wife Family with Children	6,741	16.2
Single Male Householder with Children	1,065	2.6
Single Female Householder with Children	1,981	4.8
One Person Households	10,805	26.3
Nonfamily Households	14,273	34.4

NEVADA COUNTY 211

Nevada County 211 is a resource and information hub that connects people with community, health, and disaster services through a free, 24/7 confidential phone service (by dialing 211) and searchable online database. Nevada County 211 reported for the 4th Quarter of fiscal year 2014-15 (April-June of 2015) the 1,573 calls were received. Additionally, there were 37,038 views and searches on the resource page. The primary resources that callers sought were for (in ranking order) were Housing and Shelter, Food Pantries and Programs, Aging and Disability, and Government programs. The 211 website clients had the highest number of searches Housing and Shelter, Aging and Disability, Behavioral Health, and Health Care resources. The top inquires for Behavioral Health in ranking order were Counseling Services, Substance Abuse, Support Groups, Domestic Violence. For Health Care, the top searches were for Clinics and Hospitals and Nursing Care¹².

SUBSTANCE ABUSE

Community Prevention Initiative project uses seven indicators to report community substance abuse. Listed below is the data from most recent report from 2010¹³.

¹¹ http://factfinder.census.gov/faces/tableservice/jsf/pages/productview.xhtml?_afsc=Cf

¹² <http://211nevadacounty.org/communitydata/>

¹³ <http://www.ca-cpi.org/>

Key Indicators of Community Alcohol and Drug Use

Indicator	Nevada County	California
Past year binge drinking (2007)	35.80%	29.70%
Admissions to Alcohol and Other Drug Treatment (2008)	686.6/100,000	591.63/100,000
Arrests for Drug-Related Offenses (2008)	613.96/100,000	910.20/100,000
Arrests for Alcohol-Related Offenses (2008)	1,578.05/100,000	1203.37/100,000
Alcohol-Involved Motor Vehicle Accident Fatalities (2008)	3.96/100,000	3.54/100,000
Alcohol and Drug Use Hospitalizations (2007)	216.53/100,000	205.44/100,000
Deaths Due to Alcohol and Drug Use (2007)	25.00/100,000	21.46/100,000

There are some regional differences that exist in the county in terms of substance abuse. In Eastern County, alcohol abuse is very prevalent. It is a resort community serving the Lake Tahoe Basin and the city of Reno, Nevada. Many of the activities available are dependent on tourism, where outdoor sports, fundraisers, and community activities often involve alcohol. In 2011, 33% of Tahoe Truckee adults reported drinking three to six times a week as opposed to the 18% of adults nationwide¹⁴.

In Western County, there is a marijuana growing culture. There is little data that exists on the impact of illegal and legal medical marijuana cultivation has on community. Anecdotally, youth in Nevada County grow up in an environment where there is wide support in the community marijuana cultivations as it many individuals in the county use it to support their families. Given this culture, marijuana use is normalized to a greater degree than other areas in the community.

In recent years, honey oil labs that process marijuana have become a great concern. Butane or other solvents are used to refine marijuana into concentrated oil that can be vaporized or smoked. This refining process is very volatile which can lead to explosions of the lab. There have been several cases in the county where children have been removed from homes where honey oil was being produced.

Methamphetamine continues to be prevalent among in the county as it is inexpensive and readily available. In 2014, the Nevada Narcotics Task Force (which works with CPS and Probation on the Drug Endangered Child [DEC] team) seized nearly 1000 pounds in

¹⁴ <https://app.resultsscorecard.com/Scorecard/Embed/708>

methamphetamines.¹⁵ This was almost ten times more than the amount of heroin and crack cocaine seized combined.

MENTAL HEALTH DATA

In 2012, there was an estimated 4,484 people needing mental health services in Nevada County 1,340 of which were 0-17 years old.¹⁶ Child Welfare and Probation work with Children's Behavioral Health and several Wraparound providers to meet the mental health needs of children. Stakeholders and birth parents were very concerned about the availability mental health services in the community. It is difficult for adults to receive behavioral health services as the bar to qualify is quite high, requiring in many cases a diagnosis of mental illness. Even when services are available they are impacted with long waits to receive services. Services for AOD treatment are prevalent need for families that become involved in Child Welfare and Juvenile Probation. Unfortunately, there are no AOD treatments that are specifically geared to youth available in the community.

CHILD FATALITIES AND NEAR FATALITIES

In 2014 there were three child fatalities, none of them were determined to be from abuse or neglect. From January to November of 2015, there were six child fatalities, ranging from complications of genetic malformations, premature birth, car accident, and a fatal fall. No deaths were determined to be a result of neglect or abuse. Additionally, there were four child fatalities of children who were residents of other county in that time period of 2015. The hospitals or Child Death Review Team does not keep data on near fatalities of children.

DOMESTIC VIOLENCE

Domestic violence is a serious threat to the well being of children. It can cause disruptions to the emotional, psychological, and physical development of a child. A child living in a home where domestic violence is occurring is also more likely to be a victim of abuse.

The rate of domestic violence calls to Law Enforcement in Nevada County in 2014 was 3.6 calls per 1000 people in the population¹⁷. This rate is significantly lower than the state-wide

¹⁵ [https://www.mynevadacounty.com/nc/sheriff/docs/Annual%20Publication%20\(Public\)/Annual%20Report%202014.pdf](https://www.mynevadacounty.com/nc/sheriff/docs/Annual%20Publication%20(Public)/Annual%20Report%202014.pdf)

¹⁶ <http://www.dhcs.ca.gov/provgovpart/Documents/CaliforniaPrevalenceEstimates.pdf>

¹⁷ <http://www.kidsdata.org/topic/12/domesticviolence-rate/table>

rate of 6.0 calls per thousand people in the population. The chart below lists the number of domestic violence calls broken down by weapon use and the type of weapon involved¹⁸. The rates of domestic violence have remained fairly steady over the past six years.

Domestic Violence-Related Calls for Assistance

	2009	2010	2011	2012	2013	2014
TOTAL CALLS	240	266	241	229	233	237
No Weapon Involved	167	184	173	170	50	64
Weapon Involved	73	82	68	59	183	173
Firearm	0	2	0	1	4	2
Knife or Cutting Instrument	3	4	3	3	4	4
Other Dangerous Weapon	16	9	3	5	14	8
Personal Weapon*	54	67	62	50	161	159

*Hands, feet, etc.

ANALYSIS OF MALTREATMENT INDICATORS

Since the last CSA, medical marijuana was legalized in California. This has seen an increase of its use and sale in Nevada County. Methamphetamine use continues to be a concern especially with the families who come to the attention of Child Welfare. Substance abuse can lead to many short-term and long-term deleterious effects. Research indicates that it can contribute to maladaptive parenting in several ways. Foremost, there is a direct effect of the substance on when used on the parents' behavior, different drugs have different affects. The mind and mood altering effect of drugs inhibit the capacity for sensitive and consistent parenting. Parents who are impaired may also improperly supervise or provide for their children's basic needs. Also parents who engage in illegal activity also put their children in potentially dangerous situations (such as in the case of volatile chemical produced in labs).¹⁹

Given these concerns about substance abuse and child safety Nevada County CPS has worked diligently to improve relations with law enforcement. This past year has seen the signing of a Memorandum of Understanding (MOU) with law enforcement that outlines the responsibilities of all of the members of the Drug Endangered Children (DEC) team. The DEC team currently meets on a quarterly and as needed basis to discuss cases and ensure the safety of children who have been drug exposed.

¹⁸ <https://oag.ca.gov/crime/cjisc/stats/domestic-violence>

¹⁹ <https://www.ncsacw.samhsa.gov/files/TrainingPackage/MOD2/EffectsofSubstanceAbuse.pdf>

Domestic violence is also concern for child safety. Nevada County CPS currently works closely with Nevada County’s Domestic Violence and Sexual Assault Coalition (DVSAC). The DVSAC expanded their sheltering capacity to include a safe house in 2015. This was in an effort to connect women to services to be able to gain safe and stable housing and to keep their children safe.

The availability of mental health services also arouse as a concern at the parent focus group. Child Welfare involved parents indicated that the bar to receive help from Behavioral Health was extremely high and if help could be obtained sooner perhaps CPS intervention could be adverted. Perhaps the expansion of Medi-Cal eligibility in recent years could be used to help individuals obtain needed mental health service. Education in the community regarding Medi-Cal eligible services may need to be explored. Stakeholders were concerned about lack of AOD treatment programs for youth. The available AOD programs are designed for adults. However, these programs do not meet the specific needs of youth. This issue speaks to the small size of the county and the resulting limited service array. Transportation for youth to services outside the county is another avenue that could be explored.

Limited housing is another community need. Lack of affordable housing especially rental housing was identified by the stakeholders and staff as a challenge for families in the area. To address this issue CalWORKs was awarded a housing grant has been contracted with the FRCs in the Western Region of the County. This funding is going to be used in conjunction with the Family Stabilization program that is also administered through the FRCs in Western County. Child Welfare clients who are also linked to CalWORKs receive these services through coordinated case management with CalWORKs and the FRCs.

CHILD WELFARE POPULATION

CHILDREN WITH ONE OR MORE ALLEGATIONS OF NEGLECT OR ABUSE

The average number of children with one or more allegations over the five year period from 2010-2015 is 1169. In Nevada County, 1073 children had an allegation of neglect or abuse according to the most recent allegation data from 2014. This number is down by almost 250

from the number of children with allegations in 2013. The prevalence rate of allegations for 2014 was 63 allegations per thousand children in the general child population.²⁰

Though the number of allegations is lower in 2014 than in the previous three years of data it is higher than the numbers reported in the last CSA for 2009. In 2009, there were 865 allegations of neglect and abuse. The incidence rate was about 48 allegations per thousand children in the population at that time.

The data for this statistic is collected in such a manner that each child with a maltreatment allegation is counted only once in a year regardless of the number allegations in a given year. However, a child with an allegation can be counted more than one time over multiple years making it impossible to determine how many unduplicated children have had allegations over a five year period.

The below tables illustrate the age, demographic, and types of allegations for the children who received an allegation of neglect or abuse for the last five years.²¹

CHILDREN WITH ONE OR MORE ALLEGATIONS BY AGE

Age Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Under 1	66	77	77	81	71
'1-2	92	112	102	127	99
'3-5	182	206	212	230	166
'6-10	267	400	365	395	303
'11-15	254	342	343	368	322
16-17	87	158	114	117	112
Total	948	1,295	1,213	1,318	1,073

²⁰ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/16/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

²¹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CHILDREN WITH ONE OR MORE ALLEGATIONS BY ETHNICITY

Ethnic Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Black	10	17	10	17	15
White	605	917	865	869	697
Latino	100	113	87	113	81
Asian/PI	5	1	3	5	4
Nat Am	6	7	16	14	9
Missing	222	240	232	300	267
Total	948	1,295	1,213	1,318	1,073

CHILDREN WITH ONE OR MORE ALLEGATIONS BY ALLEGATION TYPE

Allegation Type	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Sexual Abuse	37	52	59	62	45
Physical Abuse	137	159	148	124	124
Severe Neglect	4	0	4	5	1
General Neglect	566	762	733	781	649
Exploitation	3	0	0	2	2
Emotional Abuse	156	176	196	273	205
Caretaker Absence/Incapacity	21	32	16	2	12
At Risk, Sibling Abused	24	114	57	69	35
Total	948	1,295	1,213	1,318	1,073

The data from the last five years shows that the number of allegations by year rose to a peak in 2013. The most current year of data (2014) has significantly decreased numbers from that high point. If data from the first three quarters of 2015 from SafeMeasures is taken into consideration it can be seen that the numbers are continuing to decline.²²

The number of children with allegations of maltreatment by age has been fairly consistent over the past five years of data. Children one and under experienced the highest incidence of allegations per thousand children in the population (children under one had 94 allegations per 1000 children in 2014). The rest of the allegations by age follow the pattern of the child population in general with the largest population groups (ages 6-10 and 11-15) having the largest number of allegations.

²² Children's Research Center SafeMeasures® Data. Nevada County, Referrals. Retrieved [12/16/2015] from Children's Research Center website. <https://www.safemeasures.org/ca/>

In terms of ethnicity, the patterns for allegations have also remained fairly consistent over time. The bulk of the maltreatment allegations are for white children as they make up over 76% of the child population as projected by the California Department of Finance for ethnicity in 2014. Given the small numbers of children in ethnic minorities in the county it is difficult to assess ethnic disparity. When rates are computed using a small population large fluctuations and margins of error are common. It is also difficult to make inferences about ethnicity because about 20%-25% of the data on the population with allegations is missing. Entering ethnicity information on a referral will likely be a focus of training in the future.

The numbers of allegations by type have been consistent over the past five years. The category with the largest amount of allegations has been for general neglect which consists of roughly 60% of the total allegations. These allegations of general neglect may reflect substance abuse. Parent who are impaired due to alcohol or other drugs often fail to get their children to school reliably, may inadequately supervise their children, or insufficiently provide food, clothing, or shelter. Emotional abuse is the second most prevalent allegation consisting of 17% of the total allegations, followed by physical abuse at 11%, and all other allegation being at or under 5% of the total.

CHILDREN WITH SUBSTANTIATIONS OF NEGLECT OR ABUSE

The average number of children with substantiated allegations in the past five years is 128. However, the number of substantiations has been steadily declining over the past four years down to 71 substantiations. The number of substantiations in 2014 was the lowest it has been in the past 14 years. The prevalence rate of substantiations has also been steadily declining and was 4.2 per thousand children in the general population in 2014.

The number of substantiations reported in the last CSA was 100. The number of allegations for that time period was lower than the current data. However, the number of substantiations in 2009 was higher. The prevalence rate was 5 substantiations per thousand children. The percent of allegations that were substantiated in 2009 was 11.6. In 2014, the percent of allegations that were substantiated was 6.6. This percentage has been steadily decreasing over the last four years.

This decreasing rate likely reflects a change in practice in the since the last CSA. One notable practice change includes the Differential Response (DR) program, in which families that

do not rise to the level of CPS intervention are referred to the local Family Resource Centers (FRCs) for services and case management. Another likely factor is the increasing practice of offering a Voluntary Family Maintenance case to families who have referral in which the finding was inconclusive. In this way, families get case management from CPS and needed services to safely maintain children in the home. Additionally, 2014 saw the creation of the RED (Review, Evaluate, Decide) Team. The RED team (which is comprised of the Emergency Response Supervisor, the Intake Social Worker, the Emergency Response Social Worker, and the Public Health Nurse) meets daily to review all referrals that have come in and a group decision is made. This allows for more informed decisions about what path a referral should take.

The below tables outline the children with substantiations by age and ethnicity.²³

CHILDREN WITH SUBSTANTIATIONS BY AGE

Age Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Under 1	17	24	16	15	11
'1-2	16	20	14	19	15
'3-5	31	35	34	19	10
'6-10	39	61	32	22	12
'11-15	29	34	27	29	16
16-17	7	16	9	3	7
Total	139	190	132	107	71

CHILDREN WITH SUBSTANTIATIONS BY ETHNICITY

Ethnic Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Black	3	0	2	2	1
White	105	168	98	90	60
Latino	16	7	11	6	5
Asian/P.I.	0	0	0	0	0
Nat Am	0	1	8	1	0
Missing	15	14	13	8	5
Total	139	190	132	107	71

²³ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

The prevalence rate for substantiations by age reflects that younger children are more likely to have substantiated allegations. In the under one population, about 14 children out of 1000 children under one have a substantiated incidence of neglect or abuse. Children one to two years old are also more likely to experience a substantiated incidence of neglect or abuse. About nine out of a thousand children aged one to two have a substantiated incidence of abuse or neglect. Thirty-six percent of the substantiations in 2014 were for children under the age of three. The rest of the age groups incidence of substantiations comes in between three to four substantiations of abuse per thousand children of that age in the population.

These prevalence rates in substantiations by age reflect the patterns seen statewide. Younger children are more likely to have substantiated incidences of abuse than older children. This is likely related to the amount of care and attention required by young children.

As stated before, the vast majority of children in Nevada County are white. This is reflected in the fact that almost 85% of the children with substantiations are white. Disparity in ethnicity for substantiations cannot be reasonably calculated given the very small numbers of children in this population.

CHILDREN WITH ENTRIES INTO FOSTER CARE

Though substantiations of abuse and neglect have been going down over the past four years the number of entries into care has remained fairly stable over the past three year. The same is true of the incidence rate. In the most recent year of data the prevalence rate was about 3 children with entries into care for every thousand children in the population.

The number of first entries into care reported in the last CSA was 31 children and the number of subsequent entries was 14 children. The prevalence rate at that time was 2.3 entries per thousand children in the population. There were more substantiated reports of abuse and neglect in 2009, however a similar amount of children entered care.

The below tables show the data for children with first entries into care and children with subsequent entries in to care by age and ethnicity.²⁴

²⁴ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

CHILDREN WITH FIRST ENTRIES BY AGE

Age Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Under 1	13	12	7	9	10
'1-2	9	5	6	10	8
'3-5	10	13	14	9	5
'6-10	14	8	12	10	4
'11-15	10	9	6	8	9
16-17	2	8	4	0	3
Total	58	55	49	46	39

CHILDREN WITH FIRST ENTRIES BY ETHNICITY

Ethnic Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Black	1	0	1	0	0
White	51	50	38	44	35
Latino	6	4	3	2	4
Asian/P.I.	0	0	0	0	0
Nat Am	0	0	6	0	0
Multi-Race	0	0	0	0	0
Missing	0	1	1	0	0
Total	58	55	49	46	39

CHILDREN WITH SUBSEQUENT ENTRIES BY AGE

Age Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Under 1	0	0	0	1	0
'1-2	2	0	0	3	1
'3-5	2	7	1	3	3
'6-10	8	8	2	2	5
'11-15	2	8	3	4	2
16-17	1	2	0	1	0
Total	15	25	6	14	11

CHILDREN WITH SUBSEQUENT ENTRIES BY ETHNICITY

Ethnic Group	Interval				
	2010	2011	2012	2013	2014
	n	n	n	n	n
Black	0	0	0	0	0
White	14	24	5	11	10
Latino	1	0	1	3	0
Asian/P.I.	0	0	0	0	0
Nat Am	0	1	0	0	1
Multi-Race	0	0	0	0	0
Total	15	25	6	14	11

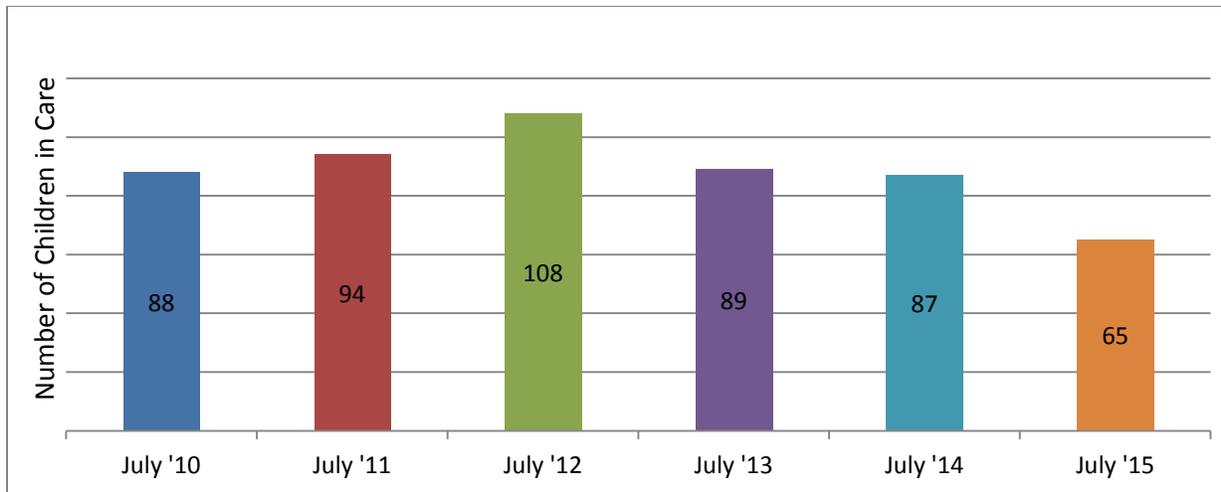
A total of 50 children entered into care in 2014, 78% entered into care for the first time with the 22% reentering care. The percentage of children reentering care in Nevada County is higher than the statewide percentage of about 18% reentering care. Of the children entering care, 46% were children under three years old. This pattern is expected based on the incidence rates by age for allegations and substantiations. The children who reentered care were mainly between the ages of three to fifteen (91%).

Interestingly, almost twice as many boys entered care in 2014 compared to girls. However, this pattern has fluctuated greatly over the last five years. These kinds of fluctuations in data are often seen when examining smaller populations.

Reflecting the population at large, the majority of children who entered care were white (90%). The other 10% were Latino (four first entries) and Native American (one subsequent entry). Given the low numbers of ethnic minorities entering care, calculating disparity will not accurately depict their representation in the general population.

Though the number of substantiations has decreased the percentage of children with substantiations who enter care has steadily increased over the past three years. In 2014, 70.4% of children with substantiations entered care. This is a striking contrast the data reported in the last CSA where 45% percent of children with substantiations entered care.

CHILDREN IN OUT-OF-HOME CARE (POINT-IN-TIME)



The number of children in out-of-home care reached a peak in 2012, and has gone down steadily over the last few years. This pattern is likely due to the effects of the economy. There was an economic depression and a resulting loss of job opportunities in the county this likely caused a spike in care rates as economic instability in families is positively correlated to an increase in child abuse and neglect. The economy has begun to improve over the last several years and as stated earlier in this report the unemployment rate is lower than it has been in eight years. This economic stability is likely what is lowering in care rates in the most recent data. The numbers of children in care reported in the last CSA for July 2010 are higher than those in July 2015. The data during the last CSA was on an upswing, likely also related to the economy. Prevalence rates of children in care in July 2010 were 4.6 per 1000 children in the population. The prevalence rates for children in care in July 2015 were 3.9 per 1000 children in the general population. Children under five have the highest prevalence rates for that time period.

CHILDREN IN CARE BY SERVICE COMPONENT

Service Component Type	Point In Time				
	July 2011	July 2012	July 2013	July 2014	July 2015
	n	n	n	n	n
Emergency Response	11	21	12	5	5
No Placement FM	25	27	30	43	8
Post-Placement FM	17	12	13	15	11
Family Reunification	51	46	40	31	23
Permanent Placement	48	52	49	55	41
Supportive Transition	0	5	7	12	11
Total	152	163	151	161	99

The number of children with an open CPS case has gone down considerably in the last year of reported data. This is likely due to the aforementioned improvement in the local economy. Aside from the numbers going down, the most notable change in numbers since the last CSA is the increase in the number of youth in Supportive Transition. This reflects the implementation of Assembly Bill 12 which created Extended Foster Care for youth 18-21 years old.

INDIAN CHILD WELFARE ACT (ICWA) ELIGIBLE CHILDREN IN CARE

	Point In Time				
	7/1/2011	7/1/2012	7/1/2013	7/1/2014	7/1/2015
	n	n	n	n	n
Children with ICWA Eligibility	1	8	2	4	3

The chart above shows the number of ICWA eligible children for the points in time listed above.²⁵ As of July 1, 2015, one ICWA eligible child was between the ages of three and five and placed with relatives. One was between the ages of 11-15 and was placed in a group home. Finally, one between the ages of 16-17 and was placed in an FFA home. There was also one American Indian Non-minor Dependent youth age 18 that was placed in a group.

²⁵ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

PROBATION POPULATION

PROBATION YOUTH WITH FIRST ENTRIES INTO FOSTER CARE BY AGE

Age Group	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
'11-15 yr	2	5	0	0	0
16-17 yr	1	6	0	1	2
Total	3	11	0	1	2

PROBATION YOUTH WITH FIRST ENTRIES INTO FOSTER CARE BY ETHNICITY

Ethnic Group	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
Black	0	2	0	0	0
White	2	8	0	0	1
Latino	1	1	0	1	1
Total	3	11	0	1	1

PROBATION YOUTH WITH SUBSEQUENT ENTRIES INTO FOSTER CARE BY AGE

Age Group	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
'11-15 yr		2	1		
16-17 yr				1	1
Total		2	1	1	1

PROBATION YOUTH WITH SUBSEQUENT ENTRIES INTO FOSTER CARE BY ETHNICITY

Ethnic Group	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
Black					
White		1	1	1	1
Latino		1			
Total		2	1	1	1

The charts above depict Juvenile Probation's entries and subsequent entries into care by year broken down by race and ethnicity.²⁶ There were a total of three youth that entered care from July 1, 2014 to June 30, 2015. The two first entries were males and the subsequent entry was a female. One of the youth entering care was placed with kin and the other in a group home. The youth with the subsequent entry was placed in an FFA home. Entries in to care for probation youth reached a high point around 2011 which is consistent with what was seen with Child Welfare entries. This is believed to be due to the dip in the economy at the time. Entries since that time have been low with only two or three youth entering care since that spike.

PROBATION YOUTH IN FOSTER CARE BY AGE

Age Group	Point In Time				
	Jul-11	Jul-12	Jul-13	Jul-14	Jul-15
	n	n	n	n	n
'11-15	3	5	1	0	0
16-17	8	9	4	3	3
18-20	5	8	9	7	3
Total	16	22	14	10	6

PROBATION YOUTH IN FOSTER CARE BY ETHNICITY

Ethnic Group	Point In Time				
	Jul-11	Jul-12	Jul-13	Jul-14	Jul-15
	n	n	n	n	n
Black	1	3	2	1	0
White	12	15	12	8	5
Latino	3	4	0	1	1
Total	16	22	14	10	6

The charts above depict Juvenile Probation's point in time placement numbers for the points in time listed at the top of the charts for ethnicity and age.²⁷ There was inaccurate data as it came from the Cal Berkeley CCWIP and from SafeMeasures website for July 2015. Given the low numbers of Probation youth in foster care the staff are very familiar with each case and know their numbers from memory. The numbers shown on the graph are the numbers that

²⁶ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

²⁷ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

were confirmed through CWS/CMS with the supervising probation officer; as such this data was extracted manually. The inaccuracies are believed to be related to problems with closing out cases in CMS/CWS. Given this, previous year's data may be inaccurate as well.

For July 2015, there were 6 youth in care, three minors and three Non-minor Dependents (NMD). Of the minors in placement, there was one female placed with grandparents and two males placed in a group home. For the NMD, two youth were males one of which was AOWL and the other was placed in a SILP. There was also one female NMD placed in a SILP.

Public Agency Characteristics

POLITICAL JURISDICTIONS

BOARD OF SUPERVISOR

The Board of Supervisors is the legislative and executive body of county government. In its legislative duties the Board adopts ordinances, resolutions and rules within the limits prescribed by State law and is responsible for seeing that all Federal and State mandated functions are properly discharged.

