

SUTTER COUNTY  
SELF-ASSESSMENT PROJECT

October 2007

## Acknowledgments

### Project Management

- Paula Kearns, MSW, SWIV – Project Manager

### Child Welfare Services (CWS) Outcome & California-Child and Family Services Review (C-CFSR) Data Review Teams

- **Outcomes 1 & 2:**
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  - Louise Graham, Social Worker III (scribe)
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### Systemic Factors

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### **We would also like to thank the following people for their support on this project:**

Jana Woodard, Social Worker Supervisor II (table assignments)  
Alma Amaya-Matta - Sr. Staff Services Analyst (technical support)  
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Louise Graham, Social Worker III (refreshments)  
Randy Watkins- System Support Analyst (technical support)

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**Sutter County Child Protective Services (CPS) Self-Assessment Project**

- Purpose:

- To analyze, in collaboration with key partners, the County’s performance on eight (8) critical child welfare outcomes.
- Goals:
  - To explore how Sutter County’s local program operations and other systemic factors affect measured outcomes.
  - Together with the County Probation Department, develop & submit to the State a document that identifies the programmatic strengths and needs as they relate to our distinct population. This document will be used to develop a County System Improvement Plan (SIP).
- Timelines:

Step	Tasks	Team Members	Deliverable(s)	Status
1	Pre-Planning	David N	<ul style="list-style-type: none"> <li>• Meeting structure</li> <li>• Place &amp; Time</li> </ul>	<ul style="list-style-type: none"> <li>• Date: May 13<sup>th</sup></li> <li>• Place: VA Hall – David N made reservations for Aug 30<sup>th</sup>.</li> <li>• Time: 2:30 – 4:00 p.m.</li> </ul>
2	Announcements & Invitations	Alma	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> letter or Flyer to preserve the date</li> <li>• 2<sup>nd</sup> letter – invitation with materials</li> </ul>	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> letter to mail, Wed, Aug 1<sup>st</sup>-</li> <li>• 2<sup>nd</sup> letter &amp; materials to mail or deliver by Monday, Aug 20<sup>th</sup>-</li> </ul>
3	Agenda	Alma	<ul style="list-style-type: none"> <li>• Develop flow and agenda for meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Agenda to be approved by Aug 3<sup>rd</sup>.</li> <li>• Will be sent out with 2<sup>nd</sup> letter and materials</li> </ul>
4	Speakers	Paula K	<ul style="list-style-type: none"> <li>• Introduction PowerPoint – General Overview &amp; Goal of Meeting</li> <li>• Closing – Next Steps – Final Draft &amp; SIP process</li> </ul>	<ul style="list-style-type: none"> <li>• Power Point updated by 08/09/07- Paula/Alma</li> </ul>
5	Refreshments/Table Decorations	Alma Brenda Haugen	<ul style="list-style-type: none"> <li>• Need plan of what to serve and funding approved from CAO</li> </ul>	<ul style="list-style-type: none"> <li>• Submit Approval for \$60 to purchase cookies and soft drinks by Aug 1<sup>st</sup>- Alma</li> </ul>
6	Facilitators	Paula K Jana W	<ul style="list-style-type: none"> <li>• Team Leads to facilitate at tables on their outcomes</li> <li>• Present or select someone from group to present table discussion outcome.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting scheduled for Thursdays to review work plan.</li> <li>• Each table will have lead and scribe to take notes</li> <li>• Each table will have a spokesperson to report recommendations to entire group.</li> </ul>
7	Site Prep	Randy	<ul style="list-style-type: none"> <li>• Equipment</li> <li>• Table set up</li> <li>• Tear Down</li> </ul>	<ul style="list-style-type: none"> <li>• Equipment: Overhead Projector, Laptop, tables, chairs, name tags- Randy. Also needs flip chart and markers by 08/20/07-Randy.</li> <li>• Tables will be marked with Numbers and topic flags- Louise G. Examples “Outcome 1 &amp; 2”.</li> <li>• Center pieces by 08/20/07-Brenda H.</li> <li>• Randy will head team to set up and tear down on the 30<sup>th</sup>.</li> <li>• Need Reception Desk Area</li> </ul>
8	Materials	Paula K Alma	<ul style="list-style-type: none"> <li>• Materials</li> <li>• SIP</li> </ul>	<ul style="list-style-type: none"> <li>• PowerPoint finalized by 08/09/07 and loaded on laptop</li> </ul>

			<ul style="list-style-type: none"> <li>• PowerPoint</li> <li>• Flip Charts</li> <li>• Markers</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of SIP by 08/20/07.</li> <li>• Updated materials for discussion at tables</li> <li>• Self–Assessment Project handbook updates due by 10/03/07</li> <li>• Final due 10/15/07</li> </ul>
9	Reception Desk	Jana W Louise G	<ul style="list-style-type: none"> <li>• Sign individuals in and provide a number for their table assignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Need sign in sheets by 0825/07.</li> <li>• Need name tags.</li> <li>• Need method and numbers for table assignment</li> <li>• Run sign-in table</li> </ul>

An Introduction to Outcome Indicators:

The State of California, through Assembly Bill 636, officially recognized the State’s intent and commitment to improve the services delivered to children and families. This bill requires each county in California delivering Child Protective Services (CPS) to families and children to review and assess their individual delivery of services. This self-assessment process will identify for each county the strengths and weaknesses in their service delivery system.

Federal Outcomes have been developed for 3 child welfare “domains”.

- Child safety (2 federal outcomes)
- Permanency (2 federal outcomes)
- Child and Family Well-being (3 federal outcomes + 1 state outcome)

Federal Outcomes
Safety Outcomes (There are 2 federal safety outcomes.)
1. Children are, first and foremost, protected from abuse and neglect.
2. Children are safely maintained in their homes whenever possible and appropriate.
Permanency Outcomes (There are 2 federal permanency outcomes.)
3. Children have permanency and stability in their living situations (State modification: without increasing reentry).
4. The continuity of family relationships and connections is preserved for children.
Child and Family Well-Being Outcomes (There are 3 federal and 1 state child and family well-being outcomes.)
5. Children receive adequate services to meet their physical, emotional and mental health needs.
6. Children receive appropriate services to meet their educational needs.
7. Families have enhanced capacity to provide for their children’s needs.
The following is a state outcome
8. Youth emancipating from foster care are prepared to transition to adulthood.

These outcomes are quite broad and vague – in fact, they are more like goals than outcomes. Each “outcome” under the three child welfare domains has a number of federal and state-enhanced outcome indicators.

The majority of the data for the outcome indicators are collected via the Child Welfare Services/Caseload Management System (CWS/CMS). The one exception is 8A, which is collected through the Independent Living Skills Program (ILSP) reporting mechanisms.

### **State-Enhanced Outcome Indicators**

An AB 636 Work Group, comprised of county and state staff, researchers from University of California, Berkeley (UCB) Center for Social Services Research, and others developed additional, improved outcome indicators to better measure county-level performance. Many of these state-enhanced indicators are based on entry cohorts versus an exit cohort as the feds typically measure. An entry cohort is a more comprehensive and accurate reflection of all children that enter and exit a county child welfare system over time. Tracking entry cohorts requires that the data be configured in a particular way.

- Exit cohorts – A group of children who left out of home care during a designated time period. (e.g., what are the characteristics of children reunified with families during the past 12 months?) Exit cohort-based outcome data (e.g., time in care for those children who reunified during a given year) are misleading, since this cohort only captures children who did actually exit.
- Entry cohorts – A group of children who entered out of home care for the first time during a designated time period (e.g., what are the characteristics of children who entered care for the first time during a given year?) Entry cohorts represent all children taken into care along with their entire histories in out of home care. Thus, information based on entry cohorts is the most accurate approach to tracking outcomes (e.g., of all children entering during a given year, what proportion had reunified by 12 months after coming into care?)

The AB636 data available for analysis reflects the CFSR-1 (Federal Child and Family Services Review - "1<sup>st</sup> Round") methodology (which had been in effect at the time of the previous Self-Assessment in 2007), and is currently being phased out as of the time of this writing. Due to the CFSR-2 efforts, AB636 measures that were previously being monitored may be modified or eliminated altogether. Preliminary analysis of the CFSR-2 methodology also indicates that data trends for specific areas may be vastly affected by the retroactive CFSR-2 methodology, including a potential reversal of previous data trends; that is to say, that areas of demonstrated success under CFSR-1 may register as deficits via CFSR-2 analysis, and vice versa. Therefore, the county's Self-Improvement Plan will require a detailed analysis of the AB636 measures under CFSR-2 to determine which areas indicate that improvement is needed. The information that is provided in this Self-Assessment is the most current AB636 (CFSR-1) data available from the April 2004 California Child Welfare Service Outcome and Accountability County Data Report for Sutter County.

## ***I. Demographic Profile and Outcome Data***

### **A. Demographic Profile (both foster care and general population)**

## 1. County Data Report

Quarterly Outcome & Accountability County Data Reports are published by the California Department of Social Services (CDSS). They provide summary level Federal and State program measures that will serve as the basis for the Sutter County Self Assessment Team to review and track State and County performance over time.

Sutter County has received its last report in April 2007 report. Access to this document can be found at <http://cssr.berkeley.edu/ucbchildwelfare>.

The intent is for each county to determine the reasons for their current level of performance and to develop a plan for measurable improvement.

## 2. Demographics of General Population

The purpose of this section is to provide Sutter County's general demographic information. The data describes the general context in which the County's child welfare services are provided.

- **Sutter County At A Glance**  
Situating between two rivers, the Sacramento and the Feather, Sutter County covers an area of 606.8 square miles (388,359 acres). Sutter County is perhaps most renowned for being home to the smallest mountain range in the world, the Sutter Buttes.

Sutter County has a rich agricultural heritage and is known for its rice, walnut, peach, tomato and prune production. Because agriculture is such a large employer within the County we have a large population of seasonal and migrant families.

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

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

Listed below is a variety of general population data extracted from the following sources:

- Employment Development Department (EDD)
- Census Information
- Unemployment Data
- **EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) CENSUS DATA:**
  - **General Population of Sutter County:**

Year 2000	78,930
Year 2001 (Estimate)	80,530
Year 2002 (Update)	82,580

- **Ethnicity:**

White	53,291	67.4%
Black or African American	1,509	.19%
American Indian or Alaska Native	1,225	.16%

Asian	8,884	11.2%
Native Hawaiian or Pacific Islander	161	.2%
Hispanic	17,529	22.2%

- **Gender:**

Male	39,061	49.5%
Female	39,869	50.5%

- **Age of Population**

Under 5 years	5,728	7.3%
5 to 9 years	6,631	8.4%
10 to 14 years	6,577	8.3%
15 to 19 years	6,148	7.8%
20 to 24	5,015	6.4%
25 to 34	10,423	13.2%
35 to 44	11,826	15%
45 to 54	9,848	12.5%
55 to 59	3,751	4.8%
60 to 64	3,228	4.1%
65 to 74	5,367	6.8%
75 to 84	3,218	4.1%
85 and over	1,170	1.5%

- **Education 25 years and over:**

Less than 9 <sup>th</sup> Grade	6,243	12.7%
9 <sup>th</sup> to 12 <sup>th</sup> Grade – No diploma	7,017	14.3%
High School Grads (includes equivalency)	11,569	23.6%
Some College – No degree	12,277	25%
AA Degree	4,463	9.1%
BA Degree	5,334	10.9%
Graduate	2,168	4.4%

- **Income:**

Median Household Income	\$38,375	
Per Capita Income	\$17,428	
Households w/less than \$10,000	2,734	10.1%
Families in Poverty	2,446	12.1%
Individuals in Poverty	12,031	15.5%

- **Grandparents as Caregivers:**

Grandparents in Household with one or more of own grandchildren under 18	2,279	
Grandparent responsible for grandchildren	800	35.2%

- **ADDITIONAL CENSUS INFORMATION**

- 2002 Census update 82,580 is the general population of Sutter County
- In the Year 2000, there were 78,930 people living in Sutter County:

▪ **Age:**

7.3% under the age of five	5,762
29% under the age of 18	22,890
12.4% over the age of 65	9,787
51.3% between the age of 18 – 65	40,491

▪ **Additional Ethnicity & Language Information:**

Race identified as “Other”	13%
Identified as 2 or more races	4.6%
White/not Hispanic	60.2%
Foreign Born	19.3%
Speak a Language Other Than English at Home (age 5+)	30.3%

▪ **Poverty Level Information – Year 1999:**

Below Poverty Level	15.5%	12,234
Median Household Income		\$38,375
Household Income Per Capita		\$17,428

▪ **Additional Education Information For Age 25+ - Year 2000:**

High School Education or Higher	73%	35,647
BA Degree or Higher	15.3%	7,471

▪ **Additional Misc. Information – Year 2000**

Disabled Individuals (5+ yr. old)	14,656
Housing Units	28,319
Homeownership	61.5%
Multi-Unit Structures	20%
Median value of Owner-Occupied Housing Units	\$120,700
Sutter County Households	27,033
Number of persons per Household	2.87

▪ **UNEMPLOYMENT DATA**

The annual unemployment rate for Sutter County has decreased from 11.6% in 01/2005, to 10.3% in 01/2006, to 10.2% in 01/2007. This data is not seasonally adjusted.

Unemployment rates in Sutter County are lowest during the months of August, September and October; with September and October being the lowest. The highest unemployment rates are during the months of February and March. In breaking the unemployment rates down by cities, we see that Live Oak has the highest rates; while Tierra Buena has the lowest.

	Live Oak	Yuba City	Sutter	So. Yuba City	Tierra Buena
2000	24.7%	15.0%	12.7%	8.5%	6.7%
2001	23.8%	14.4%	12.1%	8.1%	6.4%
2002	25.6%	15.6%	13.2%	8.9%	7.0%

2003	25.75	15.7%	13.2%	8.9%	7.1%
*2004	30.6%	19.2%	16.3%	11.15	8.8%

\*Data for 2004 is preliminary.

The following illustrates where Sutter County's employment rate ranked in relationship to the 58 California counties:

<i>Year</i>	<i>Ranking</i>
2000 – 2002	52 <sup>nd</sup>
2003	51 <sup>st</sup>
February 2004	53 <sup>rd</sup>

▪ **CHILD EDUCATION, HEALTH & FAMILY ECONOMICS**

Sutter County has fifteen (5) children in Foster Care that have other health coverage. The following table illustrates the average Public Assistance caseloads, by program, for the year 2007:

<i>Program</i>	<i>Caseload Size</i>
CalWORKs	1,292 Cases
Food Stamps	2,745 Households
Foster Care	175 Children

- Sutter, in the Northern/Sierra region of the state, is home to 24,276 children, ages 0-17, which
- is less than 1% of California's child population. Compared to other counties in the state, Sutter
- ranks as follows:
  - • 20 out of 58 in the percentage of children with health insurance.
  - • 9 out of 58 in the percentage of children, ages 3 and 4, enrolled in preschool.
  - • 31 out of 58 in the percentage of elementary school students meeting state targets in English Language Arts.
  - • 27 out of 58 in the percentage of elementary school students meeting state targets in Math.
  - • 54 out of 58 in the percentage of high school students eligible to attend one of California's public universities.
  - • 22 out of 58 in the percentage of children in low-income households.

Children between the ages of 0 and 17:

- General Demographics
- Health
  - Mothers Receiving Early Prenatal Care
  - Infant Mortality
  - Low Birth Weight Infants
  - Teen Births
  - Children Lacking Health Insurance
  - Children Lacking Dental Insurance
  - Mental health service Utilization
  - Air Pollution
  - Asthma
  - Physical Fitness (7<sup>th</sup> grade)
  - Motor Vehicle Injuries & Death
  - Gun Injuries & Deaths
- Family Economics

- Children Living In Poor Households
- Children Living In Low-Income Households
- Median Household Income
- Schooling & Employment status of Young People
- Fair Market Rent
- Average Cost of Full-time Child Care (per year)
- Food Insecurity
- Child Welfare
  - Child Abuse
  - Foster Care
- Education
  - New Parents With Fewer Than 12 Years of Education
  - Children Enrolled In Preschool (ages 3 & up)
  - English Learner Students (K – 12)
  - 4<sup>th</sup> Grade Reading Scores
  - 8<sup>th</sup> Grade Math Scores
  - High School Performance (1998 – 2001 average)

### 3. **Education System Profile**

The purpose of this section is to provide a brief description of the County’s education system. The following areas will be discussed:

- School General Demographic Data
- Academic Performance Index (API) Data
- STAR Data

#### ▪ **SCHOOL GENERAL DEMOGRAPHIC DATA**

Sutter County had a child population of 22,869 between the ages of 0 – 17 in the year 2000. There were 17,600 students enrolled in Sutter County schools. There were 1,197 in Kindergarten, 10,818 in elementary School and 5,442 in high school. Additionally, 47.3% of the total child population lived in homes determined to be “low income,” at or below 199% of the Federal Poverty Level.

There are thirteen (13) School Districts serving the children in Sutter County. Winship Elementary is the smallest district, and Yuba City Unified School District is the largest district in the school year 2006-2007.

