



# SUTTER COUNTY SELF-ASSESSMENT PROJECT

JUNE 2004

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**HIGHLIGHTS**

- 1 Foster Care Length Of Stay
- 2 Child Welfare Reentries Over Time
- 3 Child Welfare Foster Care Exits Per Year
- 4 Child Welfare Geographic Distances
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## Sutter County Child Protective Services (CPS) Self-Assessment Project

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

<i>Activity</i>	<i>Begin</i>	<i>End</i>
<b>Pre-Planning</b>	February 19, 2004	March 5, 2004
<b>Phase 1 A &amp; B</b>	March 8, 2004	April 2, 2004
<b>Staff Overview Training</b>	March 8, 2004	March 12, 2004
<b>Phase 2 A &amp; B</b>	April 5, 2004	April 30, 2004
<b>Phase 3</b>	May 13, 2004	June 4, 2004
<b>Phase 4 - Final Draft Developed</b>	June 7, 2004	June 18, 2004
<b>Final Administrative Review</b>	June 21, 2004	June 25, 2004
<b>Final Document Submitted To CDSS</b>	June 28, 2004	June 30, 2004

### An Introduction to Outcome Indicators:

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

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

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

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

These outcomes are quite broad and vague – in fact, they are more like goals than outcomes. Each “outcome” under the three child welfare domains has a number of federal and state-enhanced outcome indicators. These are identified in the County Data Report (Attachment A) with designations such as 1A, 1B, etc.

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

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

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

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

entry cohorts is the most accurate approach to tracking outcomes (e.g., of all children entering during a given year, what proportion had reunified by 12 months after coming into care?)

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

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

#### **1. County Data Report**

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

Sutter County has received the initial January 2004 report (see Attachment A). It will serve as the baseline level of performance and represents the starting point to measure improvement.

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

#### **2. Demographics of General Population**

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

##### **▪ Sutter County At A Glance**

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

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

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

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

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

- Employment Development Department (EDD)
- Census Information
- Unemployment Data
  - Note: For additional information see Attachment B (Profile of General Demographic Characteristics: 2000)

▪ **EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD) CENSUS DATA:**

▪ **General Population of Sutter County:**

Year 2000	78,930
Year 2001 (Estimate)	80,530

▪ **Ethnicity:**

White	53,291	67.4%
Black or African American	1,509	.19%
American Indian or Alaska Native	1,225	.16%
Asian	8,884	11.2%
Native Hawaiian or Pacific Islander	161	.2%
Hispanic	17,529	22.2%

▪ **Gender:**

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

▪ **Age of Population**

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

- **Education 25 years and over:**

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

- **Income:**

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

- **Grandparents as Caregivers:**

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

- **ADDITIONAL CENSUS INFORMATION**

- In the Year 2000, there were 78,930 people living in Sutter County:

- **Age:**

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

- **Additional Ethnicity & Language Information:**

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

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

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

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

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

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

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

▪ **UNEMPLOYMENT DATA**

The annual unemployment rate for Sutter County has increased from 13.0% in 2000 to 13.6% in 2003. However, in 2001, the annual unemployment rate decreased to 12.4%. This data is not seasonally adjusted.

When seasonally adjusted the annual unemployment rate for the above mentioned years are as follows:

- 2000            4.9%
- 2001            5.4%
- 2002            6.6%
- 2003            6.7%

Unemployment rates in Sutter County are lowest during the months of August, September and October; with August and September being the lowest.

The highest unemployment rates are during the months of February and March.

In breaking the unemployment rates down by cities, we see that Live Oak has the highest rates; while Tierra Buena has the lowest.

	Live Oak	Yuba City	Sutter	So. Yuba City	Tierra Buena
2000	24.7%	15.0%	12.7%	8.5%	6.7%
2001	23.8%	14.4%	12.1%	8.1%	6.4%
2002	25.6%	15.6%	13.2%	8.9%	7.0%
2003	25.75	15.7%	13.2%	8.9%	7.1%
*2004	30.6%	19.2%	16.3%	11.15	8.8%

\*Data for 2004 is preliminary.

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

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

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

Sutter County has fifteen (15) children in Foster Care that have other health coverage. This represents 7% of Sutter County's 2003 Foster Care population.

The following table illustrates the average Public Assistance caseloads, by program, for the year 2000:

<i>Program</i>	<i>Caseload Size</i>
CalWORKS	1,455 Cases
Food Stamps	2,071 Households
Foster Care	224 Children

Attachment C contains data in the following categories for children between the ages of 0 and 17:

- General Demographics
- Health
  - Mothers Receiving Early Prenatal Care
  - Infant Mortality
  - Low Birth Weight Infants
  - Teen Births
  - Children Lacking Health Insurance
  - Children Lacking Dental Insurance
  - Mental health service Utilization
  - Air Pollution

- Asthma
- Physical Fitness (7<sup>th</sup> grade)
- Motor Vehicle Injuries & Death
- Gun Injuries & Deaths
- Family Economics
  - Children Living In Poor Households
  - Children Living In Low-Income Households
  - Median Household Income
  - Schooling & Employment status of Young People
  - Fair Market Rent
  - Average Cost of Full-time Child Care (per year)
  - Food Insecurity
- Child Welfare
  - Child Abuse
  - Foster Care
- Education
  - New Parents With Fewer Than 12 Years of Education
  - Children Enrolled In Preschool (ages 3 & up)
  - English Learner Students (K – 12)
  - 4<sup>th</sup> Grade Reading Scores
  - 8<sup>th</sup> Grade Math Scores
  - High School Performance (1998 – 2001 average)

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

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

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

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

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

There are thirteen (13) School Districts serving the children in Sutter County. Winship Elementary was the smallest school in the district, serving 54 students and Yuba City Unified School District was the largest serving 11,562 students in the school year 2002-2003.

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

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

The dropout rate for children in Sutter County from 1991 to 2002 averaged 4.2%. The dropout rate in 1996 reached a historic high of 6%. The most recent dropout rate for school year 2001-2002, was 3.4%. Sutter County Office of Education works with children who cannot be educated in other school settings. For more information on Sutter County Schools see the California Department of Education web site at: <http://www.cde.ca.gov/demographics/>.

▪ **API DATA**

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

- Academic Performance Index (API) Data for 2003 is available for all Sutter County schools at the following website:

<http://api.cde.ca.gov/reports.html>

- Select: **“County List of School”**.
- Select: **“51 Sutter”**
- The following is the list of reports available for viewing:
  - 2003 API Base Report – List of Schools in the County
  - 2002-2003 – API Growth Report – List of Schools in the County
  - 2002 API Base Report – List of Schools in the County
  - 2001 – 2002 API Growth Report – List of Schools in the County
  - 2001 API Base Report – List of Schools in the County
  - 2000- 2001 API Growth Report – List of Schools in the County
  - Older API Reports (Prior to 2000 – 01) are also available at this location.
- Click: **“Submit”**
- Click on the specific school or school district you wish to review.

- See Attachment D for the County Level Data. Information available on this report includes:
  - Number of students included in the 2003 API Report
  - Ranking and targets by school district and school.
- See Attachment E for an example of an individual school report. Information included on this report includes school specific information:
  - Number of children included in the 2003 API Report
  - Ranking and targets
  - Comparison to other similar schools
  - Ethnic/Racial
  - Number of students that are Socio-economically Disadvantaged
  - School Demographic Characteristics
    - Percent of Ethnical/racial (STAR)
      - Percent Parent education level (STAR)
    - Participants in free or reduced price lunch (STAR)
      - Average parent education level (STAR)
    - English Learners
    - Fully credentialed teachers
    - Teachers with emergency credentials
    - Whether school is a multi-track year round school
    - Number Mobility/Disabled
    - Number Enrollment in grades on first day of testing
    - Average Class Size
    - Students exempted from STAR testing per parent written request
    - Number of students tested
    - Number of students actually tested on the California Alternate Performance Assessment (CAPA)

▪ **STAR DATA**

California STAR Program Background

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

- Students receiving special education services with Individual Education Plans (IEPs) that specify that the students are to have any alternative assessment completed rather than taking the STAR Program tests, and

- Students whose parents or guardians submit written requests to exempt the students.

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

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

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

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

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

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

- California Standardized Testing and Reporting (STAR) Data for 2003 is available for all Sutter County schools at the following website: <http://star.cde.ca.gov> .
  - Select: **“STAR 2003 Test Results”**

- Select: **“Reports”** (upper left-hand side of page)
- Select: **“Select a Test”**
- Select: **“County”** and then **“Sutter”**
- Select: **“District”**
- If applicable, Select: **“Group and/or Sub-Group”**
  - Group includes:
    - Primary Subgroup
    - Disability
    - Economics
    - English Classification
    - Primary Ethnicity
    - Ethnicity Asian
    - Ethnicity Pacific Islander
    - Gender
    - Parent Education
    - Program Participation
  - Sub-Group includes:
    - All Students
    - Females
    - Males
    - Economically Disadvantaged
    - Fluent – English Proficient or English Only
    - Students with Disabilities
    - Students with no reported Disabilities
    - English Learners enrolled in CA Public Schools less than 12 months
    - English Learners enrolled in CA Public Schools 12 months or more
    - Non-economically Disadvantaged
- Click: **“View Report”** (Blue button)
- The STAR data by School Districts in Sutter County and is searchable on the following:
  - California Standard Test Scores – CST. See Attachment F for an example of Yuba City Unified School District Report.
  - California Alternate Performance Assessment Scores (CAPA). See Attachment G for an example of Yuba City Unified School District Report.
  - CAT/6 Test Scores – CAT/6. See Attachment H for an example of Yuba City Unified School District.
- The STAR testing results and scores for the years 2001 through 2002 are not available on this website; however School and District level information is available at the following website:  
<http://star.cde.ca.gov/star2000f> for years 1998 through 2002. To get to a specific school or district:
  - Scroll down to **“Prior Years STAR Data and Additional Information”**
  - Click: **“Report”** (Upper right-hand corner)
  - Click: **“County Index”** (Left-hand side of page)
  - Click: **“Sutter”**

- Click applicable School District
- Click applicable School
- The same subgroups are available for sorting.

#### **4. Additional Demographic Information**

- Fourteen (14) “Sutter County Children’s Services Archive” Highlights have been prepared to provide additional information using the County’s CWS/CMS computer system. They are found in the Appendices Section entitled, “Highlights”.

The following is a list of the Highlights from CWS/CMS:

- a) Highlight #1 – Foster Care Length of Stay
  - b) Highlight #2 – Child Welfare Reentries Over Time
  - c) Highlight #3 – Child Abuse Referral Highlights
  - d) Highlight #4 – Child Welfare Geographic Distances
  - e) Highlight #5 – Probation Supervised
  - f) Highlight #6 – Foster Care Entry Cohorts: First Entries To Care
  - g) Highlight #7 – Child Welfare Services Components
  - h) Highlight #8 – Child Welfare Supervised Foster Care Highlights
  - i) Highlight #9 – Child Welfare Permanency Indices
  - j) Highlight # 10 – Child Abuse Referral Highlights
  - k) Highlight #11 – Foster Care Placement Stability
  - l) Highlight #12 – Foster Care Caseload Flow
  - m) Highlight #13 – Child Welfare Foster Care Exits Over Time
  - n) Highlight #14 – Child Welfare Sibling Placement
- Child Welfare Services Participation Rates – Sutter County
    - 2002 Child Population (Age 0 – 17), Children with Child Maltreatment Referrals & Substantiations: Incidence Per 1,000 Children By Age & Race. (See Attachment I)
    - 2002 First Entries to Foster Care (Age 0 – 17), Child Population, and Incidence Per 1,000 By Age & Race. (See Attachment J)
    - Children in Child Welfare Supervised Foster Care as of July 1, 2003 (Age 0 – 18), Child Population, and Prevalence per 1,000 Children By Age and Ethnicity. (See Attachment K)
    - Map – Prevalence Rates (Data: Quarter 2, 2003) – All California Counties. (See Attachment L)
    - Map – Substantiation Rates (Data: Quarter 2, 2003) – All California Counties (See Attachment M)
    - Map – Referral Rates (Data: Quarter 2, 2003) – All California Counties (See Attachment N)

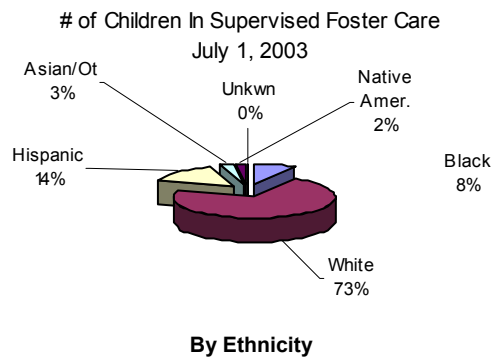
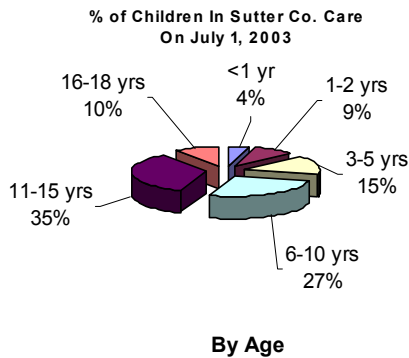
**B. CWS Outcomes and C-CFSR Data Indicators**

**Child Welfare Services Participation Rates**

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

Unduplicated count of children under age 18 in referrals in 2002.

On July 1, 2003, there were 207 children under the age of 18 years old in supervised foster care in Sutter County. The age range of 11-15 years had the highest number of children with 72 (35%), and children less than 1 year had the lowest with 9 (4%). The white Ethnic Group was predominant with 150 children (73%), and the smallest ethnic group was Native American with 4 children. (2%).

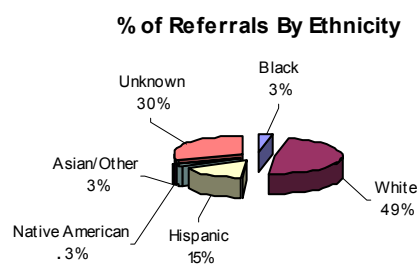
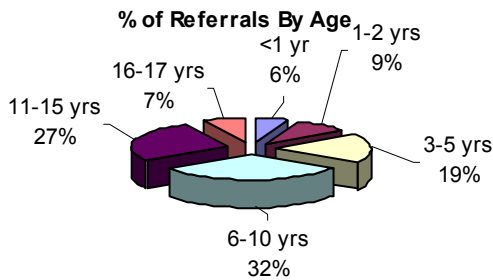


**Number and rate of children with referrals**

Unduplicated count of children under age 18 with referrals in 2002.

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

Sutter County had 1507 children with Child Maltreatment Referrals during 2002. Of that number, there were 274 Substantiations. The age range of 6-10 years had the highest rate of Referrals (489), and Substantiations (82). The Lowest age range of Referrals was children under age 1 year (85). The Ethnic Group with the highest number of Referrals (722), and Substantiations (145), was White.

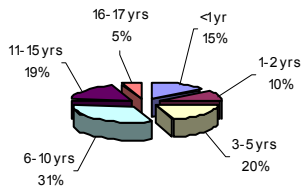


**Number and rate of children with substantiated referrals**

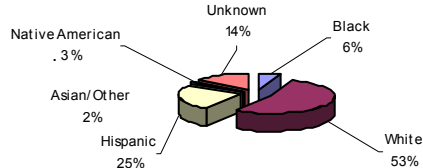
Unduplicated count of children under age 18 in referrals in 2002 that had substantiated allegations.

