



**Sutter County**

**2011-2014**

**System Improvement Plan**

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

RESOLUTION OF THE BOARD OF SUPERVISORS )  
AUTHORIZING APPROVAL AND SUBMISSION OF ) RESOLUTION NO. 11-053  
THE SUTTER COUNTY 2011-2014 SYSTEM )  
IMPROVEMENT PLAN AND THE NOTICE OF )  
INTENT CAPIT/CBCAP/PSSF PROGRAM CONTRACTS )

BE IT RESOLVED that the Governing Board of the County of Sutter authorizes approval and submission of the Sutter County 2011-2014 System Improvement Plan and the Notice of Intent CAPIT/CBCAP/PSSF Program Contracts.

PASSED AND ADOPTED by the Board of Supervisors of the County of Sutter, State of California, this 17<sup>th</sup> day of May, 2011, by the following vote:

AYES: Supervisors Montna, Cleveland, Munger, Whiteaker, and Gallagher

NOES: None

ABSENT: None

  
CHAIRMAN


ATTEST:  
DONNA M. JOHNSTON, Clerk

By   
DEPUTY



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

MAY 18 2011

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

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## **A. SIP Narrative**

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### **I. Introduction**

This System Improvement Plan (SIP) was prepared by Sutter County in compliance with the California Child and Family Services Review (C-CSFR). The SIP serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth and families.

In Sutter County, the Human Services Department, Welfare & Social Services Division, is the primary entity responsible for providing child protective services to families experiencing child abuse and neglect. The Probation Department is responsible for providing services to children/youth involved in the juvenile delinquency system and placed in out-of-home care.

Pursuant to AB636, effective January 2004, a new Child Welfare Services Outcome and Accountability System was implemented in California. The primary focus relies on data analysis and measuring outcomes in the areas of Safety, Permanence and Child and Family Well-Being. This method becomes the philosophy for each county to promote continuous improvement, interagency partnerships, community involvement and public reporting of outcomes. County performance is tracked and allows the State to determine state performance against national standards. Data in support of the following outcome indicators is reported quarterly to State and county officials:

#### **CHILD WELFARE PARTICIPATION RATES**

- Number of children < 18 in population
- Number and rate of children with referrals
- Number and rate of children with substantiated referrals
- Number and rate of entries
- Number and rate of children in care

#### **SAFETY OUTCOMES**

- S1.1 No Recurrence Of Maltreatment
- S2.1 No Maltreatment in Foster Care
- 2B. Percent of child abuse/neglect referrals with a timely response (Immediate)
- 2B. Percent of child abuse/neglect referrals with a timely response (Ten Day)
- 2C. Percent of timely social worker visits with child

#### **PERMANENCY OUTCOMES**

- (C1) Length of Time to Exit Foster Care to Reunification
  - C1.1 Reunification Within 12 Months (Exit Cohort)
  - C1.2 Median Time To Reunification (Exit Cohort)
  - C1.3 Reunification Within 12 Months (Entry Cohort)
  - C1.4 Reentry Following Reunification (Exit Cohort)
- (C2) Length of Time to Exit Foster Care to Adoption
  - C2.1 Adoption Within 24 Months (Exit Cohort)
  - C2.2 Median Time To Adoption (Exit Cohort)
  - C2.3 Adoption Within 12 Months (17 Months In Care)
  - C2.4 Legally Free Within 6 Months (17 Months In Care)

- C2.5 Adoption Within 12 Months (Legally Free)
- (C3) Exits to Permanency
  - C3.1 Exits To Permanency (24 Months In Care)
  - C3.2 Exits To Permanency (Legally Free At Exit)
  - C3.3 In Care 3 Years Or Longer (Emancipated/Age 18)
- (C4) Placement Stability
  - C4.1 Placement Stability (8 Days To 12 Months In)
  - C4.2 Placement Stability (12 To 24 Months In Care)
  - C4.3 Placement Stability (At Least 24 Months In)

#### WELL-BEING OUTCOMES

- (4A) Siblings Placed Together in Foster Care
  - 4A. Percent of children in foster care that are placed with ALL siblings
  - 4A Percent of children in foster care that are placed with ALL siblings
- (4B) Foster Care Placement in Least Restrictive Settings
  - Initial Placement (Entry Cohort)
  - Point in Time Placement (All Placements)
- (4E) Rate of ICWA Placement Preferences
  - 4E (1) Percent of Indian Child Welfare Act eligible children placed in foster care settings
  - 4E (2) Percent of children as identified with primary or mixed (multi) ethnicity of American Indian placed in foster care settings.
- (5B)Rate of Timely Health or Dental Exams
- (5B) (1) Rate of Timely Health Exams
- (5B) (2) Rate of Timely Dental Exams
- (5F) Authorized for Psychotropic Medication
- (6B) Individualized Education Plan
- (8A) Children Transitioning to Self-Sufficient Adulthood
  - 8A. Completed High School or Equivalency
  - 8A. Obtained Employment
  - 8A. Have Housing Arrangements
  - 8A. Received ILP Services
  - 8A. Permanency Connection with an Adult

The System Improvement Plan (SIP) is the third component of the California Child and Family Services Review (C-CFSR). It is preceded by the County Self Assessment (CSA) and the Peer Quality Case Review (PQCR). These three processes create a comprehensive picture of Child Welfare practices within each California County. Counties are expected to partner with their community and prevention partners to develop a SIP that focuses on service to families from prevention through the continuum of care.

In 2008, CDSS revised the C-CFSR guidelines requiring counties to fully integrate the elements of the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) three-year plan into the C-CFSR process. The purpose of combining these two planning processes is to enable the counties to coordinate prevention planning with planning for strategies that positively impact child welfare outcomes. The 2011 – 2014 SIP reflects Sutter County’s efforts to begin integrating these processes.

As required, the Sutter County 2011-2014 SIP and CAPIT/CBCAP/PSSF 3-Year Plan was submitted to the Board of Supervisors (BOS) for approval prior to final submission to CDSS. Board approval verifies that public, private, and community partners were involved in the development of these reports.

The components of the C-CFSR Process:

#### Peer Quality Case Review

Sutter County Human Services Department, Child Protective Services (CPS) and Sutter County Probation Department conducted our second Peer Quality Case Review (PQCR) in June 2010. CPS and Probation conducted case review and focus group activities concurrently during this review period. CPS chose to focus on the outcome of Placement Stability. Probation's focus area was on Successful Transitions to Adulthood. The county engaged partner counties that were performing particularly well in these focus areas to examine current practices, analyze outcome data and develop recommendations for practice improvement.

#### County Self Assessment

In November 2010, Sutter County completed the County Self Assessment (CSA) to evaluate the effectiveness of services provided by Child Protective Services and Probation while taking into account prevention services available to Sutter County families that are funded by the Office of Child Abuse Prevention (OCAP). A group of over seventy stakeholders gathered together, which included agency staff from Child Protective Services and Probation, community partners, foster parents, birth parents, foster youth and partners from the California Department of Social Services. The group's task was in part to identify strengths and challenges and offer recommendations for needed services in the community. The essential findings of the CSA data analysis revealed that Sutter County continues to maintain performance at, above, or near the state and federal standard of compliance. Sutter County monitors outcome statistics with regards to child safety, well-being and permanency while working to address priority needs in a holistic approach rather than in the individual silos of specific outcome measures.

#### System Improvement Plan

The SIP was developed in collaboration with local child abuse prevention partners, nonprofit community based organizations, faith based organizations and other community partners, foster youth, parents, foster parents, service providers, representatives of local law enforcement, education, mental health providers, and other county departments such as Alcohol and Other Drug (AOD) Services, Public Health, and county Mental Health. Technical assistance is provided by the California Department of Social Services. Building on information gathered during the Peer Quality Case Review and the County Self-Assessment, the SIP Core Team identified three Federal outcome measures for improvement for this year's System Improvement Plan. A complete list of all SIP participants is included in this report (Attachment F).

Data was utilized to inform each step of California Child and Family Services Review process. Readers should be aware that the total number of children in Sutter County's Child Protective Services System is relatively small. Therefore, few occurrences in a given indicator can affect what appears to be a significant change in the percentage. In essence, the difference of one child, can make the difference of meeting or not meeting the national or state standard.

All data was extracted from the Center for Social Services Research: Needell, B., Webster, D., Armijo, M., Lee, S., Dawson, W., Magruder, J., Exel, M., Glasser, T., Williams, D., Zimmerman, K., Simon, V., Putnam-Hornstein, E., Frerer, K., Cuccaro-Alamin, S., Winn, A., Lou, C., & Peng, C. (2010). *Child Welfare Services Report for California*. Retrieved January 2010, from University

of California at Berkeley Center for Social Services Research website. URL:  
[http://cssr.berkeley.edu/ucb\\_childwelfare](http://cssr.berkeley.edu/ucb_childwelfare)

## 2. Selection of outcomes needing improvement:

California Department of Social Services (CDSS) recommends that counties choose three to four outcome or systemic factors for specific improvement strategies in the SIP. Sutter County's approach to selecting measures needing improvement was driven, in part, by the principles eschewed in the Advanced Analytics Training sponsored by the Northern California Training Academy and presented by UC Berkeley CWS/CMS Dynamic Report System Project Director Daniel Webster and Senior Research Specialist for Chapin Hall, Jennifer Haight. The Advanced Analytics approach emphasizes the necessity of utilizing entry cohorts in order to demonstrate progress over time.

For example, the current Measure C4.3 is a problematic measure in that it provides information on placement stability (defined as two or fewer placements) for foster youth that have been in care for more than 24 months. What this means is that any foster youth that has been in more than three placements during the placement episode will have a permanent negative effect on the Measure until the child exits foster care. Between July 1, 2009 and June 30, 2010, Sutter County had 52 children that were in foster placement for more than 24 months, 27 of whom had been in more than two placements during the child's current placement episode.<sup>1</sup> This data, though valuable, does not provide any information about Sutter County's progress over time, as it is comprised of mixed entry cohorts. It also does not inform about recent history. For example, a child that has been in care for five years who had been in several placements at the beginning of the case, but has been in a stable placement for the past four years would be counted as out of compliance with this measure. This measure also counts *any* placement move and does not account for *positive* moves, such as from a foster home to a relative placement, or from more restrictive (group home) placements to less restrictive placements.

The Advanced Analytics approach shows that *entry cohorts that consist of first entries* into foster care are preferable to demonstrating improvement over time, as the majority of families that have children that experience foster care have no further contact with Child Protective Services. Utilizing the first entry approach is somewhat problematic, however. For example, should the first-entry cohort be established at the level of the child or the family? If at the family level, a child could hypothetically be placed into an entry cohort that was established prior to the birth of the child. At the child level, multiple children from a single family could be in different cohorts, which distorts the conceptual framework of the intervention analysis, as the utility of entry cohorts is to demonstrate the agency's relative success in employing effective interventions with families over time.

For purposes of *demonstrating improvement over time*, Sutter County chose to focus only on measures with entry cohorts. Unfortunately, Measure C1.3 (reunification within 12 months) is the only available measure with an entry cohort (Measure C1.3 is a *first-entry* cohort). Sutter County's most recent data extract (Quarter 3, 2010)<sup>2</sup> demonstrates that the county is currently out of compliance with this measure; this is an area that had been targeted in the CSA for inclusion in the SIP. Measure C1.4 (reentry following reunification) was also selected for inclusion in the SIP, as reentry and reunification tend to be inversely correlated. The decision to include C1.4 was made reluctantly, as C1.4 is an exit cohort; however, this cohort can be construed as a quasi-

<sup>1</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare/C4M123.aspx](http://cssr.berkeley.edu/ucb_childwelfare/C4M123.aspx)

Select C4.3> Single Time Period (California or Individual County)>"Sutter">Table Output in "Count">Finish

<sup>2</sup> [http://cssr.berkeley.edu/cws/cmsreports/cdss/CountySummariesQ210/51-Sutter\\_JAN2011\\_I0Q2.xls](http://cssr.berkeley.edu/cws/cmsreports/cdss/CountySummariesQ210/51-Sutter_JAN2011_I0Q2.xls)

entry cohort. While it would be preferable to measure C1.4 data strictly in terms of cohorts that are established upon first entry, Sutter County will monitor C1.3 and C1.4 concurrently to gain a deeper understanding of how efforts to affect one measure affect the other in order to develop strategies to minimize undesirable effects. Sutter County is currently out of compliance with Measure C1.4.