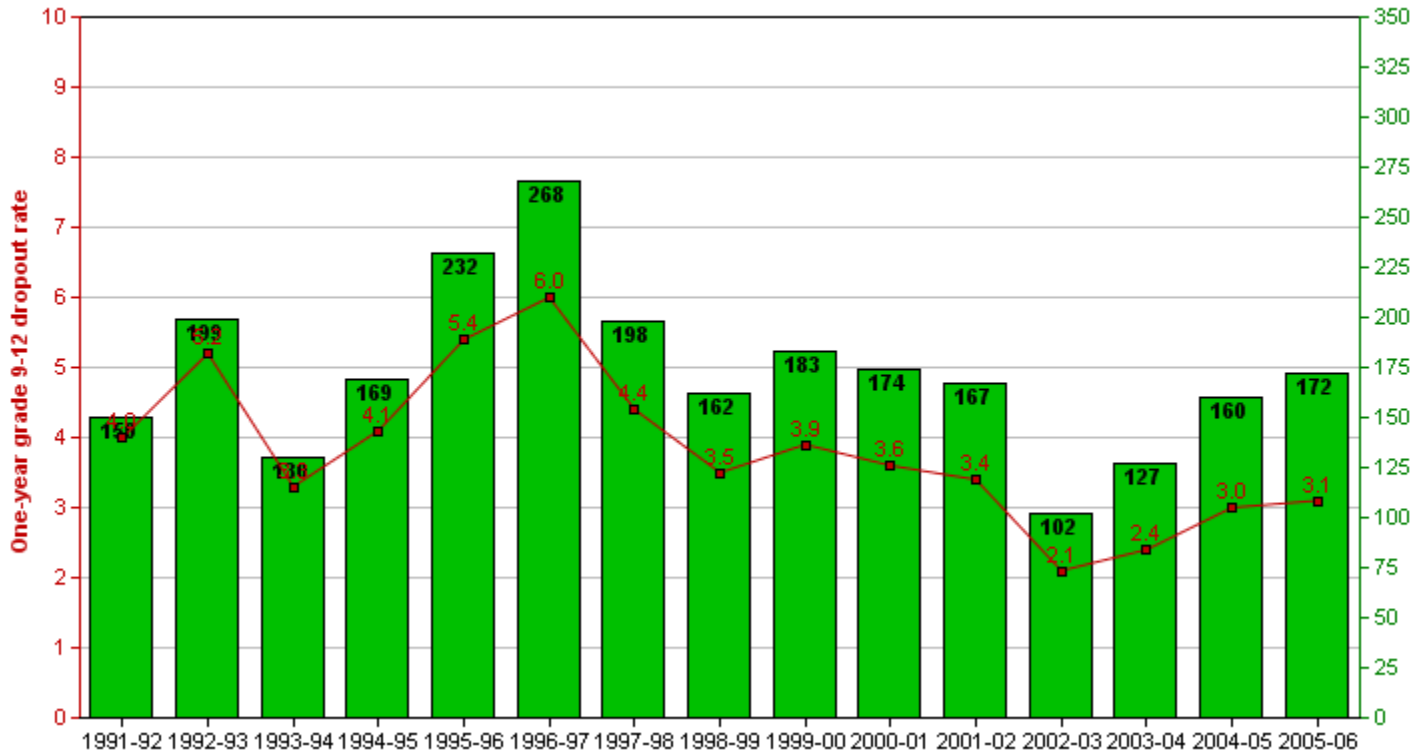
During the school year 2001-2002, graduation rates for Sutter County average 86.2% in line with the State of California average of 87%. East Nicolaus High School, with a total student population of 269, had the highest rate of graduating seniors with 96.6%. Sutter County Office of Education, with a student population of 322, had the lowest rate of graduating seniors with 20%. The remainder of the high schools in the District all had graduation rates of 87.4% and higher.

During the school year, 2002 – 2003, a small percentage of students, 3% or 656 students, were unable to mainstream and were in Alternative Education or Independent Study. Additionally, children qualifying for Special Education during the same school year represented 11% (1,884 children).

The dropout rate for children in Sutter County from 1991 to 2006 averaged 4.2%. The dropout rate in 1996 reached a historic high of 6%. The most recent dropout rate for school year 2005-2006, was 3.1%. Sutter County Office of Education works with children who cannot be educated in other school settings. For more information on Sutter County Schools see the California Department of Education web site at:

<http://www.cde.ca.gov/demographics/> .

## Grade 9-12 Dropouts in Sutter County



**Notes:**

- Data from direct funded charter school(s) are included with data from the district that chartered the school.
- In 2002-03 the California Department of Education started using the National Center for Education Statistics dropout criteria.

**Dropout Formulae:**

- 1 Year Rate Formula:  $(\text{Gr. 9-12 Dropouts} / \text{Gr. 9-12 Enrollment}) * 100$
- 4 Year Derived Rate Formula:  $(1 - ((1 - (\text{drop gr 9} / \text{enroll gr 9})) * (1 - (\text{drop gr 10} / \text{enroll gr 10})) * (1 - (\text{drop gr 11} / \text{enroll gr 11})) * (1 - (\text{drop gr 12} / \text{enroll gr 12})))) * 100$
- \*\* Asterisks in the 4 year derived rate column indicate that one or more grade levels have zero enrollment. If a grade level has zero enrollment, the formula can not be calculated.

- **API DATA**

Due to the volume of information available on this topic instructions on how to access this information through the internet are being supplied instead of printing information for every school and district. Listed below are detailed instructions on how to access the information on-line as well as examples of what the website information will look like.

- Academic Performance Index (API) Data for 2007 is available for all Sutter County schools at the following website: <http://api.cde.ca.gov/reports.html>
  - Select: **“County List of School”**.
  - Select: **“51 Sutter”**
  - The following is the list of reports available for viewing:

- 2007 Growth API Report- List of Schools in the County
    - 2006 Base API Report- List of Schools in the County
    - 2005 API Base Report – List of Schools in the County
    - 2004-05 API Growth Report- List of Schools in the County
    - 2003 API Base Report – List of Schools in the County
    - 2002-2003 – API Growth Report – List of Schools in the County
    - 2002 API Base Report – List of Schools in the County
    - 2001 – 2002 API Growth Report – List of Schools in the County
    - 2001 API Base Report – List of Schools in the County
    - 2000- 2001 API Growth Report – List of Schools in the County
    - Older API Reports (Prior to 2000 – 01) are also available at this location.
  - Click: **“Submit”**
  - Click on the specific school or school district you wish to review.
- Information available on this report includes:
  - Number of students included in the 2003 API Report
  - Ranking and targets by school district and school.
- Information included on this report includes school specific information:
  - Number of children included in the 2003 API Report
  - Ranking and targets
  - Comparison to other similar schools
  - Ethnic/Racial
  - Number of students that are Socio-economically Disadvantaged
  - School Demographic Characteristics
    - Percent of Ethnical/racial (STAR)
      - Percent Parent education level (STAR)
    - Participants in free or reduced price lunch (STAR)
      - Average parent education level (STAR)
    - English Learners
    - Fully credentialed teachers
    - Teachers with emergency credentials
    - Whether school is a multi-track year round school
    - Number Mobility/Disabled
    - Number Enrollment in grades on first day of testing
    - Average Class Size
    - Students exempted from STAR testing per parent written request
    - Number of students tested
    - Number of students actually tested on the California Alternate Performance Assessment (CAPA)

▪ **STAR DATA**

California STAR Program Background

The governor signed Senate Bill 376 authorizing the California Standardized Testing and Reporting (STAR) Program in October 1997. The State Board of Education, as required by statute, designated the Stanford 9 as the achievement test for the program. This test was first administered to all California students during spring 1998. The Stanford 9 is a nationally norm-referenced multiple-choice achievement test. School districts are required to administer the test to all students in grades 2 – 11, except for:

- Students receiving special education services with Individual Education Plans (IEPs) that specify that the students are to have any alternative assessment completed rather than taking the STAR Program tests, and
- Students whose parents or guardians submit written requests to exempt the students.

Students in grades 2 - 11 are tested in reading, language (written expression) and mathematics. Students in grades 2 - 8 are also tested in spelling, and students in grades 9 - 11 are tested in science and social science. The tests are administered to all students during a period that includes the 10 instructional days before and 10 instructional days after the day on which 85% of each school, program or track's instructional year is completed.

Beginning in 1999, additional test items in language arts and mathematics were added to the STAR Program. These additional items were initially referred to as the Stanford Augmentation and are now known as the California Standards Tests. During 2001, three additional California Standards Tests were added to the program:

- Grade 4 and 7 writing tests,
- Grade 9 - 11 end-of-course science tests, and
- Grade 9 - 11 history-social science tests.

The purpose of the California Standards Tests is to determine how well students are learning the skills and knowledge required by the California Academic Content Standards for each grade or course. The purpose of the Stanford 9 is to determine the achievement of each student compared to a national sample of students tested in the same grade at the same time of the school year.

In 1999 the SABE/2 was added to the Program. Spanish-speaking English learners (limited-English proficient students) who have been enrolled in California public schools less than 12 months when testing begins are required to take the SABE/2 in addition to taking the California Standards and Stanford 9 Tests. Districts have the option of administering the test to Spanish-speaking English learners who have been in California public schools 12 months or more.

Due to the volume of information available on this topic instructions on how to access this information through the internet are being supplied instead of printing information for every School and District. Listed below are detailed instructions on how to access the information on-line as well as examples of what the website information will look like.

- California Standardized Testing and Reporting (STAR) Data for 2007 is available for all Sutter County schools at the following website: <http://star.cde.ca.gov> .
  - Select: **“STAR 2007 Test Results”**
  - Select: **“Reports”** (upper left-hand side of page)
  - Select: **“Select a Test”**
  - Select: **“County”** and then **“Sutter”**
  - Select: **“District”**
  - If applicable, Select: **“Group and/or Sub-Group”**
    - Group includes:
      - Primary Subgroup
      - Disability
      - Economics
      - English Classification
      - Primary Ethnicity
      - Ethnicity Asian
      - Ethnicity Pacific Islander
      - Gender
      - Parent Education
      - Program Participation
    - Sub-Group includes:

- All Students
- Females
- Males
- Economically Disadvantaged
- Fluent – English Proficient or English Only
- Students with Disabilities
- Students with no reported Disabilities
- English Learners enrolled in CA Public Schools less than 12 months
- English Learners enrolled in CA Public Schools 12 months or more
- Non-economically Disadvantaged
  - Click: **“View Report”** (Blue button)
- The STAR data by School Districts in Sutter County and is searchable on the following:
  - California Standard Test Scores – CST.
  - California Alternate Performance Assessment Scores (CAPA).
  - CAT/6 Test Scores – CAT/6.
- The STAR testing results and scores for the years 2001 through 2002 are not available on this website; however School and District level information is available at the following website: <http://star.cde.ca.gov/star2000f> for years 1998 through 2002. To get to a specific school or district:
  - Scroll down to **“Prior Years STAR Data and Additional Information”**
  - Click: **“Report”** (Upper right-hand corner)
  - Click: **“County Index”** (Left-hand side of page)
  - Click: **“Sutter”**
  - Click applicable School District
  - Click applicable School
  - The same subgroups are available for sorting.

## **B. CWS Outcomes and C-CFSR Data Indicators**

### **Child Welfare Services Participation Rates**

#### **Number of children under age 18 in population**

Population projections from California Department of Finance (based on 2000 U.S. Census)  
 In 2005 – 24,032 compared to 2002 23,269

<http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates>

**Number and rate of children with referrals**

2005 1,291 which is 53.7 per 1,000 children compared to  
2002 1,128 which is 48.5 per 1,000.

**Number and rate of children with substantiated referrals**

Unduplicated count of child chldes under age 18 in referrals during the indicated year that had substantiated allegations, per 1, 000 children under age 18 in population

2005 249 which is 10.4 per 1,000 as compared to  
2002 273 which is 11.7 per 1,000.

URL: <http://cssr.berkeley.edu/CWSCMSreports/Referrals/rates.asp#countyrates>

**Number and rate of First Entries.**

Unduplicated count of children under age 18 entering a child welfare supervised placement episode of at least 5 days duration for the first time in 2005 – 61 which is 2.5 per 1,000. as compared to 2002 – 79 which is 3.4 per 1,000.

URL: <http://cssr.berkeley.edu/CWSCMSreports/Cohorts/firstentries/Rates.asp>

ages' birth to 5 years had the highest first entry rate of 15 (23%). 16 - 17 year old children had the lowest first entry rate at (5%).

**Number and rate of children in care**

Number of children under age 19 in child welfare supervised foster care on July 1, 2006 is 169 as compared to July 1, 2003 which was 202.

URL: <http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/prevalence.asp>

**Outcome 1:**

*Children are, first and foremost, protected from abuse and neglect.*

**Outcome Indicators 1A and 1B – Recurrence of Maltreatment**

This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within specific time periods. Developed by the University of California, Berkeley (UCB). It is both a state and federal outcome measure.

Methodology:

**Federal (1A):** Of all children with a substantiated allegation within the first six months of the study year (10/01/2005-09/30/2006), what percent had another substantiated allegation within six months? (limited to dispositions within the study year, according to federal guidelines).

URL: [http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr\\_recurrence.asp](http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_recurrence.asp)

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this federal outcome is as follows:
  - 10/01/2005-09/30/2006 (1.6%)
  - 07/01/2005-06/30/2006 (0.9%)
  - 04/01/2005-03/31/2006 ( 0.8%)

These percentages indicate that Sutter County is meeting the federal Program Improvement Plan (PIP) Target of  $\leq$  8.9%.

**Sutter County System Improvement Plan (SIP)-** This outcome indicator has been addressed in the last three SIPs. In 2004-2005, figures reflected that the county did not meet the PIP target, as the figure was 11.7%. In 2005-2006, figures showed a slight improvement of 10.2%, however, still below the PIP target. In 2006-2007, the figures were well above the PIP target at 1.6%. Since April 2005, the county data has continued to improve and has been consistently above the PIP target. The necessary training has been completed, and there is ongoing monitoring for compliance by supervisors and management through Safe Measures.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in further Self Assessment Plans, as the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

#### **PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

**State (1B):** Of all children with a substantiated referral during the 12 month study period (10/01/2005-09/30/2006), what percent had a subsequent referral within 12 months?

URL: <http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp>

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this state outcome is as follows:
  - 10/01/2004-09/30/2005 (7.3%)
  - 07/01/2004-06/30/2005 (4.8%)
  - 04/01/2004-03/31/2005 ( 8.7%)

These percentages indicate that Sutter County is meeting the state Program Improvement Plan (PIP) Target of  $\leq$  8.9%.

**Sutter County System Improvement Plan (SIP)-** This outcome indicator has been addressed in the last three SIPs. In 2004-2005, the figure reflected that the county did meet the PIP target, as the figure was 8.8%. In 2005-2006, the figure improved to 6.0%, still above the PIP target. However, in 2006-2007, the figure fell slightly below

the PIP target at 9.3%. Since April 2005, the county data has continued to improve and has been consistently above the PIP target. The necessary training has been completed, and there is ongoing monitoring for compliance by supervisors and management through Safe Measures.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**State (1B):** Of all children with a first substantiated referral during the 12 month study period (10/01/2005-09/30/2006), what percent had a subsequent referral within 12 months -URL:  
<http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp>

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this state outcome is as follows:
  - 10/01/2004-09/30/2005 (7.0%)
  - 07/01/2004-06/30/2005 (3.6%)
  - 04/01/2004-03/31/20056 (6.3%)

These percentages indicate that Sutter County is meeting the state Program Improvement Plan (PIP) Target of  $\leq$  8.9%.

**Sutter County System Improvement Plan (SIP)-** This outcome indicator has been addressed in the last three SIPs. In 2004-2005, the figure reflected that the county did meet the PIP target, as the figure was 3.8%. In 2005-2006, the figure was 5.6%, still meeting the PIP target. In 2006-2007, the figure continued to meet the PIP target at 6.9%. Since April 2005, the county data has continued to consistently meet the PIP target. The county has maintained the goals of this outcome indicator as the county continues to show positive progress. The necessary training has been completed, and there is ongoing monitoring for compliance by supervisors and management through Safe Measures.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

**Outcome Indicator 1C – Rate of Child Abuse and/or Neglect In Foster Care**

This measure reflects the percent of children in foster care who are abused or neglected while in foster care placement (currently limited due to data constraints to children in foster or FFA homes). This data was developed by UCB. It is a federal outcome measure.

Methodology:

**Federal (1C):** For all children in county supervised or Foster Family Agency child welfare supervised foster care during the most recent nine month review period (10/01/2005-09/30/2006) (timeframe established according to federal guidelines), what percent had a substantiated allegation by a foster parent during that time?

URL: [http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr\\_abuse.asp](http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_abuse.asp)

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this federal outcome is as follows:
  - 10/01/2005-09/30/2006 (0.0%)
  - 07/01/2005-06/30/2006 (0.0%)
  - 04/01/2005-03/31/2006 (0.0%)

These percentages indicate that Sutter County is meeting the federal Program Improvement Plan (PIP) Target of  $\leq$  0.53%.

**Sutter County System Improvement Plan (SIP)-** This outcome indicator was not address in the 2004-2005 SIP. In 2005-2006 and 2006-2007, the figures reflected that the county was at 0.0%, meeting the PIP target. The county has consistently maintained a 0.0% figure in this area. The necessary training has been completed, and there is ongoing monitoring for compliance by supervisors and management through Safe Measures.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

**Data is** unavailable from the State of California regarding this outcome indicator however, from a review of records this does not apply to Sutter County Probation, as there were no reports of child abuse or neglect received from a foster care placement between the periods of July 1, 2003 to June 30, 2007.

**Outcome 2:**

*Children are safely maintained in their homes whenever possible and appropriate.*

**Outcome Indicator 2A – Rate of Recurrence of Abuse/Neglect in Homes Where Children Were Not Removed**

This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes receiving child welfare services. This data was developed by CDSS. It is a state outcome measure.

Methodology:

**Federal (2A):** Of all the children with allegation (inconclusive or substantiated) who were not removed and who had a subsequent substantiated allegation within 12 months?

URL: <http://www.dss.cahwnet.gov/research/>

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this outcome is as follows:
  - 10/01/2005-09/30/2006 (12.7%)
  - 07/01/2005-06/30/2006 (7.6%)
  - 04/01/2005-03/31/2006 (12.5%)

These percentages indicate that Sutter County is not meeting the Program Improvement Plan (PIP) Target of  $\leq$  8.9%.

**Sutter County System Improvement Plan (SIP)-** This outcome indicator was addressed in the 2004-2005, 2005-2006, and again in 2006-2007 SIP. Each year the figures reflected the county not meeting the federal PIP target. The plan to decrease the number of children not removed and who had a subsequent substantiated allegation within 12 months, included, a review of cases that generated data for the study period and increased “buy-in” of family in Case Plans. In order to decrease the number of children with subsequent substantiated referrals, a mediation program and closer collaboration with other agencies was implemented. Sutter County has continued to maintain the programs implemented but additional goals and strategies may be enacted to maintain Sutter County to positive progress toward meeting or exceeding the state PIP target.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County’s 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was addressed at Self Assessment because it is an area of focus that parallels the County’s focus in the completed SIP and PQCR. A small group of community and local agency stakeholders met and discussed ideas that could help Sutter County improve the data outcome for this indicator. This meeting generated the following ideas for implementation:

1. Prevention and early intervention through the implementation of Differential Response.
2. Implement a Case Networking meeting for cases which don’t meet CPS criteria, however, meet the criteria for prevention or early intervention with other agencies.