As an executive body, the Board:

- Determines annual budget allocation
- Approves contracts for public improvement projects and other specialized services
- Conducts public hearings on matters such as zoning appeals and planning issues
- Provides for the compensation of all County officials and employees
- Creates offices, boards and commissions as needed, appointing members and fixing the terms of office.
- Directs an annual audit of all County accounts, books, and records
- Provides policy direction to the County Administrator for the operation and administration of County departments.
- Exercises executive authority for the provision of local government services to County residents including:
 - Roads
 - Health and Welfare programs
 - Public Defender
 - Jail facilities/law enforcement

Legislative and executive activities of the Board are performed at public meetings.

Meetings are conducted in accordance with the Board's Order and Decorum statement.

Certain personnel and legal matters are discussed in closed sessions.

The five members of the Board are elected on a non-partisan basis to serve four-year terms. Each is elected from one of the five supervisorial districts of the County. District boundaries are adjusted after every federal census to equalize district population as closely as possible. The members of the Board are:

- District 1- Nate Beason
- District 2- Ed Scofield
- District 3- Dan Miller
- District 4- Hank Weston
- District 5- Richard Anderson

The County Executive Officer (CEO) is responsible to the Board of Supervisors for the proper and efficient administration of all County offices, departments, institutions and special districts under the jurisdiction of the County of Nevada. This position is currently held by Rick Haffey. The CEO manages the operations of the many departments within the County government so they can properly provide services to its citizens.

FEDERALLY RECOGNIZED TRIBES

There are currently no federally recognized tribes within Nevada County. However, if the Child Welfare or the Probation Department's identify a child or youth that may meet the definition of an Indian Child then notifications are mailed to the identified tribe, the Bureau of Indian Affairs (BIA) and the Department of the Interior. The main tribes dealt with in Nevada County are the Cherokee, Sioux, and Blackfeet Indian Tribes.

SCHOOL DISTRICTS/LOCAL EDUCATION AGENCIES

There are nine school districts in Nevada County with at total of 29 schools. There were 12,330 students enrolled in school in the school year 2013-14. In addition, there is one community college which also houses the Ghidotti High School where students can earn college credits as well as a high school diploma.

Child Protective Services (CPS) and Probation in Nevada County works well with the school districts and specific schools collaborating to provide the best outcomes to children and offer services. Caseworkers from Child Welfare and Probation are an active part of the

Individualized Education Plans (IEPs) for children needing specialized educational strategies to support their individual needs. The Special Multi-Agency Response Team (SMART) has active participants from the schools, CPS, Probation, Public Health, and Behavioral Health. CPS and Probation are involved in the School Attendance Review Board (SARB) which is aimed at preventing truancy for all grade levels.

CPS contracts with the Nevada County Superintendent of Schools (NCSOS) to provide several services to the community and foster youth. The Family Resource Centers (FRCs) which are located at several school campuses in different areas of the county are contracted to provide Differential Response to families referred by CPS. The NCSOS is also contracted to provide the Independent Living Program (ILP) services to foster youth ages 16 to the day before their 21st birthday. The Transitional Housing Program-Plus (THP+) which provides housing and services for up to 36 months for youth aged 18 to 25 who have exited foster care at or after age 18 is also a service that is contracted to the NCSOS.

LAW ENFORCEMENT AGENCIES

There are four law enforcement agencies in Nevada County. The Truckee Police Department serves the Truckee and Tahoe areas. The Nevada City Police Department serves the incorporated town of Nevada City. The incorporated city of Grass Valley is served by the Grass Valley Police Department. All of the unincorporated areas of the County are served by the Nevada County Sheriff's Department.

Child Protective Services and Probation have a good working relationship with law enforcement agencies in the county. The small size of the county lends itself to fostering high-quality relationships with regards to cross-reporting and collaboration. CPS utilizes the police and sheriff's department's support during home visits and child welfare checks. This is especially true during non-business hours. CPS and Probation also work closely with law enforcement on the Multi-Disciplinary Interview Team (MDIT), Drug Endangered Children (DEC) Team, and in collaboration on investigations. This past year saw the signing of a Memorandum of Understanding (MOU) with Law Enforcement to outline the respective responsibilities of each agency when dealing with DEC cases.

PUBLIC HEALTH

Children Welfare Services has an MOU with Public Health to fund at 100% a .5 FTE nurse to meet the program requirements of foster care children. The Child Welfare Services allocation provides for enhanced funding for Skilled Professional Medical Personnel of 75% of salary and benefits. Currently, this funding is used to house two public health nurses the Child Welfare offices.

COUNTY CHILD WELFARE AND PROBATION INFRASTRUCTURE

CHILD WELFARE

Child Welfare is under the umbrella of the Nevada County's Health and Human Services (HHSA). HHSA includes the departments of Behavioral Health, Child Support, Collections, Housing and Community Services, Public Health, Social Services, and Veteran's Service Office. Department of Social Services houses Adult Protective Services, Child Protective Services, Eligibility, CalWORKs, Children's Behavioral Health, WIC (Women, Infants, and Children), Veteran Services, and the One-Stop Career Center. The Department of Social Services is the largest agency in the Health and Human Services Department. Social Services currently is in the process of moving all of its departments to one location called Brighton Greens located in Grass Valley, Ca.

The Director of Social Services oversees the Program Manager of Child Protective Services. The Program Manager oversees the CPS staff which consists of two supervisors, ten case carrying social workers, two social service aids, an analyst, two clerical staff, and two public health nurses. There is also one intern who receives supervision from the Program Manager. Nevada County Child Welfare has two major units, the Emergency Response (ER) Unit and the Ongoing Unit. Each Unit has its own Supervisor.

The Emergency Response Unit is responsible for telephone intake hotline for all reports of suspected child abuse and neglect and follow-up investigation of referrals. There are three case carrying Emergency Response Social Workers, an Intake Social Worker, a Public Health Nurse, and a Social Service Aid that are under the supervision of the ER Supervisor. Investigations are handled by all three ER social workers, however all detention and jurisdiction reports are written by one worker. The social service aide makes initial visitation arrangements, completes Katie A. paperwork to initiate services, and is the Medi-Cal liaison. The average

caseload for an ER Social Worker is in the low thirties.

The Ongoing Unit is responsible for Family Reunification, Family Maintenance, Planned Permanency, and AB 12 services for Non-minor Dependents (NMD). There are seven ongoing social workers, a public health nurse, and a social service aide under the supervision of the Ongoing Supervisor. The ongoing social service aide is in part responsible for finding placements and entering them into CWS/CMS. There are several specialized positions in the ongoing unit. The past year has seen the creation of a relative placement worker who works to quickly approve relatives and NERFMs for placements. There is also a social worker who dedicates half their work hours to AB 12 clients and the other half for Federal Case Reviews. The average caseload for the AB 12 social worker is 10-12 cases. The average caseload for an ongoing social worker is in the high 20s.

Staff turnover was a large concern for stakeholders in the community and was a topic of discussion at the large meeting held in May 2015. Stakeholders felt that outcomes were threatened by the tremendous turnover and the resultant turmoil. They felt that the high turnover was affecting family and child trust, communication was slowed by turnover causing multiple workers on a given case, and that there was insufficient training for caseworkers before being given a caseload. Foster youth also expressed concern by staff turnover at the foster youth focus group conducted in June 2015. The turnover created confusion for youth. Youth felt discouraged by having to repeat information over and over each time they received a new social worker. The youth also expressed they with all the flux they were not sure who to call when they had a question and expressed that they would like a contact list.

Staff turnover was also a concern of CPS staff members at the focus group that was held in May 2015. At this time staff felt caseloads were too high, there were no warm handoffs when a case was transferred (as cases were assigned on a crisis basis), and that training for new social workers was insufficient. There was also a feeling by staff members given the great amount of change that there was role confusion. These sentiments are reflected in the fact that in 2014 there was a turnover of 14 staff members including a complete change in management. However, 2015 saw a dramatic reduction in the amount of staff turnover at CPS with only one staff member leaving to retirement.

Some of the concerns expressed by staff and stakeholders have already begun to be

addressed. It has become the practice that an ongoing social worker is assigned to a case at detention. When a case is transferred from the ER unit to the Ongoing Unit there is a case transfer meeting with social workers and supervisors to ensure a smooth transition. Case assignments are done on a rotational basis and cases are staffed with Supervisors. Training for new workers remains a challenge for CWS/CMS training is not always available in a timely manner. The training that is offered through the Northern Training Academy does not focus on the smaller details of things that should be entered into the database. As a consequence some data that should be being entered (like educational data) has not been entered with the influx of new social workers.

Nevada County is currently in the process of moving away from the Meritt System of hiring and moving toward NeoGov. This transition is to allow for greater ease and flexibility in the hiring process. Recruitment to CPS positions changed with the new management. Hiring no longer occurs on a crisis basis, each candidate is evaluated based on not only experience but also on how they would fit into the culture of the agency. This is especially important given that this is a small county and relationships are important to the community at large (as stated at the large Stakeholder's meeting). Since the change in management there has been positive word of mouth about improvements in department. Several new employees sought employment at CPS from other departments in the agency.

At present there are seven Social Worker IV positions at CPS (four SW IV hold Master's Degrees in psychology and three have Master's Degrees in social work [MSW]). Social Worker IV salaries range from \$4800-5800. There is one Social Worker III (who has an MSW). Social Worker III salaries range from \$4300-5300. There are two Social Worker I positions (one has a Bachelor's degree and the other has completed some coursework in psychology). Social Worker I salary ranges from \$3500-4300. The program manager holds an MSW (salary range \$7350-9000); the ongoing supervisor is a Supervisor I and has a Bachelor's Degree in Social Work (salary range \$5450-6650); and the ER supervisor is a Supervisor I has a three year educational waiver awaiting completion of the Title IV-E program's educational benefits process.

There are 22 workers at CPS (including the Chico State intern). Seventeen workers are Caucasian. Two workers are Hispanic both of whom speak fluent Spanish. One worker is Pacific Islander and two are mixed race. The staff make up is fairly representative of the make-up of

the community at large. The median number of years experience in the field that social workers have is 7. Management staff has an average of 10.3 years experience in social work.

Nevada County maintains certain bargaining units, some of which cover social workers and probation officers. Contracts between various bargaining units expire at different times and there are no current bargaining unit issues that would affect the delivery of services, and the numbers of these units can fluctuate based on need and availability.

PROBATION

Operating under guidelines of the Penal and Welfare and Institutions Code, the Department's mission is to improve public safety by serving the courts and providing evidenced based practices and interventions. The Nevada County Probation Department consists of two offices; the main office resides in downtown Nevada City with a supplemental office in Truckee. In addition, there is one Juvenile Detention Facility (JDF) that resides in Nevada City. The Management team consists of the Chief Probation Officer, Administrative Services Officer, and three Program Managers (Juvenile, Adult, and Juvenile Detention Superintendent).

There is one Juvenile Probation unit responsible for any person who is under the age of 18 years when he or she violates any law, unless said person is tried as an adult: Juvenile Division. Organizationally, the unit consists of one Probation Program Manager, one Supervising Probation Officer and four Deputy Probation Officers (DPOs), and support staff. The salary range for Deputy Probation Officers currently start at \$3,960 monthly as a Deputy Probation Officer I and tops out at \$5,312 as a Deputy Probation Officer II before overtime and call back/stand by pay. The range for Senior Deputy Probation is \$4,812 to \$5,874 per month. The Chief Probation Officer starts at \$9,189 and tops out at \$11,217 per month. Among the thirteen Deputy Probation Officers, three Senior Deputy Probation Officers, three Supervising Probation Officers and one Deputy Chief Probation Officer working in Nevada County Probation, four of the Deputy Probation Officers and one Supervising Probation Officer are assigned to the Juvenile Division.

The average caseload size is 13.5 cases per Probation Officer. The range in case number is 9 to 23 cases. All POs, Supervising POs, and the Program Manager have at least a Bachelor's Degree. All probation youth in placement are assigned to the one Probation Placement Officer.

There has been no staff turnover in the past year. Recruitment of new staff is mainly from Juvenile Hall, colleges, and state professional organizations.

All seven staff at working in Juvenile Probation are Caucasian. The average number of years of experience for the four DPOs is 1.5 years. The two Supervising DPO's have 10 plus years of experience each. The Probation Program Manager has 15 years of Juvenile Probation experience.

FINANCIAL/MATERIAL RESOURCES

DSS manages funds from multiple sources, which include Title IV-B, Title IV-E, Title XIX and Title XX of the Social Security Act, and Temporary Assistance to Needy Families (TANF). These federal funds are matched by the State of California and local county funds to support program operations.

In order to increase flexibility, 2011 Realignment moved program and fiscal responsibility to counties which provided a dedicated source of funding while eliminating duplication of effort and generating savings. The programs included in 2011 Realignment are local public safety programs, mental health, substance abuse, foster care, child welfare services, and adult protective services. The programmatic and fiscal responsibility resides with the county and the state maintains a supervisory and technical support role when needed.

At the Stakeholders meeting the community expressed a great appreciation for the continuum of services available to families. There has been a shift since the last CSA towards preventative services. They felt that staff integrated and coordinated services in well. They valued the collaboration that exists between services providers and CPS. There was a sense at the meeting that CPS creating a community environment where parents and children could heal.

In terms of outcomes, the blending of funding for services may have positively affected the recurrence of maltreatment. This outcome was a main focus of the previous System Improvement Plan (SIP). At this time it is well below the National Standard as is reported later in this report. The stakeholders felt that increased services and collaboration are helping to keep children safely in home by having many eyes on the family as well as many supports.

CHILD WELFARE/PROBATION OPERATED SERVICES

JUVENILE HALL

The Nevada County Juvenile Hall can house up to 60 juveniles, however it is currently only staffed to house 30 juveniles. This reduction is due in part to the decrease in the average daily population of youth housed at the juvenile hall. Local youth average around seven per day and about ten out of county youth for which their county of residence contracts for space in the Nevada County Juvenile Hall.

Youth's detention risk and risk of recidivism is determined using an actuarial risk assessment at the time of intake. Additionally, a mental health screening is completed using the Massachusetts Youth Screening Instrument. If a minor is "screened-in" further mental health assessments and interventions are made available.

While in the juvenile hall a variety of programming is made available to the youth. This includes cognitive behavioral therapies, mindfulness, pro-social activities, exercise, drug and alcohol counseling, and individual and group counseling. Youth are assigned to a juvenile hall staff that works with the youth to develop an institutional case plan and assists the assigned DPO with re-entry planning.

COUNTY OPERATED SHELTER

The county does not have a county operated shelter. Currently, in the event of an emergency placement the worker detaining the child especially in the middle of the night will contact the Foster Family Associations (FFAs) who will find an emergency placement. About ten to twenty-five percent of the time children are placed with relatives on an emergency basis.

LICENSING

Nevada County does not license foster families but works with the local FFAs. Relative placements are certified through the county and comprised roughly a quarter of first placements in the fiscal year 2014-15. Recent legislation in the form of Resource Family Approval (RFA) is going to change the way Nevada County relatives are approved to foster children. RFA requires that all families that foster children will be held to the same standard in terms of training and approval. The plan toward implementation of RFA in Nevada County is that CPS will contract with Environmental Alternatives (the largest Foster Family Association [FFA] in the area) to train and help license all resource families.

ADOPTIONS

At this time Nevada County contracts with the California Department of Social Services (CDSS) Adoptions District Office to for all adoptions. However, given the changes that are coming with RFA, mainly that families will be approved for adoption or guardianships as part of the initial approval process, the nature of the contract with CDSS is likely to change in the near future. There is also consideration to bring adoptions in-house as part of the implementation of RFA.

OTHER COUNTY PROGRAMS

CALWORKS

Nevada County CPS employs Linkages for clients who are involved in both Child Welfare and CalWORKs. Linked clients receive coordinated services and case plans so that resources and funding can be maximized. There are identified Linkages caseworkers in both CPS and CalWORKs.

The 2014-15 fiscal year saw the reimplementation of the Linkages Program in Nevada County. All clients are screened for CalWORKs at intake and a list of Linked clients is updated on a monthly basis. A policy and procedure manual is currently being created for identifying and coordinating services for Linked clients. At present there is one contract that blends Title IV-B funds and CalWORKs dollars to provide parenting skills training to Linkages clients. The Department of Social Services is going to be bringing all of the departments under its umbrella into one building in the coming year. When this occurs it is expected that coordination of Linkages cases will be more fluid as contact between the departments will be more frequent.

PUBLIC HEALTH

There are two Public Health Nurses (PHNs) co-located at the CPS office. The CPS PHNs are integral in facilitating access to health care, educating parents and foster parents on the issues of healthcare and child development, and connecting families to resources in the community. In addition, the PHNs are important resources for families and children on healthy ways to live given the sometimes complicated health needs of children involved in Child Welfare. The stakeholders identified the Public Health Nurses located at CPS as a strength of the department.

The CPS PHNs are involved in many multi-disciplinary teams. One PHN who also serves Probation youth attends the monthly meeting Special Multi-Agency Response Team (SMART), is a member of the Drug Endangered Child (DEC) Team, meets daily with the RED team, is part of the monthly meeting with the Mental Health and AOD providers, and sits on the Placement Committee. The other PHN is part of the Childhood Lead Poisoning Prevention Program (CLPPP), the Child Health and Disability Prevention (CHDP) Program and Children’s Medical Services. Both nurses are a part of Family Team Meetings (FTMs), work with 504s, are on the School Nurses Team, and attend IEPs.

AOD TREATMENT AND MENTAL HEALTH

Children’s Behavioral Health is currently located upstairs from Child Welfare. This fosters easy communication and collaboration between the two departments. All Katie A. eligible children are sent a referral to services through Children’s Behavioral Health. CPS currently facilitates monthly meetings to discuss Katie A. cases.

CPS contracts much of the alcohol and drug treatment and mental health services for adult clients with Common Goals and Community Recovery Resource (CoRR). Monthly meeting occurs to with these service providers to discuss cases with supervisors and caseworkers. The stakeholders identified these monthly meetings with services providers as a strength for the department that has help to facilitate communication and collaboration between agencies.

Parents and Stakeholders alike identified adult Behavioral Health services as a need in the community. The wide-spread concern is that the bar is extremely high for non-CPS involved parents to receive mental health services. An additional concern was even when services are available they are impacted with long wait-lists.

State and Federally Mandated Child Welfare/Probation Initiatives

KATIE A. VS BONTA

Child Welfare utilizes the Child Welfare Mental Health Screening Tool to determine Katie A. eligibility for children. Currently, every child with an open CPS case who is eligible is referred for Katie A. services through Children's Behavioral Health. Once the referral is received, Children's Behavioral Health then initiates services. Child welfare facilitates monthly Katie A. meetings with behavioral health, public health, children's mental health, and eligibility to discuss cases.

Katie A. policy and procedure for 7-day renewal of services is such that one of the parents is needed to sign the renewal, as is their legal right. The social worker can only sign for renewal if so ordered by the court. It can become problematic when parents are absent and a social worker has a hard time locating them. When a parent cannot be found a court order must be obtained. This ultimately leads to delays in treatment.

FOSTERING CONNECTIONS

Nevada County Child Welfare Services and the Probation have implemented California Fostering Connections to Success program. This program allows foster youth over the age of 18 to continue to remain in foster care and receive foster care benefits from ages 18 to 21 if certain participation criteria are met. Currently, there is one social worker who is dedicated to this program. Probation placement youth are also part of this program

Nevada County also offers Transitional Housing Program-Plus (THP+) for youth who exited foster care after turning 18. The program was expanded the last year by opting in to SB 1252. This extended the age limit for THP+ to 25 years of age and expanded the cumulative amount of time that a youth may receive services to 36 months. Eligible probation youth also utilize this program.

CONTINUOUS QUALITY IMPROVEMENT (CQI)

A critical part of building an effective CQI system is strengthening staff's skills for generating and applying evidence to decision making. As part of the implementation of CQI,

case consultations are occurring on weekly or as needed basis. In a case consultation a worker with a concern or problem with a case or referral meets with the entire staff to brainstorm a solution to the situation. Involving all staff in the process lends many different perspectives to the problem aiding in the development of well-informed decisions.

Also as part of CQI, Nevada County has implemented the Federal Case Reviews process. The Federal Case Reviews are a qualitative look a case to supplement the quantitative data already available. Currently, Nevada County has trained and certified two social workers and one supervisor to perform the Federal Case Reviews. Nevada County has to review 20 cases a year, five to be completed each quarter. As the data from this process builds it will be used to create System Improvement goals and inform practice.

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC)

Nevada County did not opt into the Commercially Sexually Exploited Children (CSEC) funding options provided by the state. However, a policy and procedure was created for Nevada County regarding CSEC. This policy and procedure has been used as a training tool and has help raise awareness of these children and youth in the department. Staff training, supervision of cases, and case consultation meetings have helped identify two CSEC cases in the past year. At this time, Nevada County is in the process of creating a Human Trafficking Task Force which is comprised of CPS, Probation, Law Enforcement, Behavioral Health, and Public Health.

WAVIER OF EDUCATIONAL REQUIREMENTS

Nevada County has received a waiver of educational requirements needed to fill a Supervisor II position for the Emergency Response Division of Child Protective Services (CPS). The requirement in the MPP DIV 31-07.12 is that 100% of supervisors of staff providing emergency response and family maintenance services shall possess a master in Social Work (MSW) degree or its equivalent in education and/or experience as certified by the State Personnel Board or a county civil service board. CPS has been given an exemption to under fill the Supervisor II vacancy with a Supervisor I position for three years. The department at present has a journey level Supervisor I with over 12 years of child welfare experience. Currently, two staff members are seeking opportunities to obtain a master's degree which will

allow Nevada County to cultivate supervisors using Title IV-E program's educational benefits process which will take two to three years to complete.

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

THE BOS-DESIGNATED PUBLIC AGENCY

The Nevada County receives federal Community Based Child Abuse Prevention (CBCAP), state Child Abuse Prevention Intervention and Treatment (CAPIT) funds, and Promoting Safe and Stable Families (PSSF) funds. These funds are combined with Children's Trust Fund and Kid's Plate fees to create a network of community prevention and intervention services to help attain favorable outcomes for families. Child Protective Services is the BOS-designated agency to administer and monitor the use of CAPIT, CBCAP, and PSSF funds.

COUNTY CHILDREN'S TRUST FUND COUNCIL CHILD ABUSE PREVENTION COUNCIL (CAPC)

Nevada County has two Child Abuse Prevention Councils. The Child Abuse Council of Western Nevada County (CAPCWNC) serves the western region of the county. The Tahoe Truckee Child Abuse Prevention Council (TTCAPC) serves the eastern region of the county. The Board of Supervisors recognized these two Councils as eligible to receive funding from the County Children's Trust Fund (CCTF) in 1990. CAPCWNC receives 67% of the CCTF funds and TTCAPC receives 33%. TTCAPC also receives CCTF funds from Placer County as it serves residents of that county as well. CBCAP funds are not deposited in the CCTF account.

The CAPCWNC examined its relationship with the Family Connections Collaborative and the Family Advocacy and Support Team. These three collaboratives became an alliance in the fiscal year 2009-10. Together they are called the Community Support Network (CSN). The CAPCWNC Board serves as the fiscal agent for this larger collaborative of which it is a part. CSN coordinates with agencies serving children and families, offer child abuse prevention training, and mandated reporter training. They also coordinate the foster youth toy drive, the annual Candlelight Vigil which is to promote awareness of child abuse, and participate in the annual Day of the Young child. CAPCWNC supports the Kids Corner at the Nevada County Fair each

year where children zero to five can come and participate in free activities with their parents and also receive a free book to take home.

TTCAPC works with agencies that work with children and families in the Tahoe and Truckee region to promote awareness about child abuse and neglect. They have been active in the arena of parenting issues, specifically involving fathers with their Daddy and Me and Young Fathers Groups. TTCAPC is also actively involved professional development and workshops supporting parenting classes and the Purple Crying campaign to raise awareness of Shaken Baby Syndrome. TTCAPC also works with the Community Collaborative of Tahoe Truckee (CCTT) to present the Annual Child Abuse Prevention Roundtable.

The CAPCs report directly to CPS and the Board of Supervisors on their activities which use CCTF dollars. This information is reported to the Office of Child Abuse Prevention for their annual report. Information regarding the CAPCWNC is reported to the community on the Community Support Network of Nevada County website (<http://csnc.org/>).

PSSF COLLABORATIVE

Nevada County had a BOS designated PSSF Collaborative during the previous CSA, which consisted of both of the local Child Abuse Prevention Councils. At some point there was confusion with previous management regarding 2011 Realignment and the role the PSSF Collaborative was to play in making recommendations about funding. The collaborative was disbanded at that time. However, the writing of the current CSA has brought the issue of the collaborative to back to the forefront as a having a local planning body is a requirement and an expectation of the C-CFSR process. The plan is to reassemble the PSSF Collaborative coming in early 2016 in order to engage them in planning for the upcoming System Improvement Plan. Members of the CAPC have already shown interest in reconvening the PSSF Collaborative.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

CHILD WELFARE

Nevada County utilizes Child Welfare Services/Case Management System (CWS/CMS) for all child welfare services. The responsibility of data entry is spread across social workers,

clerical staff, social service aides, and the public health nurses. All social workers, supervisors, and support staff have CWS/CMS at their workstations. There are ten laptops in the department that have remote access to CWS/CMS. However, the laptops have been underutilized by staff as not all laptops were configured to properly use CWS/CMS. The program manager, supervisors, and the social workers have iPhones to which are connected to email to facilitate increased communication with clients and between staff.

The county also has a contract to use the data and case management tool SafeMeasures. SafeMeasures is used regularly by some staff and underutilized by others. Part of the problem is availability of training to get staff involved in SafeMeasure's usage. The last training there was only availability for one staff member to attend. However, managerial staff and the analyst have been trained in SafeMeasures. It is the goal that supervisors will use SafeMeasures monthly to monitor social worker's compliance.

An analyst was hired in 2014 for administrative data management and to ensure compliance with the state and federal standards. With the analysis that was required for this CSA report it has become clear that some areas of improvement are needed in terms of data entry, mainly in the area of educational data. As stated before there are many new social workers who are still learning data entry standards and with the complete change in management some data requirements were not known.

PROBATION

Probation began utilizing the CWS/CMS system for IVE placement cases only as outlined in the state CWS/CMS Probation Access Scope Statement no later than October 1, 2010. Unfortunately, interface and/or integration between CWS/CMS and Probation case management systems is not feasible. Probation continues to receive CWS/CMS training from the State and is working with the CWS/CMS Administrator to set up their office and administrative rights.

DATA INTEGRITY

In the previous CSA, probation management and supervisory staff had identified several areas in CWS/CMS where data cleanup was warranted. Increased accuracy and timely data entry, increased standardization of entry of information in the appropriate fields to ensure accurate AFCAR and other statistical data were two of the areas identified as needing attention

to ensure improved data integrity and achieve positive outcomes. Additional trainings and increased competencies within the Division are showing results and this is no longer an area of concern.

Probation continues to work to improve the consistency and quality of data entry. CWS has worked diligently over the last several years to improve data entry issues that had negatively impacted our outcome measures. For example, in the past social workers completed monthly home visits timely but didn't enter the information into CWS/CMS prior to the end of the month. This impacted outcome measure 2S-Monthly Visits when the contact note wasn't entered prior to the end of the month. Staff has been trained on timely data entry issues and how to record the visit with all parties to ensure complete and thorough documentation is maintained.