It should be noted that C1.3, despite being an ideal measure for evaluating performance over time, is also problematic. The reason for this is that Sutter County is a smaller county and that even minor fluctuations in raw numbers can have large effects on percentage figures. For example, the most recent reporting period (April 1, 2009 to September 30, 2009) involved 36 children making first entries into foster care in Sutter County.<sup>3</sup> The reason that these small numbers are problematic, with relation to this specific goal, is that reunification is not always appropriate with Child Protective Services cases, for a variety of reasons. Sutter County's relatively small size and the nature of this measure create a potential scenario in which a very small number of children make a first entry into foster care during any specific six-month period who are also not best served by reunification efforts<sup>4</sup>. This "caseload mix" (the "mix" of the specific attributes of the children served by the County at any given time) is a factor that needs to be considered when evaluating data, as it would be inappropriate to implement system improvement efforts based on negative data in situations in which the County took appropriate action for children.

#### Quality Assurance

Sutter County CPS's quality assurance system involves a multi-faceted approach including data tracking systems and multidisciplinary reviews. Child Protective Services unit leadership meets weekly to examine key data indicators via SafeMeasures, including Timeliness of Investigations, Monthly Face-to-Face Contacts, Timely Case Plans, Relative Home Approvals, Transitional Independent Living Plans and ILP Delivered Services to name a few. CPS leadership meets with a social worker assigned to data analysis on a quarterly basis to review the UC Berkeley Center for Social Services Research Quarterly Data Report to discuss data trends. However, the outcomes of the UC Berkeley Report are typically anticipated, due to the ongoing review of the real-time data from SafeMeasures. Social Workers within the Department also have access to SafeMeasures and are encouraged to review data at the caseload and county level whenever possible. Social workers and leadership team members meet on a weekly basis to review case decisions in Peer Review meetings and with County Counsel in Legal Review meetings.

Sutter County Probation examines quality through multi-agency collaboration and training, as well as internal oversight for minors transitioning into self-sufficient adulthood. These cases are managed by a team approach that includes regular case reviews at multi-disciplinary review teams such as the Family Assistance Services Team (FAST) and SuperFAST. The latter is a monthly meeting that includes administrators from the county agencies and community partners. Further, cases are routinely reviewed by supervising probation officers to ensure that the minors' case plans are appropriate to meet those minors' individual risk and needs as identified in the Positive Achievement Change Tool, which is an Evidence Based Assessment. The assessment is utilized through the Probation Department's partnership with Assessments.com, and the software

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<sup>3</sup> [http://cssr.berkeley.edu/cwscmsreports/edss/CountySummariesQ310/51-Sutter\\_APR2011\\_10Q3.xls](http://cssr.berkeley.edu/cwscmsreports/edss/CountySummariesQ310/51-Sutter_APR2011_10Q3.xls)

<sup>4</sup> In terms of the concept, "reunification within 12 months," a more appropriate measure would be, "Of all children who made a first entry into foster care and *eventually reunified*, what percent did so within 12 months?"

allows the department to analyze our impact on reducing risk factors and increasing protective factors; thereby, more effectively reducing recidivism rates for those minors.

The core SIP workgroup consisting of administration, management and case carrying social workers and probation officers met several times to discuss the relative merits of including specific measures into this SIP. The meetings included a discussion about known data problems, and issues related to an advanced analytics approach. It was eventually agreed that in order to truly evaluate progress over time as strategies to improve performance are implemented, there was a need for a measure that captures a more particular data set. (i.e., measuring performance over time and accounting for “caseload mix” dynamics). It should be noted that the data analysis conducted during the CSA confirmed that Sutter County was at or above the National Standard for every CFSR Composite Measure. Sutter County is currently in compliance with three of the four Composite Measures; Sutter County is currently at 96.6% of the Reunification Composite (C1).<sup>5</sup>

With this in mind, discussion focused on selection of an outcome area to focus parallel efforts on improvement (in the outcome area) and gaining experience in developing data collection mechanisms to drive system improvement. Measure C4.3 (discussed above) was a candidate, but was not selected, as the County has already focused a great deal of effort into the area of Exits to Permanence. Measure C3.1 (Exits to Permanence, 24 months in care), was selected. The County's goal in selecting this Measure is to develop an entry cohort data set that demonstrates historical performance on exits to permanence. This project will entail critical analysis of the data at the attribute level to determine if there are specific populations (age, sex, ethnicity, etc.) for whom the County could improve service delivery.

Child Protective Services and Probation identified the following outcomes for the 2011-2014 SIP:

**Child Protective Services :**

**C.1.3 Permanence Outcome: Reunification Within 12 Months**

**C1.4 Permanence Outcome: Reentry Following Reunification**

**C3.1 Permanence Outcome: Exits To Permanency (24 Months In Care)**

**Probation:**

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

**3. Identify improvement targets and goals:**

The goal for each of the Outcomes identified for inclusion in this plan is to *consistently* meet or exceed the identified Federal Standard Areas before or by June 2014. A concurrent goal is to develop a greater understanding of existing data systems and to develop county-specific data collection mechanisms that assist the County to evaluate performance and inform system improvement efforts.

**4.5.6 Summary of current research available via literature review; Current activities in place or partially implemented; and New activities impacting outcomes:**

<sup>5</sup> [http://cssr.berkeley.edu/cwsemsreports/cdss/CountySummariesQ310/51-Sutter\\_APR2011\\_10Q3.xls](http://cssr.berkeley.edu/cwsemsreports/cdss/CountySummariesQ310/51-Sutter_APR2011_10Q3.xls)

Literature reviews provide relevant research and summarize themes, trends, best practices and gaps according to the guiding concepts. In Child Protective Services, literature reviews can provide valuable information about important aspects related to system improvement:

- Social work models and evidence based practice associated with improvement in specific Child Protective Services outcomes;
- Social work practices associated with barriers to improved outcomes;
- Organizational elements associated with improved outcomes.

One of the advantages of being a small county is our ability to make significant changes in a relatively short time frame. Although the SIP is not due to be finalized until June 2011, many strategies have already begun to be addressed by the assignment of a lead and/or formation of workgroups. However, because Sutter County is currently in compliance with *every* CFSR Composite, the County is taking *deliberate* steps towards the areas identified to system improvement in order to maximize delivery of effective efforts.

## **CHILD PROTECTIVE SERVICES**

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### **C.1.3 Reunification Within 12 Months**

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#### **Literature Review:**

According to the UC Davis Northern Training Academy review of literature, "Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry," (May 2009)<sup>6</sup>, key research regarding reunification has revealed:

- Family engagement is argued to be a central strategy for improvement in reunification.
- The intentional building of a "caseworker-client alliance."
- The use of Team Decision Making
- Supporting effective visitation

#### **Current Activities:**

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

#### **New Activities**

- Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model.

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<sup>6</sup>[http://humanservices.ucdavis.edu/Academy/pdf/FINAL\\_2.Lit%20Review%20Participatory%20Planning.pdf](http://humanservices.ucdavis.edu/Academy/pdf/FINAL_2.Lit%20Review%20Participatory%20Planning.pdf)

- Implement “icebreaker meetings” (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.
- Explore development of expanded community support services targets for family reunification.

These new planned activities for Child Protective Services are highlighted in the SIP Matrix. These activities will be developed and/or progress toward these goals achieved over the next three years.

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### **C 1.4 Reentry Following Reunification**

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#### Literature review:

According to the UC Davis Northern Training Academy review of literature, “Factors, Characteristics, and Promising Practices Related to Reunification and Re-entry,” (May 2009)<sup>7</sup>, key research regarding reentry following reunification has revealed:

- It is important that families continue to live within the same neighborhood or community.
- Key factors associated with re-entry into foster care include children with behavioral or health issues, placements into non-relative care, placement instability, parental mental illness, substance abuse, poverty, parental ambivalence about reunification, the amount of family coherence at the time of separation, and previous failed reunification attempts.
- Contributing factors are the parent’s lack of knowledge, confidence and abilities to appropriately interact and support their child through the frustrations of parenting.
- The needs of the entire family must be addressed.

#### Current Activities:

- Sutter County utilizes a Peer Mentor/Parent Partner to assist families with engaging in services.
- Sutter County uses Wraparound Services to prevent reentry.
- Sutter County utilizes Structured Decision Making to assist in reunification decisions.
- Sutter County Linkages program eliminates duplication of services and ensures that families receive well coordinated services.

#### New Activities:

- Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model.
- Implement “icebreaker meetings” (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.
- Explore development of expanded community support services targets for family reunification.

These new planned activities for Child Protective Services are highlighted in the SIP Matrix. These activities will be developed and/or progress made over the next three years.

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<sup>7</sup> <http://humanservices.ucdavis.edu/Academy/pdf/FINAL21Lit%20Review%20Participatory%20Planning.pdf>

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### **C.3.1 Exits To Permanency (24 Months In Care):**

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#### Literature Review:

According to the UC Davis Northern Training Academy review of literature, "Exits to Permanency" (June 2009)<sup>8</sup>, key research regarding permanency revealed:

- Older children were less likely to have a permanent exit within 12 months of entry into foster care than younger children.
- Snowden, et al. (2008), Connell, et al. (2006) found that children with emotional or behavioral problems were significantly less likely to be adopted than those without.
- Houston and Kramer (2008) found that greater pre-adoption contact with formal agency staff was associated with lower rates of disrupted adoption and lower levels of family conflict post-adoption.

#### Current Activities:

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

#### New Activities

- Improve evaluation of time to permanency for children in foster care for 24 months or longer.
- Focus efforts on permanence for children that are in care for more than 18 months, but less than 3 years.
- Focus efforts on permanence for children that are in care for more than 3 years.

These new planned activities for Child Protective Services are highlighted in the SIP Matrix. These activities will be developed over the next three years.

### **PROBATION**

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#### **8A Children Transitioning to Self-Sufficient Adulthood**

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#### Literature Review

According to the UC Davis Northern Training Academy review of literature, "Factors, Characteristics and Practices Related to Former Foster Youth and Independent Living Programs (ILP)," (June 2009)<sup>9</sup>, research revealed:

- Foster youth are at a distinct disadvantage as they exit the foster care system in the areas of education, housing and employment.

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<sup>8</sup> <http://www.dss.cahwnet.gov/cfsweb/res/pdf/ExitsToPermanency.pdf>

<sup>9</sup> <http://academy.extensiondlc.net/file.php/1/resources/LR-ILP.pdf>

- Troubled youth need early services and ILP services to increase the likelihood of a successful exit from foster care.
- Troubled youth need supportive relationships with caseworkers and caregivers.
- Youth who do not exit to adoption or return home would benefit from longer stays in foster care.

#### Current Activities

- Wraparound (SB 163)
- Cognitive Behavioral Therapy (CBT) for substance abusing clients
- Functional Family Therapy (FFT)
- Seeking Safety (mental health/drug counseling program)
- Strengthening Families
- Familias Unidas
- Thinking for Change (T4C)
- School-based probation officers co-located at specific school sites for prevention and early intervention efforts
- Positive Achievement Change Tool (PACT) Assessments and Case Planning strategies for improved outcomes based on individualized criminogenic needs as identified in the PACT Assessments.

#### New Activity:

- To improve our outcome measurement practices to reduce recidivism rates and improve other outcomes for children transitioning from group homes and other residential commitment programs to their homes.

The new planned activity for Probation is highlighted in the SIP Matrix. This activity will be developed and/or progress over the next three years.

#### 7. Use of logic models

Developing a logic model helps to delineate the specific methods by which proposed changes from the SIP will improve performance. Logic models were developed for two areas of this plan, Signs of Safety and “icebreaker meetings.” These internal planning documents will be revised along the process to help inform the strategic planning process.