**Conclusion-** Sutter County has continued to not meet the federal PIP target for this outcome indicator. In addition to implementation of Differential Response, there may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to improve achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however, from a review of records generally juveniles within the probation system are not removed from their homes until a series of graduated services are provided. Those that are subsequently removed from their homes have presented a history of escalating delinquent conduct and have no parent/guardian who is providing adequate/appropriate methods of parenting.

Numerous intervention methods and assessments are utilized or considered by the Sutter County Probation Department in order to assure that appropriate in-home services are provided to prevent out of home placement or to address any familial issues which could lead to abuse or neglect.

***Conclusion:***

Strong collaborations and an emphasis on family strengthening allows the department to utilize the Courts, schools, law enforcement, Victim Witness, Mental Health, FAST, FIT, FICS, SCSOC, SARB, FFT and family/relative/care providers to assure that all alternatives to placement are considered.

**Process Measure 2B – Percent of Child Abuse/Neglect Referrals with a Timely Response**

This is a process measure designed to determine the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that

the abuse or neglect allegations indicate significant danger to the child. This data was developed by CDSS. It is a state process measure. URL: <http://www.dss.cahwnet.gov/research/>

Methodology:

**Federal (2B):** Percent of child abuse and neglect referrals that have resulted in an in-person investigation stratified by immediate response, for both planned and actual visits.

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this outcome is as follows:
  - Quarter 3-2006 (100.0%)
  - Quarter 2-2006 (100.0%)
  - Quarter 1-2006 (100.0%)

These percentages indicate that Sutter County is meeting the Program Improvement Plan (PIP) Target of  $\geq 90\%$ .

**Sutter County System Improvement Plan (SIP)-** This outcome indicator has not been addressed in a SIP plan for the reason that Sutter County has always met or exceeded the federal PIP target level. This indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**Federal (2B):** Percent of child abuse and neglect referrals that have resulted in an in-person investigation stratified by ten-day referrals, for both planned and actual visits.

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this outcome is as follows:
  - Quarter 3-2006 (99.1%)
  - Quarter 2-2006 (98.0%)
  - Quarter 1-2006 (95.7%)

These percentages indicate that Sutter County is meeting the Program Improvement Plan (PIP) Target of  $\geq 90\%$ .

**Sutter County System Improvement Plan (SIP)-** This outcome indicator has not been addressed in a SIP plan for the reason that Sutter County has always met or exceeded the federal PIP target level. This indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County's 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

This outcome indicator does not apply to Sutter County Probation as all suspected child abuse cases are referred to CPS. It is not the protocol of the Probation Department to investigate such issues.

**Process Measure 2C—Timely Social Worker Visits With Child**

This is a process measure designed to determine if social workers are seeing the children on a monthly basis when that is required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. This data was developed by CDSS. It is a state process measure. This report is based on CWS/CMS only. (Other data analysis measurements such as the Safe Measures application may provide different results.)

Methodology:

**Federal (2C):** Of all children who required a monthly social worker visit, how many received a monthly visit?

URL: <http://www.dss.cahwnet.gov/research/>

- The California Child Welfare Services Outcomes & Accountability Data Reports for the last three reporting quarters for this outcome is as follows:

	July 2006	August 2006	September 2006
Quarter 3	97.2%	96.6%	96.9%
	April 2006	May 2006	June 2006
Quarter 2	96.8%	97.2%	95.0%
	January 2006	February 2006	March 2006
Quarter 1	99.2%	99.3%	99.3%

These percentages indicate that Sutter County is meeting the Program Improvement Plan (PIP) Target of  $\geq 90\%$ .

**Sutter County System Improvement Plan (SIP)-** This outcome indicator was first addressed in the 2004-2005 SIP and then again in 2005-2006. In each SIP, the county exceeded the federal PIP target. As the percentages for this outcome have been consistently above the target and continue to be above target, the outcome was not addressed in the 2006-2007 SIP. The necessary training has been completed, and there is ongoing monitoring for compliance by supervisors and management through Safe Measures.

**Sutter County Peer Quality Case Review (PQCR)-** This outcome indicator was not part of the Sutter County’s 2006 PQCR.

**Sutter County Self-Assessment-** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in further Self Assessment Plans, as the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

This outcome indicator does not apply to Sutter County Probation as data provided is only for CWS/CMS children. The Sutter County Probation Department’s Probation Officer maintains monthly placement visits, as well as placement visits requiring immediate intervention.

### **Outcome 3:**

*Children have permanency and stability in their living situations without increasing reentry to foster care.*

#### **Outcome Indicators 3E and 3A – Length of Time to Exit Foster Care to Reunification**

This is an outcome measure reflecting the percent of children reunified within 12 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

#### **Methodology:**

**Federal (3E):** Of all children who were reunified from child welfare supervised foster care during the most recent 12 month study period (10/01/05-09/30/06), what percent had been in care for less than 12 months?

URL: [http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr\\_standardsForm.asp](http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp)

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/05-09/30/06 -- 64.3%
  - 07/01/05-06/30/06 – 59.6%
  - 04/01/05-03/31/06 – 57.4%

The percentages indicate that Sutter County is meeting the federal PIP target of  $\geq 57.2\%$ .

***Sutter County System Improvement Plan-*** This outcome indicator was first addressed in the 2005-2006 plan which reflected the county exceeding the federal PIP target. The plan to continue the increase of reunification rates includes determining where the state is extracting data and a review of cases that generated the data for the study period. The 2006-2007 plan reflected the Sutter County again exceeded the federal PIP target. The county has maintained the goals of this outcome indicator as the county continues to show positive progress.

***Sutter County Self Assessment*** - This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

***Conclusion-*** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

#### **PROBATION:**

The level of need assessed for the individual juvenile and their family generally determines the length of time a probation client spends in foster care. Rarely will a probation placement be returned home within 12 months. Offenders with sexual offenses, serious addiction issues and those with a history of sexual victimization generally require at least 18 months of treatment before they can be considered for a return home. It is also difficult to predict the length of stay initially as many factors are uncovered through treatment.

An extended length of stay in out of home placement can result when a juvenile discloses further information regarding perpetration/victimization or if changes in the home environment occur. Determinations regarding medication therapy, new violations of the law or violations of probation can be contributing factors resulting in placement length. In cases where placements are made for older juveniles, in many cases placement continues until the Ward reaches the age of majority and/or graduates from high school. Terminations from placement can also occur as a result of law violations or from the juvenile's failure to comply with the placement program or case plan.

***Conclusion:***

Permanency planning decisions are made following State/Federal/local Government regulations, which the Sutter County Probation Department takes exhaustive strides to meet all Governmental guidelines of CDSS and Judicial Counsel. The Sutter County Probation Department makes every attempt to research any/all relatives/Indian Tribes, or non-relatives who are identified as prospective placement options. The Court makes a determination that the placement is a safe setting, suited to meet the juvenile's needs/interests and one that is the least restrictive or most family-like setting. Depending on the juvenile's issues and level of placement, the placement in a family setting could be just as long, if not longer than a residential treatment facility. Sutter County does recognize issues of permanency, after which all contributing factors are considered. Contributing factors for permanency planning decisions would include the Case Plan, compliance of all individuals/agencies involved and those too would concur that permanency be considered.

**State (3A):** For all children who entered foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (10/01/04-09/30/05), what percent were reunified within 12 months?

URL: <http://cssr.berkeley.edu/cwscmsreports/Cohorts/exits/>

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/04-09/30/05 – 83.8%
  - 07/01/04-06/30/05 – 74.4%
  - 04/01/04-03/31/05 – 74.1%

The percentages indicate that Sutter County is not meeting the state PIP target of  $\geq 57.2\%$ .

***Sutter County System Improvement Plan*** - This outcome indicator was first addressed in the 2005-2006 plan which reflected the county not meeting the federal PIP target. The plan to decrease the number of placements for children in foster care included determining where the state is extracting data and a review of cases that generated data for the study period. In order to decrease placements Sutter County implemented a mediation program and proposed a plan to create a closer collaboration with Foster Family Agencies and other placing agencies and foster parent associations. In the 2006-2007 plan, the county again failed to meet the state PIP target but the percentage improved. Sutter County has continued to maintain the programs implemented but additional goals and strategies maybe enacted to maintain Sutter County to positive progress toward meeting or exceeding the state PIP target.

***Sutter County Peer Quality Case Review (PQCR)*** – This outcome indicator was the focus of Sutter County's 2006 PQCR. This area of focus parallels the County's focus in its System Improvement Plan, and by choosing this area it is hoped that this will help guide the County's improvement efforts. In summary, Sutter County found that utilizing mediation, developing an understanding of the family history, early buy-in from client to case plan particularly with regard to drug/alcohol issues and mental health issues were identified as areas which promoted timely family reunification. For Sutter County the ability to have frequent contact with the family and collaborative efforts with service providers encouraged timely family reunification. Therefore, continued support in these areas appears to be the key to an ongoing success rate of family reunification.

***Sutter County Self Assessment***- This outcome indicator was addressed at Self Assessment because it is an area of focus that parallels the County's focus in the completed SIP and PQCR. A small group of community and local agency stakeholders met and discussed ideas that could help Sutter County improve the data outcome for this indicator. This meeting generated the following ideas for implementation:

3. Increase availability of service providers.
4. Establish a Child Protective Service (CPS) aftercare program. This program would help and monitor clients with the transition back to an independent, self sufficient family unit.

5. Implement a mandatory Case Networking meeting for all cases. All individuals involved in a CPS case would meet every three months to monitor progress.

**Conclusion** - Sutter County continues to achieve the state PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County continues to make positive progress toward meeting or exceeding the state PIP target level.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however, from a review of records; the Probation Department considers the following:

- In order for a juvenile to be returned home (wherever that might be), the criteria developed would include the juvenile's successful completion of the program, the juvenile and guardian's compliance with the Case Plan, the Juvenile Court's Order and an assurance that ongoing services are identified and accessible for an uncomplicated transition back into the community.

**Outcome Indicators 3B and 3C – Stability of Foster Care Placement:** These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

**Methodology:**

**Federal (3B):** For all children in child welfare supervised foster care for less than 12 months during the most recent 12 month study period (10/01/05-09/30/06), what percent had no more than two placements?

URL: [http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr\\_standardsForm.asp](http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp)

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/05-09/30/06 – 86 %
  - 07/01/05-06/30/06 – 87.2%
  - 04/01/05-03/31/06 – 90.1%

The percentages indicate that Sutter County is meeting the federal PIP target of  $\geq 81.6\%$ .

**Sutter County System Improvement Plan** -This outcome indicator has not been addressed in a SIP plan for the reason that Sutter County has always met or exceeded the federal PIP target level. This indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

**Sutter County Self Assessment** -This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level.

**Conclusion**- Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however, from a review of records the Sutter County Probation Department did not have any cases meeting this criterion during this time period.

**State (3C):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (10/01/04-09/30/05), and were in care for 12 months, what percent had no more than two placements?

URL: <http://cssr.berkeley.edu/CWSCMSreports/cohorts/stability/>

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/04-09/30/05 – 64.3%
  - 07/01/04-06/30/05 – 59.6%
  - 04/01/04-03/31/05 – 57.4%

The percentages indicate that Sutter County is meeting the federal PIP target of  $\geq 81.6\%$ .

**Sutter County System Improvement Plan** -This outcome indicator was first addressed in the 2005-2006 plan which reflected the county not meeting the federal PIP target. The plan to decrease the number of placements for children in foster care included determining where the state is extracting data and a review of cases that generated data for the study period. In order to decrease placements Sutter County implemented a mediation program and proposed a plan to create a closer collaboration with Foster Family Agencies and other placing agencies and foster parent associations. In the 2006-2007 plan, the county again failed to meet the state PIP target but the percentage improved. Sutter County has continued to maintain the programs implemented but additional goals and strategies maybe enacted to maintain Sutter County to positive progress toward meeting or exceeding the state PIP target.

**Sutter County Self Assessment**-This outcome indicator was not addressed in this Self Assessment

**Conclusion**-Sutter County has not met the state PIP target for this outcome indicator. This outcome indicator is being dropped from the federal and state measures.

### **Outcome Indicators 3A and 3D - Length of Time to Exit Foster Care to Adoption**

This is an outcome measure reflecting the percent of children adopted within 24 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:

Federal (3A): Of all children who were adopted from child welfare supervised foster care during the most recent 12 month study period (04/01/05-09/30/06), what percent had been in care for less than 24 months.

The California Child Welfare Services Outcome & Accountability Data  
Reports for the: 10/01/05 - 9/30/06 - 24.8%  
07/01/05 - 06/30/06 - 34.5%  
04/01/05 - 3/31/06 - 32.3%

Sutter County is above the PIP target of 20.9%. However, there appears to be a downward trend. This measure was included in the last SIP and appears to be a good candidate to continue on the next SIP.

Self Assessment:

Sutter county CPS staff met with its community partners on 08/30/07, and agreed that this measure needs more attention. The group identified a great strength in that there exists an excellent rapport between State Adoptions and Sutter County CPS. Monthly meetings have greatly facilitated the communication process. Both agencies expressed a desire to reverse the trend. Discussion also included dialogue related to the previous SIP activities, whereby barriers to timely adoptions were identified. Barriers were divided into areas that were in CDSS control e.g. timely home studies, CPS control, e.g. timely referrals, and those areas that were out of our immediate control, such as court rulings and problems related to the adoptive families.

Conclusion:

It is apparent that measure 3A will roll over to the next SIP. The goal will be to reverse the apparent downward trend. Each agency will review their current practices and look to ways to reduce the time it takes to get children adopted.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

State (3D): For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (04/01/05 - 09/30/06), what percent were adopted within 24 months?

The California Child Welfare Services Outcome & Accountability Data

Reports for the: 10/01/05 - 09/30/06 - 08.3%  
07/01/05 - 06/30/06 - 10.0%  
04/01/05 - 03/31/06 - 08.9%

This measure appears to be some what more stable. This measure has also been identified as a measure that will not be reviewed in the next statewide SIP. As a consequence this measure will not be included in the next Sutter County SIP.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

**Outcome Indicators 3F and 3G – Rate of Foster Care Re-Entry**

This measure reflects the number of children who re-enter foster care subsequent to reunification or guardianship. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:

**Federal (3F):** For all children who entered child welfare supervised foster care during the most recent 12 month study period (10/01/05-09/30/06), what percent were subsequent entries within 12 months of a prior exit?

URL: [http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr\\_standardsForm.asp](http://cssr.berkeley.edu/cwscmsreports/cfsrdata/standards/cfsr_standardsForm.asp)

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/05-09/30/06 – 6.3%
  - 07/01/05-06/30/06 – 10.5%
  - 04/01/05-03/31/06 – 9.9%

The PIP target is  $\leq 9.4\%$

**Sutter County System Improvement Plan-** This outcome indicator was first addressed in the 2004-2005 when it was added as an additional area after being identified as an issue because the original rate in 2004 was at 17.3%. However, it was noted that this statistic may have not been significant because of inaccuracies in data entry and data extraction. This outcome was added to the 2005-2005 SIP and carried over into the 2005-2006 SIP. A workgroup was established to review this area and training was provided so that data entry was consistent. It should also be noted that there was investigation and discussion regarding a flaw in the methodology used for this outcome. This outcome was not included in the 2006-2007 SIP because the PIP target was continuing to be met and the trend showed a satisfactory downward trend.

**Sutter County Self Assessment -** This outcome indicator was not addressed in this Self Assessment as Sutter County is meeting or exceeding the federal PIP target level. This indicator may or may not be considered in future Self Assessments seeing that the methodology is currently in transition.

**Conclusion-** Sutter County has continued to meet or exceed the federal PIP target for this outcome indicator. There may be new goals and strategies implemented for this outcome indicator such as new or innovative programs that reflect best practice. These programs should allow Sutter County to maintain the achievement of meeting or exceeding the federal PIP target level.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however; from a review of records the Sutter County Probation Department did not have any cases meeting this criterion during this time period.

**State (3G):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (10/01/03-09/30-04) and were reunified within 12 months of entry, what percent re-entered foster care within 12 months of reunification?

URL: <http://cssr.berkeley.edu/cwscmsreports/Cohorts/reentries/>

- The California Child Welfare Services Outcome & Accountability Data Report indicates for the last three reporting quarters is as follows:
  - 10/01/03-09/30/04 – 12 %
  - 07/01/03-06/30/04 – 12.5.2%
  - 04/01/03-03/31/04 – 17.4%

The percentages indicate that Sutter County is meeting the federal PIP target of  $\leq 9.4\%$ .

***Sutter County System Improvement Plan*** -This outcome indicator was first addressed in the 2006-2007 SIP because there appears to be a considerable fluctuation over the past few quarters and the measure still indicates that this county is not meeting the PIP target. This indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

***Sutter County Self Assessment*** -This outcome indicator was not addressed in this Self Assessment as Sutter County, but will need to be analyzed regarding the new methodology and it may continue to need to be addressed in the SIP.

***Conclusion-*** . There may be new goals and strategies implemented for this outcome indicator if it continues to need to be addressed because of performance indicators in the upcoming analysis of the new measures and implementation of next year's SIP.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however; from a review of records the Sutter County Probation Department did not have any cases meeting this criterion during this time period.

**Outcome 4:**

The family relationships and connections of children served by the CWS will be preserved, as appropriate.

**Outcome Indicator 4A - Siblings Placed Together in Foster Care**

These measures reflect the number of children placed with all or some of their siblings in foster care. The data was developed by UCB. It is a state outcome measure.

Methodology:

**Federal (4A):** For all children in child welfare supervised foster care on the most recent point-in-time (April, July and October 1, 2006), of those with siblings in care, what percent were placed with some and/or all of their siblings?

URL: <http://cssr.berkeley.edu/cwscmsreports/pointintime/fostercare/childwel/siblings.asp>

#### Sutter County System Improvement Plan

This outcome indicator is not currently being considered as a target area. However, this Indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

#### Sutter County Peer Quality Case Review:

This indicator was not reviewed in the first PQCR.

#### Sutter County Self Assessment:

This indicator was not reviewed during the self-assessment.