CASE REVIEW SYSTEM

COURT STRUCTURE

Nevada County's Juvenile Court handles both Delinquency W&I Code §602 (Probation) and Dependency W&I Code §300 (CWS) cases to decide the course action that is in the best interest of the child. There is one presiding Juvenile Court Judge that handles all delinquency and dependency for the County.

One judge that presides over both Delinquency and Dependency cases works well in Nevada County. It allows the Judge to hear all cases so that he has a total view of the Juvenile Court. Although there are inevitably cases that are contentious, the working relationship with the Judge, CPS, and Probation is a good one. The CPS program manager meets with the Director of Social Services and the Judge on a quarterly basis to ensure that court processes are running smoothly. Probation and CPS are involved in the quarterly meeting of the Palm Tree Group, which discusses issues of "at risk children" with the Judge and local service providers.

The following are the Court's practices related to dependency cases:

- Use of Continuances: The Court follows the W&I Code §352 regarding continuances. The issue of Continuances has been a topic of discussion since the concerns raised by the Peer Review. The use of continuances is being discouraged. However, there are circumstances in which a continuance is appropriate and is granted.

- Termination of Parental Rights: The Court complies with the W&I Code §366.26 and terminates parental rights if adoption is deemed the appropriate permanent plan for the child. This is true even if an adoptive home has not been identified at the time of the hearing. However, efforts are made to have a permanent home identified prior to the hearing.

TIMELY NOTIFICATION OF HEARINGS

CPS is responsible for all notifications of court hearings. CPS acts in accordance with the notification requirements in the W&I Codes §290.1 through §297. Nevada County contracts with an ICWA expert to ensure that tribal input is incorporated into recommendations to the court. Caregivers are allowed to attend Family Team Meetings (FTMs) to ensure that their feedback is included in recommendations.

The legal office assistant is responsible for ensuring that all notices are made according to mandated timelines. There is a manual paper calendar system in place as well as an Outlook Calendar. The paper file system is based on dates from the court reports and organized by date so that timeframes are adhered to. The Outlook Calendar is based on the Court Calendar. The legal office assistant and ongoing supervisors have the full calendar. The social workers have the calendar dates that apply to their caseload to ensure timely court reports.

CASE PLANNING PROCESS

An improvement to case planning since the previous CSA is the implementation of the Family Team Meetings (FTMs) model for developing the case and visitation plan with the family and to discuss all relevant family strengths, capabilities, challenges and natural support systems. A FTM is conducted for all case plans at some point during the life of the case. The FTM is intended to bring together parents and children (if they are old enough), caregivers, staff from the different program areas, as well as service providers that serve the family in order to develop a comprehensive case plan, which is behaviorally based and developmentally appropriate, to better assist families toward reunification with their children, keep the family intact or prepare youth for emancipation. During the last SIP cycle training in Safety Organized (SOP) practice began and was integrated into FTMs. This practice has lead obtaining more information about the family's strengths and needs and has offered families a more active role

in their family's case plan. The court and attorneys also play a role in terms of court orders and recommendations in what services and how much visitation are offered to families.

CPS utilizes the Mental Health Screening Tool for ages 0-5 and 6-17 to detect any trauma, behavioral, or emotional issues. These forms are filled out by the social worker and given to Children's Behavioral Health who initiates services. CPS also meets monthly with Children's Behavioral Health to discuss cases and client therapists are invited to FTMs. CPS also meets monthly to review cases with AOD and parenting education providers to access progress. Services providers also provide monthly or quarterly written reports that are used for court reports and to evaluate the effectiveness of case plans so that changes can be made as necessary.

Nevada County follows the policies and practices outlined in the California Department of Social Services Manual of Policies and Procedures, Division 31 Regulations and the California Welfare and Institutions Code as relates to case planning. Nevada County's practice to promote quality case planning include an expectation that CPS social workers meet with families prior to the court hearing to collaboratively develop a case plan, and document, in the court report, that the case plan was developed in collaboration with the family.

Nevada County uses Structured Decision Making (SDM). The principle behind SDM is that decisions can be improved by the following: clearly defined and consistently applied decision-making criteria: readily measurable practice standards, with expectations of staff clearly identified and reinforced; assessment results directly affecting case and agency decision making. The California SDM model includes: a Hotline Tool, to screen referrals received and determine how quickly a response must be made; a Safety Assessment, to determine if it is safe for a child to remain home; a Family Risk Assessment, to determine if the future risk is enough to warrant a case to be open; a Family Strength and Needs Assessment, to determine the needs, strengths and services that the family will need; a Reunification Assessment, to determine if children are able to return home; and an In-Home Family Risk Assessment, to determine if a Family Maintenance case can be closed or if the children will remain home.

The amount and duration of visitation between children in foster care and their families in many cases is determined by the court based on recommendations from the agency. CPS has two social service aides who coordinate visitation (with the help of social workers) with families

to ensure compliance with court orders. CPS works with two contracted agencies that provide court ordered supervised visitation to families. There is also indoor and outdoor space at the CPS office to provide supervised visitation.

To ensure that the quality of case planning and compliance with case plans is happening on the case level there are many things that occur. RED Team's assessment of the case is used in helping to formulate case plans. Each case plan is reviewed by a supervisor for approval. Each social worker receives weekly supervision to review cases in part to evaluate effectiveness of case plans and to assess a family's progress. The social workers visit the families on a weekly or monthly basis to assess progress towards goals in the case plan. The findings from the Court on a case are also used to assess the quality and effectiveness of the case plan.

Some of the challenges that were identified by the Peer Review and CPS staff members were the relationship of contested hearings, continuances, and Court Appointed Special Advocates (CASA) to the timeliness of reunification. When the disposition hearing is continued a case plan cannot be initiated. The peers felt that attorney's were not aware what timely reunification was and recommended rotating counsel between parents and minors in order to improve outcomes. The staff felt that CASA could in some cases impede the reunification process when they disagreed with the Department's recommendations. These findings have been shared and discussed with the Juvenile Court and CASA. These discussions have borne fruit in that the Juvenile Court have put out an RFQ for three attorneys which states that attorneys will rotate counsel between parents and children. The discussion on CASA has yielded monthly meetings/trainings in order to discuss cases to facilitate more collaborative relationships and smoother court processes.

One challenge to engagement in case planning is when parents lack insight into the issues that brought them to the attention of Child Welfare. They may feel that they do not have a problem which makes engaging them in case planning and services difficult. Another complication is that there are limited services available in the county. This can make addressing co-occurring disorders in the case plan difficult because of the lack of options.

Probation and CPS engage in monthly Placement Meetings which include Eligibility, CalWORKs, and Children's Behavioral Health. This meeting is to support relationships with placement agencies and Juvenile Court.

Nevada County is a dual jurisdiction county. The approach for dual jurisdiction youth is to follow W&IC 241.1 and assess which type of jurisdiction best meets the needs of the youth. Whichever agency is determined to best meet those needs is the lead agency and develops the case plan while incorporating the recommendations of the subsidiary agency.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Nevada County does not currently license foster or adoptive parents. CPS relies on the local Foster Family Associations (FFAs) to recruit and license foster parents. Adoptions are handled through a contract that Nevada County has with the California Department of Social Services (CDSS) Agency Adoption Services. State Adoptions is responsible for exploring cross-jurisdictional resources to find permanent placements for children. Family Finding efforts are provided by the social worker who is handling the case. Family finding is conducted through the life of the cases. Relatives and NERFMs are at present accessed and approved by the county through the relative placement social worker. There are no registered tribes in the county; as such there are no tribally approved homes within the county.

There is a marked need to create more foster homes within the county. Approximately one-third of children in placement are placed outside the county. This makes setting up services and maintaining family and community connections a challenge. Currently, Nevada County is in the process of creating a contract with Environmental Alternatives (the FFA that has 80% of the foster homes in the county) to recruit and train new foster families. The recruitment will focus on the following:

1. Foster parents to foster older children and youth ages 11-17.
2. Foster parents willing to foster sibling sets.
3. The creation of a respite home that would take any child any time of day for up to 30 days.
4. Foster homes in Eastern Nevada County, mainly the Truckee area.

This recruitment is in response to and preparation for AB 403 also known as the Continuum of Care Reform (CCR) which includes Resource Family Approval (RFA). Environmental Alternatives' (EA's) recruitment of foster parents will focus on more difficult populations to find placements for in the county. This is in an effort to keep foster youth in the most family-like setting within the county. CCR seeks to reduce congregate care by mandating that group home use be short-term. The new contract for training being provided to the kinship

caregivers mirrors the support that is already given to the FFA families. FFA families currently receive twelve hours of initial training, with twice monthly in-home support visits for the first three months of a placement, and access to 24-hour crisis intervention hotline through EA. At this time kinship placements are less stable than FFA foster homes. It is believed that the kinship caregiver training and support will increase placement stability. Furthermore, kinship caregivers will likely be more willing to foster a child if given more training and support thus aiding the effort to step youth down from congregate care.

This new contract for training and support for kinship caregivers is also in response to information gleaned from the County Self Assessment. At the large stakeholders meeting it became clear that community members felt that kinship caregivers were under trained and insufficiently supported. At present, the only available training for kinship caregivers is through the Foster Kinship Care Education (FKCE) Program run by Nevada County Superintendent of School with supporting funds through Sierra College. FKCE provides a two-hour training once a month during the school year for Kinship Care Providers and separate monthly two-hour training for Foster Parents. These trainings are free and voluntary.

California requires all individuals who care for or have contact with children in out-of-home placement to have a criminal background clearance or to have received a criminal record exemption from the licensing/approval agency; a completed FBI criminal history check; a Child Abuse Central Index check; and for any prospective caregiver in the home who has lived in another state in the past five years, an out-of-state child abuse registry check.

- Foster Family Homes: Health and Safety Code section 1522
- Relative Homes and Approved Relative Homes: Welfare and Institutions Code section 361.4
- Adoptive Homes: Family Code section 8712

The FFAs currently run background checks and approve exemptions for the foster families that they license. State Adoptions handles the Expanded Background Checks for Adoptions. At CPS, the program manager, ER supervisor, all social workers, both social service aides, and the legal office assistant are either licensed or in the process of becoming licensed to run criminal background checks.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING

Nevada County contracts with the Northern Training Academy to provide Common Core Training to social workers and probation placement officers. New workers start the Common Core series through at UC Davis extension as soon a course become available. Common Core training is completed within the mandated timeframes. However, courses are not always available at intervals that allow Common Core training to occur before social workers start to carry cases.

Ongoing and new training needs are identified by the program manager, supervisors and areas of interest by the social workers themselves. CPS has an extensive contract with UC Davis and offers all employees personalized individual training with from a trainer who comes in office and offers individual training on such topics as CWS/CMS, court reports, organizational strategies or any other identified training need. Training classes available through UC Davis Extension Center for Human Service are available for all staff to take with the Program Manager's approval.

Staff are evaluated quarterly to assess skill development. A Professional and Technical Development Plans are created by supervisors and workers to establish goals and objectives in key work related areas. These goals and objectives are then assessed during the quarterly evaluation to determine what progress has been made. When sufficient progress is not made to the goal a plan is put in place by the supervisor and the worker, which may include additional training, to improve performance.

The Northern Training Academy provides trauma informed practice training as in the classroom format that is provided to management and social workers. These training ranges from how to identify trauma, evaluating the impact of trauma on social and emotional development, implementation of trauma informed practice, and assessing agency practice in terms of trauma based practice. Trauma is something that management and staff are trained to recognize.

Training for foster families is provided by the FFA which licensed the family. Currently there is a contract being drafted with an FFA to train kinship caregivers in the same manner of FFA families. There is also a Foster and Kinship Caregiver Education Program that is run by the Nevada County Superintendent of School. CPS social workers and Probation's placement officer

work closely with the FFA families and kinship caregivers to identify the each child's cultural needs. Staff must then ensure that the services delivered are respectful, culturally appropriate and timely, and maintain the child's connections with family, community and culture.

Nevada County is a small county with limited funds and ability to provide an abundance of formal training to service providers. Nonetheless, CPS provides regular mandated reporter trainings. CPS and Probation are a part of many monthly meeting with service providers that provide many opportunities to evaluate practice and provide opportunities to train service providers on pertinent issues. In terms of programmatic issues, service providers can seek assistance from the Program Manager. Policy or data question that service providers may have are directed to CPS's Analyst.

AGENCY COLLABORATION

Collaboration between agencies was seen as strength for CPS and Juvenile Probation by Stakeholders at the large meeting held in May 2015. This stakeholder meeting took place shortly after there was a significant amount of change within CPS, including a complete change in management. The stakeholders appreciated the leadership of especially the Program Manager in increasing communication and collaboration with service providers. The stakeholder's expressed that there was clear intention on the part of CPS management to strengthen community partnerships. The stakeholders expressed admiration of the frequent contact between CPS and service providers which occur on a monthly basis and as needed for family team meetings.

There are no registered tribes in the county however, when a child with tribal affiliations enters care an ICWA expert is hired for consultation. The ICWA expert writes a report outlining recommendations and ensuring IWCA compliance. This report is submitted to the Juvenile Court Judge.

The stakeholders felt that Probation's collaboration with CPS was greatly improved since the last CSA. Probation and CPS are actively involved in Special Multiagency Resource Team (SMART) which is a multi disciplinary team that meets weekly to discuss high risk children in the community. The child's family is invited to the meeting. The team consists of Behavioral Health, Probation, Child Protective Services, Public Health, the Schools, CalWORKs, Family Preservation and Nevada County Wraparound providers. Children are referred through the schools. This is a

prevention program with the goal of keeping children safe in the community and succeeding in school. The SMART committee and the family talk about the child's strengths, the family and community's concerns and they come up with a plan to help the child.

Coordination between county agencies is integral to ensuring positive outcomes for families. As such, CPS coordinates closely with CalWORKs to provide services to mutual clients of both programs through Linkages. The Linkages Program was reinvigorated in FY 2014-15. At present there is an identified Linkages worker from CPS, CalWORKs, and Eligibility to facilitate coordination of services. Coordinated Linkages case plans and a policy and procedure for Linked cases are under development.

Children's Behavioral Health is presently located upstairs from CPS. Children's Behavioral Health works closely with CPS and Probation to provide mental health services to foster youth and ensure Katie A. compliance. There are monthly meetings with Children's Behavioral Health to staff cases and they also attend FTM.

Both CPS and Juvenile Probation benefit from the good working relationship with Law Enforcement (LE). CPS employs LE to lend support on call outs and to perform wellness checks on children. LE is an essential part of the newly forming Human Trafficking Task Force which being implemented to prevent, identify, and triage Commercially Sexually Exploited youth. Last year saw the completion of the Memorandum of Understanding (MOU) for Drug Endangered Children (DEC) between LE, Child Welfare, and Public Health. The purpose of the MOU was as follows:

- Improve the community response to Drug Endangered Children (DEC) by ensuring the exposed children are diagnosed and treated for any physical or psychological effects of drug exposure and/or neglect.
- Improve efficiency and effectiveness of information gathering and decision-making regarding Child Welfare and Law Enforcement investigations of drug related activities and drug endangered children.
- Establish early identification, cooperative intervention and interagency response to DEC cases in order to maximize the available resources and provide children with comprehensive assessment and intervention.
- Minimize the re-victimization of the children.

There are also a myriad of community-based organizations that CPS and Juvenile Probation work with to provide a continuum of care for families. The relationship between

community providers and CPS and Probation is described in detail below in the Service Array section. The Family Resource Centers (FRCs) are located in Penn Valley, Grass Valley, North San Juan, and Truckee. These are conveniently located for families to access services. The FRCs are contracted with CPS to provide Differential Response to families who are referred to CPS but do not rise to the level of CPS intervention. The FRC in Grass Valley is also contracted with CalWORKs to provide Family Stabilization services which Linkages clients are automatically eligible for. The FRC staff work well with CPS in providing preventative services.

Referrals are made to our mental health service providers to address issues of domestic violence in families. The Domestic Violence and Sexual Assault Coalition (DVSAC) is available to provide emergency shelter, crisis counseling, legal services, and support groups. DVSAC is also a part of the Human Trafficking Task Force.

The program manager or a supervisor attends the monthly meetings of the both the local CAPCs. Many different community members attend these meeting including members of First 5 Nevada County, faith-based organizations, and parents. This opportunity to collaborate and share information with attendees has led to collaboration, service coordination, and the ability to facilitate "warm hand-offs." Relationship building among attendees is also an important function of these meetings.

SMART (Special Multi-Agency Resource Team) is a multi disciplinary team that meets weekly to discuss high risk children in the community. The child's family is invited to the meeting. The team consists of Behavioral Health, Probation, Child Welfare, Public Health, the Schools, CalWORKs, Family Preservation and Nevada County Wraparound providers. Children are referred through the schools. The goal of the team is to keep children safe in the community and succeeding in school. The SMART committee and the family talk about the child's strengths, the family and community's concerns and they come up with a plan to help the child. If a family is interested in such a meeting they speak to their child's school administration.

CPS and Probation attend the meetings of the Judicial Children's (Palm Tree) Group serving at-risk youth. They also attend the School Attendance Review Board (SARB) which consists of CalWORKs, the Sheriff's Department, the County Board of Education, Children's Behavioral Health. SARB helps truant or recalcitrant students and their parents or guardians

solve school attendance and behavior problems through the use of available school and community resources.

Probation is actively involved in the “YES” (Youth Empowerment Services) Court in collaboration with Nevada County Behavioral Health. YES Court is a voluntary program for youth who have committed a crime where the mental illness has contributed to that crime. It is a yearlong program involving youth and families in intensive treatment in their homes and community. Youth report to the Superior Court on a bi-weekly basis to review their attendance and progress in treatment.

Juvenile Drug Court is a voluntary program offered to youth under the age of 18 who have committed a serious crime involving drugs and alcohol. The youth receive treatment in an intensive outpatient program where they report back to the court twice monthly. Treatment is coordinated by a multi-agency treatment team, including family members. The program requires regular appearances at court, random drug testing, individual, group and family counseling and a variety of other recovery activities. Successful completion of treatment may result in dismissal of the original charges and a recommendation that the Juvenile's File is sealed. Evaluation demonstrates that 94% of program graduates have not had subsequent drug convictions since completing this program in Nevada County. Juvenile Drug Court is a partnership with the Superior Courts, Probation, Behavioral Health, Community Recovery Resources and Nevada County Schools.

Collaboration with FFAs and group homes is achieved through monthly meetings and Family Team Meetings (FTMs). At the monthly meetings social workers discuss cases that they have with caseworkers from the FFA or group home. At the FTMs social workers come together with the family, service providers, FFA workers or group home staff (depending on the placement), and caregivers to collaborate on case planning, assess progress toward goals, and triage when families face crisis.

SERVICE ARRAY

MENTAL HEALTH SERVICES AND AOD SERVICES

There are several agencies that provide mental health and AOD treatment services to families and children in Nevada County. The list of services and providers is as follows:

- **Behavioral Health Children’s System of Care**- is co-located with CPS and provides the following evidence-based practices to Child Welfare and Probation youth:
 - Parent Child Interactive Therapy
 - Trauma Focused Cognitive Behavioral Therapy
 - Dialectical Behavioral Therapy
 - Motivational Enhancement Therapy
 - Play Therapy
 - Family Therapy
 - Child Psychiatry

- **Sierra Mental Wellness Group**- is contracted with Nevada County Behavioral Health to provide the following crisis services:
 - 24 hour crisis hotline
 - In person assessment for individual at the Emergency Room
 - Admittance to Psychiatric Inpatient Services
 - After hours referrals for mental health services and other county services

- **Nevada County Behavioral Health Crisis Stabilization Unit (CSU)** - The CSU (which opened December 14, 2015) is a 23-hour program that provides emergency psychiatric care in a warm, welcoming environment for individuals experiencing a mental health crisis. The Crisis Stabilization Unit clients aren't admitted at its front door. Instead they are referred from the emergency room. The 4-bed CSU provides more in-depth treatment to individuals while behavioral health crisis workers determine if they need to be transferred to a psychiatric hospital or can respond to outpatient services. Specialty psychiatric medication management is provided on site, with telepsychiatry as a backup option.

- **Victor Community Support Services (VCSS)**- CPS and Probation refer clients to VCSS, which is a evidence and community-based agency which delivers mental health and family support services in the homes, schools and communities in which people live (Wraparound services). VCSS delivers programs ranging from prevention and early intervention programs to highly intensive home-based services designed to prevent residential and other institutional placements. Victor provided Wraparound services to 16 children involved with CPS. VCSS also runs Probation’s Hall to Home program, which is a three month intensive mental health and transition back to home for youth and their family. There were six probation youth served by this program in FY 14/15.

Probation also refers families the Parent Project which is an intervention program that assists parents in raising difficult or out of control children. They also provide probation youth with Anger Replacement Therapy (ART) and Moral Recognition Therapy.

- **EMQ Families First**- EMQ is another wraparound service provider that works with CPS and Probation children and families and offers individualized, comprehensive, community-based services and supports to children and teens with serious emotional and/or behavioral disturbances so they can be reunited or remain with their families and communities. In FY 14/15, EMQ provided wraparound services for four children involved in Child Welfare and three Probation youth. They have one location in Nevada City.
- **Common Goals**- CPS and Probation both contract with Common Goals to provide substance abuse counseling and education. They provide an Adult Outpatient Program for substance use disorder which includes group counseling, individual treatment planning, and drug testing. They also have a Transitional House for men. Common Goals has an Adolescent Program one of which focuses on intervention for teens for minor offences as required by the Juvenile Court. The other is a Teen Outpatient Program. Anger Management and Marriage and Family Counseling are also offered. There is one office located in Grass Valley and the other is located in North San Juan (both in Western County).
- **Community Recovery Resource (CoRR)** - CoRR is the largest provider of AOD services within the county and contracts with both Probation and CPS. CoRR provides Adult and Adolescent Outpatient Treatment for substance abuse. They offer Residential Treatment and Transitional Housing for men and women. Anger Management and Individual Therapy are also available through CoRR. They have locations in Auburn, Grass Valley, and Truckee.
- **Coalition of a Drug-Free Nevada County**- seeks to reduce substance abuse among youth, and to establish and strengthen collaboration among communities, nonprofits and government agencies to help prevent substance abuse, thereby creating positive change for the sake of our children and families by promoting awareness if substance abuse issues. The Coalition meets the third Wednesday every other month.

Access to mental health services is reasonably available in Western County but is more limited in Eastern County. Mental health services for Spanish speakers are especially limited in the Truckee area as there is only one provider for children and adults. The possibility of creating a Behavioral Health position in Truckee is being explored. There is also a lack of Residential Treatment for adolescents throughout the County.

NATIVE AMERICAN RESOURCES

- **Native TANF**-The Washoe Tribe of Nevada and California administers the Washoe Native Temporary Assistance for Needy Families Program for tribal members and descendants of Federally recognized tribes or tribes recognized on the California Judgement Roll. Tribal TANF makes available the tools necessary to promote the empowering of native families to become self-sufficient so they can support and nurture themselves, their children and their community. Their office is co-located with the Indian Education and Independent Living Program in Nevada City.
- **Indian Education**-provides supports to meet the unique educational and culturally related academic needs of American Indian and Alaskan Natives, so that these students can achieve to the same challenging state standards as all students. Indian Education offers individual tutoring/mentoring for children identified as being below grade level, school advocacy by program coordinator, and advisement from the Parent Committee. There is also a monthly Native Family Nights which feature cultural activities linked to State standards. Nevada County TANF and the Sierra Native Alliance work in collaboration with the Indian Education Program to broaden services. Their office is co-located with the Native TANF and Independent Living Program in Nevada City.
- **Chapa De Indian Health Clinic**- is a non-profit community health center and is governed by an American Indian Board of Directors. The Board of Directors includes members of the United Auburn Indian Community, which is Chapa-De's supporting Tribe. Chapa-De contracts with Indian Health Services (IHS) to provide no-cost or low-cost services and medications to verified American Indians and Alaska Natives from federally recognized tribes. Chapa De also welcomes low-income individuals and families and accepts Medical for medical and dental services. It is located in Grass Valley.

Native American services are concentrated in the Western Region of the County but this also reflects were the fact that this is mainly where this population lives within the county.

COMMUNITY BASED SERVICES

There are many community based organizations that fulfill service needs for people through the county. CPS and Probation actively refer clients to services below as appropriate.

- **Women of Worth (WOW)** - is a nonprofit organization that assists families in crisis, victims of domestic violence, sexual assault and human trafficking to increase self-reliance and improve quality of life by helping them rebuild their lives. WOW provides emergency shelter, transitional housing, counseling and support groups, educational assistance, and life training and mentoring.
- **Domestic Violence and Sexual Assault Coalition (DVSAC)** - is a nonprofit organization that offers resources for building healthy relationships and works with community partners to provide services for healing the effects of interpersonal violence. DVSAC provides crisis counseling, shelter and safe housing, support groups, individual counseling, legal services, children's services, food, clothing, and transportation.
- **Tahoe Safe Alliance**- is located in the Tahoe-Truckee region. They provide prevention and outreach on domestic violence and sexual assault. They provide Rape Prevention Education for 8th and 9th graders. They also offer counseling and therapy as well confidential safe house.
- **Sierra Nevada Children's Services (SNCS)**- SNCS administers various programs (California Alternative Payment Program, CalWORKs and California Family Childcare Homes Education "Network" (FCCHEN) that are funded by federal, state and local governments to help income eligible families pay for a part or all of their childcare costs. Families may also pay a share of cost on a sliding scale based on income and family size. Parents may choose from child care options such as Family Child Care Homes and Child Care Centers, TrustLine Child Care Providers or Relative Care Child Care Providers. Children in foster care receive priority of services.
- **Kare Crisis Nursery**- is a private non-profit agency that provides care for children of families experiencing a stressful situation. Kare is a 24-hour respite care for children birth to age six. A child may be placed for up to 30 days as defined by need until the

crisis is resolved. Kare also contracts with CPS to provide court-ordered supervised visitation.

