



California - Child and Family Services Review

Sutter County Self-Assessment

Review Period: 2015-2022

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

and

Probation Department



California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Sutter
SIP Period Dates	N/A
Outcome Data Period	Quarterly Ending – October 2021 (Q2 2021)
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Introduction

The Sutter County Department of Health and Human Services – Children’s Services Branch - Child Welfare Services and Sutter County Probation have completed this County Self-Assessment (CSA) in accordance with the provision of the Child Welfare Children System Improvement Section (CSIS), referred to as the California Child and Family Services Review (C-CFSR). The Sutter County Self-Assessment is one piece of a larger continuous quality improvement process that relies on both qualitative and quantitative data to guide Child Welfare and Probation in planning for program enhancements. 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.

In addition, the CSA includes plans for the expenditure of federal and state funds for: Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT) and Community Based Child Abuse Prevention (CBCAP). Sutter County's last CSA was completed in 2015 and was the basis for the most recent SIP goals and strategies. Planning for the current CSA was built upon the progress that was made during the past five years to increase resources for families in Sutter County despite limited resources and the challenges that face California’s moderate rural counties.

Typically, qualitative evidence from stakeholders is gathered through several methods, including in-person events such as meetings, focus groups and peer case reviews. This process was conducted by the Sutter CSA Planning Team as a series of events which occurred virtually instead of in-person. From March 2020 until the current date, the state of California, and the

nation, has experienced significant disruption to daily life occurring as a result of the COVID-19 worldwide pandemic. On March 19, 2020, California has executed a state emergency and statewide shelter-in-place order until further notice per Executive Order N-33-20,¹ and individual county health policies across California are monitored and updated daily as the situation unfolds. On May 6th, 2020, California Governor Gavin Newsom issued Executive Order N-60-20,² where counties may be granted state approval to transition into phased, lower-level restrictions in businesses and spaces. This situation evolves rapidly day-to-day as new variants infect the population, and infection rates peak and fall in surges.

Sutter County has been planning for the 2020 CSA since the beginning of the 2020 calendar year. The county is in contract with planners and facilitators at UC Davis Center for Human Services to assist with the data collection events. During the peer recruitment process and event-location procurement process, the shelter-in-place order as well as individual-level health and safety concerns from participants, including peers, made planning difficult to continue. A virtual event proposed by Sutter County was submitted to CDSS Children System Improvement Section (CSIS) Unit in July of 2020. Final CDSS O&A approval for the peer review of this virtual CSA proposal was given in an ACIN I-43-21 released on May 14, 2021.

Virtual Learning, Data Collection and Engagement

Over the years with a rapidly evolving web-based society, virtual environments have been shown to be successfully used in various human-interaction activities. Both private and public platforms for virtual engagement rapidly evolve with it. Many industries benefit from this evolution including education,³ telemedicine,⁴ qualitative research,⁵ assessments and screenings. The benefits are many including cost- and time- efficiency, global and regional reach, and data-collection and analysis efficiencies.

Technology

The free, easy to use Zoom Application was the primary technology platform for all virtual events. Zoom can be installed on any smart device, laptop or computer. Smart devices

¹ <https://covid19.ca.gov/img/Executive-Order-N-33-20.pdf>

² <https://www.gov.ca.gov/wp-content/uploads/2020/05/5.4.20-EO-N-60-20.pdf>

³ Broadbent, J., Poon, W. L. (2015). *Self-regulated learning strategies & academic achievement in online higher education learning environments: A systematic review. The Internet and Higher Education, 27, 1-13.*

⁴ Speyer, R., Denman, D., Wilkes-Gillan, S., Chen, Y., Bogaardt, H., Kim, J., ... & Cordier, R. (2018). *Effects of telehealth by allied health professionals and nurses in rural and remote areas: a systematic review and meta-analysis. Journal of Rehabilitation Medicine, 50(3), 225-235.*

⁵ Braun, V., Clarke, V., & Gray, D. (Eds.). (2017). *Collecting qualitative data: A practical guide to textual, media and virtual techniques. Cambridge University Press.*

typically have front-facing cameras installed and therefore have built-in video and audio capabilities. Zoom requires the use of a stable internet service. If smart phones or other computers, cameras or devices are not available to a user, one can call in toll-free using a regular phone, without video capabilities. Smart phones, tablets, computers, laptops, cameras, monitors were also used.

Virtual Peer Review

The Sutter VPR occurred over seven days, October 19 – 28, 2021 and October 26 – 28, 2021. The Peer Review process is used in California as an avenue for each county’s child welfare and probation to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each federal and state outcome measure and, in partnership with CDSS, select the outcome measure that requires a closer look. Sutter County Child Welfare chose to look at Placement Stability and Probation elected to examine P2 – Permanency of youth in care 12-23 months. Peer counties were selected to conduct the review based on a review of data statewide showing counties that consistently perform well on the selected outcome measures.

Fifteen cases occurring within the past five years (11 CWS and 4 Probation) were selected for the review and two Probation Officers and eight social workers were interviewed. Details of the event’s schedule and findings is part of the [Peer Review Results](#) section of this document. Additionally, all quantitative data sources are cited within the analysis text where relevant with a footnote and cited in the [Data Sources](#) section.

Virtual Stakeholder Meeting

Sutter County also sought virtual participation of key community stakeholders as part of the CSA to discuss demographics, regional needs and resources, and individual areas of focus related to outcomes for children and families. Several focus groups were conducted over the days of the meeting on ten questions focused on stakeholder collaboration, CFS services and juvenile probation strengths and challenges. UC Davis facilitated the stakeholder meeting.

Representatives and leaders from various county agencies were invited. Participants in the stakeholder meeting were given a presentation on safety, permanency and wellbeing, the outcome data and a brief overview of the event schedule.

Virtual Focus Groups

- Probation Youth – Three Complete Surveys
- Social Workers – Four attendees via Zoom
- Social Work Supervisors and Probation Officer Supervisors– Five attendees via Zoom

- Resource Families – Four attendees via Zoom
- CWS Youth – Two attendees via Zoom
- Biological Parents – One attendee via phone call.

Findings from the stakeholder event as well as the focus groups have been summarized and are placed throughout the report in relevant analyses of each of these topics.

C-CFSR Planning Team & Core Representatives

C-CFSR TEAM

As per AB 636, Sutter County Child Welfare Services (CWS), Probation, and CDSS partnered together to plan, conduct, and implement the Sutter CSA. The core planning team included:

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
LaFatima Jones	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

The planning team met regularly via Zoom conference call to plan the events and discuss the findings.

CORE REPRESENTATIVES

Nearly all 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 CSA PLANNING PROCESS

To manage the overall CSA process, the planning committee attended regular meetings with the core representatives and their technical assistance and supporting staff. These meetings focused on overall progress, logistics, milestones, and deadlines to ensure that the entire initiative remained on track. This committee was responsible for the planning of the Sutter County peer review, stakeholder meeting, focus groups and writing of the CSA report.

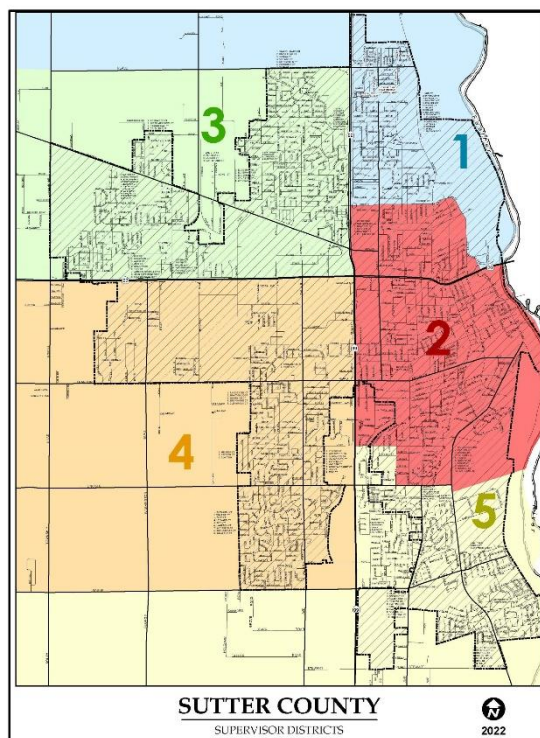
Demographic Profile

GENERAL COUNTY DEMOGRAPHICS

Description of County

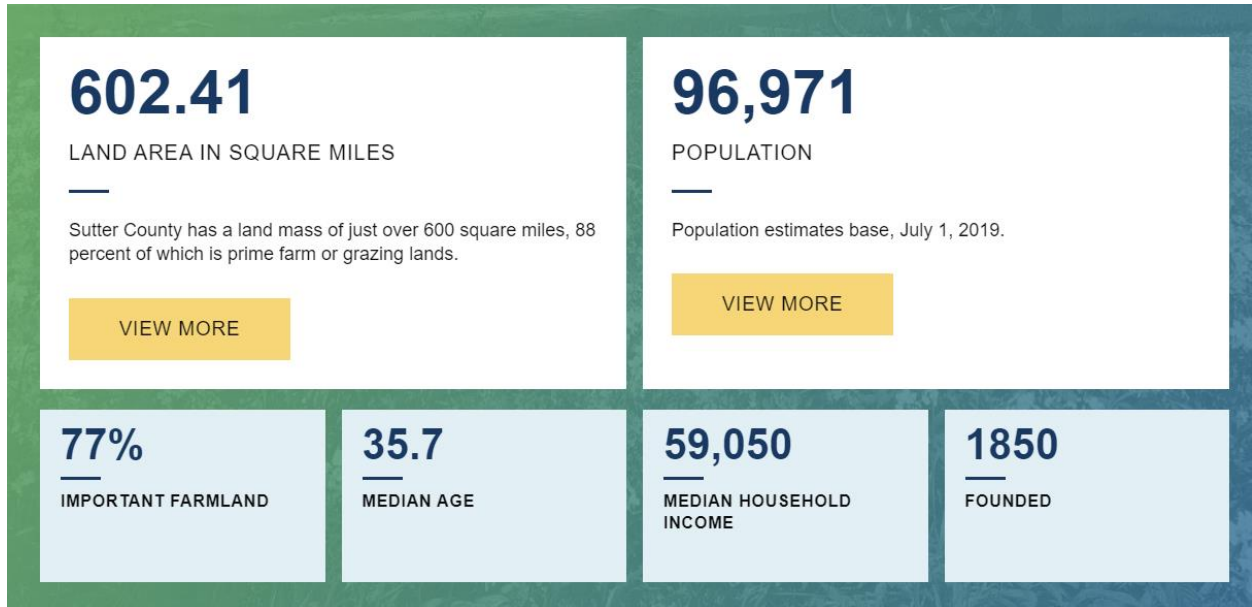
Sutter County is a county located in the northern portion of the U.S. state of California. Information about Sutter County can be found on the public website.⁶

Sutter County is located in north central California, and the southern part of the County is approximately 12 minutes north of Sacramento, the state capitol. The City of Yuba City is the County Seat of Sutter County. Sacramento International Airport is located 10 minutes from the Sutter County line and approximately 40 minutes from Yuba City.

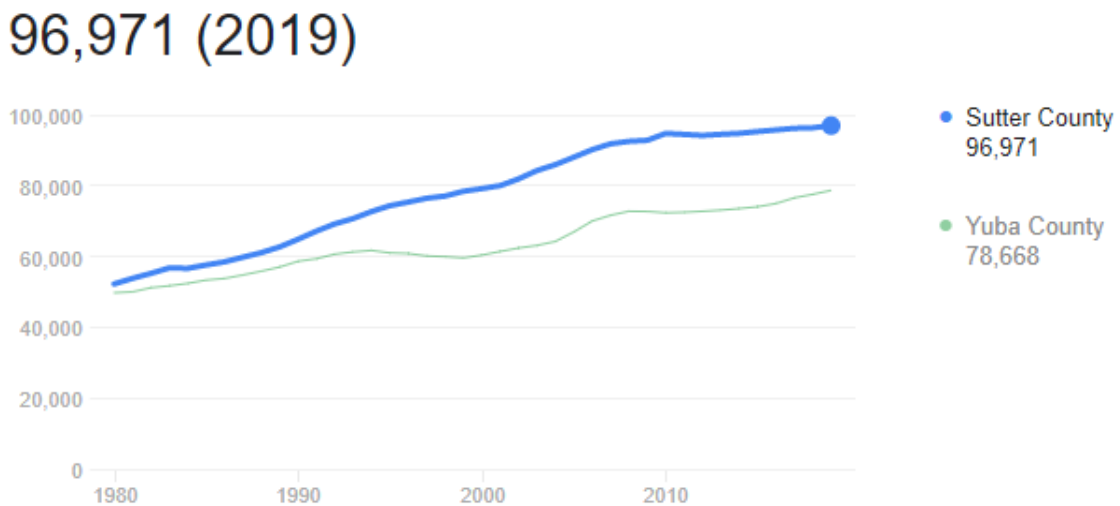


⁶ <https://www.suttercounty.org/>

The following chart is from the Sutter County website:⁶



The following graph show the total population count over time, ending with 2019.⁷



Total Population by Race⁷

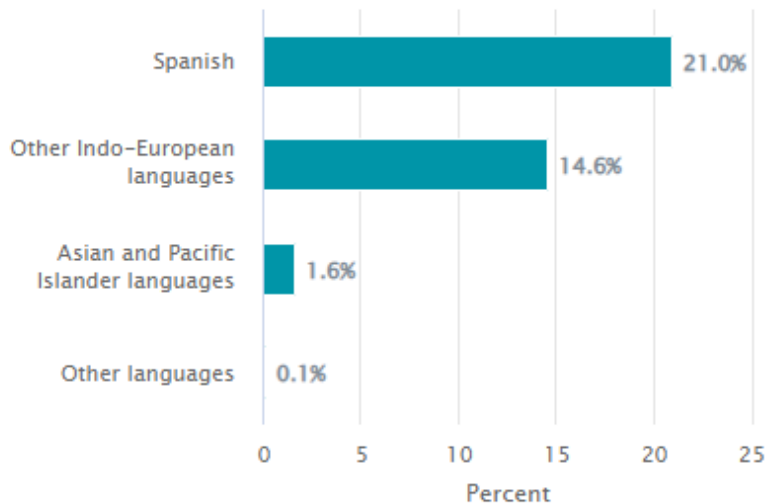
- Caucasian: 72.7%
- Hispanic: 31.9%
- Asian 17.0%
- Black or African American 2.7%

⁷ U.S. Census Bureau. (2020). Selected demographic characteristics, 2015-2019 American Community Survey 5-year estimates. data.census.gov

- Native American 2.4%

According to the US Census,⁸ from 2015-2019 people five years old and older living in Sutter County 37.3% spoke another language other than English. The chart below shows 21.1% spoke Spanish, 14.6% spoke other Indo-European languages, 1.6% spoke Asian and Pacific Islander languages, and 0.1% spoke other languages.

Percent of the Population 5 years and over who Speak a Language other than English in Sutter County, California in 2015-2019



Impact of Recent Natural Disasters

Sutter County has experienced several major natural disasters over the prior five years. These disasters have significantly impacted services provision both in CWS and across the service array.

The COVID-19 Pandemic - From March 2020 until the current date, the state of California, and the nation, has experienced significant disruption to daily life occurring as a result of the COVID-19 worldwide pandemic. On March 19, 2020, California executed a state emergency and statewide shelter-in-place order until further notice per Executive Order N-33-20,¹ and individual county health policies across California are monitored and updated daily as the situation unfolds. On May 6th, 2020, California Governor Gavin Newsom issued Executive Order N-60-20,² where counties may be granted state approval to transition into phased, lower-level restrictions in businesses and spaces. Currently, many counties are still following the

⁸ U.S. Census Bureau. (2020). 2015-2019 ACS 5-year narrative profile: Sutter County. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2019/report.php?geotype=county&state=06&county=101>

original shelter-in-place order as this situation evolves rapidly day-to-day. The worldwide pandemic has forever altered many ways the modern world operates. Sutter County has to find new and creative ways to interact and engage with families, RFA, and agency partners. It is very likely that the pandemic and subsequent economic fallout will have significant impacts on child welfare outcomes for years to come. The COVID-19 Pandemic had an impact on Sutter County's permanency outcomes for children in foster care 12-23 months as there were lower access to in-person services, lower engagement in online services, and difficulty of families navigating the challenges of a global pandemic while also working on achieving the goals of their case plans.

Federally Recognized Tribes

Sutter County is within the ethnographic territory of three Native American groups, however there are no federally recognized tribal reservations in Sutter County:

Tribe Name
The Nisenan (also called the Southern Maidu)
The Patwin
The Konkow (also known as Northeastern Maidu)

It is CWS policy to inquire if the family is Native American or is a member of a tribe. All tribes are included in planning for the safety, permanency, and well-being of children.

Regional Differences in Poverty, High Unemployment or Limited Services

Sutter county experiences widespread limited services across the county. Regional differences in poverty or unemployment are not available.

General Population by Age

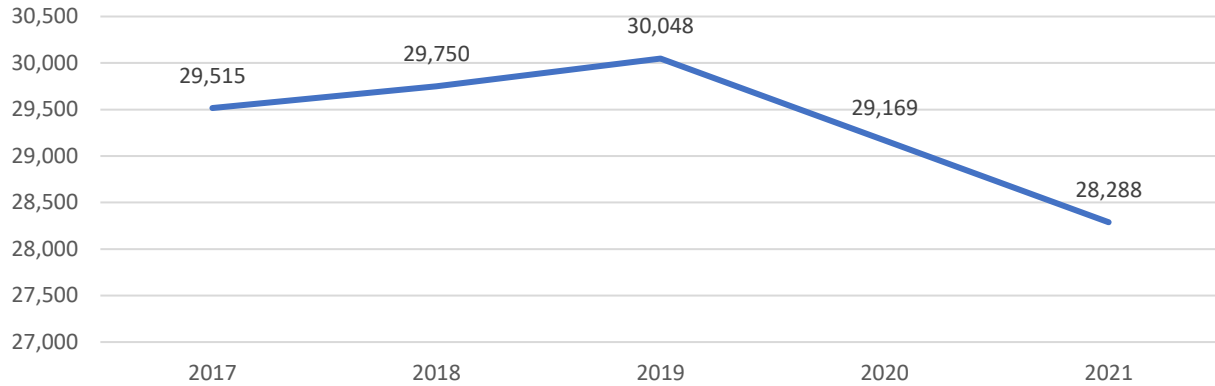
Age (2018)	Sutter County	California
Persons under 5 years, percent	6.9%	6.0%
Persons under 18 years, percent	25.8%	22.5%
Persons 65 years and over, percent	15.6%	14.8%

Sutter County has a larger proportion of youth than that of California overall, by about 3%.

Child Population by Age⁹ and Race⁷⁹ Over Time

Sutter County

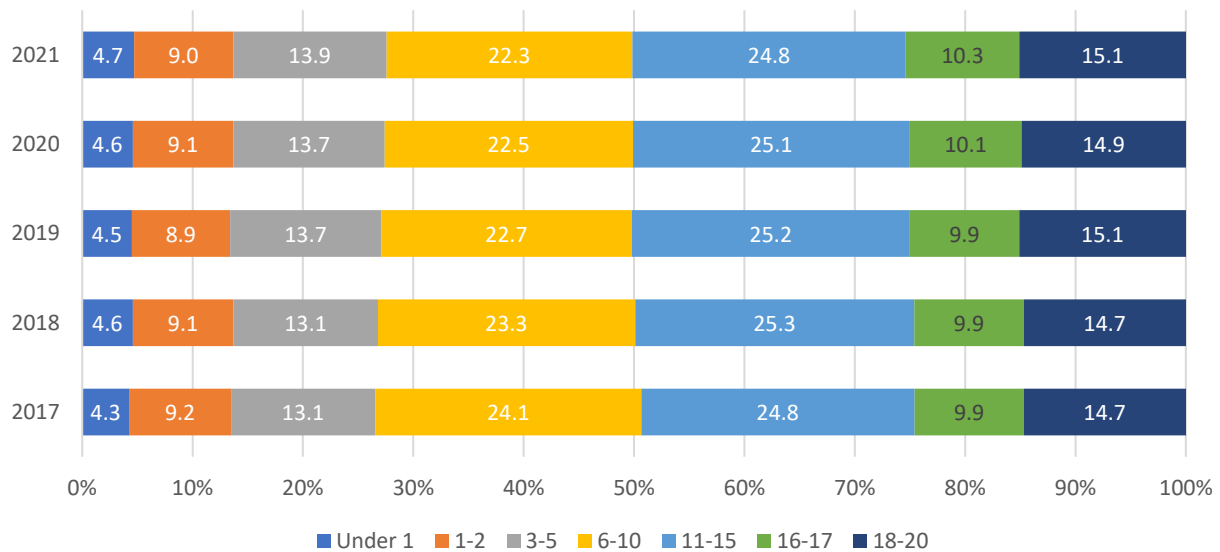
Child Population Count Over Time (2-17-2021)



Sutter County’s child population increased steadily from 2017-2019, but decreased from 2019 to 2021.

Sutter County

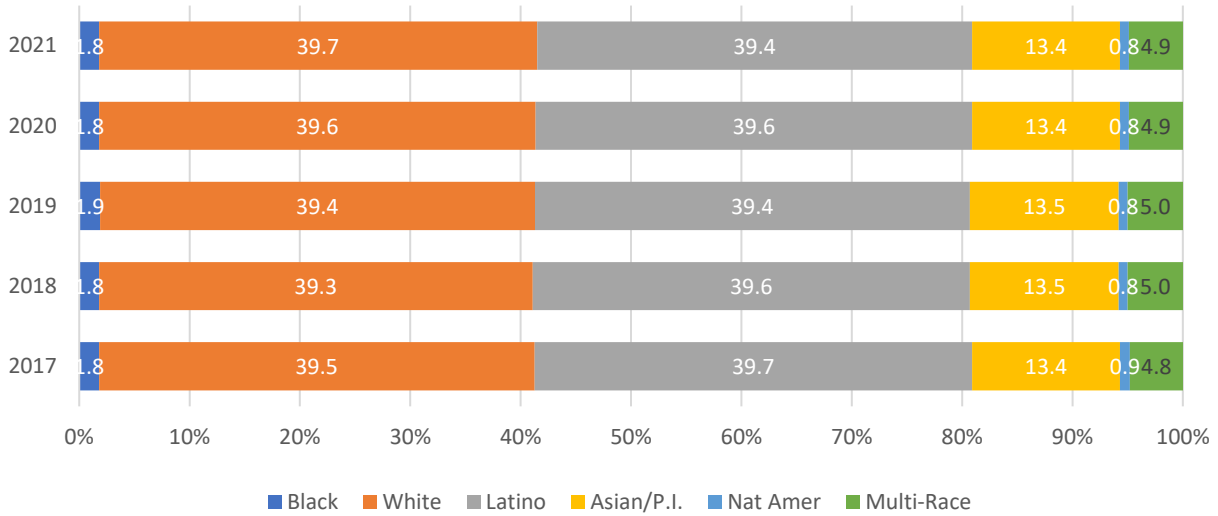
Child Population by Age Group (Percent) Over Time (2017-2021)



⁹ 2010-2020 - CA Dept. of Finance: 2010-2060 - Pop. Projections by Race/Ethnicity, Detailed Age, & Sex at Birth. (via dashboards disseminated here: <https://ccwip.berkeley.edu/secure/Population.aspx>; accessed 3/11/2021)

Sutter County

Child Population by Race/Ethnic Group (Percent)
Over Time (2017-2021)



The general population breakdown of youth under age 18 by age has stayed very consistent over time. The child population by Race/Ethnic Group has also stayed consistent from 2017-2021.

Poverty, Unemployment and Income Measures⁷

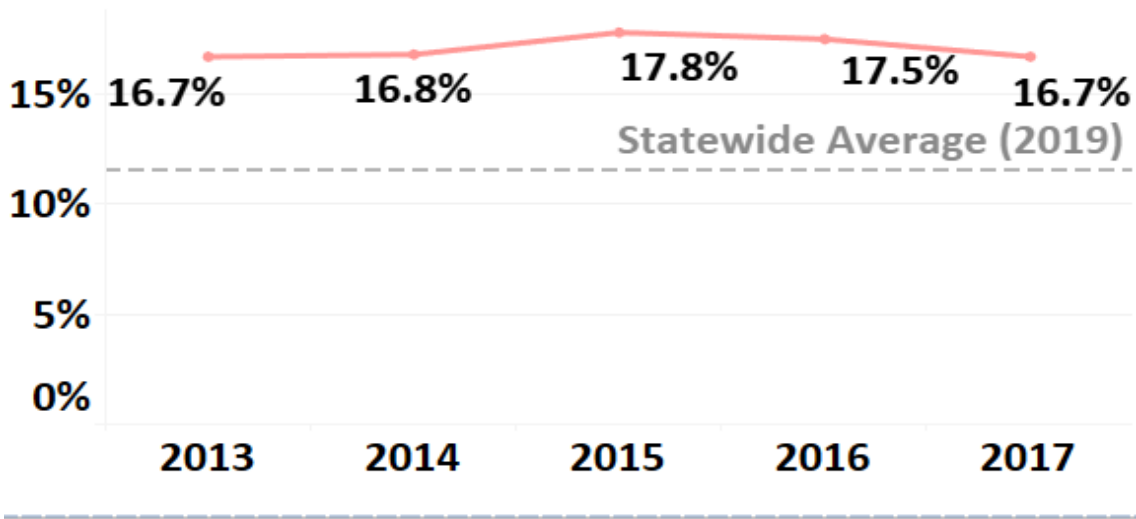
In 2019, **15.5% of the population** for whom poverty status is determined in Sutter County, CA (14.7k out of 94.9k people) live below the poverty line.