#### Conclusion:

Reviewing the data from the last three quarters the percent of siblings placed with all or some of their siblings has not significantly changed during this reporting period, original range is from 51.5% to 54.8% and the updated percents range from 52.0% to 54.0%.

#### **PROBATION:**

The Sutter County Probation Department had no circumstances warranting the placement of siblings together during this time period.

#### **Outcome Indicator 4B - Foster Care Placement in Least Restrictive Settings**

This measure reflects the percent of children placed in each type of foster care setting. The data was developed by UCB. It is a state outcome measure.

#### Methodology:

**Federal (4B):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (October 1, 2005 and October 1, 2006), what percent were in kin, foster, FFA, group, and other placements (first placement type, predominant placement type); What percent of children in child welfare supervised foster care were in kin, foster, FFA, group, and other placements in the most recent point in time (April, July and October 1, 2006)?

URL: (entry cohort) <http://cssr.berkeley.edu/CWSCMSreports/cohorts/firstentries/>

URL: (point in time) <http://cssr.berkeley.edu/cwscmsreports/Pointintime/fostercare/childwel/ageandethnic.asp>

#### Sutter County System Improvement Plan:

This outcome indicator is not currently being considered as a target area. However, this Indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

#### Sutter County Peer Quality Case Review:

This indicator was not reviewed in the first PQCR

#### Sutter County Self Assessment:

This indicator was not reviewed during the self-assessment.

#### Conclusion:

When considering the data from the past three quarters Relative homes have fluctuated < .05% steady at 22.5%; Foster Home has seen a decline of 5% from 7.4% to 2.4%; Foster Family Agency Homes fluctuate between 5 to 8% increasing trend; Group Home/Shelter Care has remained virtually steady at 4% with slight reduction of 1% in the last quarter.

#### **PROBATION:**

Sutter County Probation Department did have one Hispanic male juvenile that was placed with a relative. This number will generally be low, as juveniles in alternate living situations do not always enter the formal foster care

system. In many cases the needs of the juvenile will require programs provided by group homes, rather than less restrictive placements. However, local services are being increasingly developed in order to meet the treatment needs of our juveniles.

**Conclusion:**

The Sutter County Probation Department does however rule out every potential disposition before a final and most appropriate placement decision is made.

**Outcome indicator 4E - Rate of ICWA Placement Preferences**

This measure reflects the percent of Indian Child Welfare Act eligible children placed in foster care settings defined by the ICWA. This data was developed by CDSS. It is a state outcome measure.

Methodology:

**Federal (4E):** Of those children identified as American Indian, what percent were placed with relatives, non-relative Indian and non-relative non-Indian families?

URL: <http://www.dss.cahwnet.gov/research/>

Sutter County System Improvement Plan:

This outcome indicator is not currently being considered as a target area. However, this Indicator may or may not be considered in future self improvement plan as the methodology is currently in transition.

Sutter County Peer Quality Case Review:

This indicator was not reviewed in the first PQCR

Sutter County Self Assessment:

This indicator was not reviewed during the self-assessment.

Conclusion:

When considering the data over the past three quarters the percent of children eligible under the Indian Child Welfare Act has remained steady for Relative Home at 10%, Non Relative Indian Family home 0% and Non-Relative Non-Indian Family range from 60 to 70% with a fluctuation between 5-8%.

**PROBATION:**

The Sutter County Probation Department established one referral as an identified ICWA juvenile. It was determined by ICWA that they could not meet the needs, nor would they institute services to accommodate the referred juvenile.

**Conclusion:**

The Sutter County Probation Department will continue to seek services for potentially eligible ICWA juveniles.

**Outcome 8:**

*Youth emancipating from foster care are prepared to transition to adulthood.*

**Outcome Indicator 8A - Children Transitioning to Self-Sufficient Adulthood**

This measure reflects the percent of foster children eligible for Independent Living Services who receive appropriate educational and training, and/or achieve employment or economic self-sufficiency. The data was collected by CDSS. This measure includes data regarding youths, ages 16 through 20, who receive services from the Independent Living Foster Care Program. It identifies the number of youths receiving Independent Living Program services, the program outcomes for those youths, and certain client characteristics. This report is limited to a subset population obtained from State of California form 405A. It is a state outcome measure.

Methodology:

**State (8A):** This data is based on hard copy reports submitted by counties to CDSS for the time period covered by the report.

URL: <http://www.dss.cahwnet.gov/research/>

**Sutter County System Improvement Plan:**

This outcome indicator was not a target area in the previous SIP but now is gaining prominence with the help of CDSS, The John Burton Foundation, The legislators, The Governor and the Counties willingness to support programs like Transition Housing Placement Program (THPP 16 to 18 yr old Youth) and Transitional Housing Program-Plus (THP-PLUS 18 to 24 yr old former foster youth).

**Sutter County Peer Quality Case Review:**

This indicator was not reviewed in the first PQCR

**Sutter County Self Assessment:**

Sutter County along with its community stakeholders have hoped for many years to provide tangible assistance to youth transitioning to self sufficient adulthood in the form of safe and affordable housing, supports for completion of educational and employment goals, resources for learning daily skills needed to succeed and opportunities for continuity in mental health care to support the individuals success in the community. Sutter County has moved forward in securing a tangible means for eligible youth transitioning out of foster care to self sufficient adulthood and having a realistic means to do so by applying to Sutter County's state approved THP-PLUS program.

Sutter County worked closely with two Foster Family Agency's as providers to develop the approved THP-Plus plan that potentially has the capacity to assist ten former foster youth who meet eligibility criteria. The accepted applicants will be provided with safe and affordable housing for a period of up to twenty-four months. The plans expectation for the successful participant is to either remain in the housing unit or transition to a like unit that they will be able to afford. Financially the plan begins by supporting the participant completely allowing for meeting educational, employment and training goals that will increase the participants ability to pay a portion of their living costs at the same time building their savings and securing employment that will support their budget to live independently. The THP-Plus providers will assist and monitor the participant in reaching their individual goals to achieve self sufficiency. As the THP-Plus program is implemented during its first year of operation, the County and the Providers' will need to cultivate strong relationships with various community stakeholders to support and sustain the plans goal of transitioning former foster youth to self sufficient adulthood.

To accomplish the goal of greater community involvement in Sutter County and the surrounding area, the Department invited many stakeholders to the Self-Improvement Plan meeting on August 30, 2007. A work group was formed of interested stakeholders to consider strengths, needs and goals that would support children transitioning to self-sufficient adulthood. Group members were asked to reflect on their own experience of transitioning to self-sufficiency and what helped them to be successful in this process.

The group identified the following strengths: parent and family values that promoted completion of a high school education and challenged them to continue their education in college or a vocational program. The group values the development of employment skills and/or work experience that create stepping stones to financial stability and career development. They recognized the importance of the life lessons that taught relationship skills for personal and future business relationships. The group also recognized the tremendous role of positive mentors who helped to encourage, teach and promote personal growth and set goals. The group further noted the importance of practicing life skills such as budgeting and money management, home and self care and utilization of community resources.

The needs the group identified for children transitioning to self-sufficiency are as follows: promoting goal attainment, role models/mentors who support and guide the youth in development of their values. The need for collaborative efforts between educational liaisons, business leaders and civic groups to promote access to educational opportunities, financial resources, career development and a practical knowledge of important legal issues such establishment of and maintaining good credit, understanding credit cards and common consequences

related irresponsible behavior like vehicle infractions, DUI'S, and evictions. The group recognized the importance of supervision and monitoring of the participants in the THP-Plus program and promoting healthy social networking skills in the neighborhood, church or civic groups and in the larger community.

The work group began to discuss specific goals and identified the creation of a support system for the participant, building in opportunities for accomplishment, increased self esteem and self worth. The establishment of positive peer group and promotion of leadership skills and self initiative, when time ran out, in order to present the preliminary findings to the larger group of stakeholders assembled. During the summary presentation a request was made for those interested in becoming an ongoing collaborative workgroup to support existing efforts and the new THP-Plus program for foster and former foster youth transitioning to self-sufficiency. There were twelve individuals representing Foster Family Agencies, Sutter County Schools, Sutter County Health Department, Sutter County Probation, Yuba College ILP and Foster Care Education and Kinship care, Sutter County Social Services, Sutter County Welfare and Children's System of Care.

Other possible Stakeholders to be approached for participation in the work group may include Foster Youth, Housing Authority, the local One Stop, Hispanic Alliance, Vista Volunteers, Salvation Army, Civic or Faith based groups and the Business association.

***Conclusion:***

Sutter County has developed good working relationships with many community stakeholders over the years. Many members of this partnership have wished for a tangible means to enhance the Independent Living Skills Program and provide necessary supports of financial, housing, education, employment and mental health for those foster youth transitioning to self-sufficient adulthood. California's Legislators and Governor have signed a budget for 2007 that provides sufficient funding for those Counties who have an approved plan by CDSS for THP-Plus to begin implementing this program in Sutter County for ten eligible foster or former foster youth in 2007/2008 budget year.

The implementation of the THP-Plus program is an enormous undertaking by Sutter County and its two Foster Family Agency's. The stakeholder's in attendance during the self assessment meeting have pledged their support to participate in an on-going work group to develop strategies and community support that will benefit foster and former foster youth in transitioning to self sufficient adulthood. It is hoped that over time and the success of these collaborative efforts that the work group can expand to include new stakeholders and the development of further tangible resources for foster and former foster youth.

**PROBATION:**

**Introduction:**

Foster Youth who are age 15 ½ years or older, are eligible to participate in the Independent Living Skills Program through the local community college in Marysville, CA. The probation officer and foster youth develop an Individual Living Program Case Plan together, which is found more successful for the youth's transition toward becoming a self-sufficient adult. The Sutter County Probation Department follows the policies and practices, which are outlined in the Division 31 Regulations as well as the Welfare and Institutions Code.

***II. Public Agency Characteristics***

**A. Size And Structure Of Agencies**

The Sutter County Department of Human Services consists of three (3) Divisions: Public Health; Mental Health; and Welfare & Social Services. Child Protective Services is a Unit within the Social Services Branch.

Sutter County Child Protective Services interacts with the following County Agencies to provide child welfare services:

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

▪ **Agency Roles & Responsibilities**

<i>Agency</i>	<i>Role &amp; Responsibilities</i>
Child Protective Services (CPS)	<ul style="list-style-type: none"> <li>▪ Investigate reports of child abuse and neglect.</li> <li>▪ Determine if a child is at risk of or is being abused or neglected.</li> <li>▪ Offer family services and support to address issues which brought them to the Department’s attention.</li> <li>▪ Work with partners to ensure the children’s safety with their parents.</li> </ul>
Yuba/Sutter Mental Health	<ul style="list-style-type: none"> <li>▪ Diagnose and address mental health issues in CPS families.</li> </ul>
Public Health	<ul style="list-style-type: none"> <li>▪ Assist foster children with medical needs.</li> </ul>
Sutter County Probation Dept.	<ul style="list-style-type: none"> <li>▪ Supervise children who have committed illegal acts and have entered into the criminal justice system.</li> </ul>
Sutter County Juvenile Court	<ul style="list-style-type: none"> <li>▪ Make final decisions about safety, well-being and legal status of children who are involved with CPS and Probation.</li> </ul>
Other Branches within Welfare & Social Services Division	<ul style="list-style-type: none"> <li>▪ Income Maintenance:           <ul style="list-style-type: none"> <li>▪ Determine eligibility for cash aid/foster care payments, Medi-Cal and Food Stamps.</li> </ul> </li> <li>▪ Employment Services:           <ul style="list-style-type: none"> <li>▪ Assist families to obtain skills and employment in order to become self-sufficient.</li> </ul> </li> <li>▪ Fiscal:           <ul style="list-style-type: none"> <li>▪ Process claims for services.</li> </ul> </li> <li>▪ System Support           <ul style="list-style-type: none"> <li>▪ Provide technical assistance for the CWS/CMS and county networks.</li> <li>▪ Produce AdHoc reports through Business Objects.</li> <li>▪ Provide System Security and sets Profiles for SafeMeasures.</li> </ul> </li> </ul>

All of the above named Agencies/Branches have a close working relationship. They meet to coordinate services and support for the families they serve in common. Often when families have been brought to the attention of CPS, referrals are made to these other agencies in order to ensure

that any mental health needs or criminal involvement issues are being addressed. These referrals are then implemented into the Child Protective Services recommended services and case plans.

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

▪ **Organizational Structures**

- See Attachment A – Sutter County Department of Human Service Organizational Chart which details chain of command from Board of Supervisors through Human Services Department, including Yuba County. Mental Health is a Bi-County Organization.
- See Attachment B – Sutter County Department of Human Services – Welfare & Social Services Branch Management Structure
- See Attachment C – Probation Department Structure

**1. County-operated Shelter(s)**

Currently Sutter County does not operate a County Shelter. Social Workers contact Foster Family Agencies (FFA) and/or licensed county Foster Family Homes to determine if they have a home available to meet the needs of the child(ren).

There is not a formal contract between the Sutter County Human Services – Welfare & Social Services Division and any FFA or county Foster Family Home to provide this service.

**2. County Licensing**

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

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

The agency agrees to process applications for licensure including on-site visits. Periodic evaluation home visits will be made either annually or on a five-year random sample basis.

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

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

See Attachment D – MOU Between CDSS and County of Sutter

**3. County Adoptions**

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

The Agency does provide licensing services for possible adoptive parents going through State Adoptions for placement. Those homes are noted as being adoptive only meaning that they

do not wish to have placement social workers contact them in regard to foster children being placed in care.

See Attachment E – MOU Between CDSS Adoptions and County of Sutter

## **B. County Governance Structure**

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

- See Attachment A – Sutter County Department of Human Service Organizational Chart which details chain of command from Board of Supervisors through Human Services Department, including Yuba County. Note: Mental Health is a Bi-County Organization.

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

- See Attachment B – Sutter County Department of Human Services – Welfare & Social Services Branch Management Structure

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

- Income Maintenance (TANF, foster care payments, Medi-Cal, Food Stamps etc.)
- CalWORKs Employment Services
- Fiscal/Administration
- System Support
- Social Services

Social Services is comprised of :

- Adult Protective Services
- In-Home Supportive Services
- Foster Family Home Licensing
- Child Protective Services.
  - Child Protective Services consists of two units; Emergency Response and Ongoing Services.
    - Emergency Response conducts investigations, initiates court actions, formulates case plans and promotes referrals to open active cases.
    - The Ongoing Services Unit provides basic Family Maintenance, Family Reunification and Permanency Placement Services. Independent Living Skills services are offered to foster care youth.

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

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

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

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

**C. Number/Composition Of Employees**

**1. Staff Characteristics/Issues**

a. Turnover Ratio

As of September 25, 2007, Sutter County has not received any information from the State regarding turnover ratio, however it is this Department’s observation that staff turnover, at this time is quite low. Over the past year, four Social Worker has been hired and there are currently two Social Worker positions open.

b. Private Contractors

Sutter County has no private contractors.

c. Worker Caseload Size By Service Program

For the period of July 2007 through September 2007:

<i>Unit</i>	<i>Average Worker Caseload Size</i>
Emergency Response	6 cases
<i>OR</i>	
Ongoing (includes: Family Maintenance; Family Reunification & Permanency Planning)	18 cases

- See Attachment F – Sutter County Human Services Department – Welfare & Social Services Division Organizational Chart – Social Services Programs (APS & CPS)

**2. Bargaining Unit Issues**

Sutter/Yuba County Employee Association Local #1 is the Sutter County bargaining unit. Social Workers are members of the Professional Unit. Sutter County is not a closed shop therefore not all Social Workers belong to the Association.

At this time there are no known collective bargaining issues. Issues which have been addressed in the past and bargained through the Association include:

- 5% to 10% pay differential for Child Protective Services Social Workers over other Social Workers within the Welfare & Social Services Division.
- 4/10, 9/80 and 5/40 work schedule.
- After hours pay increase for Social Workers who are on call after regular work hours.

**3. Financial/Material Resources**

As a small county we enjoy a high degree of cooperation with other agencies such as Sutter County Children’s System of Care (SCSOC), Family Intervention Team (FIT), Families

Assistance Service Team (FAST), Mental Health, Probation, Prop 10 and the Domestic Violence Taskforce. Sutter County does not currently have flexible funding such as Wraparound but does have several funding sources that have a positive impact on children and families. Some of the funding sources are: Specialized Care Incentives Assistance Program (SCIAP), Independent Living Skills Program (ILSP) funding, Child Abuse Prevention, Intervention and Treatment (CAPIT), and Preservation of Safe and Stable Families (PSSF) and two contracts with the Department of Education for childcare.

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

#### **4. Political Jurisdictions**

The Sutter County Department of Human Services – Welfare & Social Services Division has an active, positive partnership with the following political jurisdictions primarily through the Family Intervention Team (FIT):

- School Districts/ Local Education Agencies:
  - *Impacts:* Sutter County has a School Liaison Program. Each Social Worker is assigned one or more schools to provide in-service training on mandated reporting requirements for school personnel.
  
  - *Contacts:*
    - Sutter County Schools – Dennis Bissell, Special Education Director
    - Yuba City Schools – Contact: David Morrow, Director of Student Services
  
- Law Enforcement Agencies:
  - *Agencies & Contacts:*
    - Sutter County Probation Department – Chris Odom, Chief Probation Officer
      - Student Attendance Review Board (SARB)
    - Sutter County Sheriff Department – Capt. Jeff Pierce
    - Yuba City Police Department – Lt. Tom Tappe
  - *Impacts:* Good communication line to work out any problems between staff. Detectives have a close and good working relationship with the Multi-Disciplinary Interview Team (MDIT).
  
- Tribes
  - Sutter County has no Federally active tribes within the County
  
- Cities
  - City of Yuba City
  - Live Oak
  - Sutter
  - Robbins
  - Meridian
  - Nicolaus
  - Pleasant Grove

#### **5. Technology Level**

Sutter County is a dedicated county. All Social Workers have their own Child Welfare Services/Caseload Management System (CWS/CMS) computer loaded with Windows 2000, E-mail and Intranet. Workers access Structured Decision Making (SDM) through the Intranet..

They have completed the new user training, Outlook training and are proficient in Microsoft Word and the use of SDM.