#### 8. Integration in to the CAPIT/CBCAP/PSSF Plan

CDSS revised the C-CFSR guidelines requiring counties to fully integrate the elements of the Child Abuse Prevention, Intervention and Treatment (CAPIT), Community-Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) three-year plan into the C-CFSR process. Stakeholders representing the entire continuum of prevention through services, treatment and follow up prevention participated in the PQCR/CSA/SIP planning process, which assisted in identifying strategies to be included in to the plan.

As of July 1, 2010 Sutter County Child Protective Services had 159 children in placement.<sup>10</sup> Sutter County CPS currently has 166 children in placement and Sutter County Probation at the start of this assessment period has eight children in placement.<sup>11</sup> From January 1, 2009 to December 31, 2009, for the State of California the rate of first entries in to foster care is 2.5 per

<sup>10</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare/InCareRates.aspx](http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx)

<sup>11</sup> There is no publicly available data regarding current in-care rates.

1,000, which is exactly the same as the first entry rate in Sutter County.<sup>12</sup> Sutter County's focus is to build on the promising collaborations that are in place to enhance the continuum of services. The use of CAPIT/CBCAP/PSSF and Children's Trust Fund money helps us to do that. As permitted by funding and staff resources, Sutter County will continue to expand practices that will strengthen the commitment to children and families in our community which involve education, prevention, intervention, case management and other direct services.

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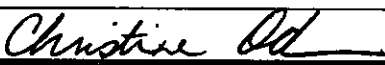
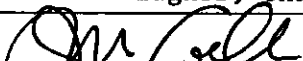
PQCR and CSA Executive Summaries: Please see Attachments A and B.

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<sup>12</sup> [http://cssr.berkeley.edu/ucb\\_childwelfare/EntryRates.aspx](http://cssr.berkeley.edu/ucb_childwelfare/EntryRates.aspx)

**SUTTER COUNTY**  
**CWS/PROBATION Narrative**  
**2011 -2014 SIP REPORT**

**B. PART I - CWS/PROBATION****a. Cover Sheet**

California's Child and Family Services Review System Improvement Plan	
<b>County:</b>	<b>Sutter</b>
<b>Responsible County Child Welfare Agency:</b>	<b>Sutter County Health and Human Services Agency</b>
<b>Period of Plan:</b>	<b>June 2011 to June 2014</b>
<b>Period of Outcomes Data:</b>	<b>April 2011 Quarterly Report</b>
<b>Date Submitted:</b>	<b>June 3, 2011</b>
County System Improvement Plan Contact Person	
<b>Name:</b>	<b>Lisa Soto</b>
<b>Title:</b>	<b>Program Manager, Social Services</b>
<b>Address:</b>	<b>1965 Live Oak Blvd., Ste. C</b>
<b>Fax:</b>	<b>530. 822.7384</b>
<b>Phone &amp; E-mail:</b>	<b>530. 822.7151</b>
Submitted by each agency for the children under its care	
<b>Submitted by:</b>	<b>County Child Welfare Agency Director (Lead Agency)</b>
<b>Name:</b>	<b>Lori Harrah, Director Welfare &amp; Social Services</b>
<b>Signature:</b>	
<b>Submitted by:</b>	<b>County Chief Probation Officer</b>
<b>Name:</b>	<b>Christine Odom, Chief Probation Officer</b>
<b>Signature:</b>	
Board of Supervisors (BOS) Approval	
<b>BOS Approval Date:</b>	<b>May 17, 2011</b>
<b>Name:</b>	<b>James Gallagher, Chairman</b>
<b>Signature:</b>	

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## **B. Part 2. CWS/Probation Narrative**

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As indicated in the SIP narrative, we in Sutter County chose to focus on the outcomes as prioritized by the SIP Core Team and input from numerous stakeholders. Exits to Permanency, Reentry Following Reunification, and Transitions to Adulthood were chosen as outcomes because of our excellent performance on Safety and commitment to equally excellent performance on Permanence. Timely Reunification was chosen because our current performance falls below the Federal Standards.

Once we identified the broad outcomes, a comprehensive process was conducted to identify which composite should be targeted to make the most impact on the outcome. We used the data provided by the Center for Social Services Research at U.C. Berkeley.<sup>13</sup> This data is updated quarterly and provided to the state and counties. The data that was used in the CSA was typically from the time period April 1, 2009 to March 31, 2010. For the development of the SIP, the most recent available data was used and is reflected in this report.

The improvement goals were developed examining the most current data, utilizing the CSSR Composite Planner and having discussions with key stakeholders and staff. We decided that our improvement goal for each outcome is to *consistently* reach or exceed the Federal Standard. This is a lofty goal but one the group felt was worth striving toward. While cautioning the reader again that in a county of our size even small number can cause wide swings in outcome data, we still felt that meeting or exceeding federal standards is achievable.

Once the outcomes and improvement goals were chosen, a process to identify the strategies was employed. The PQCR, CSA report, focus group summaries and all meeting notes were analyzed and all recommendations that were made were pulled out for consideration of inclusion in the SIP as possible strategies. The SIP Core Team met on several occasions to pull out strategies and milestones that would best utilize evidence based practice. This included consideration of information from literature reviews and logic models. Available county resources and the culture of our county were also taken into consideration. Although three areas for system improvement are identified in the SIP, our comprehensive quality management system and ongoing analysis of outcomes will continue to monitor all of the CFSR components and the CWS/Probation system as a whole.

It is once again important to reiterate the counterbalance of outcomes in the CWS/Probation system: improving one outcome may tip another one in the other direction. For example, reducing time to reunification may result in an increase in reentry into foster care. Sutter County's relatively small size results in data figures that are so small that an increase of one child may greatly affect percentages. With these caveats, we chose the following four outcome areas and developed strategies, timeframes and milestones to impact these outcomes.

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### **Permanence Measure C1.3 – Reunification Within 12 Months**

This measure answers the question: Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged

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<sup>13</sup> <http://cssr.berkeley.edu/ucbchildwelfare>

from foster care to reunification in less than 12 months from the date of latest removal from home?

⇒ **County's Current Performance:**

From April 1, 2009 to September 30, 2009, 44.4% of children who entered foster care for the first time were reunified within 12 months.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
04/01/2009	09/30/2009	16	36	44.4%

Sutter County had demonstrated a positive trend for several years that peaked in 2007 at 74.1%. It is unclear what led to the recent decline in performance. However, Sutter County is relatively small, and even minor raw numbers can generate large percentages.

⇒ **Improvement Goal:** 18 of the 36 children that were detained *for the first time* between April 1, 2009 and September 30, 2009 would need to have been reunified within 12 months for the County to be in compliance with the Federal Standard. This means that County was out of compliance by 2 children during this period. Sutter County's goal is to *consistently* perform at or above the National Standard.

**Permanency Measure C1.4: Reunification within 12 months (Exit Cohort)**

This measure answers the question: Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

⇒ **County's Current Performance:**

From October 1, 2008 to September 30, 2009, 16.1% of children discharged from foster care to reunification during the year reentered foster care in less than 12 months from the date of the from the date of the earliest discharge to reunification during the year.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
10/01/08	09/30/09	9	56	16.1%

Performance on this Measure has been erratic; the chart for this Measure resembles a sine curve.<sup>14</sup> The County is currently in compliance with this Measure and is currently trending in favor of compliance.

<sup>14</sup> [http://jwilson.coe.uga.edu/EMAT6680/Dunbar/Assignment1/sine\\_c3.gif](http://jwilson.coe.uga.edu/EMAT6680/Dunbar/Assignment1/sine_c3.gif)

⇒ **Improvement Goal:** Sutter County is currently out of compliance, but past performance has been very erratic (Sutter County was compliant in the last quarter). It should be noted that this is a Measure in which *lower* numbers are correlated with compliance. Sutter County's goal is to *consistently* perform at or *below* the National Standard.

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

This measure answers the question: Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

⇒ **County's Current Performance:**

From October 1, 2009 to September 30, 2010, 25% of children in foster care for 24 months or longer on the first day of the year were discharged to a permanent home by the end of the year and prior to turning 18.

Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance
10/01/09	09/30/10	10	40	25%

Sutter County is currently out of compliance with this Measure. This Measure is significantly affected by "caseload mix" as there are currently 15 children in foster care in Sutter County who have been in care for three or more years and who do not appear to have a viable plan for exiting foster care. It has recently been discovered that there are five guardianship "payment only" cases that have been included in the numerator of this measure, due to the way data has been entered to allow payment to the guardians (even though these children were in permanent homes, they were being incorrectly counted as foster placements. At least one of the children had never even been in foster placement). Consequently, some of these cases have been negatively skewing the data for this Measure over time. This discovery is indicative of other data entry problems that have been discovered since the implementation of CWS/CMS and data collection through the UC Berkeley Dynamic Report System. These problems demonstrate the need for more thorough analysis of the existing data and to develop novel protocols to collect and interpret data to drive system improvement efforts.

Sutter County has moved in and out of compliance with federal standards depending on how many children with viable permanent plans in cases that (for multiple reasons) extend beyond two years complete the exit to permanency in a given quarter. One potential strategy for complying with this Measure would be to ensure that all children who do not reunify, but who have viable permanent plans, have cases that extend to at least two years. This is not consistent with best practices. Instead, Sutter County's strategy is to focus efforts on ensuring that children *do not* exceed thirty-six months in care without an exit to permanency and to focus additional efforts into seeking permanence for the identified population of youth who have been in care for more than three years and who appear to have no current viable plan.

⇒ **Improvement Goal:** Establish a data collection mechanism that provides historical first-entry cohort data that informs system improvement efforts regarding exits to permanency. Focus efforts on ensuring that children do not exceed 36 months in foster care without an exit to permanency.

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**Relationship of the SIP to the county California Department of Social Services Performance Improvement Plan (PIP):**

Our goals of improving our identified outcomes to the federal standard areas will help the CDSS to improve their goals to meet their identified standards. If each county in California improves their outcomes, collectively this will improve California's outcomes. The reader will note as they read the matrix that some of the components of the state Performance Improvement Plan were chosen for inclusion in our SIP. This includes concurrent planning, family and team decision making, and utilizing a standardized assessment tool.

**C. SIP MATRIX**

<b>Outcome/Systemic Factor:</b>							
<b>C 1.3 Reunification Within 12 Months - Of all children entering foster care for the first time in the 6-month period who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date of latest removal from home?</b>							
<b>County's Current Performance:</b> Sutter County is currently performing at 44.4% on this Measure, which is below the Standard (48.4%).							
<b>Improvement Goal:</b> By June 2014, Sutter County will demonstrate consistent performance at or above the existing Federal Standard of 48.4%.							
<b>Strategy 1</b>		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>		<b>Strategy Rationale</b>			
Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model.				According to Dawson & Barry (2002) <sup>15</sup> , research demonstrates that Family Engagement Models facilitate a collaborative process between families and social workers. One such family engagement tool, the Signs of Safety model enables families and social workers to collect information about existing family safety strategies, family competencies, and goals.			
<b>Milestone</b>	1.1 Expand SoS training to a wider array of social workers within the Department, beyond the SoS Core Implementation Team.	<b>Timeframe</b>	Year 1 By June 2012	Year 2	Year 3	<b>Assigned to</b>	CPS Ongoing Social Worker Supervisor
	1.2 Utilize the existing inter-county collaborative to support implementation of SoS.		Year 1 By June 2012	Year 2	Year 3		CPS Program Manager All CPS Social Worker Supervisors CPS SoS Core Implementation Team
	1.3 Create a Policy and Procedures for implementation of SoS.		Year 1	Year 2 By June 2013	Year 3		CPS Program Manager
	1.4 Develop a monitoring tool to report implementation progress to CPS Program Manager		Year 1	Year 2	Year 3 By June 2014		All CPS Social Worker Supervisors CPS SoS Core Implementation Team

<sup>15</sup> <http://humanservices.ucdavis.edu/Academy/pdf/FINAL2Lit%20Review%20Participatory%20Planning.pdf>

<b>Strategy 2</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<b>Strategy Rationale</b>			
Implement "icebreaker meetings" (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.				Other counties have implemented icebreaker meetings that have demonstrated that these meetings help the foster parent and parent to connect and work together in the best interest of the child.			
<b>Milestone</b>	2.1 Explore how other counties have implemented "icebreaker" meetings	<b>Timeframe</b>	Year 1 By June 2012	Year 2	Year 3	<b>Assigned to</b>	Social Worker IV/SIP Project Manager
	2.2 Develop Policy and Procedures to implement "icebreaker" meetings, including policy and training.		Year 1	Year 2	Year 3		CPS Program Manager
	2.3 Implement "icebreaker meetings."		Year 1	Year 2	Year 3		CPS Social Workers
<b>Strategy 3</b>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A		<b>Strategy Rationale</b>			
Explore development of expanded community support services targeted for family reunification.				During the County Self-Assessment, the community identified a lack of variety and service availability as barriers to reunification.			
<b>Milestone</b>	3.1 Attend trainings to expand knowledge of the function and principles of Family Resource Centers.	<b>Timeframe</b>	Year 1 By June 2012	Year 2	Year 3	<b>Milestone</b>	CPS Program Manager Peer Empowerment Provider
	3.2 Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region.		Year 1 By June 2012	Year 2	Year 3		Peer Empowerment Provider
	3.3 Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process.		Year 1	Year 2 By June 2013	Year 3		Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)
	3.4 Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers.		Year 1	Year 2	Year 3		Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Sutter County will be creating a Policy and Procedure for implementation of Signs of Safety.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Sutter County will require additional Signs of Safety training for social workers and send staff to regional CAPC sponsored training regarding FRC's.

