



California - Child and Family Services Review

System Improvement Plan

Review Period: February 4, 2021 to February 4, 2025

**Sutter County Department of Health and Human
Services – Children’s Services Branch - Child Welfare
Services**

and

Probation Department



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Introduction

The California Department of Social Services (CDSS) California-Child and Family Services Review (C-CFSR) process was created to include child protective services, foster care, adoption, family preservation, family support, and independent living.¹ The purpose of the C-CFSR is to significantly strengthen the accountability system used in California to monitor and assess the quality of services provided on behalf of children who experience maltreatment.²

Another purpose of this five-year System Improvement Plan (SIP) is to establish an operational agreement between CDSS, Sutter County Health and Human Services, Children's Services Branch - Child Welfare Services (CWS), and Sutter County Probation Department delineating how the county will improve the system of care for children and families.³ This process values the principle that preventing child abuse and supporting families is a cost-effective strategy for protecting children, nurturing families, and maximizing the quality of life for California's residents⁴.

The 2021 Sutter County Self-Assessment (CSA) C-CFSR planning team, stakeholders' and focus groups, and peer review participants identified the priority needs and outcome improvement goals for this SIP. Throughout this five-year process, CWS and Probation will work in collaboration with their community and prevention partners to analyze strengths and needs from prevention through the continuum of care, including reviews of the current levels of performance, procedural and systemic practices, and available resources to maximize services to children and families in Sutter County.

The C-CFSR team collaborates with the Office of Child Abuse Prevention (OCAP) to ensure the continuous improvement of services provided to children receiving Title IV-B and Title IV-E child welfare funded services. The SIP outcome measures, systemic factors, and strategies will be integrated with OCAP programs: Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and Promoting Safe and

¹ Welfare and Institutions Code sections 10605, 10605.1, and 10605.2; Government Code Section 30026.5

² All County Information Notice I-16-12

³ California-Child and Family Services Review 12/21/12 v.8, p. 45

⁴ <https://www.cdss.ca.gov/cfsweb/res/pdf/PeerQualityCaseReview.pdf>

Stable Families (PSSF) funding and programs.

The SIP is an obligation to implement specific measurable improvements and is not intended to be Sutter County's comprehensive child welfare plan. The SIP includes a coordinated service provision plan for how CWS will utilize prevention, early intervention and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and to help children find permanent families when they are unable to return to their families of origin. The SIP is a flexible approach to planning for system change and may be adjusted to address ongoing barriers and challenges to completing strategies. The SIP is updated as necessary, but at least annually, to identify any changes that are made to the plan, to document completed activities and to describe successes and barriers in reaching performance goals.

SIP Narrative

C-CFSR TEAM

The C-CFSR was established by California's Child Welfare System Improvement and Accountability Act (AB 636). As required by AB 636, Sutter County, in collaboration with key community stakeholders (e.g. parents, youth in foster care, public agency personnel, staff from community-based organizations, foster parents and relatives caring for youth in foster care, etc.), must regularly analyze its performance on specific child welfare and probation outcomes.

State and federal outcomes are measured for children involved in child welfare (including those served by Probation) using data collected by the statewide child welfare database called the Child Welfare Services Case Management System (CWS/CMS). In addition to analyzing the outcome indicators, Child Welfare and Probation must review systematic and community factors that correspond to the federal review. Areas needing improvement are incorporated into a five-year System Improvement Plan (SIP), which is also developed in partnership with community stakeholders and partners. The SIP must both be approved by the Sutter County Board of Supervisors and submitted to the California Department of Social Services (CDSS) – System Improvement Section.

Per AB 636, CWS and Probation and the California Department of Social Services (CDSS) partnered in the process to plan, conduct and implement the CSA and SIP. The core planning team included the 1) Children’s Services Branch Director, and Children’s Services Branch, Child Welfare Services program manager, and supervisor, 2) Probation Deputy Chief and supervisor, 3) consultants with the CDSS System Improvement Section (SIS) Consultant and the Office of Child Abuse and Prevention (OCAP), and 4) staff from the University of California, Davis, Northern California Training Academy who were contracted to serve as consultants, facilitators, and event coordinators.

Table 1

CSA Core Planning Team		
Name	Organization	Role
Paula Kearns	Sutter County Health and Human Services – Children’s Services Branch	Branch Director
Kimberly Womack	Sutter County Health and Human Services – Children’s Services Branch	Program Manager
Carol Ullrich	Sutter County Health and Human Services – Children’s Services Branch	Supervisor
Yadira Cruz	Sutter County Health and Human Services – Children’s Services Branch	Analyst
Donya Thompson	Sutter County Probation	Deputy Chief Probation Officer
Meagan Hammond	Sutter County Probation	Supervising Probation Officer
Henry Franklin	CDSS – System Improvement Section	Consultant
Elizabeth Johnson	CDSS – Office of Child Abuse and Prevention	Consultant
Julia Hernandez	UC Davis Human Services	Facilitator
Ashleigh Belding	UC Davis Human Services	Facilitator
Dionne Puckett	UC Davis Human Services	Facilitator
Kristi Dvorak	UC Davis Human Services	Project Specialist

CORE REPRESENTATIVES

The vast majority of the required core participants contributed to the CSA and attended the Stakeholder meeting on November 2, 2021, and November 9, 2021. Appendix A lists the participants who were in attendance.

The Sutter County C-CFSR team also conducted a Stakeholder System Improvement Plan survey. The survey was distributed to 208 stakeholders in June of 2022, and results were collected between June 29 and July 25, 2022. A total of 65 people (31.3% of stakeholders) completed at least one ranking. Participants from the following required stakeholder categories submitted at least one response: county child welfare, probation, county health department, county mental health department, prevention partners, education partners, AOD partners, and juvenile court representatives. Multiple members of the Child Abuse Prevention

Council participated in the survey. No respondents from the Promoting Safe and Stable Families OCAP funding recipients identified themselves by name. Participants were asked to rank items in each the following categories on a scale of **most important to least important**.

1. Priority Recommendations (Table 2)
2. Potential Child Welfare Strategies (Table 3)
3. Potential Juvenile Probation Placement Strategies (Table 4)

The counts for each ranking are provided in the summary tables below.

The most common recommendations for CWS and Probation identified by stakeholders are Listed below in Table 2. Participants were asked to rank from **highest priority (1) to lowest priority (7)**. The table shows the items in order of ranked priority, calculated by total mean (average) ranking of each item. A lower mean score means a higher ranking.

Table 2

Priority Recommendations for CWS and Probation Identified by Stakeholders	Ranked Priority	Mean Ranking	Count
Family therapy such as Functional Family Therapy (particularly for probation or other trauma informed therapy model)	1	2.91	65
More placement options needed to address emergency placements and longer-term placement for children/youth with complex needs	2	3.42	65
Differential Response or other alternative response models to prevent re-entry into foster care	3	3.69	65
Peer Partners - assigned to assist families with accessing resources	4	3.8	65
Partner with Foster Family Agencies (FFAs) to recruit and retain placement types to meet the complex needs of children and youth	5	3.89	65
Increase Family Finding efforts and identify resources to place/make other permanent connections with family or non-related extended family members (EREFM) who are identified by children/youth as family	6	4.31	65
Review and assess alternative placement models such as the Mockingbird Family Model (CWS)	7	5.98	65

Participants were also given the opportunity to provide any recommendations they felt were missing from the list. Below are the responses for this open-ended question. No ranking was performed on these items.

- Work with County Counsel to recruit and retain high-caliber Juvenile court attorneys.

- Development of updated Policies & Procedures from referral to discharge as needed, for both CWS and Probation.
- Tracking of Prevention services that are connected to federal outcomes measures.
- Home Visiting may be an option as a prevention service.
- Ensure students with exceptional needs are assigned a surrogate parent in a timely manner and that the surrogate is provided the full educational record in compliance with Individuals with Disabilities Education Act (IDEA). Ensure that multiple placements do not delay annual Individual Educational Plans (IEP), triennial assessments, or updated behavior intervention plans. Refer resource families to Family Empowerment Centers and Early Start Family Resource Centers.
- For clients to have less turnover with their social workers. Relationships are important for clients to build with their providers
- Trauma Informed training for Foster Family Agencies.
- Treatment options for kids with complex developmental trauma
- Support for Intensive Services Foster Care (ISFC) placements such as Wraparound, Special mental health services, Therapeutic Behavioral Services (TBS), and Rehab services. The youth that will come out of congregate care as well as those youth who will have complex issues need to have a well-designed robust support system.
- Wraparound as an alternative to placement to preserve and assist the family.
- Working in collaboration with the Foster Family Agency Social Worker to address the needs of the child and stabilize in placement.

Potential strategies for CWS are listed below in Table 3. Participants were asked to rank from **highest priority (1) to lowest priority (7)**. The table shows the items in order of ranked priority, calculated by total mean (average) ranking of each item. A lower mean score means a higher ranking.