- **Hospitality House**- is a nonprofit community shelter for the Homeless in Nevada County funded primarily by individual donations. The year-round shelter is a no tolerance safe haven; those seeking shelter at Hospitality House are offered three meals, along with laundry and shower facilities. Hospitality House provides intensive case management services to all its guests. The shelter is located in Grass Valley and has a 54 guest capacity and private rooms for families. In 2015, Hospitality House sheltered 449 individuals, provided 57,387 meals, and administered over 550 medical exams at the onsite medical clinic. Additionally, they helped 100 people find housing, including 31 children.
- **Booth Family Center**- is community homeless shelter that is specifically for families which is run by the Salvation Army. Booth is located in Grass Valley and has 10 family units that serve about 25 families per year. The program offers weekly case management. CPS works closely with Booth to place homeless clients.
- **Food Bank**- is a non-profit food assistance agency providing food distribution and nutrition education to hungry individuals and families location in Grass Valley. They provide food to low-income individuals, low-income families with children, and seniors (roughly 4,200 individuals each month). They also run Project HOPE which provides school snacks and summer lunches to children from low-income families
- **Project Mana**- is a non-profit food assistance program that serves the Tahoe/Truckee area. They provide weekly food distribution and emergency food is available at several locations. They also work with CalFresh to increase awareness of food benefits.
- **Interfaith Food Ministry**- is a nonprofit dedicated to providing supplemental food to families in Western Nevada County. They operate on a volunteer and donation basis and disseminate food three days a week in Grass Valley.
- **Salvation Army**-provides emergency food, shelter (Booth Family Center), homeless vouchers, rental assistance, heating utility assistance with a focus on families in need.
- **Western Sierra Medical Center**- The health center treats all patients, regardless of their income or insurance coverage. Western Sierra accepts many HMOs or private insurance

coverage and government programs, including Medicare and Medi-Cal. In addition, Western Sierra is approved by the Veterans Administration to treat veterans. This is the one of the only facility in Nevada County that accepts Medi-Cal for dental. They serve ages three and up.

- **Sierra Family Medical Clinic**- is a Federally Qualified Health Center (FQHC) that offers health care to people of all economic levels, charging a sliding scale for patients with limited resources. They provide medical, dental, and behavioral health as well as having an on-site clinic. They accept Medi-Cal for medical and dental services. SFMC is located in North San Juan and is a family practice.
- **We Care Health Clinic**- provide a drop-in medical health clinic for the uninsured on the first and third Saturdays of the month from 9am to 1pm. The main services provided are for preventative care, minor acute issues, and for stable chronic diseases. They are located in Grass Valley.
- **Nevada Union Adult Education/GED Services/ESL**-this program offers free English Language Development classroom at Nevada Union High School one day a week another session at the Grass Valley FRC. High School Equivalency Preparation Classes are offered at various times during the week on a drop-in basis at Nevada Union High School and the Grass Valley FRC.
- **Read Up!** -this program is administered by the Madelyn Helling Library in Nevada City and is designed to help adults who need to build their reading and writing skills through volunteer tutors. This program is confidential, free and provides flexible scheduling.
- **Western Sierra YouthBuild**- serves low-income young people ages 16 to 24 who are able to attend high school diploma classes (at John Muir Charter School in Grass Valley) and construction or other vocational training programs while building affordable housing in their home communities, YouthBuild emphasizes leadership development and community service.
- **Alta California Regional Center-Grass Valley**- provides case management to people with developmental disabilities (mental retardation and similarly cognitively-impairing conditions that require similar treatment as that needed by persons with mental retardation) and encourages acceptance and respect for all individuals. Educational

programs enhance understanding of differences, minimizing discrimination and isolation suffered by individuals perceived as different for any reason, but especially those with disabilities.

- **Big Brother Big Sisters of Nevada County**- makes a positive difference in the lives of children and youth in the community through by providing successful mentoring relationships for all children who want and need them with a professionally-supported, one-to-one relationship with a caring and responsible individual. These individuals offer support to children’s growth and development through nurturing relationships, leading to greater self-esteem.
- **Child Advocates of Nevada County**- provides these programs:
 - Court Appointed Special Advocate (CASA) services to abused and neglected children who were dependents of the Dependency Court. Every child who enters foster care is appointed a CASA.
 - Child Safety Puppeteers- members visit preschools and elementary schools all over Nevada County and show young ones how to stand up for themselves and how to stay safe from any touch that may lead to physical or sexual abuse. Through the use of age appropriate puppet shows and skits, young people learn how to handle a bully, to trust their instincts about touching, refusal skills and how to deal with peer pressure, as well as how to recognize and cope with physical and sexual harassment.
 - Welcome Baby- is a free service that is available to all parents of newborns in Western Nevada County. New parents receive a newborn visit before they leave the hospital, a phone call at eight weeks to see if you would like a home visit, a newsletter with tips and resources during the first year, information on new parent groups, and personalized assistance with valuable community resources.
- **First 5 of Nevada County**- research shows that a child’s brain develops most dramatically in the first five years and what parents and caregivers do during these years to support their child’s growth will have a meaningful impact throughout life. Based on this research, California voters passed Proposition 10 in 1998, adding a 50 cents-per-pack tax on cigarettes to support programs for expectant parents and children ages zero

to five. First 5 Nevada County distributes approximately \$400,000 a year in Prop. 10 revenues to programs and services that meet local needs.

- **Dial 211 Nevada County**- promotes the health, well-being and self sufficiency of Nevada County residents by advancing an up-to-date information and referral system for those who need help and those who provide it. Dial 2-1-1 for information and assistance on health and human services of all kinds. The service is free, confidential, multi-lingual, and is available 24 hours a day.
- **Conflict Resolution Center of Nevada County**- is a non-profit provider of mediation and counseling. Services are offered to those who live in, or own property or own a business anywhere in Nevada County. All services are low-cost, voluntary, and confidential. They are located in Nevada City.
- **Nevada County Foster Youth Services**- is administer by the Nevada County Superintendent of Schools and provides students in out-of-home placements with the resources needed to achieve their maximum educational and vocational potential and well-being through a holistic, multidisciplinary and collaborative approach. Any child Kindergarten through 12th grade, living in an out-of-home placement, whether in formal or informal foster care, who is in need of school support. Children, infants to 5 who exhibit early learning lags may be referred for evaluation for services to support early interventions. The goals of the program include timely and appropriate school placement, academic success, advocacy, and successful transitions to independent living or higher education for foster youth.
- **Foster Kinship Care Education (FKCE)** - Nevada County Foster Kinship Care Education Program, administered by Nevada County Superintendent of Schools in partnership with Sierra College, offers quality education and support opportunities for relative and NREFM caregivers of children and youth in foster care to learn how they can meet their children’s educational, emotional, behavioral and developmental needs.
- **Lilliput Children’s Services**- Post-Adoption services are designed to provide support to families after they have adopted. Some families find that they need services immediately after adopting, while others might have needs that arise months or even

years later. Adoption is a life-long process and Lilliput helps adoptive families find the support that they need for the duration.

- **Community Support Network of Nevada County**- consists of more than 60 member organizations that include government agencies, education agencies, community-based organizations, businesses, parents, faith-based groups, and others interested in improving the quality life for children and families in the community. The CSN meets monthly to share ideas, learn about area programs and collaborations, and discuss matters affecting Nevada County families. The goal being that all families in Nevada County have ready access to a well-integrated and coordinated support network that is easily available and well funded.
- **Regional Housing Authority of Sutter and Nevada Counties**- seeks to enhance communities by creating and sustaining decent, safe and affordable living environments that foster stability and increase self-sufficiency for people with lower incomes. They offer the housing choice voucher program which assists very low income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments.

COUNTY ADMINISTERED SERVICES

- **CalWORKs Employment Services**- California Work Opportunity and Responsibility to Kids which provides temporary cash aid to eligible families with minor children. CalWORKs also provides assistance in finding and keeping a job. All parents and caretaker relatives who receive CalWORKs cash assistance must participate with CalWORKs Employment Services unless they are exempt. Employment services include job-related education or training and/or job-search preparation such as attending a job-preparation workshop, participating in practice job interviews, and going to actual job interviews. The goal of the program is to help clients prepare for work and find a job so that they can become self-sufficient.

- **Nevada County Eligibility Services-** Shelter, food, utility, medical coverage and general financial assistance through various eligibility benefit programs such as CalWORKs, CalFresh (Food Stamps), Medi-Cal, County Medical Services Program, and General Assistance.
- **Public Health-** provides a myriad of health services to residents of Nevada County including, drug and alcohol prevention, chronic disease prevention, tobacco use prevention, vital records, women and children’s services, immunizations, and health clinics. There is a location in Nevada City and in Truckee.
- **Independent Living Program (ILP)-** CPS contracts with the Nevada County Superintendent of Schools to provide ILP Services to any youth who was in a foster care placement, a guardianship with court dependency, or probation out of home placement at any time after their sixteenth. ILP provides activities directed towards assisting youth (ages 16-21) that are or were in foster care or probation out of home placement to become self-sufficient adults. They will remain eligible for ILP until their 21st birthday. Referrals to the program typically are generated by social services or juvenile probation. In Fiscal Year 2014/15, ILP engaged 129 youth in services.
- **Housing and Community Services-** pursues, secures, and administers state and federal funds to benefit low income households. Services include down payment assistance and housing rehabilitation loans and grants. Energy Assistance and Weatherization Services are through Project GO, Inc.
- **The Supplemental Nutrition Program for Women, Infants, and Children (WIC) –** provides many healthy foods, health care referrals, and nutrition education, for pregnant, breastfeeding and postpartum women, infants, and children under 5 years of age, with low to medium family income. There are locations in Grass Valley and Truckee.
- **One-Stop Business and Career Center-** provides access to a comprehensive array of quality employment services, job-related education, and training opportunities to job seekers, employers, and the community. There are locations in Grass Valley and Truckee.

- **Nevada County Works!** - provides life skills and employment training to help community members gain lasting employment. The program is flexible and individualized with each individual being assigned a NCW Trainer. There is one location in Grass Valley.
- **Fishing Academy-** Probation has started this program of taking probation youth fishing which is a pro-social way begin talking about life skills. It is conducted with low numbers of youth and has been successful in forming bonds. In fiscal year 2014-15, twelve youth were served with this program.

Child Protective Services uses funds from the Office of Child Abuse Prevention (OCAP) to connect families to a variety of services. The main contracted providers and services using OCAP funds are as follows:

- **PARTNERS Family Resource Centers-** The PARTNERS FRCs are an important resource for families in our community to get connected to other families and services available in the community.
 - Child Welfare currently contracts with the Nevada County Superintendent of Schools (NCSOS) using CBCAP and CAPIT funds to provide Differential Response (DR) to families referred to CPS but not rising to the level of CPS intervention. These families are referred to the FRC to receive case management and referrals services. CPS also funds one AmeriCorps worker who is located at the FRC to support the DR program. Families in need can also receive services on a walk-in basis. Probation also refers clients to the FRCs.
 - CalWORKs also contracts with PARTNERS to provide Family Stabilization (FS) and Housing Support Program (HSP) services. FS is a program that is designed to remove barriers to engagement for Welfare-to-Work clients. The HSP is designed to address the housing needs of CalWORKs clients. The HSP is based out of the Grass Valley FRC to address the pressing need in this part of the county. CPS clients who are Linkages receive priority for these services.
- **Sierra Forever Families-** CPS funds the Family Preservation Program with EPSDT dollars and partners with Behavioral Health. The PSSF funds provide the Medi-Cal match for early intervention services and after-care services for families. The Family Preservation

service offers in home parenting education, family therapy, case management, and child psychotherapy with the goal of keeping children safely in their homes. They also provide adoptive parent recruitment and training. They have locations in Sacramento, Placer County, Chico, and Nevada City.

- **Foothill Truckee Healthy Babies (FTHB)** - FTHB is funded with CBCAP dollars. This is a prevention based program that is an intensive home visiting program using the evidence-based Healthy Families America Model. Each woman giving birth at the hospital is assessed for risk factors. FHTB services are offered to families with indicated risk. Home visitors work in both Western and Eastern County.
- **Family Resources Center of Truckee (FRCoT)** - The FRCoT serves families in the Eastern region of the county. CPS contracts with the FRCoT using CAPIT funds to provide Differential Response to that region of the county. Families are referred to the FRCoT to receive case management and referrals services. Families can also receive services on a walk-in basis. Probation also refers clients to the FRCoT.
- **Parent Leadership Engagement and Advocacy Group (PLEAG)**- Community Recovery Resources (CoRR) is contracted to provide a collaboration between public and private agencies and independent parents and uses CAPIT and PSSF funding to create a solid structure for meaningful parent engagement, support, and leadership development in Nevada County. The program was modeled on Parents Anonymous and modified to meet the needs of the community. This program is located at CoRR campus in Grass Valley.
- **Helping Hands Nurturing Center**-CPS contracts with Helping Hands using a blending of CAPIT, PSSF, and CalWORKs funds to provide the Nurturing Parenting Program to families with an open CPS case. The Nurturing Parenting Program is a family-centered trauma-informed program designed to build nurturing parenting skills as an alternative to abusive and neglecting parenting and child-rearing practices. The long term goals are to prevent recidivism in families receiving social services, lower the rate of multi-parent teenage pregnancies, reduce the rate of juvenile delinquency and alcohol abuse, and stop the intergenerational cycle of child abuse by teaching positive parenting behaviors.

Helping Hands also provides court ordered supervised visitation. They have one location in Grass Valley.

ANALYSIS

It was felt by stakeholders, the peer reviewers, and staff alike that there is an impressive service array for the size of the county. It was believed that the small size of the county lent itself to close collaboration which was seen a strength by the peer reviewers and staff. It is a close knit community where people know each other.

However, there is a lack of specialty services available within the community. It is difficult to find appropriate services for clients experiencing co-occurring disorders. There is also a marked lack of residential treatment that is tailored to the needs of youth. The mental health services designed for older youth are also limited. Services that are available must be utilized even though not it is not specialized causing people to have to travel to multiple places to receive different services. This can be problematic as public transportation within and out-of-county is limited.

Geography plays a large factor in the available services for families. The majority of services only exist in western region of the county (for example, there are only pediatric dental providers who accept Medi-Cal in the Western region of the county). Families in the eastern region could be more than an hour's drive away from a needed service. Again the public transportation does not adequately fill this need. Additionally, weather can effectively close Highway 80 over Donner Pass and make transportation of any kind impossible.

The Truckee area is also has a higher percentage of Spanish speaking individuals and is in need of more available services in Spanish. This is especially true of mental health services as there is only one therapist who speaks Spanish in the area. This therapist must serve both adults and children. This effectively impacts service delivery for this population as a result.

QUALITY ASSURANCE SYSTEM

CHILD WELFARE

It is integral to maintain standards of service delivery in order to adequately serve families. Several methods are used to evaluate and ensure quality of services to children and families.

SafeMeasures is a Quality Improvement Tool that provides managers, supervisors, and social workers with the most up-to-date (the database updates every several days) performance indicators at agency, unit, and caseload levels. The tool furnishes supervisors and staff with the capacity to examine workload and recognize compliance issues. There are many functions some of which include tracking compliance on; referrals and investigations, Structured Decision Making (SDM), case plan status, timely caseworker visits with children, Child and Family Services measures, and Transitional Independent Living Plans (TILP's), etc.

SafeMeasures provides management and supervisors a tool to monitor social workers' timely compliance with caseload tasks, responsibilities, and mandates. CWS/CMS system also has features that enable social workers and/or supervisory staff to enter prompts to inform of pending and/or overdue tasks.

At the management and analyst level CPS and Probation review the quarterly data reports provided by U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System. Currently, California Department of Social Services (CDSS) holds quarterly in-person meetings or phone calls with the CPS Analyst and the Program Managers.

CPS Supervisors engage in extensive case reviews including social worker services provided in cases, the timeliness and scope of services, as well as a detailed review of court reports and case plans and the required supervisory sign-off on reports and case plans. Case reviews occur in the form of weekly supervision with individual staff members and though group supervision. The Program Manager, Supervisors, and social workers receive continuous child welfare training through the Northern California Training Academy and CalSWEC. This is in an effort to ensure that there is the practice and skill knowledge that supports quality services.

CPS has an analyst that monitors contract encumbrances and expenditures and performance outcome measures and produces various reports due to California Department of Social Services (CDSS). The analyst is also responsible for the Child and Family Service Review process and other quality improvement processes.

Nevada County CPS works closely the Nevada County Superintendent of School's Foster Youth Services (FYS) Liaison to ensure that the educational needs of children are identified and addressed. The FYS Liaison works closely with the schools to address the needs of individual children who are in foster care. CPS works with the FYS liaison, the child's Educational Rights

holder, and the school during IEP's to ensure that children with special needs are receiving appropriate services to address educational needs. Social workers also refer children with special needs to the Alta Regional Center to receive services.

The FYS Liaison is also the ILP coordinator. This individual works closely with social workers and youth who are approaching the age of 16 to create Transitional Independent Living Plans (TILP). This is fortuitous because Independent Living Program services can then be tailored to the individual youth's needs as lined out in the TILP.

There are several ways that the Public Health Nurses (PHNs) make certain that foster children's physical health needs are met. The PHNs use the Health and Education Passport function on CWS/CMS to track examination dates and when CHDPs are due. This is in an effort to ensure that medical examinations occur within the first 30 days in care and every six months thereafter. SafeMeasure's section on Child's Well-Being which tracks physical examinations, dental examinations, and children authorized for Psychotropic Medications to ensure that examinations are timely and that Psychotropic Medications are authorized by the Court.

The PHNs also review all JV 220's to review dosage and examine contraindications. If there are concerns regarding a prescription, the PHN will inform the social worker and contact the child's doctor to address these concerns. The PHN then attaches a medication information sheet to the JV 220 and it is given to the legal office assistance to file. In order to guarantee timely filing of JV 220's the PHNs have created a calendar that prompts the social worker 30-60 days before it is due to expire. The PHN coordinate with the social worker and/or the child's physician on completion of the JV 220.

There are several ways that families' involvement is monitored in terms of case planning. First, efforts of family engagement in the case planning processes are documented in CWS/CMS and are noted in case plans submitted to the Court. Case plans are also reviewed and approved by supervisors with an eye for maintaining family involvement in the process. Concurrent planning is initiated at the disposition hearing for every case when the case is referred to State Adoptions. CPS has monthly meetings with State Adoptions to review progress on cases.

In order to meet timelines for terminating parental rights (TPR) the SafeMeasure functions for In Placement 15 of 22 Months are utilized. It outlines how many months the child

or youth have been in care in the past 22 months. The compelling reason why timelines have not been met are documented in CWS/CMS and in reports submitted to the Court.

CPS has implemented the qualitative case reviews in August of 2015. Cases that are selected by the CDSS must be reviewed according to criteria described in the Child Welfare Services Case Review Policies and Procedures Manual. All reviews are completed using the Onsite Review Instrument (OSRI) published by Administration for Children and Families (ACF). Additionally, CPS has a certified case reviewer that enters all cases into the Online Monitoring System (OMS). There is another staff member has been certified to provide quality assurance for the cases reviewed. At present, Nevada County has to review 20 cases a year.

Qualitative case reviews add to the county child welfare and probation continuous quality improvement (CQI) processes. Integration of qualitative case reviews with statistical outcome data analysis allows for a deeper understanding of county and practices, policies and procedures from the perspectives of various case participants, including case-carrying social workers and probation officers, parents, caregivers, children and youth.

PROBATION

Case management by the Probation Placement Officer, direct supervision by the Probation Placement Supervisor, and advanced training in the area of foster care youth, are the principal system used to evaluate and ensure the quality care for Probation families. We track program participation and other interventions in our case management system to help in measuring success at both the client and program level.

The supervisor, assigned probation officer, and occasionally the probation program manager, staff most pre-placement referrals. Staff reviews case history, offense circumstances, community impact, risk/needs assessments (minor and family), case plans goals and objectives, prior interventions, available community based services and other relevant information in developing a case disposition. The Probation Department utilizes an inter-departmental Pre-Placement Screening committee to assist in determining if a youth is appropriate for out of home placement or SB 163 Wraparound Services. Case Plans and case management are driven by a comprehensive Risk and Needs Assessment.

The Juvenile Assessment and Intervention System (JAIS) is a supervision strategy model that weaves together a risk assessment and a strength and needs assessment. The JAIS establishes an offender typology that in turn determines a supervision strategy. This allows the officer to focus on the specific needs of the individual to leverage the most effective available resources.

Comprehensive and continuing education and training are crucial to ensuring the quality of care for youth in placement. Networking and collaboration are also fundamental in making sure certain youth receive appropriate care while in out of home placement. To increase collaboration placement officers attend the Northern California Placement Committee. The committee meets monthly in Sacramento and is comprised of Placement Officers and Placement Supervisors working in the Northern California Region. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing and out-of-state licensing. Placement officers also attend the Probation Advisory Committee that meets approximately every 6 weeks in Davis and are sponsored by the Northern California Training Academy. Members consist of Probation Supervisors, Probation Managers, and Probation Directors from across the state. Other members include: county/state CWS workers; county/state mental health workers; Community Care Licensing; and out-of-state licensing.

Additionally, the W&I Code, Division 31 and Title IV-E, along with funding stream requirements dictate the practices of the Probation Department. There is also set of internal protocols that provide accountability throughout the decision points within the process. We are also excited that probation is in the early stages of implementing a tool that will measure program success and gaps in the programming array.

ICWA COMPLIANCE

CPS staff administer the special requirements of The Indian Child Welfare Act (ICWA). In accordance with the W&I Code, parents are required to complete a form which specifically asks if the child may be Indian or have Indian ancestors. If the response is yes, a second form is completed by the social worker and sent to the noted tribe or the Bureau of Indian Affairs (BIA). CPS has a legal office assistant assigned to ICWA notices to ensure they are issued in a timely manner and go to the appropriate tribe and the BIA. The legal office assistant maintains ICWA

documentation in a legal case file. When a tribe has responded the social worker will work with the tribe with regard to placement and permanency planning.

MENTAL HEALTH

Social workers utilize SDM to assess the needs of children and families and refer them to the appropriate services. During the initial investigative processes, as much information as possible is obtained regarding the child's functioning, medications, school location, grade level, performance, and special needs. The social worker conducts inquiries through parents, other relatives if available, and other agencies such as Public Health, Mental Health, local hospitals, and schools to acquire the most comprehensive information. The background information may signify the need for referrals to more detailed assessments beyond the initial child welfare assessment. The Public Health Nurses research past medical history and make medical referrals as appropriate.

CPS Supervisors are responsible for case reviews that determine compliance with child and family involvement in the case planning process. While CPS does not have a formal policy or procedure for documenting and monitoring compliance with child and family involvement in the case planning process it is the expectation and the practice that each social worker involves the parents and the child if developmentally appropriate.

Child Welfare utilizes the Child Welfare Mental Health Screening Tool which was a brief tool designed to be used primarily by social workers and probation officers to rapidly screen children and youth who are being considered for out-of-home placement to determine if the child should receive mental health services. This tool is used to determine Katie A. eligibility for all children. Currently, every child with an open CPS case who is eligible is screened with this tool and referred for Katie A. services through Children's Behavioral Health. Once the referral is received, it is Children's Behavioral Health that initiates services.

CAPIT/CBCAP/PSSF SUPPORTED PROGRAMS

Nevada County has a template that was created to capture participation rates and evaluation data for the programs that are funded with CAPIT/CBCAP/PSSF programs. This template contains data spreadsheets which outlines service numbers for the different service categories and ethnicity for children, children with disabilities, parents, parents with disabilities, and families. There is also a narrative portion to the template to ascertain service activity, client

satisfaction, successes, challenges, percentage of clients reaching identified outcome, etc. This report is due to CPS on a quarterly or bi-annual basis with the final report being an annual report reporting of unduplicated numbers for the entire fiscal year. Each year CPS's analyst meets with service providers to review the report and answer any question that may arise. The completed reports are then evaluated by CPS's analyst to ensure that a given funding stream is being spent on allowable activities and populations, outcomes are being achieved at a satisfactory rate, and ensure that client satisfaction is maintained.

In terms of corrective action for contractors (receiving OCAP funds or other funds), the current process is to do a contract monitoring site review. During the review, a compliance checklist is created which is tailored to the contract that is being monitored. On the fiscal side, several invoices are collected to test and gather the back-up at the review (timesheet, ledgers, printouts, etc.). On the program, aspects of the of service delivery are reviewed. A letter is then issued that asks for a response to any issues that are uncovered. There have not been any reviews in recent history that have resulted in serious findings, and all of the review finding/recommendations have been address without need for termination of contract.

Critical Incident Review Process

At present work on a Child Critical Incident Policy is being developed with the help of a consultant from UC Davis. The practice when there is a major incident (such as child death, near fatality, incidence involving severe trauma, and any incident that might be likely to generate media coverage {i.e. child witnesses a murder, attempted suicide by youth, etc.}) is that Nevada County CPS will review the incident when there is prior or current CPS involvement with the family or child or when child abuse is suspected. Upon learning that there is a critical incident the social worker will notify the supervisor who will in turn notify the program manager. The program manager will then notify the director of social services via phone call. After notifying the director, the program manager will send out an email alert with information about the case to the director of social services, affected program managers, other program managers as circumstances dictate, and the CPS quality assurance (QA) specialist. The purpose of this notification is to initiate case review, the development of a response plan, provide

management and the director with detailed information to assess the incident and accurately respond to inquiries from the media, the Board of Supervisors, and others. It also allows the QA to monitor the critical incident response process.

The program manager in consultation with the director will determine if the situation is a critical incident and if a phone conference is necessary. If so determined, the director will email an Outlook notification to the pertinent people. Additionally, staff from CPS attends the Child Death Review Team meetings.

National Resource Center (NRC) Training and Technical Assistance

Nevada County does not contract with any National Resource Center at this time. The Northern California Training Academy through the University of California Davis supplies social worker training, education, and evidence based practices for staff at CPS. The Center for Human Services at UC Davis Extension which is the Resource Center for Family-Focused Practice provides the multidisciplinary human services needs of organizations with an emphasis on family centered practice. Working closely with the California Department of Social Services, the Resource Center provides research, custom and standardized training, technical support, and symposia.

Peer Review Results

METHODOLOGY AND FOCUS AREAS

The Nevada County Peer Review was conducted in Grass Valley, California, from August 25 through August 27, 2015. Child welfare social workers from Amador, Placer, Calaveras, San Mateo, Tehama and Yolo Counties and probation officers from Los Angeles, Lake, and Monterey Counties participated as peer reviewers.

The Peer Review process is employed by California as a means for each county's child welfare and probation to accomplish an in-depth qualitative analysis for one specific focus area, which can be a systemic factor or a state or federal outcome measure. The child welfare and probation agencies conduct a quantitative analysis of each state and federal outcome measure and take a qualitative look at systemic factors. Both agencies then partner with the California Department of Social Services select the outcome measure or a systemic factor which could benefit from the Peer Review process. Input from the large stakeholder's meeting was also used to inform the process. Nevada County Child Welfare selected Reunification within 12 Months, which is Measure C1.3. Nevada County Probation selected Permanency in 12 Months, the new federal Outcome Measure 3-P1. Please reference the next section titled *Outcome Data Measures* for an in-depth analysis of both of these measures.

Peer counties were selected to conduct the review based on a review of data statewide showing counties which consistently perform well on the selected outcome measures. The Nevada County Peer Review started on the morning of August 25, 2015 with introductions and a training which included an overview of the C-CFSR process, a description of Nevada County's demographic, outcome measures, and agency structure with identification of the outcomes which would be the focus of the review. Participating were California Department of Social Services consultants (whom were facilitators for the review) alongside child welfare staff, probation 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 nine interview sessions were conducted. Seven of the cases that were reviewed were for child welfare and two were for probation cases. Cases were selected by the Program Managers. Two-thirds of the child welfare cases were selected based on failure to reunify within 12 months and on whether or not there was a current staff member who could speak to the case. The other child welfare cases did reunify in 12 months. Since probation has a very small population of youth in foster care one case was selected that failed to reach permanency in 12 months and the other case was one at imminent risk of entering placement. Standardized tools were used for the Peer Review and were provided by the California Department of Social Services. These tools were tailored to Probation and Child

Welfare and are based on a review of the literature for best practices relating to each focus area.