**Identify roles of the other partners in achieving the improvement goals.**

Sutter County maintains collaborative relationships with the UC Davis Northern California Training Academy, the counties that comprise the inter-county SoS collaborative (currently Yuba and Butte).

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goal.**

None.

**Outcome/Systemic Factor:**

**C1.4 Reentry following Reunification -** Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

**County's Current Performance:** Sutter County is currently performing 16.1% on this Measure, which is above the Standard (9.9%). It should be noted that this is a Standard in which lower numbers signify improved performance; therefore, Sutter County is currently out of compliance with this Measure.

**Improvement Goal:** By June 2014, Sutter County will demonstrate consistent performance at or below the existing Federal Standard of 9.9%.

<b>Strategy 1</b>		<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> According to Dawson & Barry (2002) <sup>16</sup> achieving timely reunification for foster children is assisted through the implementation of family engagement strategies. The Signs of Safety Model enables families and social workers to collect information about existing family safety strategies, family competencies, and goals.			
Sutter County CPS will fully implement the Signs of Safety (SoS) Family Engagement Model.		<input type="checkbox"/>	<b>CBCAP</b>				
		<input type="checkbox"/>	<b>PSSF</b>				
		<input checked="" type="checkbox"/>	<b>N/A</b>				
<b>Milestone</b>	1.1 Expand SoS training beyond the Core SoS Implementation Team.	<b>Timeframe</b>	<input type="checkbox"/> Year 1	Year 2	Year 3	<b>Assigned to</b>	Ongoing Unit Supervisor (SoS Lead)
	1.2 Utilize the existing inter-county collaborative to support implementation of SoS.		<input type="checkbox"/> Year 1	Year 2	Year 3		CPS Program Manager All CPS Social Worker Supervisors CPS SoS Core Implementation Team
	1.3 Create a Policy and Procedures for implementation of SoS.		Year 1	<input type="checkbox"/> Year 2	Year 3		CPS Program Manager
			By June 2013				

	1.4 Develop a monitoring tool to report implementation progress to the CPS Program Manager		Year 1	Year 2	<u>Year 3</u> By June 2014		All CPS Social Worker Supervisors CPS SoS Core Implementation Team
<b>Strategy 2</b>			<input type="checkbox"/>	<b>CAPIT</b>	<b>Strategy Rationale</b> Other counties have implemented icebreaker meetings that have demonstrated that these meetings help the foster parent and parent to connect and work together in the best interest of the child.		
Implement "icebreaker meetings" (first meeting between birth parent / foster parent) to increase collaboration between the foster parent and birth parent.			<input type="checkbox"/>	<b>CBCAP</b>			
			<input type="checkbox"/>	<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	2.1 Explore how other counties have implemented "icebreaker" meetings	<b>Timeframe</b>	<u>Year 1</u> By June 2012	Year 2	Year 3	<b>Assigned to</b>	Social Worker IV/SIP Project Manager
	2.2 Develop Policy and Procedures to implement "icebreaker" meetings, including policy and training.		Year 1	<u>Year 2</u> By June 2013	Year 3		CPS Program Manager
	2.3 Implement "icebreaker meetings."		Year 1	Year 2	<u>Year 3</u> By June 2014		CPS Social Workers
<b>Strategy 3</b>				<b>CAPIT</b>	<b>Strategy Rationale</b> During the County Self-Assessment, the community identified a lack of variety and service availability as barriers to reunification.		
Explore development of expanded community support services targets for family reunification.				<b>CBCAP</b>			
				<b>PSSF</b>			
			<input checked="" type="checkbox"/>	<b>N/A</b>			
<b>Milestone</b>	3.1 Attend trainings to expand knowledge of the function and principles of Family Resource Centers.	<b>Timeframe</b>	<u>Year 1</u> By June 2012	Year 2	Year 3	<b>Assigned to</b>	CPS Program Manager and Peer Empowerment Provider
	3.2 Conduct research to determine which natural supports (such as Family Resource Centers) are currently operating in the region.		<u>Year 1</u> By June 2012	Year 2	Year 3		CPS Program Manager and Peer Empowerment Provider
	3.3 Integrate information regarding familial utilization of natural supports during family reunification cases into the Peer Case Review process.		Year 1	<u>Year 2</u> By June 2013	Year 3		Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)

3.4 Continue to explore barriers encountered by reunifying families preventing connection to natural supports, such as Family Resource Centers.		Year 1	Year 2	Year 3	Peer Review Participants (CPS Social Workers, Peer Empowerment Provider, and Management)
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p> <p>Sutter County will be creating a Policy and Procedure for implementation of Signs of Safety and “icebreakers” meetings.</p>					
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Sutter County will require additional Signs of Safety training for social workers and send staff to regional CAPC sponsored training regarding FRC’s.</p>					
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>Sutter County maintains collaborative relationships with the UC Davis Northern California Training Academy, the counties that comprise the intercounty SoS collaborative (Yuba and Butte).</p>					
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goal.</b></p> <p>Not applicable.</p>					

**Outcome/Systemic Factor:**

**C3.1 Exits to permanency (24 months in care)** – Of all children in foster care for 24 months or longer on the first day of the year, what percent were discharged to a permanent home by the end of the year and prior to turning 18?

**County's Current Performance:** Sutter County is currently performing at 25% on this Measure, which is below the Standard (29.1%).

**Improvement Goal:** The overall goal is to develop an improved methodology for evaluating performance in this area that will enable Sutter County to better monitor the achievement of permanency for youth that have been in foster care for an extended period.

**Strategy 1**

Improve evaluation of time to permanency for children in foster care for 24 months or longer.

<input type="checkbox"/>	<b>CAPIT</b>
<input type="checkbox"/>	<b>CBCAP</b>
<input type="checkbox"/>	<b>PSSF</b>
<input checked="" type="checkbox"/>	<b>N/A</b>

**Strategy Rationale**  
Measure C3.1 is not structured in such a manner that it is possible to measure improvement over time, so Sutter County will make efforts to collect and analyze data regarding Exits to Permanency in such a manner that historical improvement can be assessed.

<b>Milestone</b>	1.1 Develop a measure to assess Sutter County's performance with achieving permanence for children that enter foster care over time.	<b>Timeframe</b>	Year 1 By June 2012	Year 2	Year 3	<b>Assigned to</b>	Permanency Data Workgroup, SWIV Data Team Lead
	1.2 Develop a data collection process and procedures.		Year 1	Year 2 By June 2013	Year 3		Permanency Data Workgroup
	1.3 Evaluate data and analyze trends.		Year 1	Year 2 By June 2013	Year 3		Permanency Data Workgroup

<b>Strategy 2</b>		<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Early identification of foster youth that are approaching 24 months in foster care will enable Sutter County to comply with the Federal Standard by implementing protocols that promote permanency.				
Focus efforts on permanence for children that are in care for more than 18 months, but less than 3 years.		<input type="checkbox"/> CBCAP					
		<input type="checkbox"/> PSSF					
		<input checked="" type="checkbox"/> N/A					
<b>Milestone</b>	2.1 Develop a system to track foster youth that are approaching two years in foster care.	<b>Timeframe</b>	Year 1	Year 2	Year 3	<b>Assigned to</b>	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
	2.2 Present the plan to CPS management.		Year 1	Year 2	Year 3		Ongoing Unit Supervisor Permanency/Adoptions Workgroup
	2.3 Conduct ongoing monitoring and evaluation of implementation of policy through periodic reviews and quarterly reports.		Year 1	Year 2	Year 3		Ongoing Unit Supervisor Permanency/Adoptions Workgroup
<b>Strategy 3</b>		<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b> Identification of foster youth that have been in foster care for more than 3 years will enable Sutter County to focus efforts that promote permanency for those children.				
Focus efforts on permanence for children that are in care for more than 3 years.		<input type="checkbox"/> CBCAP					
		<input type="checkbox"/> PSSF					
		<input checked="" type="checkbox"/> N/A					
<b>Milestone</b>	3.1 Utilize SafeMeasures to track foster youth that have been in care for more than 3 years.	<b>Timeframe</b>	Year 1	Year 2	Year 3	<b>Assigned to</b>	Ongoing Unit Supervisor Permanency/Adoptions Workgroup
	3.2 Conduct ongoing monitoring and evaluation through periodic reviews and quarterly reports.		Year 1	Year 2	Year 3		Ongoing Unit Supervisor Permanency/Adoptions Workgroup

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

Sutter County will be developing data collection and evaluation processes that augment existing data sources such as UC Berkeley CWS/CMS Dynamic Report System, SafeMeasures, and Business Objects.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

Training on concurrent planning and advanced analytics.

**Identify roles of the other partners in achieving the improvement goals.**

Sutter County will continue to work closely with State Adoptions to work on solutions.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

None.

**PROBATION OUTCOME:**

<b>Outcome/Systemic Factor:</b>					
<b>8A Children Transitioning to Self-Sufficient Adulthood</b>					
<b>County's Current Performance:</b> N/A (Not measured)					
<b>Improvement Goal:</b> Improve outcomes for youth transitioning from group homes and other residential commitment programs to their homes.					
<b>Strategy 1</b>		<input type="checkbox"/> <b>CAPIT</b> <input type="checkbox"/> <b>CBCAP</b> <input type="checkbox"/> <b>PSSF</b> <input checked="" type="checkbox"/> <b>N/A</b>		<b>Strategy Rationale</b>	
To improve our outcome measurement practices to reduce recidivism rates and improve other outcomes for children transitioning from group homes and other residential commitment programs to their homes.				The PQCR, CSA and SIP processes have identified qualitative issues for probation youth related to improving outcomes for children transitioning into self-sufficient adulthood. Quantifying performance through improved outcome measurement is the next critical step in improving long-term outcomes for these children.	
<b>Milestone</b>	1.1. Further efforts to implement Evidence Based Practices by utilizing Assessments.com software and adding in the "DataMart" package for outcome measurement.	<b>Timeframe</b>	<input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3 July 2011 and ongoing	<b>Assigned to</b>	Probation Supervisor Anthony Chillemi
	1.2 Utilize specialized psychological assessment and testing measures for those minors in transition that require more highly specialized treatment needs.		<input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3 July 2011 and ongoing		Probation Supervisor Anthony Chillemi
	1.3 Integrate the use of CWS/CMS for outcome measures.		<input type="checkbox"/> Year 1 <input type="checkbox"/> Year 2 <input type="checkbox"/> Year 3 July 2011 and ongoing		Probation Supervisor Anthony Chillemi

**Describe any additional systemic factors needing to be addressed that support the improvement plan goals.**

None identified.