- National average: 12.3%
- The top 3 largest demographic living in poverty are:
 - 1) Females 25 – 34
 - 2) Females 35 – 44
 - 3) Females 6 – 11

The following graph below shows historical data from 2013. The poverty rate has gone down over time.⁷

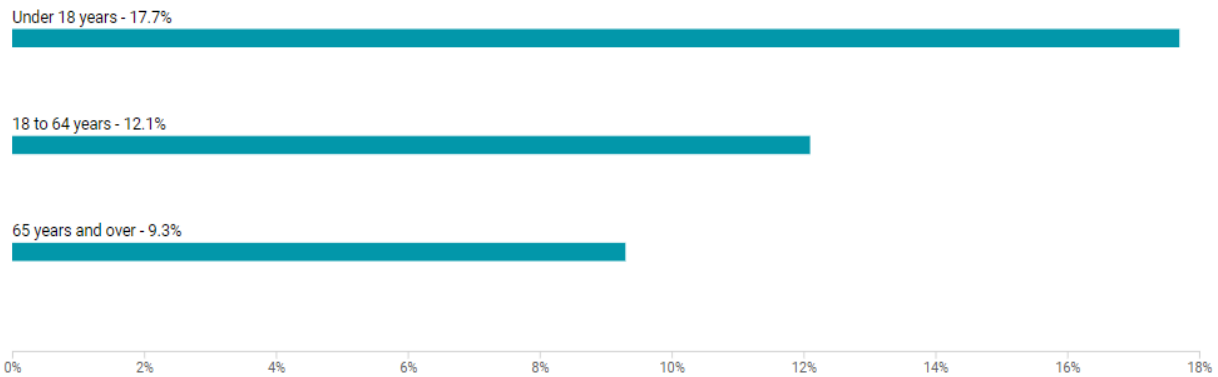
Poverty Rate

Percentage of Families/People Whose Income in Past 12 Months is Below Poverty Line (All People)

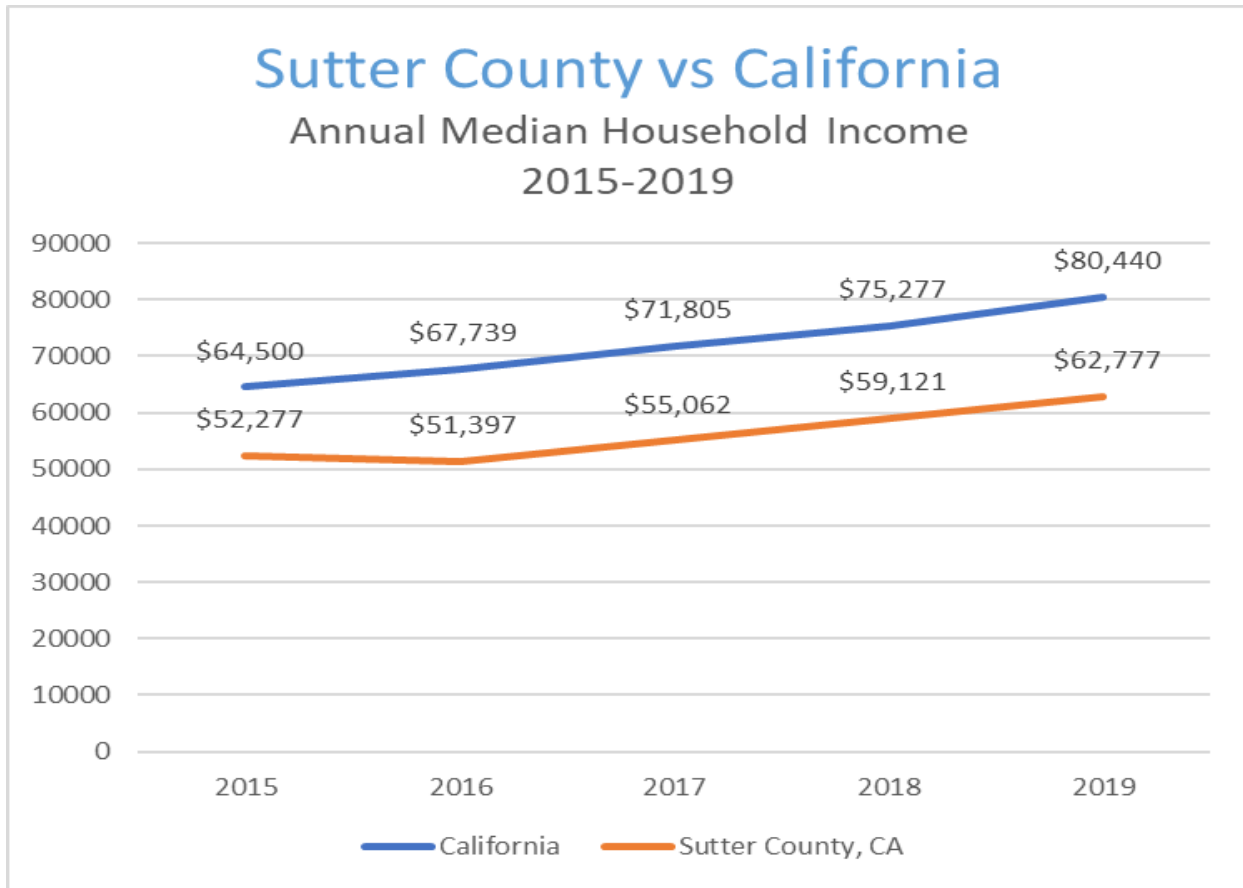


The graph below shows poverty by age in Sutter County for 2019. Youth experience a higher level of poverty than the overall rate by about 2%.

Poverty by Age in Sutter County, California⁷



The graph below shows the annual median household income over time from 2015 to 2019 for Sutter County and California.⁷



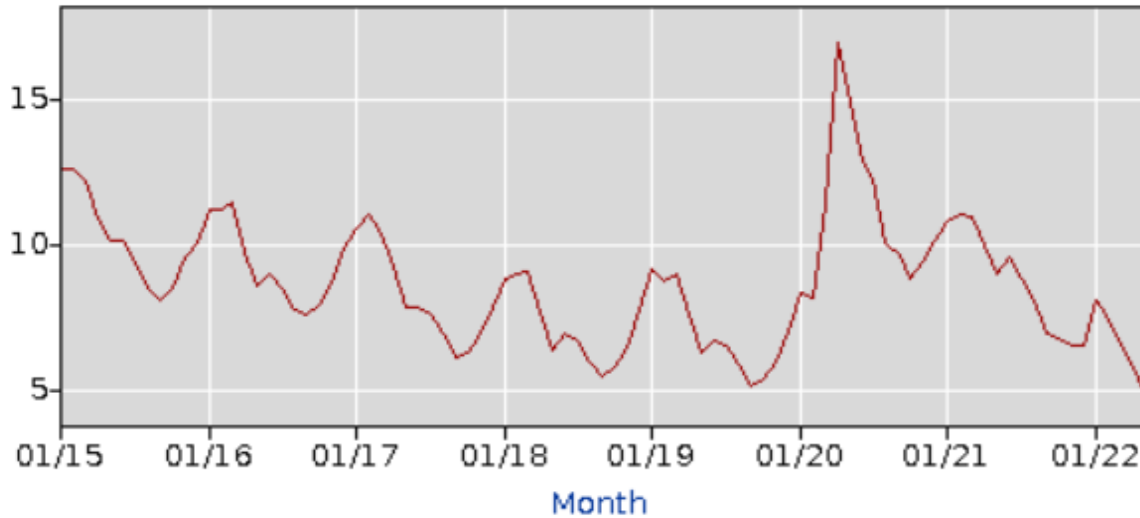
Median income as well as unemployment rate fluctuated rapidly and was significantly negatively impacted by the economic fallout of the COVID-19 pandemic. The health and economic effects of the COVID-19 crisis are severe – and Californians with low incomes are especially hard hit. Changes to jobs, schools, child care settings, and services are particularly disruptive to the millions of Californians who were already struggling well before the pandemic hit.¹⁰

The graph below shows the unemployment rate for Sutter County from January 2015 to May 2022.¹¹ The highest point of unemployment was in April 2020, when unemployment rate reached 17.6%. The latest information for May 2022, unemployment rate was at 5.4%.

¹⁰ Anderson, A. (2019). *California’s workers are increasingly locked out of the state’s prosperity*. California Budget & Policy Center. <https://calbudgetcenter.org/resources/californias-workers-are-increasingly-locked-out-of-the-states-prosperity/>

¹¹ U.S. Bureau of Labor Statistics. (n.d.). *Local area unemployment statistics*. https://data.bls.gov/timeseries/LAUMT064970000000004?amp%253bdata_tool=XGtable&output_view=data&include_graphs=true

unemployment rate



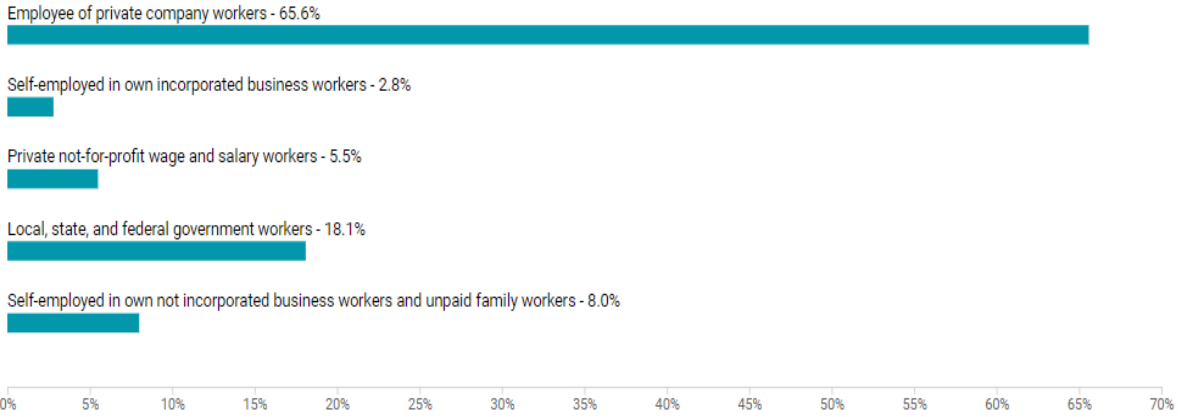
Employment⁷

From 2018 to 2019, employment in Sutter County, CA grew at a rate of 0.985%, from 38.7k employees to 39k employees.

The most common job groups, by number of people living in Sutter County, CA, are Office & Administrative Support Occupations (4,340 people), Sales & Related Occupations (3,750 people), and Management Occupations (3,446 people). This chart illustrates the share breakdown of the primary jobs held by residents of Sutter County, CA.

The graph below shows percentage of the workforce by class of worker **Error! Bookmark not defined.**⁷

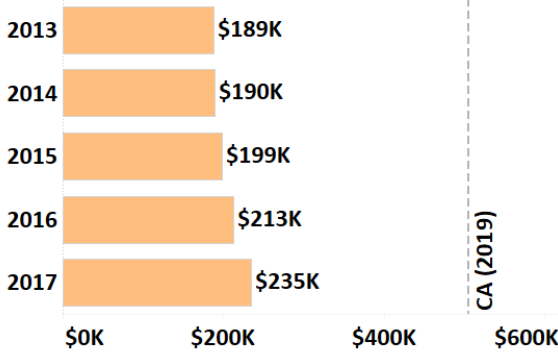
Class of Worker in Sutter County, California



Average Housing Costs⁷

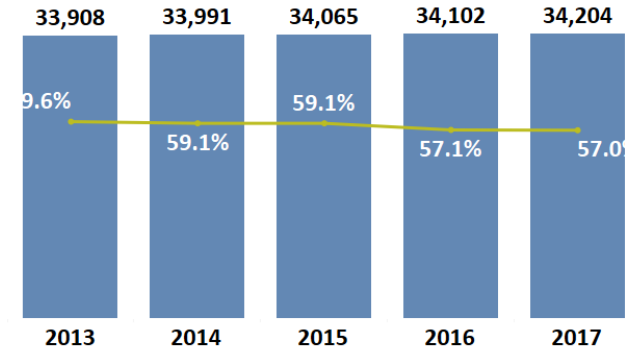
Home Value

Median value of owner-occupied housing units



Number of Housing Units and % Owner-Occupied

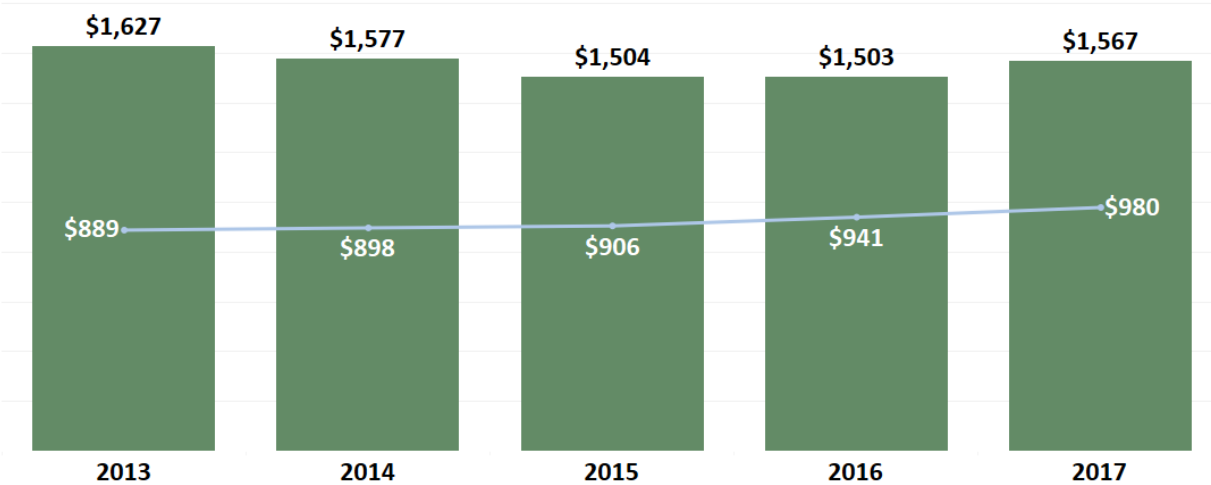
■ Total Housing Units
■ % Owner-Occupied



Housing Costs

Median monthly Housing Costs for owner-occupied housing units with a mortgage and Median gross rent

■ Gross Rent
■ Owner-Occupied Housing Costs



Housing and Homelessness in Sutter County

- Locating affordable housing for youth and families can be challenging in Sutter County
- There is a shortage of housing units available in the community.
- Available homeless shelter for adults: Better Way (40 beds).
- Various low-income housing programs for families, however, these programs are often at capacity.
- Bringing Families Home (BFH) program.
 - Aims to provide financial assistance for housing for CWS involved clients.
 - Has been a promising initiative in overcoming housing challenges for families involved with CWS.

Sutter County Homeless Services works with one of the most vulnerable populations providing advocacy, outreach and navigation through housing and many other systems. The Homeless Services unit works closely with the participants at Better Way Shelter and in the Homeless to Housed program providing active case management and housing navigation.

- Better Way provides temporary shelter for 40 Sutter County residents experiencing homelessness. Other services include case management and housing navigation. The program specifically designed for single individuals 18 years or older.
- Homeless to Housed (H2H) was a program ran for limited time after it was approved on January 12, 2017. The program was a 90-day pilot program which provided temporary shelter to individuals in an emergency effort when individuals were displaced due to an emergency such as inclement weather or rising water in the Feather River. Individuals were housed in a local motel or hotel room. The service was for Sutter County residents 55 years of age and older and/or medically fragile.
- Harmony Village is a housing project which provides permanent supportive housing to low income Sutter County individuals with priority for veterans, disabled and those 55 years of age and older. Individuals are provided on site case management through Sutter County Health and Human Services Homeless Services Program if the individual is not already receiving case management assistance. In addition to regular case management for Harmony Village residents, it also includes IHSS support and assistance with basic life skills.
- Case Management services include referrals to Sutter-Yuba Behavioral Health, One Stop for job readiness and help with securing food. Case managers also assist navigating the Social Security and public assistance systems, assistance establishing a primary care physician, support with creating a budget and support to create a positive landlord-

tenant relationship. Case managers provide participants with wraparound services to help the participants reach their goals.

- Resources
 - [What should I do if I become homeless?¹²](#)
 - [Homeless Resource Guide¹³](#)
- Coordinated Entry is an organized effort to assist in task management, employment, education, support groups and basic needs assistance for individuals experiencing homelessness. Hands of Hope is our Coordinated Entry organization in the Sutter County area for individuals who are homeless and need services.
- Sutter Yuba Homeless Consortium¹⁴ is a non-profit organization who provides resources and services to end homelessness to those in the Sutter Yuba area. The Sutter Yuba Homeless Consortium does assist the homeless community provides services to allow homeless individuals or families to obtain permanent housing.

Sutter County Health and Human Services Department (HHSD), Public Health Branch, Homeless Program Metrics¹⁵

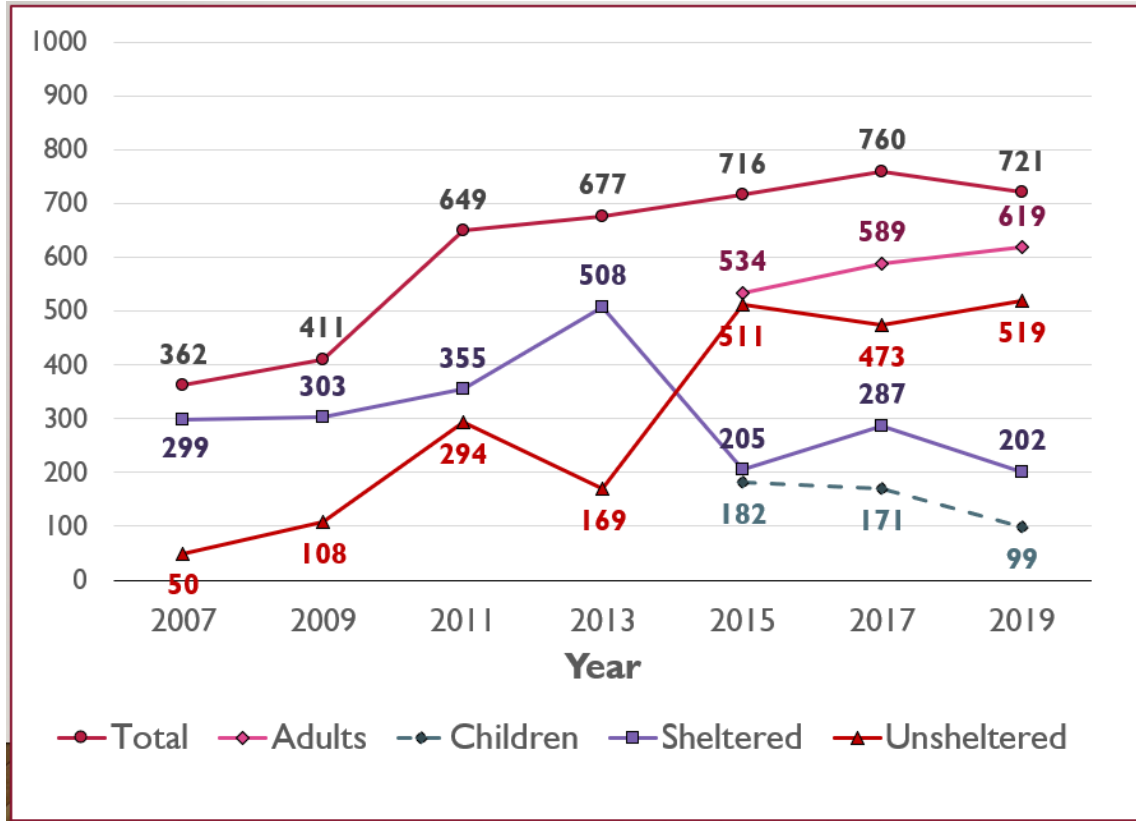
The charts below show the number of homeless populations in the Yuba and Sutter County from Point in Time (PIT) survey conducted by the Sutter Yuba Homeless Consortium and partnered agencies in the region. The PIT survey is conducted every other year and reported to the Department of Housing and Urban Development (HUD).

¹² <https://www.suttercounty.org/home/showpublishedimage/1761/637552795303170000>

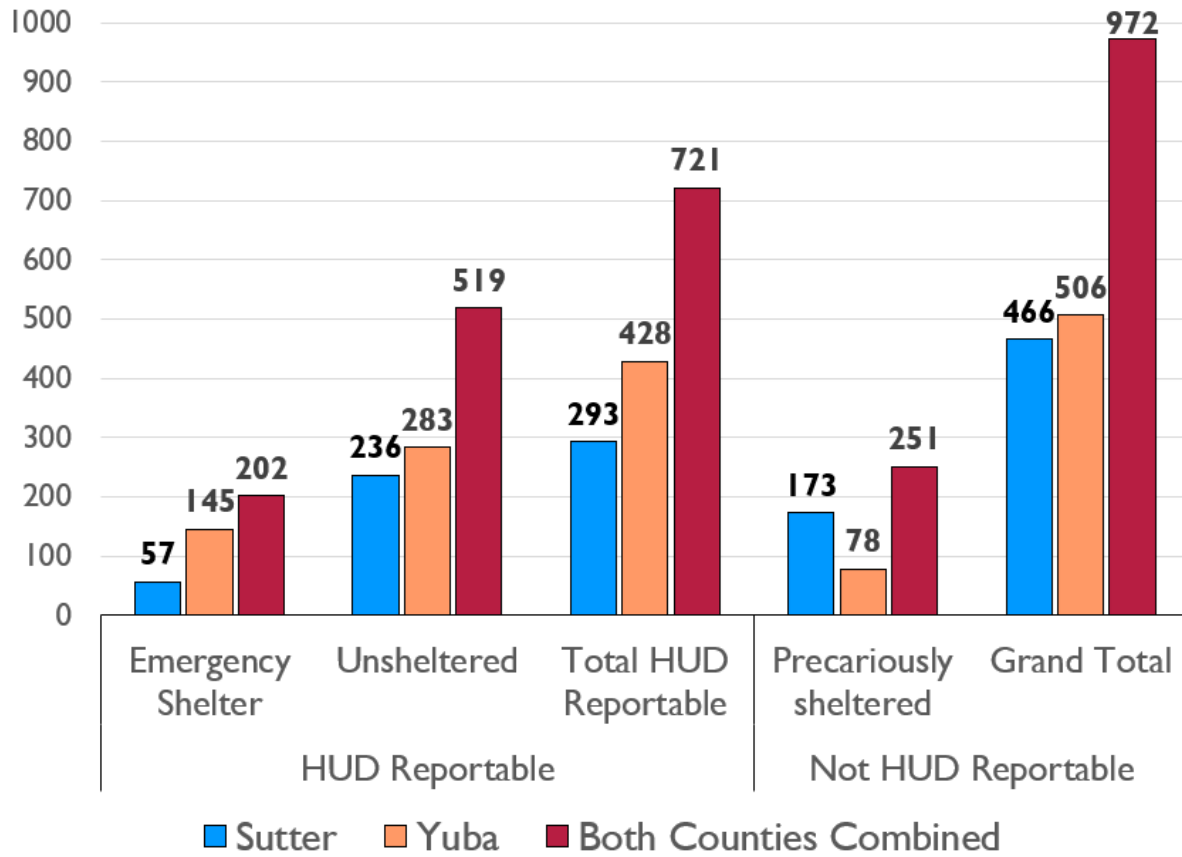
¹³ <https://www.suttercounty.org/home/showpublisheddocument/2116/637552794943430000>

¹⁴ Sutter Yuba Homeless Consortium. (n.d.). About us. <https://www.syhomelessconsortium.org/about>

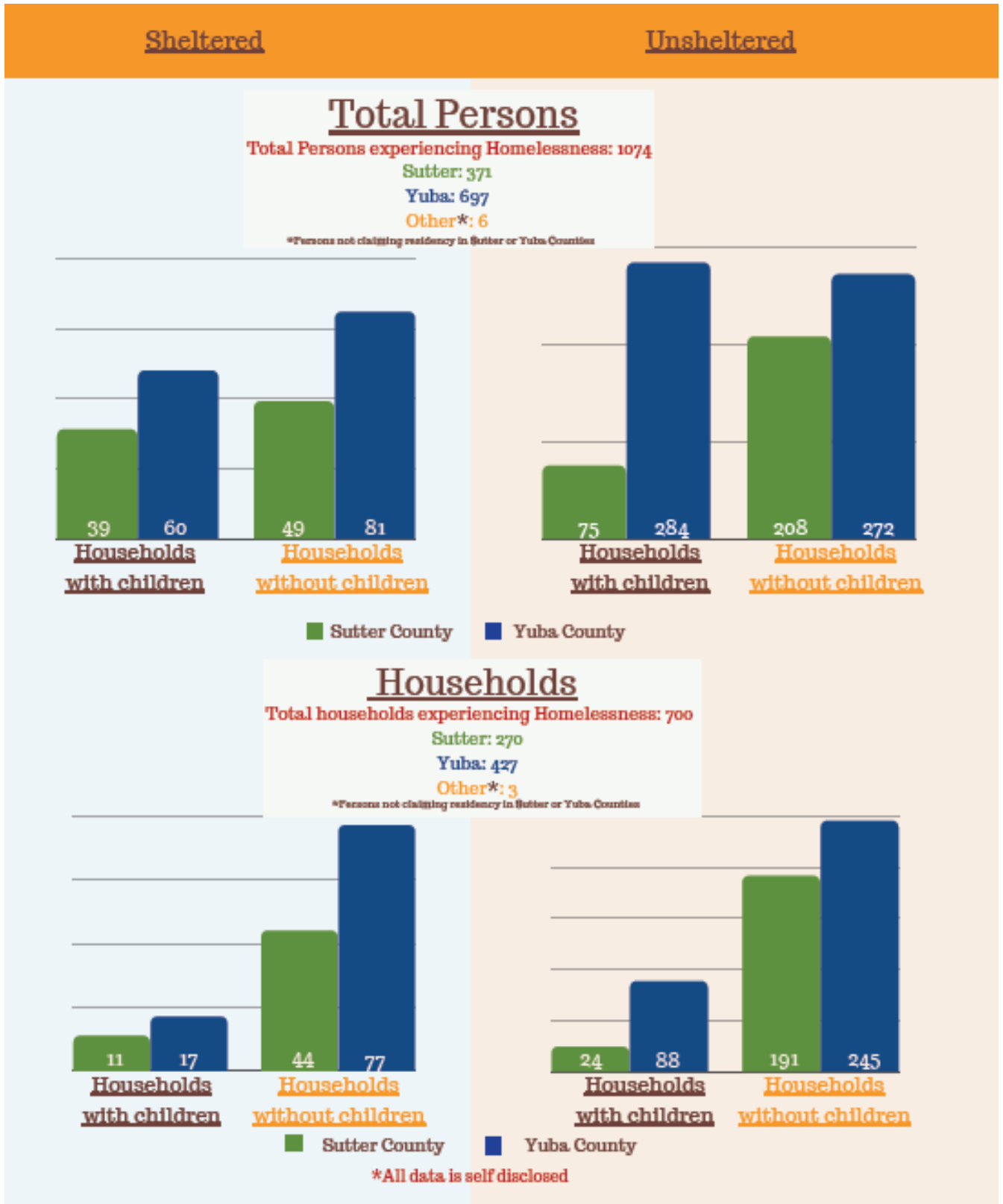
¹⁵ Housing Management and Information System (HMIS)



As part of the 2019 PIT there is more data specific to who experience homelessness in Yuba and Sutter. See the chart below. Note that the precariously sheltered was not reported to the HUD because they do not consider this population to be homeless.