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

**% of Substantiation's By Age**



**% of Substantiated By Ethnicity**



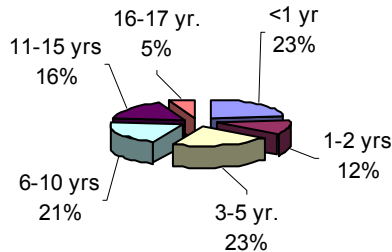
**Number and rate of First Entries.**

Unduplicated count of children under age 18 entering a child welfare supervised placement episode of at least 5 days duration for the first time in 2002.

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

In Sutter County in 2002, 67 children (.29%) entered supervised child welfare placement episodes of at least five days duration, for the first time, out of a total child population of 23,308 children. The Ethnic Group in Sutter County with the highest rate of first entries for 2002 was White, with 45 children (67%), while Asian/Other, Native American, and Unknown had the lowest rate for first entries, less than 7% of the total of 67. Children ages' birth to 5 years had the highest first entry rate of 15 (23%). 16 - 17 year old children had the lowest first entry rate at (5%).

**Sutter Rate of First Entries By Age**



**Number and rate of children in care**

Number of children under age 19 in child welfare supervised foster care on July 1, 2002.

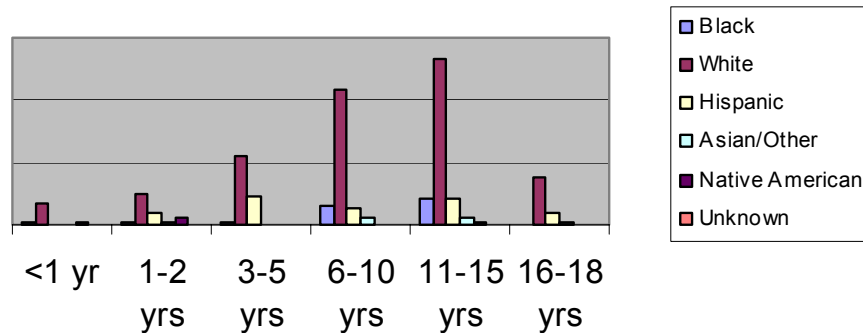
URL:

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

On July 1, 2003, there were 207 (1%) children less than 19 years old, in supervised foster care in Sutter County. The age range of 11-15 years had the highest number of

cases with 72 (35%), and children less than 1 year of age had the lowest with 9 (4%). The White Ethnic Group was predominant with 150 children (73%), and the smallest group was Native American with 4 children (2%).

**Number & Rate of Children in Sutter County Care**



### **Probation Caseload Rates and Statistics**

- See Highlight 5 – Probation Supervised.

### **Outcome 1:**

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

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

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

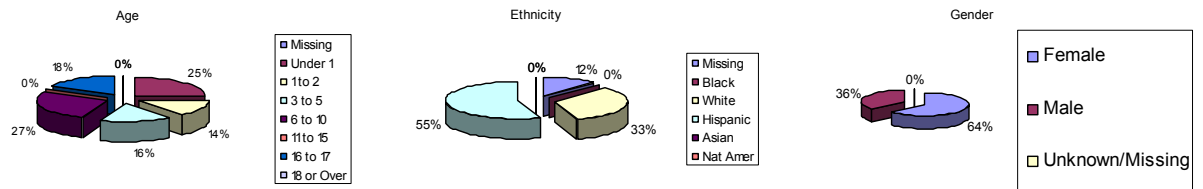
#### Methodology:

**Federal (1A):** Of all children with a substantiated allegation within the first six months of the study year (7/1/02-12/31/02), what percent had another substantiated allegation within six months? (limited to dispositions within the study year, according to federal guidelines).

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

According to these parameters, Sutter County’s Recurrence of Maltreatment is 10.6%. The national standard is less than or equal to 6.1% which indicates that Sutter County’s rate is 4.5% higher is statistically significant.

The following charts indicate Sutter County’s percentage of Recurrence of Maltreatment by age, ethnicity and gender during the report period of July 1, 2002 through December 31, 2003:



In analyzing this area with regard to age, ethnicity and gender there appears to be some areas of significance. Children under 1 had a recurrence rate of 15.8% and children 6-10 had a recurrence rate of 16.7%.

One area that may provide a possible explanation of the recurrence of maltreatment is those referrals received from the elementary schools which capture the age range of 6-10 years old. Therefore, an analysis of where referrals come from may provide further insight into this area. Children in this age range may be more likely to report allegations of child abuse/neglect than older children who may be more cautious and afraid of repercussions from family and/or abuser if they report another episode of abuse/neglect. Also, schools in Sutter County receive annual training from CPS social workers regarding the roles and responsibilities of school staff as mandated reporters of child abuse and neglect. This may have created a better awareness for improving reporting. However, drawing a conclusion from this data is difficult in order to make a generalized statement.

Structured Decision Making has been implemented by Sutter County since November 1999. The tools that impact this outcome include the Safety Assessment, the Risk Assessment and the Strengths and Needs Assessment (when opening a case). (See Attachment Y).

The SDM guidelines for opening cases can be found in Attachment Y and is directly linked to the risk level and substantiation of the allegation(s).

With regard to ethnicity it appears that the rate of recurrence of maltreatment is significantly higher with regard to the Hispanic Population at 18.8% with the White Population ranking in second place at 11.1%. However, the Hispanic Ethnicity of the general population is ranked second in the 2000 Census at 22.2%, behind the White Population of 67.4%. It is questionable whether this can be compared because the Census reflects the individual families' response to this question; whereas, Sutter County data does not necessarily reflect an individual's response to their ethnicity. There is no uniform method for gathering ethnicity data because information comes from many different sources, and the individual is not necessarily asked this question during the investigation process. The information may be gathered from reporters making a referral of child abuse/neglect, the MEDS system or previous entry in the CWS/CMS system.

An example of the disparity of coding is found within the East Indian population which is a small ethnic group within the State of California, but is significant within Sutter County. The coding in CWS/CMS is "Asian Indian". The needed dialect is not available

because the primary language for many East Indian people is Punjabi; which is not an option within CWS/CMS. Also, the Sutter County 2000 Census information does not even provide an ethnic breakdown that includes East Indian and only provides a category of “Asian”.

**PROBATION:**

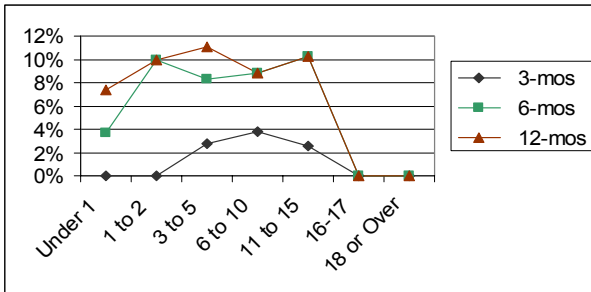
This Outcome Indicator does not apply to Sutter County Probation.

**State (1B):** Of all children with a substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?

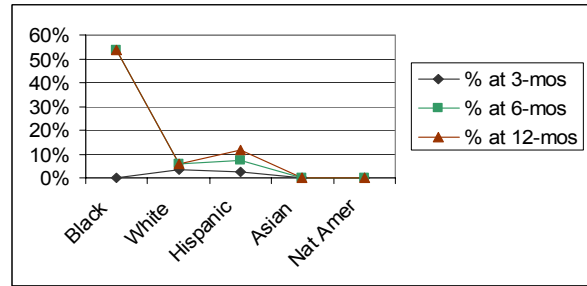
URL: <http://cssr.berkeley.edu/CWSCMSreports/Referrals/recurrence.asp>

The following charts indicate Sutter County’s percentage of Recurrence of Maltreatment by age, ethnicity and gender at 3-months, 6-months and 12 months during the report period of July 1, 2001 through June 30, 2002:

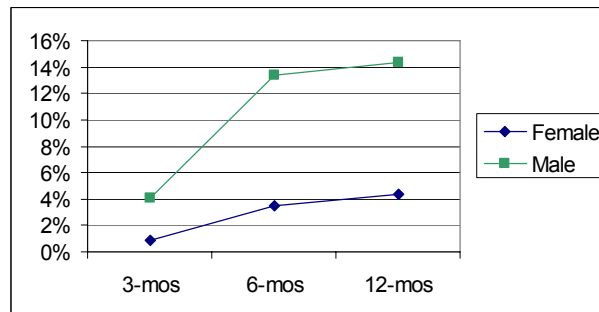
**Age:**



**Ethnicity:**



**Gender:**



According to these parameters Sutter County has a recurrence rate of maltreatment of 9.0%.

There appears to be a possible significance in the data of this indicator regarding age and ethnicity which is further discussed.

It appears that there are a large percentage of children in the 6-10 year old age group who are maltreated over a 12 month period. Eighty (80) out of 211 children who equal 38% of the total number of children are 6-10 years old.

It also appears that children identified as Black have a higher level of recurrence of maltreatment over time. Out of 13 children identified as Black 53.8% were maltreated again at 6 months and again 53.8% (13 children) were maltreated again at 12 months. However, black children make up only 6% (13) of the total number of children; whereas, white children make up 58% (122) of the total of 211 children.

***Conclusion:***

It is unknown what interventions, services or numbers of referrals with substantiated allegations were opened as cases for service. Therefore, it appears that many families may not have been provided the appropriate services in order to reduce the levels of recurrence of maltreatment. This provides an avenue to ask many questions about whether families are being engaged in services, and if there are barriers to services/non availability of services to meet their needs.

In addition, our higher rate could be due to Sutter County’s greater level of awareness of our clients needs due to our participation in collaborative groups such as FIT and FAST. Our small rural community also allows us to be more sensitive to our community’s needs vs. a larger metropolitan area.

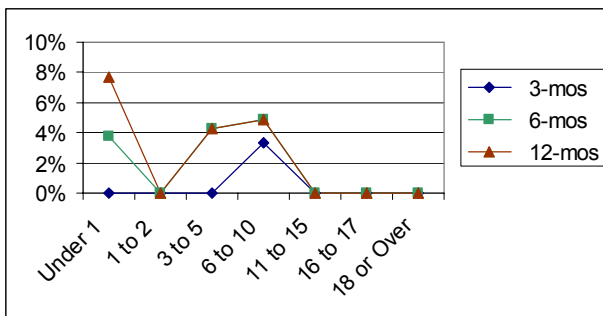
**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation, as it is not the protocol for the Probation department to substantiate such issues.

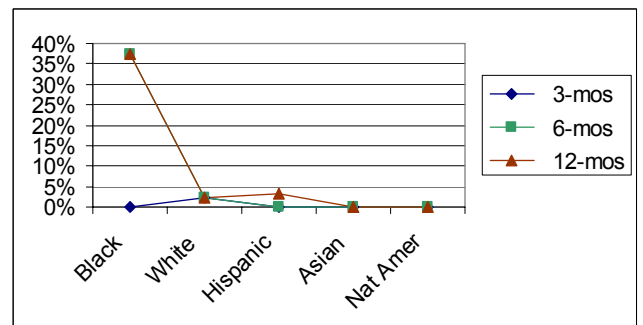
**State (1B):** Of all children with a first substantiated referral during the 12 month study period (7/1/01-6/30/02), what percent had a subsequent referral within 12 months?

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

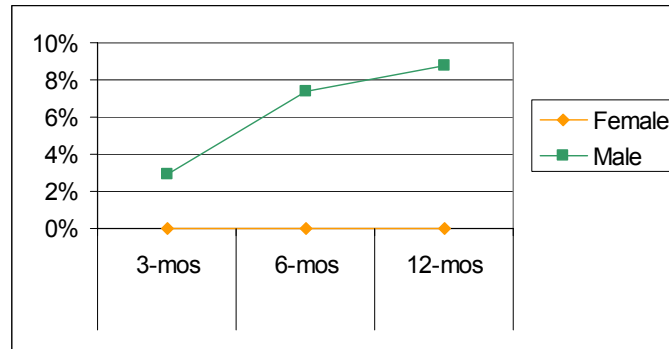
**Age:**



**Ethnicity:**



**Gender:**



According to these parameters, Sutter County had a recurrence rate of 3.8%.

After the initial substantiated referral 37.5% of Black children were subsequently maltreated at the 6 month and 12 month intervals. However, black children make up only 5% (8 children) of the total of 159 children.

***Conclusion:***

There needs to be further investigations into what services/interventions were available and if the families engaged in services.

Other factors that may impact may include the level of intervention. Overall, the rate of 3.8% is comparatively low which may mean that services were implemented earlier – perhaps at the first substantiation and that families may have been involved with Court ordered family maintenance services/other community agency services such as FICS or SCSOC.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

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

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

Methodology:

**Federal (1C):** For all children in county supervised or Foster Family Agency child welfare supervised foster care during the most recent nine month review period (10/1/02-6/30/03) (timeframe established according to federal guidelines), what percent had a substantiated allegation by a foster parent during that time?

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

Sutter County substantiated cases of maltreatment in foster homes during this timeframe of children by age, gender, and ethnicity is less than or equal to 0.57%.

Per Sutter County's licensing social worker there was one substantiated complaint during this timeframe.

- Factors possibly contributing to this low percent may include:
  - The County foster care licensing policy; annual reviews and home visits are made by the county licensing social worker.
  - Education, information and trainings are provided to foster care providers on an ongoing basis.
  - Reminders of incident reports to be made to licensing.
  - Any new regulations are provided to care providers and reinforcement of county regulations.
  - Monthly home visits made by the social worker.

***Conclusion:***

- Community Care Licensing provides monitoring of FFA homes. Sutter County social workers can contact this agency regarding incidents of abuse in their homes. Implementing a procedure/plan for checks on incident reports on a quarterly basis of FFA homes would possibly make available routine and closer monitoring of FFA placement homes.
- Recommend that CDSS pursue a data collection system regarding incidents that occur in all licensed foster homes so placement workers can be aware of potential risk to foster children placed in those homes and group homes.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however, from a review of records this does not apply to Sutter County Probation, as there were no reports of child abuse or neglect received from a foster care placement between the periods of October 1, 2002 to June 30, 2003.

**Outcome Indicator 1E – Rate of Abuse and/or Neglect Following Permanency**

This outcome indicator is currently under development. There is no data available to analyze this outcome.

**PROBATION:**

This Outcome Indicator does not apply to the Sutter County Probation Department as this outcome indicator is currently under development and there is no data to analyze.

**Outcome 2:**

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

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

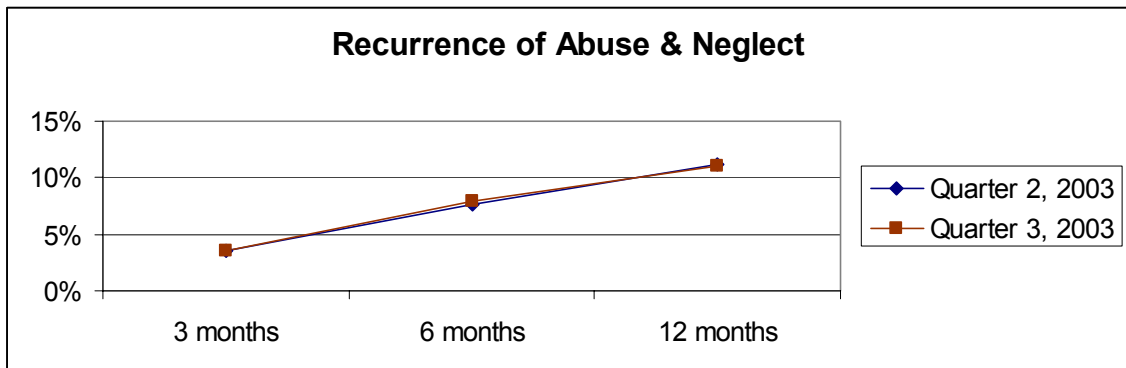
This measure reflects the occurrence of abuse and/or neglect of children who remain in their own homes receiving child welfare services. This data was developed by CDSS. It is a state outcome measure.