- *CWS/CMS:*

The Social Workers fully utilize the CWS/CMS program. All office staff uses the required areas of CWS/CMS, according to their assigned duties.
- *SDM:*

SDM is a valuable, web-based tool on the desktop of all Social Worker computers for assessing the safety and risk factors in families. Its use is required on all referrals that are opened and all on-going cases until the case is closed. Areas in SDM:

  - Safety Assessment
  - Risk Assessment
  - Family Strengths & Needs Assessment
  - Case Opening Guidelines and Contact Standards
- *SafeMeasures:*

SafeMeasures is another web-based system. Currently three (3) Supervisors, the Program Manager and three System Support Analysts have log-ons to access the information. They use it as a tool for case management, quality assurance, compliance reviews and assessing Federal outcomes.

A SafeMeasures binder with all available information is updated monthly. SafeMeasures data regarding face-to-face contact in all programs, Transitional Living Plans and Case Plans are updated weekly and hard copies of the results are posted in the office, as well as discussed with all staff involved, to ensure the safety of families and the compliance with State and Federal requirements.

A minimum of one time per month the SafeMeasures information regarding health, medical, dental and Child Health Disability Prevention (CHDP) program, are printed and given to the Public Health Nurse who is assigned to Children’s Services. The Public Health Nurse has also been trained in the use of CWS/CMS and inputs information received both from the Social Workers and through coordination with the Public Health Department. See Attachment G – SafeMeasures – Main Menu for more information on SafeMeasures.
- *Business Objects:*

The Program Manager and two (2) staff are also trained on Business Objects. The Branch has three (3) Laptops with CWS functionality and 2 Quick Pads for use in the field and after hour’s on-call.

**6. Any other factors as applicable**

- ***Family Intervention Team (FIT)***
  - *Policy Group*

The Policy Group is the convening authority for FIT. They are responsible for setting the policies and procedures for the FIT Intake Panel and Case Management/Case Review Sub-Groups.

Attachment H – FIT Policy Organization Chart provides the list of members.
  - *Intake Panel*

The families referred to the FIT Panel have been involved in Probation or Family Court and may be candidates for “Wraparound Services” to prevent or reduce the family’s level of involvement with the Juvenile Justice System.

The family's involvement in FIT services is voluntary. Once they agreed to receive services, a written contract, identifying the overall expectations of the family and service providers is signed. However, the agreement then becomes part of the Superior Court Juvenile Judge's orders in the juvenile's case.

A Family Planning meeting is scheduled by the assigned Intervention Counselor. The purpose of this meeting is to define the client's needs, develop a case plan to address the specific concerns and capitalize on the family's strengths. The family is expected to return to Court for designated reviews before the Judge.

Attachment H – FIT Intake Panel Organizational Chart provides the list of members.

- *Case Management/Case Review*

The purpose of this Team is to conduct bi-monthly reviews of the families with written FIT contracts. They assess urgent issues, case updates and case closures.

Attachment H – FIT Case Management/Case Review Organizational Chart provides the list of members.

- ***Family Assistance Services Team (FAST)***

This is a multi-agency group which considers referrals on behalf of Sutter County children who are at risk. The families considered for Wraparound Services have generally been involved with multiple agencies and have been unable to reduce the risk factors for their children or family, eliminating the need for agency support services.

Attachment I– FAST Organization Chart provides the list of members.

Each Department has key FAST members who screen internally those cases that maybe appropriate for a Sutter County Children's System of Care (SCSOC) referral. The referring party completes the referral form with the family and has them sign a release of information. The referring agency then places the family on the agenda for a FAST meeting held on Friday's at the Social Services Office.

The referring party reviews, with the team, the reasons for the referral and shares the concerns noted on the referral form. Following the discussion by the team specific FAST members relay the past history of the family in connection with their agency, the SCSOC Program Manager uses the SCSOC Qualifying Flow Chart to verify that the focus child meets the criteria for Wraparound Services from SCSOC.

The FAST members also review the Sutter County Dependents, Wards and Mental Health children who are in placement to monitor progress, consider the needs of the child and the level of care they are receiving and to approve a child's change in placement to a lower or higher level of care. The Team will make recommendations to the Court and/or the referring party if the referral is not accepted.

Another factor of FAST is to make Welfare & Institutions Code, Section 241.1, recommendations to the Court as to whether the child is better served by Probation or Child Protective Services.

- ***Yuba/Sutter Mental Health***

- A Mental Health Therapist is assigned to and co-located within Child Protective Services to evaluate referred clients both Children and Adults to determine if further Mental Health services are needed.

- Treatment Team Meetings are a part of Children’s Mental Health Services. These meetings include Psychiatrists, Psychologists, Therapists, Sutter County Children’s System of Care staff and Social Workers to review the treatment needs of the client.
- Psychological Evaluations have become a standard of practice in Sutter County as many of our clients present with multi-generational, psychiatric, substance abuse and violence issues that need to be clearly delineated so effective interventions can be put in place to achieve health, safety and stability for Sutter County Dependents and Wards. The evaluations are recommended by the Department and ordered into effect by the Court. The Psychologists who conducts these evaluations on a regular basis are Don Stembridge, Ph.D., Paul Wuehler, Ph.D.
- Sutter County Department of Health & Human Services has procedures in place to refer clients who are in need of Substance Abuse Treatment Out/In patient for minors and Adults. Sutter County Social Workers refer clients to Kath Baker, Drug and Alcohol Intervention Counselor for assessment and recommendations for level of treatment needed. The Drug and Alcohol Intervention Counselor is co-located inside the CPS office, facilitating good communication and case consultation. Sutter County utilizes the following substance abuse treatment programs in the region:
  - In-Patient Adult Facilities
    - Pathways- Men and Women’s programs
    - Cornerstone- Women’s, Dual Diagnosis program
    - Skyway House-Women’s plus Women’s Peri-natal program and a Men’s Program
    - Progress House-Men’s, Women’s and Women’s Transitional Living Program
    - The Salvation Army- Men’s and Women’s Programs
  - Out-Patient Adult Programs
    - First Steps-Women’s three phase drug Treatment (TX)
    - Pathways –Men’s and Women’s
    - Mother’s First
    - Father’s First
    - Options for Change
    - Yuba/Sutter Mental Health, Substance Abuse TX and Dual Diagnosis Group
    - Alcoholics Anonymous /Narcotics Anonymous (AA/NA) Groups
    - Pacific Education Services (PES)
  - In-Patient Adolescent Substance Abuse Treatment Facilities
    - DayTop-Male and Female Programs
    - Wilderness Recovery Program-Males
    - Tahoe Recovery Program (probation has referred but the program has not accepted any Sutter County Wards to date)
  - Substance Abuse Educational Programs
    - Pathways
  - Domestic Violence
    - Casa De Esperanza-Women’s services and Shelter (CASA)
    - Man Alive
    - Pacific Education Services-Men and Women Classes
    - Anger Management/Domestic Violence-Men and Women- Facilitators Spanish and English speaking (APL)

- Father’s First
- Parenting Classes
  - YMCA
  - Pacific Education Services
  - Yuba College
  - Yuba/Sutter Head Start
  - Sutter County Parent Network
  - Parent Child Interactive Therapy
- Other Agencies Sutter County HHS coordinates services with or has a working relationship:
  - Housing Authority
  - Tri-County Respite
  - Alta Regional Center
  - Developmental Disabilities Area Board III
  - UCD-MC—CARRE – The Child & Adolescent Abuse, Resource, Evaluation Diagnostic & Treatment Center
  - Sutter County Public Health
  - Able Rider’s Program
  - Butchie’s Pool
  - Victim Witness Program
  - Children’s Home Society
  - Student Attendance Review Board
  - Feather River Tribal Health
  - Child Death Review Team
  - Environmental Health
- Specific programs offered to enhance Child Welfare Services to Sutter County children and families:
  - WIC Program
  - Independent Living Skills Program (ILSP)
  - Roller Coasters
  - Multi-Disciplinary Interview Team (MDIT)
  - Parent Child Interactive Therapy (PCIT)
  - Functional Family Therapy and Family Conferencing (FFT)
  - Family Intervention & Community Support (FICS)

**D. Current System Reform Efforts**

Sutter County Department of Human Services, Welfare & Social Services Division is currently looking at the following systemic reform efforts:

<i>Reform Efforts</i>	<i>Status/Timeframe</i>
SB 163 – Wraparound Services	<ul style="list-style-type: none"> <li>▪ Submitted Letter of Intent to CDSS on March 22, 2004.</li> <li>▪ Considering a Public Model.</li> <li>▪ Serving up to 15 service allocation slots (phased-in approach).</li> </ul>
Translational Housing Plus- 18 to 24 year olds.	<ul style="list-style-type: none"> <li>▪ Letter of intent was submitted Oct 2006.</li> <li>▪ County plan for coordinated efforts with to Foster Family Agency’s as providers</li> <li>▪ Submitted to CDSS in Dec 2006 approved awaiting ACL pending funding</li> </ul>
SafeMeasures	<ul style="list-style-type: none"> <li>▪ Currently sending all users for continuing and advanced training in order to improve use of</li> </ul>

	this tool.
Business Objects Training	<ul style="list-style-type: none"> <li>▪ Currently sending licensed users to more advanced training in order to improve analysis of CWS/CMS system/trends.</li> </ul>
Technological Improvements	<ul style="list-style-type: none"> <li>▪ 1 CWS server replacement is anticipated to be completed in Dec 2007.</li> </ul>

### ***III. Systemic Factors***

The Systemic Factors are the same as those used in the Federal Child and Family Services Review and are defined in federal law.<sup>1</sup> The definitions provided in this section are consistent with federal law, but adjusted to relate to California counties within the State's requirements.

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<sup>1</sup> The Systemic Factors listed in this section are based on the definitions in 45CFR 1355.34, adjusted as applicable to California counties.

## A. Relevant Management Information Systems

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

- Child Welfare Services/Caseload Management System (CWS/CMS)
  - The information is provided to, and for, workers, as well as management. As a dedicated county, we are limited in the additional software that can be added to CWS/CMS computer workstations. This is problematic at times, but there are other county computers that are not connected to CWS/CMS that can be utilized for certain functions that are not allowed on CWS/CMS workstations. The operating system for the CWS/CMS workstations continues to be Windows 2000. The Microsoft Office package has recently been updated to Office 2003, which has been beneficial, as the previous Office package was incapable of opening certain documents.
  - As with all data applications, the data quality is affected by only as good as how it was entered. If data is missing from a field that is not mandatory, or not consistently entered the same way by all social workers, the reports produced may be inaccurate.
    1. Sutter County is currently attempting to determine which fields in the CWS/CMS application are used by the UC Berkeley and SafeMeasures to collect data on AB636 Measures. Sutter County has discovered data errors in the SafeMeasures and Berkeley reports that appear to be related to data entry problems. A lack of knowledge regarding which specific data fields are utilized to generate statistics is hampering efforts to improve data entry strategies.
    2. As issues of Quality arise, Sutter County works to find ways of improving how we enter data into fields, and producing reports that alert us to potential problem areas.
  - The CWS/CMS program is fully utilized by all CPS Social Workers in performing their daily tasks.
    1. Reports are used by staff to manage and track changes and trends.
    2. Bulletins are used by the project to pass on information to everyone.
    3. MEDS is used to gather data on clients.
- SafeMeasures is used to manage caseloads, for quality assurance, and legal compliance issues. Reports are run weekly and monthly.
  - Face-To-Face Contact - Out of Compliance
  - Individual and Group Stats for Weekly & Monthly Totals, For Emergency Response (ER), Family Reunification (FR), Family Maintenance (FM), Permanent Placement (PP), & Referrals.
  - Child Well Being- Health and Education Passport
  - Federal Outcomes Measures
- Business Objects is a Data Base Programming Application that allows reports to be run from data compiled from CWS/CMS. Any field in CWS/CMS that has data entered into it can be used as part of a report. This allows a more specific and individualized report. The Social Services' Program Manager and 2 staff are trained.
  - Weekly, Monthly, & Situation Specific Reports for Management and Workers

- **Structured Decision Making (SDM)**  
Sutter County uses Structured Decision Making (SDM) with both Emergency Response and Ongoing cases. The Strengths and Needs portion of this application tool assists staff in case planning, as well as providing services to our clients.
- Intranet access is available to all staff to assist in daily activities.
  - Group Home Rates – gather current costs to update, and maintain Sutter County lists.
  - Foster Family Agency Rates – gather current costs to update, and maintain Sutter County lists.
  - Employment Development Department (EDD) – To help assist client needs
  - Courts – gather current information on law or rule changes
  - Cal Law
  - Information Searches assist staff find resources specific to client needs
  - Other Links.
- Internet access is limited and case specific.
- Email is used for interaction and information exchanges with others outside of Sutter County CPS.
- Card files and prior computerized master file, are used to access information on old cases.

**PROBATION:**

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

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

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

**B. Case Review System**

The Court reviews Sutter County cases a minimum of every six months, and follows the state laws. The first six-month hearing is set six months after the Jurisdictional Hearing or 60-days from detention, whichever comes first, unless a decision has been made to set a 366.26 Hearing. In that case, the first six-month hearing will be six months after the 366.26 Hearing.

Six-month Review Hearings are also known as Status Reviews. At each Status Review, the social worker must submit a court report containing the following information:

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

At the time of each Status Review the social worker must also submit a Case Plan. The Case Plan will include SDM outcome for families in Family Reunification and Family Maintenance, and ILSP for teens in Family Reunification or Permanent Placement.

Sutter County has Three-Month Progress Evaluations, for certain situations, which help the court and CPS better serve the client's needs. Prior to each Status Review, notices are mailed out to the care providers of the children. The care providers are welcome to attend to the hearings. Occasionally, parents object to the care provider's presence in the courtroom, and the Judge decides to include, or to exclude them.

The decision to Terminate Parental Rights is made at a Hearing pursuant to Welfare & Institutions Code, Section 366.26. Prior to the Hearing, the county social worker, in conjunction with a State Adoptions Specialist, makes a recommendation to the Court in regards to a Permanent Plan for each child. Parental rights are only terminated if the Court finds it is likely that the child will be adopted. If it is not likely the child will be adopted, parental rights remain intact and an alternative permanent plan is ordered.

CWS does not track specific case review information. If specifics are needed the case must be looked at individually.

### **PROBATION:**

The Court six month review system for Sutter County Probation is very similar to that of CPS. Sutter County Probations presents juvenile Court placement cases a minimum of every six months if not sooner (depending on the circumstance), and follows the state laws. The first six-month hearing is set six months after the Detention Hearing or date of removal whichever comes first.

Six-month Review Hearings are also known as Status Review Hearings. At each Status Review, the Probation Officer must submit a Court Report containing the following information:

- Probation Officer contacts; visits between juveniles and family/guardian members;
- Current educational, medical, dental, psychological, social, emotional, behavioral information in regards to the juveniles;
- Updated information regarding the environmental situation from which the juvenile was removed and Case Plan updates;
- Current or concurrent Permanent Plan and appropriateness of placement;
- Contact made with other professional persons and agencies pertaining to the juvenile/family/guardian;
- Any new developments such as recent criminal activity, etc.;
- The juvenile's statement to the Court regarding the placement, which could include both, negative and positive information and progress or lack thereof; and
- Recommendations to the Court for continued placement, termination of placement or relocation of juvenile.

Prior to each Status Review Hearing, telephone contact is made and/or notices mailed out to the care providers of the juveniles, as well as their legal guardians. The juvenile, care providers and legal guardians are directed to be present in Court, and if not present, must provide a written Waiver to the Court for such purpose. At the Status Review Hearing, a date is provided to all involved parties for the next Status Review Hearing proceeding.

### **1. Court Structure/Relationship.**

In October 2003, acting District Attorney, Brian Aronson was appointed by Governor Gray Davis to the Sutter County Superior Court. Judge Aronson presides as the Juvenile Court Judge. Sutter County uses the “one family, one Court “ approach. Judge Aronson presides over both, CPS 300 Dependency issues and issues regarding Sutter County Probation juvenile 602 placement/legal proceedings; he also hears matters pertaining to stepparent adoptions, guardianships, School Attendance Review Board (SARB), FIT, dissolutions and child custody.

The presiding juvenile court Judge, as well as the County Counsel who represents Children’s Services; attend various collaborative meetings, presentations and conferences such as “Beyond the Bench” in conjunction with Social Service and Probation staff. The working relationship between CWS and the juvenile court is considered to be extremely good by the professionals involved in the process. This has promoted excellent communication and improved service to the children and families of Sutter County.

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

All parties appearing in court wait together in the court hallway for their case to be called. There is no specialized waiting area. If it is not appropriate for children to be waiting in close proximity to the other parties, they may be left at their foster home until they are called to testify. The social worker arranges for transportation.

In May, 2007, the Sutter County Probation Department changed the policy regarding the use of restraints on juveniles in the courtroom. After the Appellate Court decision (Tiffani A. v. Sup. Ct.), Judge Aronson requested review by the Court Research Attorney. Our department immediately complied with this decision as follows:

- We remove all restraints once the minor is in the courtroom.
- Once proceedings are completed, restraints are placed back on the minor while we are still in the courtroom.
- If the probation officer believes restraints are warranted throughout the proceedings, the officer informs the District Attorney so that a motion can be made to leave the restraints on.
- There must be two officers present at all times during the Court proceedings.
- Once the matter has been heard and the Court is finished with the case, the family is asked to wait outside in the lobby while both officers (if needed) re-restrain the minor before entering into the lobby.

It is not uncommon for Social Workers, Social Worker Supervisors, and attorneys to meet outside the courtroom in an effort to resolve issues prior to the Hearing. Prior to dismissing a CPS case the Social Worker will develop custody and visitation orders for the Judge’s review

and signature. If the Social Worker is unable to develop a visitation plan agreeable to the parents then the Court is requested to order the parents into mediation. Mediation is available through Sutter County Family Court Services.

**PROBATION:**

The presiding Juvenile Court Judge, as well as representatives from the District Attorney's office and Public Defender's office who present in Juvenile Court, attend various meetings, presentations and conferences such as "Beyond the Bench" in conjunction with Social Service and Probation staff. The working relationship between all agencies involved is considered to be an extremely professional and positive/collaborative process.