The following shows the numbers of the homeless population in the Yuba and Sutter County from 2021 Point in Time (PIT) survey conducted by the Sutter Yuba Homeless Consortium and partnered agencies in the region.



Below are charts for each homeless program and adults and families being served in programs like Better Way Shelter, Homeless to Housed Motel Project and Harmony Village.

Better Way Shelter					
<i>Provides temporary shelter, case management, and housing navigation services to Sutter County residents ages 18+ experiencing homelessness</i>					
Maximum capacity: 28 persons Currently serving: 28 persons					
Metric	Target Goal	Yearly Outcomes			Cumulative Metrics
		2019*	2020	2021	
Number of persons served	112 persons per year	19 persons	97 persons	116 persons	232 persons served
Average length of program stay	Less than 90 days	90.3 days	55.8 days	59.8 days	60.6 days average length of stay
Number of persons permanently housed	30 persons per year	14 persons	41 persons	40 persons	95 persons permanently housed
Percent of permanently housed clients who have retained housing (i.e., remained housed for at least 1 year)	85% of permanently housed clients	N/A	N/A	N/A	86% of permanently housed clients have retained housing

Through the Better Way Shelter the number of individuals served increased year by year from 2019 to 2021. Note: the asterisk for 2019 means that only information for 2019 is from 9/19/2019 to 12/31/2022.

Homeless to Housed (H2H) Motel Project						
<i>H2H was a temporary, pilot 90-day shelter program, approved on January 12, 2017, when inclement weather and the rising Feather River displaced individuals living on the river bottoms, resulting in the decision to implement an emergency services homeless relocation effort. H2H provided shelter via local motels, with 8 to 10 hotel rooms providing shelter to Sutter County residents 55 years of age and older and medically fragile.</i>						
Metric	Target Goal	Yearly Outcomes				Cumulative Metrics
		2017*	2018	2019	2020*	
Number of persons served	8 to 10 persons per year	72 persons	15 persons	17 persons	7 persons	111 persons served
Average length of program stay	90 days	58.1 days	67.8 days	118.1 days	39.6 days	67.4 days average length of stay
Number of persons permanently housed	5 persons per year	24 persons	6 persons	8 persons	3 persons	41 persons permanently housed

H2H was operated from 1/12/2017 to 4/1/2020 therefore there is limited data for 2017 and 2020 which are labeled with an asterisk. The H2H program is only ran due to impact of the increment weather and availability of funds. In 2017 we see the biggest number of people served due to the Oroville Dam Spillway Crisis in February 2017.

Harmony Village				
<i>Harmony Village is a permanent supportive housing project for low-income Sutter County individuals. The project prioritizes veterans, disabled and those 55 years of age and older. Sutter County HHS Homeless Services Program provides on-site case management support to those not receiving case management services from other providers, such as establishing primary care, IHSS support, budgeting, and assistance with basic life skills.</i>				
Case manager to client ratio: 20 persons per case manager				
Metric	Yearly Outcomes		Cumulative Outcomes	Currently Serving** (12-31-2021)
	2020*	2021		
Number of persons served by Sutter County HHS	13 persons	22 persons	35 persons served	32 persons
Average length of residency among persons served by Sutter County HHS	369.9 days	225.4 days	279.1 days average length of residency	

There is limited data for people served at Harmony Village for 2020 because Harmony Village did not open until December 2020.

More information from this report can be found at:

<https://www.suttercounty.org/home/showpublisheddocument/5365/637825100523200000>.

Regional differences: areas of concentrated poverty, residential instability, high unemployment or limited family supports and services

How much a family earns is tied to their health and well-being. Lower income families may experience more health problems than others. Children living in poverty are more likely to go hungry; reside in overcrowded or unstable housing; be exposed to violence; and receive a poorer education. Poverty exposes children to chronic stress, which can hinder their physical, social, and emotional development. Children who experience deep, prolonged poverty and live in neighborhoods with concentrated poverty are at greatest risk.¹⁶

In 2020 the national average of children, ages 0-17, in poverty was 9.7%, while California has 12.6% children in poverty.¹⁶ For Sutter County the numbers are not available. For 2017 to 2019 the national average of children living in poverty was 13.5%, for California it was 19.13% and for Yuba-Sutter Counties combined it was 11.9%.^{17 18}

Impact of General County Demographics on Outcome Data Measures

Most families who experience contact with Child Welfare Services are grappling with high levels of poverty, home instability, employment instability, drug use, mental illness and general lack of familial support. These factors are all important risk factors that increase chance of entry into the system of care.

¹⁶ Kids Data. (2022). Children in poverty – Supplemental poverty measure (California & U.S. only): 2017 to 2020. <https://www.kidsdata.org/topic/700/spm-poverty/trend#jump=children-faring&fmt=996&loc=1,2&tf=95,110>

¹⁷ Kids Data. (2022). Children in poverty – Supplemental poverty measure (California & U.S. only): 2017 to 2019. <https://www.kidsdata.org/topic/700/spm-poverty/trend#fmt=996&loc=2,1&tf=95,124>

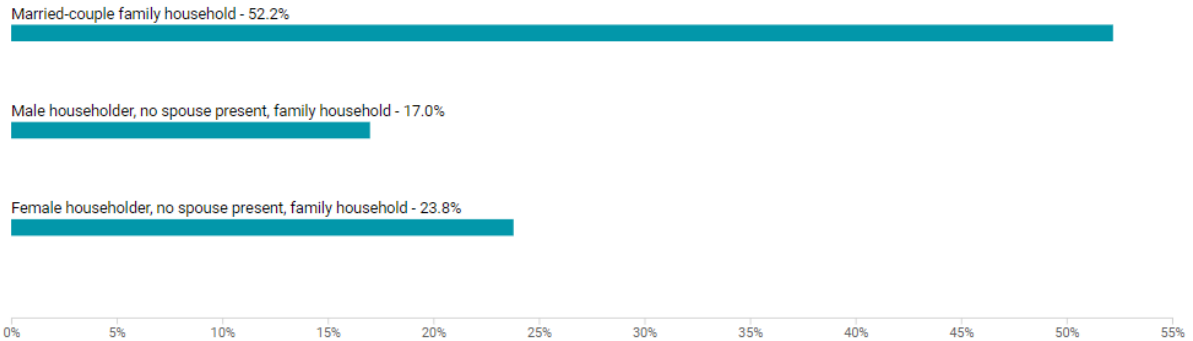
¹⁸ Bohn, S., Danielson, C., & Malagon, P. (2021). Poverty in California. Public Policy Institute of California. <https://www.ppic.org/publication/poverty-in-california/>

CHILD MALTREATMENT INDICATORS

Family Structure

The following graph shows percentage of households for married couples, and non-married heads of household by gender.⁷

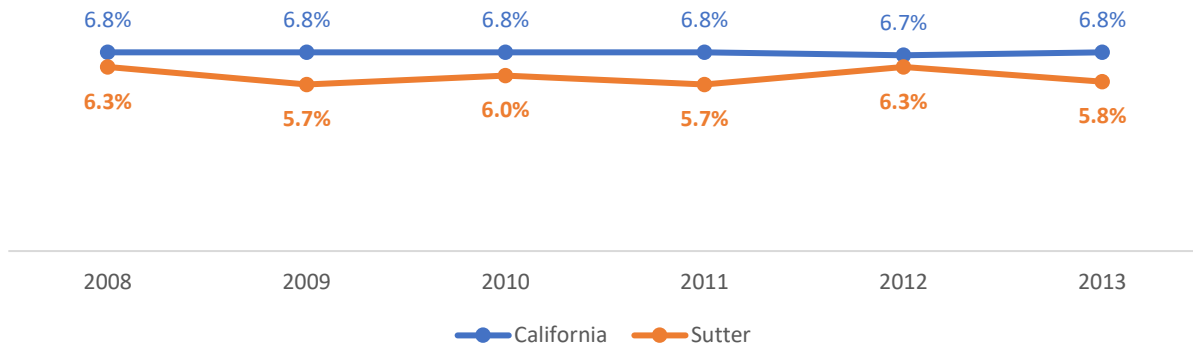
Total Households by Type of Households in Sutter County, California



Health Indicators

The graphs below show the percent of low-birth weight newborns,¹⁹ number of children born to teen parents,²⁰ child fatality rate,²¹ and percent of youth with disabilities²² for Sutter County and California over time from 2008 to 2013 (most recent data).

Low Birth Weight



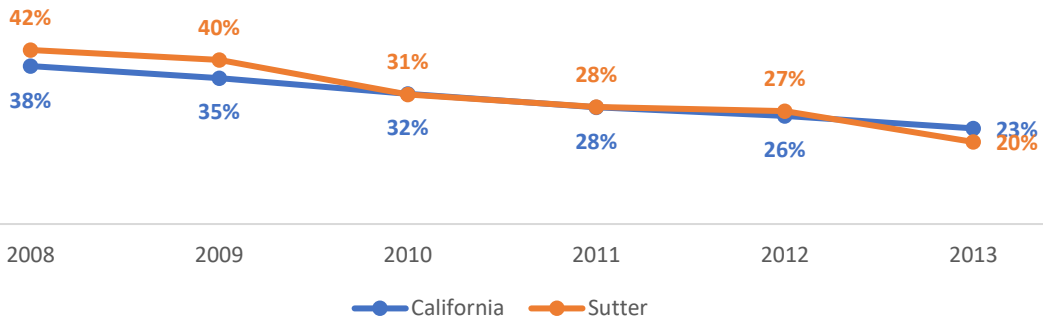
¹⁹ Kids Data. (2022). Infants born at low birthweight. <https://www.kidsdata.org/topic/301/low-birthweight/trend#fmt=91&loc=2,342&tf=13,88>

²⁰ Kids Data. (2022). Teen births. <https://www.kidsdata.org/topic/314/teen-births/trend#fmt=1192&loc=2,342&tf=13,88>

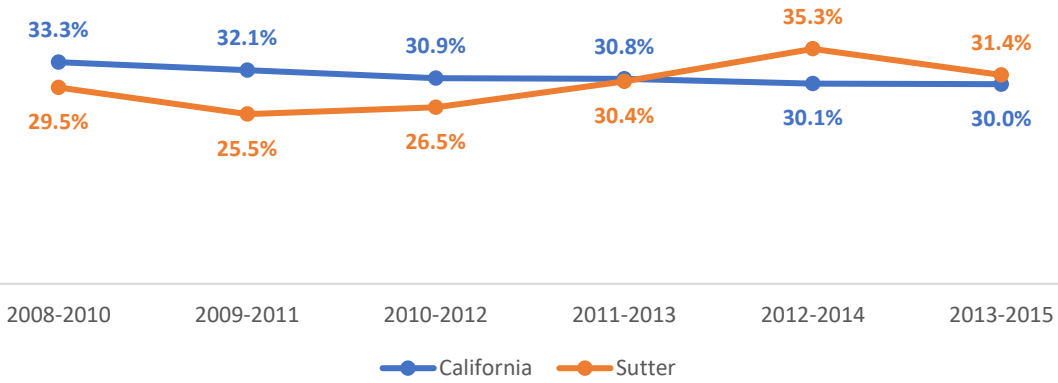
²¹ Kids Data. (2022). Death rate. <https://www.kidsdata.org/topic/254/death-rate/trend#fmt=2316&loc=2,342&tf=19,122>

²² Kids Data. (2022). Children with major disabilities. <https://www.kidsdata.org/topic/92/disabilities/trend#fmt=242&loc=2,2145&tf=16,108>

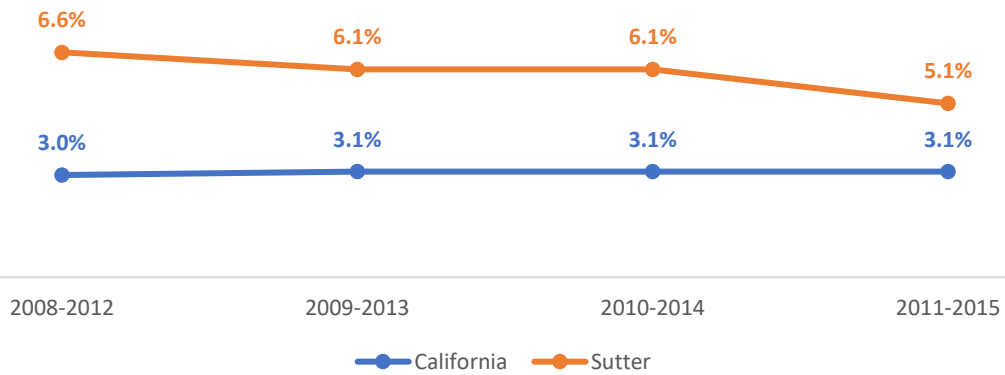
Teen Births Rate



Child Death Rate



Children with Major Disabilities



Rates of emergency room visits for child victims of avoidable Injuries

No data available.

Mental Health Data

Sutter-Yuba Behavioral Health data for behavioral health services for youth in Sutter County for the past 5 years:

Program or Services	2017	2018	2019	2020	2021
Triaged	408	461	525	350	328
Received Outpatient services	362	395	526	464	463
Received Urgent Services	n/a	17	64	57	39
Specialty Mental Health (CSOC, FSP, CBS, TBS, IHBS)	134	278	349	289	317

The table above shows all of the behavioral health services for youth in Sutter County follow the same trend for the youth served count with the exception of youth served in Specialty Mental Health which increases from 2020 to 2021. Since 2017 to 2019, all of the youth programs served increased, for example Triage services increased by 22%, outpatient services increased by 31% and specialty mental health services increased by 62%. From 2019 to 2021 behavioral health services for youth decreased and 2020 was the turning point when services decreased because of the global pandemic and some services were offered virtually. From 2019 to 2021, triage services decreased by 38%, outpatient decreased by 12%, Urgent Services decreased by 39%, and specialty mental health only decreased by 9% believed to be because services were specialty services which needed to be completed regardless of the pandemic.

All data for Sutter-Yuba Behavioral Health services for youth in Sutter County was pulled from the data system Anasazi with the exception of Triage data. Triage data was pulled from spreadsheets Youth Outpatient maintained.

For 2017, Anasazi did not have subunits for TBS, IHBS, and FSP nor Youth Urgent Services, so there is no information available.

Drugs and Alcohol Abuse in Sutter County²³

Sutter-Yuba Behavioral Health Substance Abuse data for Adults in Sutter County was obtained from the data base Anasazi.

Count of Clients Served by SYBH - Substance Use Disorder Services (SUDS) per County fiscal year:

Adult Outpatient (COED Men & Women):

2018-19 = 241

2019-20 (COVID) = 75

2020-21 (COVID) = 50

2021 – January 2022 = 69

Perinatal Outpatient (Pregnant & Parenting Women only):

2018-19 = 25

2019-20 (COVID) = 64

2020-21 (COVID) = 134

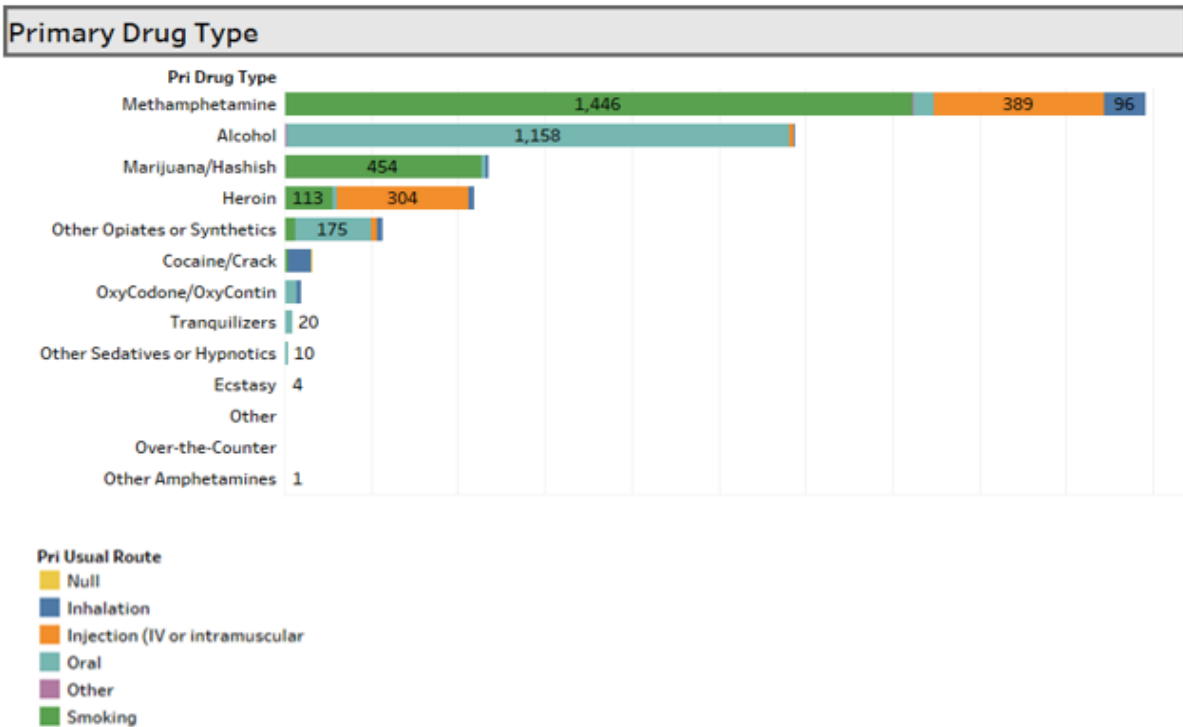
2021 – January 2022 = 43

Two of the substance use disorder services provided by Sutter-Yuba Behavioral Health were adult outpatient and perinatal outpatient. Adult outpatient services decreased as we entered the global pandemic in fiscal year 2019/20 and continued to decrease until 2021 to January 2022; there was a small recovery of 19 adult outpatient patients served, and the number is possibly bigger due to only being able to obtain partial fiscal year data for 21/22. Perinatal outpatient services actually increased by almost 5 times from fiscal year 2018/19 to 2020/21, but began to normalize in patients by fiscal year 21/22, but cannot conclude the information as there was only partial data for fiscal year 21/22.

Data for drug and alcohol abuse amongst adults in Sutter County could not be found however data was available for both adults and youth combined in the Sutter and Yuba Counties. The data was obtained from CalOMS dashboard for most used drugs from 1/1/2015

²³ California Department of Public Health. (2022). California overdose surveillance dashboard. <https://skylab.cdph.ca.gov/ODdash/>

to 7/15/22.²⁴ The graph below shows methamphetamine being the top drug of choice over other drugs including alcohol. Alcohol was the second drug of choice followed by Marijuana.



Substance Abuse programs available for youth in past 5 years:

Probation provided (in order of severity):

- Change Companies – Marijuana Journal
- Change Companies – Forward Thinking Journaling – Substance Abuse
- Encompass – Cognitive Behavioral Therapy for Substance Abusing Adolescents
- Matrix – Intensive Outpatient

Referrals for past 5+ years:

Program	Year	Referrals Received	Served
Marijuana Journal	21/22	3	3
	20/21	10	9
	19/20	9	4

²⁴ Department of Health Care Services. (2022). CalOMS treatment. <https://www.dhcs.ca.gov/provgovpart/Pages/CalOMS-Treatment.aspx>

	18/19	Program not offered	Program not offered
	17/18	Program not offered	Program not offered
	16/17	Program not offered	Program not offered
Substance Abuse Journal	21/22	7	3
	20/21	8	5
	19/20	19	15
	18/19	12	12
	17/18	7	6
	16/17	Program not offered	Program not offered
Encompass	21/22	14	9
	20/21	23	10
	19/20	37	20
	18/19	46	27
	17/18	48	27
	16/17	65	26
Matrix	21/22	5	All still on waitlist
	20/21	19	14
	19/20	21	18
	18/19	4	3
	17/18	Program not offered	Program not offered
	16/17	Program not offered	Program not offered

Juvenile Citations Solely for Substance Abuse:

YEAR	# of Referrals for controlled substances
2021	18
2020	3
2019	6
2018	16
2017	21
*Note: numbers are low number after 2017, as marijuana possession became an infraction due to Prop 64 which went into effect January 2018. Marijuana possession offenses have NOT been referred to probation since that time. Also, most referrals have additional crime types besides controlled substances	

As far as juvenile substance abuse, Yuba City Unified School District and Sutter County Superintendent of Schools, as well as the Court, and Law Enforcement refer youth to probation for substance abuse services. Probation has worked side-by-side with schools in Sutter County to create a referral continuum that starts with screening at the school level when a youth is found under the influence or in possession of a controlled substance on campus, to determine level of substance abuse needs, from education to abuse to intensive outpatient. Probation also trains school staff in the use of The Change Companies Forward Thinking Journaling series, so the school can directly provide the Marijuana Journal and the Substance Abuse Journal if needed. The Court refers youth that need drug education (mandated per the 11357 Health and Safety Code for marijuana infractions) to probation to complete the marijuana journal as their drug education hours. Further, law enforcement often refers youth and parents to probation for substance abuse services without citation. A workgroup comprised of schools, probation, Prevention, Education and Intervention (PEI) through Public Health, and Sutter-Yuba Behavioral Health meet monthly to discuss the ongoing needs of Substance Abuse services for youth in Sutter County. Overall, marijuana and alcohol use are the substances most abused by youth referred to probation-run substance abuse programs.