Table 3

CWS Strategies for Next SIP	Ranked Priority	Mean Ranking	Count
Review the ability to increase availability of services, such as Wraparound, to serve children/youth in their homes who are at-risk of going into a high-level placement such as a Short Term Residential Therapeutic Program (STRTP)	1	2.14	59
Review prevention service efforts to reduce children/youth going into foster care, such as Differential Response Program or other alternative response model	2	2.85	59
Develop partnerships with Foster Family Agencies to meet the increasing complex placement needs of children and youth - in particular, emergency foster homes	3	3.51	59
Review staffing needs and assess classifications other than social workers to add support staff to CWS	4	4.29	59
Develop more foster homes that have trained foster parents to provide care to children/youth with challenging needs	5	4.36	59
Assess resources for Family Finding	6	5.32	59
Continue research and assess funding opportunities to increase local placement opportunities such as implementation of the Mockingbird Family Model: An innovative foster care model that creates an extended family network to support foster families so they can meet the challenging and complex needs of children and youth experiencing foster care. The design provides a framework and opportunity for communities to come together in support of its young people.	7	5.54	59

Potential strategies for Juvenile Probation Placement are listed below in Table 4. Participants were asked to rank from **highest priority (1) to lowest priority (6)**. The table shows the items in order of ranked priority, calculated by total mean (average) ranking of each item. A lower mean score means a higher ranking.

Table 4

Juvenile Probation Placement Strategies for Next SIP	Ranked Priority	Mean Ranking	Count
Assess community-based organizations to provide family therapy services to probation youth and their family	1	2.32	56
Increase availability of services such as Wraparound to serve children/youth in their homes who are at-risk of going into a high-level placement such as an STRTP	2	2.43	56
Continue utilizing psychological evaluations to accurately assess risk and needs of youth for matching of least restrictive services	3	3.79	56
Improve access to emergency in-county foster care beds for hard to place children/youth. Research funding opportunities and meet with local FFA providers to assess readiness and ability to address these placement needs	3	3.79	56
Continue improving upon Family Finding practices	5	3.88	56
Become more involved in state-wide probation placement consortium	6	4.8	56

Additionally, participants were given one last opportunity to provide any other feedback. Below are the responses for this open-ended question.

- Youth on probation need more accountability for their actions. Having a dual status dependent could be helpful for this.
- Review of Placement Policies and Procedures
- Collaborative networking with California Conservation Corp and other similar services for youth to experience a sense of accomplishment and achievement.
- Hold the youth accountable and responsible for their actions. Teach accountability and personal responsibility. Work as a solid partnership with FFA SW and value their input and feedback.
- Uncertain of the state-wide probation placement consortium

PRIORITIZATION OF OUTCOMES

Overall Performance of Outcome Data Measures: Child Welfare

Outcome data measures were extracted from the Center for Social Services Research, School of Social Services, U.C. Berkeley website,⁵ (Q2 2021).

The following outcome data measures were found to be performing *at or ahead* of the established state and/or federal thresholds for child welfare. Note that most of the federal outcomes have no data for the selected quarter:

S1: Maltreatment in Foster Care

Data for CWS is either masked on the CCWIP website or zero for the past five years. Maltreatment in Foster Care within Sutter County is rare.

S2: Recurrence of Maltreatment

	JUL2015- JUN2016	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020
	%	%	%	%	%
Children with recurrence	6.9	5	3.6	6.3	3.1

Child Welfare Services recurrence of maltreatment continues to be below the national standard of 9.1%. CWS has regular Child and Family Team meetings (CFTM) to discuss safety and risk of the child in the home and develop a plan to ensure the child's safety with the support of community partners, and natural supports. When recurrence of maltreatment occurs, CWS may request Court interventions, such as, removing the child from the home or the Court ordering services while the child remains in the home.

P1: Permanency in 12 months for youth entering care

	JUL2015- JUN2016	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020
	%	%	%	%	%
Total	35.9	22.1	60.8	33.8	58.0

⁵ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Eyre, M., Chambers, J., Min, S., Randhawa, P., Sandoval, A., Yee, H., Tran, M., Benton, C., White, J., & Lee, H. (2022). *CCWIP reports*. Retrieved October 2, 2021 from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

P3: Permanency in 12 months for youth in care 24 months or more

	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	Masked	36.4	Masked	56.4	Masked

P4: Re-Entry to Foster Care within 12 months of Exit

Child welfare data for the Re-entry measure is masked each year due to counts being below ten. Since the last CSA CWS re-entry to care has declined. In the past five years CWS has had very few cases of re-entry to care.

P5: Placement Stability

	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
Total	3.29	3.72	4.48	6.03	4.06

The following outcome data measures were found to be performing *behind* the established state and/or federal thresholds for child welfare:

P2: Permanency in 12 Months for Youth in care 12-23 Months

	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	50.0	54.1	51.2	69.0	34.4

Child Welfare Services Strategies

CWS has chosen two outcome measures for specific improvement strategies in the SIP. These selected areas of need were identified by the CSA as well as Outcomes Data which indicated areas of focus to improve outcomes as well as to maintain practices that have already been developed to support continuing efforts to meet statewide and federal goals. Priority was given to measures in which CWS is not performing at or above the national standard and has identified these measures as areas to focus improvement efforts. The specific data measures CWS has selected to focus on for the 2022-2026 SIP are P2 – Permanency in 12 months for children in foster care 12-23 months and P5 – Placement Stability.

For outcome measure P2, Sutter County has historically performed above the national standard of 43.6%, however during our baseline period for the CSA, and the SIP, quarter 2 of

2021, Sutter County is performing below the national standard at 34.4%. This is a significant decrease from previous years which ranged from 50% to 69%. Placement Stability is also a measure that we have historically performed well in however, in fiscal year July 2018 to June 2019 our placement moves increased from 3.72 to 4.48 and then in July 2019 to June 2020 there was significant increase to 6.03. Due to this significant peak Sutter County CWS decided to focus on this performance measure for the CSA.

Strategy 1:

Outcome: P2 – Permanency in 12 months for children in foster care 12-23 months and P5 – Placement Stability.

Justification: In reviewing Stakeholder feedback, peer recommendations, and recommendations from focus groups there was a common theme which identified a lack of resources in the community to assist children/youth with complex needs. Our foster children/youth often have significant needs related to physical health, behavioral and mental health, developmental needs and substance abuse issues, along with a history of trauma and neuro-psychological needs that require a team of providers to address and treat. Although, Sutter County has intensive behavioral health services for children, there are times when the assessed level of care is not immediately available to address the complex needs of children and youth in foster care. CWS will be taking a deeper dive into our current Wraparound program and to assess the need and ability to increase the number of children/youths served by expanding the current Wraparound program. Sutter County's current Wraparound contract addresses Dependent youth at risk of STRTP placement, who have experienced placement instability and may require STRTP placement if stabilization through intensive community-based services were to be unsuccessful or unavailable. Regarding improving outcomes relative to Placement Stability (P-5), a need has been identified to expand availability of Wraparound services, not only to include dependent children/youth at risk of STRTP placement, but children/youth who are at risk of increased placement changes (three or more in a two-year period). Wraparound services would continue to meet the complex needs of children who are involved with several child and family-serving systems (e.g., mental health, child welfare, juvenile justice, special education, etc.) and experience severe

emotional, behavioral, or mental health difficulties. Wraparound services will continue to be a strengths-based, needs-driven, teaming approach to build on individual and family strengths to help families achieve positive goals, improve well-being, and maintain children in the community. Services to children/youth with complex care needs that may not necessarily meet the traditional criteria of Wraparound but have three or more placement disruptions over a two year period, is the population of focus that will be evaluated, assessed and provided services with a goal to decrease the number of placement disruptions for this group of children/youth.

Currently, Sutter County has a multi-disciplinary team, SuperFAST, which meets monthly and is inclusive of partners from behavioral health, probation, education, regional center, and county level administration, to discuss children with complex needs who are at risk of being placed in a STRTP or are transitioning from a STRTP to a family-based home setting. CWS will be reviewing the information gathered in SuperFAST and pulling data from Safe Measures P2 and P5 to identify children with complex care needs. Currently, CWS and Probation have a contract with a provider who provides Wraparound services for up to six children/youth who are CWS dependents or Probation wards. Increasing the number of children/youth served through the Wraparound program, will likely impact the number of out-of-county placements and placement moves which will increase timely permanency and placement stability. The Wraparound program will also increase family engagement in order to facilitate reunification and improve family involvement in the child's resource home.

According to a Literature Review of Placement Stability in Child Welfare Services⁶, prepared by The Center for Human Services at the University of California, Davis, offering caregiver training, child and caregiver training, placement specific services, and child specific services, are effective in lessening placement instability. The review also states that child behavioral and mental health is a leading factor in placement instability

⁶ Center for Human Services. (2008). A Literature Review of Placement Stability in Child Welfare Service: Issues, Concerns, Outcomes and Future Directions. Prepared by The University of California, Davis, Continuing and Professional Education.

and notes that behavioral problems are a common reason that resource parents request the removal of a child from their care.

The article, *Achieving Placement Stability in the Journal of Evidence-Based Social Work*⁷, indicates the Wraparound program has been associated with two studies, Clark et al., 1996 and Clark, Lee, Prange, & Mc Donald 1996, which have shown an increase in placement stability. The article states that “Wraparound services were specifically designed to meet the needs of children with behavioral problems, mental health problems, and delinquency who are involved in multiple systems of care.” The article goes on to state that the Wraparound program expands on the family’s strengths in order to build relationships, strengthen natural supports, keep children in stable placements, and avoid higher level of care placements. In another article, *A Review of How States are Addressing Placement Stability by the Children and Youth Services Review*⁸, there were semi structured interviews conducted with 44 states. Twenty-one states or 64% reported that a collaborative team approach such as that of Child and Family Team meetings, Wraparound teams, Team Decision Making teams showed an increase in placement stability because of its collaborative team approach.