Methodology:

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

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

The data provides a Summary for Recurrence of abuse and neglect for the time intervals of 3, 6 and 12 months for Quarters 2 & 3 of 2003:



In comparing the two quarters, there appears to be no significant difference in the rate of recurrence of abuse or neglect.

Of all the children who remained in their home and were not removed at the twelve-month interval have substantiated referrals as follows:

Recurrence Type	Quarter 2, 2003		Quarter 3, 2003	
	Number	Percentage	Number	Percentage
Sexual Abuse	0	0%	0	0%
Physical Abuse	3	10.3%	3	9.7%
Severe Neglect	0	0%	0	0%
General Neglect	21	72.4%	20	64.5%
Exploitation	0	0%	0	0%
Emotional Abuse	2	6.9%	6	19.4%
Caretaker Absence/Incapacity	3	10.3%	2	6.5%
Missing/Other	0	0%	0	0%
<b>Total Substantiated</b>	<b>29</b>		<b>31</b>	

The abuse type of General Neglect in both quarters reviewed reveals the highest rate of substantiated referrals within Sutter County. This sub type may be larger than the rest due to encompassing issues such as drug use, infants born with positive toxicology, basic needs unmet such as food, clothing, shelter and medical issues.

***Conclusion:***

Sutter County CPS assesses the safety and underlying issues of risk of further abuse to the children in Family Maintenance Cases by the utilization of comprehensive ongoing assessment tools and Social Worker case management skills. The Tools and Skills are listed below:

- Structured Decision Making (SDM)
- Psychological/Mental Health assessments
- Case Plan development and review
- Monthly face-to-face contact by Social Worker
- Program updates i.e., drug, mental health or anger management treatment
- Drug Testing
- Case Reviews with Colleagues and Supervisors
- Court Hearings and Reports

The assigned Social Worker routinely utilizes their experience and education to assess the family's progress or regression by:

- Interviews with the children and parents in their home
- Observations of the children, parents and home environment
- Monitor case plan goals during monthly face-to-face contact
- Recognize and promote family's strengths
- Assess family's new skills and parental protective capacity
- Collateral information received from i.e., schools, community groups, extended family and medical personnel

If the Family is deemed to be in need of In-Home support services to reduce the recurrence of abuse or neglect the assigned Social worker will make a referral(s):

- Family Assistance Service Team (FAST)
- Mental Health
- Public Health
- Sutter County Children's System of Care (SCSOC)
- Family Intervention & Community Support (FICS)
  - Family Community Assessment Team (FCAT)
- Functional Family Therapy (FFT)
- Family Intervention Team (FIT) – If involved with Juvenile Court/Probation

Sutter County CPS ensures compliance with State Standards to keep the Children safe in their home by the following methods:

- Safe Measures
- Division 31 Regulations
- Welfare & Institutions Code 300 a-j

- Social Worker Training
- Supervision

**PROBATION:**

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

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

***Conclusion:***

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

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

This is a process measure designed to determine the percent of cases in which face to face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child. This data was developed by CDSS. It is a state process measure.

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

**Methodology:**

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

The California Department of Social Services (CDSS) provided data that shows Sutter County Child Protective Services is at 97.6% immediate response compliance and 98.3% ten-day response compliance.

***Conclusion:***

Social Workers have maintained a high percentage of compliance because they follow the Division 31 Regulation section 31-115 and section 31-120, which states the specific regulations about response time frames for immediate and ten-day referrals.

Sutter County has implemented the Safe Measures program, which is a management tool to provide checks and balances regarding social work practice.

**PROBATION:**

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

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

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

Methodology:

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

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

The data provided by CDSS reported compliance for timely social worker monthly visits as follows:

Timely Social Worker visits with child	April 2003	May 2003	June 2003
	79.5%	82.6%	88.2%

Social Worker’s follow the following Division 31 Regulations:

- Section 31-320.3 - A child with an approved case plan who remains in the home needs to have at least one in-person visit each calendar month.
- Section 31.320.41 - A child with an approved case plan who is placed out-of-the home needs to have at least one in-person visit each calendar month.

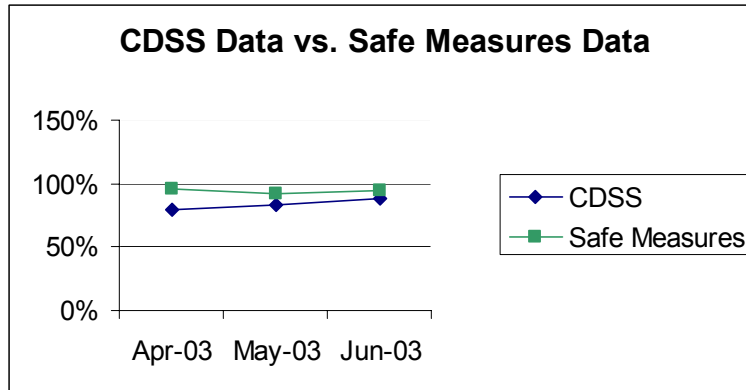
Sutter County has implemented the Safe Measures program, which is a management tool to provide checks and balances regarding social work practice. Although the CDSS provided the above percentages of compliance, the information retrieved from Safe Measures from the same time frame does not reflect the CDSS results.

The data for the same time period retrieved from Safe Measures reflects compliance for timely social worker monthly visits as follows:

Timely Social Worker visits with child	April 2003	May 2003	June 2003
	95.8%	91.6%	94.1%

**Conclusion:**

A comparison of the data shows that Social Workers are making timely home visits.



A possible explanation for the disparity of the data could be the timing of the data entry by the Social Worker into CWS/CMS as well as the timing of the data extraction by CDSS and Safe Measures.

In addition, CDSS has failed to provide counties with identification of the specific CWS/CMS data fields that generated our Outcome & Accountability County Data Report (Attachment A).

**PROBATION:**

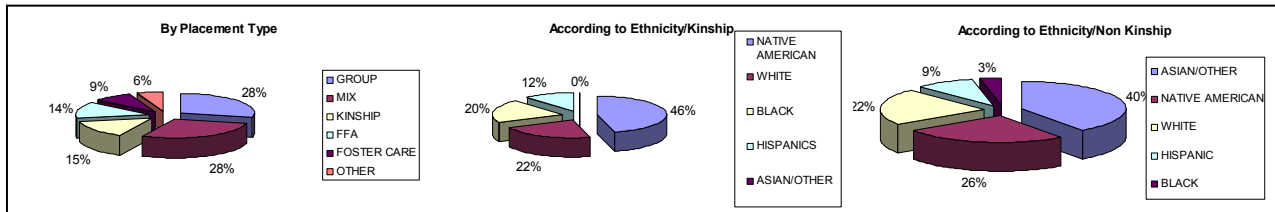
This outcome indicator does not apply to Sutter County Probation as data provided is only for CWS/CMS children. The Sutter County Probation Department’s Probation Officer maintains monthly placement visits, as well as placement visits requiring immediate intervention.

**Outcome 3:**

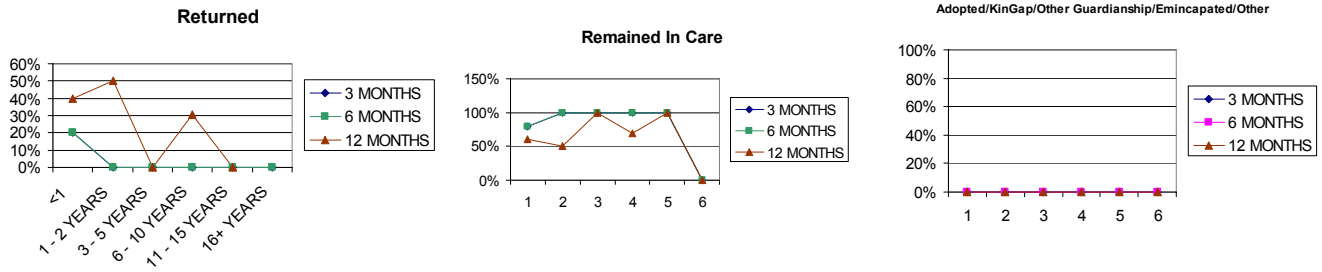
*Children have permanency and stability in their living situations without increasing reentry to foster care.*

**Outcome Indicators 3A – Length of Time to Exit Foster Care**

**Length of Stay:**



## Children Exiting From Foster Care:



- Notable changes in length of stay of children in foster care and possible contributing factors:
  - Those in Kin-Care stayed longer than those in Non-Kin Care (23.3 months as opposed to 11.5 months). Possible contributing factors may be due to the relative's resistance to pursue permanence of the child at the expense of the parent. Other contributing factors may be the parent's lack of commitment to change knowing that their children are with family members.
  - Native American's spend more time in foster care than any other Ethnic Group.
  - A contributing factor to the number of children remaining in foster care at 3 months is this County's policy to maintain the child in the program ordered by the Court until a Status Review Hearing is held (at 6 month intervals). Changes in programs do not occur without Court Orders.
  - W & I Code 361.5 (a) states that for a child who, on the date of initial removal from the physical custody of his or her parent or guardian, was three years of age or older, court-ordered services shall not exceed a period of 12 months from the date the child entered foster care, except as otherwise provided in paragraph (3).

For a child who, on the date of initial removal from the physical custody of his or her parent or guardian, was under the age of three years, court-ordered services may not exceed a period of six months from the date the child entered foster care.

For the purpose of placing and maintaining a sibling group together in a permanent home should reunification efforts fail, for a child in a sibling group whose members were removed from parental custody at the same time, and in which one member of the sibling group was under the age of three years on the date of initial removal from the physical custody of his or her parent or guardian, court-ordered services to some or all of the sibling group may be limited to a period of six months from the date the child entered foster care. For the purposes of this paragraph, "a sibling group" shall mean two or more children who are related to each other as siblings.

This is a possible contributing factor in the large amount of children still in foster care by 6 months and the sudden drop at 12 months. (As noted above, the drop only occurs with children in Non-Kin homes.)

- Children placed in group homes or mixed homes generally stay in foster care for longer periods of time. A possible contributing factor could be that children in group homes receive a high level of care. It takes a longer period of time to stabilize their behaviors to a point that a parent can successfully reunify with their child. It also takes longer to move a marginal parent to the point of handling the high level of care needed by the child.

***Conclusion:***

1. Although Sutter County has a good permanency rate by 12 months of services, there are several indicators that would benefit from a closer look by the System Improvement Plan Team. There appears to be more research needed to find out why Native Americans remain in placement with relatives more than twice as long as any other ethnic group.
2. Possible solutions to the Kin Care length of stay (23.3 months) as opposed to the Non-Kin Care length of stay (11.5 months) should be developed.
3. Additionally, possible solutions to the long length of care provided to those in Group and Mixed Homes should be addressed.

**PROBATION:**

Data unavailable from the State of California regarding this outcome indicator however, from a review of records; the Probation Department has for the past five years focused on a detailed, collaborative assessment of cases, in order to assure first and most importantly that the most appropriate placements are found to address the identified needs of juveniles.

The selection of an appropriate placement encompasses what services are provided, as well as a placement that will work in conjunction with the family and an assurance that transitional services are provided. The Placement Officer, in conjunction with the placement staff, the family and SCSOC, intensively supervises cases.

***Conclusion:***

The groundwork and the regular reevaluation of cases allow the department to make appropriate and timely decisions regarding a return home or an alternative living situation. Care is given to avoiding premature returns home, which are known to result in potential failure. Review of permanency planning decisions before the FAST members assures that a broad perspective and evaluation of the case is conducted before termination of placement occurs. Transition into lower levels of care prior to return home are also considered, allowing additional time for the juvenile and/or his family to attain stability. Rarely are probation clients returned to foster placement after termination.

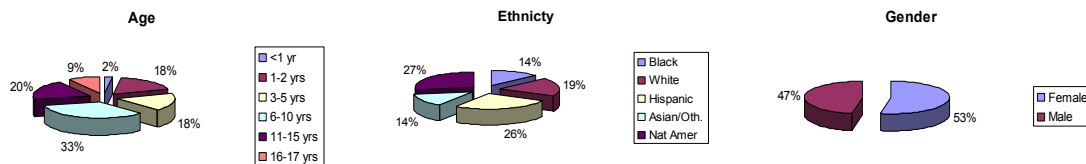
### Outcome Indicators 3A and 3E – Length of Time to Exit Foster Care to Reunification

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

#### Methodology:

**Federal (3E):** Of all children who were reunified from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 12 months?

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



#### Age:

During the study period, children between the ages of 6 and 10 years old in the family reunification program were more successfully reunified. This may be due to the fact that children in this age group have an average timeline of one year to reunify vs. children 3 years and younger, having an average of six months to reunify. Another contributing factor is that children 5 years old and younger are considered to be at higher risk of abuse than the other age groups.

#### Ethnicity:

During the study period white children had the highest reunification rate of all other ethnic groups.

#### Gender:

During the study period, 53% of females were reunified, with 47% of males being reunified. This appears in line with the fact that more female children within the Sutter County Family Reunification (FR) program.

#### Conclusion:

From this analysis it appears we need to develop more services for families and children ages 0 to 5 years of age.

#### **PROBATION:**

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

difficult to predict the length of stay initially as many factors are uncovered through treatment.

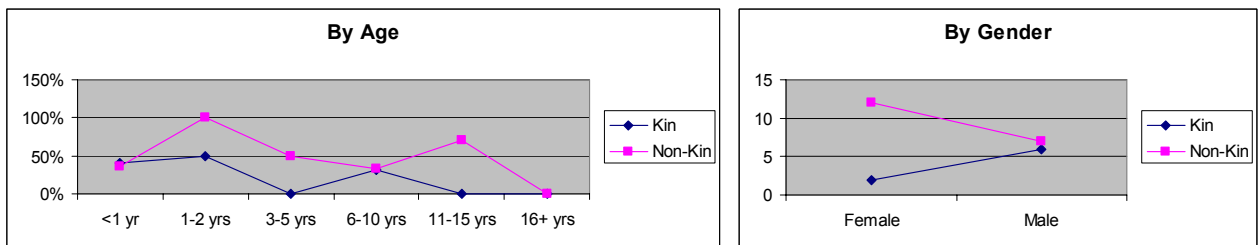
An extended length of stay in out of home placement can result when a juvenile discloses further information regarding perpetration/victimization or if changes in the home environment occur. Determinations regarding medication therapy, new violations of the law or violations of probation can be contributing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

**Conclusion:**

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

**State (3A):** For all children who entered foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), what percent were reunified within 12 months?

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



**Kin vs. Non-Kin:**

The rate of re-entry study pointed out that 20% of children were placed with Kin vs. 80% with Non-Kin. This study showed that 42 children placed in Non-Kin homes reunified. Thirty-Seven (37) Kin placements reunified. These studies show that most of our children are placed with non-relatives; therefore, they have a higher rate of reunification.