**Describe educational/training needs (including technical assistance) to achieve the improvement goals.**

There is an anticipated need for initial and ongoing trainings for staff surrounding the use of Assessments.com, "DataMart," and CWS/CMS.

**Identify roles of the other partners in achieving the improvement goals.**

Increase communication and collaboration with Child Protective Services during the implementation of CWS/CMS. Also, increase our training and collaboration with Assessments.com to fully integrate the use of "DataMart" measures into our goal of improved outcomes for minors transitioning into self-sufficient adulthood. This will also require coordination with the Northern California Probation Consortium (NCPC) Coordinator, who is primarily responsible for administering the data reports.

**Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.**

None.

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**D. CWSOIP Narrative**

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Since CWSOIP funds were originally allocated, Sutter County has utilized this funding source to support efforts for practice changes that directly impact performance improvement goals.

Sutter County has used OIP allocation to support mediation activities in the past which support family engagement with the goal of facilitating timely reunification. Other family engagement activities supported by CWSOIP include the creation of tools to better monitor timeliness to adoption.



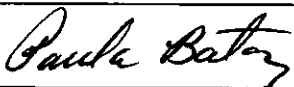
The mediation program from prior years continues to be utilized and has become an essential part of the CPS agencies engagement strategy, particularly in times of acute conflict when families are in stress.

The CWSIOP funds more recently have funded the creation and implementation of an electronic tracking mechanism to facilitate coordination between Sutter County CPS and CDSS Adoptions workers as we work together toward permanency for children moving toward adoption. The creation of these tools has led to significant practice change. Supervisors are more promptly notified of potential delays and able to intervene. Social workers have a secondary watch system to monitor children that have been referred for adoption. Together, social workers from both CPS and state Adoptions are able to coordinate efforts to overcome barriers to timely adoptions.

**Part II**  
**Office of Child Abuse Prevention**  
**CAPIT/CBCAP/PSSF**  
  
**SUTTER COUNTY**  
**2011-2014 SIP Report**

## Cover Sheet

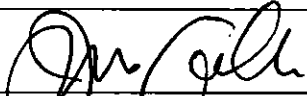
### 1. CAPIT/CBCAP/PSSF Contact and Signature Sheet

Period of Plan:	6/04/11 through 6/04/14
Date Submitted:	June 3, 2011
Submitted by:	Sutter County Human Services Department
Name & title:	Lori Harrah, Director Welfare & Social Services
Signature:	
Address:	539 Garden Hwy, Ste. C, Yuba City, CA 95991
Fax:	530. 822.7255
Phone & E-mail:	530. 822.7230 lharrah@co.sutter.ca.us
Submitted by:	Child Abuse Prevention Council (CAPC) Representative
Name & title:	Lisa Soto, Chairperson
Signature:	
Address:	1965 Live Oak Blvd, Yuba City, CA 95991
Fax:	530. 822.7596
Phone & E-mail:	707.822.7151 ext. 139 lsoto@co.sutter.ca.us
Submitted by:	Parent Consumer/Former Consumer (Required if the parent is not a member of the CAPC)
Name & title:	Paula Batay, Peer Empowerment Provider
Signature:	
Address:	P.O. Box 1599, Yuba City, CA 95992-1599
Fax:	530. 822.7596
Phone & E-mail:	pbataz@co.sutter.ca.us

<b>i.</b>	
Submitted by:	CAPIT Liaison
Name & title:	Myrnice Valentine
Address:	539 Garden Highway, Ste. C, Yuba City, CA 95991
Fax:	530. 822.7255
Phone & E-mail:	530. 822.3212    mvalentine@co.sutter.ca.us

<b>ii.</b>	
Submitted by:	CBCAP Liaison
Name & title:	Myrnice Valentine
Address:	539 Garden Highway, Ste. C, Yuba City, CA 95991
Fax:	530. 822.7255
Phone & E-mail:	530. 822.3212    mvalentine@co.sutter.ca.us

<b>iii.</b>	
Submitted by:	PSSF Liaison
Name & title:	Myrnice Valentine
Address:	539 Garden Highway, Ste. C, Yuba City, CA 95991
Fax:	530. 822.7255
Phone & E-mail:	530. 822.3212    mvalentine@co.sutter.ca.us

BOS Approval Date:	May 17, 2011
Name:	James Gallagher, Chairman
Signature:	

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## **2. CAPIT/CBCAP/PSSF**

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The Sutter County Human Services Department - Welfare and Social Services Division, has been designated by the Board of Supervisors as the public agency that will administer the CAPIT, CBCAP and PSSF programs locally. The Department will release a CAPIT/CBCAP/PSSF Request for Proposal (RFP) in order to solicit proposals for programs to provide for community unmet needs. Copies of the RFP will be mailed to a number of local public and private non-profit agencies. The release of the RFP will also be advertised in the local newspaper. The RFP will specify that priority will be given to private non-profit organizations with demonstrated effectiveness in child abuse and neglect services and that those funds may be distributed to multiple agencies, based on the merits of their proposals. The RFP will require the submission of a proposed budget for the provision of services, and the number of citizens targeted to be served. The RFP will outline the unmet needs in the County and ask the applicant to describe how the programs which they are proposing will address and begin to reduce those needs. The RFP will specify that all proposals received in response to the RFP will be reviewed and evaluated by the Domestic Violence Council/Child Abuse Prevention Council (CAPC), with a recommendation for grant awards made to the Board of Supervisors.

- a. **County SIP Team Composition** – See Attachment F
- b. **CAPC** – See Attachment F

The Sutter County Domestic Violence Council/Child Abuse Prevention Council is an established multidisciplinary group which assumes a leading role in advocating for child abuse, neglect and domestic violence prevention. At the Sutter County Board of Supervisors meeting on October 14, 1997 the Board designated the Domestic Violence Council/Child Abuse Prevention Council as the group to carry out the Children's Trust Fund Purposes as specified in the Welfare and Institution Code. The Domestic Violence Council/Child Abuse Prevention Council has also been designated as the local child abuse prevention council. The Council provides recommendations to the Board of Supervisors regarding priorities and funding for CAPIT/CBCAP/PSSF and County Child Trust Fund (CCFT) purposes.

### *Council Membership*

The following public agencies have representatives at the management or policy – making level on the Council:

Superior Court, District Attorney's Office, Sheriff's Office, Probation, Victim/Witness Assistance Program, Welfare Division, Child Protective Services, Public Health, County Superintendents of Schools Office, Sutter Yuba Mental Health, Yuba City Unified School District, Yuba City Police Department, and California Highway Patrol.

The following private organizations have a representative on the Council:

Yuba Sutter Bar Association, Casa de Esperanza, Casa de Esperanza Family Violence Response Team, and Fremont-Rideout Health Group.

The Council also includes three (3) public members. The public members attend and actively participate in the functioning of the Council. Consumers of services have been among the public members of the Council and the Council plans to continue to include them. The Domestic Violence Council/Child Abuse Prevention Council meets on a quarterly basis.

*Support for Sutter County CAPC*

The CAPC is funded from the county's County Children's Trust Fund. The local 33 1/3% match will be provided by the Council members who will provide in-kind support such as meeting space, printing, photocopying, mailing and other related necessities.

<b>Fund</b>	<b>Dollar Amount</b>
CAPIT	0
CBCAP	0
PSSF Family Support	0
CCTF	\$2,000
Kids Plate	0
Other:	0

*Strengthening of the Domestic Violence Council/Child Abuse Prevention Council*

The Domestic Violence Council/Child Abuse Prevention Council will be strengthened by the flow of CAPIT, CBCAP and PSSF funds into the community. The use of these grant funds to develop family resources in the community will create more local awareness of the Council's existence, purpose and activities, since the Council will be making recommendations which will result in the directing of funds to non-profit organizations.

**c. PSSF Collaborative**

Sutter County's Domestic Violence/Child Abuse Prevention Council carries out the function of the PSSF Collaborative.

**d. CCTF Council**

The Sutter County Board of Supervisors, which is responsible for the CCTF has designated the Sutter County's Domestic Violence/Child Abuse Prevention Council as the commission/council who will perform the following:

- Establish criteria for determining those programs which shall receive funding;
- Accepts all program proposals that meet criteria set by the Council;
- Prioritized the proposals;
- Recommends to the Sutter County Board of Supervisors those proposals that the Council feels should receive funds.

Sutter County provides assurances that the County will provide CDSS Office of Child Abuse Prevention all information necessary to meet federal reporting mandates for receipt of any federal funds for deposit in the CCTF. No more than 5% of the CCTF funds will be used for administrative expenses.

The Sutter County Department of Human Services plans to collect and publish in the county budget the following information annually:

- Description of the types of programs and services funded from the CCTF;
- Target populations benefitting from these programs;
- Amount of each revenue source in the CCTF as of June 30<sup>th</sup> of each year;
- Amount disbursed in the preceding fiscal year.

**e. Parent Consumers**

The planning for the preparation of the Three-Year System Improvement Plan was a collaboration between a number of agencies and individuals including parent partners. In order to meet the Office of Child Abuse Prevention requirement of having an appropriate community-driven multidisciplinary collaborative involved in the preparation of the Three-Year plan, the County engaged an informal structure of community participants in order to provide input into the plan development. This process included stakeholders from private nonprofit agencies, parents, foster youth, government agencies and local private citizens. Focus groups conducted included the input of parents/families to determine unmet needs and possible solutions and this input has proven extremely valuable to accurately assessing the accessibility of resources in the community. Parent consumers bring a unique perspective that is essential to program planning. There has recently been an effort to include more

parent feedback in the county CAPC resulting in the election to fill a vacant community member seat on the council. The successful candidate has CPS knowledge, and life experiences that will add an important voice to the council's activities and will work with the CAPC and with CPS to promote greater parent participation.

Sutter County Welfare & Social Services includes a peer mentor component in the delivery of service to families in need. Peer Empowerment Providers (PEPs) are recruited and paid through a local nonprofit agency. Parent partners are trained to deliver peer support and mentoring to parents currently involved in the dependency system. PEPs are available to all parents involved in CWS but are especially helpful with substance abusing clients who are resistant to services or who could benefit from the additional support of a peer mentor. PEPs work closely with CPS social workers to ensure the parents are making progress toward goals that will ultimately lead to their success in CPS and to ensure CPS social workers are aware of the successes and challenges faced by the parents. As paraprofessionals, PEPs typically do not testify in court but are available to parents as a support person in court if requested. PEPs, parents, foster parents and relative care providers are often invited to county sponsored trainings on topics of interest, at no cost to them.

**f. The Designated Public Agency**

At their meeting of October 14, 1997 the Sutter County Board of Supervisors designated the Domestic Violence Council/Child Abuse Prevention Council as the local child abuse prevention council and as the group to carry out the functions of the Children's Trust Fund Purposes, including the oversight of the funds appropriated to the county for the Trust by the legislature,( including CAPIT/CBCAP and PSSF funding) as specified in Welfare and Institution Codes 18965-18971, which includes the following:

*"When a county board of supervisors designates a commission pursuant to Section 18965, the board of supervisors shall establish a county children's trust fund. The children's trust fund shall consist of the fees for birth certificates, collected pursuant to Section 103625 of the Health and Safety Code, grants, gifts, or bequests from private sources to be used for child abuse and neglect prevention and intervention programs, any funds appropriated by local governmental entities to the trust fund, and any funds appropriated to the county for the trust fund by the Legislature".*

**g. The role of the CAPIT/CBCAP/PSSF Liaison**

Within the Human Services Department, Welfare & Social Services Division, the Program Manager of Administrative Services has been assigned as CAPIT/CBCAP/PSSF liaison to ensure that all fiscal, program and statistical requirements are met in a timely manner. This Program Manager works in tandem

with the Program Manager of Social Services who is responsible for the completion of the County Self Assessment and the County System Improvement Plan. Based on information determined from the County Self Assessment, the Program Manger of Administrative Services is responsible for developing the Requests for Proposals, processing service contracts funded by child abuse prevention funds, reviewing billing, monitoring contracts and reporting to the state. The CAPIT/CBCAP/PSSF Liaison provides technical assistance and support to subcontractors, with guidance from our OCAP state partners as needed. The Liaison has ongoing communication with OCAP, the Sutter County CAPC and other key prevention partners. In addition the Liaison and/or the Program Manager of Social Services may attend statewide meetings and assists assigned parent partners in accessing trainings related to child abuse prevention.