Action Steps:

- A. Evaluate data of complex care needs -of children/youth in the area of physical health, behavioral & mental health, developmental needs, substance use, trauma, and neuro-psychological need of children/youth to extend wraparound services for children who are at risk of placement disruption who have experienced three or more placement changes in the past 2 years
- B. Evaluate current CFT practices to ensure placement disruptions addressed appropriately
- C. Utilize CFT process to identify increased services needs for Wraparound services and update procedures as needed
- D. Develop/update Policy & Procedure for Wraparound Services referrals and train out to social worker/probation staff

⁷ Carnochan, S., Moore, M., & Austin, M. J. (2013), Achieving placement stability. *Journal of Evidence Based Social Work*, 10(3), 235-253. https://mackcenter.berkeley.edu/sites/default/files/publications/achieving_placement_stability.pdf

⁸ Blakey, J. M., Leathers, S. J., Lawler, M., Washington, T., Natschke, C., Strand, T., & Walton, Q. (2012). A review of how states are addressing placement stability. *Children and Youth Services Review*, 34(2), 369-378. <https://doi.org/10.1016/j.childyouth.2011.11.007>

- E. Work with current provider to develop an amended contract to include the implementation - array of Wraparound services to expanded populations of children/youth
- F. Continue to monitor data and outcomes of program implementation

Evaluation Methods:

- CWS will continue to review families that are receiving Wraparound services on a monthly basis at our multi-disciplinary meetings. The purpose of the monthly meeting is to monitor progress and discuss additional support for families, if needed.
- CWS will review outcome measure data, quarterly through California Child Welfare Indicators Project. (CCWIP).

Strategy 2:

Outcome: P2 – Permanency in 12 months for children in foster care 12-23 months and P5 – Placement Stability.

Justification: Evaluating emergency respite services by resource families to serve our children and youth with complex care needs related to physical, behavioral, mental health, substance abuse and neuro-psychological need is an opportunity to address some of the feedback from our stakeholders and peer counties. Respite care is defined as temporary care for periods not to exceed 72 hours, and, in order to preserve the placement, may be extended up to 14 days in any one month as defined in Welfare and Institutions Code section 16501(b), in the home of an approved Resource Family. Children with complex needs often experience multiple placements, higher level of care such as, STRTP placements and are placed out-of-county which may prolong permanency. Having respite resource homes in Sutter County can provide short term care and support to the children/youth while supporting the placement home. The availability of respite will provide stability for the children/youth and decrease the need for placement disruption which means that the children/youth will likely remain in their community, receive local supports and have frequent visitation with family.

Action Steps:

- A. Create workgroup to assess respite needs (placement stability data – quantitative and qualitative data as available)
- B. Initial outreach to resource homes and FFA's
- C. Develop and administer survey to assess readiness of Resource Homes (county and work with FFAs)
- D. Analyze data gathered from survey
- E. Identify 1-2 resource parents to provide respite services
- F. Monitor and evaluate data, and feedback from resource parents providing respite services

Evaluation Methods:

- Review outcome measure data, quarterly through CCWIP.
- We will review with any FFA's who certify the respite homes on a quarterly basis.

Roles of Other Partners in Achieving Goals:

Sutter County benefits from being a smaller community, which allows the county to work collaboratively with community partners to ensure positive outcomes for children and families served by the agencies. Continue to use Multi-Disciplinary Team (MDT) approaches in an effort to serve children and families with an appropriate level of behavioral health services to keep children safely in their homes. If placement becomes necessary, the continued efforts to reduce placement disruptions is a focus through a number of evaluation tools such as CFT's, or CANS. Continue to use OCAP funding to support children and families to increase safety, permanency and well-being for children in the community and increase prevention services such as Differential Response and other upstream prevention services.

Educational and Training Needs to Achieve Goals

Continue to use the Regional Training Academy (RTA) for ongoing training needs to achieve our SIP goals. CWS would like some technical assistance from CDSS on available funding sources to support the programs in our SIP chart.

Overall Performance of Outcome Data Measures: Probation

Probation data for federal outcome measure S1, S2, and P1-P5 is masked each year due

to counts being below ten. Therefore, Probation will be focusing on two systemic factors.

Probation Strategies

Strategy 1:

Outcome: Systemic Factor – Foster and Adoptive Parent Licensing, Recruitment, and Retention

Justification: Probation continues to struggle with locating appropriate resource family homes for probation youth. The combination of age, complex needs, and the stigma of “probation,” creates strong barriers to positively matching probation placement youth with resource family homes. Efforts to recruit probation-specific resource family homes over the past several years has been difficult, particularly due to the pandemic. During the last SIP period, Probation and Child Welfare Services (both Sutter and Yuba Counties) had partnered in contracting with the local movie theater to advertise for recruitment via Foster Parent Recruitment and Retention monies; however, the campaign was disrupted by the pandemic. Sutter County is incredibly conservative in removing youth from their family home; thus, the number of youth Probation places is small (one youth in the past several years). This means that the youths placed generally have a multitude of complex needs, indicating an Intensive Services Foster Care home and additional county and community services. This higher level of resource family home is a high-demand and competition is high. Probation is dedicated to recruiting, at minimum, one not-child-specific home to invest in for training, education, and support to match with probation-specific youth. This support will include continual assessment/evaluation of youth and resource family needs to provide any items needed to retain said home. This will also include facilitation of activities for the youth and for the family as a whole (whether pre-placement for prevention or within the resource family) to assist in creating positive relationships outside of service-related appointments.

Lastly, because probation values keeping youth within their family, and has found success with intensive family finding efforts, both for pre-placement respite and guardianships, Probation will continue to focus on family finding trainings and resources. The County Self-Assessment revealed areas Probation could collaborate and

share information in this area, for instance the probation-led Northern California Placement Consortium, which meets regularly throughout the year to share information regarding placement resource, barriers, successes.

Action Steps:

- Coordinate with Child Welfare Services for targeted recruitment of non-specific probation child resource family home(s), to include respite.
- Seek out, at minimum, one innovative trainings per year, for all juvenile unit staff to attend, in Family Finding (to include respite and engagement) to expand resources to prevent placement, as well as to increase available placement and respite options.
- Regularly attend the Probation Advisory Committee meetings and the Northern California Placement Consortium meetings.
- Measure satisfaction, from both resource family parents and placement youth, of the monetary supports and pro-social activities supports via a satisfaction survey.

Evaluation Methods:

- Maintain regular quarterly meetings internally to discuss and design quarterly recruitment events and problem solve/troubleshoot any barriers.
- Maintain regular weekly meetings internally to discuss needs of youth and families.
- Maintain regular quarterly training meetings to plan and enroll staff in Family Finding related trainings.

Roles of Other Partners in Achieving Goals

Probation continues to work collaboratively with stakeholders and attends numerous Multi-Disciplinary Team (MDT) meetings to regularly assess services and ensure positive outcomes for the youth and children served. This includes cross referring youth and families to agencies for services and utilizing each other for support.

Educational and Training Needs to Achieve Goals

Sutter County Probation will continue to use the Regional Training Academy (RTA) and the Chief Probation Officers of California (CPOC) for ongoing training needs to achieve SIP goals.

Specifically, Probation will continue training in Family Finding and Engagement, as well as

Resource Family Recruitment Strategies. Since there was a sunset on Foster Parent Recruitment and Retention Services funds (FPPRS) Probation would like technical assistance on available funding sources to support recruitment efforts mentioned in the five-year SIP chart.

PRIORITIZATION OF DIRECT SERVICE NEEDS

Funding includes federal Community Based Child Abuse Prevention (CBCAP) and state Child Abuse Prevention Intervention and Treatment (CAPIT) funds to support a network of local prevention and intervention efforts. These efforts must align with the needs identified by the community. Sutter County Child Welfare Services is the entity designated by the county Boards of Supervisors to distribute and account for CBCAP, CAPIT, and Promoting Safe and Stable Families (PSSF) funds allocated to Sutter County.

The Sutter County Self-Assessment generated a number of priority needs to best serve children and families in our community. To maximize benefit of CBCAP, CAPIT, and PSSF funds, they are distributed to direct service provider agencies through a Request for Proposals. Proposals are evaluated by the Sutter County Child Abuse Prevention Council and recommendations for funding made to the county Board of Supervisors. Community based, non-profit organizations receive priority funding, with only a small portion of PSSF being retained by CWS to provide Adoption Promotion and Support Services.

PSSF family reunification services, family support services, and family preservation services are funded by PSSF dollars. Child Welfare Services provides adoption promotion and support services. For the past several years, three program areas required by PSSF have been delivered through a Memorandum of Agreement with the Salvation Army who provides an array of programs and services including The Depot crisis services.

CBCAP: funds have been used for the past several years to fund a therapeutic horseback riding program for youth with disabilities called Able Riders through Family Soup. The needs for specialized services for children with special needs was suggested by Stakeholders and in focus groups through our CSA.