**Conclusion:**

A possible contributing factor is to the lack of motivation by parents to reunify with their children may be due to the fact that they remain within the family unit and suffer no loss of contact with their child (ren).

**PROBATION:**

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

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

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

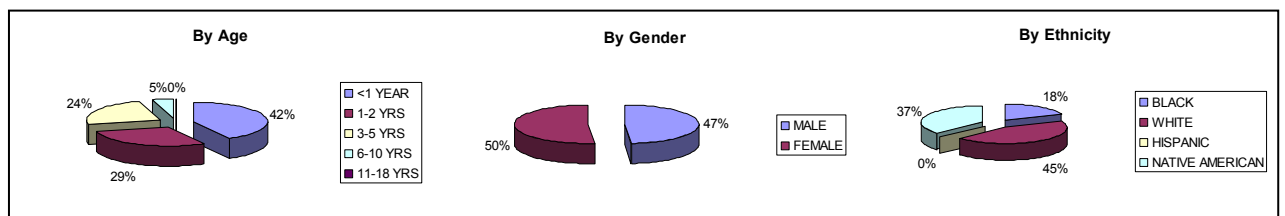
This is an outcome measure reflecting the percent of children adopted within 24 months of removal of a child from the home. The data was developed by UCB. It is a federal and state outcome measure.

Methodology:

**Federal (3D):** Of all children who were adopted from child welfare supervised foster care during the most recent 12 month study period (7/1/02-6/30/03), what percent had been in care for less than 24 months?

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

During this time period Sutter County had thirteen (13) total adopted children in less then 24 months during 12-month study period. This represented 48.1% of foster children freed for adoption.



- 48.1% of eligible foster children were adopted during this period. The disposition for the other 51.9% is unknown so it is difficult to analyze the data independently. There were 27 children eligible for adoption during this study period, of which 13 were adopted. The remaining 14 children may or may not have been adopted however, since that would have happened outside the study period of 7/1/02 to 6/30/02, their disposition was not tracked for this specific area measured.
- Children age 5 and under are more likely to be adopted. Gender is not a determining factor.

- 11 of the children adopted were white, which is indicative of our demographic data. Ethnicity does not, in and of itself, appear to negatively impact a child's opportunity to be adopted.
- Sutter County's performance on this indicator appears to be strong. It is difficult for older children to be adopted for several reasons, including their lack of desire to be adopted, problem behaviors, and lack of stable placement.

**Conclusion:**

Although the number of adoptions appears to be high, it is recommended that Sutter County consider this indicator for the System Improvement Plan. Non-adopted children are more likely to become unstable in placement, as they get older. Many of our older children end up in a group home placement or become involved with law enforcement. If Sutter County could network more strongly with relatives, foster parents, FFAs and State Adoptions with a goal of providing permanency through adoption with the concept that all children are adoptable. It would then be more likely that our children would have more success in their teen years and on to adulthood through adoption.

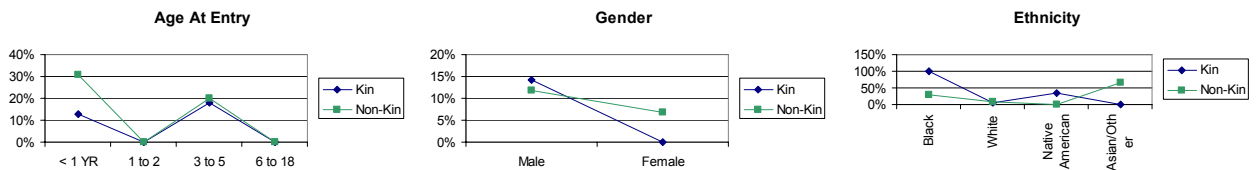
**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

**State (3A):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01), what percent were adopted within 24 months?

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

During this time period in Sutter County there were ninety-six (96) entries into foster care. Of these 96 children, nine (9) children were adopted within 24 months. This represented 9.4% of foster children during this 12-month period.



- The percentage of children adopted appears to be low, but without information as to the disposition of the other 87 children, there is no way to analyze the overall data.
- Age does seem to be a factor. Children under the age of 5 are more likely to be adopted in the 24-month time frame. Gender and ethnicity do not appear to be a factor.
- Non-kin adoptive parents adopted more children.
- Sutter County investigates relatives offering placement opportunities, but not all relatives are approved for placement.

**Conclusion:**

Sutter County needs to provide further services and training to Kin Care homes to increase the rate of adoption thereby giving our children permanency.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

**State (3A):** For all children who entered child welfare supervised foster care for the first time (and stayed at least 5 days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?

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

This question cannot be correlated to adoptions as the number of placements a child was in is tracked in the study periods. There is not, however, any data on the number of placements each child adopted was in.

**PROBATION:**

This Outcome Indicator does not apply to Sutter County Probation.

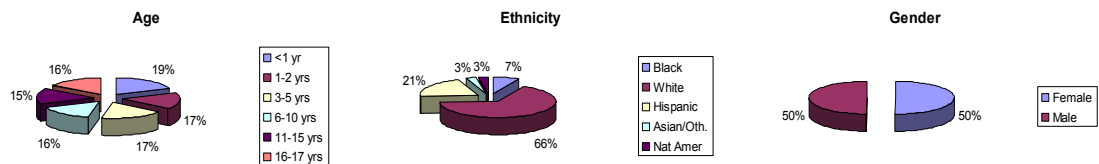
**Outcome Indicators 3B and 3C – Stability of Foster Care Placement:** These measures reflect the number of children with multiple placements within 12 months of placement. This data was developed by UCB. It is a federal and state outcome measure.

**Methodology:**

**Federal (3B):** For all children in child welfare supervised foster care for less than 12 months during the most recent 12 month study period (07/1/02-06/30/03), what percent had no more than two placements?

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

Under (3B) Federal, 87.3 percent of the children in foster care in Sutter County had no more than two placements in the study period of July 1, 2002 through June 30, 2003.



**Age:**

During the time period analyzed, infants younger than one year had by far the most stability. This may be due, in part, to the six-month reunification time limit, at which time the concurrent plan would go into effect. This county utilizes concurrent planning and most infants are placed into foster-adoptive (fostadopt) homes.

**Ethnicity:**

During the time period analyzed, the data suggests that the Black, Native American, and Asian populations had the most stability, while the White population had the least. This appears to be due simply to the low number of the above-mentioned minority children in this community and in this county's Child Welfare System.

**Gender:**

During the time period analyzed, gender had no impact on the number of placements.

**Conclusion:**

In analyzing the above statistics, it was found that infants fared best with the greatest stability overall. The minority groups identified also fared well in terms of stability, but the small percentage of these specific groups in our community and in the CWS System must be taken into account. It appears that Sutter County does a good job providing stability to very young children, but could improve in the area of stable placements for our teenagers. This particular observation needs to be addressed in the County's System Improvement Plan.

**PROBATION:**

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

**State (3C):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/01-6/30/02), and were in care for 12 months, what percent had no more than two placements?

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

Under (3C) State, 82.4 percent of the children who entered foster care for the first time (staying a minimum of five days, and continuing in care for 12 months) had no more than two placements during the study period of July 1, 2001 through June 30, 2002.

**Number of Placements:**

During the study period children five years and younger had the greatest stability, with no more than two placements. During that same time frame, children from six to 15 had no more than three placements and children 16 years and older had the least stability, having five or more placements.

**Conclusion:**

Sutter County needs to explore the barriers that impact children ages 16 and over and what impacts their inability to remain stable in their placements.

**PROBATION:**

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

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

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

Methodology:

**Federal (3F):** For all children who entered child welfare supervised foster care during the most recent 12 month study period (07/01/02-06/30/03), what percent were subsequent entries within 12 months of a prior exit?

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

For this time period, Sutter County had 17.3% subsequent entries within 12 months of a prior exit.

Due to the small population in Sutter County several of the required statistics for this analysis were not available. If an entry is between one and four the actual number of children is masked to protect confidentiality.

It also appears that, due to the small population compared to many other California counties, the available statistics appeared skewed. As an example, using the statistics from June 2003 in Safe Measures, eight (8) children re-entered foster care and five (5) did not for a total of thirteen children. This indicates a 61.5% re-entry rate for that period.

The removal of one large sibling group can make a huge statistical difference. In this example month, the mother of five (5) children died and their fathers had not been ordered reunification services, necessitating their re-entry into foster care.

In April 03 in Safe Measures, seven (7) children re-entered foster care and nine (9) did not for a 43.8 % re-entry rate.

***Conclusion:***

In reviewing this period it was found that two (2) children were listed twice. One explanation is, if a child is placed in a guardianship and dependency dismissed, the cases will be closed in CWS/CMS. A new case may then be opened for payment only and the child will automatically be assigned a new case number in the system, therefore, it appears the child has re-entered foster care. As the current Safe Measures only goes back to March 2003 the frequency of this occurrence is unknown.

Investigation into the duplication of a client due to status change into, or out of a Guardianship/Payment only case should occur in either Systemic Factors or the County's System Improvement Plan.

**PROBATION:**

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

**State (3G):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/00-6/30/01) and were reunified within 12 months of entry, what percent re-entered foster care within 12 months of reunification?

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

Statistics do show that between July 2000 and June 2001, Hispanic children in non-kinship care were more likely to re-enter foster care. During this rating period twenty (20) children re-entered foster care: five (5) White; five (5) Black; and ten (10) Hispanic. This writer could find no identifiable reason for the difference of re-entry based on ethnicity.

Statistics, for the same time period, indicate that children ages one year to five years of age, in non-kinship care, are more likely to re-enter foster care. Children under the age of five years are considered more vulnerable to abuse and neglect. Also, SDM will rate the risk factor higher if a child in the home is three years or younger. Therefore, this age group is more likely to re-enter foster care.

The higher rate of re-entry into foster care for children that had their primary placement in non-kinship homes could be attributed to the fact that, during the identified period, only 20% of the children in care were in kinship placements.

***Conclusion:***

After parents or guardians have completed their reunification services and the child (ren) have been returned home, Sutter County Child Protective Services routinely recommends court ordered Family Maintenance Services until the family appears stable. There does not seem to be a service gap to which one would contribute reentry into foster care. In the majority of reentry cases the parent's time for reunification had met the statutory limit, no immediate intervention would allow the child to return home safely, and therefore, Permanent Placement services were recommended to the Court.

**PROBATION:**

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

## Outcome 4:

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

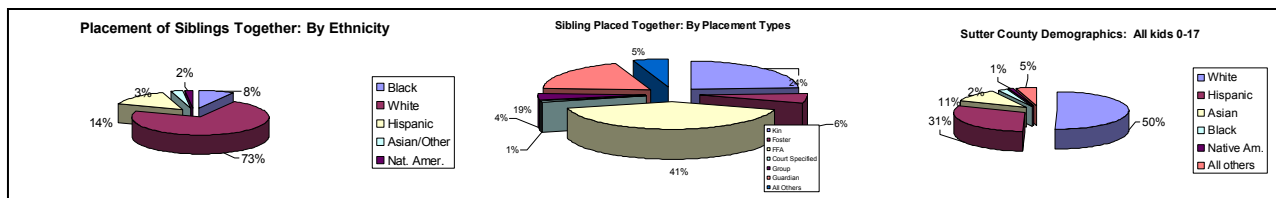
### Outcome Indicator 4A – Siblings Placed Together in Foster Care

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

#### Methodology:

**Federal (4A):** For all children in child welfare supervised foster care on the most recent point-in-time (July 1, 2003), of those with siblings in care, what percent were placed with some and/or all of their siblings?

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



- Characteristics of children to be placed together and Intake and placement barriers of placing siblings together:

In breaking down characteristics of children most likely to be placed with one or more siblings the biggest factor appears to be the size of the sibling group. Many times a foster home can not accommodate more than one or two children and if a sibling group consists of three, four, or more children, the likelihood of all siblings being placed together is reduced. Statistics show the likelihood of the children being placed together in one home goes down as the size of the sibling group goes up. Many times foster homes do not accept children below or above a certain age. If this is the case and a sibling group consists of some children that fall within this age and some children that fall beyond this age, the children are not placed in that home together.

Foster Family Agency (FFA) foster homes and county foster homes are barred by state and federal regulations from having more than six children in the home. If this particular home already has a few children placed they would not be able to accept a larger sibling group due to lack of beds available.

On some occasions there are certain siblings that have behavioral problems. Some foster parents are willing to accommodate these problems and work with them. Other

times they end up keeping the sibling that they can handle and the other sibling has to be moved to a higher level of care.

- Protocol for assessing the quality of sibling relationships:

During the initial investigation, the investigating social worker is looking at the sibling relationships and determining the quality. This relationship is again re-examined when the social worker performs the SDM-Risk Assessment tool. (See Attachment Y in Phase 1 materials).

***Conclusion:***

When there is eminent danger in the home and a sibling group is detained, all efforts are made by Sutter County CPS to keep the sibling group together. As outlined above, certain issues arise and it is sometimes not possible to place the sibling group together. One possible solution is to do recruitment of more foster homes with a larger number of beds that can accommodate a larger sibling group. Also, it would be beneficial if some foster homes that have age preferences would make exceptions for older or younger children at certain times if it means keeping siblings together.

In cases where other sibling's issues occur such as Reactive Attachment Disorder (RAD), parentified child and sibling abuse, additional support services are provided to maintain the children together in the foster home.

**PROBATION:**

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

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

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

Methodology:

**Federal (4B):** For all children who entered child welfare supervised foster care for the first time (and stayed at least five days) during the most recent 12 month study period (7/1/02-6/30/03), what percent were in kin, foster, FFA, group, and other placements (first placement type, predominant placement type); What percent of children in child welfare supervised foster care were in kin, foster, FFA, group, and other placements in the most recent point in time (July 1, 2003)?

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

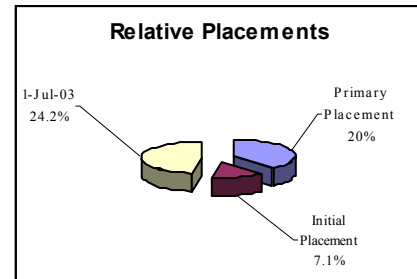
URL: (point in time)

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

For all children who entered child welfare supervised foster care for the first time during the period 7/1/02-6/30/03:

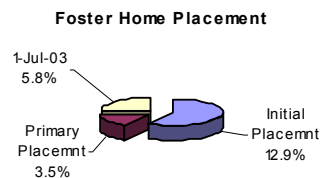
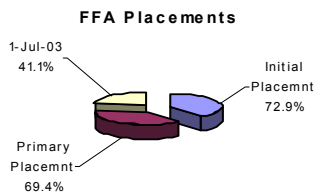
**Kin:** 7.1% of children were initially placed with relative caregivers. This was down from a high in 2000 of 22.5% for an initial placement.

Pursuant to AB1695 in March 2001, Sutter Co. Social Services Division began the Relative Caregiver/Non-Related Extended Family Member (NREFM) assessment/approval process prior to placement. Children are now initially placed in a licensed foster family home or foster family agency certified home pending the completion of the approval process of all relatives and NREFMs who have expressed an interest in placement of the child (ren) in question. Once an approved home has been located that will meet the child (ren)'s best interest and needs, a primary placement is made. For primary placement the figure rises to 20% of the children placed with relative caregivers or a NREFM.