#### **h. Fiscal Narrative**

The Welfare & Social Services Division will maintain complete and separate records of the CAPIT, CBCAP, PSSF and CCTF costs, operating expenses and statistical information. Information gathered from sub-contractors will be input into a computerized spreadsheet where it will be maintained until compiled and submitted to OCAP as required.

- Tracking – The Department will keep service demographic records in an electronic spreadsheet which is updated as providers submit program data. The Human Services Department will require that all contracted providers maintain books, records, documents, and other evidence of proper accounting procedures and practices, sufficient to properly reflect all direct and indirect costs of whatever nature incurred in the performance these programs, including any matching costs and expenses, for a period of three (3) years after final payment under the MOA.
- Storing – Information from all sources, including OCAP, state and local government agencies, service providers, program demographics, the Domestic Violence Council/Child Abuse Prevention Council, will be stored in several ways. A binder will be maintained which will include original copies of all pertinent data. In addition, plans, updates, demographic, and contracts will be stored in an appropriate manner, in either hard or soft copy formats. Program information specific to either CAPIT, CBCAP, PSSF and the Children's Trust will be tracked, recorded and maintained in separate spread sheet in order to enable the department to disseminate information as required.

The Human Services Department, Welfare & Social Services Division currently has the ability to transmit information electronically by email. In order to assure that all sub-contractors have the capacity to transmit information electronically, each will be asked if they have or are planning to obtain the means to transmit information electronically. If

necessary, a portion of the grant funds can be used by the nonprofit agency elected to provide direct services to purchase the equipment needed to meet this requirement.

- Maximization of Funding – Sutter County will endeavor to maximize funds for child abuse prevention program through leveraging of other available funds. This process occurs by giving priority to organizations that provide matching funds, including in-kind services. Additionally, meetings with community partners result in informal collaborative partnerships among agencies that benefit children and families. The purpose of obtaining additional funds is to establish, enhance or expand community-based and prevention focused programs and activities designed to strengthen and support families to prevent child abuse and neglect.
- County will not supplant other State and local funds – Sutter County provides assurance that funds received will supplement, not supplant other State and local public funds and services.
- Adoptions and Safe Families Act of 1997 – Sutter County will allocate a minimum of twenty (20) percent for each of the following service categories:
  - Family Preservation
  - Family Support
  - Time-Limited Family Reunification
  - Adoption Promotion and Support

**i. Local Agencies – Request for Proposal**

As outlined in W&I Code Section 18961, Sutter County makes the following assurances.

A competitive process will be used to select and fund services, with priority given to private, nonprofit agencies with programs that serve the needs of children at risk of abuse or neglect and that have demonstrated effectiveness in prevention or intervention. The agencies funded provided evidence that demonstrates broad-based community support and that proposed services are not duplicated in the community, and are based on serving the needs of children at risk. Projects funded shall be culturally and linguistically appropriate to the populations served and include services to minority populations and shall clearly be related to the needs of children, especially those 14 years of age and under.

Training and technical assistance shall be provided by private, nonprofit agencies to those agencies funded with CAPIT funds to provide services. All CAPIT/CBCAP/PSSF grants will be overseen by the Human Service Department as the local government agency administering the grants, and will provide support, assistance and guidance to the funded agencies. That support will include assistance with program structure and evaluation, and technical assistance with fiscal and budget accountability. Additional training and technical assistance for CAPIT funded programs must be provided by nonprofit agencies.

Sutter County complied with federal requirements to ensure that anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.

Nonprofit subcontract agencies have the capacity to transmit data electronically.

For those receiving CAPIT funds, priority for services is given to children who are at high risk, including children who are being served by Sutter County Welfare & Social Services for being abused and neglected and other children who are referred for services by legal, medical, or social service agencies. Further, agencies funded through CAPIT funds demonstrate the existence of a 10 percent cash or in-kind match, other than funding provided by the CDSS.

#### **J. CBCAP Outcomes**

The agencies receiving CAPIT/CBCAP/PSSF funds provide an annual report regarding the outcomes of programs and services. The annual reports prepared by each subcontractor include demographic information on the families and children served, attendance counts and evaluations by the consumers of services. These reports and the annual planning body meeting will direct any plan modification that is necessary.

##### *Subcontractor Accountably*

Each sub-contractor shall submit a scope of work with their program proposal. The scope of work and the quality, nature and extent of the activities described therein are material inducement upon which Sutter County Board of Supervisors will rely in determining the allocation of funds to each sub-contractor. Any change in the method or mode of the conduct or operation of the scope of work may not be made without prior approval.

i. Engagement Outcomes: Subcontractors will be asked to track engagement outcomes to report 1) how many Sutter County families are engaged in CBCAP funded services and 2) the number of first time contacts during the grant year. Contractors will be required to report these outcomes as part of quarterly progress reports provided to the Welfare & Social Services Division.

ii. Short Term Outcomes: The subcontractors/providers will provide quarterly reports within 30 calendar days from the end of each quarter to Welfare & Social Services demonstrating that families who received services have improved knowledge as a result of the service that has been delivered. Possible outcome measures may include

measuring if the family knows more about available community resources than before receiving services from the provider, or if the family has greater knowledge of a specific parenting practice (i.e., positive reinforcement, improving confidence, etc.). The progress reports will also have a financial and narrative report which meet the requirements of the State.

iii. Intermediate Term Outcomes: Subcontractors will be required to submit data regarding intermediate term outcomes to demonstrate that families and children receiving CBCAP services are utilization of skills gained through the program services they have received. Outcomes may be reported by the participants and/or the counselors and instructors interacting with the families and will indicate if clients are internalizing services and able to utilizing skills learned. The subcontractor will expand on existing evaluation tools to provide specific intermediate term outcome to be reported annually to Welfare & Social Services.

iv. Long Term Outcomes: Subcontractors will be required to collect data which informs Welfare & Social Services about long-term outcomes that families achieve as a result of their interaction with subcontractors services. Long term outcome goals should be developed by the subcontractor, approved by Welfare & Social Services, and ultimately demonstrate that families have decreased risk of child abuse or neglect as a result of services received. Long term outcomes will be measured on a rated scale and reported annually to ensure program goals are being met.

**k. Peer Review**

There is currently no peer review process regarding CBCAP funded activities. During the next year, Sutter County will work with these programs to develop an acceptable peer review process.

**l. Service Array**

CAPIT/CBCAP/PSSF funded services will be coordinated with the array of services available in the county. An examination of existing community services was a focus of the County Self Assessment community meeting, as well as identifying gaps in available services. The information learned during the assessment process has led to the development of the plan for services and expenditures in an effort to ensure priority needs are funded, and to prevent duplication of services.

**m. CAPIT/CBCAP/PSSF Services and Expenditure Summary**

An electronic copy of the Services and Expenditure Worksheets has been completed and submitted via email to the OCAP consultant for Sutter County and a printed copy is attached. (See Attachment C)

**n. Services and Expenditure Summary Worksheet Program Descriptions**

Sutter County uses an annual Request For Proposal (RFP) process to identify providers of services to fund with OCAP dollars. The RFP process is conducted

annually and has therefore not been completed for the entire period of this plan. For this reason, planned service providers are listed in the attached worksheets as To Be Determined (TBD). Sutter County Department of Human Services, Welfare & Social Services Division supports community based and nonprofit organizations and the RFP process supports this goal. However, the Department is obligated to ensure that the programs funded are well matched to the community needs as were outlined during the CSA and in this System Improvement Plan. Contracted providers and contract amounts are subject to change annually based on these needs, and the performance of the contracted programs toward meeting the program objectives.

Casa de Esperanza: Casa de Esperanza provides “no cost” voluntary counseling for young children who are either victims of, witness to, or at risk of, family violence and/or child abuse, and their significant adults. Program services include but are not limited to counseling (individual and/or group counseling), peer mentoring, cases management and advocacy. Casa’s CAPIT program staff carry a caseload of children who are either victims of, witness to, or at risk of family violence or child abuse and their non-offending family members. Counseling of children may cover topics such as feelings, recovery, communication, reduction of anger/aggression, family dynamics, accountability, behavior modification, and other topics brought forth by the child and includes safety planning. Casa de Esperanza uses a cognitive behavioral model and may include talking, play, movement, storytelling, art therapy, or sand tray therapy. Services provided to adults include but are not limited to, individual and group counseling, case management and advocacy. If there is domestic violence within the home, the parent is offered a no cost “Parenting in a Violent Home” class specifically designed to develop positive communication and discipline, using strength based techniques for parenting. The curriculum also covers family and domestic violence dynamics, the impact of domestic violence on children and safety planning. Counseling may include child abuse dynamics, family dynamics, communication skills, reduction of anger/aggression, parenting in the context of violence within the home, child development, and relationships. Staff may also provide resources and referral, and emergency transportation as needed. Casa de Esperanza is open for intake, counseling and shelter 24 hours per day, 7 days per week, allowing for counseling of adults and children to be provided at the convenience of the adult/child. Casa de Esperanza CAPIT program accepts referrals from CPS but is available to all families who meet their service criteria and live in Sutter County, regardless of whether or not there is CPS involvement.

Family Soup: Family Soup provides voluntary individual and/or family counseling for families in crisis and the Able Riders Therapeutic Horseback Riding program for “at risk” children with disabilities. The Able Riders program is funded with CBCAP funds so CPS families are not the target population. CPS involved families in crisis that meet Family Soup criteria as having special needs (neurological, social, and physical handicaps) may be eligible for counseling services funded through Children’s Trust Fund dollars. Families may self refer and are often told about Family Soup programs by school resource people, mental health professionals or

others who come into contact with families of children with special needs. Counseling is available in English, Spanish and Punjabi for children with up to 12 sessions each and for adults up to 8 sessions each, in order to provide immediate response to a family in crisis or to assist a family in determining if longer term counseling is necessary. The Able Riders Therapeutic Horseback Riding program serves children with neurological, social and physical handicaps. The children participate on a weekly basis under the instructing of a certified North American Riding for the Handicapped Association instructor. This provides riders with opportunities for therapy, recreation, education, socialization and sport. The program services children with disabilities including but not limited to traumatic brain injury, autism, Angelman Syndrome, learning disabilities, speech delay, ADHD, orthopedic impairment and Down Syndrome.

Friday Night Live: Friday Night Live provides unique voluntary counseling and education programs for children and adults. Programs provided include “Rollercoasters” groups for children under 12 whose parents are currently separated or in conflict. Friday Night Live also provides a Parenting Program. In addition they provide conflict resolution activities and youth development activities through the Discovery Challenge Ropes Courses.

The Rollercoasters group is targeted to serve children ages 5 to 12 years who are experiencing adjustment problems related to changing family composition (i.e., foster care, divorce, reunification with biological parents after being in foster care, etc.). Rollercoasters participants are referred by CPS. Rollercoasters activities assist the youth in dealing with the difficulty associated with their experience and utilizes a curriculum provided in age appropriate group sessions once a week for 8 weeks.

The Friday Night Live Parenting Program includes curriculums designed to teach parenting skills, support parents and prevent teen pregnancy. The Parenting Program includes Systematic Training for Effective Parenting (STEP) and Baby Think it Over, and portions of the Celebrating Families curriculum. STEP teaches parents skills that will help them better understand good parenting practices. Baby Think it Over is a curriculum targeting teen pregnancy prevention. The target population for the Parenting Programs includes foster parents, teens, youth and grandparents and is offered in the community, at school sites, and at Sutter Yuba Friday Night Live. Weekly sessions will be held over a 40 week period alternating curriculums appropriate for the populations served.