CAPIT: funds have been granted to Casa de Esperanza for the past several years to provide counseling services to children and families in crisis through the community shelter and who are victims of domestic violence.

Each of these child abuse prevention activities provide services to our children and families in our community and support and overarching goals of safety, permanency and well-being.

As part of our action steps for our strategies, Sutter County will be reviewing funding sources such as CAPIT/CBCAP/PSSF and other prevention funding to support our Wraparound and DR programs.

Information on Evidence-Based/Evidence-Informed Strategies or Programs

Sutter County uses a variety of Evidence-Based and Evidence-Informed programs within the system of care to serve children and families in our community. CWS utilizes Structured Decision Making to assist in case decisions. Sutter County Probation uses the Positive Achievement Change Tool (PACT) to assess risk to reoffend and to target criminogenic needs in case planning. Based on the PACT assessments, clients are referred to evidence-based treatments, such as Cognitive Behavioral Therapy (CBT) and The Change Companies: Forward Thinking Journaling, etc. Our behavioral health partners therapists trained in Trauma Focused Cognitive Behavioral Therapy (TF-CBT)

Casa de Esperanza Counseling Program receives CAPIT funding and utilizes evidence based Cognitive Behavioral Therapy⁹ (CBT). This therapeutic approach works with a client's thoughts to effectively change their beliefs and actions. There is also an emphasis on safety planning, problem solving and effective communication. The counseling program is offered to non-offending parent/guardian and siblings as needed. This program provides education on the prevention and intervention of child abuse, dating violence, acquaintance rape, and media violence.

The Adoption Promotion and Support program which is designed to promote family finding efforts earlier and ongoing in a case. Identified staff are trained in using the “3 houses” tool which is administered at various points throughout the case to gather data and support concurrent planning early and ongoing through the attainment of permanency. This program is evidence-informed, and it utilizes tools from the Safety Organized Practice¹⁰ (SOP) family

⁹ The <https://www.cebc4cw.org/search/results/?keyword=cognitive+behavioral+therapy>

¹⁰ <https://www.casey.org/safety-organized-practice/#:~:text=Safety%20Organized%20Practice%20is%20informed,They%20include%3A&text=Solution-focused%20practice&text=Signs%20of%20Safety,-5>

engagement model. The social worker accesses the child's point of view about their vision of who are safe people by using the Signs of Safety. This provides valuable information on who needs to be assessed as a potential adoptive parent for the child.

The Depot Family Crisis Center uses an evidence-based practice, Strengthening of Families. The program offers an array of services designed to support families in a variety of ways including family preservation, family support and family Reunification. The program includes substance abuse services, counseling, parenting education and transitional housing. Services are time limited but may be repeated if needed.

The CAPIT/CBCAP/PSSF Service Provision Plan

The CAPIT/CBCAP/PSSF Service Provision Plan is composed of the Expenditure Workbook Attachment #1.

CAPIT/CBCAP/PSSF Program and Evaluation Description

The CAPIT/CBCAP/PSSF Program and Evaluation Description is attached. Attachment #2.

Child Welfare/Probation Placement Initiatives

Katie A v. Bonta refers to a class action lawsuit filed in Federal District Court in 2002 concerning the availability of intensive mental health services to children in California who are either in foster care or at imminent risk of coming into care. A settlement agreement was reached in the case in December 2011. Child welfare and mental health leaders from state and local levels are working together to establish a sustainable framework for the provision of an array of services that occur in community settings and in a coordinated manner. As part of this agreement, the California Department of Social Services (CDSS) and the California Department of Health Care Services (DHCS) agreed to take specific actions that will strengthen California's child welfare and mental health systems with objectives that include:

- Facilitating the provision with an array of services delivered in a coordinated, comprehensive, community-based fashion that combines service access, planning,

delivery, and transition into a coherent and all-inclusive approach, which is referred to as the Core Practice Model (CPM).

- Addressing the need of some class members with more intensive needs (referred to as “subclass members”) to receive medically necessary mental health services in their own home or family setting in order to facilitate reunification and meet their needs for safety, permanence, and well-being. These more intensive services are referred to as Intensive Care Coordination (ICC), Intensive Home- Based Services (IHBS), and Therapeutic Foster Care (TFC).
- Clarifying and providing guidance on state and federal laws as needed to implement the settlement agreement so that counties and providers can understand and consistently apply them.

CWS and Probation takes a collaborative approach to meeting the vast array of mental and behavioral health needs of children in foster care placement and in their homes as a pre-placement intervention. Sutter County Probation utilizes the Positive Achievement Change Tool (PACT) to assess for mental health needs and CWS utilizes the Mental Health Screening Tool (MHST) for children in foster care, completing it within the first thirty days of placement and a minimum of every six months subsequently, in order to assess the need for mental health services. Social workers complete the tool collaboratively with parents and resource parents, gaining a true understanding of the needs of the child. If the MHST screening or the PACT indicates a need for mental health services, the child is immediately referred for further assessment by Sutter-Yuba Behavioral Health (SYBH), who can refer the youth to a wide variety of services. Services can be provided in-house through Youth Outpatient services or through Children’s System of Care (CSOC). Alternately, SYBH contracts with a community- based partner, Youth for Change, to provide services like Therapeutic Behavioral Services (TBS), Intensive Home-Based Services (IHBS), Full Services Partnership (FSP), and a variety of other services to best meet the needs of the youth and achieve identified mental health goals consistent with the well-being of the child and family. CWS and Probation, through the use of Child and Family Teaming, engages behavioral health partners in the planning and care of youth in foster care who are receiving mental health services. CWS also has a contract with Youth for Change to provide high fidelity Wraparound services to Sutter County children and youth who

are California Welfare and Institutions Code 300 dependent or 602 ward and are at risk of being placed in a licensed Short Term Residential Therapeutic Program (STRTP) or the youth is transitioning from an STRTP to a family-based setting.

Presumptive Transfer (AB1299)

To provide children and youth in foster care with timely access to mental health services, CWS and Probation typically initiate a presumptive transfer to the youth's county of residence, consistent with the youth's individual strengths and needs. A single point of contact is identified for AB1299 and established a designated email inbox for the sending and receiving of presumptive transfers. When a youth is placed in another county, CWS SW's and Probation Officers complete presumptive transfer paperwork and send it to the receiving county's AB1299 point of contact timely. When an AB1299 presumptive transfer is received by Sutter County, SYBH follows the AB1299 guidelines in implementing assessments and services.

Continuum of Care Reform (CCR)

Short Term Residential Therapeutic Program (STRTP)

With the ongoing initiative to have youth placed in the lowest level of care necessary to meet their needs, Sutter County continues to step youth down from STRTP placements into family settings, and maintain them there through collaborative service delivery with community partners and agencies. Each youth who is placed in congregate care are discussed monthly through a Multi-Disciplinary Team called SuperFAST, which is inclusive of partners from behavioral health, probation, education, regional center services, and county level administration, and other agencies as needed. The SuperFAST team thoroughly reviews the needs and progress of each child to determine if STRTP level of care is necessary, what progress is being made toward stepping the child down into a family like setting, and discuss any needed additional supports or services to achieve this goal. Sutter County is committed to continued efforts in this area, accurately assessing a youth's need for STRTP placement, ensuring the placement truly is "short-term" and to stepping down children once the need is reduced. When a child is stepping down from an STRTP placement to a family-based setting, Wraparound services are provided.

Resource Family Approval (RFA)

On January 1, 2017, Sutter County implemented the Resource Family Approval (RFA) program, and has successfully built the program into a system in which caregivers are thoroughly assessed and supported to care for children in foster care. Sutter County continues to approve families, and is very often meeting the goal of ninety days to approval, with no families currently receiving Emergency Caregiver Funding (ECF) longer than 120 days. Sutter County contracts with a community partner, the Foster Kinship Care Education (FKCE) program through Yuba Community College district (YCCD) for training and support, and contracts a small number of Family Evaluations to CDSS Adoptions Bureau, Chico office. Sutter County saw early success in RFA with the approval of relative homes specific to stepping children down from congregate care, contributing to a very low number of youth in group home or STRTP placement at one time. Unmatched homes, specifically for teens and children with high needs, continue to be difficult to recruit, with many choosing approval through a Foster Family Agency (FFA); still Sutter County strives to build capacity for placement within the county. Sutter County CWS and Juvenile Probation worked collaboratively toward recruitment by obtaining an advertisement at the local movie theater, focused on recruiting community members to step up and play a role in the life of a child in foster care. Recruitment also continues with quarterly social media postings. Sutter County RFA staff have attended trainings by Denise Goodman, focusing on how to recruit resource homes for a specific child, family finding, and engagement of extended supports to provide care to children in foster care. Sutter County has had two RFA Annual Reviews by CDSS, and received positive and valuable feedback from CDSS RFA Liaisons. Sutter County has actively participated in the Legal Consult process with CDSS Attorneys and Liaisons.