- Conclusion:** Sutter County CPS in accordance with federal and state guidelines is placing children with relatives or NREFMs as soon as possible after detention. A barrier to this process is completing the assessment/approval process of several relatives or NREFMs who may have expressed an interest in the same child (ren). All must be assessed prior to a decision being made for the placement of the child (ren).

**Foster:** 12.9% of the children were placed in county licensed foster homes and 72.9% in a FFA certified home on an initial placement. This is due to the decrease in licensed foster family homes from approximately 90 in 1997, to 20 by 2003. During that same time period there was an increase in the number of FFAs doing business in the surrounding area giving social work staff additional placement options.

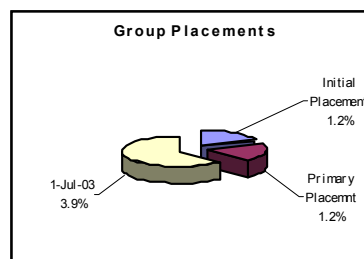


For primary placements the figure for county licensed foster family homes decreases to 5.8% and FFA homes decreases to 41.1%. This, in part, is due to placements with relative caregivers and NREFMs when the approval process is completed.

Ethnicity has not been a barrier in placement for Sutter County CPS.

- **Conclusion:**  
For both county licensed foster family homes and certified FFA homes a barrier is the lack of homes that will accept children over the age of 11 years.

**Group:** 1.2% of the children were initially placed in a group home. Of the total child population in out of home care, 3.9% were in group care as the primary placement. Females constituted 2% and males 5.7% of the total placed in out of home care. By ethnicity 5.9% were Black, 4% White and 3.3% Hispanic. This represents a total of 8 foster youth out of 153 in out-of-home care as of July 1, 2003. Between the ages of 11 to 15, 6.9% were in group care while 10% of children 16+ years were in group care.



- **Conclusion:**  
There are only two (.09%) county foster family homes accepting this age range and none with a preference for foster youth 11+ years. CPS staff has also found that it is difficult to find an FFA home that will accept children over the age of 11 years. Older youth may be placed in a group home setting primarily due to their age.

**PROBATION:**

Contrary to the data provided by CWS/CMS (See Highlight 5 in Phase 1 booklet), it was determined that the Sutter County Probation Department did have one white male juvenile that was placed with a relative. This number will generally be low, as juveniles in alternate living situations do not always enter the formal foster care system. In many cases the needs of the juvenile will require programs provided by group homes, rather than less restrictive placements. However, local services are being increasingly developed in order to meet the treatment needs of our juveniles.

**Conclusion:**

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

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

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

**Methodology:**

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

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

As of July 1, 2003, 100% of children identified as American Indian were placed with relative caregivers.

At intake, parents, children (if age appropriate) and relatives are questioned as to possible American Indian heritage to determine if they come under the Indian Child Welfare Act (ICWA). If there is an indication that the child (ren) might be eligible as much information about their American Indian heritage is obtained from the family members. The information obtained is forwarded to the named tribal councils and the Bureau of Indian Affairs (BIA).

In accordance with ICWA American Indian children are placed with relatives when it is in the best interest of the child (ren).

***Conclusion:***

It appears based on 100% of the American Indian children being placed in relative care that Sutter County CPS is meeting the ICWA guidelines. Current practice for placement needs to be maintained.

**PROBATION:**

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

***Conclusion:***

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

**Outcome 8:**

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

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

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

**Methodology:**

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

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

**Introduction:**

In Sutter County Human Services, much effort is made towards the achievement of successful outcomes for our ILSP youth. Numerous individuals and agencies collaborate in the attempt to successfully transition our youth to self-sufficient adulthood.

All ILSP eligible youth in Sutter County receive a Transitional Independent Living Plan (TILP) at age sixteen. The TILP assesses the youth’s needs, sets goals and objectives, and sets forth a plan to achieve their identified goals. TILP’s address various areas of concern including education and training, employment and economic self-sufficiency, housing, and socialization. Every plan is reviewed and updated and submitted to the juvenile court for approval every six months. ILSP services can continue until the youth reach the age of twenty-one.

**DATA: 10/01/01 – 09/30/02**

ACTIVITY	NUMBER OF YOUTH
High School Diploma	6
Enrolled in College/Higher Education	4
Received ILSP Services	41
Completed Vocational Training	1
Employed or other means of support	7

NOTE: The numbers above may be duplicated in that it is possible a individual youth could be counted in each of the 5 areas.

• **Housing:**

The Sutter County Independent Living Skills Program (ILSP) helps foster youth who are transitioning out of foster care by referring the youth to the Sutter County Housing Authority and encouraging them to apply for Section 8 housing. There are apartment complexes within Sutter County that also provide Housing and Urban Development (HUD) housing in addition to accepting Section 8 vouchers.

The ILSP program collaborates with the Housing Authority and the Career Training and Educational Center (CTEC) in our area to ensure housing for youth. In addition, ILSP can contribute to covering financial costs of rent, deposits, etc.

The dependents of Sutter County that are expected to emancipate within the next year are identified for a Transitional Housing Program (THP). There are no Foster Family Agencies within Sutter County that offer the THP however; Sutter County refers ILSP youth to the Transitional Housing Programs in neighboring counties. A youth may be selected for a program that is offered from another county.

• **Education and/or Training:**

1. Sutter County Department of Human Services contracts with Yuba Community College to provide services and classes for the ILSP. As a part of that program youth are paired up with mentors from the AmeriCorps mentoring program in order to assist them with any additional services, socialization and mentoring that the youth might require.

2. The assigned caseworker meets with the high school staff, if problems arise and make referrals for an Individual Education Plan (IEP) meeting if needed. The ILSP youth are referred to AmeriCorps mentors for tutoring. The ILSP social worker assists the youth in obtaining graduation gowns, photos etc. The assigned caseworker meets with foster parents or group home staff regarding school related problems.
  3. Through Yuba Community College, the youth are able to obtain the appropriate forms for applying for financial aid, and for gaining acceptance into their school program. The youth are also provided assistance by the college staff, ILSP staff, and the Americorp mentors in completing their applications for college and financial aid. During the scheduled ILSP class the youth are instructed about the funds they are eligible for and the timelines for turning in their applications.
  4. The Sutter County Department of Human Services coordinates efforts with the Career Training and Education Center (CTEC) in Yuba City, California. CTEC is also associated with our local Workforce Investment Act (WIA) program as well as the Sutter County One Stop. CTEC assists the youth in developing resumes; teach the youth job skills, interview skills, job placement, and obtaining housing. CTEC has contracts with several employers in the local area and they coordinate efforts with local employers to hire our foster youth.
- **Employment or Economic Self-Sufficiency:**
    1. Through our local ILSP program the youth have access to Recruiters from the armed services, the Conservation Corps, and the Job Corps Program. Every year our ILSP program invites recruiters from the armed services to educate the youth about the military and to provide them with local contacts. Like wise every year a representative from the local California Conservation Corps (CCC) Program is brought in to educate the youth about their program. At least twice per year, the youth are transported to tour the Job Corps Program in Sacramento, California.
    2. At a minimum of once per month, ILSP classes for Sutter County's youth are conducted at the Career Training and Educational Center (CTEC) in Yuba City. The youth also participate in Job Club Programs, attend Job Fairs, participate in mock interviews, and participate in work programs set up through CTEC / Sutter County One-Stop.
  - **Develop Personal & Supportive Relationships:**  
 The Sutter County's ILSP helps foster youth in developing personal, supportive relationships by facilitating the following:
    - Weekend overnight trips with other ILSP eligible youth
    - Socializing during dinnertime before each ILSP class
    - Assign an AmeriCorps mentor to each youth referred to the ILSP program
    - Encouraging youth in maintaining sibling / relative relationships.

- **Continued Availability of ILSP Services to Age 21**

The Sutter County's ILSP advises transitioning foster youth about the availability of services when they are about to depart from the foster care system. Emancipated youth are sent mailings of upcoming ILSP events and are encouraged to continue the program. Many emancipated youth keep in contact with the ILSP and take advantage of services even after leaving the foster care system. Youth that have participated in Sutter County's ILSP can contact CPS or contact ILSP at Yuba College if they wish to be referred to another county for services or if they need assistance within Sutter County. Youth are advised of continued Medi-Cal eligibility until age 21.

**Conclusion:**

The data collected to measure ILSP appears to be somewhat inaccurate and misleading. Data is presented in a way that does not reflect successful outcomes achieved by many of our ILSP youth. For example, the data collected from the State of California form 405A does not account for the fact that ILSP youth frequently move.

Some youth are counted multiple times. Youth may be counted by the county of residence and the county of jurisdiction.

Youth that are eligible for ILSP may not be old enough to graduate or youth may have graduated the previous year but are still receiving services. Both count against the percentage of successful outcomes. For example, in Sutter County for the reported year of 2001-02, only 10 out of 41 youths graduated from high school or enrolled into college. This would reflect a dismal 25% success rate. However, of the 41 youths served only 19 were eligible (old enough) to graduate and or enroll into college. Some eligible youth already graduated in the previous year. Taking these factors into consideration results in a higher and more accurate 50% graduation rate.

Factors related to the Counties lack of success in graduating students from high school include:

- Lack of familial support and role models to succeed in education
- Disproportionate incidence of mental health problems i.e. ADD, ADHD, and other educational deficits.
- Multiple moves (foster care drift) between foster homes necessitating multiple changes in schools

Factors that impede the suggested rate of youth gaining employment include:

- The higher unemployment rate in Sutter County.
- Lack of jobs for age of ILSP youth (50% under age 18).
- Focus in ILSP program is on education for youth under 18 years of age.

**PROBATION:**

**Introduction:**

Foster Youth who are age 15 ½ years or older, are eligible to participate in the Independent Living Skills Program through the local community college in

Marysville, CA. The probation officer and foster youth develop an Individual Living Program Case Plan together, which is found more successful for the youth's transition toward becoming a self-sufficient adult. The Sutter County Probation Department follows the policies and practices, which are outlined in the Division 31 Regulations as well as the Welfare and Institutions Code.

▪ **Housing:**

The extent, to which the county ensures housing for transitioning foster youth, includes efforts to:

- Increase the availability of subsidized housing by establishing collaborations with local rental associations and private multi-dwelling landlords, etc.
- The juvenile can also transition home with an emphasis on living independently.

Transitioning foster youth are eligible for low-income housing, which includes apartments, and/or college dorm housing. Due to the shortage of affordable housing, the waiting list can often take up to one year to obtain residency.

***Conclusion:*** There is a great need to increase the availability of subsidized housing to assist transitioning foster youth back into our community. Considerations to meet this need could be apartment complexes providing an affordable number of units to accommodate those juveniles identified.

• **Education and/or Training:**

The extent to which the county assists transitioning foster youth in receiving appropriate education and/or training, including efforts to:

- Developed collaborations with local colleges, vocational based educational facilities, unions, trade associations and local merchants. Emphasis on financial assistance and student mentoring is established to further promote success.
- Provides numerous classes to promote successful high school graduation. The youth can also earn additional high school credits as needed or college credits for their future.

The Independent Living Skills Program provides a job training component to assist the foster youth to develop professional skills, which include interviewing techniques, tools for employment applications and resumes, guest speakers, mock interviews and appropriate attire for the job interview process. Those youth who complete the program are provided the funds to purchase professional attire for the interview process. AmeriCorps volunteers participate in the Independent Living Skills Program as mentors for the foster youth, and assist them with the tools to develop healthy, personal and supportive relationships.

***Conclusion:*** The probation department provides the educational, social and financial tools for transitioning youth into independent living and higher education.

- **Employment or Economic Self-Sufficiency:**

The extent to which the County assists transitioning foster youth in achieving employment or economic self-sufficiency, including efforts to ensure youth have access to:

- Local One Stop Centers
- EDD
- Job Corps
- California Conservation Corps (CCC)
- The Armed Services.

The Independent Living Skills Program accompanied with other local agencies participates in a Job Fair where numerous businesses are available to assist foster youth with employment opportunities and on-site interviews. The probation officer arranges a priority status for transitioning foster youth attending the Job Fair. Foster youth arrive at the Job Fair early and are provided first access to employers and agencies.

- **Develop Personal & Supportive Relationships:**

The extent to which the County assists transitioning foster youth to develop personal, supporting relationships by:

- Locating absent, extended and immediate family members.
- Facilitating maintenance of important relationships.

The probation department assists foster youth utilizing many resources in an attempt to locate absent family members. Such resources may include the Internet, law enforcement, adopting agencies, CPS, or relative information.

The probation department is a strong advocate in maintaining healthy immediate family and extended family relationships, which could also include non-family members. The placement officer provides transportation for family members to participate in family therapy, placement visits, and home visits. Transportation is also provided to siblings who are located in separate out of home placements.

**Conclusion:** The probation departments along with other agencies attempt to locate positive role models for the foster youth through local churches, sport organizations, educational resources, which could expand to a mentoring program. This will offer the foster youth support, guidance, and provide them the tools to develop and maintain healthy relationships.

- **Continued Availability of ILSP Services to Age 21**

The extent to which the County ensures transitioning foster youth are advised about the continued availability of Independent Living Program Services up to age 21.

**Conclusion:** When the probation officer and the foster youth prepare the Transitional Independent Living Plan, the youths are advised that they can continue to receive

services up to age 21. This service also includes the use of medical services to meet the foster youth's medical needs.

## II. Public Agency Characteristics

### A. Size And Structure Of Agencies

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

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

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

#### ▪ Agency Roles & Responsibilities

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

	<ul style="list-style-type: none"> <li>▪ Employment Services: <ul style="list-style-type: none"> <li>▪ Assist families to obtain skills and employment in order to become self-sufficient.</li> </ul> </li> <li>▪ Fiscal: <ul style="list-style-type: none"> <li>▪ Process claims for services.</li> </ul> </li> <li>▪ System Support <ul style="list-style-type: none"> <li>▪ Provide technical assistance for the CWS/CMS and county networks.</li> <li>▪ Produce AdHoc reports through Business Objects.</li> <li>▪ Provide System Security and sets Profiles for SafeMeasures.</li> </ul> </li> </ul>
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All of the above named Agencies/Branches have a close working relationship. They meet to coordinate services and support for the families they serve in common. Often when families have been brought to the attention of CPS, referrals are made to these other agencies in order to ensure that any mental health needs or criminal involvement issues are being addressed. These referrals are then implemented into the Child Protective Services recommended services and case plans.

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

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

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

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

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

## **2. County Licensing**

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

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

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

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

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

See Attachment R – MOU Between CDSS and County of Sutter

## **3. County Adoptions**

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

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

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

## **B. County Governance Structure**

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

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

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

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

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

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

Social Services is comprised of :

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

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

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

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

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

**C. Number/Composition Of Employees**

**1. Staff Characteristics/Issues**

a. Turnover Ratio

As of March 23, 2004, Sutter County has not received any information from the State regarding turnover ratio, however it is this Department’s observation that staff turnover, at this time is quite low. Over the past year, one Social Worker has been hired and there are currently no Social Worker positions open.

b. Private Contractors

Sutter County has no private contractors.

c. Worker Caseload Size By Service Program

For the period of January 2003 through March 2004:

<i>Unit</i>	<i>Average Worker Caseload Size</i>
Emergency Response	12 cases
<b>OR</b>	
Ongoing (includes: Family Maintenance; Family Reunification & Permanency Planning	22 cases

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

## 2. **Bargaining Unit Issues**

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

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

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

## 3. **Financial/Material Resources**

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

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

## 4. **Political Jurisdictions**

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

- School Districts/ Local Education Agencies:
  - *Impacts:* Sutter County has a School Liaison Program. Each Social Worker is assigned one or more schools to provide in-service training on mandated reporting requirements for school personnel.