The social workers and probation officers who had worked on the cases identified for review were informed and given the standardized tools to prepare for the interviews. A total of 5 social workers and one probation officer were interviewed.

The peers were given time to debrief following the conclusion of an interview, during this time they analyzed the interview information to categorize common themes regarding strengths and challenges to the Nevada County child welfare and probation systems. The peer reviewers were asked to recognize and evaluate promising practices, barriers or challenges, and make recommendations for improvement and share promising practices from their own counties to guide improvement in Nevada County.

SUMMARY OF FINDINGS

CHILD WELFARE

A challenge that was encountered in the course of the Peer Review is the methodology in collecting data for Reunification within 12 Months puts timelines for the start of cases at least one and a half years before date of the Peer Review is conducted. The data is collected for this measure by gathering information on all children who enter care for at least 8 days for a 6 month period. These children are then tracked for 12 months to determine if they have reunified with their families. Nevada County Child Protective Services has seen an almost complete turnover in staff in the 18 months prior to the Review, including social workers, supervisors, and the program manager. The agency as it was at the inception of the cases that were selected for review has completely changed in terms of the makeup of staff. Cases had to be carefully selected to include a current social worker who had worked on and had good knowledge of the case.

STRENGTHS

The peer reviewer identified many areas of strength which indicated best practice both systemically and individually through the interview process.

- The peers found that social workers were adept at maintaining connections with relatives by assessing relatives and Nonrelated Extended Family Members (NERFM) for placement at the very beginning of the case. Almost half of the social worker's placements were with relatives and NREFMs. The agency stayed in contact with

relatives and NREFM even when they could not provide placement for the child and utilized them for supports for the children. Connections were also maintained with siblings as they were generally placed together.

- Visitation was found to be consistent and appropriate. When parents were consistent with their case plans and visitation, visitation was increased and supervision was lowered. Visitation was also increased to help facilitate reunification. Visits were flexible and creative so as to increase engagement. Foster home placements were very supportive of facilitating unsupervised visits when moving towards reunification. Relatives were allowed to visit children during visits with the parents.
- Strengths in terms of engagement were that there were monthly family meetings and biannual extended family meetings. Contacts with parents in many cases occurred more than once a month. Monthly meeting with services providers were a regular occurrence and case conferencing with the AOD provider occurred bimonthly. Many team meetings including Multidisciplinary Team meetings were conducted to staff cases.
- The peers were impressed with the array of services that are available in Nevada County given the relatively small size of the county. The peers determined that referrals and services were provided to parents in a timely manner. Funding for services was also leveraged in creative ways using CalWORKs and Medi-Cal to maximize the services available to parents.
- Foster parents in Nevada County were found to be high quality and worked well with Child Welfare. “Ice breakers” between foster parents and bio-parents were facilitated to help put bio-parents at ease and gather important information about the child. Foster families were found to be very supportive and in some cases mentored bio-parents, even including them into the child’s daily routine (bath and bed time). Foster parents worked with the bio parents in education, visitation, and transitioning home.
- To facilitate reunification it was found that social workers frequently assess risk and safety factors in team meetings. Available and appropriate services were provided in a timely manner to further reunification goals. Bench Officers were supportive of increased visitation to support the transition home.

- One of the major strengths seen was communication within the department, between departments, and with services providers. Meetings occurred on a regular basis to conference on cases. Nevada County is a small community where relationships and collaboration are important. The peers viewed this as benefit to the children and families who are involved with Child Welfare.

CHALLENGES

The peers identified the challenges faced by Nevada County Child Welfare that create barriers to timely reunification.

- One of the largest barriers identified was staff turnover. The peers found that social workers interviewed had cases for less than a year and were not briefed on the history of the case when it was transferred to them. Cases were assigned to social workers in response to crisis situations, staffing issues, or agency change which resulted in many reassignments. Changes in staff and staff transition caused work to be challenging, which resulted in the need for overtime to complete work. The peers noted that since there was such a lack of qualified staff to fill positions some social workers were being grandfathered in without degrees.
- Another challenge that was a persistent theme thorough the peer reviews was issues with the court. Continuances were seen as a significant barrier to reunification. In many cases continuances were asked for by the child's counsel for non-safety issues. Visitation is court ordered and directive and may not match the direction that the agency is moving towards in terms of reunification. In order to change visitation the case must be taken back to court and this resulted in multiple continuations in some cases. Additionally, there is only one attorney for parents and one for children in Nevada County. The attorney may have bias however, since there is only one the bias affects work on all cases. Moreover, if an attorney disagrees with the department's recommendation it usually leads to continuances. There was a general feeling from the peers that the attorneys lacked an understanding of the benefits of timely reunification.
- Family finding was also a challenge. The peers found that there was no formal process for family finding in the ongoing unit. Family finding efforts were made at the opening of

the case but not continued throughout the life of the case. External family finding was available but was not utilized by social workers, who did the work themselves.

- There were other issues with relative placements. At times parents were not open about what family placement options were available at the beginning of the case. At times, criminal history, intergenerational drug use, and destructive relationships between family members made placement and maintaining family connections difficult. In some cases, it took extended amounts of time place children with their relatives.
- The peer ascertained through the interviews that initial placements were not being matched. Given the small nature of the community and the limited number of foster homes children were placed where placement was available. This could often mean that children were not being placed in a concurrent home.
- Though the peers were impressed with the array of service available services for such a small community, it became clear that there is a lack of alternative providers for a given service. This can cause issues such as delays in services as they become impacted, as is the case with behavioral health services. Additionally, if a client has problems with one provider there is not an alternative provider to send them to.
- Finally, although a policy and procedures manual is in the process of being created, at this time there is lack of a concrete policy and procedure to guide practice in the department. The peers also indicated that training for social workers was isolated to only one area (i.e. ER, Intake, Ongoing, etc.).

PROBATION

There were some challenges that were experienced by Probation with the peer review process. The number of youth in care in the juvenile probation is very small. This meant that there was only one current case to pull from for the review. The other case was from YES court and was determined to be at risk of entering placement. Additionally there is only one placement probation officer. Given this, it was difficult to collect information in the aggregate.

STRENGTHS

The juvenile probation interviews yielded that there are many practices that are furthering timely exits to permanency.

- The peers found that family finding is happening more when a probation youth is headed towards placement. Probation also explored many placement options like THP

and foster family homes. Probation also matched a youth's specific needs with program specialization.

- The probation officer had extensive experience and specific knowledge of the family which benefited the relationship with the youth and family. Probation officer engaged in weekly contact with the youth and had conversations about transitions to adulthood, career options, and addiction services.
- Probation regularly engaged teachers to determine education needs, connected youth to mentors, and to after school programs.
- Probation offered Wraparound services to youth upon exit from group homes. Wraparound was also offered in home to prevent placement. Aftercare services including Wraparound were offered for up to a year.
- Juvenile Court, Individualized Education Plans (IEP), psychotropic medication management, and mental health assessments were facilitated by the Probation department.
- Strong relationships exist between the probation officer, service providers, and youth. This allows for tailoring of services to match the youths strengths and interests which led to successful experiences.

CHALLENGES

The challenges to successful exits to permanency that were identified by the peer reviewers for juvenile probation were as follows:

- Juvenile Hall only allowed two visits per week based on the youth's behavior, creating a barrier to maintaining connections.
- The group home youth are placed in is 30 miles away which creates a barrier for family visitation due to transportation.
- The probation officer had only had the cases for a short time and was not aware of what had happened with the case before.
- The probation officer was unable to provide information on the case while the youth was in group home care.
- Wraparound services could not continue into the adult system
- Case plans and court reports did not address permanency

- State Adoptions did not have time to do an adoptability assessment
- There is a need for better understanding of permanency options and planning with families.
- There is a lack of community mentor programs.

PEER PROMISING PRACTICES

At the end of the Peer Review the peers were asked to share some of the practices from their counties which promote positive outcomes in the identified measures. For Child Welfare the promising practices were as follows:

- Several counties rotate attorneys so that each can represent both the parents and the minors. In one county attorney's rotate every other case.
- Consistent use of Safety Organized Practice (SOP).
- Communication with parents occurs on a regular basis so that they are aware that they only have 6 or 12 months (depending on age of child) to reunify and the court continually relays that information as well. Services are rarely extended to 18 months unless reunification is likely to occur in the extra time given.
- The court orders 12 months or more of Family Maintenance services before court and CWS involvement are terminated.
- Weekly staff meetings to go over cases, especially when cases are getting close to 12 months to talk about what parents must accomplish in order to reunify by the 12 month marker. The social worker then relays this information to the parents and discusses a strategy for necessary actions to be made so that reunification can happen.
- Cross training for social workers in Emergency Response (ER), Family Reunification (FR), Family Maintenance (FM), Planned Permanency (PP), Non-minor Dependents (NMD), and the court system.
- Collaboration with the Drug Endangered Children (DEC) Team and Law Enforcement.
- It is imperative to be very familiar with the rural culture of a county that is small in size.
- Motivational Interviewing is done by the Social Workers.
- Visitation occurs in the community setting more often than at the CWS office.
- Transfer meeting with family, the ongoing social worker, the ER social worker, and support networks when a case is transferring from ER to ongoing

- Emergency placements with relatives are used at the onset of the case to prevent children spending time in a foster home.
- Child Welfare, Juvenile Probation, Wraparound, Children’s Behavioral Health, and Functional Family Therapy are all housed in the same building and under the same umbrella to facilitate better access to services and promote collaboration.
- A dedicated Relative Assessment Social Worker facilitates better outcomes.
- Multidisciplinary Case Review team which includes Child Welfare, Probation, and County Counsel is utilized.
- When engagement is “very good” by the disposition hearing and Interim Review Hearing is set (at three months).
- Legal case reviews occur about half way through the review period and if appropriate the case is switched to a Family Maintenance case.
- The reason for involvement in a Child Welfare must be kept in focus so they caseload drift does not occur.

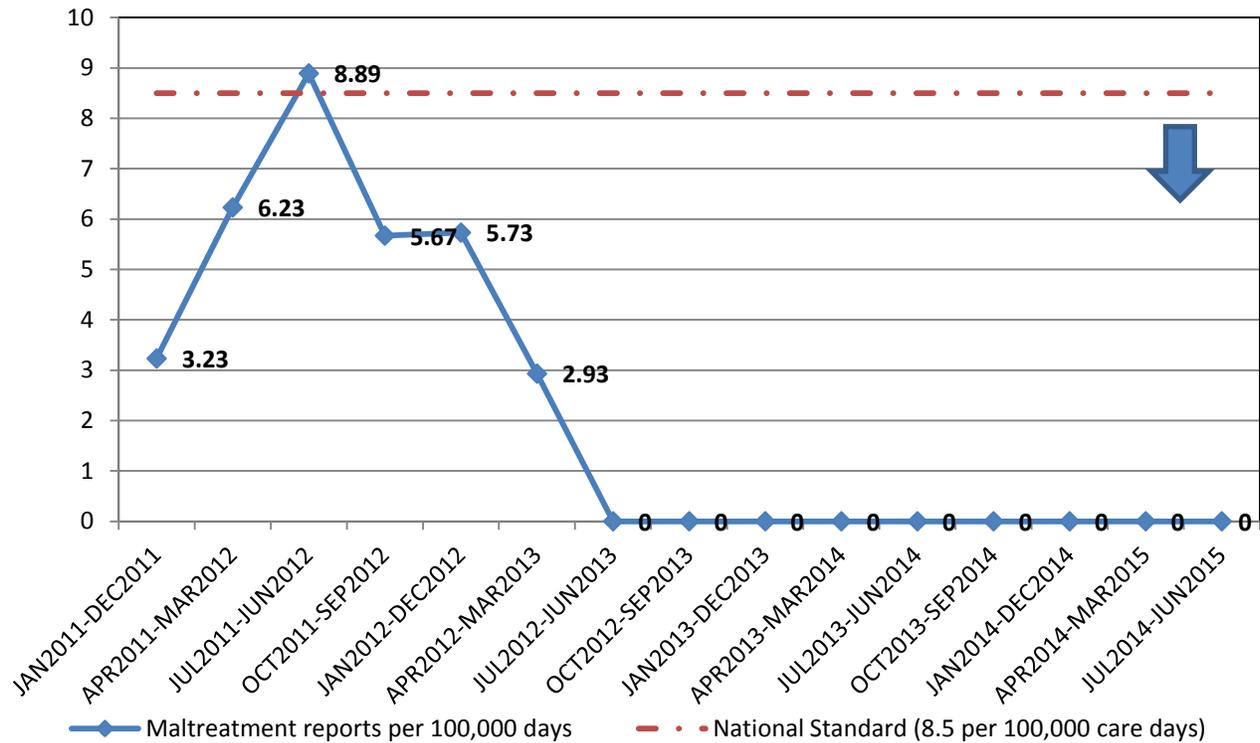
The promising practices for the peer probation counties were as follows:

- Permanency Collaboration Team meets monthly to discuss options for youth.
- There is a focus on Family Finding throughout the referral process.
- Probation and Child Welfare meet with Managers and Supervisors monthly.
- There are instances where the Judge will order Family Reunification services for probation youth.
- Wraparound services are used to prevent placement and support the transition back home from placement.
- Strong relationships with group homes, service providers, and community supporters in order to promote success for minor, understanding their needs, and progress.
- Relationships are developed with other agencies to share information and resources.
- Training in multiple aspects of the Probation field, both broad topics and placement specific.
- Placement Matching for probation youth.

Outcome Data Measures

CHILD WELFARE

3-S1 MALTREATMENT IN FOSTER CARE



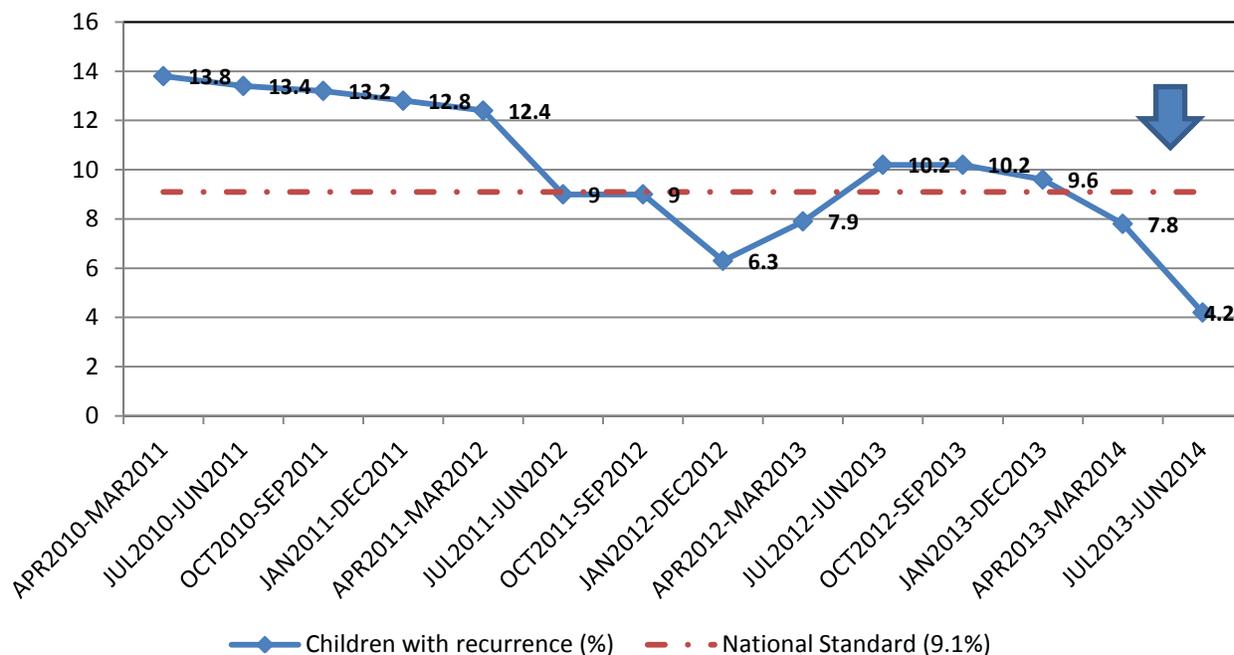
ANALYSIS

This Federal Outcome Measure has changed since the previous CSA. The previous measure S2.1 calculated the percentage of children who did not have an allegation of abuse or neglect by a foster parent or a residential facility staff member. If S2.1 is examined for the past five years there are no instances of maltreatment in foster care.

The new outcome measure 3-S1 depicted in the graph above measures the number of substantiated reports of maltreatment by *any* perpetrator while a child was in foster care as a proportion of the number of days in care, which yields a different picture than S2.1. There has been one instance where Nevada County has been over new federal standard in the past five years however, there has been not an instance of maltreatment in while a child was in foster

care for the past two years.²⁸ This reflects the high quality foster parents who care for the children in foster care in Nevada County. Nevada County works closely with the FFA who license foster families and is mindful of suitability when placing with relatives.

3-S2 RECURRENCE OF MALTREATMENT



ANALYSIS

This Federal Outcome Measure has changed slightly since the last CSA in terms of the methodology. In the previous measure S1.1 children with a substantiation of neglect or abuse in a six-month period were tracked for six months and the percentage of children who had no recurrence of maltreatment was calculated. In measure 3-S2, children with a substantiation of abuse or neglect in a 12-month period are followed for another 12 months to determine the percentage of children who had a recurrence of maltreatment. Nevada County met the national standard for this measure of the most current reported period.²⁹

There were 95 children who had a substantiated allegation of neglect or abuse for the 12-month period between July 1, 2013 and June 30, 2014. Of those 95, four children had another substantiation of abuse or neglect in the 12 months following the initial substantiation.

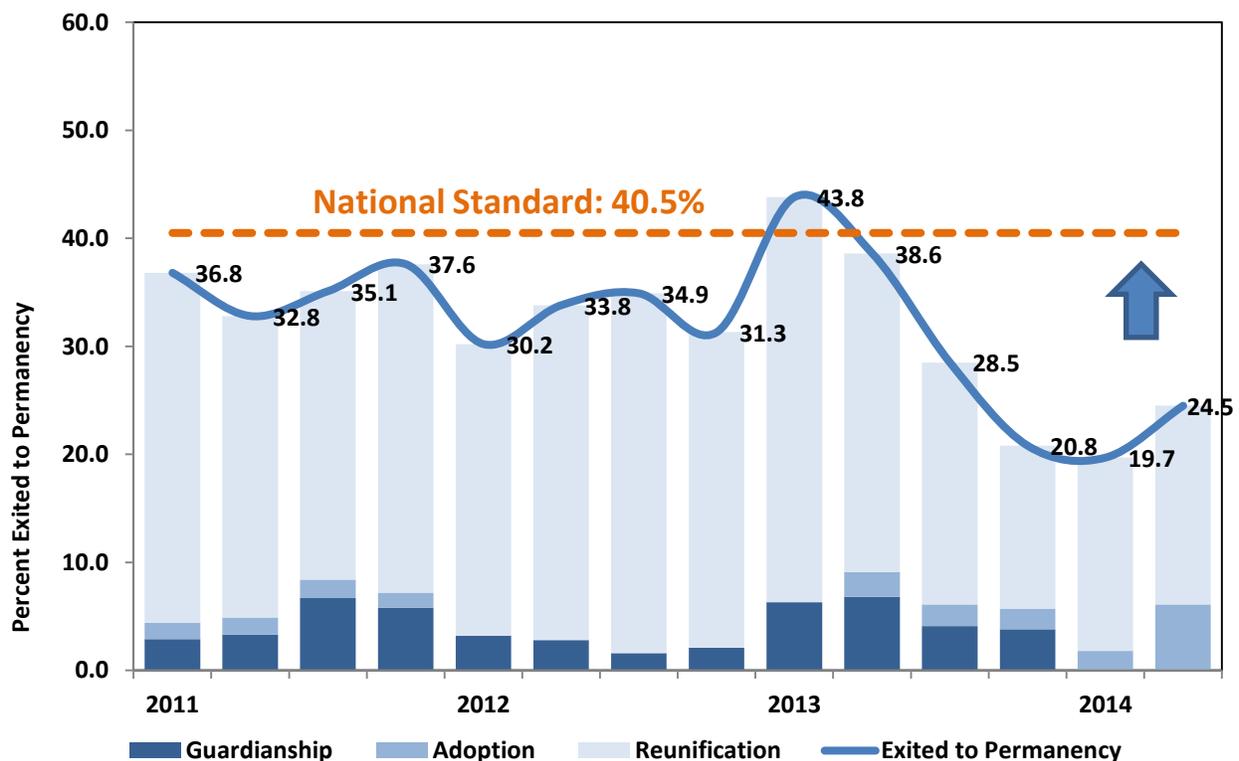
²⁸ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

²⁹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

The children that reentered were two sibling sets. One had a substantiation of physical abuse and the other three has substantiations of emotional abuse. Three were between the ages of 6-10 and was thirteen.

Recurrence of maltreatment was a main focus of the last System Improvement Plan (SIP). There were many strategies outlined and services were implemented that were designed to assess and engage families sooner. The Family Preservation, Wraparound services, and the Nurturing Parenting Program were all implemented in the last five years. There was also a concerted focus on coordination of services and case planning with providers via monthly meeting. Family Team Meetings (FTMs) were also implemented during this time period to increase family engagement and help service providers understand what action a family need to take to mitigate safety and risk. These strategies likely helped to improve performance on this measure.

3-P1 PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE



ANALYSIS

In the previous CSA, Federal Outcome Measure C1.1 used a six month cohort of children who had first entries into care and measure whether these children reunified within 12 months.

The New Federal Outcome Measure 3-P1 has been changed significantly. The new measure includes all exits to permanency within 12 months including adoption and guardianship using a 12 month cohort of all children who entered care (not just first entries).

In the time period between 7/1/2013 and 6/30/2014 there were a total of 49 children who entered care. Of those 49 children, 12 children exited to permanency within 12 months, which is well below the national standard with 24.5% of children exiting to permanency.³⁰ Three children who were under two years old exited to adoption. The other nine children exited to reunification. There were three children who entered care in the reported time period which were placed in a group home that did not exit care within 12 months.

Placement type seemed to have an effect on exits to permanency in that children placed in an FFA were much more likely than children placed with Kin to exit care. Forty percent of the children placed with FFA families exited to permanency within 12 months (which is very close to the national goal) while 15.3 percent of children placed with kin exited to permanency in that same timeframe. This is the pattern that is seen state wide but is more pronounced in Nevada County. It is likely that this pattern is due to the fact when a child is placed with family and in a familiar situation so less urgency is felt by social workers to move them towards permanency.

Given the low numbers of entry into care, the past five years of data were examined to determine any trends in age. The patterns in Nevada County in terms of age do not mirror that of the state-wide data or research that indicates that older children are more likely to be reunified than the youngest age categories (0-2 years).³¹ In Nevada County, the age group that is most likely to be reunified are newborns who come into care when they when they are under a month old. This age group reunified at a rate of 42.3%. The second two groups most likely to reunify were one to two year olds and children under a year old with reunification rates of 35.9% and 33.3% respectively. The age group least likely to reunify was sixteen to seventeen year olds at who reunified at a rate of 12.5%. However, sixteen to seventeen year olds were the most likely to exit to guardianships at a rate of 12.5%. Six to ten year olds had the most entries into care over the five year period and were the most likely to still in be care after 12 months at

³⁰ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

³¹ Grella, C. E., Needell, B., Shi, Y., & Hser, Y. I. (2009). Do drug treatment services predict reunification outcomes of mothers and their children in child welfare? *Journal of Substance Abuse Treatment, 36*(3), 278-293.

a rate of 72.8%. Adoptions were low across the board given the timeframes needed to complete legal processes and home studies. However, all five adoptions that occurred in the past five years were for children who were under the age of two.

One of the possible reasons that a greater amount of younger children exit to reunification in twelve months is that there is more oversight with this population. Three month interim reviews are set for younger children. Also because attachment at this age is important the court orders more visitations. Statutorily, the time limits for reunification are shorter for children under three (no more than 12 months), than for children over three (no more than 18 months). Additionally, younger children have less behavioral problems this allows parents to focus on themselves and the issues that brought them to the attention of Child Welfare. Another possible factor is that parents of younger children in this county tend to be younger people. Given this, these younger parents' untreated mental health and substance abuse issues are still in the formative stages.

Removal reason does not seem to have had an effect on this outcome. Over 85% of the children entering care from July 1, 2013 to June 30, 2014 were removed because of neglect. This is reflected in the fact that all 12 children who exited care were removed due to neglect.

This measure did not exist during the last CSA. However, measure C1.3 which is described above is the closest measure to 3-P1. During the last CSA, 37.5% of the children who entered care between 4/1/09 to 9/30/09 exited to reunification within 12 months. If the most recent time period of data from 1/1/14 to 6/30/14 for C1.3 is examined, 41.2% of the children who entered care exited to reunification within 12 months. These are both below the national standard for this measure that was 48.5%. This illustrates how methodology can greatly affect the outcome of a measure. The most recent data for C1.3 is a shorter entry cohort which only looks at 17 children seven of which reunified and is much closer to the previous national standard. This gives a different picture than looking at 12 months of data which includes many more children many of whom did not exit to reunification.

Substance abuse is likely to be negatively affecting this outcome measure. Most of children placed in out of home care in Nevada County are children whose reason for initial placement in foster care includes parental problems with alcohol and drugs, mainly methamphetamine. Substance abuse in these instances leads in the majority of cases to general

neglect which is reflected in the numbers for this measure. Recovery from substance abuse is a long-term process whereas reunification is expected to take place in 12 months of time. Nevada County currently has two alcohol and other drug (AOD) treatment providers, one of which provides residential treatment. These providers have success in getting parents clean and sober. However, recovery from substance abuse takes time and commitment. The reunification timelines that are meant to benefit children by quickly moving them to permanency can be in conflict with the time it takes to for parents to make the life changes needed to maintain sobriety.

Timely reunification was the focus for Child Welfare for the peer review. One of the factors that was identified as a barrier to timely reunification by the peers was the court system. The peers felt that continuances significantly impacted the time it took children to reunify. When the exits to permanency are examined for the past several years it can be seen that there has been a dip in the percent of children who were reunified with 12 months in the most recent time periods. This may be due to the fact the there were some changes with the relationship that CPS had with minor's and parent's counsel. In 2014, CPS hired a new County Counsel and was less apt to follow the recommendation of the minor's counsel. This created more adversarial court environment which in turn lead to more contested hearings and continuances, which in turn lead to less children exiting to reunification in a timely manner. Time to reunification is a very important factor as 76.2% of the children who ultimately reunify do so within the first year of entering foster care³².