Level of Care Protocol (LOCP)

The Level of Care Protocol was developed as a strength-based approach for determining foster care rates in order for resource families to meet needs of children in out-of-home care. The LOCP is comprised of a matrix that lists five domains (Physical, Behavioral/Emotional, Health, Educational and Permanency/Family Services Domain), that are scored separately and totaled to translate to a LOC rate. Sutter County CWS and Probation Staff have been trained on the LOCP, and have implemented utilizing the LOC Matrix to determine the appropriate LOC for youth in foster care.

Child and Family Teams (CFT) and the Child and Adolescent Needs and Strengths assessment (CANS)

Child and Family Team (CFT) meetings are held within the first 60 days of placement, and every 90 days or six months, depending on whether or not the child is receiving specialty mental health services. The goal of CFTM's is to engage support persons including natural supports, agency supports, and community/partner agencies, to collaborate on the needs and provision of services for children and families receiving CWS services. CWS social workers are trained to facilitate CFTM's on cases in which they are not the assigned social worker however starting August 1, 2022, CWS has a dedicated social worker facilitating CFTM's. The CFTM facilitator will be working cooperatively with social workers, including the use of an internal referral form to ensure the facilitator has all necessary information prior to the meeting. Sutter County Probation has 4 CFT Facilitators to facilitate placement youth CFTs, as well as to offer CFTs to any youth receiving case management services that may need the additional support of a CFT. Continuous collaborative relationship building between community partners such as education, behavioral health, and foster family agencies strengthens this approach.

In 2019, all CWS social workers, supervisors, and program manager became certified in completing CANS assessments, after attending CANS trainings through the Northern Training Academy. The CANS assessment is a comprehensive trauma-informed tool that supports decision-making and service planning. The tool also identifies strengths and needs and assists with placement decisions. Currently, CWS has a CFT/CANS procedure which addresses the integration of the CANS assessment into the CFT meeting, as well as completing the CANS tool and documenting it in both CWS/CMS and the new CARES system. However, the procedure is currently being updated with the new process of a dedicated facilitator.

To assist CWS with the new process of using a dedicated facilitator CWS reached out to the Northern Training Academy to provide technical assistance and support. Two supervisors and the program manager met with Northern Training Academy on August 25, 2022, to discuss CWS needs and supports. On September 9, 2022, the CWS team which consisted of, the program manager, supervisor, CFTM facilitator, social worker who completes CANS, and Northern Training Academy had their first technical assistance meeting. Technical assistance meetings will continue to occur every other week.

Commercial Sexual Exploitation of Children (CSEC)

With the growing concern for the sexual exploitation of children, specifically those vulnerable youth in foster care, Sutter County developed a CSEC plan and protocol and initiated a Memorandum of Understanding (MOU) between Sutter County Health and Human Services Department, Sutter-Yuba Behavioral Health, Sutter County District Attorney's Office, Sutter County District Attorney Victim Services Program, Sutter County Sheriff's Office, Yuba City Police Department, and Sutter County Probation on May 21, 2019. Sutter County's CSEC MOU includes identified risk factors for CSEC, CES and at-risk child/youth continuum of care, first responder protocol, multidisciplinary interview (MDI) process, and screening, assessment and referral to services. Caregivers and youth receive training on CSEC risk and safety annually through the FKCE program and ILP program. CWS and Probation staff have received a number of trainings, CSEC 101, and 102. CWS and probation continue to send staff to ongoing training through the Northern Training Academy and WestCoast Children's Clinic. A CWS supervisor also attends every two months the Northern California Preventing and Addressing Child Trafficking (PACT) meetings which provide an opportunity for counties to share lessons learned, collaborate on resources and update each other on current progress/best practices to improve your child trafficking response. A CWS supervisor also attends quarterly CSEC Action Team meetings which covers a diverse set of topics relevant to youth experiencing CSE. Probation also provides CSEC specific programming to victims of CSEC, specifically the Becoming Me program. Any youth in the community may be referred to said program.

AB 12/Non-Minor Dependents

CWS and Probation continue to implement AB12 and the Fostering Connections to Success Act, with most youth opting to remain in care after they reach age 18. The vast majority of these youth participate in the THP-NMD (formerly THP+FC) program through local foster family agencies. Youth participating in AB12 continue to be eligible to ILP services, which are provided through Yuba Community College Youth Empowering Strategies for Success (YESS) program. Social Workers and Probation Officers continue to support youth in AB12 through case management, home visits, and referrals for services.

Credit Reports

Probation and CWS continue to implement California Senate Bill No. 1521 (Chapter 847, Statutes of 2012), which amends W&IC section 10618.6 to comply with federal law. It requires the County Welfare Department and County Probation Department, or the California Department of Social Services (CDSS) (if an electronic batch request process is available), to request a credit report from each of the three CRAs annually on behalf of each youth in foster care, aged 16 and 17, while under court jurisdiction. It also requires the county agency to assist Non-Minor Dependents (NMD) in requesting the three credit reports and to ensure the minor youth and NMDs receive assistance in interpreting and resolving any inaccuracies in their credit reports. Probation has created accounts with all three credit reporting agencies to implement SB1521.

Family Urgent Response System (FURS)

The Family Urgent Response System (FURS) provides 24/7 immediate phone-based and in-person support during situations of instability, closing the gap for families experiencing conflict who previously may have had inadequate options for trauma-informed alternatives to calling 911 or law enforcement. FURS was established to ensure that immediate support is available in a consistent and coordinated manner rather than dependent on meeting eligibility criteria that differ based on geography or provider. The resources available in each county differ vastly; even when resources exist there are variations in who they serve and when they are available. Children, youth, and caregivers often have trouble finding the support they need at the point in time when they most need it. FURS fill this gap by providing a central place for children, youth, and their caregivers to contact to receive both immediate phone support, as well as in-person support when needed, on a 24/7/365 basis. FURS is intended to provide immediate, trauma-informed support to current and former foster youth and their caregivers and work closely with their CFT, if applicable, in a broad array of circumstances to:

- Improve child and youth and family outcomes;
- Improve retention of current foster caregivers;
- Help maintain children and youth in their current living situations and reduce placement moves;
- Improve the trust and relationship between the child or youth and their caregiver;
- Connect children or youth and their caregivers to existing services in their communities;

- Reduce psychiatric hospitalizations, law enforcement contacts, and placement in congregate care facilities;
- Promote stability for youth in foster care, including youth in extended foster care; and
- Provide children and youth and caregivers with the tools that they need to heal from trauma and to thrive.
- Reduce the rate of re-entry of former foster youth back into out of home care
- Seamlessly coordinate existing teams and their services and in the event that services need to be added, provide the appropriate linkage for longer term support.

Sutter County has contracted with Youth for Change, a community-based service provider, to provide FURS immediate mobile response, and is the Single Point of Contact for a warm handoff from the FURS statewide hotline when a referral for in-person mobile response is needed or desired. Youth for Change’s mobile response system is separate from the Child Welfare Services Child Abuse and Neglect Hotline, and is designed to provide crisis response to former or current foster youth and their caregivers within Sutter County. Sutter County’s contract with Youth for Change is a regional approach with neighboring counties Butte and Yuba, and is contracted within the scope and requirements as set forth by CDSS for the implementation of FURS.

Interagency System of Care (AB2083)

Implementation of AB2083 required each county to develop and implement a memorandum of understanding (MOU) setting forth roles and responsibilities of agencies and other entities that serve children and youth in foster care who have experienced severe trauma. The purpose of the MOU is to ensure that children and youth in foster care receive coordinated, timely, and trauma-informed services. While AB 2083 focuses on children and youth in foster care who have experienced severe trauma, it reflects a priority to build a locally-governed interagency or interdepartmental model on behalf of all children and youth across California that have similar needs, that interact with and are served by multiple agencies.

In May 2020, Sutter County developed an AB2083 work group comprised of representatives from Child Welfare Services, Children’s Behavioral Health services, probation, education, and regional center. The team worked together to develop and implement the AB2083 MOU, pursuant to guidance provided by CDSS in ACL 19-116. Sutter County’s MOU was

completed on March 1, 2021 and has served as a valuable tool in ensuring children receive coordinated, timely, and trauma-informed services in Sutter County. The MOU was reviewed and subsequently updated effective March 1, 2022. Ongoing review and oversight of the implementation of the MOU is conducted through the Interagency Leadership (ILT) group that convenes on a monthly basis.

Family First Prevention Services Act (FFPSA)

The FFPSA was signed into federal law as part of the federal Bipartisan Budget Act of 2018 on February 9, 2018. The FFPSA Part I reforms federal child welfare funding under Title IV-E of the Social Security Act to authorize the use of federal Title IV-E funding for specified services to children at imminent risk of entering foster care, pregnant and parenting foster youth, and the parents or kin caregivers of these children. The FFPSA also amends Title IV-E of the Social Security Act to limit reliance on congregate care. The FFPSA Part IV provides that states must implement the required components related to congregate care on or before October 1, 2021 in order for new congregate care placements to remain eligible for Title IV-E funding.

To achieve full compliance with the federal law by October 1, 2021, California passed Assembly Bill 153. While the FFPSA is comprised of eight parts, AB 153 (Chapter 86, Statutes of 2021) focuses on the implementation of Part I, which allows states to access federal financial participation (FFP) for certain prevention services, and Part IV, establishes new requirements for placements in child-care institutions to be eligible for Title IV-E FFP with the aim of limiting reliance upon such settings and making certain any placement in congregate care is necessary. These requirements apply to new placements made on or after October 1, 2021.