Continuances are not unusual in Sutter County. Any involved party may request a continuance, or the Judge may decide on his own motion to continue a matter. If not represented by private Counsel, the juvenile is appointed legal Counsel by the presiding Judge.

All parties appearing in Court wait together in the Court lobby for their case to be called. There is no designated waiting area, which can sometimes cause conflict. If there is the possibility that conflict may occur, the juvenile and group home staff member waits in a closed room a short distance from the Courtroom. If there is a history of conflict on the parent/guardians part, the Court bailiff is notified, as well as additional Probation Officers will be present in the Courtroom.

Based on the information provided, the Court makes the final decision about the safety, well-being and legal status of minors who are involved in the Juvenile Justice System. Probation and CWS work together by sharing information from both departments in preparing reports that are submitted to the Court for Disposition. The Court is advised and a Court case may be continued (maybe 1% of cases) if the minor's parents/guardians are not present, or are unavailable due to certain circumstances.

Termination of parental rights does not apply to Sutter County Probation

**2. Process for timely notification of Hearings.**

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

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

The Court may establish a Three-Month Progress Evaluation at its discretion or with the recommendation of the agency in some cases that are determined High Risk.

The Court Worker (CPS Social Worker assigned to attend court each week) receives the date of the next court hearing in Court on the date of the hearing. The Court Worker records this on a Court Data Sheet form that is copied after court. This form is given to the clerks, the supervisors, the Court Worker and the Social Worker assigned to the case and to the Program Manager.

The clerks keep a calendar that is updated after each court date with the upcoming court dates as recorded on the Court Data Sheet by the Court Worker. The clerks review the updated calendar each week and pull the cases six weeks prior to the court date. The Welfare and Institutions Code determines the number of days prior to a hearing that the notices are mailed. The clerks type the Notices of Hearing. The Social Worker reviews the notices for recommendations, corrections or necessary staffings, and signs the Notice of Hearing. All Notices of Hearing are

sent out certified/ return receipt. Notices of Hearings are sent to the California Department of Social Services Adoption Division, if the matter is a 366. 26 Hearing. State Adoptions is also sent a notice regarding subsequent Hearings until the adoption is finalized or State Adoptions closes the case. Native American Tribes are notified, if applicable under the ICWA regulations. Notices are also sent to Foster Family Homes/ Group Homes, the parents (if parental rights have not been terminated), and the child (if over the age of ten). The siblings age ten and over are also given Notice of Hearings if their own court date differs from that of another sibling.

The following are checks and balances that are used by this agency to insure that all parties are given a timely Notice of Hearing:

- Each Social Worker is given a court calendar with upcoming court dates every month by the Court Worker.
- Prior to beginning to write a court report the social worker will check in the CWS to insure the notices have been entered and sent to the appropriate parties.

The Social Worker, through monthly contact with the caregivers, receives input on the child progress and current needs. This information is utilized when the agency makes a recommendation to the court.

Sutter County also uses Structured Decision Making (SDM), which is a research-based tool to assist the social worker in making decisions regarding the case. The Social Worker will reassess a case just prior to any Six-Month Status Review. This reassessment will also contribute to the recommendations in the Court Report.

#### **PROBATION:**

The probation officer, as well as the Court conducts hearing notifications.

### **3. Process for parent-child-youth participation in case planning.**

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

Case Plan Conferencing is a mediated interaction between the family and the CPS agency that operates outside of the confines of the Juvenile Court. The mediator is a local family law attorney with experience in Juvenile Court cases who has no personal or professional interests in the cases. The family is encouraged to invite supportive people, as the intent of Case Plan Conferencing is to empower families to construct their own solutions to problems within the family that have resulted in Child Welfare Services intervention. Both sides of the mediation are free to disagree if consensus cannot be reached. For example, CPS professionals may feel that the family's solutions are not extensive enough to resolve the issue, or the family may feel that the CPS solution is too cumbersome. If this is the case, the matter proceeds to the Juvenile Court where the judge makes the ultimate decision. However, if consensus can be achieved, the case plan agreed upon is made effective at the next court hearing.

Strengths and needs for families are identified through substance abuse assessments, mental health assessments, Structured Decision Making, face-to-face contact with families, and progress reports from service providers.

Goals for each family stem from the concerns which brought them to the attention of Child Welfare Services. The goals are determined through a face-to-face interview with the family, Structured Decision Making, recommendations made by the Juvenile Court, and results of assessments completed by the parents and children. These goals are input into the Child

Welfare Services/Case Management System as family's objectives in Family Maintenance or Family Reunification Case Plans.

Generally, visitation is based on each individual family's circumstances. Visitation arrangements are made by considering the concerns which brought the family to the attention of Child Welfare Services, the age of the child, the interests of the children and parents and the progress of the parents in their Case Plan. In addition, visitation is based on what is in the child's best interest.

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

Sutter County follows the policies and practices outlined in the Division 31 Regulations and the Welfare and Institution's Code.

The parents are informed of their rights and responsibilities regarding case planning through face-to-face contact with their Social Worker and through the Juvenile Court.

The County addresses the needs of care providers in the Case Plan through a Needs and Services Plan formulated for the children in their care. The Case Plan and Needs and Services Plan outlines what is expected of the care providers to meet the needs of children in their care. In addition, care providers are provided a Health and Education Passport to help keep track of the children's health and educational needs.

**PROBATION:**

The Probation Department has focused efforts on both minimizing placements and in achieving the greatest amount of success possible with each placement. To that end a Probation Officer was dedicated to the position several years ago to act as a Placement Officer. This concentration of the placement cases has allowed strong linkages with the minor, their family and group home staff. All parties are involved in the preparation of the case plan. Constant contact occurs with families, and they are transported when necessary to stay involved in program activities which results in regular involvement in case plan reevaluation. The Placement Officer is also involved in transitional family services in conjunction with the Children's Systems of Care (CSOC) staff and Family Assistance Service Team (FAST).

4. General Case Planning and Review

**Written Case Plan:** When a case is opened on each child a reminder is created in CWS/CMS stating when a Case Plan is due. This due date is 30 days from the initial referral date once a case is created.

If a child is in foster care, then court reports are written which create a time line. The Dispositional Hearing Report has the Case Plan attached which reflects the services created for each case plan participant. The Court orders this Case Plan into effect at the Dispositional Hearing. The Dispositional Hearing does not always run parallel to the due date of the Case Plan; therefore, a Case Plan needs to be created prior to the Dispositional Hearing. Services may be added/removed and case participants may be added/ removed. There are reminders in CWS/CMS for Case Plan Update, and then it is attached to Status Review reports. It can be updated and attached to three-month progress evaluations, but this is not a mandatory update.

Division 31 Regulations and the W&I Code specifies timely development and review of case plans. Supervisor review of case plans and Safe Measures also provides an avenue to ensure timely Case Plan development.

Case Plan development integrating fairness and equity towards racial and ethnic groups include sensitivity to language and culture. While Sutter County has maintained a commitment to

providing culturally relevant services, accessing available services for other cultures/language is often a barrier because the services are often not available in the community.

**PROBATION:**

The Probation Department has focused efforts on both minimizing placements and in achieving the greatest amount of success possible with each placement. To that end a Probation Officer was dedicated to the position several years ago to act as a Placement Officer. This concentration of the placement cases has allowed strong linkages with the minor, their family and group home staff. All parties are involved in the preparation of the case plan. Constant contact occurs with families, and they are transported when necessary to stay involved in program activities which results in regular involvement in case plan reevaluation. The Placement Officer is also involved in transitional family services in conjunction with the Children's Systems of Care staff and Family Assistance Service Team.

**Permanency Hearings:** Sutter County has implemented a number of checks and balances to ensure accurate and timely court reports for Permanency Hearings. These checks, and balances, have resulted in the virtual absence of "late" court reports which benefits the court, the client, and Social Services. Most importantly this supports the goal of Permanency for Sutter County dependents to be a top priority.

- Sutter County devised a plan in February 2002 to monitor and control late court reports. Since this time the percentage of late reports has diminished significantly and no longer appears to be problematic.
- Office Assistants also keep a monthly Court Report Calendar in their office area for assistance to all on a daily basis.
- One of the supervisors keeps a "late" list of Court Reports, as a Quality Control for timeliness.

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

Factors to create the most individualized Case Plan are:

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

**PROBATION:**

Prior to the minor entering placement, a written case plan is established between the minor/parents/legal guardians, which are submitted to the Court at the Dispositional Hearing. A Sutter County Probation Department Supervisor reviews the case plan every six months or sooner, depending on the status of each case. The probation department does not have the "automated" system for case plan development that is provided to CWS/CMS.

**Permanency Hearings:** Sutter County has checks and balances in place to keep court reports for Permanency Hearings, completed in a timely manner. These checks, and balances, have resulted in few "late" court reports. This benefits the court, the client, and Social Services. This also helps support the goal of Permanency for Sutter County dependents to be top priority.

- Sutter County devised a plan in February 2002 to monitor and control late court reports. Since this time the percentage of late reports has diminished profoundly.

- Meetings are held on a weekly basis to discuss court reports that are due. A current list of reports is created. Office Assistants provide this list to each Social Worker, Supervisor, and Program Manager.
- Office Assistants also keep a monthly Court Report Calendar in their office area for assistance to all on a daily basis.
- One of the supervisors keeps a "late" list of Court Reports, as a Quality Control for timeliness.

**PROBATION:**

The Probation Department makes every attempt to identify services needed to meet needs of racial, ethnic and religious group's needs when case planning decisions occur, and are in compliance with state and federal regulations. The termination of parental rights does not apply with probation; however, would apply only if the juvenile is adopted. Unfortunately this event is rare with the probation population.

General case planning and reviews begin by identifying pertinent relationships for the juvenile. Background checks and home evaluations are completed for all potential placements. Information is gathered during interviews with parent(s) and/or guardians at the onset of the case plan. Specific recruitment/training and support is identified by and for families. Foster parents and county licensing workers address this as well. The Foster Family Agency compiles a list of foster parents for both long term and short-term placements. Ongoing communication between the probation officer and the families is maintained with the outcomes of Court, possible placements with relatives, family reunification process, and the probation officer's involvement.

Case planning takes place between collaborative agencies, at which time checks and balances are identified to meet the clients' needs. Permanency Hearings occur twelve months from the date the minor appeared in Court for the Detention Hearing and removal from the home was ordered.

The probation officer compiles a Case Plan with each minor, parent/guardian, providing many possible factors. Case plans are designed to alleviate any factor that could hinder the Permanency Planning Hearing for the minor.

Many of the same factors are used to create the most individualized case plan for each family.

- Meetings with case providers.
- Meetings with parent(s) and or legal guardians.
- Assessment of relatives.
- Minor's assessment.

**Concurrent Planning:** (Permanency Alternative Prior to Dispositional Hearing)

- Next Best Placement (NBP) Mediation: NBP is a process that streamlines the relative placement process by providing a forum for interested family members and/or non-related extended family members to work cooperatively with the family and CPS to determine who is most appropriate to provide care for the children during the case. The NBP process can be initiated at any time following the detention of the children and is facilitated by a mediator. The mediator is a local family law attorney with experience in Juvenile Court cases who has no personal or professional interests in the cases.
- Relatives and or non-related extended family members are identified and begin background checks and home evaluations.
- Information is gathered during interviews with parents at the onset of the case. If parents are not cooperative with information they are ordered at court to provide CPS with names and information about possible relatives.
- Paternity – Court ordered at onset with any and all names of likely fathers. Family Support is accessed for information.

- Specific recruitment/training and support for families.
- Foster parents – some opt for fostering short term only/long term and or adoption. County Licensing worker addresses this.
- FFA – list of foster parents with intent for short/long term and adoption.
- Ongoing – social workers talk with families about outcome of court, the possibility of placement with relatives, the FR process, and the workers involved – county worker and adoptions worker.
- Collaborative Case Planning –An Adoptions worker is available by phone for consultation and in-person meetings between agencies once per month. Copies of court reports and adoptions referral is sent to Adoptions for concurrent planning/ or for 366.26 purposes after the Dispositional Hearing.

**PROBATION:**

Concurrent Planning does not apply to Probation.

Termination of Parental Rights (TPR):

1. For TPR, the Ongoing Unit is responsible for writing the 366.26 report for the Permanency Planning Hearing. These hearings are held timely as the court sets them. (Refer to Section B.2., Process for Timely Notice of Hearings, for how Sutter County ensures compliance with the Court’s Order).
2. Several factors directly affect the ability of identifying an adoptive home, such as the age of the child(ren), the child(ren)’s behaviors/disabilities, large sibling groups, and assessments from State Adoptions.
3. The compelling reasons for not pursuing adoption are documented from assessments by State Adoptions Office, information gathered by the county, and information from local agencies that work with the county. Providing progress reports every three to six months to the Court ensures documentation. The reports describe the children’s behaviors and special needs, which are the deciding factors that determine if a child is adoptable. The children’s opinion and/or desire to be adopted, depending on their age, are also expressed in the reports.

**PROBATION:**

Termination of Parental Rights (TPR) does not apply to Probation.

**C. Foster/Adoptive Parent Licensing, Recruitment and Retention**

1. General licensing, recruitment and retention

- Sutter County has a Memorandum of Understanding with CDSS to provide Family Foster Home licensing.
- Sutter county enjoys a small community atmosphere so recruitment of foster family homes is largely word of mouth by current and former foster parents. Social Services Division also participates in local events to actively recruit such as the Children’s Faire, Sutter Buttes Day and twice yearly the Community Day at The Mall in Yuba City.
- Sutter County Department of Human Services, Social Services Division contracts with Yuba College, in nearby Marysville to provide training opportunities for prospective and current foster parents, relative caregivers and adoptive parents. The program provides the required twelve hours of pre-service for prospective foster parents.
- The Yuba College Foster Parent Education Program provides monthly training opportunities on a variety of topics. The classes are repeated throughout the year on

different days and at different hours in an attempt to meet the variety of work schedules of foster parents. The program has approximately four to five mini-conferences per year, which are six to eight hours long to discuss topics requiring more in-depth training such as fetal alcohol spectrum disorder, reactive attachment disorder and special education for children.

- The Yuba College program has a resource library of books and videos on a variety of topics to meet the specific needs of foster parents, relative caregivers and adoptive parents.
- The Yuba-Sutter Foster/Adoptive Parents Association is available to provide support and mentoring to foster parents, relative caregivers and adoptive parents.
- The Association provides a clothes closet for children recently detained who do not have adequate clothing. The closet may also have quilts, toys, and personal bags with toiletries for children.
- Sierra Adoption Services provides post-adoptive services locally including training, counseling services and support services through a warm line.
- Sutter Parent Network is available for assistance with children with special needs such as cerebral palsy.
- Child Protective Services has a public health nurse on staff to assist with any medical issues of a foster youth.
- The Family Assessment and Service Team (FAST) is a multi-disciplinary team. One of the functions is to assist in the decision making process of foster youth being presented for placement in a group home or higher level of care. The team also assists when a foster youth is being considered for a level of care below that of group home.
- Another function of FAST is to discuss out of home placement options for a youth currently being served through Children's System of Care (CSOC) on a voluntary family maintenance issue.

### **PROBATION:**

The Probation Department does not perform any of these functions.

#### 2. Placement resources

- Sutter County currently has twelve (12) licensed foster family homes as of July, 2007. This is a decrease of nearly 50% from the previous Self-Assessment conducted in 2004 (at which time the county had twenty three licensed foster family homes). One home is on a placement hold as the file has been submitted to state legal for review. One foster home is specifically trained through the Options for Recovery Program out of Butte County to meet the needs of drug and alcohol exposed infants
- The decrease in county licensed foster family homes has been offset by placements in Foster Family Agency (FFA) licensed homes. Currently, the county has an active placements with at least four Foster Family Agencies in the local area: Children's Hope, Triad, Lilliput, and Environmental Alternatives. A substantial advantage of FFA homes is that the FFA provides an additional social worker that oversees the case. The foster homes operate under the license of the FFA, who ensures that the foster homes remain in compliance. The FFA is also able to offer ancillary services, such as transportation to and from visitation and doctor's appointments that are typically not available from county licensed foster homes.

- Group home placements have dropped significantly during the three-year period between the previous and current Self-Assessment. This reduction can be attributed, in part, to concerted efforts by the county to bolster placements with necessary resources. This effort has allowed the county to maximize resources through more effective utilization of the placement options available.

**PROBATION:**

The Families Assessment and Services Team (FAST) is a multi-disciplinary team whose main function is to assist in the decision making process of minors being presented for placement in a group home or higher level of care. The team also assists those minors who may be considered for a lower level of care.

The Functional Family Therapy Program (FFT), Family Intervention Team (FIT), Families Assessment and Services Team (FAST) and Children’s Systems of Care (SCSOC) are multi-disciplinary teams who focus on team decision-making and who also provide supportive services to juveniles and their families.

The Intensive Therapeutic Services Program is a team of professionals who work closely with families to provide services to keep minors in their homes. A therapist, case manager and Probation Officer or Social Worker work intensively with the minor and their family in an effort to promote self-sufficiency and overall well being.

**Conclusion:**

Though Sutter County has many resources available within the community, there are resources in which the county lacks, such as level thirteen and fourteen placements, along with the need for more local foster homes. Minors who are close to reaching the age of majority have little or no resources available.

**D. Quality Assurance System**

**Compliance/Performance:** SafeMeasures was implemented so that the Department can monitor social workers’ timely compliance with required tasks/responsibilities; i.e. Monthly in-person contacts.

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

Many areas of compliance are detailed in court reports, which are reviewed by a supervisor and the Program Manager before being forwarded to the Juvenile Court.

The County is audited by the State and advised of the performance/ compliance in the audited areas.

**ICWA:** The Child Protective Service’s Social Worker is to inquire of any available parent or relative, at the time of a child’s removal, if the child or parents are possibly of Indian Heritage. Any parent appearing at the Detention Hearing is provided a SOC 318 (Request for Confirmation of Child’s Status as Indian) and is ordered by the Juvenile Court to complete the form and return it to the Department within two (2) working court days. The Department provides a Notice of Hearing, birth certificate and Petition to the Bureau of Indian Affairs and any possible tribe(s) that may recognize the child as coming within the ICWA laws. Notices of Hearing are mailed registered and return receipt requested. If a tribe notifies the Department in writing that the child is not recognized by their tribe, then the written documentation is attached to the Social Worker’s next court report and Notice of Hearings are no longer mailed to that specific tribe. The Social Worker is to address in all court reports, the issue of Indian Heritage including identifying tribes that are mailed a Notice of

Hearing. The Juvenile Court reviews the Social Worker's report for compliance. Notice of Hearings, any contact with tribes, and information from family or relatives regarding Indian Heritage is documented in CWS/CMS.