Another barrier identified by the peers and stakeholders as a significant barrier to reunification was staff turnover. During the ending of 2013 to the beginning of 2014 there was staff turnover of 15 workers. This included line staff, supervisors, and the program manager. This outcome was likely affected by staff turnover as there is a significant dip in exits to permanency at that time. The peers identified case assignments based on crisis situations, lack of adequate staffing, and agency change as making work difficult resulting in overtime to complete work. Since that time there has been a concerted focus on hiring and retention practices. Training has also been integral especially for management which was relatively new

³² Children's Bureau. (2004). *General findings from the Federal Child and Family Services Review*. Washington, DC: U.S. Department of Health and Human Services, Administration for Children and Families.

to their stations. At this time CPS is almost completely staffed and only one worker has left in the 2015 due to retirement.

This outcome measure is going to be a focus of Nevada County's System Improvement Plan. However, measures have already been taken to disseminate the findings from the Peer Reviews to educate our court system about the federal expectations on timely reunification. Two bench officers attended the report out of the Peer Reviews and heard all of the barriers to reunification and specific recommendations from the Peers. This information was also presented at Palm Tree Group which is the quarterly meeting of judges, attorneys, mediators, supervisors and managers from CPS and Probation who participate with community stakeholders interested in improving the provision of services to children and families in the county.

One of the judges attending Palm Tree pointed out through the course of this meeting about the Peer Review that California law is such that the 12 month hearing is set twelve months from the disposition hearing or 60 days after detention, whichever is sooner. His point was that the law in California does not support reunification within 12 months for children over three. This is reflected in the statewide numbers for Outcome 3-P1 which is 36.7% percent of children exited to permanency in 12 months, which is below the national standard.³³ However, Nevada County is well below these the statewide numbers.

Given that adoptions are now looked at in terms of exits within 12 months it is important to look at the role that CDSS Adoptions District Office plays. There are two conflicts that arise with CPS's relationship to CDSS Adoptions District Office. The first is that CDSS Adoptions do not always agree with the concurrent plan of the Nevada County social worker. The second is when a child is coming up on a year in care there are instances where a 120 day extension to the adoption process will be asked for. These two factors negatively impact timely exits to adoption.

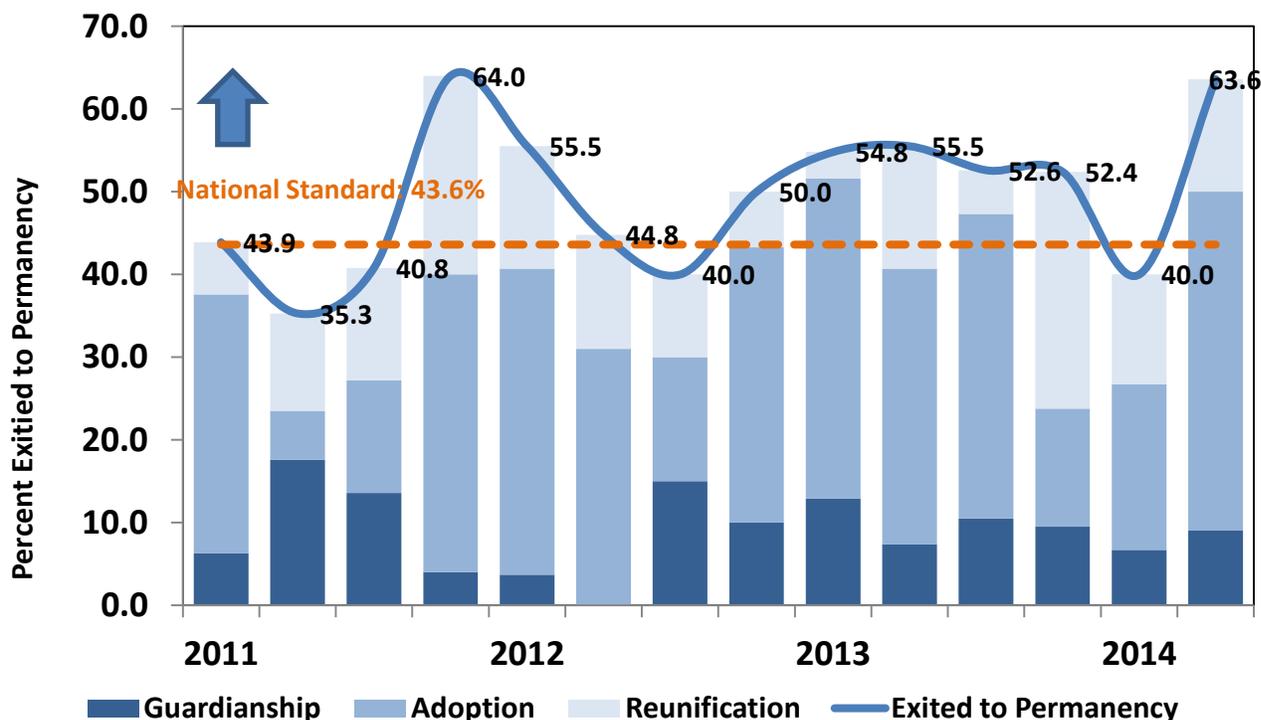
As mentioned previously, with RFA needing to be implemented by January 1st, 2017 there is a desire to bring adoptions in-house at that time. The approval process for adoptions or guardianships is going to be happening before a resource family is approved to foster a child.

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Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

This means that much of the work done by CDSS Adoptions mainly home approvals will be done by the county at the beginning of a case. The thought is to eventually create an RFA/Adoptions social worker which in turn will facilitate more timely adoptions.

3-P2 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 12-23 MONTHS



ANALYSIS

This measure did not exist in this form during the last CSA. This new measure describes the intermediate period between 12 to 23 months of children in foster care to determine if they exited care within 12 months from the day of their 12 month in care. For the time period of 7/1/14 to 6/30/15, 63.6% of children exited to permanency³⁴. This outcome is well above the national standard for the current time period. There were 22 children who were in care for 12 months for that time period, of those three exited to reunification (13.6%), nine exited to adoption (40.9%), and two exited to guardianship (9.1%).

As was the pattern with exits to permanency in the first 12 months of care, children placed with kin tend to remain in care at a higher rate (45.5%) than children placed with the FFA (30.0%). This is likely for the same reasons mentioned in the previous measure. Ethnicity

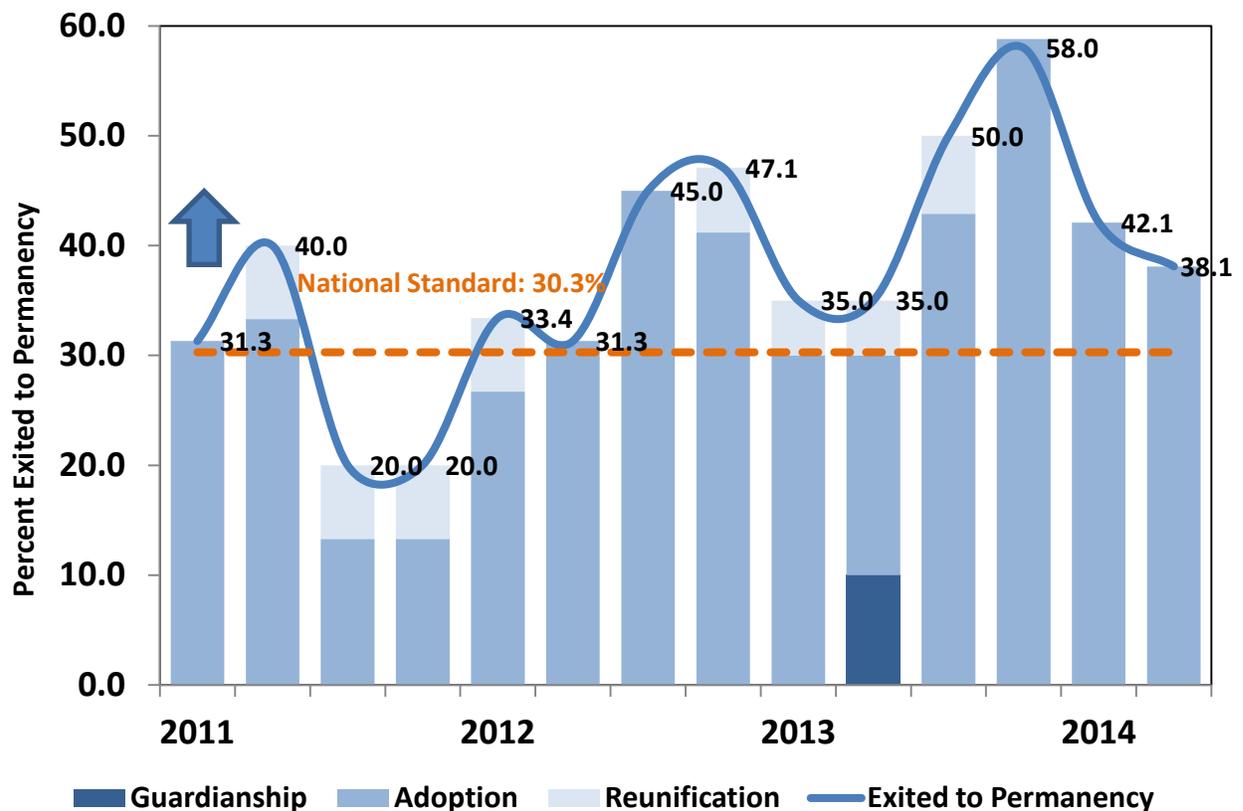
³⁴ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

does not seem to have affected this variable in that 21 of the children in this measure for the reported period were Caucasian and one child was Latino. This is reflected in that all 14 children who exited care within 12 months of their 12 month in care were Caucasian as they made up 95.5% of the children in the measure.

Age is a variable that seems to have an effect on this measure. Children five and under who have been in care for 12-23 months exited to permanency in 12 months at a rate of 81.8%. Children who were six and older in care for 12-23 months exited to permanency at a rate of 45.5%. Younger children were more likely to exit to adoption whereas older children were more likely to exit to guardianships. Interestingly males were three and a half times more likely to exit to adoption for most recent period of data. However, this pattern is not repeated over time, demonstrating the variability in smaller data sets.

Nevada County generally has been above the national standard on this outcome. The majority of exits during this period of time were to adoption. Looking at the pattern of data from the last several years guardianships are the most likely to occur for children in care 12 to 23 months as opposed to those in care less than 12 or more than 24. This is likely due to the time needed for the court processes and home approvals needed to adopt a child or become a legal guardian. As reported before the majority of reunifications usually take place during the first year in care is clearly represented in the data for this measure

3-P3 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 24+ MONTHS



ANALYSIS

This measure is of all the children in foster care on the first day of the period that have been in care for 24 months or more and measures how many exited to permanency in 12 months. Measure 3-P3 is exactly the same as the previous measure C3.1 which looks at a 12 month cohort of children in foster care for 24 months or more. Historically, Nevada County CPS has done well on this measure and has met the national standard for the past two years.³⁵

There were a total of 21 children in care for 24 months or longer from 7/1/2014 to 6/30/2015, of those eight exited to permanency in 12 months. Given the timeframes in care the children in this cohort are all older children with over 95% of children being 6 years old and above. However, children under ten years old were significantly more likely to exit to permanency (71.4%) than youth older than eleven years old (21.4%). This in part reflects that older children are more difficult to find adoptive homes for. Nonetheless, there is a growing pattern for older youth to stay in care so that they are eligible to become Non-minor

³⁵ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Dependents (NMD) and receive extended services and support until the age of 21. There have been instances where minor's counsel has recommended that youth refuse guardianships in order to stay in care.

Gender does not appear to be a significant factor in this outcome. However, the same pattern in placement type affecting this outcome was seen with exits to permanency for children in care less than 12 months and children in care 12-23 months in care, mainly children placed in FFAs were more likely to exit. Children placed in FFAs exited at a rate of 50% as opposed to 20% placed with kin who exited in 12 months. Children in a group home are the most likely to remain in care. All five children placed in a group home remained in care at the end of 12 months. This reflects the difficulty in stepping children placed in a group home down to a more family like setting and being able to exit them from care given their more intensive needs.

It can be seen that the most likely exit to permanency after a child has been in care for more than 24 months is adoption. In fact, for the latest three reported periods children have exited exclusively to adoption. As stated before, the lack of guardianships may in part be due to the fact that older youth are opting to stay in care to receive extended services and support since the implementation of Extended Foster Care. Additionally, as previously stated reunification becomes less likely the longer a child is in care.

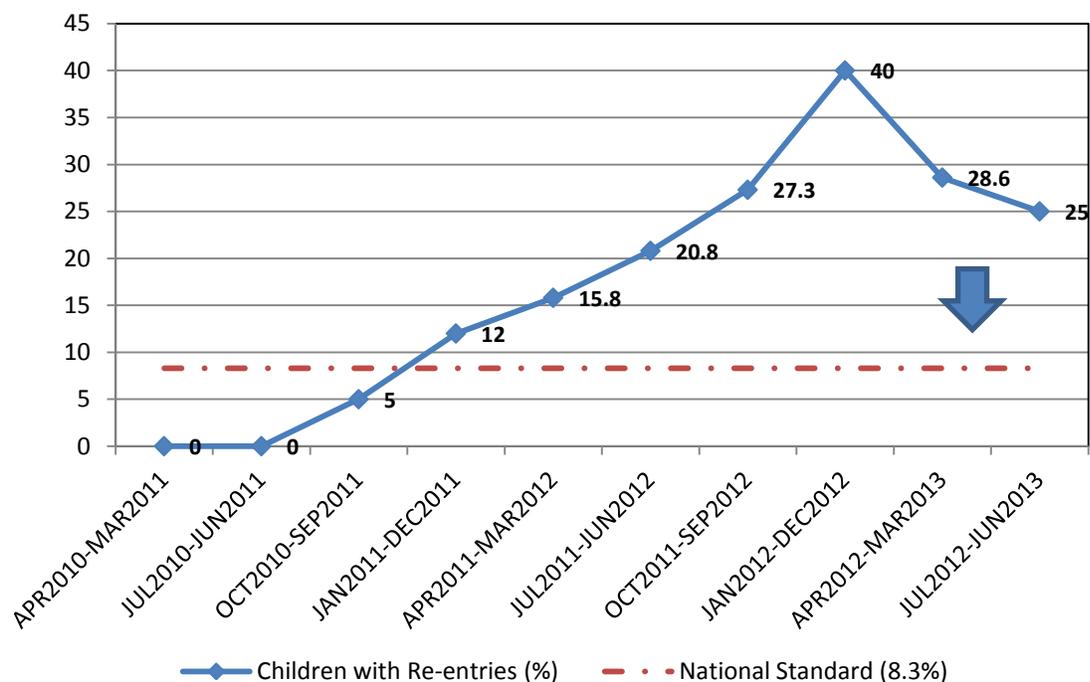
Nevada County was above the national standard for this outcome on the previous measure C3.1 as reported in the last CSA. For the time period of 10/1/2009 to 9/30/2010, 45.5% of children who were in care for 24 months or longer exited to some form of permanency. The national standard for that measure was 29.1% which was slightly lower than the current measure.

If the data from 7/1/2009 to 6/30/2010 is examined to look at exits to permanency over a five year timeframe, it becomes clear that reunification is the most likely outcomes for children entering care in Nevada County. At 60 months after entering care 50% of children have eventually exited to reunification. The next most likely exit outcome five years after entering

care for children is adoption at a rate of 19.8%. The fact that most children do eventually exit care is reflected in only 6.5% of children still in care five years after removal.³⁶

The three federal permanency measures outline the importance of practice in the beginning of a case. Given that reunification is not only the most desirable outcome but also the most likely outcome to increase the number of children exiting to reunification, barriers to reunification need to be addressed as soon as possible. The forthcoming SIP plan will further address these barriers and in collaborations with community seek to address and mitigate factors that impede reunification.

3-P4 REENTRY TO FOSTER CARE



ANALYSIS

This measure has been modified since the last CSA. The previous measure C1.4 looked at a cohort of children who exited care (exit cohort) to reunification in a 12 month period and followed those children for 12 months to determine if they reentered care. The new measure illustrated above uses a different methodology. Measure 3-P4 examines all the children who entered foster care (entry cohort) in a 12 month period, who are then discharged within 12

³⁶ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

months to reunification or guardianship, then determines how many reentered care in the 12 months following their date of discharge from care. Nevada County did not meet the national standard for this measure for the period from 7/1/12 to 6/30/13.³⁷

Given the constraints of this cohort it looks at a fewer number of children than the previous measure which looked at all children exiting to reunification. There were 16 children who exited care from 7/1/12 to 6/30/13 of which 4 reentered foster care. The reentry rate in this instance was greatly affected by the reentry of one sibling set of three that reentered care during that period when their mother failed reunification. Nevertheless, this is an indicator that Nevada County had failed to meet the national standard on for the last three years.

The factors of age, ethnicity, and gender did not appear to have an effect on the outcome of this measure. Several years of data were examined given the low numbers in a given year's cohort for this measure and no discernible patterns emerged.

Interestingly, 62.5% of this group was placed with kin, with 31.3% placed in an FFA home, and 6.25% (or one child) placed in a group home. The children who were least likely to reenter care were those that were placed with relatives of which 10% reentered care, followed by 40% of children placed in an FFA reentering care, and the one youth placed in a group home reentered care. There are many benefits to placing children with relatives which include an increased ability to stay connected with siblings and other family members. Children that are placed with kin being less likely to reenter care is a stable trend over the past several years of data. This is likely true across the nation and for this reason it is federally mandated the relatives get preference in placement.

In the last CSA, reentry was measured using C1.4. At that time, Nevada County did not meet the national goal. If data is examined for the most current period of time for C1.4, Nevada County is below the previous national standard (9.9%) with a reentry rate of 8.6%.³⁸ There were 35 children who exited care between 7/1/2013 to 6/30/2014 of those three children reentered care (the same sibling set mentioned above). Looking at all the children who exited care paints

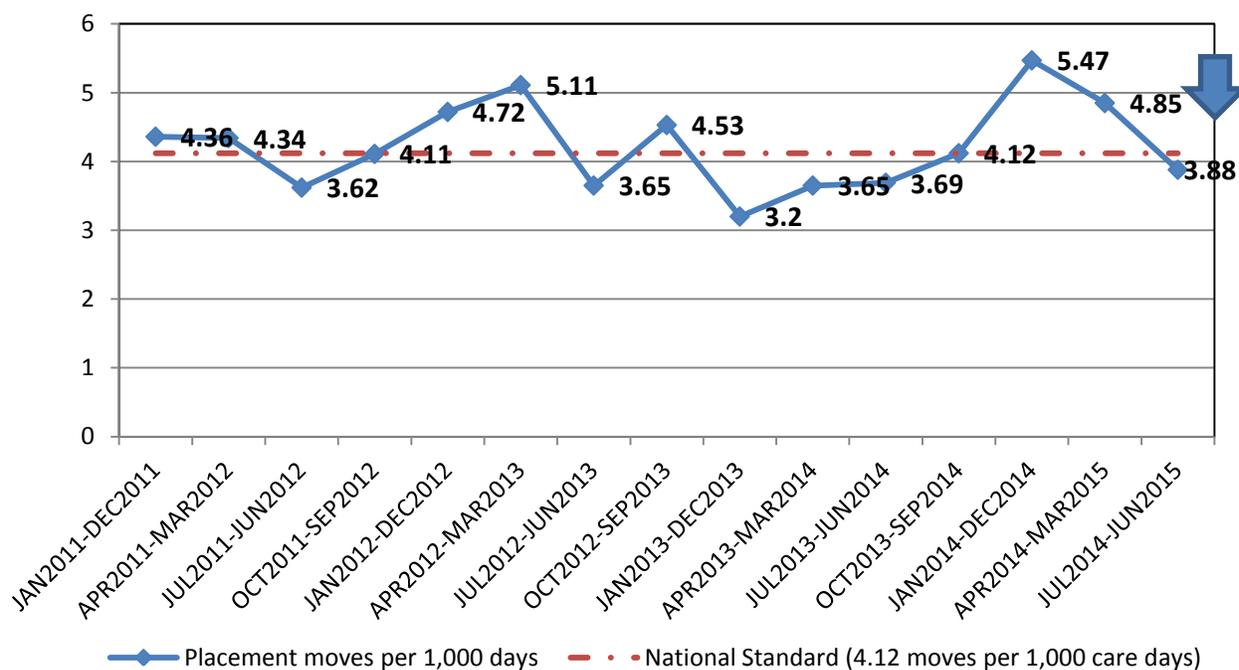
³⁷ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

³⁸ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

a different picture of exits to permanency. However, the strength of 3-P1 is that it looks at a more homogeneous group of children and the practice that leads to their exit and reentry.

This measure is also going to be a focus of the pending System Improvement Plan as it is below the national standard and a companion measure to 3-P1, exits to permanency for children in care less than 12 months. The goal of improvement for both these measures will be to exit children to permanency in a timelier manner without increasing reentry into care. In the case of Nevada County, the both of these measures need improvement in order to reach the federal standard. Enhancing services within the community to improve support for the family after the CPS case is closed will likely be a focus.

3-P5 PLACEMENT STABILITY



ANALYSIS

The way that placement stability is measured has changed significantly since the last CSA. Instead of examining how many children have had more than two placement over varying lengths of time in care like measures C4.1, C4.2, and C4.3, 3-P5 observes children who entered care for one year’s worth of placement data and measures the number of moves out of the possible care days. This number is then reduced to show the rate of moves per 1000 days in care. This gives a more accurate picture of how much children are moving because it only

counts the number of moves in the current time period. Nevada County met the national standard for this measure for the time period from 7/1/2014 to 6/30/15.³⁹

There are some patterns that arise in terms of age from 7/1/2014 to 6/30/15. Children under one have the most possible care days however have the lowest rate of placement moves at 1.84 per 1000 days in care. Conversely, 16-17 year olds have the least amount of care days however, they have the highest rates of moves per possible care days at 10.98 moves per 1000 days. This pattern is expected. Infants are the least difficult population to place and as such retain their placements. Teenagers are much more difficult to place and can have behaviors that are difficult for foster parents to manage which results in placement change.

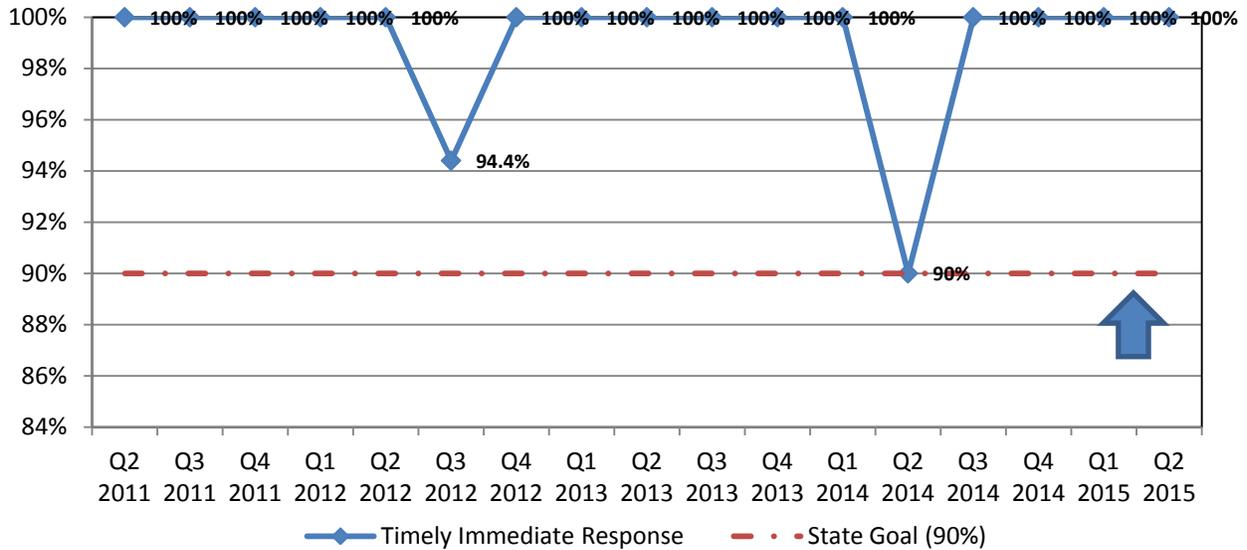
There appears to be some disparity in placement moves as it related to ethnicity for most recent period of data. There were three ethnic groups measured for in the most current period of data that were Caucasian, Latino, and Native American. Caucasian children had 3.76 per 1000 days in care, Latinos children had 5.86 moves per 1000 days in care, and Native American children had no placement moves. However, Latino children's having more placement moves is not seen across several years of data.

The graph above depicting the last several years of data on measure 3-P5 illustrates the variability seen when small sets of data are examined. If the past five years of data are averaged Nevada County is at 4.13 moves per 1000 days of care, which is only slightly above the national standard.

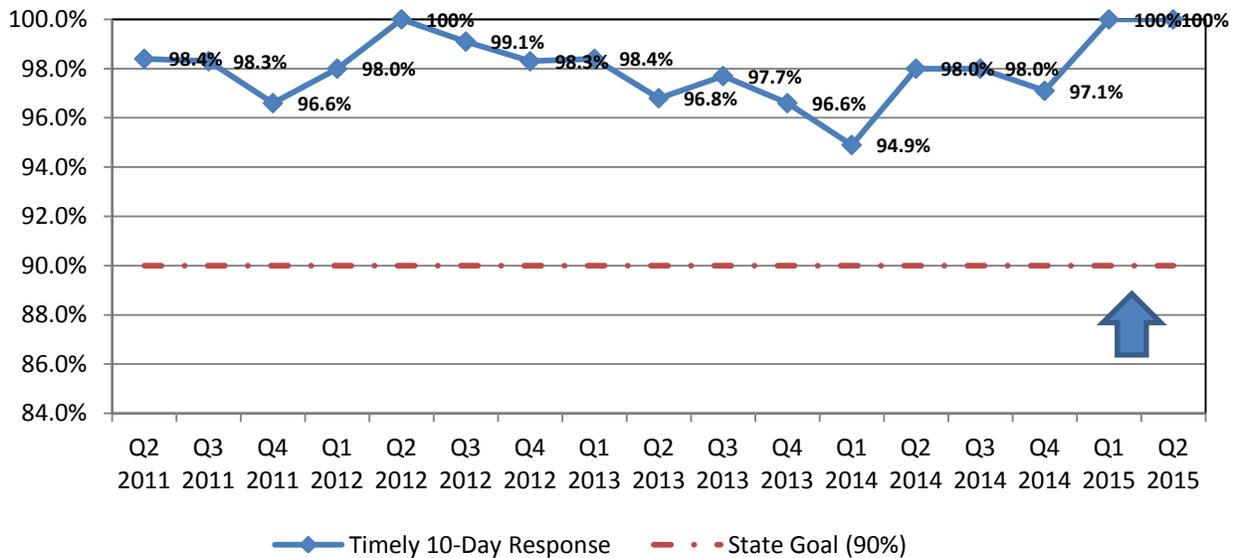
As stated, the previous CSA used different measures to track placement stability. In the Nevada County's previous CSA, C3.1 and C3.2 did not meet national standards at that time however; the standard for C3.3 was met. If the old measures are examined for placement stability Nevada County CPS does not meet the national standard on any of the previous measures. It can be seen that the new measure is a much more accurate depiction of placement stability.