Sutter County has implemented the requirements set forth in ACIN I-73-21, including the identification of a Qualified Individual (QI), and meeting all required Court and notification requirements. CWS finalized the FFPSA part IV policy and procedure on September 21, 2022. In addition to a QI, and meeting the Court and notification requirements, FFPSA Part IV requires six months of aftercare support to be provided to a child dependent/NMD transitioning from a STRTP to a family-based setting. Sutter County currently contracts with a local provider to provide high fidelity Wraparound services. Wraparound provides intensive aftercare services to children/NMD and families with complex needs using a team-based approach. The child and

family team develops and follows a service plan that is family-centered, strengths-based, and needs driven. The Wraparound program aligns with the ten Wraparound principles, Family Voice and Choice, Team Based Decision Making, Natural Supports, Collaboration, Community-Based Service Delivery, Culturally Respectful and Relevant, Individualized Services, Strengths-Based Support, Persistence, and Focus on Outcomes.

Probation and RFA/CCR

Probation continues to work with county partners, including Yuba County partners, in implementing all aspects and mandates of CCR. The Interagency Placement Committee and Child and Family Teaming (CFT) (which Probation has expanded to any youth Probation is working with that may need the service) have been fully implemented. Probation has four trained CFT Facilitators, two of which are also trained in the Child and Adolescent Needs and Strength (CANS) assessment.

When a youth is determined to be appropriate for out-of-home care, the Placement Probation Officer case manages the youth's case at a high level, being actively involved in the youth's treatment plan, as well as maintaining a high level of communication with all parties involved: Resource Family (RFA)/Short Term Residential Therapeutic Program (STRTP)/Behavioral Health/Education, etc. The Placement PO ensures the youth's needs are being met and advocates on the youth's behalf when appropriate. Collaborative case planning is key for youth and their family, as Probation begins exit planning even before the youth's arrival to the RFA and/or STRTP. The case planning process and working on interventions within the case plan ensures all parties are working toward the same goal of family reunification.

Probation works in collaboration with CWS for Resource Family Approval, as noted above. In 2019, Probation partnered with Yuba and Sutter County CWS, as well as Yuba County Probation to create a recruitment campaign through contracting with the local movie theater to create a commercial that played at the beginning of movies, as well as digital banner ads for social media. Further, flyers, brochures, social media postings, and interest cards are routinely handed out at local community events.

SIP Chart – Child Welfare

Priority Outcome Measure: P2 – Permanency in 12-23 months for children entering care.

National Standard: Performance greater than or equal to 43.6%.

CSA Baseline Performance: 34.4%

Target Improvement Goal: The County will increase their performance 2% annually in the next two years.

Priority Outcome Measure: P5 – Placement Stability

National Standard: Performance less than or equal to 4.12 per 1,000.

CSA Baseline Performance: 4.06

Target Improvement Goal: Continue to perform less than or equal to the national standard.

Strategy 1: Expand Wraparound services to decrease placement disruption for children/youth who have experienced three or more placement changes in the past 2 years.	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): P2 – Permanency in 12-23 months for children entering care P5 – Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project
Action Steps:	Implementation Date:	Person Responsible:
A. Evaluate data of complex care needs - children/youth at risk of placement disruption who have experienced three or more placement changes in the past 2 years.	June 2023	Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager
B. Evaluate current CFT practices to ensure placement disruptions addressed appropriately	June 2023	Team to include: UC Davis Coaching System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager
C. Utilize CFT process to identify increased services needs for Wraparound services and update procedures as needed.	June 2023	Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager

<p>D. Develop/update Policy & Procedure for Wraparound Services referrals and train out social worker/probation staff</p>	<p>September 2023</p>	<p>September 2024</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager</p>
<p>E. Work with current provider to update current contract for Wraparound services to expand eligibility criteria to include youth at risk of, or who have experienced, three or more placement changes within a two year period</p>	<p>September 2023</p>	<p>September 2024</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager Provider</p>
<p>F. Continue to monitor data and outcomes of program implementation</p>	<p>September 2024 (or when program implementation)</p>	<p>ongoing</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors Social Workers CWS Program Manager Provider</p>

Strategy 2: Develop emergency respite services to decrease placement disruption for children/youth who have experienced three or more placement changes in the past 2 years due to complex care needs, and increase timely permanency goals	<input checked="" type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input type="checkbox"/> N/A	Applicable Outcome Measure(s) and/or Systemic Factor(s): P2 – Permanency in 12-23 months for children entering care P5 – Placement Stability <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
	Implementation Date: June 2023	Completion Date: Ongoing	Person Responsible: Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager
Action Steps: A. Create workgroup to assess respite needs (placement stability data – quantitative and qualitative data as available)	June 2023	Ongoing	Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager Potential Service Providers
B. Initial outreach to resource homes and FFA's	June 2023	September 2023	Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager
C. Develop and administer survey to assess readiness of Resource Homes (county and work with FFAs)	September 2023	March 2024	Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager

<p>D. Analyze data gathered from survey</p>	<p>March 2024</p>	<p>May 2024</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager</p>
<p>E. Identify 1-2 resource parents to provide respite services</p>	<p>May 2024</p>	<p>February 2025 and ongoing</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager</p>
<p>F. Monitor and evaluate data, and feedback from resource parents providing respite services</p>	<p>May 2024</p>	<p>Ongoing</p>	<p>Team to include: System Support Analyst Staff Services Analyst CWS Supervisors CWS Social Workers CWS Program Manager</p>

SIP Chart – Probation

Priority Outcome Measure or Systemic Factor: Foster and Adoptive Parent Licensing, Recruitment, and Retention

National Standard: N/A

CSA Baseline Performance: N/A

Target Improvement Goal: Increase Probation-Specific Resource Family Homes by, at minimum, 1.

Strategy 1: Enhance Family Finding efforts, to include recruiting and retaining at least 1 non-specific child Resource Family willing to accept Probation youth for placement.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF		Applicable Outcome Measure(s) and/or Systemic Factor(s): Foster and Adoptive Parent Licensing, Recruitment, and Retention	
	<input checked="" type="checkbox"/> N/A		<input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project	
Action Steps:	Implementation Date:	Completion Date:	Person Responsible:	
A. Coordinate with Child Welfare Services for targeted recruitment of non-specific probation child resource family home(s), to include respite.	January 2023	December 2025	Deputy Chief Probation Officer Supervising Probation Officer(s)	
B. Seek out at minimum, one innovation training per year, for all juvenile unit staff to attend, in Family Finding (to include respite and engagement) to expand resources to prevent placement, as well as to increase available placement and respite options.	July 2023	December 2025	Deputy Chief Probation Officer Supervising Probation Officer(s)	
C. Regularly attend the Probation Advisory Committee meetings and the Northern California Placement Consortium meetings.	January 2023	December 2025	Supervising Probation Officer(s) Placement Probation Officer	
D. Measure satisfaction, from both resource family parents and placement youth, of the monetary, training, pro-social activities support, services, and other supports, as well as probation officer responsiveness and via a	January 2023	December 2025	Supervising Probation Officer(s) Placement Probation Officer	

<p>satisfaction survey that includes:</p> <ul style="list-style-type: none">a. Satisfaction of supports (to include monetary, training, pro-social activities, other services/supports) since implementation, each year, on a scale of 0-10b. Satisfaction of pro-probation officer responsiveness since implementation, each year, on a scale of 0-10			
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Appendices

Appendix A: CSA Stakeholder Meeting Attendance

First Name	Last Name	Organization	Job Title
Amber	Johnson	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Amitoj	Kaur	Sutter County Public Health	Public Health Nurse
Amy	Molina-Jones	Yuba County Office of Education	Coordinator of Prevention Services
Andrea	Alfaro	Sutter County Probation	Deputy Probation Officer
Andrea	Dickson	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Ben	Payne	Children's Hope Foster Family Agency	Director
Beth	Parsons	Youth For Change	Chief Executive Officer
Bianca	Silva	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Brenda	Ceballos	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Brian	Gault	Sutter County Superintendent of Schools	Assistant Superintendent, Educational Services
Carol	Ullrich-Hasch	Sutter County HHSD Children's Services Branch, Child Welfare Services	Supervisor
Chelsea	Cornell	UC Davis Human Services	Facilitator
Christina	Stimmann	UC Davis Human Services	Facilitator
Cori	Dennhardt	California Department of Social Services, Adoptions	Adoption Specialist

Craig	Cassetta	California Department of Social Services, Adoptions	Adoptions Manager
Crystal	Carter	Children's Hope Foster Family Agency	Supervisor
Daniel	Ritner	Yuba County Probation	Supervising Deputy Probation Officer
Darrin	Whittaker	Sutter -Yuba Behavioral Health, Youth and Family Services	Program Manager
Dawn	Rodriguez	Sutter County Public Health	Public Health Nurse
Deborah	Micheli	Sutter County Counsel	County Counsel
Diana	Adams	Yuba College, Foster Kinship Care Education (FKCE)	Program Specialists
Donya	Thompson	Sutter County Probation	Deputy Chief Probation Officer
Elizabeth	Johnson	California Department of Social Services, Office of Child Abuse Prevention	County Consultant
Erica	Alejo	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Greyson	Harris	UC Davis Human Services	Analyst
Henry	Franklin	California Department of Social Services, System Improvement Section	Social Services Consultant
Isabel	Resendez	Yuba County Police Department	Detective
Jacqueline	Howard	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Jennifer	Ybarra	Children's and Family Commission	Parenting Educator/Child Development Behavioral Specialist
Jennifer	Cates	Yuba City Unified School District	Director of Student Engagement
Jessica	Warren	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Jordan	Garrett	UC Davis Human Services	Analyst
Josh	Thomas	Sutter-Yuba Behavioral Health, CSOC/TAY	Program Manager