Harmony Health: Harmony Health Family Resource Centers provide counseling and voluntary case management to “at-risk” families and children, including early identification and intervention to increase the strength and stability of families. PSSF funds provided to Harmony Health Family Resource Center (FRC) support case management and counseling to help improve parenting skills, increase relationship skills within the family, prevent child abuse and to support adoptive families so they can make a lifetime commitment to their children. Services provided

include parenting classes that can help children at risk of foster care placement remain safely with their families. Harmony Health is able to provide follow-up care to families to whom a child has been returned after a foster care placement and can also help families remove barriers which impede the process of adoption.

Harmony Health case managers can assume responsibility for a caseload of 25 families at a time. Each family will be an active participant in the program for 6 months. Although the program is voluntary, it will be very structured with clients agreeing to participate in up to 20 hours a week of active participation. A needs assessment, preferably completed in the client's home in conjunction with the client, will create an individualized goal plan with activities including home visits by the case manager and for high risk cases, home visits by the Public Health Nurse. Harmony Health will require families to participate in activities such as classes at the FRC and in Sutter County, substance abuse meetings, counseling sessions, volunteering in a child's classroom, taking a child to the library, reading at home with a child or other volunteering at non-profit organizations.

The Salvation Army: Yuba-Sutter Salvation Army provides voluntary counseling, therapy and parent education services primarily to homeless and/or substance addicted individuals and families. Participants are enrolled for a 6 month outpatient program focusing on abuse prevention, intervention, treatment and training. Participants admitted to the Salvation Army program are placed in a 6 month intensive residential program (the Depot), followed by 6 months of outpatient treatment in order to graduate from the Salvation Army's state certified substance abuse program. Upon leaving the residential program, participants have the opportunity to reside for one year at a Transitional Housing facility when houses are available, or can move into their own home. During this time, they maintain an additional two year relationship through the Family Self Sufficiency program which equips the individual with every tool they need to succeed, including abuse prevention, intervention, treatment and training.

Professional staff at the Depot provide a full range of counseling services to individuals and families whose lives have been affected by abuse. These include private adult and child counseling sessions: play, family and group therapy; along with behavioral analysis and monitoring. Special parenting classes are offered for those with a history of domestic violence, child abuse and substance abuse. The classes include private and supervised family interaction, while the therapist observes how the family interacts through a variety of methods and mentoring. Parents are assisted in taking children to appointments as needed and receive child care. Parents are taught to become familiar with the warning signs of abuse in their children and to identify problems such as difficulty concentrating, acting out, becoming easily angered or isolated and are taught to act when they sees the warning signs and to teach children ways of protecting themselves.

Sutter County Library: The Sutter County Library provides voluntary literacy programs to local families and children, which strengthens the family and prepares both the children and the parents for a greater opportunity for success in the community. Topics include, but are not limited to: American institutions (e.g., schools, health care, legal system), parenting and positive discipline, child development, family budgeting, coping with stress, health and nutrition, and understanding cultural differences. Low literate parents and their children are “at risk” families and cannot operate confidently and independently in the world around them. They are often isolated and live under great social and economic pressures. The family literacy program strengthens families by helping parents and children learn to work and play together. Programs include a learning segment with speakers, discussion, practice and practical applications on a variety of topics that help strengthen the family and make it more safe and stable, such as parenting, discipline, and child development. The family literacy program continually works on developing positive life skills, with parents and children learning together.

Yuba City Parks & Recreation: The City of Yuba City – Parks & Recreation Department provides summer camperships to Sutter County low income children and children in foster care. The “Fun Daze “ Summer Camp provided by the Recreation Department offers an opportunity for the children to be in a safe and fun environment and provide respite to their parents. Activities include indoor and outdoor sports, arts and crafts, group games, field trips and swimming. Each week has a new theme with related activities integrated into the week’s events.

The Yuba City Parks and Recreation Department – Recreation Division is committed to providing recreational programs, events and activities to enhance the quality of life for youth, adults and seniors in the community. The Fun Daze Summer Camp helps children at risk of foster care placement remain safely with their families. The program provides respite care to children to provide temporary relief for parents. The program runs Monday through Friday 7:00 am to 6:00 pm. Each day, children are able to choose which activities they wish to participate in including indoor and outdoor sports, arts and crafts, group games, and swimming. Weekly activities allow for supervised field trips, including bowling, movies and day trips. Children are referred by CPS and allow families under stress much needed respite which ultimately serves to reduce risk of abuse.

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**2010 Peer Quality Case Review (PQCR) Summary**

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

**Sutter County Child Protective Services**

**PQCR Recommendations to Enhance Placement Stability:**

1. Establish a protocol to insure that all children removed from their homes will receive timely and comprehensive assessments including assessments in the areas of medical and dental, child development and mental health, with an emphasis on trauma related behavior issues.
2. Provide training to social workers in using the SDM, "Strengths and Needs Assessment" to help identify the priority needs of children in out-of-home placement and how to properly document the results of this assessment tool so the information is accessible to anyone taking on the case or reviewing the case file.
3. Create a liaison social worker to work closely with FFAs and other identified placements such as relatives.
4. Create a liaison social worker (placement/licensing) to work with foster parent association regarding training for foster parents to provide coordination of training efforts with foster parents/relatives/NREFMs.
5. Create a schedule of on-going quarterly meetings with FFA's to discuss policy and procedures. In particular, the department wishes to create a formal procedure by which foster parents provide the county with seven-day notices. The department would also like to work with the FFA's in establishing a 30 day notice which would give the department more time to conduct a quality assessment of the current placement; potentially finding additional services that may be able to preserve the current placement; or allow for adequate time to find a well matched alternative placement for the child.
6. Examine the feasibility of contracting with FFA's or county foster homes to provide Emergency Response (ER) homes. During the 30 day placement in an ER home a comprehensive assessment of the child can be conducted – including mental health, development, behavior and physical health to provide more data for better matching with both foster parents and relatives/NREFMs.

7. Implement a family meeting procedure that will provide support to families in a strengths-based team setting which will take place throughout the life of the case.
8. In instances where particular social workers are identified as needing training on concurrent planning, they will be referred for additional training through our regional training academy and the concept addressed through targeted mentoring with their supervisor.
9. Formalize a procedure for family finding within the first 30 days after detention by holding a “next best placement meeting” or “family team meeting.”
10. Family Finding at Intake: Within the first 30 days, after detention, an “intake interview” is to be performed with parents.
11. Evaluate organizational barriers that contribute to social worker perception that the relative approval process is lengthy and difficult.
12. Examine implementing/formalizing a method for emergency relative placement.

### **Sutter County Probation**

#### **PQCR Recommendations to Enhance Successful Transitions to Adulthood:**

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

1. More frequent placement case file audits will be implemented by the supervisor, as well as the deputy chief. Specifically, the supervisor will randomly audit one file per month and report the findings to the deputy chief
2. Form a subcommittee by October 1, 2010 [deadline updated to: October 1, 2011] to research the availability of regional mentoring programs that are capable of working with probation youth transitioning into adulthood. Establish a list of resources for mentoring.
3. Implement a new procedure by February 1, 2011 [deadline updated to: February 1, 2012] to emphasize the importance of extended family connections for youth entering, residing in, or graduating from placement.
4. Implement a plan by October 1, 2010 [deadline updated to: October 1, 2011] for developing other staff members’ knowledge, skills and abilities surrounding placement issues. Additionally, develop protocols for securing back-up supervision during periods of absence of the placement officer.

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**2010 County Self Assessment (CSA) Executive Summary**

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**I. BACKGROUND**

California Assembly Bill 636 (Chapter 678, The Child Welfare System Improvement and Accountability Act of 2001) established the Child Welfare Outcomes and Accountability System to (a) improve Child Welfare services for children and their families in California and (b) provide a system of accountability for outcome performance in each of the State's 58 counties. The process for achieving these two broad objectives is the California Child and Family Services Review (C-CFSR). The process includes both quantitative (Self Assessment) and qualitative (Peer Quality Case Review) assessment of a county's performance on measures of children safety, permanence and well-being. The results of the assessments support the development of the System Improvement Plane (SIP) which establishes measureable goals for system improvement and presents strategies for achieving these goals. The C-CFSR process also includes ongoing monitoring of system improvement efforts using quarterly reports of data extracted from the Child Welfare Services/Case Management Systems (CWS/CMS).

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

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

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

**II. STUDY OVERVIEW**

The County Self Assessment included detailed data analysis of individual and composite outcome data measurements, Peer Quality Case Reviews (PQCR), and a large scale community meeting with targeted focus groups. The county reviews and analyzes its performance in each of the measured areas against state and federal standards, and identifies its strengths and the areas needing improvement. The outcomes are measured in a number of ways including entry and exit cohorts, and composite measures which are extrapolated from various data fields in the child

welfare services computer system, CWS/CMS. The C-CFSR has eight child and family outcomes for which counties are accountable and that are the central focus of the self assessment process.

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

### III. FINDINGS

#### **Child Protective Services**

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

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

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

#### Children Are Safely Maintained in Their Own Homes Whenever Possible.

- Continue to use Evidence Based tools such as Structured Decision Making to consistently assess "safety and risk".
- Continue to use safety plans when one or more safety threats are present and caretaker protective capacities are available to keep the child safely in their own home.
- Continue to manage and monitor caseloads through use of SafeMeasures® by social workers, supervisors and management.

- Increase aftercare services to those who have completed substance abuse treatment.
- Increase availability of affordable housing.

Children Will Have Permanency and Stability in Their Living Arrangements.

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

**Probation Department**

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

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

#### IV. CONCLUSION

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

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

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

**ATTACHMENT C**

**Services, June 2011 Plan Expenditures:**



Microsoft Excel  
Worksheet

**Services, 3-Year Plan Expenditures:**



Microsoft Excel  
Worksheet

**ATTACHMENT D**

**RESOLUTION NO. 02-015**

BE IT RESOLVED that the Governing Board of the County of Sutter affirms that the Sutter County Domestic Violence Council has been identified by the Board to act as the Child Abuse Prevention Council within Sutter County.

**PASSED AND ADOPTED THIS 5<sup>th</sup> day of March 2002, by the Governing Board of the County of Sutter, of Sutter County California.**

I, LONNA B. SMITH, Clerk of the Governing Board of the Board of Supervisors, of Sutter County, California, certify that the foregoing is a full, true and correct copy of a resolution adopted by the said Board at a regular meeting thereof held at a regular public place of meeting and the resolution is on file in the office of said Board.

LONNA B. SMITH

By *Ann Schatz*  
(Clerk Signature)

Dep



6-02  
(Date)

Resolution

BEFORE THE BOARD OF SUPERVISORS  
COUNTY OF SUTTER, STATE OF CALIFORNIA **ATTACHMENT E**

RESOLUTION OF THE BOARD OF  
SUPERVISORS OF SUTTER COUNTY

RESOLUTION NO. 05-042

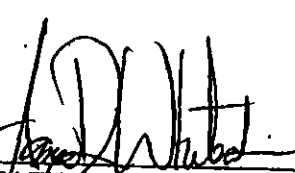
BE IT RESOLVED that the Governing Board of the County of Sutter affirms that the Sutter County Domestic Violence Council has been identified by the Board to act as the Child Abuse Prevention Council within Sutter County and is the Council to administer the County Children's Trust Fund pursuant to Welfare and Institutions Code 18965.

PASSED AND ADOPTED by the Board of Supervisors of the County of Sutter, this 23rd day of August, 2005, by the following vote:

AYES: Supervisors Montna, Nelson, Munger, Whiteaker, and Silva

NOES: None

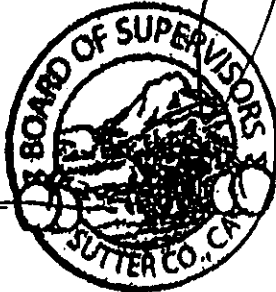
ABSENT: None

  
\_\_\_\_\_  
CHAIRMAN, BOARD OF SUPERVISORS

ATTEST:


COUNTY CLERK

By   
Deputy



The foregoing instrument is a Correct Copy  
of the Original on File in this Office:

AUG 30 2005

JOAN BECHTEL County Clerk and ex-officio  
Clerk of the Board of Supervisors of the State  
of California in and for the County of Sutter  
By  Deputy

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**ROSTERS**


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**SIP Planning Representatives**

Sutter County Human Services Department, Welfare and Social Services Division/ Child Welfare Services Branch and the Sutter County Probation Department acknowledge the following individuals involved in the planning and development of the 2011 System Improvement Plan, and in the County Self Assessment (CSA) process.