³⁹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

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



2B PERCENT OF CHILD ABUSE/NEGLECT REFERRALS WITH A TIMELY 10-DAY RESPONSE



ANALYSIS

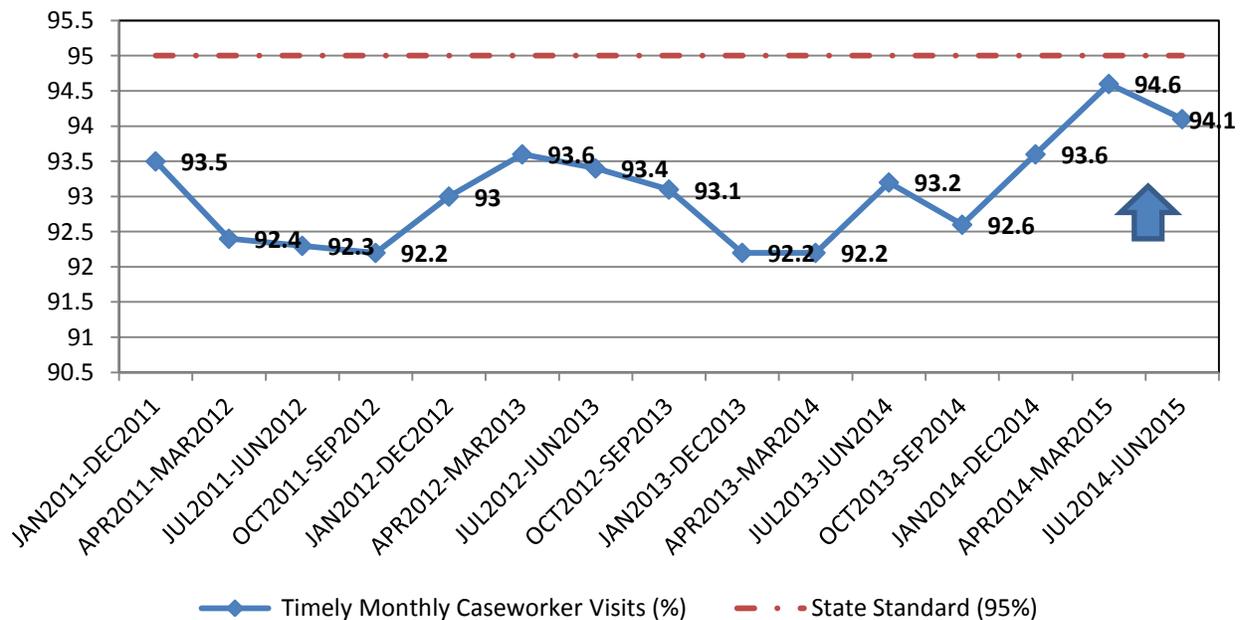
The two graphs above depict the percentage of cases that received timely responses on referrals by quarter and by time indicated.⁴⁰ Nevada County has been at or above the state goal of 90% of cases with a timely response for both 10 day and immediate response for the past four years. It is the expectation of the ER supervisor that workers will complete 100% of responses within the mandated timeframes. This goal has been achieved for the last four quarters of data for immediate response and for the past two quarter for 10-day responses.

⁴⁰ Children's Research Center SafeMeasures® Data. *Nevada County, 2B Referrals by time to Investigation*. Retrieved [12/15/15] from Children's Research Center website. <https://www.safemeasures.org/ca/>

Every referral goes through RED (Review, Evaluate, and Decide) team and a team decision is made on what kind of response, if any, should be made. The RED team (which is comprised of the Emergency Response Supervisor, the Intake Social Worker, the Emergency Response Social Worker, and the Public Health Nurse) meets daily to review all referrals that have come in. The past year has seen a decrease in the percent of allegations of neglect and abuse that were substantiated. It is believed that this is due to RED Team’s increasing involvement in the front end to help mitigate risk factors by getting families connected to services like wraparound, parenting classes, or those available through the FRC’s.

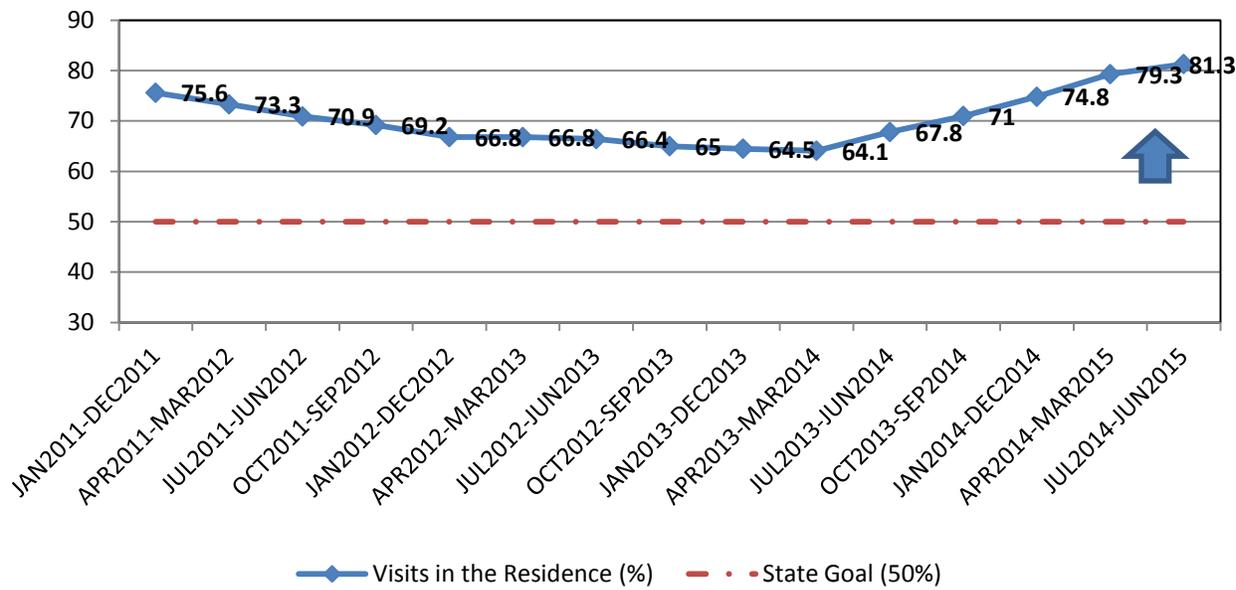
There was some disparity between what is seen in the data from SafeMeasures and that obtained through the CWIPP website from Cal Berkeley, which is why SafeMeasures was used for this outcome. For 2015 Q2, CWIPP had 87.7% of referrals with a timely response.⁴¹ From data from that time period in SafeMeasures and CWS/CMS it was determined that all the responses (100%) were made within the 10-day timeframes.

2F TIMELY CASEWORKER VISITS WITH CHILDREN



⁴¹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/16/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

2F PERCENT WITH VISITS IN THE RESIDENCE



ANALYSIS

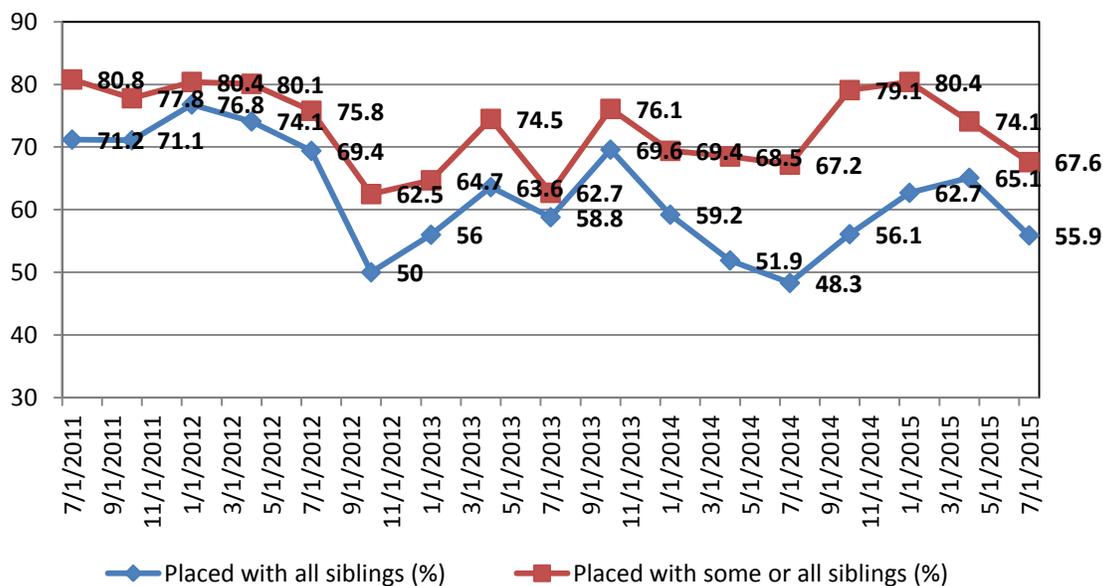
The graph above for 2F: Timely Caseworker Visits above illustrates the percentage of children who had timely in-person monthly visits from a social worker in a given year. The graph for 2F: Percent with Visits in the Residence depicts the percentage of children who had an in-person visit with a child in the home where they are living. Nevada County CPS was just under meeting the state standard for Timely Caseworker Visits and well above the state standard for Visits in the Residence.⁴²

The standard for 2F: Timely Caseworker Visits was previously 90% of all cases had to have face-to-face monthly contacts. This standard was raised to 95% as of July 1, 2015. The data above is prior to that implementation date. If the outcome is looked at through the lens of the standard as it existed in June 2015 the outcome met the standard at the time. However, it was the Program Manager's goal that for the fiscal year 2015/16 that 95% of all face-to-face contacts be made and that 75% of those contacts were made in where the child lives. Nevada County CPS was less than one percent below the new standard for Timely Caseworker Visits for the past 2 quarters. About 35% of children in care are placed out of county. This can make it challenging to make all face-to-face contacts in a timely manner. Efforts to meet the new goal

⁴² Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/10/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

will continue. The Program Manager’s goal that 75% of contacts be made in the child’s home was met for the past two quarters.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE



ANALYSIS

The graph above shows the percentage of children placed with some or all siblings. This data is based on placements with siblings as they existed on the points in time shown at the bottom of the graph. The variability in the graph is indicative of a small population where several sibling sets can significantly affect the percentage. However, Nevada County CPS has consistently been around or above 50% of sibling sets being placed with all of their siblings. There can be difficulty placing larger sibling sets. In these situations, efforts are made to keep at least some of the siblings together which over 60% of children being placed with some or all of their siblings.⁴³

Children in foster care experience more losses of important relationships and siblings and often their only link to important attachments. For children entering care, placement with their brothers and sisters encourages a sense of safety and well-being, whereas being separated from them can cause grief and anxiety.⁴⁴ For this reason, California was one of the

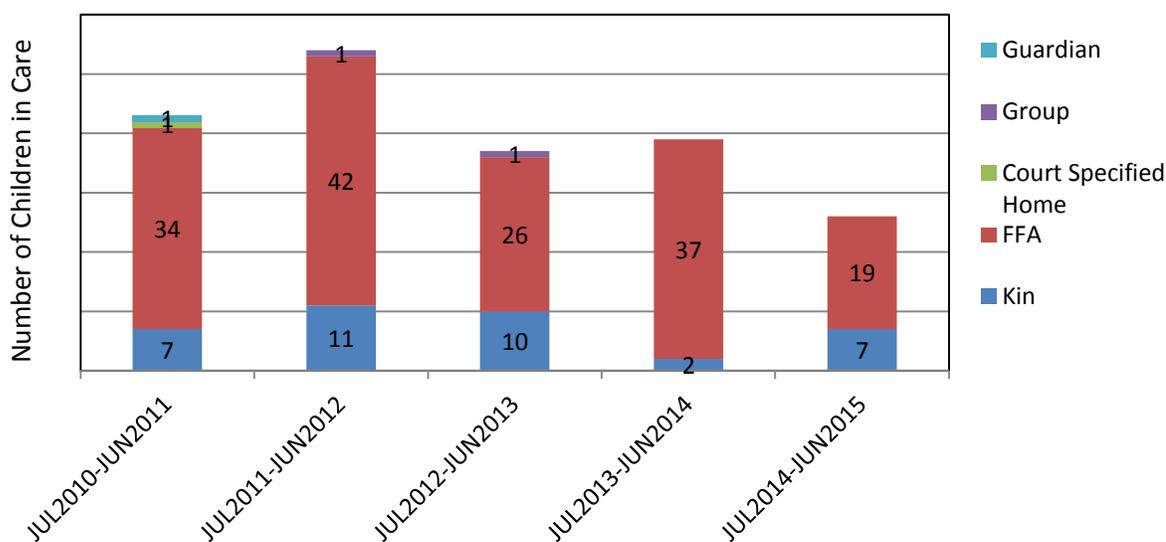
⁴³ Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015) *CCWIP reports*. Retrieved [12/17/15], from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare/>

⁴⁴ Hegar, R. L. (2005). Sibling placement in foster care and adoption: An overview of international research. *Children and Youth Services Review, 27*(7), 717-739.

first states to enact legislation to protect for the statutory needs of siblings in foster care (W&IC 16002). The Fostering Connection Act of 2008 was the first federal law to address the needs of siblings in foster care. This law states that reasonable efforts need to be made to keep siblings together and if that is not possible frequent visitation is to be provided.

In an effort to maintain siblings in the same placement a contract is currently being negotiated with a local FFA to provide recruitment of foster parents that is specific to sibling sets, especially large ones. This is in an effort to not only keep siblings together but also maintain them in the community.

4B LEAST RESTRICTIVE PLACEMENT (ENTRIES FIRST PLACEMENT)



ANALYSIS

The above graph shows the number of first entries into placement in the timeframe given at the bottom by placement type. Between July 1, 2014 and June 30, 2015, 26 children entered foster care.⁴⁵ As stated early the number of children entering placement peaked in the in 2011 and 2012 and have been steadily decreasing since then. This decrease is likely due to the improvements in the economy which results in families being more financially stable.

FFA placements are the most likely first placement over the past five years. Efforts are regularly made to place children with Kin on the first placement. Within the past year CPS has acquired a relative assessment and placement worker. This is believed to have improved the

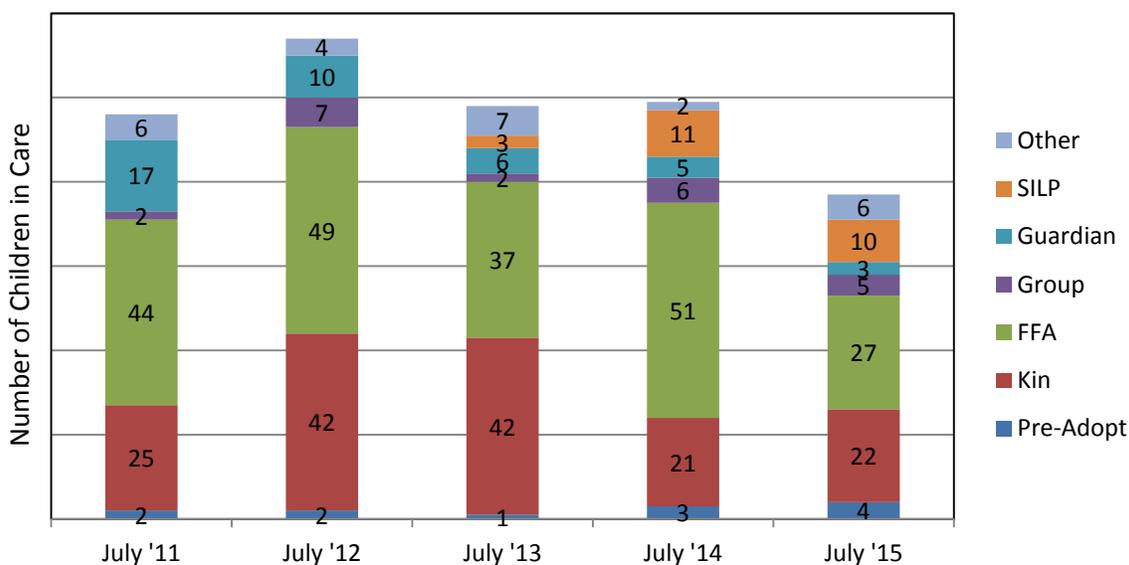
⁴⁵ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/16/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

percentage of children who have been able to be placed initially with kin (about 27% in the most recent reported period). However, placing with relative can be more difficult when children are detained after hours or on the weekend. No children have had an initial placement in a group home for the last two years which speaks to the efforts of CPS to maintain children in the most family-like setting.

Between July 1, 2014 and June 30, 2015 over 92% of the children initially placed were removed for neglect which follows the pattern seen in the county for the past five years. Of the children entering care 23 were Caucasian and three were Latino. The three Latino children were all placed in FFAs. There does not appear to be a discernible pattern in terms of placement and ethnicity if the past five years of data are taken into consideration. Age and gender do not appear to have any observable effect on first placements.

At the reporting of the last CSA, there were almost twice as many children entering care with 46 children entering care. About 20% of children were placed with kinship caregivers in the Q3 2010 cohort and the remaining 80% were placed in an FFA homes. Relative placements have fluctuated over the past five years but with a designated relative placement worker it is expected that initial relative placements will be maintained at around 25%

4B LEAST RESTRICTIVE PLACEMENT (POINT IN TIME)



ANALYSIS

The graph above depicts the number of children in foster care by placement type for the month in time listed at the bottom of the graph. In the month of July 2015, there were 77 children and youth in placement.⁴⁶ Twelve of that number were Non-minor Dependents youth aged 18-20. This is a different picture than the last CSA, where there were 90 children in foster care of which only 2 were over 18.

Efforts to place children with kin continue after the initial placement, which is reflected in the percentage of children with placed with kin being higher in the point-in-time data than the percentage placed with kin in the initial placement data. In the most recent period of data, 28.6% of children were placed with kin and 35.1% were placed in FFA homes. Children under ten were more likely to be placed with kinship caregiver while youth eleven and older were more likely to be placed in an FFA or a group home.

In the most notable changes in the past five years are the decline in guardianships and the increase in Supervised Independent Living Placements (SILPs). This due to the advent of Assembly Bill 12 also known as Extended Foster Care (EFC) which allows youth that are still in foster care at 18 to opt to stay to in EFC if certain criteria are met. It has become the practice for youth who enter their late teens to remain in care instead of enter a guardianship in order to be eligible for EFC services. Minor's counsel will often advise youth to stay in care rather than enter into guardianships, which is part of the reason that fewer older youth exit care. As reported in the previous CSA, thirteen youth age 11 to 17 were placed in guardianships. In July of 2015, only three youth ages 11 to 17 were in guardianships.

⁴⁶ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

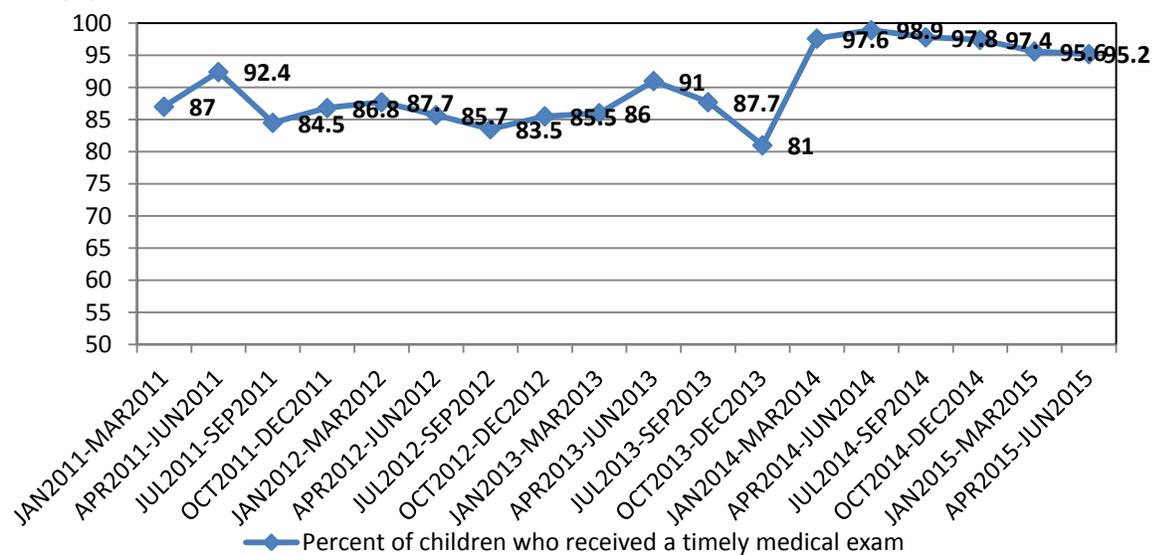
4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

Placement Status	Point In Time				
	Jul-11	Jul-12	Jul-13	Jul-14	Jul-15
	n	n	n	n	n
Relatives	0	1	1	1	1
Non Relatives, Indian SCPs	0	0	0	0	0
Non Relatives, Non Indian SCPs	1	5	0	0	0
Non Relatives, SCP Ethnic Missing	0	1	0	2	1
Group Homes	0	1	1	0	1
Missing	0	0	0	1	0
Total	1	8	2	4	3

ANALYSIS

The above chart shows the number of children with ICWA status by placement status across the points in time listed at the top of the chart.⁴⁷ At this time, there are no federally recognized tribes in Nevada County. Whenever possible, Native American children are placed with relatives. Historically, Nevada County has had a very low number of Native American children in care. Most recent data (July 2015) shows 3 Native American children in placement, one was placed with a relative, one was in a group home, and one was in a non-relative, substitute care provider Ethnic Missing.

5B (1) RATE OF TIMELY HEALTH EXAMS

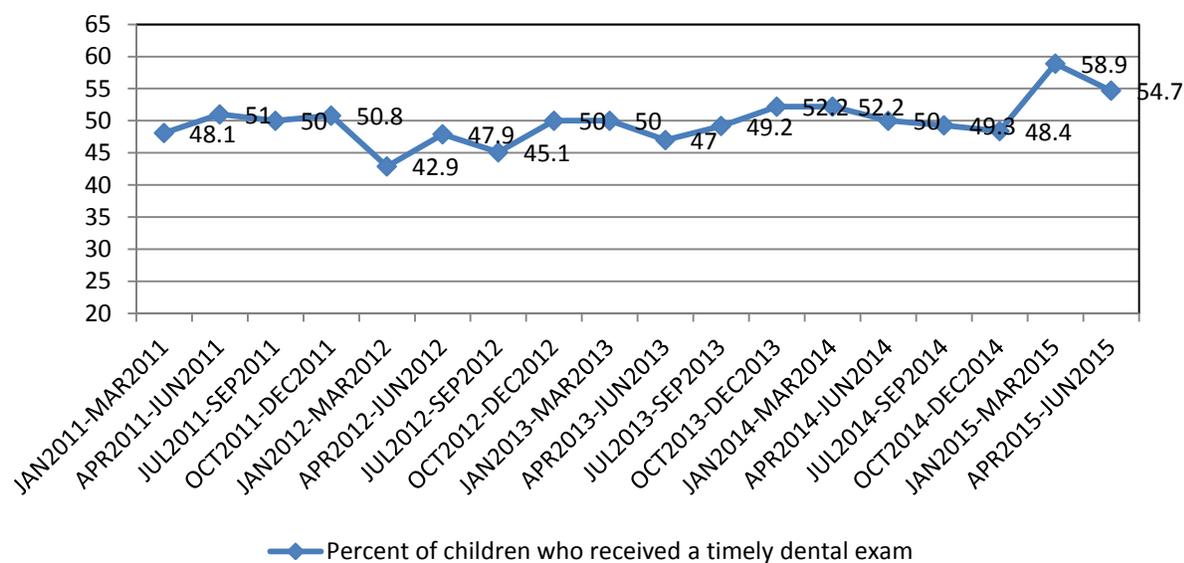


⁴⁷ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ANALYSIS

The graph above depicts the percentage of children in foster care who received timely medical exams by the timeframe listed at the bottom⁴⁸. There is no federal or state standard for this outcome, however timely medical exams ensure the health of children in care. The state-wide percent of children with timely medical exams from April 2015 to June 2015 was 86.8%; Nevada County was at 95.2% for the same time period. This outcome has been greatly improved by the hiring of second public health nurse in November 2013. There was a dip in the timeliness before her hire as it was difficult for only one nurse to keep up with data entry demands in CWS/CMS. There was a steep improvement in the number of timely exams reported after the new nurse's training was complete.

5B (2) RATE OF TIMELY DENTAL EXAMS



ANALYSIS

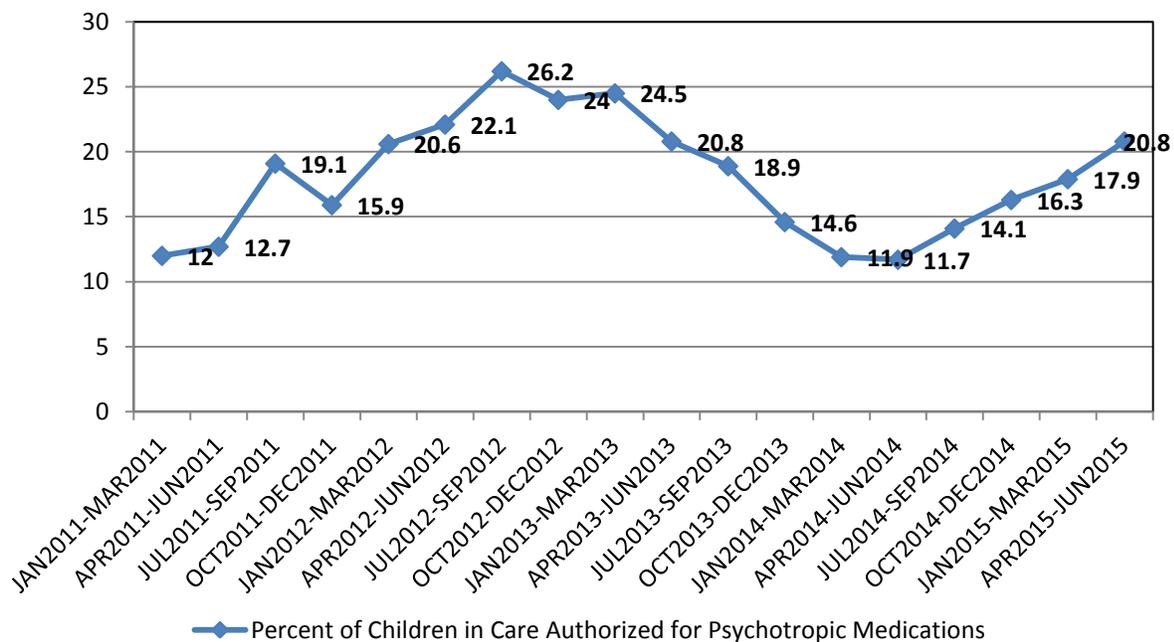
The above graph shows the percentage of children in foster care who received timely dental exams for the time periods indicated at the bottom. There is no state or federal standard regarding this outcome.⁴⁹ In California, from April 2015 to June 2015, 60.9% of the children in

⁴⁸ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

⁴⁹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

care received timely dental exams. In Nevada County, for the same timeframe, 54.7% of children in foster care received timely dental exams. The difficulty in Nevada County is that there is only one provider for children who accepts Medi-Cal. This has resulted in long waits for foster children to receive dental care which in turn affect the timeliness of care. Transportation for caregivers to seek these services out of county could improve this outcome.