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

Additional requirements for JV-220:

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

The parents, if their whereabouts are known and parental rights have not been terminated, are notified of the request to treat the child using psychotropic medications. In addition, the attorney's of record are notified. If all parties agree to the request the Juvenile Court Judge can sign the JV-220 request without a hearing. If any party disagrees with the request then the matter is heard in the Juvenile Court. The Social Worker maintains contact with the foster parent, foster family agency social worker, therapist, and/or physician to ensure that the child's mental health needs are being met, and these contacts are documented in CWS/CMS.

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

Concurrent planning and recommendations for termination of parental rights are explained and documented in the Social Workers court reports and reviewed by the Juvenile Court Judge. The Social Worker is to document in CWS/CMS the termination of parental rights.

Transitional Independent Living Plans (TILP)

- Are completed for any foster child age 15 ½ and over.
- Are created in CWS/CMS and reviewed with the child.
- Attached to the Social Worker's court report.
- Must be signed by the Social Worker and supervisor.
- The child is offered the option to sign the TILP Case Plan.

CWS/CMS issues a reminder and due date for the Transitional Living Plan and remains as a reminder until a plan is created and approved.

**PROBATION:**

Prior to the minor entering placement, a written case plans are established between the minor/parents/legal guardians, which are submitted to the Court at the Disposition Hearing. A Supervising Probation Officer reviews the case plan every six months or sooner, depending on the status of each case. The probation department does not have the "automated" system for case plan development that is provided to CWS/CMS.

**E. Service Array**

1. Availability of services

The table listed below provides the list of agencies and their services availability criteria:

AGENCY	AVAILABILITY
ALTA REGIONAL CENTER <ul style="list-style-type: none"> <li>Provides services to the developmentally disabled.</li> </ul>	<ul style="list-style-type: none"> <li>Disability identified before age 18 and constitutes a substantial handicap. State funded.</li> </ul>
AREA BOARD III <ul style="list-style-type: none"> <li>Provides educational advocacy and training.</li> </ul>	<ul style="list-style-type: none"> <li>Available free to CPS clients as referred.</li> </ul>
CAREGIVER SERVICES <ul style="list-style-type: none"> <li>Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Adoption Services</li> </ul>	<ul style="list-style-type: none"> <li>Support services, mentoring, education, training, resource library, clothes closet.</li> </ul>
CHRISTIAN ASSISTANCE NETWORK/GLEANERS <ul style="list-style-type: none"> <li>Provides emergency clothing, food, diapers, formula, etc. to families in need.</li> </ul>	<ul style="list-style-type: none"> <li>Must be Sutter or Yuba Resident. Help is limited to once every 6 months.</li> <li>Gleaners is income based.</li> </ul>
CHILDREN'S HOME SOCIETY <ul style="list-style-type: none"> <li>Provides referrals for childcare; childcare payment assistance; library; toys for checkout.</li> </ul>	<ul style="list-style-type: none"> <li>Free. Childcare payment assistance is income based with a waiting list.</li> </ul>
CHILDREN'S SYSTEMS OF CARE <ul style="list-style-type: none"> <li>Case management.</li> </ul>	<ul style="list-style-type: none"> <li>To any client accepted into the program through FAST. Charges apply based on income. Medi-Cal, some insurance accepted.</li> </ul>
DOMESTIC VIOLENCE <ul style="list-style-type: none"> <li>Casa de Esperanza; Man Alive; Pacific Education Services (PES), Father's First</li> </ul>	<ul style="list-style-type: none"> <li>No fees for Casa. Others are a sliding scale fee.</li> </ul>
FAMILY ASSISTANCE SERVICE TEAM (FAST) <ul style="list-style-type: none"> <li>Referred by any agency involved with client/child, including schools, MH, CPS, and Probation.</li> </ul>	<ul style="list-style-type: none"> <li>No cost for assessment.</li> </ul>
FAMILY INTERVENTION COMMUNITY SUPPORT (FICS) <ul style="list-style-type: none"> <li>Family Child Assessment Team (FCAT)</li> </ul>	<ul style="list-style-type: none"> <li>Referrals from CPS, self-referrals, school referrals. FCAT clients must receive full Medi/Cal benefits and have a DSMIV diagnosis.</li> </ul>
FAMILY INTERVENTION TEAM <ul style="list-style-type: none"> <li>Case management.</li> </ul>	<ul style="list-style-type: none"> <li>To any client involved with probation or family court. Charges apply based on income.</li> </ul>
FEATHER RIVER TRIBAL HEALTH <ul style="list-style-type: none"> <li>Health care, outreach, behavioral health.</li> </ul>	<ul style="list-style-type: none"> <li>Must have proof of California tribal heritage; services are free.</li> </ul>
FRIDAY NIGHT LIVE <ul style="list-style-type: none"> <li>Services to preteen and teenage children</li> </ul>	<ul style="list-style-type: none"> <li>Most services are free. Waiting list for mentor program.</li> </ul>
HEAP <ul style="list-style-type: none"> <li>Provides financial assistance for energy</li> </ul>	<ul style="list-style-type: none"> <li>Income based; Government funded, demand usually exceeds funds for</li> </ul>

bill; home weatherization services.	each fiscal year.
<b>HOMELESS SHELTERS</b> <ul style="list-style-type: none"> <li>The Depot (women and families), The Twin Cities Rescue Mission (men only)</li> </ul>	<ul style="list-style-type: none"> <li>Income based; available to Sutter or Yuba residents; waiting list.</li> </ul>
<b>IN PATIENT DRUG TX</b> <ul style="list-style-type: none"> <li>Pathways (Yuba County); Cornerstone (Redding); Skyway House (Paradise); Progress House (Camino); Salvation Army (Fresno)</li> </ul>	<ul style="list-style-type: none"> <li>Inpatient treatment unavailable in Sutter County.</li> <li>Substance abuse specialist must refer clients.</li> <li>Adolescent substance abuse TX not available.</li> </ul>
<b>OUT PATIENT DRUG TREATMENT</b> <ul style="list-style-type: none"> <li>Pathways (Marysville); Mother's First (Marysville); Father's First (Marysville); NA/AA Support Groups; Pacific Education Services</li> </ul>	<ul style="list-style-type: none"> <li>Available by self-referral, social worker referral, court order. Charges apply to Pathways &amp; PES</li> </ul>
<b>PARENTING CLASSES</b> <ul style="list-style-type: none"> <li>YMCA; PES, Yuba College, Head Start, Sutter County Parent Network, Parent Child Interactive Therapy</li> </ul>	<ul style="list-style-type: none"> <li>Low or no cost</li> </ul>
<b>PRESCHOOLS</b> <ul style="list-style-type: none"> <li>Head Start; State Preschools, Private Pay</li> </ul>	<ul style="list-style-type: none"> <li>Head Start and State Preschools are income based. Waiting lists.</li> </ul>
<b>ROLLER COASTERS</b> <ul style="list-style-type: none"> <li>8-week group therapy for foster children, ages 5-12.</li> </ul>	<ul style="list-style-type: none"> <li>Referred by child's social worker. No fee.</li> </ul>
<b>STUDENT ATTENDANCE REVIEW BOARD</b> <ul style="list-style-type: none"> <li>Multi-agency board, reviews severe truancy cases, makes attendance agreements with families.</li> </ul>	<ul style="list-style-type: none"> <li>Referred by the child's school.</li> </ul>
<b>SUTTER COUNTY DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL</b> <ul style="list-style-type: none"> <li>Provides education and awareness of domestic violence and child abuse issues.</li> </ul>	<ul style="list-style-type: none"> <li>Available to residents of Sutter County (Public forum)</li> </ul>
<b>SUTTER COUNTY EMPLOYMENT SVCS.</b> <ul style="list-style-type: none"> <li>Job training, drug treatment, therapy.</li> </ul>	<ul style="list-style-type: none"> <li>Available to residents of Sutter County referred by the Welfare Department.</li> </ul>
<b>SUTTER COUNTY ENVIRONMENTAL HEALTH</b> <ul style="list-style-type: none"> <li>Insures homes are in compliance with county codes and inhabitable.</li> </ul>	<ul style="list-style-type: none"> <li>Sutter County residents.</li> </ul>
<b>SUTTER COUNTY FAMILY LAW CENTER</b> <ul style="list-style-type: none"> <li>Provides assistance, advice, workshops regarding custody and child support.</li> </ul>	<ul style="list-style-type: none"> <li>Sutter County resident. Some charges may apply.</li> </ul>
<b>SUTTER COUNTY HEALTH DEPT.</b> <ul style="list-style-type: none"> <li>WIC, Public Health Nurse, medical care.</li> </ul>	<ul style="list-style-type: none"> <li>See Mental Health</li> </ul>
<b>SUTTER COUNTY HOUSING AUTHORITY</b> <ul style="list-style-type: none"> <li>Income based housing assistance.</li> </ul>	<ul style="list-style-type: none"> <li>For Sutter County residents meeting income and/or disability criteria.</li> </ul>
<b>SUTTER COUNTY PARENT NETWORK</b> <ul style="list-style-type: none"> <li>Assistance to parents of children with</li> </ul>	<ul style="list-style-type: none"> <li>Grant funded, some fees apply.</li> </ul>

disabilities	
SUTTER COUNTY VICTIM WITNESS <ul style="list-style-type: none"> <li>Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board.</li> </ul>	<ul style="list-style-type: none"> <li>For all victims/witnesses of crimes who meet State criteria.</li> </ul>
TEEN SUCCESS/PLANNED PARENTHOOD <ul style="list-style-type: none"> <li>Support group for teen parents; birth control, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Free to teen mothers; sliding scale, insurance, Medi-cal</li> </ul>
THERAPY	<ul style="list-style-type: none"> <li>Few local providers carry limited Medi-cal caseloads; most are private/insurance pay or are paid through County funds.</li> </ul>
TRI-COUNTY RESPITE <ul style="list-style-type: none"> <li>Respite services.</li> </ul>	<ul style="list-style-type: none"> <li>Private pay or contracted through Alta Regional Center</li> </ul>
UCD CAARE CENTER <ul style="list-style-type: none"> <li>Multi-disciplinary child abuse investigations.</li> </ul>	<ul style="list-style-type: none"> <li>Referred by CPS and/or Law Enforcement. Accepts insurance, Medi/cal, and county pay.</li> </ul>
YUBA SUTTER MENTAL HEALTH <ul style="list-style-type: none"> <li>1st Steps, Options For Change Drug Treatment; Treatment Team; Therapy; Medication Management; Dual diagnosis group; Day TX; In-patient TX (adults only); Functional Family Therapy.</li> </ul>	<ul style="list-style-type: none"> <li>Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee.</li> </ul>

**2. Assessment of needs and provision of services to children, parents, and foster parents**

Most services in Sutter County are income based. If a family does not qualify for Medi-Cal, there is usually either a flat fee or sliding scale fee. This can become a barrier to “working poor” clients, who cannot typically afford the fees. CPS has assisted families by helping pay for anger management, daycare, private therapy, and substance abuse treatment as necessary, which drastically depletes program resources. Many services have waiting lists, including homeless shelters (only one local shelter takes women and children) and preschool programs.

Sutter County CPS is active in numerous multi-disciplinary teams: Family Assistance Service Team (FAST), Children’s Systems of Care (SOC), Family Intervention Team (FIT), Crime Endangered Children (CEC) Taskforce, and Multi-Disciplinary Interviewing Team (MDIT). These teams strive to deliver services to our most challenging, multi-agency involved families through collaborative work with community partners.

Drug treatment services are limited in Sutter County. There are no inpatient or adolescent treatment centers in Sutter County. Day treatment programs in Sutter County are limited to 1<sup>st</sup> Steps and Options for Change. Recently, the Seeking Safety Program has shown promise, utilizing the “Nurtured Heart Approach.” The Seeking Safety Program is facilitated by a mental health therapist and a drug/alcohol counselor at the CPS site. There are typically no waiting lists for these services.

Housing assistance through the Housing Authority is in such great demand; our clients are usually on waiting lists for months.

Services are available to families both in-home and in placement. These include Functional Family Therapy (FFT) and the Family Child Assessment Team (FCAT). FFT requires a biological or foster family willing to commit to the program, and that children are between the ages of 12 and 18. FFT is a pilot project that began in 2003. FCAT requires the focus child to have full-scope Medi-Cal, a Diagnostic Statistical Manual IV (Mental Health Diagnosis

[DSMIV]) diagnosis, and behavioral issues that negatively impact his/her school or home environment.

Sutter County contracts with the YMCA to provide parenting classes. CPS also contracts with the Sutter County Recreation Department to provide payment for our children to attend summer camps.

### **3. Services to Indian children**

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

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

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

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

## **F. Staff/ Provider Training**

***For Staff:*** All social services staff is provided the necessary CWS/CMS training to develop the expertise required to perform their assigned duties. Refresher and specialized courses in CWS/CMS are made available as well as additional trainings in Outlook, Microsoft Word, Excel, Access and PowerPoint.

Sutter County's Child Welfare training programs assist the workers to remain current on program changes, new programs and changes in the law. It is the goal of the department to see that each Social Worker and Social Worker Supervisor has a minimum of 24 hours of formalized training during the year. Additionally, Sutter County utilizes a "6-Minute Training" series to provide twice weekly refreshers on important topics to supplement full training curriculum. Sutter County Administration has captured their commitment to training through the expression "*Every Day's a Training Day in Sutter County.*"

Sutter County contracts with the University of California, Davis to provide training for staff on a variety of topics. Examples of classes include but are not limited to:

- Ethnic Parenting
- CORE
- Mental Health Issues
- Children of Incarcerated Parents
- Evidenced Based Practices
- Culturally Competent Practices

### **PROBATION:**

The Sutter County Probation Department provides forty (plus) hours annually to staff, with focus on working with dysfunctional families, program changes, resources, foster care issues, and mental health issues and updates pertaining to juvenile laws. The Sutter County Probation Department

follows the policies and practices outlined in the Division 31 Regulations and the Welfare and Institutions Code. The County also contracts with Yuba College to work with probation officers and social workers in order to provide the Independent Living Skills Program to eligible youth.

**For Providers:** Training is also available to prospective foster parents, licensed foster parents, relative caregivers, Non-Related Extended Family Members (NREFM) and Adoptive parents. The County provides Foster Parent Orientation and routinely does informative mass mailings to the above listed types of providers. The County contracts with the local college, Yuba College, to provide the training required to obtain licensure for a relative, NREFM or to become licensed as a county foster home. The college and Sutter County's Parent Network both have a resource library with books and videos of specific interests to caregivers.

Sutter County contracts with Yuba College to work with social workers to provide the Independent Living Skills Program (ILSP) to youth beginning at the age of 15 1/2.

**PROBATION:**

The Sutter County Probation Department does not license or train foster care providers.

**G. Agency Collaborations**

1. Collaboration with Public and Private Agencies/Additional Family Services:

- *Family Intervention Team (FIT)*  
FIT provides voluntary services for families that have been involved in Probation or Family Court and may be candidates for "Wraparound Services" to prevent or reduce the family's level of involvement with the Juvenile Justice System. The Case Management/Case Review Team conducts bi-monthly reviews of the families with written FIT contracts. They assess urgent issues, case updates, and case closures.
- *Family Assistance Services Team (FAST)*  
FAST is a multi-agency group that considers referrals on behalf of Sutter County children who are at risk of out of home care. FAST screens internally those cases that maybe appropriate for Sutter County Children's System of Care. FAST meetings are held every Friday at the Social Services Office. FAST also, in accord with W&I Code, Section 241.1, recommends to the Juvenile Court whether a child is better served by Probation or Child Protective services.
- *Yuba/Sutter Mental Health*  
A Mental Health Therapist is assigned to Child Protective Services to evaluate referred clients to determine if Mental Health services are needed. The therapist serves both adults and children who are involved with Child Protective Services. When necessary a Social Worker attends a Treatment Team Meeting with Psychiatrists, Psychologist, Therapist, and Sutter County Children's System of Care to review the treatment needs of clients.
- *Multi-Disciplinary Interview Team (MDIT)*  
MDIT is collaboration between Child Protective Services, Law Enforcement, the District Attorneys Office, and occasionally Casa de Esperanza. A trained MDIT member does forensic interview while other team members observe from another room. The interviews are done in an attempt to keep victims of sexual assault/abuse (and occasionally, physical abuse) from being interviewed multiple times by different agencies.
- *Crime Endangered Children (CEC)*  
CEC is a collaborative effort between Child Protective Services, the District Attorneys Office, Casa de Esperanza, local law enforcement agencies, Sutter County Probation Department, and the Marysville Parole Unit. CEC is a multi-disciplinary, collaborative effort dedicated to

providing preventive resources, early intervention, and streamlined delivery of community services to families with legal issues that affect the safety of their children, in conjunction with promoting community awareness and education regarding crimes against children.

- *Other Agencies*  
Sutter County Child Protective Services also works with a variety of other agencies that offer services such as, substance abuse treatment (inpatient and outpatient), domestic violence programs, and parenting classes. The Department has also collaborated with doctors in the area, as well as, doctors at the University of California at Davis Medical Center. Collaboration with these agencies is done only when services are needed and are not on an on-going basis as are the individual agencies listed above. Social Workers at Sutter County Child Protective Services are assigned as a liaison to one or more schools to provide mandated reporting training and heighten awareness and build relationships between the schools and the Department.