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i> <b>* Required Core Representatives are indicated with an asterisk</b>
Diana Adams		Yuba College Foster/Kinship Care Education	<i>Foster Family Agency/Foster Parent Associations</i>
Jennifer Allen, MSW	Social Worker IV	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Alma Amaya-Matta	Program Manager CalWORKS/ Employment Services	Sutter County Department of Human Services	<b>*County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs</b>
Christina Arriaga	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Rachel Ahsam		Yuba City Parks and Recreation	<i>Community Partners</i>
Jason Baker	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Paula Bataz			<b>*Parent/Consumer</b>
Sage Birdseye	FFA Social Worker	Environmental Alternatives	<i>Foster Family Agency/Foster Parent Associations</i>
Peggy Breaux	Social Worker III	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Cindy Chandler	Executive Director	Family Soup	<i>Community Partners</i>

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i> <b>* Required Core Representatives are indicated with an asterisk</b>
Anthony Chillemi	Supervising Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Christy Cox	BSW Intern	Sutter Yuba Mental Health Youth Services	<b>*Sutter Yuba Mental Health Division</b>
Debra DeAngelis Campbell	Deputy Chief Probation Officer	Sutter County Probation Department Administration	<b>*Probation Administrators, Supervisors and Officers</b>
Leah Eneix	President	Yuba-Sutter Foster Parent Association	<i>Foster Family Agency/Foster Parent Associations</i>
Pamela Fisher	Intervention Counselor	Sutter-Yuba Mental Health	<i>County Alcohol and Drug Department</i>
John Floe	Prevention Services Coordinator	Sutter-Yuba Mental Health	<i>Fatherhood and Healthy Marriage Programs</i>
Roberto Garcia, MSW	Social Worker Supervisor II	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Louise Graham	Social Worker III	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Nicole Guerra	Social Worker III	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Genny Haley, MFT	Therapist	Sutter-Yuba Mental Health Division Children and Youth Services	<b>*Sutter Yuba Mental Health Division</b>
Karen Handy, CADC	Intervention Counselor II	Sutter-Yuba Mental Health CalWORKs Substance Abuse	<i>County Alcohol and Drug Department</i>
Lori Harrah	Assistant Director of Human Services-Director, Social Services & Welfare Division	Sutter County Department of Human Services	<b>*County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs</b>
Brenda Haugen	Social Worker II	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Ronald Hayman, MD	Chief Psychiatrist	Sutter Yuba Mental Health Division Child Psychiatry	<b>*Sutter-Yuba Mental Health Division</b>

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i>
			<b>* Required Core Representatives are indicated with an asterisk</b>
Kathleen Hernandez, MSW	Social Worker IV	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Susan Hewitt	Social Worker II	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Paula Kearns, MSW	Social Worker Supervisor	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons</b>
Amber Kesterson		Family Soup	<i>Community Partner</i>
Tony Kildare, MSW	Social Worker IV	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
David Lara	Social Worker II	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Sam Leach	Supervising Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Paul Lopez			<b>*Youth Representative</b>
Kristin Lucich	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Sarah Ludwick, RN,PHN	Registered Nurse Public Health Nurse	Sutter County Health Department	<b>*Sutter County Health Department</b>
Brad Luz, Ph.D.	Assistant Director of Human Services-Director, Mental Health Division	Sutter County Department of Human Services Sutter-Yuba Mental Health Division	<b>*Sutter-Yuba Mental Health Division</b>
Margo Macklin Hinson, LCSW	Academic Coordinator	UC Davis Northern Regional Training Academy	<i>Regional Training Academy</i>
Ronita Mahn	FFA Social Worker	Environmental Alternatives	<i>Foster Family Agency/Foster Parent Associations</i>

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i> <b>* Required Core Representatives are indicated with an asterisk</b>
Mike Mannshardt		Hands of Hope Homeless Shelter	<i>Faith-based Communities</i>  <i>Community Partner</i>
Avelina Martinez	Mental Health Intern	Sutter-Yuba Mental Health	<b>*Sutter-Yuba Mental Health Division</b>
Kathi Massey	Office Assistant II	Sutter County Social Services Division/Child Protective Services	Sutter County Social Services Division/Child Protective Services
Louise McCray	Principal, Bridge Street Elementary School	Yuba City Unified School District	<i>Education</i>
Jennifer Montgomery	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Bruce Morton	Director of Student Welfare and Attendance	Yuba City Unified School District	<i>Education Administration</i>
Jennifer Myers			<b>*Parent/Consumer</b>
Chris Odom	Chief Probation Officer	Sutter County Probation Department Administration	<b>*Probation Administrators, Supervisors and Officers</b>
David Patrick	Social Worker III	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Ben Payne, LCSW	Executive Director	Children's Hope FFA	<i>Foster Family Agency/Foster Parent Associations</i>
Paul Reiner, MSW	Social Worker IV	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Brian Roper	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Shannon Royston, MSW	Social Worker IV	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Marylou Salgado	Children's Program Aide	The Salvation Army	<i>Community Partner</i>
Irma Santana	Attorney	Irma I. Santanta Attorney at Law	<i>Juvenile Justice Commission</i>
Kelly Scott	Prevention Services Coordinator	First Steps	<i>County Alcohol and Drug Department</i>

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i> <b>* Required Core Representatives are indicated with an asterisk</b>
Rich Sebo	Children's Hope Social Worker Supervisor	Children's Hope FFA	<i>Foster Family Agency/Foster Parent Associations</i>
Tom Sherry, MFT	Director, Sutter County Department of Human Services	Sutter County Department of Human Services	<b>*County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSS Programs</b>
Mary Shruete		Sutter County Library	<i>Community Partner</i>
Bev Siemens	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Frank Sorgea	Superintendent	Yuba Sutter Juvenile Hall	<b>*Probation Administrators, Supervisors and Officers</b>
Lisa Soto, MFT	Program Manager Social Services Sutter County Social Services Division/Child Protective Services	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers, including CAPIT/CBCAP/PSSF Liaisons</b>
Jackie Stanfill	Program Manager	Children's System of Care Sutter-Yuba Mental Health Division	<b>*Sutter-Yuba Mental Health Administration</b>
Laura Steffens	Senior Staff Services Analyst	Sutter County Welfare and Social Services Division System Support Unit	<i>Sutter County Welfare and Social Services Division System Support Unit</i>
Erin Sumner, MSW	Adoptions Specialist	California Department of Social Services, Adoptions Branch	<i>Adoptions</i>
Mike Tablit	Deputy Superintendent	Camp Singer	<b>*Probation Administrators, Supervisors and Officers</b>
Tammy Teramano	Intake Worker	The Salvation Army Depot Homeless Shelter	<i>Community Partner</i>
James Thomas	Deputy Probation Officer	Sutter County Probation Department	<b>*Probation Administrators, Supervisors and Officers</b>
Josh Thomas, MSW	Social Worker IV	Sutter County Social Services Division/CPS	<b>*CWS Administrators, Managers and Social Workers</b>

<i>Name</i>	<i>Job Title</i>	<i>Agency/Department</i>	<i>Representative</i> <b>* Required Core Representatives are indicated with an asterisk</b>
Sandra Turnbull, LCSW	Program Manager	Sutter Yuba Mental Health Division Youth Services	<b>*Sutter Yuba Mental Health Division</b>
Butah Uppal	Detective Lieutenant	Sutter County Sheriff's Department	<i>Law Enforcement</i>
Myrnice Valentine	Program Manager Fiscal/Administration Sutter County Department of Human Services  <b>*CAPIT/CBCAP/PSSF Liaison</b>	Sutter County Department of Human Services	<b>*County Board of Supervisors designated agency to administer CAPIT/CBCAP/PSSF Programs</b>
Laura Villa	Social Worker Intern	Sutter County Social Services Division/Child Protective Services	CPS Social Worker Intern
Susan Williams	Chairperson	Sutter County Child Abuse Prevention Council and Domestic Violence Council	<b>*Child Abuse Prevention Council</b>
Ellen Williams	Social Worker III	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Matt Willing	Detective	Yuba City Police Department	<i>Law Enforcement</i>
Jana Woodard, M.S.	Social Worker Supervisor II	Sutter County Social Services Division/Child Protective Services	<b>*CWS Administrators, Managers and Social Workers</b>
Kim Wrigley, MSW	Adoptions Supervisor	California Department of Social Services, Adoptions Branch	<i>Adoptions</i>

Note: There are no Native American tribes in Sutter County, therefore, none were included in the planning. All other required core representatives participated.

**DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL  
(ALSO SERVES AS PSSF AND CCTF COLLABORATIVE)**

Adams, Carl	Sutter County District Attorney
Bataz, Paula	Community Member
Boutilier, Alison	Sutter County District Attorney
Green, Susan	Sutter County Courts
Harrah, Lori	Sutter County Welfare & SS
Heckman, Sarah	Sutter County Court
Hodges, Linda	Casa de Esperanza
Larson, Jeff	CHP Yuba City
Luz, Brad	Sutter-Yuba Mental Health
Krouse-Taylor, Marsha	Casa de Esperanza
McClung, Jana	Sutter County District Attorney
Mikesell, Judy	Sutter County Health Dept
Moreno, Jennifer	Community Member
Morton, Bruce	Yuba City Unified School District
Paras-Topete, Leticia	Sutter County Probation
Parker, J. Paul	Sutter County Sheriff
Raddigan, Kat	Rideout Emergency Dept
Rawlin, Robert	Sutter County Sheriff
Reynolds, Dave	Sutter County District Attorney
Rolfe, Kathy	Community Member
Sherry, Tom	Sutter-Yuba Mental Health
Soto, Lisa	Sutter County CPS
Stockett, Carol	Casa de Esperanza
Tappe, Thomas	Yuba City Police Dept.
Werner, Jeanine	Casa de Esperanza
Williams, Susan	Sutter County Victim Witness
Williams-Root, Alice	Sutter County Public Health
Yandall, Emmy	Sutter County Probation

**ATTACHMENT G**

STATE OF CALIFORNIA – HEALTH AND HUMAN SERVICES AGENCY      CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

**NOTICE OF INTENT  
CAPIT/CBCAP/PSSF PROGRAM CONTRACTS  
FOR Sutter COUNTY**

PERIOD OF PLAN (MM/DD/YY): 06/04/11 THROUGH (MM/DD/YY) 06/04/14

The undersigned confirms that the county intends to contract, or not contract with public or private nonprofit agencies, to provide services in accordance with Welfare and Institutions Code (W&I Code Section 18962(a)(2)).

In addition, the undersigned assures that funds associated with Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and Stable Families (PSSF) will be used as outlined in statute.  
Dept. of Human Services -

The County Board of Supervisors designates Welfare & Social Services Division as the public agency to administer CAPIT and CBCAP.

**W&I Code Section 16602 (b) requires that the local Welfare Department shall administer PSSF.** The County Board of Supervisors designates Dept. of Human Services, Welfare & Social Services Division as the public agency to administer PSSF.

**Please check the appropriate box.**

- The County intends to contract with public or private nonprofit agencies to provide services.
- The County does not intend to contract with public or private nonprofit agencies to provide services and will subcontract with \_\_\_\_\_ County to provide administrative oversight of the projects.

In order to receive funding, please sign and return the Notice of Intent with the County's System Improvement Plan:

California Department of Social Services  
Office of Child Abuse Prevention  
744 P Street, MS 8-11-82  
Sacramento, California 95814

  
\_\_\_\_\_  
County Board of Supervisors Authorized Signature

5-17-11  
\_\_\_\_\_  
Date

JAMES GALLAGHER  
\_\_\_\_\_  
Print Name

CHAIRMAN OF THE BOARD OF SUPERVISORS  
\_\_\_\_\_  
Title