- *Contacts:*
  - Sutter County Schools – Doreen Osumi, Special Education Director
  - Yuba City Schools – Contact: Bob Kruse, Director of Student Services
  
- Law Enforcement Agencies:
  - *Agencies & Contacts:*
    - Sutter County Probation Department – Chris Odom, Chief Probation Officer
      - Student Attendance Review Board (SARB)
    - Sutter County Sheriff Department – Capt. Jeff Pierce
    - Yuba City Police Department – Lt. Tom Tappe
  - *Impacts:* Good communication line to work out any problems between staff. Detectives have a close and good working relationship with the Multi-Disciplinary Interview Team (MDIT).
  
- Tribes
  - Sutter County has no Federally active tribes within the County
  
- Cities
  - City of Yuba City
  - Live Oak
  - Sutter
  - Robbins
  - Meridian
  - Nicolaus
  - Pleasant Grove

## 5. Technology Level

Sutter County is a dedicated county. All Social Workers have their own Child Welfare Services/Caseload Management System (CWS/CMS) computer loaded with Windows 2000, E-mail and Intranet. Workers access Structured Decision Making (SDM) through the Intranet.. They have completed the new user training, Outlook training and are proficient in Microsoft Word and the use of SDM.

- *CWS/CMS:*

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

- *SDM:*

SDM is a valuable, web-based tool on the desktop of all Social Worker computers for assessing the safety and risk factors in families. Its use

is required on all referrals that are opened and all on-going cases until the case is closed. See attachment Y for examples of the following assessments contained in SDM:

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

▪ *SafeMeasures:*

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

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

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

▪ *Business Objects:*

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

**6. Any other factors as applicable**

▪ ***Family Intervention Team (FIT)***

○ *Policy Group*

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

Attachment V – FIT Policy Organization Chart provides the list of members.

- *Intake Panel*

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

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

A Family Planning meeting is scheduled by the assigned Intervention Counselor. The purpose of this meeting is to define the client’s needs, develop a case plan to address the specific concerns and capitalize on the family’s strengths.

The family is expected to return to Court for designated reviews before the Judge.

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

- *Case Management/Case Review*

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

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

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

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

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

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

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

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

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

▪ ***Yuba/Sutter Mental Health***

- A Mental Health Therapist is assigned to Child Protective Services to evaluate referred clients both Children and Adults to determine if further Mental Health services are needed.
- Treatment Team Meetings are a part of Children's Mental Health Services. These meetings include Psychiatrists, Psychologists, Therapists, Sutter County Children's System of Care staff and Social Workers to review the treatment needs of the client.
- Psychological Evaluations have become a standard of practice in Sutter County as many of our clients present with multi-generational, psychiatric, substance abuse and violence issues that need to be clearly delineated so effective interventions can be put in place to achieve health, safety and stability for Sutter County Dependents and Wards. The evaluations are recommended by the Department and ordered into effect by the Court. The Psychologists who conducts these evaluations on a regular basis are Don Stenbridge, Ph.D., Paul Wuehler, Ph.D. and Wendy Lyle, Ph.D.
- Sutter County Department of Health & Human Services has procedures in place to refer clients who are in need of Substance Abuse Treatment Out/In patient for minors and Adults. Sutter County Social Workers refer clients to Kelly Smith, Drug and Alcohol Intervention Counselor for assessment and recommendations for level of treatment needed. Sutter County utilizes the following substance abuse treatment programs in the region:

- In-Patient Adult Facilities
  - Pathways- Men and Women's programs
  - Cornerstone- Women's, Dual Diagnosis program
  - Skyway House-Women's plus Women's Peri-natal program and a Men's Program
  - Progress House-Men's, Women's and Women's Transitional Living Program
  - The Salvation Army- Men's and Women's Programs
- Out-Patient Adult Programs
  - First Steps-Women's three phase drug Treatment (TX)
  - Pathways –Men's and Women's
  - Mother's First
  - Father's First
  - Options for Change
  - Yuba/Sutter Mental Health, Substance Abuse TX and Dual Diagnosis Group
  - Alcoholics Anonymous /Narcotics Anonymous (AA/NA) Groups
  - Pacific Education Services (PES)
- In-Patient Adolescent Substance Abuse Treatment Facilities
  - DayTop-Male and Female Programs
  - Wilderness Recovery Program-Males
  - Tahoe Recovery Program (probation has referred but the program has not accepted any Sutter County Wards to date)
- Substance Abuse Educational Programs
  - Pathways
- Domestic Violence
  - Casa De Esperanza-Women's services and Shelter (CASA)
  - Man Alive
  - Pacific Education Services-Men and Women Classes
  - Anger Management/Domestic Violence-Men and Women-Facilitators Spanish and English speaking (APL)
  - Father's First
- Parenting Classes
  - YMCA
  - Pacific Education Services
  - Yuba College
  - Yuba/Sutter Head Start
  - Sutter County Parent Network
  - Parent Child Interactive Therapy

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

**D. Current System Reform Efforts**

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

<i>Reform Efforts</i>	<i>Status/Timeframe</i>
SB 163 – Wraparound Services	<ul style="list-style-type: none"> <li>▪ Submitted Letter of Intent to CDSS on March 22, 2004.</li> <li>▪ Considering a Public Model.</li> <li>▪ Serving up to 15 service allocation slots (phased-in approach).</li> </ul>
Visitation Waiver	<ul style="list-style-type: none"> <li>▪ Requesting waiver of monthly home visits to foster children by a Social Worker from Social Services. The Agency will request that appropriate staff appropriate Human Services, Law Enforcement, Adoptions or Probation</li> </ul>

	<p>that sees a child in the home during the month would meet the requirement of a monthly home visit.</p> <ul style="list-style-type: none"> <li>▪ Before 12/31/04 request would be submitted.</li> </ul>
SafeMeasures	<ul style="list-style-type: none"> <li>▪ Currently planning on providing Log-on's and training to all Social Workers in order for them to use this tool to ensure case compliance to regulations.</li> <li>▪ Before 6/30/04.</li> </ul>
Business Objects Training	<ul style="list-style-type: none"> <li>▪ Currently sending licensed users to more advanced training in order to improve analysis of CWS/CMS system/trends.</li> </ul>
Technological Improvements	<ul style="list-style-type: none"> <li>▪ Two (2) CWS/CMS network printers are being purchased FY 2003/2004. These printers will reduce the computer/printer ratio from 7-1 to 5-1 to increase productivity by decreasing the wait for the production of hard copies.</li> <li>▪ A scanner and digital camera have been requested in the budget for Fiscal Year 2004/2005.</li> </ul>

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

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

#### **A. Relevant Management Information Systems**

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

- Child Welfare Services/Caseload Management System (CWS/CMS)
- The information is provided to/and for workers, as well as management. As a dedicated county we are limited in the additional software that can be added to CWS/CMS computer workstations. The operating system has recently been upgraded from Windows 95 to Windows 2000. However, the current Office Package is Office '97, which is outdated. This makes it difficult to receive documents in newer versions.
- As with all data applications, the data quality is only as good as how it was entered. If data is missing from a field that is not mandatory, or not consistently entered the same way by all, the reports produced, may be inaccurate.
  1. Sutter County is currently looking into ways to improve on these features by discussing ways of uniformly entering certain information, and creating reports from fields that are locked as far as what and how data is entered.
  2. As issues of Quality arise, Sutter County works to find ways of improving how we enter data into fields, and producing reports that alert us to potential problem areas.
- CWS/CMS program is fully utilized by all CPS Social Workers in performing their daily tasks.
  - Reports are used by staff to manage and track changes and trends
  - Bulletins are used by the project to pass on information to everyone
  - MEDS is used to gather data on clients.

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

- Safe Measures is used to manage caseloads, quality assurance, and legal compliance issues. Reports are run weekly and monthly.
  - Face-To-Face Contact - Out of Compliance
  - Individual and Group Stats for Weekly & Monthly Totals, For Emergency Response (ER), Family Reunification (FR), Family Maintenance (FM), Permanent Placement (PP), & Referrals.
  - Child Well Being- Health and Education Passport
  - Federal Outcomes Measures
  
- Business Objects is a Data Base Programming Application that allows reports to be run from data compiled from CWS/CMS. Any field in CWS/CMS that has data entered into it can be used as part of a report. This allows a more specific and individualized report. The Social Services' Program Manager and 2 staff are trained.
  - Weekly, Monthly, & Situation Specific Reports for Management and Workers
  
- Structured Decision Making (SDM)
 

Sutter County uses Structured Decision Making (SDM) with both Emergency Response and Ongoing cases. The Strengths and Needs portion of this application tool assists staff in case planning, as well as providing services to our clients.

  - Goal: Sutter County's overall goal is to better protect children.
    - Process Goals:
      1. Improve assessments of family situations in order to better ascertain the protection needs of children.
      2. Increase consistency in case assessment and case management among child abuse/neglect staff within a county and among counties.
      3. Increase the efficiency of child protection operations by making the best use of available resources.
      4. Provide management with data needed for program administration, planning, evaluation, and budgeting.
    - System goals:
      1. Reduce the rate of subsequent abuse/neglect complaints and substantiations.
      2. Reduce the severity of subsequent abuse/neglect complaints
      3. Reduce the rate of foster care placement.
      4. Reduce the length of stay in foster care.
      5. Reduce reentry into the foster care system.
  
- Intranet access is available to all staff to assist in daily activities.

- Group Home Rates – gather current costs to update, and maintain Sutter County lists.
  - Foster Family Agency Rates – gather current costs to update, and maintain Sutter County lists.
  - Employment Development Department (EDD) – To help assist client needs
  - Courts – gather current information on law or rule changes
  - Cal Law
  - Information Searches assist staff find resources specific to client needs
  - Other Links.
- Internet access is limited and case specific.
- Email is used for interaction and information exchanges with others outside of Sutter County CPS.
  - Card files and prior computerized masterfile, are used to access information on old cases.

**PROBATION:**

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

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

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

## **B. Case Review System**

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

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

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

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

Sutter County has Three-Month Progress Evaluations, for certain situations, which help the court and CPS better serve the client's needs.

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

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

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

### **PROBATION:**

The Court six month review system for Sutter County Probation is very similar to that of CPS. Sutter County Probations presents juvenile Court placement cases a

minimum of every six months if not sooner (depending on the circumstance), and follows the state laws. The first six-month hearing is set six months after the Detention Hearing or date of removal whichever comes first.

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

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

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

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

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

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

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

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

It is not uncommon for social workers, their supervisors, and attorneys to meet outside the courtroom in an effort to resolve issues prior to the Hearing. When there is a conflict between two parents, the parties might be court ordered to attend “Parenting Without Conflict” classes. “Parenting without Conflict” is an eight-week class, three hours per session, that has been developed to address child-rearing issues between separated or divorced parents. Prior to dismissing a CPS case the Social Worker will develop custody and visitation orders for the Judge’s review and signature. If the Social Worker is unable to develop a visitation plan agreeable to the parents then the Court is requested to order the parents into mediation. Mediation is available through Sutter County Family Court Services.

**PROBATION:**

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

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

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

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

Termination of parental rights does not apply to Sutter County Probation

## **2. Process for timely notification of hearings.**

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

At the time of a detention it is the social worker's responsibility to notify the court clerk of the detention. The Juvenile Court Clerk will place the detention on the Court Calendar within 24 hours of the filing of the detention petition. This date will create the cycle of all court hearings calendared for this case in the future.

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

The Court Worker receives the date of the next court hearing in Court on the date of the hearing. The Court Worker records this on a Court Data Sheet form that is copied after court. This form is given to the clerks, the supervisors, the court worker and the social worker assigned to the case and to the Program Manager.

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

of Hearing are sent out certified/ return receipt. Notices of Hearings are sent to Cal. Dept of Social Services Adoption Division, if this is a 366. 26 Hearing. State Adoptions is also sent a notice regarding this Hearing until the adoption is finalized or State Adoptions closes the case. Native Americans are notified, if applicable under the ICWA regulations. Notices are also sent to Foster Family Homes/ Group Homes, the parents (if parental rights have not been terminated), and the child if over the age of 10. The siblings age 10 and over are also given Notice of Hearings if their own court date differs from that of another sibling. The following are checks and balances that are used by this agency to insure that all parties are given a timely Notice of Hearing:

- Each Social Worker is given a court calendar with upcoming court dates every month by the Court Worker.
- Each social worker receives a weekly printout of their caseloads with upcoming court dates and the type of hearing calendared. This is pulled from Business Objects.
- Prior to beginning to write a court report the social worker will check in the CWS to insure the notices have been entered and sent to the appropriate parties.

The social worker through her contact with the caregivers on a monthly basis receives input on the children's progress and their current needs. This information is used when the agency makes a recommendation to the court.

Sutter County also uses SDM, which is a research-based tool to assist the social worker in making the original decision as to whether to open a case or to continue a case. The social worker will reassess a case just prior to any Six-Month Status Review. This reassessment will also contribute to the recommendations in the Court Report.

### **PROBATION:**

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

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

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

Strengths and needs for families are identified through substance abuse assessments, mental health assessments, Structured Decision Making, face to face contact with families and progress in recommended services.

Goals for each family stem from the concerns which brought them to the attention of Child Welfare Services. The goals are determined through a face to

face interview with the family, Structured Decision Making, recommendations made by the Juvenile Court, and results of assessments completed by the parents and children. These goals are incorporated into the Child Welfare Services/Child Maintenance Services family's objectives in their Family Maintenance or Family Reunification Case Plan.

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

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

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

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

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

**PROBATION:**

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

#### 4. General Case Planning and Review

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

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

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

Case Plan development integrating fairness and equity towards racial and ethnic groups include sensitivity to language and culture. Accessing available services for other cultures/language is often a barrier because the services are often not available in the community.

#### **PROBATION:**

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

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

- Sutter County devised a plan in February 2002 to monitor and control late court reports. Since this time the percentage of late reports has diminished profoundly.
- Meetings are held on a weekly basis to discuss court reports that are due. A current list of reports is created. Office Assistants provide this list to each Social Worker, Supervisor, and Program Manager.
- Office Assistants also keep a monthly Court Report Calendar in their office area for assistance to all on a daily basis.

- One of the supervisors keeps a "late" list of Court Reports, as a Quality Control for timeliness.

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

Factors to create the most individualized Case Plan are:

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

**PROBATION:**

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

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

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

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

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

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

- Minor's assessment.

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

- Relatives are identified and begin background checks and home evaluations.
- Information gathered during interviews with parents at onset of case and if parents are not cooperative with information they are ordered at court to provide CPS with names and information about possible relatives.
- Paternity – Court ordered at onset with any and all names of likely fathers. Family Support is accessed for information.
- Specific recruitment/training and support for families.
- Foster parents – some opt for fostering short term only/long term and or adoption. County Licensing worker addresses this.
- FFA – list of foster parents with intent for short/long term and adoption.
- Ongoing – social workers talk with families about outcome of court, the possibility of placement with relatives, the FR process, and the workers involved – county worker and adoptions worker.
- Collaborative Case Planning –An Adoptions worker is available by phone for consultation and in-person meetings between agencies once per month. Copies of court reports and adoptions referral is sent to Adoptions for concurrent planning/ or for 366.26 purposes after the Dispositional Hearing.