Violence and Violent Crime Indicators

Calls For Service Dispatched by Beat

Year	Beat 1	Beat 2	Beat 3	Beat 4	Beat 5	Beat 6	Beat 7	Beat 8	Beat 9	Beat 10
2016	1042	2821	1275	467	2035	2166	6185	2346	402	1999
2017	1130	3230	1352	419	1620	2595	6662	2353	486	1688
2018	1071	2923	1099	512	1324	2265	5891	2259	445	1487
2019	954	3191	1148	401	1365	2516	6201	2168	427	1580
2020	1092	3539	1196	514	1294	2358	6624	2178	420	1567

Calls For Service On-View by Deputies

Year	Beat 1	Beat 2	Beat 3	Beat 4	Beat 5	Beat 6	Beat 7	Beat 8	Beat 9	Beat 10
2016	1388	3815	1168	506	1459	2608	5743	1624	622	2942
2017	1271	3619	917	357	1319	2382	4990	1622	639	2419
2018	1131	3306	1167	624	1185	2392	4614	1698	872	2268
2019	1647	5193	1035	476	1269	2647	5320	1697	856	2116
2020	1788	5432	906	476	1338	1840	4849	1383	802	2123

_____ There is limited data on violent crimes for the county of Sutter and therefore this data was pulled from the Sutter County Sherrifs website.²⁵ The Sutter County sheriffs department divides Sutter County into ten geographical regions sheriff station patrol which they call beats. The tables show the number of calls that the Sutter County Sheriff Communications Center received, displayed by year and by beat. Higher numbers of calls may be indicative of higher rates of crime. Calls for service on-view by deputies refers to an event occurring while a deputy is on patrol and it is not when communication center dispatched patrol(s). The majority of calls occurred in beat 7 which is the South Yuba City area. More information about geographic location of each beat can be found in the following link of the [map: https://www.suttersheriff.org/home/showpublisheddocument/4124/637583271444700000](https://www.suttersheriff.org/home/showpublisheddocument/4124/637583271444700000)

Rates of law enforcement calls for domestic violence⁶

Sutter County's Domestic Violence Council and Child Abuse Prevention Council meets every other month and coordinates the county's prevention and early intervention efforts by monitoring and reporting on child abuse and domestic violence involving children. The data below is reported by Yuba City Police Department, Sutter County Sheriff Office and our domestic violence shelter, Casa de Esperanza.

Yuba City Police Department

<u>Year</u>	<u>Total Domestic Violence Reports</u>	<u>Domestic Violence Reports with Children</u>
<u>2018</u>	<u>318</u>	<u>126</u>

²⁵ <https://www.suttersheriff.org/divisions/support-services-division/communications-unit/calls-for-service-stats>

<u>2019</u>	<u>369</u>	<u>119</u>
<u>2020</u>	<u>379</u>	<u>126</u>
<u>2021</u>	<u>408</u>	<u>112</u>

Sutter County Sheriff Office

<u>Year</u>	<u>Total Domestic Violence Reports</u>	<u>Domestic Violence Reports with Children</u>
<u>2018</u>	<u>124</u>	<u>59</u>
<u>2019</u>	<u>90</u>	<u>35</u>
<u>2020</u>	<u>76</u>	<u>19</u>
<u>2021</u>	<u>88</u>	<u>28</u>

Yuba City Police Department only respond to calls in the Yuba City area. Sutter County Sheriff Office responds to calls outside the Yuba City area. In reviewing the data less than half of the domestic violence reports involved children. Children who witness domestic violence can suffer severe emotional and developmental difficulties, not to mention being physically harmed if present during a physical altercation.²⁶ When children are witnesses to domestic violence the safety, permanency and well-being is impacted.

Sutter County is lucky to have a domestic violence shelter that provides services to victims of domestic violence. Casa de Esperanza provides a safe shelter for women, and children, assistance with transportation, one on one counseling for adults and children, advocacy with other agencies on the phone or in person, and assist with filing a Domestic Violence Restraining Order. The data below shows the number of initial client contacts and the number of initial contacts with children from 2018-2021. A little over 50% of the initial client contacts involved children.

Casa de Esperanza (Domestic Violence Shelter and Services)

<u>Year</u>	<u>Total Initial Client Contacts</u>	<u>With Children</u>
<u>2018</u>	<u>416</u>	<u>219</u>

²⁶ Child Welfare Information Gateway. (2021). Child witnesses to domestic violence. Children's Bureau. <https://www.childwelfare.gov/pubPDFs/witnessdv.pdf>

<u>2019</u>	<u>386</u>	<u>187</u>
<u>2020</u>	<u>347</u>	<u>248</u>
<u>2021</u>	<u>302</u>	<u>165</u>

2-1-1 Services

Information for 2-1-1 services in Sutter County can be found here:

<https://211suttercounty.org/>.

According to [California 211Counts](#), from August 17, 2022 to August 16, 2022, there were six requests. Four of the requests were for information on housing and shelters, one request was for Agency and Other Contact, and one request was for All Other Requests, no other information was provided.

Geographic, age, racial/ethnic or other trends identifying children at greatest risk of maltreatment²⁷

White and Hispanic youth comprise most of the youth and families who have contact with the Child Welfare system. Youth underage one has the highest rates of referrals.

Impact of Child Maltreatment Indicators on Delivery or Availability of Services

Most families who experience contact with Child Welfare Services is grappling with high levels of poverty, home instability, employment instability, drug use, mental illness and general lack of familial support. These factors are all important risk factors that increase chance of entry into the system of care.

Impact on At-Risk Families

Most of our at-risk families have challenges with substance use, mental illness, homelessness, and/or poverty. The county has services in the community to address these risk factors. When a family comes in contact with Child Welfare, referrals are made to community agencies to provide ongoing support.

Impact of Child Maltreatment Indicators on Outcome Data Measures

Substance Use Disorder (SUD), whether it pertains to alcohol, prescription, or illegal drugs, is a disease that impacts a person's brain and behavior, which leads to an inability to control one's use. SUD occurs when the recurrent use of alcohol and/or drugs causes clinically

²⁷ 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. (2018). CCWIP reports. Retrieved 10/19/20, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare [quarter 2 intervals, Q2 Extract October 2020].

significant impairment, including health problems, disability, and failure to meet major responsibilities at work, school, or home; this includes care of children.²⁸ The prevalence of parental drug and alcohol use in the county is a significant factor affecting referrals to the Child Welfare System. Most cases are the direct result of parental substance abuse, primarily involving methamphetamine, heroin, marijuana, alcohol, and prescription medications; although, butane honey oil manufacturing has been increasing.

A parent's SUD greatly impacts his or her ability to function effectively in a parental role/care for children. Ineffective or inconsistent parenting can be due to the following:

- Physical or mental impairments caused by alcohol or other drugs
- Reduced capacity to respond to a child's cues and needs
- Difficulties regulating emotions and controlling anger and impulsivity
- Disruptions in healthy parent-child attachment
- Spending limited funds on alcohol and drugs rather than food or other household needs
- Spending time seeking out, manufacturing, or using alcohol or other drugs
- Incarceration, which can result in inadequate or inappropriate supervision for children
- Estrangement from family and other social supports

Family life for children with parent(s) who suffer from SUD is often chaotic and unpredictable. Children's basic needs (e.g. nutrition, supervision, nurturing, etc.) may go unmet, which can result in neglect.²⁹ In Sutter County, parental SUD can negatively contribute to outcome measures. For instance, SUD can cause erratic/transient behavior making parents difficult to find during investigations or difficult to contact throughout the life of a case.

Child abuse and neglect exists in families across all social spectrums. There are many contributing factors to abuse, such as parental SUD, financial stress, mental health issues, and poverty. Young children are more vulnerable to the risk of abuse and its effects. Abused children experience higher rates of suicide, depression, substance use, problems in school, and other behavioral problems including delinquency and increased propensity to maltreatment of their own children. As a medium sized, semi-rural county in Northern California, Sutter County has a higher incidence rate of abuse and neglect, in large part due to the prevalence of SUD and high poverty rates.

These factors have an impact on performance measures related to safety and permanency. For example, research indicates SUD recovery timeframes are incongruous with standard court family reunification timeframes. While it is commonly acknowledged recovery is not achieved in less than a year, the Child Welfare System generally allows only six months to a

²⁸ SAMHSA. (2022). *Mental health and substance use disorders*. <https://www.samhsa.gov/find-help/disorders>

²⁹ Child Welfare Information Gateway. (2021). *Parental substance use: A primer for child welfare professionals*. Children's Bureau. <https://www.childwelfare.gov/pubPDFs/parentalsubuse.pdf>

year of reunification services based on the age of the children. Therefore, this can impact rates of permanency within twelve months. Similarly, if a parent reunifies then relapses and engages in behaviors that place the child(ren) at risk, it impacts safety by increasing recidivism rates.

CHILD WELFARE AND PROBATION PLACEMENT POPULATION

The data in this section is used from the Sutter data extract from CDSS quarterly reports available from the UC Berkeley Center for Social Services Research. The data was downloaded from this agency's online dashboards maintained by the California Child Welfare Indicators Project (CCWIP).²⁷ For Q2 data, "fundamental" measures (allegations, substantiations, entries count) are counted over 12-month intervals spanning July to June every year, and point-in-time measures (in-care) are published counts on July 1st every year.

Explanatory Note on Disproportionality and Counts Below in Outcome Data Measures

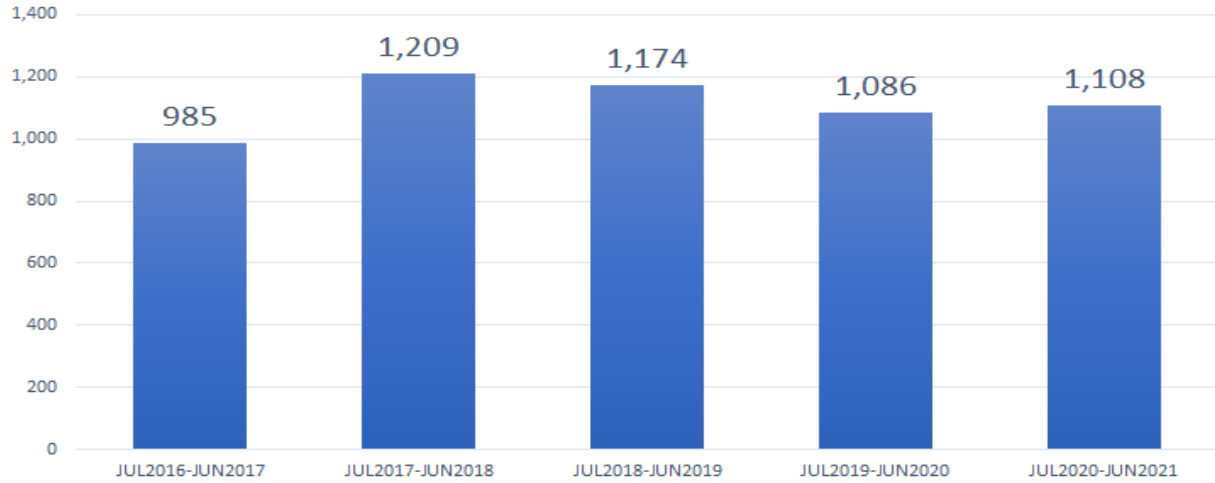
Sutter County is a medium-sized county. However, counts may be below ten for subgroups such as race, age, and gender. Attempting to analyze sample sizes under ten for specific ethnic groups is inappropriate and may lead to identification of a youth. In accordance with federal and state³⁰ data guidelines, both counts, and percentages are masked for counts under ten. This is in accordance with data displayed on the publicly available version of the CCWIP website. Unmasked data without restrictions can be accessed by county staff in order to privately review counts under 10. The county internally monitors unmasked data on a regular basis for continuous quality improvement purposes. In the publicly available report, Sutter County will follow state and national masking guidelines to decrease the risk of low counts leading to identification. For the sake of transparency and in the spirit of the value in the CSA process, Sutter County has analyzed the outcome measures using information such as qualitative data gleaned from the CSA focus groups, internal data, and anecdotal data provided by the planning team. The county makes every effort to consider cultural humility and cultural or ethnic barriers to safety and permanency on a case-by-case basis.

Total Count of Allegations Over Time²⁷

The following chart shows the past five years of Q2 2021 data, which is the quarter used in planning for the CSA.

³⁰ CHHS. (2016). *Data de-identification guidelines (DDG)*. <https://chhsdata.github.io/dataplaybook/documents/CHHS-DDG-V1.0-092316.pdf>

Child Welfare Allegations Sutter County Q2 2021



Allegations by Age²⁷

The following table shows the counts of allegations by age that were used to calculate yearly incidence, January to December each year.

Age Group	Allegations Incidence Count				
	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019	JAN2020-DEC2020
	N	n	n	n	n
Under 1	97	97	112	120	122
1-2	98	103	111	114	100
3-5	195	182	173	184	160
6-10	330	351	370	347	305
11-15	244	287	350	300	306
16-17	80	88	110	93	86
Total	1,044	1,108	1,226	1,158	1,079

The following graph demonstrate the incidence of allegations by age group over time.

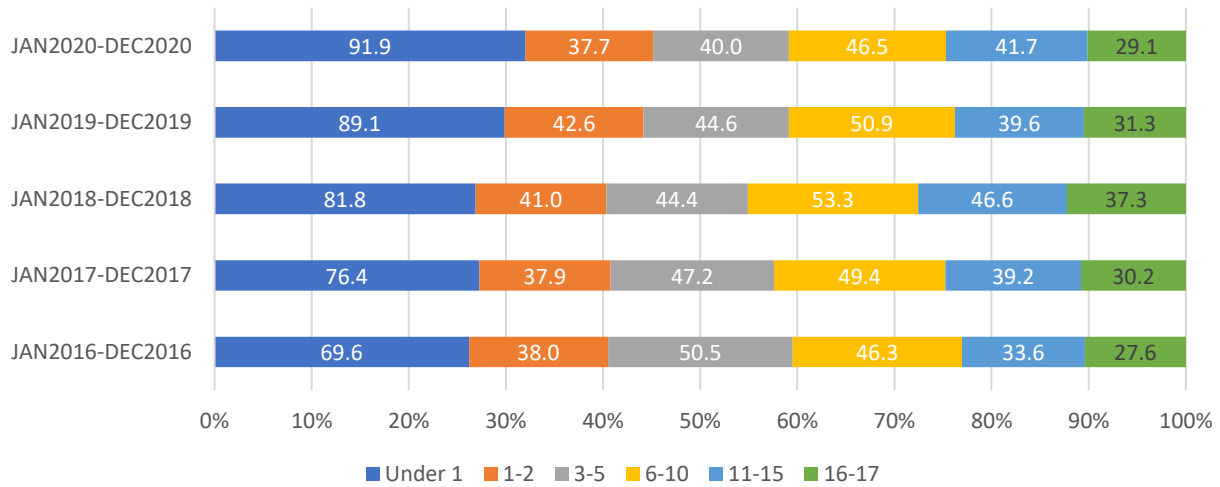
Sutter County

Allegation Rate by Age Group

Incidence per 1,000 Youth

Interval: January to December

Over Time (2016-2020)



Missing Data: There is no missing data for allegations by age.

Masked Data: There is no masked data for allegations by age.

Trends Since Last CSA and Age Disparity

The incidence of youth allegations under the age of one has increased significantly over time from 69.6 per 1000 youth in 2016 to 91.9 per 1,000 youth in 2020. Children at this age have increased vulnerability to maltreatment due to their size, early developmental status, and need for constant care.³¹ The incidence for ages 3-5 have decreased over time. All other group incidence rates have stayed fairly stable.

³¹ Child Welfare Information Gateway. (2022). Child factors that contribute to child abuse and neglect. <https://www.childwelfare.gov/topics/can/factors/child/#age>

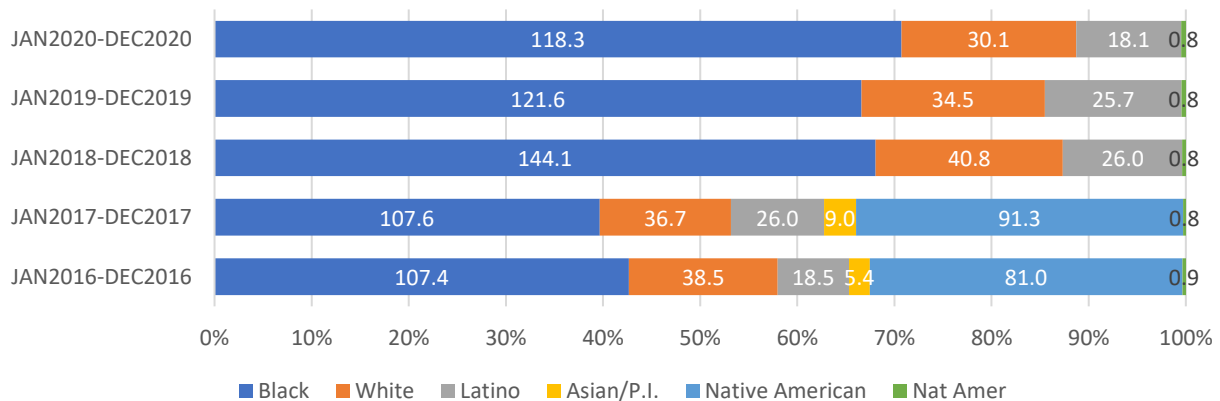
Allegations by Race/Ethnicity²⁷

The following table shows the counts of allegations by race that were used to calculate yearly incidence, January to December each year.

Ethnic Group	Allegations Incidence Count				
	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019	JAN2020-DEC2020
	N	n	n	n	n
Black	45	48	67	59	51
White	375	362	404	346	296
Latino	189	262	263	260	178
Asian/P.I.	18	30	M	M	M
Nat Amer	17	19	M	M	M
Multi-Race	0	0	0	0	0
Missing	400	387	458	455	519
Total	1,044	1,108	1,226	1,158	1,079

Sutter County

Allegation Rate by Race/Ethnic Group
Incidence per 1,000 Youth
Interval: January to December
Over Time (2016-2020)



Missing Data: The count of data missing race over the past five years ranges from 387 – 519 people. This accounts for a large proportion of the overall child welfare allegation population, ranging from 34.9% to 48.1%, and increasing over time.

Masked Data: Counts for Asian and Native American races are masked for years 2019-2021.

Trends Since the Last CSA and Race/Cultural Disparity

Missing race makes analysis and interpretation of disparity difficult or impossible and the rest of the data should be interpreted with caution. UC Berkely website CCWIP does not provide any further explanation regarding the missing data. With so much missing data, there is difficulty in asserting whether this is actual disparity. Any conclusions are difficult to draw since such a large proportion of missing race exists. Those counts, if known, could either inflate or deflate the percent of allegations of youth of Latino and Black race/ethnicity. Hotline collection of this data may be impacted by reporters who do not know, decline or neglect to state the race of the youth, or hotline staff who do not ask. There may also be disproportionality within the data which will need a deeper dive into understanding what is truly happening, but at this moment with so much missing data it cannot be accurately analysed. There is a large number of allegations for Black families who only represent 2.7% population in Sutter County. Data shows a low count for the number of allegations and at the same time a very high rate for Black families which may be interpreted as Black families having a 40% to 70% allegation count for the total number of allegations in Sutter County. Again, with so much missing data, there is difficulty in asserting whether percents are actual disparity and disproportionality. Any conclusions are difficult to draw since such a large proportion of missing race/ethnicity exists. At any rate, the county makes every effort to practice cultural humility with its families.

Substantiations by Age²⁷

The following table shows the counts of substantiations that were used to calculate yearly incidence, January to December each year.

Age Group	Substantiations Incidence Count				
	JAN2016- DEC2016	JAN2017- DEC2017	JAN2018- DEC2018	JAN2019- DEC2019	JAN2020- DEC2020
	N	n	n	n	n
Under 1	27	36	33	27	23
1-2	23	M	M	M	13
3-5	24	30	18	27	M
6-10	38	57	40	35	17
11-15	M	32	30	23	17
16-17	M	M	M	M	M
Total	139	182	144	135	79

Missing Data: There is no missing data for substantiations by age.

Masked Data: Various cells in past years have masked data. The 16-17 age group is masked each year. The 1-2 year old group is masked for 2017-2019. The 3-5 year old group is masked for 2020.

The following table shows the incidence of substantiations by age group over time.

Age Group	Time Period				
	JAN2016- DEC2016	JAN2017- DEC2017	JAN2018- DEC2018	JAN2019- DEC2019	JAN2020- DEC2020
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Under 1	19.4	28.3	24.1	20.0	17.3
1-2	8.9	M	M	M	4.9
3-5	6.2	7.8	M	6.5	M
6-10	5.3	8.0	5.8	5.1	2.6
11-15	M	4.4	4.0	3.0	2.3
16-17	M	M	M	M	M
Total	5.5	7.2	5.7	5.3	3.2

Masked Data: Various cells in past years have masked data. The 16-17 age group is masked each year. The 1-2 year old group is masked for 2017-2019. The 3-5 year old group is masked for 2020.

Trends Since the Last CSA

Looking at the data from the last CSA, children under one year old continue to have the highest substantiation rates. The total substantiation rates seems to be consistent throughout the years with a decrease in 2020 which could be attributed to the COVID 19 pandemic and stay at home orders.

Substantiations by Race and Cultural Disparity²⁷

The following table shows the counts of substantiations that were used to calculate yearly incidence, January to December each year.

Ethnic Group	Substantiations Incidence Count				
	JAN2016- DEC2016	JAN2017- DEC2017	JAN2018- DEC2018	JAN2019- DEC2019	JAN2020- DEC2020
	N	n	n	n	n
Black	M	13	M	M	M
White	72	73	55	50	24
Latino	42	63	60	52	34
Asian/P.I.	M	M	M	M	M
Nat Amer	M	M	M	M	M
Multi-Race	0	0	0	0	0
Missing	15	21	17	19	M
Total	139	182	144	135	79

Missing Data: Missing data accounts for 11% or more of the total substantiation data by race across all years. Therefore, analysis of the data by race is not recommended as interpretations will not be representative of the population.

Masked Data: The Asian and Native American counts of substantiations are masked each year. The count of Black youth with substantiations are masked almost all years except for 2017.

The following table shows the substantiation rate by race/ethnicity.

Ethnic Group	Substantiations Incidence Rate				
	JAN2016- DEC2016	JAN2017- DEC2017	JAN2018- DEC2018	JAN2019- DEC2019	JAN2020- DEC2020
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Black	M	29.1	M	M	M
White	7.4	7.4	5.6	5.0	2.4
Latino	4.1	6.3	5.9	5.1	3.4
Asian/P.I.	M	M	M	M	M
Nat Amer	M	M	M	M	M
Total	5.5	7.2	5.7	5.3	3.2

Masked data: The Asian and Native American rates of substantiations are masked each year. The rates of Black youth with substantiations are masked almost all years except for 2017.

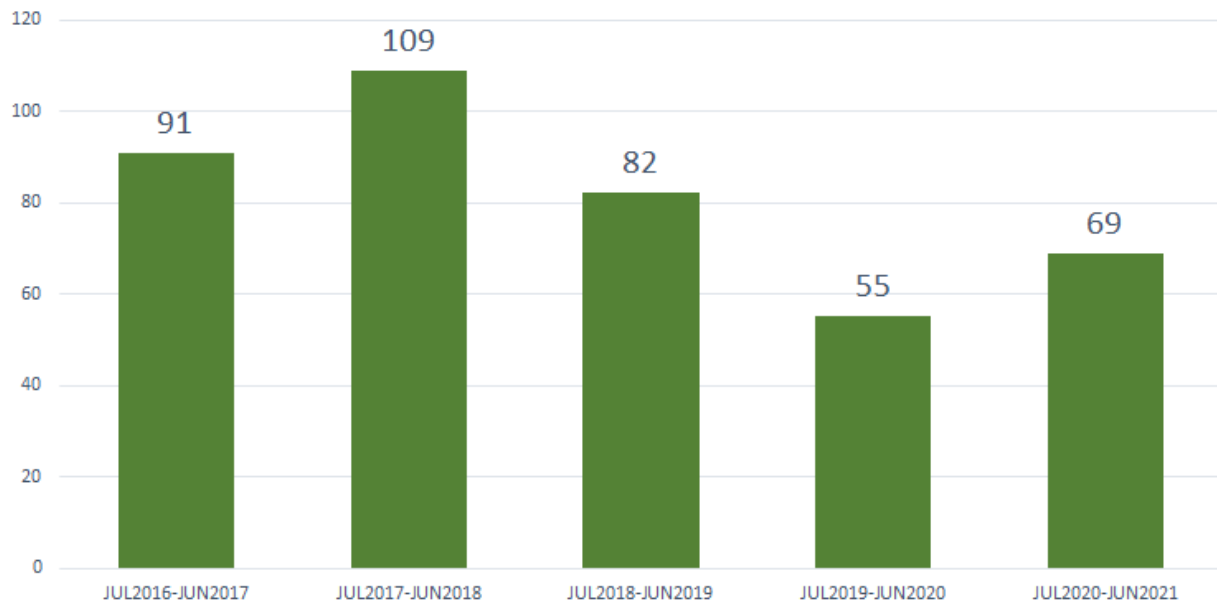
Trends Since the Last CSA

The rate of substantiations has trended downward over time from 5.5 over 1,000 youth in 2016 to 3.2 youth in 2020. Rates by race are similar for white and Latinx youth each year. All other groups are masked for 2020.

Total Count of Entries Over Time²⁷

The following chart shows the past five years of Q2 data, which is the quarter used in planning for the CSA.

Child Welfare Entries Sutter County Q2 2021



Entries to Care by Age²⁷

The following table shows the counts of entries by age that were used to calculate yearly incidence, January to December each year.