### **PROBATION:**

The Sutter County Probation Department and collaborating agencies have developed and are utilizing programs within the community designed to provide services and supportive tools to those identified children and their families. Through the utilization of the established referral process and assessment tools, immediate and in most cases multidisciplinary evaluation of cases enable an all-encompassing identification of needs. The resulting wealth of information gathered allows for the creation of comprehensive services and treatment plans to meet those needs. This process also establishes the appropriate agency involvement, as well as identifies an obvious lack of resources. The already established programs include:

- Family Intervention Team (FIT)
- Children Systems of Care (SCSOC)
- Independent Skills Living Program (ILSP)
- Family Assistance Service Team (FAST)
- Maxine Singer Youth Guidance Center (Camp Singer)
- Stepping Stones Aftercare Program
- Functional Family Therapy (FFT)
- Aggression Replacement Training (ART)
- Roller Coasters Program
- Positive Attendance Program
- Intensive Therapeutic Services (ITS)
- Transitional Age Youth (TAY)

#### 2. Interaction with local tribes

- There are currently no federally active tribes within the boundaries of Sutter County.

### **PROBATION:**

The Sutter County Probation Department has been corresponding with Tribal Representatives in surrounding counties in order to obtain information regarding the Indian Child Welfare Act (ICWA) services available. Though there was only one juvenile identified as having Indian ancestry, the interaction was favorable and informative

## **H. Local Systemic Factors**

- The major urban area in Sutter County is the Yuba City Metropolitan Area, which is comprised of Yuba City and Marysville, California; Yuba City is in Sutter County, while Marysville is in Yuba County. The cities are separated by the Feather River and are connected by two bridges that traverse the waterway. The county Child Protective Services agencies in both counties frequently deal with a segment of the population that is somewhat mobile. The need to address jurisdictional issues that arise as a result is handled at monthly

“Transfer-In” meetings that are attended by Social Worker Supervisors from each county. Transferring cases from one county to the other can be problematic, due to a lack of service coordination between the two agencies with regard to county-specific programs. No quantitative data is currently available regarding clients with bi-county CPS involvement.

**PROBATION:**

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

**IV. County-wide Prevention Activities and Strategies**

**A. County-wide Primary Prevention Efforts**

The Sutter County Human Service Department provides a client centered, outcome oriented, integrated, cost effective delivery of services.

Staffs of this department are committed to safeguarding the physical, emotional and social well being of others while promoting self-sufficiency and quality of life and health of those we serve.

The Child Welfare Services (CWS) Branch of the Welfare & Social Services Division provides services to at risk families through several avenues in our community. The following are major organization in which we work to identify families at risk:

- Family Intervention Team Policy Board (FIT)
- Family Assistance Service Team (FAST)
- Children’s System of Care (CSOC)
- School Attendance Review Board (SARB)

- The Family Intervention Team Policy Board monitors and discusses families that have been court ordered to participate in FIT. Families may also be referred to FIT when the family becomes known to a member agency but have not yet reached the level of intervention necessary for a FIT referral by the court.

Often times the early knowledge of families in difficulty allows the County to respond to the family assess the families' strengths and weakness and provide services before Court or Child Welfare Services are necessary. See Attachment H for FIT Organizational Charts.

- Family Assistance and Services Team (FAST) also meets to discuss families. These are families referred to Children's System of Care for intensive therapeutic services when mental health issues are identified.

FAST members also work with families who may not qualify for Children's System of Care Services but appear in need of intervention. In this instance, needs of the family are discussed and the appropriate agency respond to the family with intervention services. The agency responding will update FAST team as the family progresses with preventive services. See Attachment I for FAST Organizational Chart.

- Children's System of Care (CSOC) coordinates care and case management with multiple agencies within the county to provide intervention and intensive services in order to help youth and their family function more effectively in the school, the community and in their home. Families who graduate from CSOC are less likely to need CWS involvement.
- The School Attendance Review Board (SARB) is made up of representatives of law enforcement, schools, social services, probation and community agencies. Families that have children who have school attendance problems are often families that have other issues ongoing, and may, without intervention, become Child Welfare Services families. The most appropriate agency, based on the circumstances outlined by the family, will determine the delivery of services to the family of the child experiencing attendance problems. In addition to the services outlined above Sutter County also has cooperatively developed relationships and services such as the following:
  - Integrated Family Court. This provides all families in Sutter County, with issues that involve children, access to one Judge. Families that are having multiple difficulties are not lost in the system as all probation, child welfare and family court issues are held before the same Judge. When the Judge hears issues in custody cases that seem to indicate a potential for future abuse of the child he directly involves child welfare services.
  - YMCA parenting classes. In cooperation with our local YMCA we have developed year round instruction in parenting. In addition we have developed a parenting without conflict class to help fractured families learn how to effectively parent children together after the parents have dissolved their relationship.
  - In Sutter County our schools are active members in the delivery of services to families who may be at high risk of entering the CWS system. Schools are developing on-site counseling. Each year schools receive training and instruction on signs and symptoms of child abuse and mandated abuse reporting. Each school has an individual CWS staff member (school liaison) who is the single point of contact for questions and concerns for families who are in difficulty without current problems that would entail a Suspected Child Abuse Report (SCAR) referral.
  - Local law enforcement utilizes the community policing policy. When response is made to a family situation the current response in addition to all other responses to this specific family are reviewed. Through active communication with Child Welfare Service's, families are provided with services much sooner than would be possible without the community policing practice.

- Sutter County Mental Health has developed many services for drug rehabilitation for mothers of children and for families.
- Sutter County Public Health offers visiting home nursing for families identified at risk.

#### B. Prevention Partnerships

As stated in Section A above, Sutter County has formed many partnerships with other community and county organizations in order to help families function within the community and become productive and reliable community members. In addition to the ones stated above, please refer to the Systemic Factors Section G. Agency Collaborations.

On August 30, 2007 Sutter County CWS hosted a meeting with Probation and community partners to discuss, review and receive feedback on the Self Assessment Project. There was six tables which looked at an analyzed a focus outcome area with an emphasis on both strengths and needs for improvement.

The following Outcomes were analyzed at the meeting with various community partners. A list of the community partners who participated is shown in Attachment K.

Outcome 2A- Rates of Recurrence of Maltreatment:

A discussion with community partners was based around Differential Response.

Outcome 3A – Time to Family Reunification:

A discussion focused on utilizing the mediation process to provide case planning coordination.

Outcome 3A – Time to Adoption:

A discussion with several CDSS Adoptions workers and social workers took place – with an emphasis on barriers to timeliness of adoptions and issues beyond the county and CDSS’s control.

Outcome 8A – Children Transitioning to Adulthood.

A discuss focused on “housing issues” with community partners.

#### **PROBATION:**

Outcome 8A-Children Transitioning to Adulthood

A discussion focused on what steps need to be taken to assure the eligible youth are enrolled, participating and being serviced through the ILP Program to assist with their transition into self-sufficient adulthood with community partners.

Systemic Issues – focus on CWS/CMS system issues and local system factors.

#### C. Strategies for the Future

- Sutter County has formed a workgroup to develop our System Improvement Plan (SIP). This workgroup has been subdivided into working groups to look at various outcomes measures which have been part of our SIP since its inception in 2004.

Our initial SIP year 11/1/04-10/31/05 established seven workgroups comprising: Management Workgroup, Home Visit Workgroup, Case Review Workgroup, Community Resource Workgroup, Ethnic/Primary Language Workgroup, Training Workgroup and the Interagency Collaborative Workgroup. These workgroups took on the challenge to address Outcomes 2C, 2A, 1A, and 1A, and the addition of 3F. To accomplish the goals set for the year, the workgroups analyzed data, conducted a training needs assessment, determined needs, made recommendations to management and implemented training and developed methods to monitor and document progress.

Probation developed and implemented on-going trainings and monitored their use of resources such as FAST, Placement Review Team meetings, FIT, FFT, MFTC, IEP and SARB. Probation also developed a spreadsheet in order to track staff training.

SIP – 11/1/05-10/31/06 – updated the strategies from the previous SIP and added further Outcome measures to include 1C, 3A, 3E and 3C.

Funding was applied for from CWSOIP and \$52,878 was awarded to implement Juvenile Dependency Mediation.

SIP – 11/1/06-10/31/07 - updated strategies from the previous SIP and added 3G.

Juvenile Dependency Mediation was implemented October 31, 2005 and monitored. Planning and development of ILP conferencing, Wraparound and Linkages.

PROBATION - to continue to track efficacy of FFT and monitor training. Probation also to track ART.

Training and staff development to continue to be tracked by Probation

Funding was applied for from CWSOIP and three out of the eleven grants sought were funded.

**Crime Endangered Children (CEC)** – a multi-disciplinary, collaborative effort dedicated to providing preventive resource, early intervention, and streamlined delivery of community services to families with legal issues that affect the safety of their children, in conjunction with promoting community awareness and education regarding crimes against children.

CEC was funded with \$15,000 to produce materials related to a community awareness campaign including t-shirts, magnets, posters, brochures – with resource material and explanation of child abuse and neglect and criminal ramifications; bookmarks, lanyards, pens, stickers and post its.

**Montana Meth Project** was also funded with \$15,000 and this was also a community awareness campaign showing the devastating effects of using methamphetamine, with billboards, bus stop advertising, posters, flyers being produced and distributed throughout the community. To reach a large number of youth where youth congregate, the local movie theatre was utilized.

**Safety and Services Project** – funded with \$30,000 to provide services to aid families reunifying or keeping children with their families. Services included providing first and last month's rents, assisting with utility bills, bus passes, gas cards and garbage removal.

A number of workgroups were activated to work on the SIP process during the 2006/07 year have including:

- Case Review Workgroup
- Adoption Review Workgroup
- Placement Review Workgroup
- Community Resource Workgroup
- Training Workgroup and
- Interagency Collaborative Workgroup.

Various projects have been developed and implemented over the past year including Case Plan Mediation, Linkages, and a newly formed multi-agency task force – Crime Endangered Children. The development and implementation of Differential Response and Wraparound is expected to move forward. Indeed, Sutter County continues to make significant and impactful efforts to foster, develop, and adopt programs to best serve children and families in our community.

## ***V. Summary Assessment***

### **A. Discussion of System Strengths and Areas Needing Improvements**

Overall, Sutter County's statistical data for each Outcome area indicates that this County is achieving results which are reflective of providing expeditious and effective child welfare services.

There are already many effective tools in place which provide an infrastructure for positive results. An example of particular strengths lies in the implementation of Structure Decision Making (SDM) Tools which aid us in identifying safety and risk factors in troubled families.

However, it is always imperative to strive for improvement, and having looked more closely at the data, there appears to be some gaps in services available in the community.

The areas identified for improvement to be included in the SIP reflect the need for earlier intervention with families because the rates of maltreatment and recurrence of maltreatment are statistically significant. This county is making a strong effort to look at Differential Response as an intervention to impact this area.

These areas reflect issues of safety to our children whom we strive to protect from abuse and neglect. Work groups have been formed to strategize and develop goals to form a plan that is measurable and achievable for all the identified SIPs.

Services which are already being strongly considered to bridge this gap include Wraparound Services, Family Group Decision Making; comprehensive Intake Services; Intensive Therapeutic Services (ITS), Care and Functional Family Therapy, Sutter County's utilization of Safe Measures has been instrumental in positively impacting areas such as monitoring and improving timeliness of home visits.

Further, there is a gap in services in the community to meet the cultural and language needs of Sutter County's increasingly diverse population, especially Punjabi and Spanish language services.

The assistance/resources that would help Sutter County in achieving improvements would be the continuance of full funding for CWS services. It is important to Sutter County that flexible funding be available to improve services to the community.

It appears likely that the following Outcomes will be included in the new three year SIP due on February 13, 2008; however, further analysis will need to be done in order to prioritize and approach goals and strategies for the Outcome Measures.

In addition, the Outcome measures are in a state of flux with measures being changed regarding methodology and some measures being dropped. Therefore, this information will need to be weighed against the information and analysis of the Self Assessment community meeting held on August 30, 2007.

However, consideration of the following Outcomes will be made when making the final priority of Outcome measures to be included in the 2007/2008 SIP.

Outcome 2A- Rates of Recurrence of Maltreatment:

A discussion with community partners was based around Differential Response.

Outcome 3A – Time to Family Reunification:

A discussion focused on utilizing the mediation process to provide case planning coordination.

Outcome 3A – Time to Adoption:

A discussion with several CDSS Adoptions workers and social workers took place – with an emphasis on barriers to timeliness of adoptions and issues beyond the county and CDSS's control.

Outcome 8A – Children Transitioning to Adulthood:

A discuss focused on "housing issues" with community partners.

**PROBATION:**

Outcome 8A-Children Transitioning to Adulthood

A discussion focused on what steps need to be taken to assure the eligible youth are enrolled, participating and being serviced through the ILP Program to assist with their transition into self-sufficient adulthood with community partners.

Systemic Issues – focus on CWS/CMS system issues and local system factors.

**B. PQCR**

Sutter County conducted its first PQCR this year during the week of January 16, 2007 to January 19, 2007 and on February 15, 2007.

**Area of Focus**

The PQCR is designed to review a specific area of focus of the County's social work and probation practice. The goal is to identify strengths and challenges and make recommendations for improvement.

CWS and Juvenile Probation conducted the PQCR as a concurrent process with the same area of focus.

The area of focus for CWS was the outcome indicator, length of time to exit foster care to reunification. This area of focus parallels the County's focus in its System Improvement Plan, and by choosing this area it is hoped that this will help guide the County's improvement efforts.

Juvenile Probation: The area of focus for Juvenile Probation was also length of time to exit foster care to reunification with a focus on permanency resources. This area was chosen because probation has been concerned with effectively reunifying their children in care with an appropriate parent/guardian or other relative.

The following is a summary of data, practices and recommendations which resulted from the PQCR:

### **Summary of Data**

The Summary of Data revealed that there are no clear distinctions between cases that reunified timely and cases that did not reunify timely. There was also no distinction between the type of abuse allegations. The cases that reunified timely and those that did not reunify timely were more likely to be allegations of general neglect.

The cases reviewed provided a small sample of both timely and non timely reunification cases, and did not provide any clear delineation between the two. It would appear that all cases reviewed provided information that was similar in the eyes of the social workers. Even though case loads appear to be manageable, the amount of case work related to documentation and paperwork for the purpose of establishing eligibility along with drug testing clients appeared to create less time spent with the families to coordinate and facilitate the reunification process.

The feedback from the foster parent focus group revealed that there was good rapport between foster parents and the county social worker, but that contact was minimal, and there was some feeling that the foster parents were not supported in their role as part of the reunification process. Foster parents would like to be more involved and have their voice heard. They would like to be included in the transition of the children back to the parents and be able to maintain contact with children and parents after reunification.

We have considered the feedback from the community partners focus group which comprised agencies who are both providers and partners in the community: Sutter County District Attorney, Narcotic Enforcement Team, First Steps Peri natal Out Patient Program, County Counsel for Sutter County, Sutter County Probation, Sutter-Yuba Mental Health, Casa de Esperanza, and the Sutter County Superior Court-Juvenile division.

There was concern about the lack of coordination of services for parents having criminal cases and requirements along with a reunification case plan. Collaboration between agencies needs to continue and grow.

### **Summary of Practice**

Utilizing mediation, developing an understanding of the family history, early buy-in from client to case plan particularly with regard to drug/alcohol issues and mental health issues were identified as areas which promoted timely family reunification. For both probation and CWS the ability to have frequent contact with the family and collaborative efforts with service providers encouraged timely family reunification. Therefore, continued support in these areas appears to be the key to an ongoing success rate of family reunification.

### **Recommendations**

The purpose of conducting interviews with social workers and having focus groups which involve Social Worker Supervisors, foster parents, community partners and service providers promotes dialogue and input into what people think and feel about the current system regarding the reunification process and how this impacts their abilities to provide services. The common goal is to reunify families – so what can we recommend to continue to strengthen this goal. Recommendations may relate to training, systemic/policy and/or needed State technical assistance. The recommendations for CWS and Juvenile Probation are set forth below.

**CWS:** The recommendations made by the social workers, Social Worker Supervisors and probation officers are set out in the Summary of Practice (Section III).

The recommendations listed below are those the County intends to prioritize for integration in the County's System Improvement Plan.

**Training:**

- Explore efforts to coordinate a comprehensive training curriculum for both new and seasoned social workers.
- Evaluation of training needs must be on-going and structured to be efficient.
- Explore identifying a training expert to coordinate and document procedures.

State Technical Assistance:

- None identified.

CWS Agency:

- Explore ways to provide support staff/assistance to social workers with placement paperwork. Explore potential for identifying a placement worker.
- Evaluate current drug testing procedures: contact other counties to compile information regarding the feasibility of outsourcing drug testing.
- Maintain and build commitment to strengthen partnerships/collaboration with community partners/agencies.

Services/Service Providers/Community Partners/Foster Parents:

- Explore how to increase Spanish/Punjabi speaking providers for parents and children.
- Continue to evaluate and strengthen community partnerships/collaborations between agencies.
- Evaluate feasibility of a social worker being co-located with Probation.
- As part of exploring placement worker – this position could also help with better communication with foster parents regarding reunification issues.
- Evaluate early use of mediation on cases before children are detained.

Juvenile Court/Attorneys

### Systemic/Policy Changes

- Explore how to decrease continuances in family reunification cases by advocating meetings between Juvenile Judge, attorneys and CWS staff to discuss issues.

### **Juvenile Probation:**

The recommendations made by the Probation Officers and Probation Officer Supervisors are listed below. These recommendations will be prioritized for integration in the County's System Improvement Plan.

### Training:

- Training needed on State/Federal guidelines regarding placement issues.
- Training to clarify court paperwork
- Assessment of training needs for both new and seasoned officers – training on understanding how to work with substance abuse issues, abandonment issues, and gang involved families.

### Systemic/Policy Changes:

- Explore on-going recruitment of staff who speak other languages such as Spanish and Punjabi
- Explore use of mediation to mitigate need for placement or identify suitable placement alternatives early on.

### State Technical Assistance:

- Evaluate and explore a State consultant to clarify issues regarding placement regulations.

### Services/Service Providers/Community Partners:

- Explore/collaborate for need for substance abuse treatment for youth in local area.
- Explore issue of providing adequate mental health services for youth out of area – county to county mental health services agreement.
- Explore MTFC programs and ability to coordinate better services.

We are thankful to our community partners throughout the county who not only participated in our Self Assessment meetings but routinely offer their support and collaboration to help us enhance our services to the children and families served by this Department. We look forward to using this critical analysis of the information learned through our Self Assessment to continue to advance Child Welfare Services in Sutter County