5F PSYCHOTROPIC MEDICATIONS



ANALYSIS

The graph above illustrates the percentage of foster children authorized for psychotropic medications by the time period indicated on the graph.⁵⁰ The graph shows a rise in the percentage peaking during the end of 2012 and beginning of 2013 followed by a decline hitting the low point in the middle of 2014 with the percentage rising again thereafter.

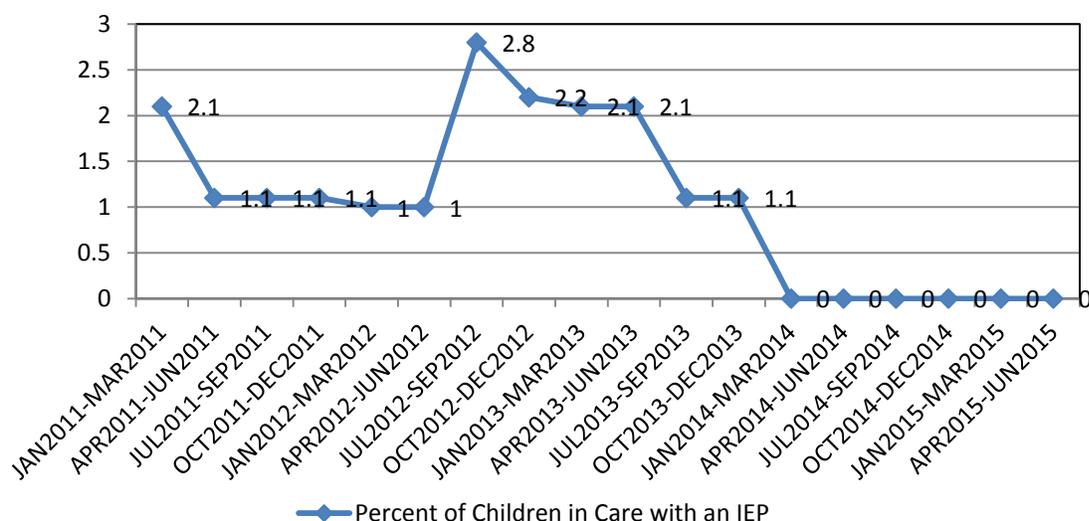
There were several factors that account for the dip seen in the data. First, the Public Health Nurse (PHN) assigned to JV 220's was only 50% at CPS during that time. Next, the PHN's was on FMLA addressing personal medical issues. Finally, the CDSS system of tracking JV 220's was being altered during this period and state-wide PHNs were struggling with the ambiguity in

⁵⁰ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

the process and in documenting JV 220's. Given this the PHN was creating her own system of tracking and due the fact that she was only 50%, the case management that was occurring was on a crisis basis.

The rise in percentage in the most recent period is believed to be due to a couple factors. Foremost, there are now two public health nurses (one full-time and the other 50%) on staff, which has allowed for better data and case management. Anecdotally, there seems to be a trend that doctors are prescribing more children psychotropic medication than seen previously in this county. This observation is supported by California enacting sweeping legislation to curb the amount of children on psychotropic drugs in foster care. Part of the new legislation gave Public Health Nurses access to medical records of foster children and so they can play a larger role managing their medications.

6B INDIVIDUALIZED EDUCATION PLAN (IEP)



ANALYSIS

The data above shows the percentage of children who have an Individualized Education Plan (IEP) as reported in CWS/CMS.⁵¹ There is no state or federal standard for this measure. Although, the data shows that there were no children with IEPs for the reported period in Nevada County, there were in fact about ten children who did have an IEP during the reported period. The percentage state-wide of children with IEPs was 6.6 between April 2015 and June

⁵¹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

2015. Future training will focus on educational data being entered into CWS/CMS by social workers.

8A COMPOSITE OF MEASURES

TIMEFRAME	WHEREABOUTS KNOWN	COMPLETED HIGH SCHOOL/ EQUIVALENCY (%/N)	OBTAINED EMPLOYMENT (%/N)	HAVE HOUSING ARRANGEMENTS (%/N)	RECEIVED ILP SERVICES (%/N)	PERMANENT CONNECTION WITH AN ADULT (%/N)
Q1 2011	2	0 (0/2)	50 (1/2)	100 (2/2)	100 (2/2)	100 (2/2)
Q2 2011	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q3 2011	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q4 2011	4	25 (1/4)	25 (1/4)	100 (4/4)	100 (4/4)	100 (4/4)
Q1 2012	2	50 (1/2)	100 (2/2)	100 (2/2)	100 (2/2)	100 (2/2)
Q2 2012	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q3 2012	2	0 (0)	50 (0/2)	100 (2/2)	100 (2/2)	100 (2/2)
Q4 2012	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q1 2013	1	0 (0/1)	0 (0/1)	0 (0/1)	100 (1/1)	100 (1/1)
Q2 2013	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q3 2013	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q4 2013	1	0 (0/1)	0 (0/1)	0 (0/1)	100 (1/1)	100 (1/1)
Q1 2014	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q2 2014	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
Q3 2014	1	100 (1/1)	0 (0/1)	100 (1/1)	100 (1/1)	100 (1/1)
Q4 2014	4	75 (3/4)	50 (2/4)	75 (3/4)	100 (4/4)	100 (4/4)
Q1 2015	2	100 (2/2)	50 (1/2)	50 (1/2)	100 (2/2)	100 (2/2)
Q2 2015	0	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)

ANALYSIS

Table above depicts the number and percent of youth who exited foster care that had completed high school, obtained employment, had housing arrangements, received ILP services, and had a permanent connection with at least one adult by quarters of the year.⁵² The Outcomes for Non-minor Dependents Child Welfare Youth Exiting Foster Care Quarterly Statistical Report SOC 405X (as of Q2 of 2015 before that the report was SOC 405E) is used to collect data for youth exiting foster care while under the supervision of the child welfare agency and is the origin of data for 8A composite of measures. The contracted ILP coordinator completes this report on a quarterly basis.

The data show clearly that all youth who exited care from 2011 to the second quarter of 2015 had received ILP services and had a permanent connection with an adult upon exiting foster care. However, only 58.8% (10/17) of youth had completed high school or had attained an equivalency during that same time period. Even though the economy is recovering it is still

⁵² Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

difficult for youth to obtain employment. This is reflected in that only 41.2% had obtained employment in the last four and a half years before exiting foster care. The majority of foster youth exiting foster care had housing upon exiting foster care (76.5%) over this period of time.

Positive outcomes for youth exiting foster care are of utmost importance to the Department and ILP staff. The AB 12 social worker, the FFA social worker managing AB 12 placement, and ILP staff work together to encourage educational planning, increase fiscal responsibility, raise awareness of preventative health activities, and increase knowledge of community resources for youth while in the ILP and AB 12 program. Nevada County is also a Transitional Housing Program-Plus (THP+). Youth exiting foster care can continue to receive housing and financial support for up to three years through THP+ as long as they are working or in enrolled in a vocational or educational program up to the age of 25.

PROBATION

3-S1 MALTREATMENT IN FOSTER CARE

Instances of substantiated maltreatment	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
Total	0	0	0	0	1

ANALYSIS

The table above for Measure 3-S1 describes the number of substantiated reports of maltreatment by *any* perpetrator while a probation youth was in foster care. The data shows that for the most recent time period there was one instance of maltreatment for a probation youth in foster care.⁵³ The data here is not entirely accurate. The 17 year old female that is described was a probation youth that became a child welfare youth. However, even though probation closed this case it still shows in CWS/CMS as a probation case. Moreover, maltreatment in foster care does not accurately account for what happened in this situation. The youth described here was in foster care when she had a baby. This baby was removed from the youth's care because of safety concerns for the child. The maltreatment in foster care was not against the youth but against that youth's child. It is unclear what happened in terms of

⁵³ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

data entry other than this seems to be a data entry problem. Otherwise there has been no instance of maltreatment in foster care for probation youth.

3-P1 PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE

Types of Permanency	Interval				
	JUL2009-JUN2010	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014
	n	n	n	n	n
Reunified			2		
Adopted					
Guardianship					
Emancipated					
Other		1			1
Still in care	3	2	11	1	1
Total	3	3	13	1	2

ANALYSIS

The chart above depicts all exits to permanency within 12 months including reunification, adoption, and guardianship using a cohort of all minor youth who entered care (first and subsequent entries) in a 12 month period.⁵⁴ There were two youth who entered care for the 12 month-period between July 1, 2013-June 30, 2014. Neither of these youth exited care to permanency within 12 months (0%), which is well below the national standard of 40.5%. The Latino male youth placed in a group home that was still in care after 12 months was in a treatment program that lasted more than 12 months which he opted to stay in. This youth ended up exiting care 14 months after entry. The other youth was a female placed with grandparents who went AWOL. Both youth were 16 years old or older.

Permanency within 12 months was a focus for Probation during the Peer Reviews. The Peers identified some challenges to timely reunification which were the placement officer being new, not having all the information from before he had the case, and not being fully aware of permanency options. Additionally, sometimes a minor does not progress quickly in a program, is then terminated from that program, and is required to do another (new placement) causing a delay in timeliness to permanency. The case being not removed from the CWS/CMS in a timely manner could also be affecting this outcome. These challenges are reflected in that only two individuals out of twenty-two (9.1%) have exited to permanency (by means of reunification) within 12 months for the past five years.

⁵⁴ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

3-P1 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 12-23 MONTHS

Types of Permanency	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
Exited to reunification	1			2	1
Exited to adoption					
Exited to guardianship					
Exited to non-permanency	1	2			
Still in care	3	3		1	
Total	5	5		3	1

ANALYSIS

The chart above depicts the number of probation youth who were in care the first day of the 12-month period, who had been in care between 12 and 23 months, which were discharged to permanency within 12 months.⁵⁵ From the time period of July 1, 2014-June 30, 2015 there was one white male youth between the ages of 16-17 that was placed in a group home who exited to reunification. Probation met the national standard of 43.6% for this period of time. In fact if the last three years of data are examined, 75% (3/4) of youth were reunified. This reflects was stated earlier about youth potentially needing more time to progress through programs.

3-P1 PERMANENCY IN 12 MONTHS FOR CHILDREN IN CARE FOR 24+ MONTHS

Types of Permanency	Interval				
	JUL2010-JUN2011	JUL2011-JUN2012	JUL2012-JUN2013	JUL2013-JUN2014	JUL2014-JUN2015
	n	n	n	n	n
Exited to reunification					
Exited to adoption					
Exited to guardianship					
Exited to non-permanency	1	1			
Still in care		1	2	1	
Total	1	2	2	1	

⁵⁵ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

ANALYSIS

The chart above describes the number of probation youth, who had been in care for 24 months or more, which were discharged to permanency within 12 months. There is no data for the time period of July 1, 2014-June 30, 2015. However, if the past five years are examined there were a total of six youth who fit the criteria for this outcome measure. Four of these youth who were in care for more than 24 months were still in care at the end of 12 months, the other two youth exited to non-permanency within 12 months. So if five years of data are considered no youth exited to permanency and Nevada County Probation did not meet the national standard for this measure of 30.3%. The implementation in this county of AB 12 could be affecting this outcome in that youth are more likely to stay in care so that they may receive support into adulthood.

3-P4 REENTRY TO FOSTER CARE

COUNT	Interval				
	JUL2008- JUN2009	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013
	n	n	n	n	n
Children with re-entries				1	
Children with no re-entries				1	
Total				2	

ANALYSIS

The above graph illustrates the number of probation youth who entered foster care in a 12-month period, who discharged within 12 months to reunification or guardianship, which re-enter foster care within 12 months of their discharge.⁵⁶ There is no data for the most recent reported period. There is very little data over the past five years for this measure. This is reflective of very few probation youth who are in care and even fewer youth who exit care within 12 months. A look at the previous reentry measure C1.4 gives a more clear picture of re-entry following exits looks like for Probation youth in Nevada County.

⁵⁶ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

C1.4 REENTRY FOLLOWING REUNIFICATION (EXIT COHORT)

COUNT	Interval				
	JUL2009- JUN2010	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013	JUL2013- JUN2014
	n	n	n	n	n
Reentered in less than 12 months				1	1
No reentry within 12 months	4	2	2	2	1
Total	4	2	2	3	2

ANALYSIS

The diagram above depicts the number of probation youth discharged from foster care to reunification during the year, which reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year.⁵⁷ Given the small number of youth exiting care in the first 12 months in care it makes sense to look at all probation youth to see how many reenter care. For the most recent data available, 50% (or 1/2) of youth who exited care in the 12 months between July 1, 2013-June 30, 2014 reentered care. This is well above the national standard of 9.9% for this measure. However, if the past five years of data are examined 13.3% (or 2/15) of youth who exited care reentered which is much closer to the national standard for C1.4.

Preventing reentry is very important to Juvenile Probation Department. Wraparound services are regularly provided to probation youth stepping down from group homes and when exiting Juvenile Hall. Aftercare services are offered for up to a year for parents and youth through wraparound and Koinonia Family Services in an effort to prevent reentry.

3-P5 PLACEMENT STABILITY

	Interval				
	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013	JUL2013- JUN2014	JUL2014- JUN2015
	per 1,000 days				
Total	0	1.32		0	1.98

ANALYSIS

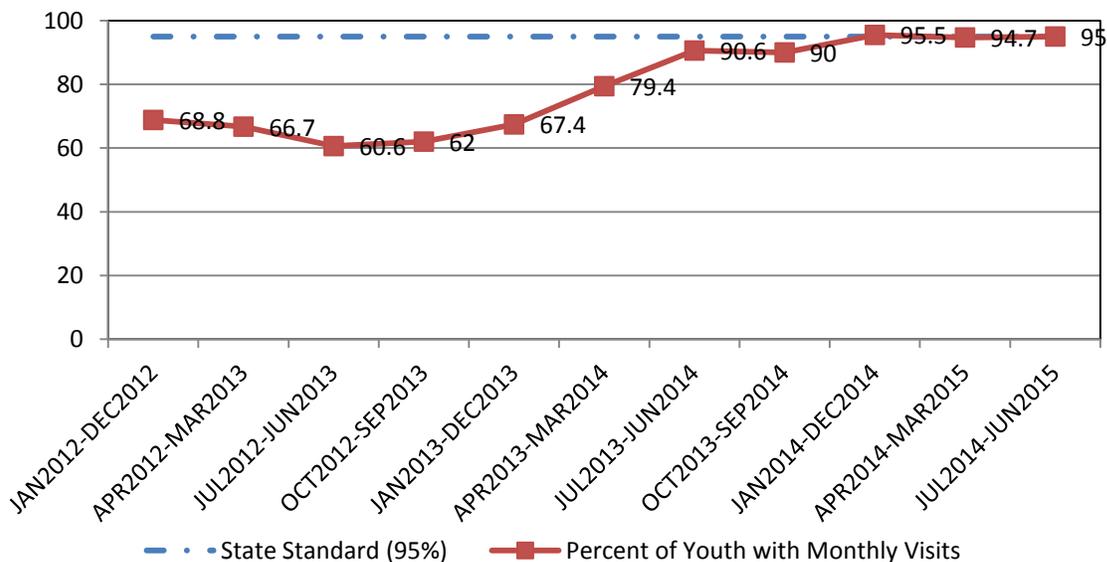
The above chart illustrates probation youth who entered care in the 12-month period and determines the rate of placement moves per 1,000 days in care. The rate for the most

⁵⁷ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

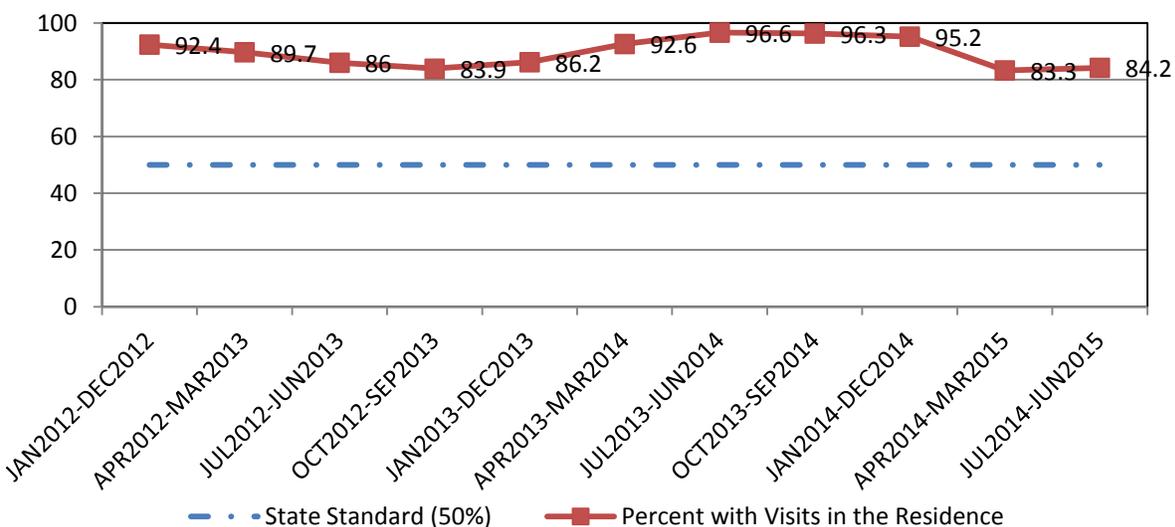
recent time period was 1.98 placement moves per 1,000 days in foster care. However, if the raw data is examined there was only one placement move for a total of 505 days in foster care. Probation has been well below the national standard of 4.12 placement moves per 1,000 days in care for the past five years.

Placement matching was identified as one of Probation’s strengths during the Peer Reviews. The peers felt that Probation sought placement options that suited youth’s needs. The Peers were also impressed by the Probation Officer’s efforts to explore placement options for high risk pre-placement cases. These efforts in placement matching likely result in the positive outcomes for seen in placement stability over the past five years.

2F TIMELY CASEWORKER VISITS WITH CHILDREN



2F TIMELY CASEWORKER VISITS IN THE RESIDENCE



ANALYSIS

The graphs above show percentage of probation youth that had a timely monthly visit from a caseworker and the percentage of visits that took place in the youth's residence respectively.⁵⁸ Juvenile Probation has met the standard of 95% for the most recent reported period for timely caseworker visits. The Department is has also been well above the standard of 50% for visits in the youth's residence. The earlier data for 2F: Timely Caseworker Visits which was below the national standard was likely due to inconsistent entries of caseworker visits into CWS/CMS and was not reflective of practice at that time. Training of the current Probation Officer in CWS/CMS has remedied this problem.

4B LEAST RESTRICTIVE PLACEMENTS (ENTRIES FIRST PLACEMENT)

Placement Type	Interval				
	JUL2010- JUN2011	JUL2011- JUN2012	JUL2012- JUN2013	JUL2013- JUN2014	JUL2014- JUN2015
	n	n	n	n	n
Kin					1
Foster	1	2			
FFA	1	1			
Group	1	8		1	1
SILP					1
Total	3	11		1	3

ANALYSIS

The chart above depicts the number of probation youth to enter foster care by placement type.⁵⁹ As stated before placement numbers peaked in 2011-12 and have gone down since then. This is likely in part to a change in supervision of probation youth. Each youth is assessed the level of risk to reoffend. This assessment has lead to more informed choices in case management which in turn has resulted in less recidivism.

The three youth in care for the most recent period were all 16-17 years old. There was one female placed with grandparents. There were also two males, one placed in a group home and one in a SILP.

4B LEAST RESTRICTIVE PLACEMENTS (POINT-IN-TIME PLACEMENTS)

As stated before, there were difficulties with Juvenile Probation closing cases out. This being the case, the data in the Cal Berkeley CCWIP website and SafeMeasures for point-in-time

⁵⁸ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

⁵⁹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

data for probation youth foster placements are inaccurate for the last several time periods. Given this, the data was manually extracted by the Supervising Probation Officer to get a picture of the most recent point-in-time placements from July 1, 2015. At this point-in-time, there were 6 probation youth in placement. Three were minors and three were Non-minor Dependents (NMD). The minors were all 16-17 years old. One was a female placed with kin. The other two minors were males in a group home. Of the NMD, one male and one female were placed in SILPs and one other male was AWOL during this time period.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

There has been no probation youth that have had ICWA status for Juvenile Probation for the past 13 years.⁶⁰ This lack of data is likely due to the fact that there is only a small population of American Indians in the county and probation placement numbers are also very low.

8A COMPOSITE OF MEASURES

The Outcomes for Non-minor Dependents Probation Foster Youth Exiting Foster Care Quarterly Statistical Report SOC 405XP is used to collect data for youth exiting foster care while under the supervision of the probation department. The ILP coordinator completes this data on a quarterly basis which is the basis for the data in the 8A composite of outcomes. No probation youth have qualified as exiting foster care after 18 for the past 6 quarters of data.⁶¹ The lack of data is likely due to the very small probation numbers. However, probation youth are active in ILP and AB 12 services in the county.

Summary of Findings

The C-CFSR process was embraced by the Nevada County Child Protective Services and Probation departments. By the turnout and comments made at the large Stakeholders Meeting it is clear that the community in Nevada County greatly cares about the welfare of children and families. It was also evident by the comments from the Peer Reviews that many things are

⁶⁰ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

⁶¹ Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., King, B., Sandoval, A., Yee, H., Mason, F., Benton, C., & Hoerl, C. (2015). *CCWIP reports*. Retrieved 12/22/2015, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

going well. There were also constructive comments from stakeholders and peers alike on how Child Protective Services and Probation could improve services and outcomes.

Through the course of the reviews it became clear that drugs and alcohol are putting children at risk of maltreatment and neglect in the community. The majority of children who enter care enter by reason of general neglect that is related in some way to substance abuse. Poverty is another risk factor for child abuse or neglect. Though the community at large has a lower poverty rate than the state wide average, there is a concentration of poverty in Grass Valley which is reflected in the higher rates of allegations of child abuse and neglect from that area of the county.

One of the gaps in service that was identified by peers, stakeholders, and social workers was a lack of affordable mental health services for adults. Stakeholders also identified mental health and alcohol and other drug treatments (especially residential treatment) that is specifically designed for older youth as lacking in the community. Another theme that arose was a lack affordable housing in the county. There is a high rate of homeownership which results in a lack of rental housing that in turns drives the cost of rentals up. Transportation was also a barrier to families receiving services. Transportation can especially be an issue in Eastern County because there are many services that are only available in Western County, such as dental providers who accept Medi-Cal. The need for providers who can provide services (especially mental health) in Spanish is also needed in Eastern County.

For both CPS and Probation, the Federal Outcome Measures revealed needing to improve exits to permanency within 12 months. Child Welfare also showed a need for improvement in the reentry into foster care following exits by reunification or guardianship. There were also some issues with data entry that were revealed to affect the Outcome Measures. For CPS, there was a noted lack of entry in IEP data so that this measure did not accurately reflect the number of children who have an active IEP. For Probation, some cases were not properly closed in the CWS/CMS system which made it appear that there were more cases open than actually were. The Stakeholders identified the recruitment and support of foster parents as a need. However, CPS did do very well in exits to permanency for children and youth who have been in care for more than twelve months. Probation did very well on timely monthly caseworker visits.

The peers during the Peer Review identified a systemic factor that may be negatively impacting exits to permanency as the court practice of allowing continuances and contested hearings. The peers noted that attorneys did not appear to have an understanding of what timely exits from foster care are. It was suggested by the peers that counsel representing parents and children be rotated in order for attorneys to gain perspective on the interests of both parties. It was thought that this perspective could aid attorneys in understanding and achieving timely exits to permanency and reduce the number of continuances and contested hearings.

During the last System Improvement Plan (SIP) cycle, staff turnover was a challenge that negatively impacted Outcomes for both CPS and Probation. There was a turnover of 14 staff members for CPS in 2014 and both Probation and CPS saw a change in management in the past two years. The lessons learned from the last SIP cycle in terms of staff turnover were that recruitment practices needed to be more meticulous and selective to ensure that new staff members would fit into culture of the county and work environment and that staff needed greater support through training and supervision. Staff training was a systemic factor that was focused on during the last SIP cycle; however some of the focus toward the end of the cycle was on hiring practice as well as training and support. These recruitment efforts have yielded success in being able to retain staff that are trained and sensitive to the needs of children and families in Nevada County.

Foster parent recruitment, retention, and support have already become of focus of improvement moving into the creation of the next SIP as this is an identified area for improvement by stakeholders. Recruitment of foster parents will focus on the more challenging population of children to place in out-of-home care. Retention and support will focus on training relative caregivers to the same standard as FFA families and providing them with the same amount of support during the start of a placement and a 24-hour crisis intervention hotline. Other strategies will be developed to address some of the identified areas needing improvement by reengaging the stakeholders. This process has already begun as the CPS program manager approached the Child Abuse Prevention Council about reconvening the PSSF Collaborative to help with recommendations for system improvement. Strategies for the SIP

will be discussed with stakeholders in the community and from within the agency in an effort to improve Outcomes while maximizing the use of existing resources.

ATTACHMENT I- PROBATION ORGANIZATIONAL CHART

1 Chief Probation Officer

Probation Department
1 Chief Probation Officer

Juvenile Hall
1 Juvenile Hall Program Mgr

<i>Administration & Support</i> 10 FTE
<ul style="list-style-type: none"> 1 Admin Services Officer 1 Accounting Technician 1 Administrative Services Associate 1 Sr. Legal Office Assistant 6 Legal Office Assistant I/II
<i>Juvenile</i> 6 FTE
<ul style="list-style-type: none"> 1 Probation Program Manager 1 Supervising Deputy Probation Officer 1 Deputy Probation Officer III 3 Deputy Probation Officer I/II
<i>Adult Supervision</i> 11.5 FTE
<ul style="list-style-type: none"> 1 Probation Program Manager 1 Supervising Deputy Probation Officer 3 Deputy Probation Officer III 6 Deputy Probation Officer I/II .5 Probation Assistant II
<i>Truckee-Work Release</i> 4 FTE
<ul style="list-style-type: none"> 1 Supervising Deputy Probation Officer 1 Deputy Probation Officer II (AB-109) 1 Sr. Legal Office Assistant 1 Sr. Group Supervisor (AWR)
<i>Program Analysis</i> 1 FTE
<ul style="list-style-type: none"> 1 Administrative Analyst

- 1 Sr. Legal Office Assistant
- 4 Sr. Group Supervisors
- 18 Group Supervisor I/II
- 2 Cooks

ATTACHMENT II- CHILD PROTECTIVE SERVICES ORGANIZATIONAL CHART