Julia	Hernandez	UC Davis Human Services	Director of Research & Evaluation
Julius	Murphy	The Salvation Army	Corps Officer
Kaci	Furuta	Sutter County Probation	Deputy Probation Officer
Karen	Kemp	Children First FFA	Social Worker
Karen	Stanis	Yuba College Marysville	Foster Kinship Care Education/LP-Director
Katrina	Whitaker	Sutter County Public Health	Director of Nursing
Kellon	Thompson	Environmental Alternatives FFA	County Liaison
Kimberly	Wormack	Sutter County HHSD Children's Services Branch, Child Welfare Services	Program Manager
Kristina	Lewis	Sutter County HHSD Children's Services Branch, Child Welfare Services	Supervisor
LaFatima	Jones	California Department of Social Services, Office of Child Abuse Prevention	Consultant
Luci	Pauley-Garcia	Sutter County HHSD Employment and Eligibility Branch	Program Manager
Magdalena	Arroyo	Casa de Esperanza	Sexual Assault Program Director
Meagan	Hammond	Sutter County Probation	Supervising Probation Officer
Melissa	Hulsey	Sutter County Probation	Supervising Probation Officer
Mia	Wheeler	California Department of Social Services, System Improvement Section	Social Services Consultant
Michele	Blake	Children and Families Commission	Executive Director
Nancy	Southworth	Sutter County Counsel	County Counsel
Natalie	Dillon	Colusa, Sutter, and Yolo Regional Child Support Agency	Director
Nick	Phillips	Parent	
Nicole	Walters	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker

Nicole	Pannell	Sutter County HHSD Children's Services Branch, Child Welfare Services	Supervisor
Nicole	Ritner	Sutter County Probation	Chief Probation Officer
Paula	Kearns	Sutter County HHSD Children's Services Branch	Branch Director
Rick	Bingham	Sutter County HHSD	Assistant Director
Rochelle	McCauley	Yuba College - Independent Living Program (ILP)	FC/ILP Specialist
Sandi	Hill	Sutter County Superintendent of Schools	Business Workforce Specialist
Sarah	Feingold	Youth For Change	Director of Behavioral Health Programs
Sarah	Heckman	Sutter County Superior Court	Honorable Judge
Sarah	Ludwick	Sutter County Public Health	Supervising Public Health Nurse
Sherry	Scott	El Shaddai FFA	Social Worker
Silvestre	Flores De La Cruz	THP+ (Youth)	
Sonia	Vilchez	Sutter County HHSD Children's Services Branch, Child Welfare Services	Social Worker
Stephanie	Rivera	Former Foster Youth	
Todd	Alexander	Sutter County Probation	Deputy Probation Officer
Tony	Vang	Sutter County HHSD Children's Services Branch	Staff Analyst
Tammy	Quinn	Sutter Unified School District - First Steps	Prevention Services Coordinator
Traci	Dunlap	Sutter County HHSD Children's Services Branch, Child Welfare Services	Supervisor
Tricia	Victorino	Sutter County Probation	Deputy Probation Officer
Virginia	Burns	Sutter County Superintendent of Schools, Student Support and Outreach	Program Coordinator
Steve	Worthington	14 Forward/Salvation Army	

Attachments

Attachment 1: CAPIT/CBCAP/PSSF Expenditure Workbook

Instructions: Double click the PDF attachment below to view all pages of the expenditure workbook and CBCAP form.

CAPIT/CBCAP/PSSF Expenditure Workbook
Proposed Expenditures
Worksheet 1

(1) DATE SUBMITTED: 11/9/21		(2) DATES FOR THIS WORKBOOK: 3/4/21		(3) DATE APPROVED BY OCAP: 11/18/2022											
(4) COUNTY: Santa		(5) PERIOD OF SIP: 2/4/21		(6) YEARS: 2021-2025											
(7) ALLOCATION (Use the latest Fiscal or All County Submission Notice for Allocation):		CAPIT: \$ 76,888		CBCAP: \$26,046											
		PSSF: \$86,989													
No.	Program Name	Agency to CBCAP Program City	Name of Service Provider	Service Provider in Unlicensed, Limited License, or Licensed Workbooks to be Submitted to OCAP	CAPIT	CBCAP	PSSF	Other	Total						
					EA	EB	EC	ED	EE						
					EF	EG	EH	EI	EJ						
					EA	EB	EC	ED	EE						
1	Ann Rader Therapeutic Behavioral Health Program	Direct Services	Family Song		94	\$22,248	94	94	\$22,248						
2	Adoption Preparation and Support Services		State County (SSSD), Children's Services Branch, CWSS		94	94	94	\$17,200	\$17,200						
3	Case CAPIT Counseling Program		Case Able Programs		94	94	94	94	\$74,653						
4	The Elmer Family Crisis Center		The Submission Agency		94	\$19,500	\$19,500	94	\$19,500						
5					94	94	94	94	94						
6					94	94	94	94	94						
7					94	94	94	94	94						
8					94	94	94	94	94						
9					94	94	94	94	94						
10					94	94	94	94	94						
11					94	94	94	94	94						
12					94	94	94	94	94						
13					94	94	94	94	94						
14					94	94	94	94	94						
15					94	94	94	94	94						
Totals					94	\$74,653	\$22,248	\$19,500	\$19,500	\$17,200	\$76,888	\$26,046	\$86,989	94	\$173,886

Attachment 2: CAPIT/CBCAP/PSSF Program and Evaluation Description

PROGRAM DESCRIPTION

PROGRAM NAME

Able Riders

SERVICE PROVIDER

Family Soup

PROGRAM DESCRIPTION

Able Riders is a horseback riding program and provides therapy, education, socialization and sport. The program serves children ages 5 to 18 with disabilities including but not limited to traumatic brain injury, autism, visual impairment, learning disabilities, speech delay, ADHD, orthopedic impairment, and down syndrome. Children benefit from the 3-way rocking motion of the horse, the warmth of the horse, the relationship with the horse and staff. Riders show improvement in core strength, balance, socialization, focus, verbalization, self-esteem, following direction and motor planning. Each session is 45 minutes of therapy which includes mounting, dismounting and a directed group lesson under the supervision of a 4-H Leader/Riding Instructor. Sessions are held weekly for a total of up to 40 lessons per year.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	Youth program
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

The priority needs met by the Able Riders program include behavioral support services described in the CSA report on pages 112 and 119 and the need for social connections and parental support found on pages 38 and 134.

TARGET POPULATION

At-risk children with developmental disabilities and behavioral issues in families under stress and in need of support.

TARGET GEOGRAPHIC AREA

Residence in Sutter County, including but not exclusive to more isolated regions of the county.

TIMELINE

SIP cycle February 2021 – February 2025 but funding subject to change as grants are reviewed

and awarded annually.

EVALUATION			
PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING			
Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of their children's development, improvement of skills; Improve parent to child relationship	Parents show increase knowledge of their children's development, improvement of skills; Acknowledge therapeutic activity done together with their child	Able Riders Parent Survey	Completed by participants at program entry and exit
Children improve riding, life, and social skills as well as improvement in behaviors	Participants progress show improvement compared to their starting baseline from learning to ride a horse, greeting, concentration, taking directions, making friends, and interacting with adults/other riders.	Rider Evaluation Data	Completed by participants at program entry & exit
Quality Assurance (QA) Monitoring			
Progress of achieving desired outcomes and completion of program	Participants complete program; Success Story	Year End Report	Annually
CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants after each class & at the end of session	Surveys reviewed after each session	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	Parents complete at the end of the 40	Surveys reviewed by service provider at the	Any program deficiencies or

COUNTY: SUTTER

DATE APPROVED BY OCAP: 11/18/2022

	sessions riding instruction	end of each class series and reported to Sutter County	feedback for improvement is reviewed by the agency Director and incorporated for future classes for continuous quality improvement
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CAPIT/CBCAP/PSSF
PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Adoption Promotion and Support Services

SERVICE PROVIDER

Sutter County Health and Human Services Department, Children’s Services Branch, Child Welfare Services

PROGRAM DESCRIPTION

The Adoption Promotion and Support program is designed to promote family finding efforts earlier and ongoing in a case. Identified staff are trained in using the “3 houses” tool which is administered at various points throughout the case to gather data and support concurrent planning early and ongoing through the attainment of permanency. Utilizing tools from the Safety Organized Practice family engagement model, the Adoption Promotion and Support worker accesses the child’s point of view about their vision of who are safe people. This provides valuable information on who needs to be assessed as a potential adoptive parent for the child.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	Case management
OTHER Source(s):	

COUNTY: SUTTER

DATE APPROVED BY OCAP: 11/18/2022

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Support for adoption and permanency connections is identified in the CSA as priority need on pages 116, 121, 128-129, 134, 151, 153-155, and 172-173.