Age Group	Entries to Care Count				
	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019	JAN2020-DEC2020
	N	n	n	n	n
Under 1	26	24	21	15	15
1-2	18	M	14	15	13
3-5	M	14	M	13	M
6-10	20	29	29	19	14
11-15	15	19	16	M	M
16-17	M	M	M	M	M
Total	95	104	94	80	61

Missing Data: There is no missing entries data by age.

Masked Data: Masked data broadly but inconsistently affects this measure across ages. All data is masked for ages 16-17.

Changes Since Last CSA

The total count of entries to care has decreased significantly over five years from 95 to 61. Because of the limitations of masked data, it is difficult to accurately interpret where and why the decrease might have occurred. Sutter County CWS has incorporated Child and Family Team meetings (CFTM) as part of our practice to engage the family and supports in safety planning. Sutter County also uses multi-disciplinary teams such as Family Assistance Services Team (FAST) that consists of community partners discussing the needs of the family and providing support.

The following table shows the incidence rate of entries by age.

Age Group	Entries to Care Incidence Rate				
	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019	JAN2020-DEC2020
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Under 1	18.7	18.9	15.3	11.1	11.3
1-2	7.0	M	5.2	5.6	4.9
3-5	M	3.6	M	3.2	M
6-10	2.8	4.1	4.2	2.8	2.1
11-15	2.1	2.6	2.1	M	M
16-17	M	M	M	M	M
Total	3.8	4.1	3.7	3.1	2.5

Masked Data: Masked data broadly but inconsistently affects this measure across ages. All data is masked for ages 16-17.

Changes Since Last CSA

The rate of entries to care has also decreased significantly from 3.8 per 1,000 youth in 2016 to 2.5 per 1,000 youth in 2020. Because of the limitations of masked data, it is difficult to accurately interpret where and why the decrease might have occurred.

Entries to Care by Race²⁷

The following table shows the counts of entries by race that were used to calculate yearly incidence, January to December each year.

Ethnic Group	Entries to Care Count				
	JAN2016-DEC2016	JAN2017-DEC2017	JAN2018-DEC2018	JAN2019-DEC2019	JAN2020-DEC2020
	N	N	n	n	n
Black	M	M	M	M	M
White	46	53	46	36	20
Latino	44	37	39	31	30

Asian/P.I.	0	0	0	0	M
Nat Amer	M	M	M	M	M
Multi-Race	0	0	0	0	0
Missing	0	M	0	0	0
Total	95	104	94	80	61

Masked Data: For youth in care by race, the counts for youth identifying as Black are non-zero and masked every year. The counts for the “missing” category are non-zero and masked for 2017. The majority of entries to care are White or Latinx youth.

The following table shows the rates of entries by race.

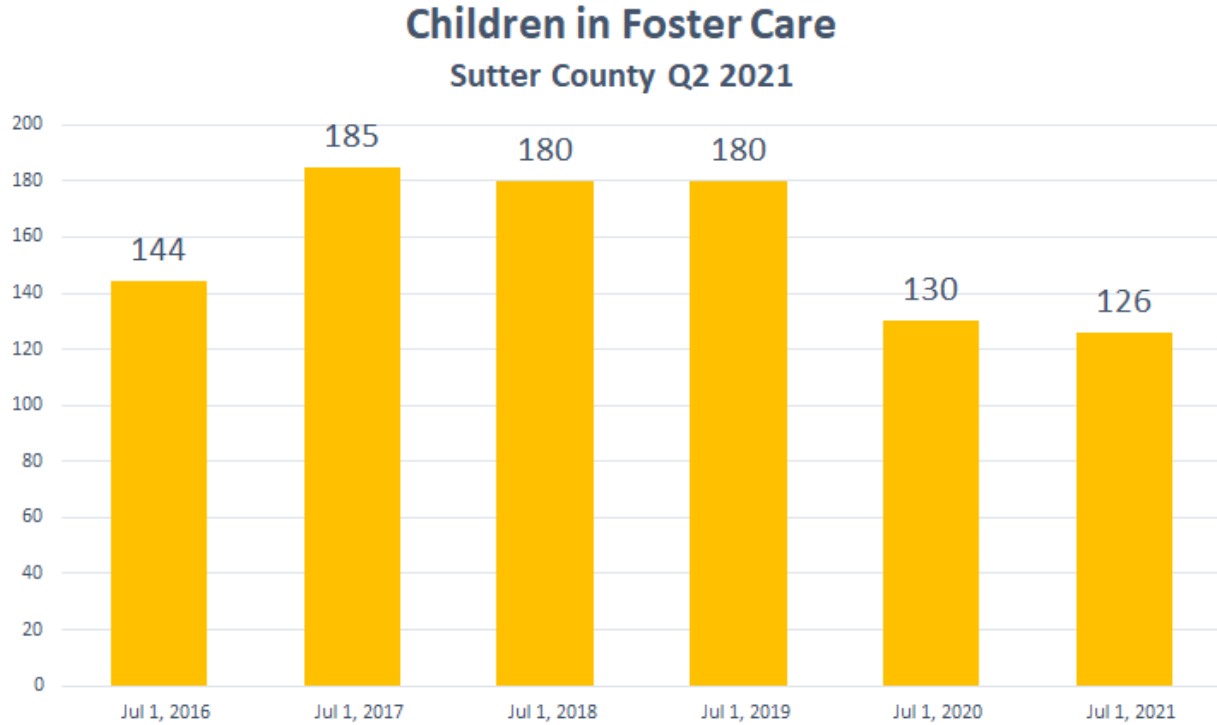
Ethnic Group	Entries to Care Incidence Rate				
	JAN2016- DEC2016	JAN2017- DEC2017	JAN2018- DEC2018	JAN2019- DEC2019	JAN2020- DEC2020
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Black	M	M	M	M	M
White	4.7	5.4	4.6	3.6	2.0
Latino	4.3	3.7	3.9	3.1	3.0
Asian/P.I.	0.0	0.0	0.0	0.0	M
Nat Amer	M	M	M	M	M
Multi-Race	0.0	0.0	0.0	0.0	0.0
Total	3.8	4.1	3.7	3.1	2.5

Trends Since the Last CSA and Racial/Cultural Disparity

The rate of entries to care for both white and Latinx youth are dropping over time, along with the overall rate. Sutter County CWS has incorporated Child and Family Team meetings (CFTM) as part of our practice to engage the family and supports in safety planning. Sutter County CWS also refers families to Latino Outreach which provides group therapy, individual therapy, case management, and linkage to medication support and community resources. Latino Outreach Center seek to tailor services to meet the needs of the clients in a culturally sensitive and client driven way. There is little to no data available for other racial or ethnic groups.

Total Count of Youth in Care Over Time²⁷

The following chart shows the past five years of Q2 data, which is the quarter used in planning for the CSA.



Youth in Care by Age²⁷

The following table shows the counts of youth in care by age that were used to calculate yearly incidence, January to December each year.

Age Group	Point In Time					
	Jul 1, 2016	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	N	n	N	n	n	n
Under 1	M	22	14	13	M	11
1-2	20	17	22	21	16	14
3-5	21	29	19	26	M	19
6-10	34	38	47	38	22	25
11-15	33	48	44	46	40	28
16-17	M	15	15	19	18	14
Total	130	169	161	163	117	111

The following table shows the prevalence rate of youth in care by age.

Sutter County

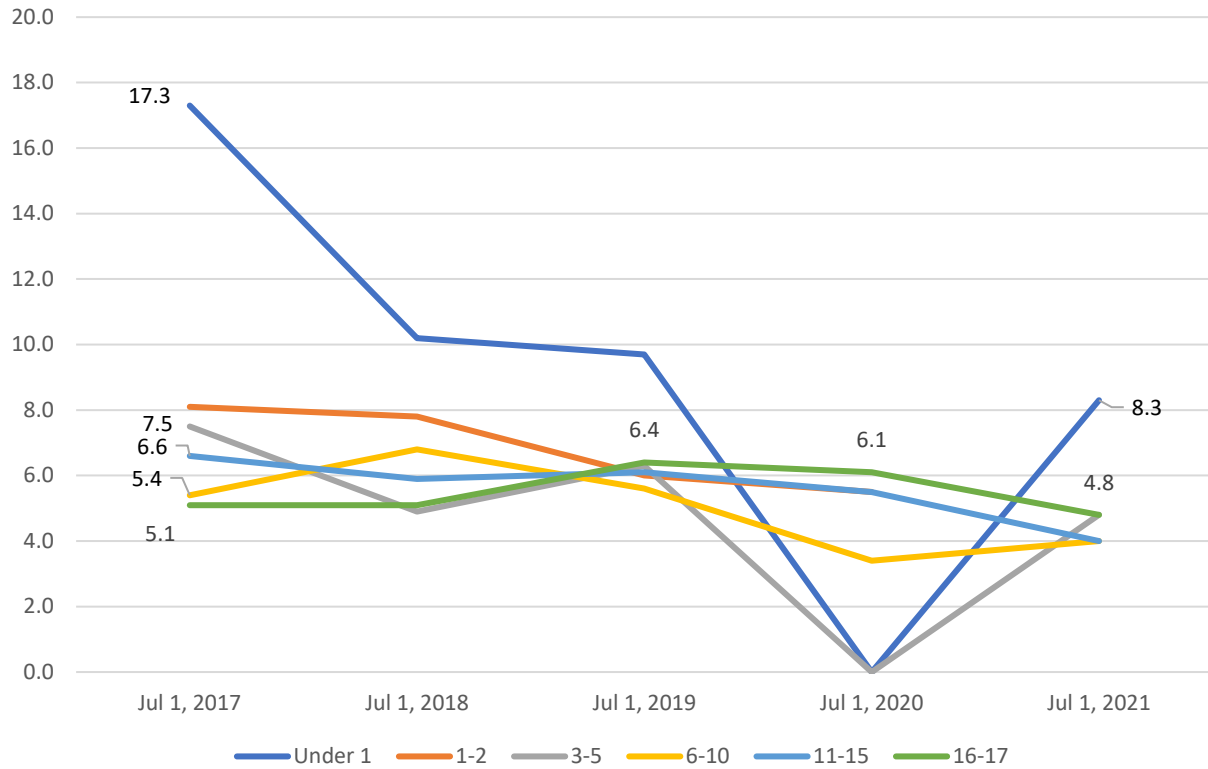
In Care Rate by Age Group

Prevalence Per 1,000 Youth

Interval: July 1 Each Year

Over Time (2017-2021)

California - Child and Family Services Review



Youth in Care by Race²⁷

The following table shows the counts of youth in care by race that were used to calculate yearly incidence, January to December each year.

Ethnic Group	Count of Youth in Care					
	Jul 1, 2016	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	N	n	n	n	N	n
Black	14	M	M	17	M	M
White	67	82	75	83	58	54
Latino	46	68	66	63	42	43
Asian/P.I.	M	M	0	0	M	M
Nat Amer	M	0	M	0	M	M
Multi-Race	0	0	0	0	0	0
Missing	0	0	0	0	0	0
Total	130	169	161	163	117	111

Missing Data: There are no instances of missing data for in care by race.

Masked Data: In care counts have dropped slightly over time from 130 in 2016 to 111 in 2021. Asian/Pacific Islander and Native American counts are masked each year except 2017 and 2019 when they were zero. Most counts each year are masked for the Black youth group.

The following table shows the prevalence of youth in care per 1,000 youth by race.

Ethnic Group	Prevalence of Youth in Care					
	Jul 1, 2016	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000	per 1,000
Black	33.4	M	M	35.1	M	M
White	6.9	8.3	7.6	8.3	5.9	5.7
Latino	4.5	6.8	6.5	6.2	4.3	4.6
Asian/P.I.	M	M	0.0	0.0	M	M
Nat Amer	M	0.0	M	0.0	M	M
Multi-Race	0.0	0.0	0.0	0.0	0.0	0.0
Missing
Total	5.2	6.7	6.3	6.4	4.7	4.6

Changes in Time Since the Last CSA and Racial/Cultural Disparity

The rate of in care youth has dropped slightly over time from 5.2 in 2016 to 4.6 in 2021. Black youths have much higher in care rates in 2016 and 2019, but are masked every other year. Rates for both White and Latinx groups have dropped slightly over time. There is little to no data for other racial groups.

Reentry to Care by Age and Race and Cultural Disparity

Suter County has experienced few cases (less than ten per year) of reentry in the past five years and data is masked, if present. There is no graph or table shown due to counts being very low. There is no way to describe any existing disparity with numbers being so low or non-existent.

Types of Substantiated Allegations over Time²⁷

Types of substantiated allegations over time are not available. Types of allegations are shown in the table below.

Allegation Type	Interval				
	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	n	n	N	n	N
Sexual Abuse	74	108	85	84	118
Physical Abuse	197	262	238	236	219
Severe Neglect	M	M	M	M	M
General Neglect	517	606	625	535	549
Exploitation	M	M	M	M	M
Emotional Abuse	144	145	142	163	167
Caretaker Absence/Incapacity	34	44	43	23	16
At Risk, Sibling Abused	13	34	28	31	29
Substantial Risk	0	0	0	0	0
Missing	0	0	0	0	0
Total	985	1,209	1,174	1,086	1,114

Changes in Time Since the Last CSA

Allegations have increased over time with increases in every category except caretaker absence. The largest increase is seen in sexual abuse from 74 in 2016-2017 to 118 in 2020-2021.

Children in Care with Open Cases by Service Component²⁷

Service Component Type	Point In Time				
	Oct 1, 2017	Oct 1, 2018	Oct 1, 2019	Oct 1, 2020	Oct 1, 2021
	n	n	N	n	N
Emergency Response	15	M	M	0	M
No Placement FM	17	17	M	11	M
Post-Placement FM	15	26	16	32	31
Family Reunification	71	66	66	35	41
Permanent Placement	100	88	95	80	70
Supportive Transition	11	M	15	14	17
Missing	0	0	0	0	0
Total	229	220	210	172	163

Changes in Time Since the Last CSA

In care counts have decreased over time for all case component types with the exception of post-placement family maintenance and supportive transition, which have increased.

Tribal/ICWA Eligible Youth in Care

Counts for ICWA/Native placements are masked each year. All placements are either with Native non-relatives or non-relatives with race missing. This is true for both children with primary or mixed (multi) ethnicity of American Indian and for children with have ICWA status.

Changes in Time Since the Last CSA

Since counts are masked, there is no information on change over time for this measure.

Youth at the Greatest Risk of Maltreatment²⁷

White and Latinx/Hispanic youth ages 0-5 are at the greatest risk of maltreatment, which make up the large majority of youth who have contact with the Child Welfare system.

Probation – Entries to Care²⁷**Changes in Time Since the Last CSA**

Probation entry counts have been below ten for the past five years. Probation has very few youths entering care from year to year.

Probation – In Care²⁷**Changes in Time Since the Last CSA**

Probation in-care counts have been zero for the past five years. Probation has very few youths in placement from year to year.

Ethnic or Cultural Disparities between Service Population and Service Array

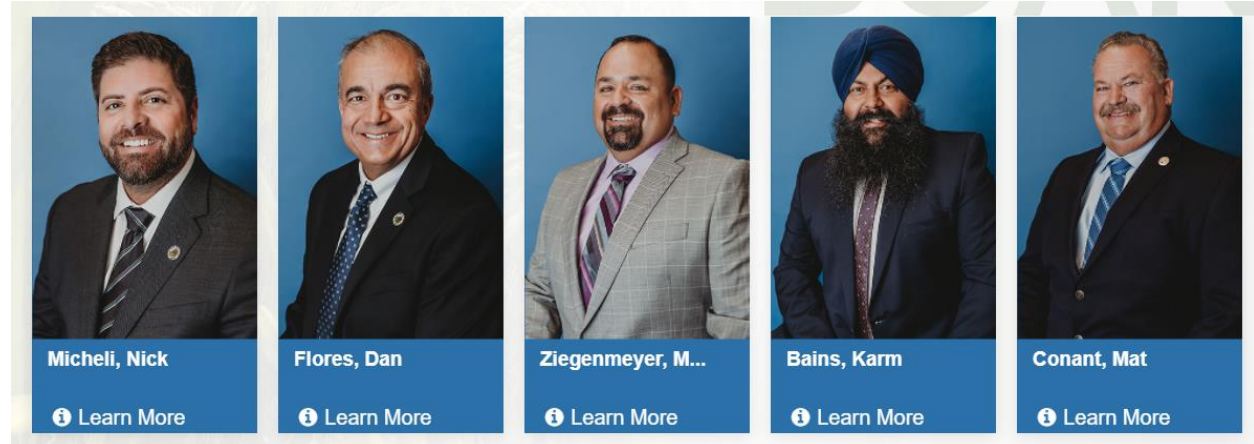
Services and the details of culturally appropriate services are listed in the service array section. Specific data could not be obtained to conduct a detailed analysis. Although a disproportionate representation of minority ethnic groups occurs in some data, Sutter County has a very small population of some ethnic groups and therefore data either is not displayed or the data is disproportionate.

Public Agency Characteristics

POLITICAL JURISDICTIONS

Board of Supervisors

From public website: <https://www.suttercounty.org/#Board>



The Board of Supervisors, with representatives elected from five districts, serves as the legislative and executive body of County government and several special districts.

Agency Type	Agency Name	Agency Description	How Relationship Affects Continuum of Care
Federally Recognized Tribe(s)	<ul style="list-style-type: none"> Sutter County has no federally recognized tribes within the County. 	N/A	N/A
School Districts	<ul style="list-style-type: none"> Brittan Elementary School District Browns Elementary School District East Nicolaus Union High School District Franklin Elementary School District Live Oak Unified School District Marcum-Illinois Union Elementary School District Meridian Elementary School District Nuestro Elementary School District Pleasant Grove Joint Union School District Sutter County Office of Education Sutter Union High School District Winship-Robbins School District Yuba City Unified School District 		The collaboration between Child Welfare Services, Probation and the schools provides educational success and stability of children in foster care.
Law Enforcement Agencies	<ul style="list-style-type: none"> Sutter County District Attorney Sutter County Probation Department Sutter County Sheriff Department Yuba City Police Department California Highway Patrol 		
Public Health		Sutter County has an onsite Public Health Nurse (PHN), who implements the Health Care Program for Children in Foster Care under the administration of the CHDP program. This ensures that all children in foster care are receiving medical and dental care and mental health and developmental assessments and services	

Analysis of Impact of County Structure on Outcomes for Children

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. Sutter County continues 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 or prevent placement of children and to reduce the number of children in congregate care.

Interagency System of Care for Children, Youth and Family Services (AB2083) Memorandum of Understanding (MOU): This MOU is an agreement between system partners that consists of Sutter County Probation, Sutter County Health and Human Services Department – Children’s Services Branch-Child Welfare Services, the Sutter County Health and Human Services Department Public Health Branch, the Sutter County Children’s and Families Commission, Sutter-Yuba Behavioral Health, the Sutter County Office of Education, the Sutter County Special Education Local Plan Area, and the California Department of Developmental Services, ALTA California Regional Center to ensure that all public programs for children, foster youth, at risk youth and families will provide services in an integrated, comprehensive trauma informed, culturally responsive, evidence-based/best practice manner, regardless of the agency door by which children and families enter.

Family Intervention Team (FIT): FIT consists of the Chief Probation Officer or designee, the Director of Health and Human Services or designee, the Director of Behavioral Health or designee, the Director of Children’s Services or designee, the Public Health Director or designee, the Superintendent of the County of Office of Education or designee, a representative from Yuba City Unified School District, a representative from ALTA Regional Center, a representative from Sutter County Special Education Local Plan Area, a representative from Sutter County Children and Families Commission and meets monthly. The FIT is responsible for the direct management and operation of the Sutter County’s Integrated Children’s System of Care and the members utilize a shared decision-making process for all programs and services identified by the system partners.

Linkages: Linkages is a collaborative meeting that includes staff from Sutter County Health and Human Services – Employment and Eligibility Branch and Sutter County Health and Human Services – Children’s Services Branch, Child Welfare Services and other service providers. The Linkages team meetings twice a month to discuss families who are involved with both CalWORKs and Child Welfare Services. The goal of Linkages is to improve service coordination and case planning, prevent duplication of efforts, and maximize funding and resources to better serve clients accessing both systems.

Victim Services Multi-Disciplinary Team: This Multi-Disciplinary Team (MDT) meets monthly to discuss routine case reviews to share information, exchange ideas, coordinate services, and eliminate duplication of efforts. The goal is to reduce the number of interviews of a child victim as well as promote inter-agency cooperation for criminal and dependency investigations and for effective social service delivery. The MDI consists of Sutter County Health and Human

Services, Children’s Services, Child Welfare Services and Youth and Family Services, Sutter County District Attorney’s Office, Sutter County Victim Services Program, Sutter County Sheriff’s Office, Yuba City Police Department, Sutter County Probation Department, and Casa de Esperanza.

Domestic Violence Council and Child Abuse Prevention Council (DV/CAPC): The Domestic Violence Council and Child Abuse Prevention Council meets every other month and continues as follows; Sutter County Superior Court, Sutter County Family Law Court; Sutter County District Attorney’s Office; Sutter County Sheriff’s Office; Sutter County Probation Department; Sutter County Victim/Witness Assistance Program; Sutter County Health & Human Services Department, Employment & Eligibility Branch; Sutter County Health & Human Services, Children’s Services Branch; Child Welfare Services; Sutter County Superintendent of Schools Office; Sutter County Health & Human Services – Public Health Branch; Sutter-Yuba Behavioral Health; Yuba City Unified School District; Yuba City Police Department; California Highway Patrol, Yuba-Sutter Area Office; Children and Families Commission; Yuba Sutter Bar Association, Casa de Esperanza; Adventist Health Rideout+, Family Birthing Center; Adventist Health+ Rideout Emergency Room.

The Domestic Violence/Child Abuse Prevention Council coordinates the county’s prevention and early intervention efforts by monitoring and reporting on child abuse and domestic violence involving children, and by coordinating with the Child Welfare Services to make recommendations for funding of CAPIT/CBCAP/PSSF and County Children’s Trust Fund (CCTF) services.

The Domestic Violence/Child Abuse Prevention Council is also designated to carry out the function of overseeing the County Children’s Trust Fund (CCTF). The council collects information about the programs, services and activities funded with County Children’s Trust Fund dollars through the same process through which CAPIT/CBCAP/PSSF funded services are reviewed.

Family Assistance Services Team (FAST): FAST meets weekly to provide the best problem solving in order to ensure that children and families with difficulties are afforded the best opportunities to succeed. FAST is also used to discuss Child Welfare dependents or 602 wards needs and services, including Wraparound services. Agencies represented in the FAST include, but not limited to, Sutter County Health and Human Services, Children’s Services, Child Welfare Services, Sutter-Yuba Behavioral Health, Sutter County Employment and Eligibility, Sutter County Probation, Yuba City Unified School District, Sutter County Office of Education, and ALTA Regional Center.

SuperFAST: SuperFAST is our Interagency Placement Committee (IPC) that meets monthly and consists of, but not limited to, Child Welfare Services, Probation, Behavioral Health and other qualified staff. The IPC reviews requests for Short Term Residential Therapeutic Program (STRTP) placements for Sutter County Child Welfare dependents or 602 wards, reviews cases in which a youth is in a STRTP or other congregate care setting, review cases in which a youth is transitioning from an STRTP or other congregate care setting to a home-based placement setting or who are in a STRTP placement and to discuss needs and services including Wraparound services.

COUNTY CHILD WELFARE INFRASTRUCTURE

Child Welfare

Child Welfare Services is part of the Children’s Services Branch of Sutter County Health and Human Services.

Mission Statement: The Sutter County Health and Human Services Department promotes health, safety, economic stability, and quality of life for our community.

Values: Serve, Empower, Transform (SET)

This Department is led by its Director, is comprised of five branches and one administrative branch. The five branches include; Adult Services, Children’s Services, Acute Psychiatric Services, Public Health, and Employment and Eligibility Services. Each Branch is led by a Branch Director, (see Appendix C and D for Child Welfare and Probation organizational charts).

Children’s Services Branch:

Vision: In partnership with families, create change that allows families to grow together in such a way that supports a healthy, happy and safe childhood.

Values: CARES

- COLLABORATION Working together to achieve meaningful outcomes
- ADAPABILITY Embracing Change – system-wide or day to day
- RESPECT Honoring and serving all – equity and including
- We strive for EXCELLENCE - Providing effective and efficient service to our community
- We SUPPORT meaningful work

The Children’s Services Branch provides behavioral health services and child welfare services to children and youth from ages 0-25, and their families. Behavioral health services consist of outpatient therapy, case management, substance use treatment and medication management services delivered in a variety of settings and serves both Sutter and Yuba Counties. Child Welfare Services (CWS) provides services to protect the safety and well-being of children in Sutter County.