**PROBATION:**

Concurrent Planning does not apply to Probation.

**Termination of Parental Rights (TPR):**

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

**PROBATION:**

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

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

### 1. General licensing, recruitment and retention

- Sutter County has a Memorandum of Understanding with CDSS to provide Family Foster Home licensing.
- Recruitment of foster family homes is largely word of mouth by current and former foster parents. Social Services Division also participates in local events to actively recruit such as the Children's Faire, Sutter Buttes Day and twice yearly the Community Day at The Mall in Yuba City.

Sutter Co. Dept. of Human Services, Social Services Division contracts with Yuba College, Marysville to provide training opportunities for prospective and current foster parents, relative caregivers and adoptive parents. The program provides the required twelve hours of pre-service for prospective foster parents.

The Yuba College Foster Parent Education Program provides monthly training opportunities on a variety of topics. The classes are repeated throughout the year on different days and at different hours in an attempt to meet the variety of work schedules of foster parents. The program has approximately four to five mini-conferences per year, which are six to eight hours long to discuss topics requiring more in depth training e.g. fetal alcohol spectrum disorder, reactive attachment disorder and special education for children.

The Yuba College program has a resource library of books and videos on a variety of topics to meet the specific needs of foster parents, relative caregivers and adoptive parents.

- The Yuba-Sutter Foster/Adoptive Parents Association is available to provide support and mentoring to foster parents, relative caregivers and adoptive parents.

The Association provides a clothes closet for children recently detained who do not have adequate clothing. The closet may also have quilts, toys, and personal bags with toiletries for children.

Sierra Adoption Services provides post-adoptive services locally including training, counseling services and support services through a warm line.

Sutter Parent Network is available for assistance with children with special needs such as cerebral palsy.

Child Protective Services has a public health nurse on staff to assist with any medical issues of a foster youth.

- The Family Assessment and Service Team (FAST) is a multi-disciplinary team. One of the functions is to assist in the decision making process of foster youth being presented for placement in a group home or higher level of care. The team also assists when a foster youth is being considered for a level of care below that of group home.
- Another function of FAST is to discuss out of home placement options for a youth currently being served through Children's System of Care (CSOC) on a voluntary family maintenance issue.

**PROBATION:**

The Probation Department does not perform any of these functions.

2. Placement resources

- Sutter County currently has twenty- three (23) licensed foster family homes. Fourteen of the homes (61%) are currently accepting placements. Five (22%) of the homes have placed themselves on not accepting placement at this time request. Three of the homes (13%) are licensed for specific youths and do not accept placements. One home is on a placement hold as the file has been submitted to state legal for review.

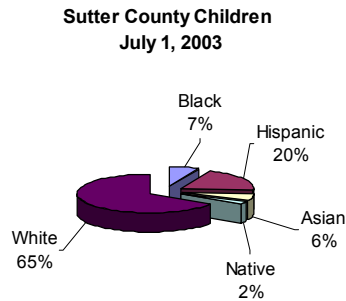
The twenty-three homes were divided into the state rate age groups based on their preference choice for placement. Two foster homes will accept all ages, 0-18 years (.09%). Of the remainder;

- 0-4 years; ten homes (44%) prefer this age range
- 5-8 years; six homes (26%) prefer this age range
- 9-11 years; five homes (22%) prefer this age range
- 12-14 years and
- 15-20 years no homes indicated a preference for these age ranges.

The findings indicate that with the exception of the two homes willing to accept all ages there is a lack of county foster family homes for foster youth over the age of twelve years.

- One foster home is specifically trained through the Options for Recovery Program out of Butte County to meet the needs of drug and alcohol exposed infants. The findings indicate a need for additional foster parents specifically trained to meet the needs of special needs children. Two homes are bi-lingual Spanish/English and one home is fluent in sign language. There are no foster parents of Asian, African-American or Native American heritage to meet the needs of this population.

The findings indicate a need for foster parents of diverse ethnic backgrounds and foster parents who are fluent in a second language other than English. In July 1, 2003, children of color accounted for 35% of children with open cases in Sutter County. See the chart below for the frequencies of children with open cases, by ethnicity during this same point-in-time:



Based on the percentage of Hispanic youth in care it would appear that additional foster parents of Hispanic heritage are a need for the foster youth population of Sutter County.

**PROBATION:**

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

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

**Conclusion:**

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

**D. Quality Assurance System**

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

Social workers and supervisory staff can also monitor compliance by reviewing cases in CWS/CMS including checking reminders, which advises of upcoming and overdue tasks/responsibilities. Social Worker’s compliance is reflected by their

contacts with parents, children, service providers, etc., which are documented in CWS/CMS.

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

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

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

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

Additional requirements for JV-220:

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

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

**Case Planning Activities:** The Social Worker creates a case plan and reviews it with the parent(s)/child. The Social Worker inquires of the parent(s)/child if there are other services not outlined in the Case Plan that they feel would benefit them. The Social Worker is to enter a contact in CWS/CMS that the Case Plan has been reviewed with the parent(s)/child and can check the appropriate box in CWS/CMS once the parent(s) have signed the Case Plan. The Case Plan is then normally presented to the Juvenile Court and attorneys of record at the Dispositional Hearing. The parent(s)/child’s attorney can advise the Court if they do not agree with the Case Plan. If the Case Plan is found reasonable and appropriate by the Juvenile Court, it orders both the Department and parent(s) follow the Case Plan.

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

**Transitional Independent Living Plans (TILP)**

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

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

**PROBATION:**

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

**E. Service Array**

**1. Availability of services**

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

<i><b>AGENCY</b></i>	<i><b>AVAILABILITY</b></i>
<b>ALTA REGIONAL CENTER</b> <ul style="list-style-type: none"> <li>• Provides services to the developmentally disabled.</li> </ul>	<ul style="list-style-type: none"> <li>• Disability identified before age 18 and constitutes a substantial handicap. State funded.</li> </ul>

<p><b>AREA BOARD III</b></p> <ul style="list-style-type: none"> <li>• Provides educational advocacy and training.</li> </ul>	<ul style="list-style-type: none"> <li>• Available free to CPS clients as referred.</li> </ul>
<p><b>CAREGIVER SERVICES</b></p> <ul style="list-style-type: none"> <li>• Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Adoption Services</li> </ul>	<ul style="list-style-type: none"> <li>• Support services, mentoring, education, training, resource library, clothes closet.</li> </ul>
<p><b>CHRISTIAN ASSISTANCE NETWORK/GLEANERS</b></p> <ul style="list-style-type: none"> <li>• Provides emergency clothing, food, diapers, formula, etc. to families in need.</li> </ul>	<ul style="list-style-type: none"> <li>• Must be Sutter or Yuba Resident. Help is limited to once every 6 months.</li> <li>• Gleaners is income based.</li> </ul>
<p><b>CHILDREN'S HOME SOCIETY</b></p> <ul style="list-style-type: none"> <li>• Provides referrals for childcare; childcare payment assistance; library; toys for checkout.</li> </ul>	<ul style="list-style-type: none"> <li>• Free. Childcare payment assistance is income based with a waiting list.</li> </ul>
<p><b>CHILDREN'S SYSTEMS OF CARE</b></p> <ul style="list-style-type: none"> <li>• Case management.</li> </ul>	<ul style="list-style-type: none"> <li>• To any client accepted into the program through FAST. Charges apply based on income. Medi-Cal, some insurance accepted.</li> </ul>
<p><b>DOMESTIC VIOLENCE</b></p> <ul style="list-style-type: none"> <li>• Casa de Esperanza; Man Alive; Pacific Education Services (PES), Father's First</li> </ul>	<ul style="list-style-type: none"> <li>• No fees for Casa. Others are a sliding scale fee.</li> </ul>
<p><b>FAMILY ASSISTANCE SERVICE TEAM (FAST)</b></p> <ul style="list-style-type: none"> <li>• Referred by any agency involved with client/child, including schools, MH, CPS, and Probation.</li> </ul>	<ul style="list-style-type: none"> <li>• No cost for assessment.</li> </ul>
<p><b>FAMILY INTERVENTION COMMUNITY SUPPORT (FICS)</b></p> <ul style="list-style-type: none"> <li>• Family Child Assessment Team (FCAT)</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals from CPS, self-referrals, school referrals. FCAT clients must receive full Medi/Cal benefits and have a DSMIV diagnosis.</li> </ul>
<p><b>FAMILY INTERVENTION TEAM</b></p> <ul style="list-style-type: none"> <li>• Case management.</li> </ul>	<ul style="list-style-type: none"> <li>• To any client involved with probation or family court. Charges apply based on income.</li> </ul>

<p><b>FEATHER RIVER TRIBAL HEALTH</b></p> <ul style="list-style-type: none"> <li>• Health care, outreach, behavioral health.</li> </ul>	<ul style="list-style-type: none"> <li>• Must have proof of California tribal heritage; services are free.</li> </ul>
<p><b>FRIDAY NIGHT LIVE</b></p> <ul style="list-style-type: none"> <li>• Services to preteen and teenage children</li> </ul>	<ul style="list-style-type: none"> <li>• Most services are free. Waiting list for mentor program.</li> </ul>
<p><b>HEAPE</b></p> <ul style="list-style-type: none"> <li>• Provides financial assistance for energy bill; home weatherization services.</li> </ul>	<ul style="list-style-type: none"> <li>• Income based; Government funded, demand usually exceeds funds for each fiscal year.</li> </ul>
<p><b>HOMELESS SHELTERS</b></p> <ul style="list-style-type: none"> <li>• The Depot (women and families), The Twin Cities Rescue Mission (men only)</li> </ul>	<ul style="list-style-type: none"> <li>• Income based; available to Sutter or Yuba residents; waiting list.</li> </ul>
<p><b>IN PATIENT DRUG TX</b></p> <ul style="list-style-type: none"> <li>• Pathways (Yuba County); Cornerstone (Redding); Skyway House (Paradise); Progress House (Camino); Salvation Army (Fresno)</li> </ul>	<ul style="list-style-type: none"> <li>• Inpatient treatment unavailable in Sutter County.</li> <li>• Substance abuse specialist must refer clients.</li> <li>• Adolescent substance abuse TX not available.</li> </ul>
<p><b>OUT PATIENT DRUG TREATMENT</b></p> <ul style="list-style-type: none"> <li>• Pathways (Marysville); Mother's First (Marysville); Father's First (Marysville); NA/AA Support Groups; Pacific Education Services</li> </ul>	<ul style="list-style-type: none"> <li>• Available by self-referral, social worker referral, court order. Charges apply to Pathways &amp; PES</li> </ul>
<p><b>PARENTING CLASSES</b></p> <ul style="list-style-type: none"> <li>• YMCA; PES, Yuba College, Head Start, Sutter County Parent Network, Parent Child Interactive Therapy</li> </ul>	<ul style="list-style-type: none"> <li>• Low or no cost</li> </ul>
<p><b>PRESCHOOLS</b></p> <ul style="list-style-type: none"> <li>• Head Start; State Preschools, Private Pay</li> </ul>	<ul style="list-style-type: none"> <li>• Head Start and State Preschools are income based. Waiting lists.</li> </ul>
<p><b>ROLLER COASTERS</b></p> <ul style="list-style-type: none"> <li>• 8-week group therapy for foster children, ages 5-12.</li> </ul>	<ul style="list-style-type: none"> <li>• Referred by child's social worker. No fee.</li> </ul>
<p><b>STUDENT ATTENDANCE REVIEW BOARD</b></p> <ul style="list-style-type: none"> <li>• Multi-agency board, reviews severe truancy cases, makes attendance agreements with families.</li> </ul>	<ul style="list-style-type: none"> <li>• Referred by the child's school.</li> </ul>

<p><b>SUTTER COUNTY DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL</b></p> <ul style="list-style-type: none"> <li>▪ Provides education and awareness of domestic violence and child abuse issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Available to residents of Sutter County (Public forum)</li> </ul>
<p><b>SUTTER COUNTY EMPLOYMENT SVCS.</b></p> <ul style="list-style-type: none"> <li>• Job training, drug treatment, therapy.</li> </ul>	<ul style="list-style-type: none"> <li>• Available to residents of Sutter County referred by the Welfare Department.</li> </ul>
<p><b>SUTTER COUNTY ENVIRONMENTAL HEALTH</b></p> <ul style="list-style-type: none"> <li>• Insures homes are in compliance with county codes and inhabitable.</li> </ul>	<ul style="list-style-type: none"> <li>• Sutter County residents.</li> </ul>
<p><b>SUTTER COUNTY FAMILY LAW CENTER</b></p> <ul style="list-style-type: none"> <li>• Provides assistance, advice, workshops regarding custody and child support.</li> </ul>	<ul style="list-style-type: none"> <li>• Sutter County resident. Some charges may apply.</li> </ul>
<p><b>SUTTER COUNTY HEALTH DEPT.</b></p> <ul style="list-style-type: none"> <li>• WIC, Public Health Nurse, medical care.</li> </ul>	<ul style="list-style-type: none"> <li>• See Mental Health</li> </ul>
<p><b>SUTTER COUNTY HOUSING AUTHORITY</b></p> <ul style="list-style-type: none"> <li>• Income based housing assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• For Sutter County residents meeting income and/or disability criteria.</li> </ul>
<p><b>SUTTER COUNTY PARENT NETWORK</b></p> <ul style="list-style-type: none"> <li>• Assistance to parents of children with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Grant funded, some fees apply.</li> </ul>
<p><b>SUTTER COUNTY VICTIM WITNESS</b></p> <ul style="list-style-type: none"> <li>• Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board.</li> </ul>	<ul style="list-style-type: none"> <li>• For all victims/witnesses of crimes who meet State criteria.</li> </ul>
<p><b>TEEN SUCCESS/PLANNED PARENTHOOD</b></p> <ul style="list-style-type: none"> <li>• Support group for teen parents; birth control, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Free to teen mothers; sliding scale, insurance, Medi-cal</li> </ul>
<p><b>THERAPY</b></p>	<ul style="list-style-type: none"> <li>• Few local providers carry limited Medi-cal caseloads; most are private/insurance pay or are paid though County funds.</li> </ul>

<b>TRI-COUNTY RESPITE</b> <ul style="list-style-type: none"> <li>• Respite services.</li> </ul>	<ul style="list-style-type: none"> <li>• Private pay or contracted through Alta Regional Center</li> </ul>
<b>UCD CAARE CENTER</b> <ul style="list-style-type: none"> <li>• Multi-disciplinary child abuse investigations.</li> </ul>	<ul style="list-style-type: none"> <li>• Referred by CPS and/or Law Enforcement. Accepts insurance, Medi/cal, and county pay.</li> </ul>
<b>YUBA SUTTER MENTAL HEALTH</b> <ul style="list-style-type: none"> <li>• 1st Steps, Options For Change Drug Treatment; Treatment Team; Therapy; Medication Management; Dual diagnosis group; Day TX; In-patient TX (adults only); Functional Family Therapy.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee.</li> </ul>

**PROBATION:**

***-FAMILY RESOURCES-***

- ❖ **A Women’s Friend Crisis Pregnancy Center:** To assist women and their families who are facing a crisis pregnancy providing education on the options available and helping them make an informed decisions. Free pregnancy tests, education on pregnancy, abortion and alternatives to abortion. Referral for housing medical care and other needs. Loan of maternity and baby clothes. Post-abortion counseling.
- ❖ **Alliance for the Mentally Ill:** The Alliance is an educational support group whose members share a common concern for family members of friends who are mentally ill. Members are available to each other in times of crisis. The Alliance provides education on mental illness to members and the public encourages and supports research into causes and treatment, supports adequate services and endeavors to eliminate stigma and prejudice against the mentally ill.
- ❖ **Alta California Regional Center:** Diagnosis, case management, service coordination and program planning for people with developmental disabilities (mental retardation, cerebral palsy, epilepsy, autism, and other related neurological disorders). Early Intervention services for infant’s, from birth to 3 years of age who are developmentally delayed, established risk or at high risk for a developmental disability.
- ❖ **Buttes Christian Manor:** Provides subsidized housing for persons of low income.
- ❖ **California Deaf-Blind Services:** Location and identification of all individuals’ birth through 21 years of age within California who have functional deaf-blindness. Providing training, technical assistance and resources to educational personnel, care providers, families, and others who work with individuals with deaf-blindness.