TARGET POPULATION

Sutter County dependent children ages 4-17 who have been removed from their parent's care.

TARGET GEOGRAPHIC AREA

All of Sutter County

TIMELINE

SIP cycle February 2021 – February 2025 but funding subject to change as grants are reviewed and awarded annually.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
To achieve permanency in 12months for children in foster care 12-23 months	Improvement in measures P2	CCWIP Quarterly Extract Reports	Quarterly
Quality Assurance (QA) Monitoring			
Achievement in permanency in 12-23 month for children entering foster care	Improvement in measure P2 to be at or above national standard of 43.6%	CCWIP Quarterly Extract Reports	Quarterly
Progress of achieving desired outcomes	Participants complete survey; Success Story	Year End	Annually

CLIENT SATISFACTION

Method or Tool	Frequency	Utilization	Action
Child survey after the activity	Completed by the child's case-carrying social worker or social services aide after completing the activity with the child.	Child completes survey following the activity	Feedback to be shared with supervisor and manager to ensure the tool remains useful and to resolve any issues.

CAPIT/CBCAP/PSSF
 PROGRAM AND EVALUATION DESCRIPTION

PROGRAM DESCRIPTION

PROGRAM NAME

Casa CAPIT Counseling Program

SERVICE PROVIDER

Casa de Esperanza

PROGRAM DESCRIPTION

Casa de Esperanza’s CAPIT Counseling Program provides direct counseling services to children and adults who are victims of child abuse or family violence. These are “no cost” to the families. Services are supervised by therapists and delivered by the therapist, or Marriage and Family Therapist interns or, Counselor/Advocates with bachelor’s degree. All staff are trained and have expertise in the area of family violence. Individual counseling is on average is one hour weekly, as there is desired progress then moves to one hour bi-weekly until termination. Counseling for children is ½ hour to 1 hour, once or twice a week at the beginning. After some time, the counseling session schedules get adjusted depending on resolution of issues.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	Domestic Violence Services
CBCAP	
PSSF Family Preservation	
PSSF Family Support	
PSSF Family Reunification	
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

Domestic violence services for children and families were identified as priority in the CSA pages 35, 36, 83, 84, 106, and 114.

TARGET POPULATION

Sutter County children who are verbal and families who have been the victims of abuse.

TARGET GEOGRAPHIC AREA

Open to all Sutter County residents, including Yuba City and outlying areas of the county.

TIMELINE

SIP cycle February 2021 – February 2025 but funding subject to change as grants are reviewed and awarded annually.

PROGRAM DESCRIPTION

The Depot Family Crisis Center provides an array of services designed to aid in family support, reunification, and preservation. The programs offered include basic life skills, social skills, substance abuse services, counseling, parenting education and transitional housing. Participants must agree to regularly attend and participate in daily courses; actively participate in case management; develop a case plan and work toward goals; and actively engage in a service coordination plan. Services are time limited but may be repeated if needed. The typical length of stay for a family at The Depot is six months. Program participation is a minimum of 90 days and a maximum of 6 months depending on requirements of the referring agency. The number of sessions and length of time for services vary on case by case basis. Any given class may be an hour session, and some take multiple classes/counseling. The Depot does use evidence based/evidence informed practices such as Motivational Interviewing and Interactive Journaling. For parenting education, the provider uses the Nurtured Hearts Approach. For substance abuse services, the Twelve Steps Recovery is used.

FUNDING SOURCES

SOURCE	LIST FUNDED ACTIVITIES
CAPIT	
CBCAP	
PSSF Family Preservation	Behavioral Health, Mental Health Services
PSSF Family Support	Housing Services
PSSF Family Reunification	Substance abuse services
PSSF Adoption Promotion and Support	
OTHER Source(s):	

IDENTIFY PRIORITY NEED OUTLINED IN CSA

The identified need for substance abuse services is in the CSA on pages 22, 28, 31 35, 38, 39, 57, 61, 78, 98, 115, 120, 138, 140, 142 -144, 157, 173, 174.

TARGET POPULATION

Sutter County families at risk of homelessness that are struggling with substance abuse issues and are at risk of having their children removed from the parents care or have recently had their children returned.

TARGET GEOGRAPHIC AREA

Residents of Sutter County, including Yuba City, Sutter, Live Oak and East Nicholas and unincorporated areas of the county.

TIMELINE

SIP cycle February 2021 – February 2026 but funding subject to change as grants are reviewed and awarded annually.

EVALUATION

PROGRAM OUTCOME(S) AND MEASUREMENT & QUALITY ASSURANCE (QA) MONITORING

Desired Outcome	Indicator	Source of Measure	Frequency
Parents increase knowledge of child	70% of Parents show an increase of	Children’s Initial Assessment and Case	Children’s initial assessment completed

development	knowledge of child development.	Management Assessment	by participants at program entry. Case Management Assessment completed Bi-Weekly
Parents to report increased skill to mitigate impacts of substance abuse on the family	70% of parents report an increase of skills to mitigate impacts of substance abuse	Paper pre-service survey	Completed by parents at program entry
Completion of program; Meet housing, employment, sobriety goals	Participant to complete 75% of 12-week course curriculum and report progress towards housing, employment, and sobriety goals	Initial Intake Assessment & Program Completion Form	Initial Intake Assessment completed at intake and Program Completion form completed by provider at end of the program
Progress of achieving desired outcomes and completion of program	Participants are out of the program; success story	Year End Report	Annually
Quality Assurance (QA) Monitoring			
Competing of program: Meet housing employment, sobriety goals	Participants to complete 75% of 12-week course curriculum; and report progress towards housing, employment and sobriety goals	Initial Intake Assessment & Program Completing Form	Initial Intake Assessment completed at intake and Program Completion form completed by provider at end of the program
Progress of achieving desired outcomes and completing of program	Participants are out of the program; success story	Year End Report	Annually
CLIENT SATISFACTION			
Method or Tool	Frequency	Utilization	Action
Satisfaction Survey	Completed by participants after each parenting class & at end of session	Surveys reviewed after each session	Problem areas addressed by staff, as appropriate to resolve issues and ensure continuous quality improvement
Satisfaction Survey	Completed at end of transitional housing period	Surveys reviewed by service provider and end of services	Any program deficiencies and specific feedback is reviewed by the agency leadership for continuous quality improvement

Attachment 3: California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Sutter
SIP Period Dates	February 4, 2021 to February 4, 2025
Outcome Data Period	Quarterly Ending – October 2021 (Q2 2021)
County Child Welfare Agency Director	
Name	Paula Kearns
Signature*	
Phone Number	(530) 822 7200
Mailing Address	1965 Live Oak Blvd. Suite A, Yuba City, CA 95991
County Chief Probation Officer	
Name	Nicole Ritner
Signature*	
Phone Number	(530) 822 7320
Mailing Address	595 Boyd Street, Yuba City, CA 95991
Public Agency Designated to Administer CAPIT and CBCAP	
Name	Chuck Yang
Signature*	
Phone Number	(530) 822 7227
Mailing Address	1531A Butte House Rd, Yuba City, CA 95991

Board of Supervisors (BOS) Signature

BOS Approval Date	8.8.23
Name	Karm Bains, Chair
Signature*	<i>Karm Bains</i>

Contact Information

Child Welfare Agency	Name	Chuck Yang
	Agency	Sutter County Health and Human Services, Children's Services Branch, Child Welfare Services
	Phone & E-mail	(530) 822 7227 & cyang@co.sutter.ca.us
	Mailing Address	1531A Butte House Rd, Yuba City, CA 95991
Probation Agency	Name	Donya Thompson
	Agency	Sutter County Probation
	Phone & E-mail	(530) 822 4371 & DonyaT@co.sutter.ca.us
	Mailing Address	430 Center Street, Yuba City CA 95991
Public Agency Administering CAPIT and CBCAP (if other than Child Welfare)	Name	Chuck Yang
	Agency	Sutter County Health and Human Services, Children's Services Branch, Child Welfare Services
	Phone & E-mail	(530) 822 7227 & cyang@co.sutter.ca.us
	Mailing Address	1531A Butte House Rd, Yuba City, CA 95991
CAPIT Liaison	Name	Chuck Yang
	Agency	Sutter County Health and Human Services, Children's Services Branch, Child Welfare Services
	Phone & E-mail	(530) 822 7227 & cyang@co.sutter.ca.us
	Mailing Address	1531A Butte House Rd, Yuba City, CA 95991
CBCAP Liaison	Name	Chuck Yang
	Agency	Sutter County Health and Human Services, Children's Services Branch, Child Welfare Services

	Phone & E-mail	(530) 822 7227 & cyang@co.sutter.ca.us
	Mailing Address	1531A Butte House Rd, Yuba City, CA 95991
PSSF Liaison	Name	Chuck Yang
	Agency	Sutter County Health and Human Services, Children's Services Branch, Child Welfare Services
	Phone & E-mail	(530) 822 7227 & cyang@co.sutter.ca.us
	Mailing Address	1531A Butte House Rd, Yuba City, CA 95991