- Child Welfare Services include:
 - Screening and investigating reports of abuse, neglect, or harm
 - Assessing safety and risk
 - Providing families with referrals to community resources

- Providing supportive services to children and families in their homes
- Providing out of home placement and permanency planning when necessary
- Providing services to help foster care youth transition to adulthood
- Approve resource family homes for placement of children
- Youth and Family Behavioral Health Services include:
 - Forensic Services to youth in Juvenile Hall and Camp Singer
 - Children’s System of Care (CSOC)
 - Transition Age Youth (TAY) – Full Services Partnership - The TAY (FSP) is the highest level of outpatient care for local youth. The Program serves youth 16 through 25 years old with mental health or co-occurring substance use problems which result in significant social, emotional, and educational or vocational difficulties.
 - Youth for Change – is a contracted vendor providing specialized services for children, youth and families who have intensive treatment needs. The specialized services provided include Community Based Services (CBS), Full Service Partnership (FSP), Therapeutic Behavioral Services (TBS), Intensive In home Based Services (IHBS), and Wraparound.
 - Youth Outpatient Services - operates the Open Access Clinic and ensures that children are referred to the necessary level of care to meet their needs. The Youth Outpatient Services site also provides office-based psychotherapy that includes behavioral health assessment, individual, group, and family therapy, medication support, and case management for youth ages 0-20 years of age.
 - Youth Urgent Services - Youth Urgent Services provides expedited access to youth outpatient services for youth who have been taken to Psychiatric Emergency Services (PES) experiencing suicidal or homicidal ideation, and for youth who are hospitalized and need urgent follow up services post-hospitalization. The team works to address the crisis episode, to stabilize the youth, and provides referrals to appropriate services. The Youth Urgent Services team can also provide time-limited psychotherapy, medication management, and case management.

Health and Human Services other Branches:

Administrative and Finance Branch:

The Administration and Finance Branch provides support and administrative duties to ensure that our programs have the necessary resources to provide services to our clients.

Adult Services Branch:

The Adults Services Branch connects elderly and disabled adults to services that promote health and well-being in order to preserve their independence as appropriate through behavioral

health services, substance abuse treatment, and in-home supportive services. Adult Services Branch consists of two programs, Adult Outpatient Behavioral Health Services and Adult Social Services.

- Adult Outpatient Behavioral Health Services include:
 - Urgent Services: Open Access Clinic
 - Wellness & Recovery
 - Adult Education
 - Older Adult Services
 - Ethnic Outreach: Latino Outreach Center/Hmong Outreach Center
 - First Steps Perinatal Program
 - Options for Change Outpatient Services
 - Forensic Services
 - Adult Probation
 - Conditional Release Program
- Adult Social Services include:
 - Adult Protective Services
 - Investigation and intervention of adult abuse & neglect
 - In Home Supportive Services
 - IHSS Public Authority
 - Public Guardian

Acute Psychiatric Services Branch:

The Acute Psychiatric Services Branch supports individuals that may be experiencing a behavioral health crisis with emergency or urgent psychiatric needs. Services provided include assessment for hospital and outpatient crisis needs for both children and adults. Acute Psychiatric Services also oversees Patients' Rights services and directly operates a Psychiatric Health Facility (PHF), an outpatient crisis clinic and provides psychiatric consultation to Adventist Health + Rideout Hospital in Marysville, California.

Employment and Eligibility Services Branch:

The Employment and Eligibility Services Branch administers public assistance benefits and provides workforce development programs and supportive services

Public Health Services Branch:

The Public Health Services Branch promotes and protects the health of our community through disease prevention and management programs, education on healthy living, emergency preparedness, and Public Health program implementation. By providing these services and resources, we are able to help protect the health of you, your family, and the community as a whole.

Structure/Organization of Service Components

Child Welfare Services is comprised of:

- **Emergency Response Unit**
 - Receives calls from mandate reporters and other members of the community assesses reports of suspected child abuse and neglect, and determines a response time.
 - Conducts investigations of child abuse and neglect.
 - Initiates court actions and completes petitions and Detention, Jurisdiction and Disposition reports.
 - Coordinate Child and Family Team meetings.
 - Formulates case plans.
 - Refer children and families to services.
- **Ongoing Unit**
 - Provides Family Maintenance, Family Reunification, and Permanency Placement services.
 - Provide services to Non-minor dependents.
 - Completes Status Review Hearing court reports.
 - Refer children and families to services.
 - Coordinate Child and Family Team meetings.
 - Refer youth to ILP services provided through a contract with Yuba College
 - Refer youth aged 18-24 to THP plus program through contract with local FFA – Children’s Hope
- **Resource Family Approval (RFA) Unit**
 - Recruit families to become resource parents.
 - Conduct an RFA orientation.
 - Conduct home assessment evaluations.
 - Conduct interviews of the resource family and complete the Family Evaluation.
 - Refer resource families to trainings through Foster Parent College: through contracted services Yuba College – provides training and education to Resource Families.
 - Investigate complaints against resource families
- **Child and Family Services Reviews**
 - Perform qualitative reviews of child welfare cases for the purpose of system improvement
 - Conduct detailed interviews of each person involved in the case.
 - Complete a report that includes practice strengths and challenges.
- **Support Staff**
 - Support staff include the following positions: Office Assistant, Legal Secretaries, Social Services Aide, and Vocational Trainees/Assistants

- Support staff perform a number of tasks to support social workers and the overall function of the CWS office, including but not limited to, reception and clerical work, Juvenile Court related duties, case management assistance, and supervising court ordered visitation.

Method for Assigning Cases

Social Workers assigned to the Emergency Response Unit keep a case throughout the initial investigation up to the Disposition Hearing. The social workers assigned to the ongoing unit carry a mixed caseload of Family Reunification, Family Maintenance, Permanency Placement, and Supportive Transition. We have one social worker assigned to the RFA unit and one social worker assigned to complete case reviews. When assigning cases to a social worker the Emergency Response Supervisor and the two Ongoing Supervisors discuss factors to consider such as the needs of the family, cultural factors, social workers caseload, and how complex the case may be, which could require a more experienced social worker. For the period of September 2020 – August 2021, an Emergency Response Social Worker average caseload size per month was 5 investigations and 2 cases. The average caseload size per month for an ongoing social worker was 4 Family Maintenance, 3 Family Reunification, 9 Permanent Placement, and 2 Supportive Transition.³²

³² www.SafeMeasures.org

Demographic Characteristics of the Workforce as of December 2021:

Position Type	Salary Range	# Staff	Vacant	Average Years' Experience	Current Staff: Types of Degrees/Certificates
Program Manager	\$7,123.08 - \$8,726.41	1	0	15	MA
Supervisor Social Worker II	\$5,673.13 - \$6941.48	3	0	7.5	3 MSW
Supervisor Social Worker I	\$5,368.32 - \$6,569.58	1	0	10	1 BSW
Social Worker IV	\$5,109.31 - \$6,267.62	4	5	6.2	4 MSW
Social Worker III	\$4,600.18 - \$5,688.51	8	0	6.75	1 MA, 2 BSW, 1 BS, 4 BA
Social Worker I/II	\$3,694.72 - \$5,109.31	5	4	1.5	2 BSW, 3 BA
Social Services Aide	\$3,096.31 - \$3,858.89	0	1	0	New position, to be hired
Vocational Assistance	\$2,486.74 - \$3,184.74	2	0	.5	1 AA, 1 HS
Staff Services Analyst II	\$4,359.30 - \$5,383.56	1	0	1.5	BS
System Support Analyst	\$3,653.73 - \$4,548.02	1	0	.25	HS
Legal Secretary II	\$3,364.73 - \$4,199.10	2	0	27	2 HS
Office Assistant II	\$2,709.06 - \$3,364.30	1	0	1	1 HS

How Staff is Recruited

Sutter County Human Resources recruits and selects Social Workers, Supervisors and Program Manager level staff. CWS has collaborated with both CSU, Sacramento and CSU, Chico as a means of professional outreach and recruitment. CWS has participated in field fairs, Title IVE Employment Seminars and internship recruitment.

How Vacancies and Turnover are Tracked

Sutter County does not have a formal process of tracking vacancies and turnovers.

Turnovers and Impact of Vacancies

Child Welfare Services has experienced significant staff turnover from January 2020 to December 2021. Since January 2020, about half of the 30 positions have been vacated and backfilled: 10 were voluntary resignations (33%), 1 was released while on probation (3.3%), 1 retired (3.3%), 2 transferred to a different department (6.7%) and 7 were promotions (23.3%). Given the learning that must occur in any new position, be it newly hired or promoted, this is a significant percentage of the staff in Child Welfare Services that are new to their positions. Despite the staff turnover we have been able to maintain our monthly contacts with children and investigate child abuse and neglect referrals timely.

Equally important to note is the years of experience that exists within Child Welfare Services, despite staff turnover. At the time of the Peer Review in October 2021, we had 3 social workers that had one year or less child welfare experience, the remainder of social workers had significant child welfare experience ranging from 2 to 14 years' experience.

Race and Ethnicity of Workforce and Cultural Needs of the Population

Currently Child Welfare Services staff is comprised of 17 white (Not Hispanic), 9 Hispanic or Latino and 2 Asian. The data was provided by Human Resources and pulled from One Solution in February 2022.

Sutter County has a high population of Hispanic or Latino and Asian residents. Sutter County has certified translators to assist with translation services. Child Welfare Services has four certified Spanish translators. If there is not a translator available Sutter County Child Welfare staff use the Language Line for assistance.

Sutter-Yuba Behavioral Health has a Cultural Competence Committee that meets monthly and membership is open to consumers, family members and staff. The committee works to ensure equal access to services for all residents of Sutter and Yuba Counties regardless of social/cultural and linguistic diversity Sutter-Yuba Behavioral Health also offers a full range of specialty behavioral health services provided by a culturally diverse network of community behavioral health programs. The Latino Outreach Center serves bilingual and Spanish-speaking only adults, children and families. The Center provides outpatient assessment, diagnosis and

treatment of mental health conditions and co-occurring mental health and substance use disorders. The Hmong Outreach Center serves bilingual and Hmong-speaking only adults and families. The Center provides outpatient assessment, diagnosis and treatment of mental health conditions and co-occurring mental health and substance use disorders.

Child Welfare staff are provided ongoing training to include, Implicit Bias, Cultural Humility, Multi-Ethnic Placement Act (MEPA) and Civil Rights.

Impact of Staffing on Data Entry into CWS/CMS

Although staff turnover was significant in the last couple years, Child Welfare Services continues to strive to ensure all data entry into CWS/CMS is timely and accurate.

Analysis of CWS Staffing: Strengths, Challenges and Barriers

Strengths: When a new social worker is hired, they are assigned a mentor and are immediately registered to participate in Core for Social Workers training through UC Davis. During their first three months of employment they are not assigned cases, which allows them to attend trainings, and shadow experienced social workers. Social Worker staff attend ongoing training to enhance their skills. In November 2018, Child Welfare Services developed an internal training program. The idea of the training program was to provide new social workers a point of contact supervisor to provide ongoing support, training, and coaching. Sutter County offers incentives to retain social workers such as alternate work schedules and the option to work from home.

Challenges/Barriers: Retaining master's degree social workers has been a challenge however Sutter County continues to work with CSU, Chico and CSU, Sacramento to recruit Master of Social Worker students and alumni.

Bargaining Unit Issues: Child Welfare Services are part of the General, Professional and Supervisory unit represented for bargaining by Sutter County Employees Association (SECA) Local 1, American Federation of State, County and Municipal Employees (AFSCME).

COUNTY PROBATION INFRASTRUCTURE

Mission Statement: Within an environment of integrity and professionalism, the Sutter County Probation Department provides for the welfare and safety of the community through prevention, intervention, and enforcement efforts; thereby emphasizing accountability and self-sufficiency.

Vision Statement: Our vision is to be a proactive and innovative agency which provides opportunities through engagement in the community with the highest level of services to enhance positive change and reduce recidivism.

Values: Commitment; Accountability; Empowerment

Probation's main goal is to assist youth who have committed illegal acts through the juvenile justice system, by triaging each youth's referral and providing prevention and intervention services. Probation utilizes all internal and community resources to meet a youth and family's needs. Probation's range of dispositions include, diversion, informal probation, formal probation without Wardship, Deferred Entry of Judgment, and Wardship. All Probation's prevention and intervention services are offered to youth community-wide, not merely youth referred for a citation or arrest. In 2019, Probation reorganized adolescents aged 18 to 21 years old, who were granted Adult Probation, from the Adult Division to caseloads in the Juvenile Division to meet their specialized developmental needs.

The Probation Department is led by the Chief Probation Officer. There are three divisions within probation, the Adult Division, the Juvenile Division, and the Administration Division. The Adult and Juvenile divisions are led by Deputy Chief Probation Officers (DCPO), and the Administration Division is led by the Administration and Finance Manager.

The Juvenile Division is comprised of two units: Juvenile Intake and Juvenile Supervision:

- Juvenile Intake:
 - Supervisor
 - 2 Juvenile Intake Officers
 - Triage youth referrals to determine the appropriate action while engaging youth and families to assess and address needs.
 - 1 Juvenile Programs Officer and 1 Intervention Counselor
 - Provide direct prevention and intervention services to any community youth.
 - 1 Institutions Officer
 - Supervisor and case manage youth detained in institutions and those released on aftercare from the Maxine Singer Youth Guidance Center.
 - 2 Transitional Aged Youth Officers
 - Supervise and case manage transitional aged youth that are on Adult Formal Probation with a juvenile supervision mindset and engagement style.
- Juvenile Supervision:
 - Supervisor
 - 4 School Resource Officers (1 PO also maintains Placement youth)
 - Assist school in triaging school-related discipline matters; provide direct prevention and intervention services to school youth; supervise and case manage youth under probation supervision.

- 2 Positive Attendance Officers
 - Assist school in positive attendance and truancy interventions.

Demographic Characteristics of the Juvenile Placement Workforce

Position Type	Salary Range	Staff	Vacant	Years' Experience	Current Staff: Types of Degrees/Certificates
PO 1-3	\$59,936.66-\$85,251.71	1	0	9	BA
PO Supervisor	\$70,106.40-\$98,340.94	1	0	9	BA
Deputy Chief PO	\$85,378.38-\$120,970.93	1	0	22	BA
Chief PO	\$109,973.55-\$154,641.14	1	0	19	BA

How Staff is Recruited and Selected

Sutter County uses Sutter County Human Resources to recruit and selects Probation Officers. Sutter County Probation also has a volunteer program and has coordinated with California State University of Sacramento to allow interns to gain experience. Probation Officer candidates must apply and meet minimum qualifications (MQs), those that meet the MQs then take a standardized state test, those that pass the test are then tiered; the top tier then moves on to a panel interview at Human Resources (HR). Those that score in the top tier for the HR interview then move on to a Probation Department panel interview. At that point, the Chief Probation decides which candidate(s) are offered a Background Investigation. If a candidate passes the Background Investigation, they may be offered Conditional Employment and are referred for a Psychological Evaluation and Medical Assessment. If the candidate passes both, they are then hired. Newly hired Probation Officers are subject to a one year probationary period to ensure the position is a good fit for both the probationary employee and the department. All probation officers, regardless of assignment, are hired with a bachelor's degree in either criminal justice or a social science focus.

Specifically, for the Placement assignment staff experience as a probation officer, interest, skill, organization, attention to detail, and efficiency are all taken into great consideration in regard to the placement assignment. Generally, a probation officer has several years' experience before being considered for this assignment. The current Deputy Probation Officer assigned to Placement has a bachelor's degree in Criminal Justice.

Turnovers and Impact of Vacancies/Challenges of Probation Workforce

Overall, Probation turnover is low; therefore, there is little opportunity for promotion. That said, opportunity for assignment changes is high. Probation staff have the opportunity to move throughout the department in various assignments on average every 3-5 years. The current Deputy Probation Officer (PO) who supervises Placement youth has been in the assignment for 1.5 years; and the previous PO was in the position for 5 years. The placement officer is one of 6 deputy probation officers supervised by the Supervising Probation Officer (SPO). Because placement is such a specialized assignment, lateral assignment changes happen

infrequently. Due to the low number of placement cases, data entry into the CWS/CMS system happens timely and regularly. As described above, the supervisor to worker ratio for probation is as follows: DCPO to 2 SPOs; SPO to 6 DPOs and 1 Intervention Counselor; SPO to 6 DPOs. It is a core duty of the Placement Probation Officer to enter data into the CWS/CMS system. Although the Supervising Probation Officers and the Deputy Chief Probation Officer maintain access to the system for assistance and oversight.

Probation has had such low turnover in the assignment of Placement Probation Officer, that there have only been four individuals in this assignment over the past 18+ years. Again, many characteristics and abilities are considered when filling this assignment, including organizational skills, attention to detail, respect of timelines, professional demeanor, understanding of a minor's rights, understanding and practice of evidence-based practices, ability to build rapport swiftly, and interest and passion in helping foster youth.

Race and Ethnicity of Workforce and Cultural Needs of the Population

As noted above, Sutter County has a high population of Hispanic or Latino and Asian residents. It is a diverse population in the Sutter County area, with various cultural needs (2019 US Census notes: 45.3% Caucasian, 31.5% Hispanic, 17% East Indian, 2.7% African American, 2.4% Native American³³). Sutter County has certified translators to assist with translation services. Sutter County Juvenile Probation has seven certified Spanish translators and 1 certified Punjabi translator. If there is not a translator available Sutter County Probation staff use the Language Line for assistance. When possible, youth and families are matched with a probation officer that speaks the language they are most comfortable conversing in. Youth and families are also referred to community-based programs that meet their cultural and language needs, including the following programs: Latino Outreach and Hmong Outreach.

Currently, the department's placement staff is comprised of two Caucasian females (DCPO/SPO) and one Hispanic/Mexican female. Over the past 5 years, Placement Staff was comprised of two Caucasian females and one East Indian Female. Further, Probation has placed 4 youth (3 males and 1 female): 1 Black, 2 Hispanic, 1 Caucasian. Staff are continually training staff in different cultures, traditions, religions, etc. of youth and families in the community so Probation can meet the needs of youth and families and understand their behaviors, beliefs, and in turn their actions.

Impact of Staffing on Data Entry into CWS/CMS

Because the placement youth numbers have been nominal, this has not been an issue. Further, Probation maintains access of CWS/CMS and CARES for 4 staff: DCPO, two supervisors, and one Placement PO, ensuring there are enough staff to maintain timely data entry.

³³ Sutter County. (2019). *Demographics*. <https://www.suttercounty.org/business/doing-business-in-sutter-county/demographics>

Methods for Assigning Cases

Due to the low number of placement cases, this is a non-issue. There is only one Placement PO, thus when a case arises, it is assigned to said PO. The Placement PO also supervises most of the cases where a youth maintains dependency status and are also on a lower level of probation (probation without wardship, Deferred Entry of Judgment, informal probation).

Probation Average Caseload Size per Officer in the Placement Unit

The Placement Unit consists of the DCPO, SPO, and one Placement Officer. Over the past four years, Sutter County Probation has only had one minor in placement. That minor was in placement for only a few weeks, then transitioned to non-minor dependency. Due to the nominal caseload of placement youth, the Placement PO is also the School Resource Officer for a local high school and supervises most cases where a dependency youth is also on a lower level of probation (probation without wardship, Deferred Entry of Judgment, informal probation).

Bargaining Unit

Probation Officers Safety Unit is represented by Sutter County Probation Officers Association, Public Employees Union Local No. 1.

FINANCIAL/MATERIAL RESOURCES

Child Welfare

Child Welfare Services collaborates with other agencies, such as Sutter-Yuba Behavioral Health, Family Intervention Team (FIT), Family Assistance Service Team (FAST), SuperFAST (which includes Department Leadership), Probation, and the Child Abuse/Domestic Violence Prevention Council which provide resources and support to families and children.

In addition to the CWS basic allocation, other funding sources are: Specialized Care Incentives Assistance Program (SCIAP), Independent Living Skills Program (ILSP) funding, Child Abuse Prevention, Intervention and Treatment (CAPIT), and Preserving Safe and Stable Families (PSSF), and Community Based Child Abuse Prevention (CBCAP) dollars through the state Office of Child Abuse Prevention (OCAP), Bringing Families Home (BFH), Wraparound, Commercial Sexual Exploitation of Children (CSEC), and Family Urgent Response System (FURS).

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

Probation

The Sutter County Juvenile Probation Unit is funded through several sources including

access to probation placement specific youth funding through CWS, General Fund, the Youth Offender Block Grant, the Juvenile Justice Crime Prevention Act, Juvenile Probation Fund, Commercial Sexual Exploitation of Children (CSEC), Child Family Team (CFT), and the funds allocated by the state to support our System Improvement Plan (SIP). These funding sources support a variety of goals, including a wide range of juvenile justice prevention efforts, rehabilitation and support of probation youth, services for family of probation youth, placement of youth when needed, support of our Transitional Aged Youth program, and various intervention programs.

CHILD WELFARE/PROBATION OPERATED SERVICES

Position Type	Description
Detention Facility	<p>The Probation department utilizes the Tri-County Juvenile Rehabilitation Facility (TCJRF) and the Maxine Singer Youth Guidance Center (MSYGC), which are shared facilities with Yuba and Colusa Counties through a Joint Powers Agreement (JPA) established in 2014 to create a regional facility. Originally, the facility consisted of 45-beds; in 2001, a stand-alone 15-bed Secure Housing Unit (SHU), was built to respond to minors requiring a higher degree of security. The SHU has not been used in many years; however, it is being refurbished and will reopen soon to house Secure Track Youth, per Senate Bill 823. Between Colusa and Yuba Counties, the JPA was awarded grant funding through the Board of State and Community Corrections to construct a new regional facility in a pod-style that would facilitate increased programming and more home-like atmosphere for detained youth. The new facility is on track to open in 2023.</p> <p>Currently, TCJRF is a 60 bed, 24-hour detention facility with medical and behavioral health staff for the physical and emotional health of the detained youth. The MSYGC is a 60-bed facility, providing services to both male and female youth from Yuba, Sutter, and contracted counties throughout California. Both facilities utilize the Positive Behavior Interventions and Supports (PBIS) program to incentivize youth’s positive behavioral choices. Sutter County Probation Officers also provide Case Planning services and The Change Companies Forward Thinking journaling curriculum to TCJRF and MSYGC detained Sutter County youth, to include Re-Entry planning. Sutter County TCJRF detained youth are assessed for risk to reoffend within 72 hours of detainment and if continuing through the Court process and/or will be supervised by the Probation Department, a full risk/needs assessment is completed via the Positive Achievement Change Tool (PACT). Sutter County Probation provides The Change Companies Journaling program to all youth detained at the MSYGC.</p>
County Operated Shelters:	Sutter County does not operate a County Shelter. Social Workers contact Foster Family Agencies (FFA) and/or Resources Family Homes to determine if they have a home available to meet the needs of the children. There is not a formal contract between the Sutter County Health and Human Services – Children’s Services Branch, Child Welfare Services and any FFA or Resource Family Home to provide this service
County Approval of	<ul style="list-style-type: none"> 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

<p>Resource Families</p>	<p>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. Further, social media recruitment is ongoing, with quarterly postings on the Sutter County Probation Facebook page for RFA recruitment. For more information regarding roles and responsibilities, refer to Resource Family Homes and Adoptive Parent Licensing, Recruitment and Retention and Relatives section starting on page 93.</p>
<p>Adoptions:</p>	<p>Sutter County Department of Health and Human Services – Children’s Services Branch, Child Welfare Services is not licensed to provide adoption services. Services are provided through the Department of Social Services, Adoptions Bureau Chico Regional Office.</p>

OTHER COUNTY PROGRAMS

Position Type	Description
<p>CalWORKS</p>	<ul style="list-style-type: none"> • Sutter County HHS Employment and Eligibility Services Branch • Income Maintenance, Employment Services, Fiscal/Administration, System Support • Linkages is a collaborative meeting that includes staff from Sutter County Health and Human Services – Employment and Eligibility Branch and Sutter County Health and Human Services – Children’s Services Branch, Child Welfare Services and other service providers. The Linkages team meetings twice a month to discuss families who are involved with both CalWORKs and Child Welfare Services. The goal of Linkages is to improve service coordination and case planning, prevent duplication of efforts, and maximize funding and resources to better serve clients accessing both systems.
<p>Public Health</p>	<ul style="list-style-type: none"> • Sutter County HHS, Public Health Branch <ul style="list-style-type: none"> ○ A Public Health Nurse is co-located in child welfare and works to gather and maintain medical records for foster youth, conduct and assist the

	social workers and probation officer in maintaining the Health and Education Passport for each youth.
Alcohol and Drug Treatment	See Mental Health section below.
Mental Health	<ul style="list-style-type: none"> • Sutter-Yuba Behavioral Health • Sutter-Yuba Behavioral Health is a bi-county agency, serving both Sutter County and Yuba County. It is primarily comprised of an inpatient psychiatric facility (adults only), a crisis clinic (adults and children), substance abuse services, and outpatient services for Adults, and Children. Children’s Services include outpatient Youth Services, Sutter County’s Children’s System of Care (CSOC), and Transitional Aged Youth (TAY) full- service partnership program, case management, medication monitoring and individual and group therapy. A licensed therapist is co-located in child welfare to provide mental health assessments and individual therapy to parents. An Intervention Counselor is co-located in child welfare to provide substance abuse assessments to parents/guardians, recommendations for services and individual substance abuse counseling. An Intervention Counselor (IC) is co-located in the Juvenile Probation Officer to provide Substance Abuse counseling, as well as other Evidenced-Based Programming. In January 2022, the IC was position was permanently absorbed as a Probation employee.
Other	<p><u>Private Contractors</u></p> <p>Sutter County contracts services for Independent Living Program services (ILP), for a joint ILP program with neighboring Yuba County. The ILP program is contracted with the local community college.</p> <p>Sutter County contracts with a local Foster Family Agency to provide a Transitional Housing Program (THP-Plus) for youth who have reached the age of majority, exited foster care and do not wish to remain as dependents who need housing assistance and case management support while working on employment or education goals.</p> <p>Sutter County contracts with Youth for Change to provide Wraparound services to 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 is transitioning from an STRTP to a family-based setting.</p> <p>Sutter County has a contract with Youth for Change to provide the Family Urgent Response System (FURS) services. This contract was developed as a regional approach with Sutter County being the lead county, and serves Sutter, Butte and Yuba Counties. FURS services include, in-home, in-person mobile response during situations of instability, for purposes of preserving the relationship of the caregiver and the child or youth, providing developmentally appropriate relationship conflict management and resolution skills, stabilizing the living situation, mitigating the distress of the caregiver or child or youth, connecting the caregiver and child or youth to the existing array of local services, and promoting a healthy and healing environment for children, youth, and families.</p>

	<ul style="list-style-type: none"> • Sutter County Probation Department <ul style="list-style-type: none"> ○ The Sutter County Probation Department Juvenile Division offers several Evidence-Based Programs, including: <ul style="list-style-type: none"> ▪ The Change Companies Curriculums <ul style="list-style-type: none"> • Forward Thinking Journaling • Marijuana Journal • Impaired Driving Journal • Voices Journal ▪ Seeking Safety ▪ Life Skills Summer Program ▪ Probation Mentoring Program ▪ Substance Abuse Counseling <ul style="list-style-type: none"> • Encompass – Cognitive Behavioral Therapy for Substance Abusing Adolescents • Matrix – Adolescent Program ▪ The Parent Project Program • Children’s and Families Commission • The Sutter County Children & Families Commission provides a comprehensive system of information, programs, and services that support Sutter County children ages 0-5 and their families to ensure that each child is prepared to enter school healthy and ready to learn. Sutter County Children & Families Commission works with many community partners to provide a complementary array of services to our youngest children and their families in Sutter County. • A Child Development Behavior Specialist (CDBS) is co-located part time in child welfare to screen and if necessary, provide intervention to children and training and support to families. The CDBS duties include providing skill building tools to parents for improving understanding of their child; work with parents while visiting their children; assist parents in their homes with behavioral interventions; develop and teach group parenting curriculum to address relevant parenting issues including but not limited to, positive discipline, promoting self-esteem, effective communication, developmental education, parent/child interaction and how to have a successful visit.
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How Relationship of Above Agencies Impacts Families

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 Child Welfare Services, referrals are made to these other agencies in order to ensure that any substance abuse and mental health needs or criminal involvement issues are being addressed. These referrals are incorporated into the Child Welfare Services recommended services and case plans.