- ❖ **California Human Development Corporation**: To provide services necessary and training to seasonal farm workers who wish to seek alternative job opportunities. Health, medical, nutritional, residential, childcare, relocation, emergency assistance, transportation, manpower services including job placement.
- ❖ **California Rural Legal Assistance, Inc.**: To provide services to low-income persons unable to retain private attorneys. Legal services with special emphasis upon cases, which might improve conditions of impoverished persons. No Criminal Law.
- ❖ **Career Training and Educational Center**: To empower individuals to become self-sufficient through educational training, and jobs. Work experience, on-the-job training, classroom training, employability assessment, vocational counseling, job search, career guidance and skill training, independent study, community school, teen parent program, handicapped services for students and adults, mentor program and at risk youth services.
- ❖ **Central Valley Homeless Veterans Assistance Program**: Providing counseling and referral services for those veterans desiring a change of life style. Referral to other local organizations having appropriate facilities for service desired.
- ❖ **Children's Home Society of California**: Locally CHS provides childcare services. Resource and Referral, Childcare Subsidy Programs, and Childcare Food Program, social services, family counseling, group home care for adolescents.
- ❖ **Children's System of Care**: Provides a networking with local agencies to provide families with wrap around services. Food referrals, clothing referrals, emergency shelter, rent and utility assistance on a limited basis.
- ❖ **Del Norte Clinics Inc. WIC Program**: Provides nutrition education, breast-feeding support and supplemental foods to participants. Participants receive practical nutrition and health information and qualified lactation support. At each visit, they receive checks to purchase specific nutritional foods to supplement their diets.
- ❖ **Del Oro Caregiver Resource Center**: Information and referral/Toll free telephone line available to those desiring current information regarding brain impairment with referral to community resources. Support groups, Family counseling, Legal and Financial Consultation, Diagnostic evaluation, Respite Care.
- ❖ **Foundation of Resources for Equality and Employment for the Disabled (FREED)**: provides services to persons with disabilities to assist them in achieving their goals for independence. Acts as a resource center for all people with disabilities. Promotes independence by minimizing reliance on others while maximizing personal involvement. Encourages individual decision-making and control over one's own life.
- ❖ **Kiwanis Club**: Support of youth groups.

- ❖ **Maryjane Rees Language, Speech & Hearing Center**: Language and speech screening, hearing screening complete audio logical workup, hearing aid evaluation, language and speech therapy, aural rehabilitation.
- ❖ **Muscular Dystrophy Association**: To provide medical diagnosis, evaluation, and clinical follow up. Outpatient clinic held several times a week in Sacramento. Summer Camp. Provides wheelchairs, appliances, and hospital equipment loaned for home use.
- ❖ **Norcal Center on Deafness-Tri-County Outreach Office**: Sign language interpreting, community education workshops and seminars, parenting skills classes, advocacy, peer counseling, independent living skills instruction, information and referral.
- ❖ **Private Industry Council**: Work experience, on-the-job training, classroom training, employability assignment, vocational counseling, job search, skills training.
- ❖ **Rural Opportunities Resource Center, Inc.**: Weatherization of homes for residents of Yuba & Sutter Counties who meet the low-income guidelines. Assistance with payment of utility bills for electricity, natural gas, propane, or wood for low income households.

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

Most services in Sutter County are income based. If you do not qualify for Medi-cal, there is usually either a flat fee or sliding scale fee. This can become a barrier to our “working poor” clients, who cannot typically afford the fees. CPS may make payments for anger management, daycare, private therapy, and substance abuse treatment as necessary, which drastically depletes our resources. Many services have waiting lists, including homeless shelters (only 1 takes women and children) and preschool programs.

Sutter County CPS is active in at least 3 multi-disciplinary teams: Family Assistance Service Team (FAST), Children’s Systems of Care (SOC), and the Family Intervention Team (FIT). These teams strive to deliver services to our most challenging, multi-agency involved families.

Drug treatment services are limited in Sutter County. There are no inpatient or adolescent treatment centers in Sutter County. Day treatment programs in Sutter County are limited to 1<sup>st</sup> Steps and Options for Change. Both agencies work well with our clients and there are no waiting lists for these services.

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

Services are available to families both in-home and in placement. These include Functional Family Therapy (FFT) and the Family Child Assessment Team (FCAT). FFT requires a biological or foster family willing to commit

to the program, and that children are between the ages of 12 and 18. FFT is a pilot project that began in 2003. FCAT requires the focus child to have full-scope Medi-Cal, a Diagnostic Statistical Manual IV (Mental Health Diagnosis [DSMIV]) diagnosis, and behavioral issues that negatively impact his/her school or home environment.

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

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

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

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

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

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

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

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

Sutter County's training programs assist the workers to remain current on program changes, new programs and changes in the law. It is the goal of the department to see that each Social Worker and Social Worker Supervisor has a minimum of 24 hours of formalized training during the year.

Sutter County contracts with the University of California, Davis to provide training for staff on a variety of topics. Examples of classes planned/held in Fiscal Year 2003/04 include but not limited to:

- Ethnic Parenting

- CORE
- Depression

**PROBATION:**

The Sutter County Probation Department provides forty (plus) hours annually to staff, with focus on working with dysfunctional families, program changes, resources, foster care issues, and mental health issues and updates pertaining to juvenile laws. The Sutter County Probation Department follows the policies and practices outlined in the Division 31 Regulations and the Welfare and Institutions Code. The County also contracts with Yuba College to work with probation officers and social workers in order to provide the Independent Living Skills Program to eligible youth.

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

Sutter County contracts with Yuba College to work with social workers to provide the ILSP to youth beginning at the age of 15 1/2.

**PROBATION:**

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

**G. Agency Collaborations**

1. Collaboration with Public and Private Agencies/Additional Family Services
  - *Family Intervention Team (FIT)*  
FIT provides voluntary services for families that have been involved in Probation or Family Court and may be candidates for “Wraparound Services” to prevent or reduce the family’s level of involvement with the Juvenile Justice System. The Case Management/Case Review Team conducts bi-monthly reviews of the families with written FIT contracts. They assess urgent issues, case updates, and case closures.
  - *Family Assistance Services Team (FAST)*  
FAST is a multi-agency group that considers referrals on behalf of Sutter County children who are at risk of out of home care. FAST screens internally those cases that maybe appropriate for Sutter County Children’s System of Care. FAST meetings are held every Friday at the Social Services Office. FAST also, in accord with W&I Code, Section 241.1, recommends to the Juvenile Court whether a child is better served by Probation or Child Protective services.

- *Yuba/Sutter Mental Health*  
A Mental Health Therapist is assigned to Child Protective Services to evaluate referred clients to determine if Mental Health services are needed. The therapist serves both adults and children who are involved with Child Protective Services. When necessary a Social Worker attends a Treatment Team Meeting with Psychiatrists, Psychologist, Therapist, and Sutter County Children’s System of Care to review the treatment needs of clients.
- *Multi-Disciplinary Interview Team (MDIT)*  
MDIT is collaboration between Child Protective Services, Law Enforcement, the District Attorneys Office, and occasionally Case de Esperanza. A trained MDIT member does forensic interview while other team members observe from another room. The interviews are done in an attempt to keep victims of sexual assault/abuse and from time to time physical abuse from being interviewed multiple times by different individuals.
- *Other Agencies*  
Sutter County Child Protective Services also works with a variety of other agencies that offer services such as, substance abuse treatment (inpatient and outpatient), domestic violence programs, and parenting classes. The Department has also collaborated with doctors in the area, as well as, doctors at the University of California at Davis Medical Center. Collaboration with these agencies is done only when services are needed and are not on an on-going basis as are the individual agencies listed above. Social Workers at Sutter County Child Protective Services are assigned as a liaison to one or more schools to provide mandated reporting training and build a relationship between the schools and the Department.
- By collaborating with the agencies listed above Sutter County Child Protective Services strives to deliver the best available services to our clients. FAST and FIT assists in delivering services to our most challenging, multi-agency involved families.

**PROBATION:**

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

- Family Intervention Team (FIT)
- Children Systems of Care (SCSOC)
- Independent Skills Living Program (ILSP)
- Family Assistance Service Team (FAST)
- Maxine Singer Youth Guidance Center (Camp Singer)

- Stepping Stones Aftercare Program
- Functional Family Therapy (FFT)
- After 3 Program
- Roller Coasters Program
- Positive Attendance Program

In July 2004, Sutter and Yuba Counties will be implementing *Multi-dimensional Treatment Foster Care (MTFC)*. MTFC, “is a cost effective alternative to group or residential treatment, incarceration, and hospitalization for adolescents who have problems with chronic antisocial behaviors, emotional disturbances and delinquency”. The program will target those youth identified as having chronic delinquent/criminal behavior and are at risk of removal or incarceration. This program will increase the availability of local foster homes. The program will also focus on meeting the needs of the entire family so as to support reunification of the family within 7-12 months.

Areas of concern are the obvious lack of local foster care homes, which is currently being addressed with the establishment of the “MTFC” Program. Other areas of concern are:

- The lack of transitional housing
- The lack of mentoring programs
- The lack of local juvenile sexual offender programs
- A need to continue the creation of prevention and intervention programs so as to decrease the number of minors who enter the Juvenile Justice System
- The need for increased availability of substance abuse programs for juveniles.
- Insufficient public transportation for geographical distances between providers and clients
- The decreasing availability of resources to Juvenile Probation statewide.

## 2. Interaction with local tribes

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

### **PROBATION:**

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

## **H. Local Systemic Factors**

Sutter County has no additional local systemic factors.

**PROBATION:**

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

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

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

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

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

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

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

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

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

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

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

- Children's System of Care (CSOC) coordinates care and case management with multiple agencies within the county to provide intervention and intensive services in order to help youth and their family function more effectively in the school, the community and in their home. Families who graduate from CSOC are less likely to need CWS involvement.

- The School Attendance Review Board (SARB) is made up of representatives of law enforcement, schools, social services, probation and community agencies. Families that have children who have school attendance problems are often families that have other issues ongoing, and may, without intervention, become Child Welfare Services families. The most appropriate agency, based on the circumstances outlined by the family, will determine the delivery of services to the family of the child experiencing attendance problems.

In addition to the services outlined above Sutter County also has cooperatively developed relationships and services such as the following:

- Integrated Family Court. This provides all families in Sutter County, with issues that involve children, access to one Judge. Families that are having multiple difficulties are not lost in the system as all probation, child welfare and family court issues are held before the same Judge. When the Judge hears issues in custody cases that seem to indicate a potential for future abuse of the child he directly involves child welfare services.
- YMCA parenting classes. In cooperation with our local YMCA we have developed year round instruction in parenting. In addition we have developed a parenting without conflict class to help fractured families learn how to effectively parent children together after the parents have dissolved their relationship.
- In Sutter County our schools are active members in the delivery of services to families who may be at high risk of entering the CWS system. Schools are developing on-site counseling. Each year schools receive training and instruction on signs and symptoms of child abuse and mandated abuse reporting. Each school has an individual CWS staff member (school liaison) who is the single point of contact for questions and concerns for families who are in difficulty without current problems that would entail a Suspected Child Abuse Report (SCAR) referral.
- Local law enforcement utilizes the community policing policy. When response is made to a family situation the current response in addition to all other responses to this specific family are reviewed. Through active communication with Child Welfare Service's, families are provided with services much sooner than would be possible without the community policing practice.
- Sutter County Mental Health has developed many services for drug rehabilitation for mothers of children and for families.
- Sutter County Public Health offers visiting home nursing for families identified at risk.

## **B. Prevention Partnerships**

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

On May 13, 2004, Sutter County CWS hosted a meeting with community partners to discuss, review and receive feedback on the Self-Assessment Project. Feedback was incorporated into the final Self-Assessment document. See Attachment AA for a copy of the May 13<sup>th</sup> sign-in sheet.

## **C. Strategies for the Future**

Sutter County has formed a workgroup to develop our System Improvement Plan (SIP). The workgroup has chosen three (3) Outcome Indicators to work on to improve our performance in the area of Safety for our children. They are:

- Outcome 2C – Timely Home Visits by Social Workers
  - Outcome 2A - Rate of Recurrence of Abuse/Neglect in Homes Where Children Were Not Removed
  - Outcome 1A & B – Recurrence of Maltreatment
- 
- We are looking to improve the way we provide training to our community partners and staff. In addition, we have identified many systemic factors we feel we can improve to allow better communication and expectations for our families in our delivery of services we provide to the community.
  - Sutter County has built strong relationships with our community partners and will continue to do so.

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

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

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

Sutter County has a good percentage rate of reunification within 12 months. This may be reflective of the time limits imposed by the court regarding the age of the child and amount of time parents have to reunify with their children. For children under three there is less time for parents to reunify and this is reflective in the data.

Sutter County's rate of permanency makes a strong showing with over 48% of eligible foster children being adopted. Children age five and under are more likely to be adopted. Although adoption is viewed as the most permanent plan, often older children do not want to be adopted; therefore, striving for this as the goal for all children, needs to take into account their views on a "permanent" plan.

It appears that there are already many effective tools in place which provide an infrastructure for positive results. An example of particular strengths lies in the implementation of Structure Decision Making (SDM) Tools which look at safety and risk levels of families.

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

The areas identified for improvement to be included in the SIP reflect the need for earlier intervention with families because the rates of maltreatment and recurrence of maltreatment are statistically significant.

Specifically, the areas which are identified as high risk and will be included in the SIP are as follows:

1. Outcome 1A and 1B – Recurrence of Maltreatment;
2. Outcome 2A – Rate of Recurrence of Abuse and Neglect for Children Not Removed;
3. Outcome 2C – Timely Social Worker Visits with Child. There is an emphasis on Outcome 2C also being a systemic factor.

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

There appears to be a gap in services to meet the needs of families with children 0-5 because they are less likely to reunify within the timeline available. Utilizing services already available in the community and fostering relationships with community services and creating a comprehensive resource and referral network is a strategy that can be initiated although the number of community-based organizations in our rural community are limited.

Services which are already being considered to bridge this gap include Wraparound Services, Family Group Decision Making; comprehensive Intake Services; Multi-Dimensional Treatment Foster Care and Functional Family Therapy.

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

Also, timely social worker visits has been identified as an area of improvement and already the wheels of change are in motion with the advent of Safe Measures being installed on all workers computers. Updated CWS/CMS data entry training is also scheduled for late June 2004.

How Safe Measures and its use as a tool for workers and other strategies to improve this area to consistently meet state standards will be addressed in the SIP.

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

**B. Areas for further exploration through the PQCR**

This section does not apply to Sutter County at this time.