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), and the Multi-Disciplinary Interview Team (MDIT) which also includes a representative from the District Attorney's office.

State and Federally Mandated Child Welfare/Probation Initiatives

Katie A. v Bonta

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 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. Sutter County 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.

Presumptive Transfer (AB1299)

In order to provide children and youth in foster care with timely access to mental health services, CWS and Probation initiate a presumptive transfer to the youth's county of residence, consistent with the youth's individual strengths and needs. Sutter County has identified a single point of contact 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, Sutter-Yuba Behavioral Health follows the AB1299 guidelines in implementing assessments and services.

Continuum of Care Reform (CCR)

Short Term Residential Therapeutic Program (STRTP)

With the recent and ongoing transition of group homes to Short Term Residential Therapeutic Programs (STRTP's), and 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 into family settings, and maintain them there through collaborative service delivery with community partners and agencies. Sutter County reviews each youth who is placed in congregate care 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. 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.

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 child-specific recruitment, 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)

Sutter County has implemented the use of Child and Family Team (CFT) meetings, 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 in Sutter County 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 facilitators for CFTM's on cases in which they are not the assigned social worker, working cooperatively with one another, 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. Sutter County continues to build the collaborative relationship between community partners like education, behavioral health, and foster family agencies.

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 in draft form, 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. CWS program manager and at least one supervisor has participated in CFT and CANS Learning Collaboratives through the Northern Training Academy, gaining insight from other counties who are further along in implementation, informing the draft procedure. Sutter County's CFT/CANS procedure was rolled out on August 3, 2021. Sutter County currently has two CFT facilitators trained in completing the CANS assessment.

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. Sutter County was in the process of scheduling additional training regarding harm reduction when the COVID-19 pandemic hit and will continue to explore options for providing innovative training regarding CSEC in the coming months. 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

Sutter County 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 Child Welfare 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 in order 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.

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 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 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.

Suter 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. Sutter County is working on formalizing a policy and procedure with regard to all components of FFPSA, with an anticipated completion date of February 28, 2022.

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.

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

THE BOS-DESIGNATED PUBLIC AGENCY

The Sutter County Board of Supervisors designated the Department of Health and Human Services, Children's Services Branch, Child Welfare Services to administer Child Abuse Prevention Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) and Preserving Safe and Stable Families (PSSF) funds allocated to Sutter County through the Office of Child Abuse Prevention (OCAP). Child Welfare Services is responsible for monitoring CAPIT/CBCAP/PSSF subcontracts, data collection, program outcome evaluations, program and fiscal compliance, and completes and submits the annual reports for all programs funded by CAPIT/CBCAP/PSSF.

CHILD ABUSE PREVENTION COUNCIL (CAPC)

Sutter County's Child Abuse Prevention Council was created 2003 by action of the Board of Supervisors of Sutter County as a joint council along with the Domestic Violence Prevention Council. The Domestic Violence/Child Abuse Prevention Council is an independent organization that resides within the county government with a multidisciplinary membership. The membership of the Council continues as follows; Sutter County Superior Court, Sutter County Family Law Court; Sutter County District Attorney's Office; Sutter County Sheriff's Office; Sutter County Probation Department; Sutter County Victim/Witness Assistance Program; Sutter County Health & Human Services Department, Employment & Eligibility Branch; Sutter County Health & Human Services, Children's Services Branch; Child Welfare Services; Sutter County Superintendent of Schools Office; Sutter County Health & Human Services – Public Health

Branch; Sutter-Yuba Behavioral Health; Yuba City Unified School District; Yuba City Police Department; California Highway Patrol, Yuba-Sutter Area Office; Children and Families Commission; Yuba Sutter Bar Association, Casa de Esperanza; Adventist Health Rideout+, Family Birthing Center; Adventist Health+ Rideout Emergency Room.

The Domestic Violence/Child Abuse Prevention Council coordinates the county's prevention and early intervention efforts by monitoring and reporting to the Board of Supervisors data on child abuse and domestic violence involving children, and by coordinating with the Child Welfare Services to make recommendations for funding of CAPIT/CBCAP/PSSF and County Children's Trust Fund (CCTF) services. Each year the council reviews proposals, evaluates outcomes, and ensures services recommended to the Board of Supervisors for funding align with the goals and objectives of the Domestic Violence/Child Abuse Prevention Council and meet the community needs as informed by the County Self-Assessment.

The Domestic Violence/Child Abuse Prevention Council also discusses public events to share with the community to increase child abuse prevention.

COUNTY CHILDREN'S TRUST FUND COMMISSION, BOARD OR COUNCIL & PSSF COLLABORATIVE

The Domestic Violence/Child Abuse Prevention Council is also designated to carry out the function of overseeing the County Children's Trust Fund (CCTF). The council collects information about the programs, services and activities funded with County Children's Trust Fund dollars through the same process through which CAPIT/CBCAP/PSSF funded services are reviewed. Information collected on CCTF programs and services is published annually; both in the Domestic Violence/Child Abuse Prevention Council meeting minutes and on www.suttercounty.org Board of Supervisors minutes. Sutter County deposits all of the CBCAP allocation into the CCTF then 100% of CBCAP funds are granted out to community based non-profit organizations for child abuse prevention services.

Systemic Factors

MANAGEMENT INFORMATION SYSTEMS

Description of Technology Used to Manage and Assess the Provision of Child Welfare Services

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
<p>Child Welfare Services Child Management System (CWS/CMS)</p>	<p>CWS/CMS is the primary information system used by Child Welfare staff to support daily case management activities and referral monitoring. The manager, supervisor, social workers, public health nurse, and System Support Analysts, have their own desktop workstations. Formal policies and procedures exist for data input, monitoring and approval, and staff have been trained in the use of the system.</p> <p>CWS/CMS is utilized by Probation Placement staff in addition to the Probation Case Management System.</p>	<p>As a dedicated county, child welfare is limited in the additional software that can be added to CWS/CMS computer workstations. This is problematic at times, but there are other county computers that are not connected to CWS/CMS that can be utilized for certain functions that are not allowed on CWS/CMS workstations. The operating system for the CWS/CMS workstations is Windows 10. As with all data applications, the data quality can be affected by data entry errors. If data is missing from a field that is not mandatory, or not consistently entered the same way by all social workers, the reports produced may be inaccurate. Care is taken to ensure that data is entered timely and accurately to avoid data entry errors so that information contained within CWS/CMS can be accessed for reliable data reporting. Sutter County is constantly working to determine which fields in the CWS/CMS application are used by the UC Berkeley and SafeMeasures® systems to collect data on AB636 Measures and data collected for the National Youth in Transition Database (NYTD). Sutter County has previously discovered data errors in the SafeMeasures® and Berkeley reports that appear to be related to data entry problems. Enhancing our knowledge of which specific data fields are utilized to generate statistics will improve data entry and subsequently the reporting that relies on these data fields. 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.</p>

		<p>The main barrier for Probation lies with the complexity of the antiquated CWS/CMS system as a whole. Because Probation has had few youth in placement throughout the past five years, use of the CWS/CMS is low, thus requiring remedial training to use the system each time a youth enters placement.</p>
<p>Evaluation of Operational Activities: For child welfare, the information is provided to, and for, workers, as well as management.</p>		
<p>SafeMeasures®</p>	<p>Used to produce supervisory and management reports for performance improvement as well as to provide a tool to assist with the day-to-day administration of the program. All data displayed in the SafeMeasures® application is extracted from the CWS/CMS system and is updated twice weekly by the Children’s Research Center.</p>	<p>SafeMeasures reports are only retained for 18 months, it cannot provide history prior to that. Many reports in SafeMeasures are not canned reports and prior timeframes will update and change as new information is put into CWS/CMS. This alters the history of that report, when attempting to see a report for a prior timeframe that report may not accurately depict what was occurring, rather it shows “real time” and allows corrections to be reflected in prior report data. Point in time reports can be very useful for analyzing trends and developing more effective policies and procedures, SafeMeasures does not always allow for this option.</p>
<p>Evaluation of Operational Activities: Sutter County utilizes SafeMeasures® to ensure compliance with Child and Family Safety Review (CFSR)/AB 636 mandates and to monitor performance on a wide range of data indicators for both child welfare and probation. SafeMeasures® provides Sutter County with nearly “real-time” data, due to daily data updates. All social workers, supervisors, and system support personnel have access to SafeMeasures®, enabling on-demand use for managing caseloads, quality assurance, and legal compliance issues.</p>		
<p>Structured Decision-Making (SDM)</p>	<p>Structured Decision Making (SDM) is a collection of assessment tools utilized in the field of child welfare for making decisions at key points throughout the course of a child welfare case.</p>	
<p>Evaluation of Operational Activities: Hotline Tool (determine response priority) Safety Assessment (guides initial investigation) Risk Assessment (guides decision on case promotion) Family Strengths and Needs Assessment (prioritizes case plan goals)</p>		

	<p>In-Home Reassessment (review case plan progress)</p> <p>Out-Of-Home Reassessment (review case plan progress for cases in which children are in foster care)</p> <p>Safety Reassessment (guides decisions during cases when factors change, such as household composition)</p> <p>Risk Reassessment (guides case closure decisions)</p>
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MANAGEMENT INFORMATION SYSTEMS: PROBATION

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
Child Welfare Services Child Management System (CWS/CMS)	CWS/CMS is the secondary information system used by Probation staff to support daily case management activities and referral monitoring. The placement officer and part-time clerical staff use the software primarily through a desktop computer.	<p>The CWS/CMS system presents many challenges for probation staff. Lack of CWS/CMS training is a challenge.</p> <p>Probation departments only use a fraction of the CWS/CMS database. This leaves many of the data entry fields blank and unused which causes confusion.</p> <p>Learning the system thoroughly can be time consuming and is not the primary Case Planning tool for the Probation Department.</p>
	Evaluation of Operational Activities: The CWS/CMS system allows staff to manage caseloads by providing reminders for key case activities and regulatory requirements. The CWS/CMS data is also available to management and staff through a variety of monthly, quarterly and semi-annual reports that provide important information for service and organizational planning.	
Tyler Supervision	Tyler Supervision is the primary case management system for the Probation Department. The placement officer and juvenile division support staff use the software primarily through a desktop computer.	One significant barrier the Probation Department has experienced is the duplication of data entry into the different systems, CWS/CMS and Tyler Supervision.
	Evaluation of Operational Activities: All court related documents are to be produced and entered in Tyler Supervision. This application is used for case management, supervision, and quality assurance as well as to measure our county performance regarding outcome data. The probation officer is required to enter field notes, contacts in Tyler Supervision, CWS/CMS and the in the JBI database, which is a time study for Title IV funding.	
Safe Measures³⁴	A web-based data reporting system that extracts data from CWS/CMS for monitoring compliance with federal, state and local requirements.	Probation data and measures are often missing due to CWS/CMS not supporting Probation's data collection needs.
	Evaluation of Operational Activities: Tracks performance over time and monitors workloads. The application also allows the officer to stay up to date on the status of cases and to manage caseload requirements and upcoming deadlines. Supervisors and Managers can use Safe Measures for quality assurance and compliance purposes.	
NOBLE Risk/Needs	The PACT (Positive Achievement Change Tool) Pre-Screen is a 40-item, multiple choice initial assessment instrument, which produces research-validated risk level scores measuring a	Although the use of this program has greatly enhanced service delivery, it has

³⁴ Evident Change. (2022). *SafeMeasures*. <https://www.nccdglobal.org/analytics/safemeasures>

Assessment Tool ³⁵	juvenile's risk of re-offending and the youth's Adverse Childhood Experiences (ACEs). The full assessment consists of 108 multiple choice questions that provides the officer proper level of supervision, protective and risk factors, etc.	not streamlined the extensive amount of data input.
	Evaluation of Operational Activities Probation officers use the tool to complete initial, re-assessments and final assessments of the youth's risk and needs and are completed along with their 6-month Administrative reviews with the Court.	
Odyssey ³⁶	A web-based case management system for the Sutter County Superior Court juvenile delinquency cases.	This system may integrate with Tyler Supervision in the future; however, it is unknown at this time how Probation's case management system will integrate with Odyssey and what obstacles may arise once implemented.
	Evaluation of Operational Activities: This application allows officers to access court records, filings, orders, etc. in juvenile delinquency cases.	

³⁵ <https://www.noblesg.com/assessments.html>

³⁶ <https://www.tylertech.com/products/odyssey>

CASE REVIEW SYSTEM: CHILD WELFARE

Sutter County's case review system ensures the needs of all children receiving services are met through collaborative case planning, judicial system reviews, and supervisor reviews to ensure timelines are adhered to.

Case Planning

Least Restrictive Settings

Sutter County actively seeks relatives and Non-Related Extended Family Members (NREFM) for children who are placed in protective custody. Parents, children, and family members are asked to identify responsible adults who have a relationship with, and are able and willing to effectively care for the child. Sutter County works diligently to expedite placement of children when an appropriate relative or NREFM has been located, and continuously moves towards the least restrictive placement setting throughout the case, as appropriate. However, feedback received during the Peer Review pointed to a need for more consistent, ongoing inquiry regarding relatives for possible placement as well as a need to improve access to other relative search tools. Additionally, a need for more Intensive Services Foster Care (ISFC) homes was identified as a need within the county, to serve youth who have unique and/or challenging needs, which would also greatly improve the ability to step youth down from, or avoid placing in, a higher level of care. As a result of this feedback, Child Welfare continues to examine current practice around family finding, including developing Family Finding protocols with specific forms to be used for tracking social worker efforts in locating relatives, and examining ways to improve social workers' internet search capabilities. Additionally, Child Welfare regularly meets with local foster family agency (FFA) partners to discuss the need for more ISFC homes, and aims to retain relative resource families and encourage them to accept placement of unmatched youth in care.

Visitation by Social Worker

Every Child Welfare Case Plan identifies the responsibility of the social worker to make in-person contact with the children, parents, and substitute care providers (if the children are in foster care), and specifies the timeframe for such contact. The social worker makes contact at least one time per month with the child in the home or foster care setting, although there are some instances in which contact is required to be more frequent. Sutter County social workers also supervise voluntary guardianship cases that are not in the dependency system and require only biannual in-person contact. Sutter County social workers work cooperatively to assist one another to ensure compliance on social worker contacts during periods of heavy workload.

Child's Assessment

Periodic Reviews

The Court reviews Sutter County cases a minimum of every six months and follows the state laws. Status Review Hearings are held at the six, twelve, and (if necessary, and the children are not detained) at six-month intervals beyond the twelve-month mark. The first six-month hearing is set six months after the Disposition Hearing. The twelve-month hearing is set twelve months from the date of the Jurisdiction Hearing or 60 days from detention, whichever comes first. If the children are detained, the eighteen-month, and if appropriate, twenty-four month hearings are set eighteen or twenty-four months from the date of detention. If a decision has been made to set a Permanency Hearing (pursuant to Welfare and Institutions code section 366.26), within 90-120 days, the court will also set a six-month review hearing. Sutter County has Three-Month Progress Evaluations, for certain situations, which helps the Court and Child Welfare Services better assess and serve the client's needs.

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 children and the parents, including progress on the parents' 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 an updated Case Plan. The Case Plan includes, the permanency goal, measurable and time-limited objectives based on the problems and family strengths, description of the responsibilities of the parent(s)/guardian, the schedule of planned social worker contacts and visits with the child and family, visitation between child and parent(s)/guardian and siblings if not placed together, and preventative health services such as medical and dental exams. If the child is fourteen years old or older a Transitional Independent Living Plan (TILP) will be completed if the service component is Family Reunification or Permanent Placement.

Permanency Hearings

As noted above, every child that enters foster care has a Status Review Hearing within 12 months from the dated that the child entered foster care, and every six months thereafter. Permanency is addressed at that Disposition Hearing, and at every hearing thereafter.

Termination of Parental Rights (TPR)

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, such as guardianship or Another Planned Permanent Plan Arrangement (APPLA)

Notice to Relatives, Foster parents, Children

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

Family's Involvement with Case

The County has policies in place for documenting and monitoring family involvement with the case planning process. Social workers document in reports to the court the family's role in the development of case plans and strive to develop coordinated case plans that target the family needs and align with other goals the family has such as those identified in their CalWORKs or Probation plans.

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

Court Structure/Relationship

In 2012, Sarah Heckman was elected to the Superior Court of California, County of Sutter and is assigned to dependency court. Judge David Ashby presides as the Juvenile Court Judge for delinquency matters and in addition to dependency matters, Judge Heckman oversees School Attendance Review Board hearings, dissolutions, child custody, guardianships and adoptions.

Efforts to Support Working Relationships

The presiding juvenile court Judges, as well as the County Counsel who represents Child Welfare Services, attend various meetings, presentations and conferences such as “Beyond the Bench” in conjunction with Child Welfare staff and Probation staff. Collaborative efforts with the Juvenile Court include regular monthly meetings which occur between Health and Human Services leadership, Child Welfare Services, Sutter-Yuba Behavioral Health, Probation, and the Juvenile Court Judges to promote strong communication and address high level operational or systemic issues that arise.

Sutter County Probation and CWS enjoy positive working relationships such that decisions around the appropriate system to serve at risk kids, is often made at informal meetings in which Probation and CWS together develop an agreed upon recommendation to the court. While many counties experience these decisions through “241.1” hearings arduous and contentious, the quality working relationships between Probation and CWS allow for the focus to remain squarely on the best interest of the child.

Effectiveness of Court/CWS Work Related to:

Continuances

Continuances and Pre-Trial Conferences are not unusual in Sutter County. Any attorney may ask for a continuance, or the Judge may decide on their 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 a 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. When these situations occur, the Juvenile Court Judge determines if there is good cause for a continuance to be granted.

Termination of Parental Rights (TPR)

For TPR, the CWS 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 (c), Process for Timely Notice of Hearings, for how Sutter County ensures compliance with the Court’s Order).

Several factors directly affect the ability to identify 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.

Compelling reasons for not pursuing adoption are documented in assessments by the 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 proper documentation.

Facilities

In 2016, Sutter County completed construction of a new three-story courthouse. Juvenile Court has a dedicated courtroom on the second floor of the new courthouse with two confidential waiting rooms just outside the Juvenile Courtroom, where children can wait in privacy for their hearing to be called. Families wait in an open seating area just outside the courtroom, overlooking the first floor of the new courthouse.

Juvenile probation placement matters are heard in Judge Ashby's s courtroom, which is located on the third floor of the courthouse, predominantly used for adult matters. Out of custody youth wait outside the courtroom in an open seating area until their case is called.

Parents and families have access to the Family Law Center for assistance with legal issues.

Summary of AOC Findings

The Administrative Office of the Courts (AOC) conducts an annual review of Dependency Court cases. However, due to the COVID 19 pandemic a review was not conducted in March 2021. Our last review was March 11-13, 2020, the AOC made several recommendations, which are summarized below:

Specific Recommendations

- If you have not already done so, amend any protective custody warrants issued by the court adding the finding “continuance in the home is contrary to the child’s welfare.”
- Continue to ensure that the finding that “continuance in the home is contrary to the child’s welfare” is made at the first detention hearing. The first court order authorizing removal must include the “contrary to the welfare” finding. If this finding is not made correctly, the child will not be eligible for title IV-E funding for the entire foster care episode after that removal. This finding was made correctly in the detention hearings that were reviewed.
- Ensure that the D2 “reasonable efforts” finding is correctly made at all review hearings, by reviewing the recommended findings, supporting evidence and ensuring that the findings is either affirmatively made or the box for the finding is checked and the finding is made.
- Ensure that the “modified” D2 reasonable efforts finding is correctly made at all post permanency hearings.
- In post permanency hearings, which occur after the termination of reunification services and concurrent planning, and the selection of one permanent plan, the case plan

focuses on achieving one permanent plan for the child. Therefore, the modified D2 finding does not reference efforts made to return the child to a safe home and finalize a permanent plan simultaneously. This modified D2 finding, “The department has complied with the case plan by making reasonable efforts to finalize the permanent placement of the minor, (Or “ The department has complied with the case plan by making reasonable efforts to return the child to a safe home or finalize the permanent placement of the minor)” reflects the requirement that one permanent plan be selected and ordered and that efforts be made toward finalizing that plan. The evidence reflected in the court report and case plan should support the recommended finding as to which permanent plan is being finalized.

The current recommended finding should be updated to reflect this modified finding. Use of the unmodified findings or a lack of evidence to support this finding at post permanency hearings could result in an error at a federal review.

- Continue to use Judicial Council forms to document the court’s findings and orders for the various NMD hearings.
- Ensure that when using the Judicial Council forms, all appropriate boxes are checked to reflect the recommended findings and ultimate findings the court will make.

Probation had no cases available for review during this time period.

As a result of the AOC findings Child Welfare Service and Sutter County Probation have worked with the Juvenile Dependency and Delinquency Court Judges and the AOC and have made changes to comply with these recommendations.

Process for Timely Notification of Hearings

The Sutter County Juvenile Court establishes the hearing dates based on the Welfare and Institutions Code according to the date of Detention and/or Jurisdictional Hearings. When a child is placed into protective custody, it is the social worker’s responsibility to notify the CWS legal secretaries of the detention, who notifies the Juvenile Court Clerk. 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 designated court social worker (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 the hearing. This form is given to the CWS legal secretaries, the supervisors, the social worker assigned to the case and to the program manager.

The legal secretaries keep a calendar that is kept updated with court dates. The Welfare and Institutions Code determines the number of days prior to a hearing that the notices are mailed. The legal secretaries type the Notices of Hearing. The social worker reviews the notices

for recommendations, corrections or to determine if a case staffing with supervisors is needed, and signs the Notice of Hearing. Notices of Hearing are sent out certified/return receipt or by personal service. Notices of Hearings are sent to the California Department of Social Services Adoption Division (State Adoptions), if the matter is a 366.26 Hearing. State Adoptions is also sent a notice regarding subsequent Hearings until the adoption is finalized or State Adoptions closes the case.

Native American Tribes are notified, if applicable under the Indian Child Welfare Act (ICWA) regulations. Notices are also sent to Resource Families, STRTP, the parents (if parental rights have not been terminated), and the child (if over the age of ten). The siblings age ten and over are also given Notice of Hearings if their own court date differs from that of a sibling.

Native American Tribes' input is considered and incorporated into recommendations made to the Court. Tribal input is considered throughout the life of the case from noticing procedures to including tribal input with regard to placement decisions in tribal approved homes.

Process for Parent-Child-Youth Participation in Case Planning

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

Sutter County follows the policies and practices outlined in the California Department of Social Services Manual of Policies and Procedures, Division 31 Regulations and the California Welfare and Institutions Code as relates to case planning. Sutter County specific policies and practices that promote quality case planning include an expectation that CWS social workers meet with families prior to the court hearing to collaboratively develop a case plan, and document, in the court report, that the case plan was developed in conjunction with the family. Social workers are trained in family engagement strategies and are skilled at soliciting family input, including that of even small children when appropriate. Sutter County utilizes engagement strategies such as the "Three Houses" and "Safety House" techniques, to engage children in the assessment and planning process. CWS is committed to the Safety Organized Practice approach to critical thinking and family engagement which provides a venue for adults and children to communicate their wishes, their worries, what they need to feel safe, and to express the things that are good in their lives.

Case planning activities that include the family's input are essential to the success of the case. Child Family Team meetings, as part of the Safety Organized Practice approach, are utilized by CWS to promote family engagement in case planning. Child Family Team meetings assist Sutter County CWS staff in building productive relationships with children and families and their support systems. Through Child Family Team meetings, case workers, families, and

extended support persons work together to come to an understanding regarding the attendant dangers and risks which lead to CWS intervention. These meetings begin during referral investigations and continue to be held a minimum of once every six months throughout the life of a case. Child Family Team meetings assist in identifying the clear, meaningful, behavioral changes and goals that are needed, in order to create and maintain safety. Child Family Team meetings are conducted in a formal manner, which includes a facilitator, service providers, extended family supports, or in an informal manner, without a facilitator. Ideally, workers, families, and service providers reach a consensus and the agreed upon Case Plan is made effective at the next court hearing. If consensus is not reached, the Court makes the ultimate decision regarding the Case Plan.

Sutter County CWS also utilizes the Child and Adolescent Needs and Strengths (CANS) assessment tool to guide case planning and placement decisions.

Goals for each family stem from the concerns which brought them to the attention of Child Welfare Services. The goals and objectives are determined through a face-to-face interview with the family, CFTM's, Structured Decision Making assessments, recommendations made by the Juvenile Court, and results of assessments completed by the parents and children. These goals are entered into the Child Welfare Services/Case Management System (CWS/CMS) as family's objectives in Case Plans.

Generally, visitation is based on each individual family's circumstances. Visitation arrangements are made by considering the concerns which brought the family to the attention of CWS, the age of the child, the desires of the children and parents and the progress of the parents toward their Case Plan goals. Ultimately, visitation schedules are based on what is in the child's best interest.

For foster youth who are age 14 years of age or older, a Transitional Independent Living Program (TILP) Case Plan is developed. This Case Plan is formulated between the social worker and teenager to help the youth begin to smoothly transition into adulthood and to become self-sufficient adults. In 2015, Sutter County implemented the Casey Life Skills Assessment tools, to assist social workers in thoroughly assessing the needs foster youth and in developing comprehensive Transitional Independent Living Program Case Plans.

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.

Care provider needs are included, especially when the care provider is a relative or non-related extended family member (NREFM), or when the care provider's needs are essential to meeting the needs of the child. Otherwise, the children and family of origin are the center of the Case Plan and their needs are primary. Services addressing the needs of caregivers are noted in the Case Management Services section of the family Case Plan. Furthermore, the county addresses the expectations 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 track the children's health and educational needs.

Case Plan Reviews and Service Delivery

Sutter County CWS maintains a policy that major case plan decisions must be staffed using procedures that are in place to assist social workers in obtaining supervisor, manager, peer, service professionals and family input before making critical case plan decisions.

Social workers are required to discuss client progress with service providers and ensure that the appropriate service referrals are being made. This is done via individual contacts between social workers and service providers, or through group meetings. Child Family Team meetings are utilized as a venue for social workers to collaborate with the family, mental health and other service providers. Coordinated case planning and service delivery is also achieved through utilization of the Sutter County Linkages Project. CWS Social Workers, Employment Services Social Workers, Sutter County Probation Officers, and Sutter-Yuba Behavioral Health providers are invited to staff Linkages eligible cases during twice monthly meetings.

Sutter County has several multi-disciplinary teams, Family Intervention Team (FIT), Family Assistance Service Team (FAST), and SuperFAST, which are utilized by social workers to collaborate with community partners to ensure that children and their families have access to and are receiving necessary and appropriate services.

Child Mental Health Screenings

Sutter County has established a mental health screening procedure for children in the Family Reunification, Family Maintenance and Permanent Placement programs. The procedure outlines steps to ensure that all children are screened for mental health services, within 30 days of a referral being promoted to a case, and every six months thereafter. Children are screened using tools developed by the California Institute for Mental Health.

Development of the procedure occurred via a collaborative effort between CWS and Sutter-Yuba Behavioral Health, to ensure that children are provided with access to needed mental health services in a coordinated, comprehensive, and community-based fashion. Sutter-Yuba Behavioral Health staff are available to review completed screenings with social workers, to determine if further assessment and service referrals are needed.

CWS social workers have been trained and certified to complete CANS assessments, as a comprehensive tool for assessing the needs and strengths of children in foster care, including their mental health needs.

CASE REVIEW SYSTEM: PROBATION

Probation Case Planning Review

Youth and their parents become involved in the Case Planning process during their initial intake appointment at the Probation Department. After an extensive interview that includes the use of Motivational Interviewing and subsequent verification of collateral contacts such as school and treatment records, the youth is assessed using the Positive Achievement Change Tool (PACT) Assessment. The PACT identifies the youth's top criminogenic needs, which are then pre-populated into the Case Plan. Goals and objectives are then discussed with the youth and their parents, to identify individualized, collaborative interventions, or action steps, to target the criminogenic needs and reduce the likelihood of recidivism.

Youth are reassessed a minimum of once every six months to update the Case Plan and ensure compliance with Title IV-E requirements. However, more routine Case Plan visits occur on frequencies that are determined by the youth's assessed risk of reoffending. Case Plans and assessments are also updated/reviewed when any significant life change happens in the youth and/or their family's life. The highest risk youths are required to be seen at least weekly to discuss their Case Plan progress, and the lowest risk youths are seen monthly. All completed Case Plans and Case Plan Reviews are reviewed and signed by a Supervising Probation Officer as part of the Probation Department's Business Rules. Title IV-E eligible case plans are also reviewed by Justice Benefits, Inc. quarterly for compliance.

For youth in placement, Case Plans are also submitted with their initial Disposition Reports and all subsequent Placement Review Hearings, in order to be reviewed and signed by the Juvenile Court Judge.

Probation collaborates with CWS on state mandated Case Reviews.

Facilities

At this time, the Juvenile Court has access to a child-friendly "soft room" within the courthouse building that is located in the Sutter County Victim Witness Office. This room is normally used for forensic child interviews, but is also utilized for children that are awaiting hearings in the Juvenile Court. Parents and families have access to the Family Law Center for assistance with legal issues. It should be noted that Sutter County is in the process of planning a new courthouse, as the existing courthouse has been identified by the state as needing replacement.

Juvenile probation placement matters are heard in the Delinquency Judge's courtroom, which is located on the third floor of the courthouse, predominantly used for adult matters. Out of custody youth wait outside the courtroom in an open seating area until their case is called. Usually there are no adult cases scheduled at the same time as juvenile court, thus there are few people in the waiting area (usually only youth and their families).

RESOURCE FAMILY APPROVAL AND ADOPTIVE PARENT LICENSING, RECRUITMENT AND RETENTION

Resource Family Approval

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 strictly adheres to all requirements as identified in the most current updates of the Resource Family Approval Written Directives issued by CDSS, as well as the Background Assessment Guide (BAG) for accurately investigating and assessing the criminal backgrounds of individuals applying for RFA.

The Resource Family Approval Written Directives can be found at <https://cdss.ca.gov/inforesources/resource-family-approval-program>.

For more information about becoming a resource parent you can go to the following links <https://www.suttercounty.org/government/county-departments/health-and-human-services/children-s-services-branch/child-welfare-services/resource-family-approval-rfa> or <https://cdss.ca.gov/inforesources/resource-family-approval-program>.

Compliance with Criminal Records Clearances

Sutter County adheres to the guidelines in the most current updates of the RFA Written Directives and the Background Assessment Guide (BAG) for accurately obtaining, reviewing, and issuing criminal record clearances, as well as the granting and denying of criminal record exemptions. All criminal record exemptions require Branch Director approval and are discussed at length in a meeting between the RFA social worker, supervisor, program manager, and branch director. All applicants are given the opportunity to explain in writing what happened at the time they received a criminal conviction, what has happened in their lives since, and what steps they have made toward rehabilitation of the behavior that caused the conviction, including any programs or certificates of rehabilitation received.

Collaboration with Tribes

There are no local tribes in Sutter County. However, if a child is an ICWA child Sutter County works in collaboration with the child's tribe toward approval and placement in a tribal specific, or tribal approved, home. Per Resource Family Written Directives, Tribally Approved Homes (TAH) are homes that have gone through a tribal approval process as defined by the Tribe or Tribal Agency approving the home. TAHs are exempt from the RFA process, therefore, Sutter County RFA does not approve any TAHs. If a tribe identifies a tribal specific home, as defined by RFA Written Directives as a preferred placement option for an Indian child, the

home is either Tribally Approved, or would go through the RFA process. Sutter County does not have local tribal placement resources, but in working with foster family agencies and the California Department of Social Services Adoptions Branch, the county is able to identify homes that comply with tribal requirements on a case by case basis.

Procedures for Cross-Jurisdictional Resources

Sutter County has an Inter County Transfer (ICT) agreement in place with other California counties for placement and transfer of children. When an agreement is in place, services can be set up and the Court can be apprised in a much timelier manner than when there is not a relationship established with another county. The Interstate Compact for Placement of Children (ICPC) requires liaisons in each state to adhere to the regulations and standardized timeframes for response to requests. Sutter County has an ICPC liaison who communicates with other states as well as ICPC partners at CDSS to ensure cross-jurisdictional, inter-state placements and assessment of homes can be made timely.

Foster Parent Recruitment, Retention, and Support

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. In 2017, Sutter County had 19 children in group/STRTTP placements. In 2021, this number significantly decreased to 4 children in group/STRTTP placements. For more information, refer to the Outcome Data Measures section of this report. 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. Additionally, Sutter County CWS and Probation have staffed a booth at the Yuba City Summer Stroll, to pique interest in becoming a resource parent. Sutter County RFA staff have attended trainings by Denise Goodman, focusing on child-specific recruitment, family finding, and engagement of extended supports to provide care to children in foster care, and finds the tips and tools presented by Ms. Goodman to be valuable in identifying homes for specific children in need of long term, nurturing, homes. In 2017, Sutter County approved 11 Resource Family Homes (RFH), 2018 approved 13 RFH, 2019 approved 18 RFH, 2020 approved 10 RFH and 2021 approved 12 RFH.

Child Welfare Services has made initial efforts to review and learn more about The Mockingbird Family model as a potential resource. The Mockingbird Family is an innovative foster care delivery model that creates an extended family network to support, develop and retain quality foster families so they can meet the challenging and complex needs of children

and youth experiencing foster care. The Mockingbird Family model consists of a Hub Home family that helps other foster families with respite and childcare, community resources, and provides peer mentoring and coaching to stabilize families and prevent crisis situations.

Child Welfare Services leadership team met with The Mockingbird Society Director of Practice Innovation, Fernando Clara on May 27, 2021, to obtain information on The Mockingbird Family model. During this meeting Mr. Clara shared that they provided support to Fresno County Child Welfare Services who has adopted The Mockingbird Family model in their county. Child Welfare Services leadership met with Fresno County Child Welfare Services Supervisor and Social Worker who oversee and provide support to The Mockingbird Family program. The information provided by The Mockingbird Society and Fresno County Child Welfare Services has been helpful in thinking of innovative ways to recruit, retain and support resource families.

Training and Supporting Resource Families

Sutter County contracts with a community partner, the Foster Kinship Care Education (FKCE) program through Yuba Community College district (YCCD) for training and support of resource families and caregivers. FKCE offers a continuous menu of pre-service trainings for resource parents. Other on-going training through FKCE provides a wide array of topics including Commercially Sexually Exploited Children (CSEC), trauma informed care, attachment, parenting difficult teens, among others. A comprehensive array of classes/trainings are offered throughout the month, with at least two per week, one in the morning and one in the evening. Due to the COVID-19 pandemic, trainings have been moved to an online platform using Zoom, and the staff at FKCE are also available to resource parents on a one on one basis to provide training and support virtually.

Sutter County resource parents and applicants are set up with an account through Foster Parent College (FPC) and can take a number of online courses related to the care of foster children. Sutter County requires caregivers to complete pre-service training through the FKCE program, but offers FPC as an option for additional training if identified as needed by the resource parent or RFA SW, and for ongoing training. FPC also offers a number of Spanish speaking trainings which can serve the needs of Spanish speaking resource families and applicants.

Ongoing support is provided to resource families through FKCE, the support and case management of the ongoing CWS social worker, as well as the support of the RFA social worker. Both the ongoing SW and the RFA SW provide resource parents with resources and referrals to community agencies to provide education and ongoing support to caregivers.

Methods to Evaluate Results

Sutter County has not established formal methods for evaluating the effectiveness of our Resource Family Approval process and recruitment and retention efforts, however, feedback from caregivers on how Sutter County is doing with the RFA process, training, retention, or support is always welcomed and taken into consideration.

Placement Resources

While Sutter County's RFA program is thriving in that applicants are fully supported and engaged in the approval process, and supported throughout the time that they are approved, relative and non-related extended family member (matched) applications dominate the majority capacity of the county RFA program. Sutter County RFA strives to approve relatives quickly to bring children in foster care home to their families while separated from their parents. While this is identified as a strength in Sutter County's placement resources, the current capacity of the RFA program to provide the level of involvement and dedication to unmatched families is limited. Recruitment of unmatched resource parents who want to provide nurturing and long-term homes, specifically for teenagers or children with behavioral challenges, has proven to be difficult in Sutter County. Despite this, Sutter County RFA has approved a small number of unmatched homes, and supports those homes through working collaboratively with case carrying social workers, referring to community resources, and identifying specific trainings the caregiver can benefit from. Many of the unmatched families approved by RFA have been interested primarily in adoption, and/or the placement of very young children, leaving a gap in placement resources for teens and children with challenging behaviors. To fill this gap, Sutter County relies heavily on Foster Family Agencies to provide the majority of unmatched placement resources for children in care. There are a number of Foster Family Agencies (FFA's) in the local area who actively recruit resource families, and have the capacity to provide dedicated support and case management to the children placed in their homes, and the caregivers. These local FFA's also have Intensive Services Foster Care (ISFC) resource family homes that provide higher level of care to children with higher needs. There are no STRTP's or group homes in transition to STRTP located in Sutter County, therefore, youth requiring this high level of care are placed in resources outside the community.

Sutter County continues to have ongoing conversations with our local FFA's regarding the need for more ISFC homes for youth with higher needs. Sutter County has also had discussions with local FFA's about Treatment Foster Care (TFC) and there has been no interest at this time.

STAFF, CAREGIVER AND SERVICE PROVIDER TRAINING: FCS

Child Welfare Services

i. Compliance with Common Core Training

To ensure highest quality service delivery, Sutter County sends all Child Welfare Services social workers to Social Worker Core training offered by the University of California Davis, Northern California Research and Training Academy (NCTA). The Core training provides a strong foundation of knowledge and skills needed for working with children and families in child welfare. Social Worker CORE training includes six total modules consisting of 18 classes, 10 eLearning and 5 field activities to be completed over a six-month period for standard cohorts or a two-month period for fast track cohorts. All Sutter County CWS social workers are required to complete 20 hours of continuing education annually, six hours of which need to be completed within the Integrated Core Practice Model (ICPM) element identified by the California Department of Social Services (CDSS) compliant with ACL No. 20-72. An electronic tracking system was developed and is in place to track compliance with these regulations.

ii. Ongoing Training for Staff

Sutter County contracts with the NCTA for a number of training days in Sutter County. The county also provides in-service trainings and accesses out service training for further staff development. CWS personnel also access online training provided by the Northern California Training Academy and are well located to travel to nearby Sacramento, Yolo, Butte, and Yuba counties to participate in available training. Since the COVID 19 pandemic, most if not all trainings have been held virtually. Sutter County CWS staff have the necessary equipment to attend trainings virtually.

iii. Caregiver and Service Provider Trainings

Any trainings received that could be a good resource for caregivers and/or service providers are sent via email.

Probation Department

i. Compliance with Core Placement Officer Training

All Deputy Probation Officers attend a Probation Officer CORE Training within their first twelve months of employment. Topics covered include the role of the Court in juvenile delinquency matters, as well the responsibility for rehabilitation of adjudicated minors. When officers are assigned to the placement unit, they also attend the Placement CORE. Probation Officers attend many trainings, including training on commercially sexually exploited children, trauma, case planning, Motivational Interviewing, assessment tools, Child and Family Teams, etc.

ii. Initial Training

Continuing education is mandatory for all officers at a minimum of 40 hours each year. Specific trainings in Title IV-E, Motivational Interviewing, and Case Planning, are some of

the regular trainings attended, with the intention of improving services to at-risk youth. Ongoing training needs are identified by probation staff. Staff assigned to treatment-based programs such as Cognitive Behavioral Therapy, attend trainings specific to improving their knowledge, skills and abilities in those assignments; thereby improving outcomes for minors with the criminogenic needs that are addressed through those programs. Placement Probation staff attend specific trainings related to placement which are offered through UC Davis, as well as through the Chief Probation Officers of California.

AGENCY COLLABORATION

Coordination with Community Partners

CWS and Probation rely on the collaborative relationships developed and maintained with public and private community partners and with each other to provide comprehensive services and resources to support children and families. The list of agency partners that CWS and probation consult and coordinate with includes, but is not limited to the following: Sutter-Yuba Behavioral Health Adult Children's Services Branch - Youth and Family Behavioral Health Services, , Yuba County Office of Education, Sutter County Office of Education, Sutter County Public Health, Sutter County Employment and Eligibility, and to varying degrees other public and private organizations including, but not limited to the Regional Center, Youth for Change, Sutter County Victim Services, and local law enforcement agencies. A number of venues serve to promote these relationships.

- At the Bi-County Coordination of Care meeting, held monthly, Sutter and Yuba County agency's such as, Child Welfare Services, Probation, Yuba and Sutter County Office of Education, Sutter-Yuba Behavioral Health and other community partners meet to discuss the needs and services in our communities to support children and families in the community. Topics may include, but are not limited to trainings, education for agencies to improve services and service delivery, available resources in the bi-county area and upcoming statutes.
- The Family Assistance Service Team meeting (FAST), held weekly consists of program managers, supervisors, and line staff from county agencies including Sutter County CWS, Sutter County probation, Yuba City Schools District, Sutter County Office of Education, Sutter-Yuba Behavioral Health, the Regional Center, Cal Works, and Public Health. This multi-agency, multi-disciplinary team represents the child - serving agencies in Sutter County. The purpose of FAST is to share information, and problem solve issues affecting Sutter County's at risk children and families.
- At SuperFast, program directors, program managers, and line staff from Sutter County CWS, Sutter County Probation, Sutter County Office of Education, Sutter-Yuba Behavioral Health, the Regional Center, and Public Health meet monthly to

review and assess the needs of youth in foster care who are placed in or who may require the services provided by Short Term Residential Therapeutic Programs (STRTP) to determine if there are additional services that can be provided to support and prepare the youth for a lower level of care or to ensure that all options are explored to keep youth, at risk of an STRTP placement, in the least restrictive setting.

- Linkages includes program managers, supervisors, and line staff from CWS, and Cal Works. Other participants include service providers from adult probation, First Steps Perinatal Substance Abuse Treatment Program, public health, and Sutter-Yuba Behavioral Health. At the twice monthly Linkages meetings, the needs of eligible families are discussed, including services and case plan progress.
- In addition to the above coordinated meetings, Sutter County holds impromptu meetings known as “super-staffing’s” which are called as needed to discuss the needs of youth in foster care who may require services provided by a Short Term Residential Therapeutic Program. These “super staffing’s” include but are not limited to directors, program managers, and supervisors from child welfare services, Sutter-Yuba Behavioral Health, Sutter County Office of Education and probation.

Sutter County’s unique blend of in-house providers of substance abuse counselors, mental health therapists, public health, a child development behavior specialist, and Linkages social worker sets the foundation for these providers to offer assessments and referrals to community partners. The Public Health Nurse aids with referrals that need outreach for prevention and early intervention for health related and developmental issues. The services provided by child welfare’s substance abuse counselor and mental health provider are essential to meeting the needs of client’s, as the services are easily accessible, in addition to allowing collaboration and communication between the provider and CWS social worker. A Child Development Behavior Specialist (CDBS) provides intervention to children and training and support to parents and families. The CDBS duties include providing skill building tools to parents for improving understanding of their child; work with parents while visiting their children; assist parents in their homes with behavioral interventions; develop and teach group parenting curriculum to address relevant parenting issues including but not limited to, positive discipline, promoting self-esteem, effective communication, developmental education, parent/child interaction and how to have a successful visit.

When developing services for Sutter County clients CWS collaborates with a host of community partners and stakeholders including but not limited to the following:

- ALTA California Regional Center (ACRC) - CWS coordinates, collaborates, and exchanges information with ACRC to ensure children receive necessary developmental services. CWS social workers take part in the referral by obtaining and

providing release of information forms and additional information needed by ACRC service providers.

- Kin-GAP- CWS has a dedicated staff that works closely with the Sutter County Kin-Gap eligibility worker to ensure new Kin-Gap referrals and Kin-Gap renewals are completed timely.
- Child Abuse/Domestic Violence Prevention Council- The Child Abuse Prevention Council meets every other month. Members of the Council include: Sutter County Superior Court, Sutter County Family Law Court; Sutter County District Attorney's Office; Sutter County Sheriff's Office; Sutter County Probation Department; Sutter County Victim/Witness Assistance Program; Sutter County Health & Human Services Department, Employment & Eligibility Branch; Sutter County Health & Human Services, Children's Services Branch; Child Welfare Services; Sutter County Superintendent of Schools Office; Sutter County Health & Human Services – Public Health Branch; Sutter-Yuba Behavioral Health; Yuba City Unified School District; Yuba City Police Department; California Highway Patrol, Yuba-Sutter Area Office; Children and Families Commission; Yuba Sutter Bar Association, Casa de Esperanza; Adventist Health Rideout+, Family Birthing Center; Adventist Health+ Rideout Emergency Room.
- The Child Abuse/Domestic Violence Prevention Council coordinates the county's prevention and early intervention efforts by monitoring and reporting to the Board of Supervisors data on child abuse and domestic violence involving children, and by coordinating with the Child Welfare Services to make recommendations for funding. Each year the council reviews proposals, evaluates outcomes, and ensures services recommended to the Board of Supervisors for funding align with the goals and objectives of the Child Abuse/Domestic Violence Prevention Council and meet the community needs as informed by the County Self-Assessment.
- Foster Youth Services- Sutter County Youth can access a variety of services and resources at the Sutter County One Stop. Through the Youth Employment Strategies (Y.E.S.) program, youth may be provided services in a one-on-one or in a workshop setting to prepare youth to enter the workforce. Services include job search strategies, application preparation, resume development, interview skills, tips on how to dress, and employer expectations. Through the Workforce Innovation and Opportunity Act (WIOA), Sutter County Youth between the ages of 14 to 24 years old who meet the income guidelines and have a barrier to obtaining or completing a high school diploma or obtaining employment are provided vocational services ranging from job training to financial literacy. The goal is to help youth acquire the necessary skills and work experience to successfully transition to adulthood. CWS and Sutter County Superintendent of Schools works with the IFoster program. Through the

Ifoster program, children growing up outside of their biological homes are provided the resources and opportunities they need to become successful, independent adults. Examples of resources and opportunities would include the IFoster phone program where foster youth between the ages of 13 to 26 receive a free iPhone and the IFoster laptop program where eligible foster youth receive a laptop computer. Sutter County CWS contracts with Yuba Community College to provide Independent Living Program (ILP) services to Sutter County foster youth where they are engaged in opportunities to learn independent living skills such as budgeting, cooking, and employment related skills such as learning to write resumes and participating in mock job interviews.

- Children and Families Commission-The Sutter County Children & Families Commission provides a comprehensive system of information, programs, and services that support Sutter County children ages 0-5 and their families to ensure that each child is prepared to enter school healthy and ready to learn. Sutter County Children & Families Commission works with many community partners to provide a complimentary array of services to our youngest children and their families in Sutter County.
- Former Parent Consumers: Through the Child and Family Services Review, current and former consumers are interviewed regarding their experiences with Child Welfare Services, including how the parent consumers were involved in case planning for their family.
- Caregivers (foster, adoptive, kin): Caregivers are invited to be a part of the child's Child and Family Team (CFT) and are invited to give valuable input and collaborate on services provided to children in their care.
- Short Term Residential Therapeutic Placement (STRTP) providers: Child and Family Team meetings are held a minimum of once every 90 days for all youth placed in STRTP's. STRTP providers and CWS are both members of the child's CFT and attend each meeting, collaborating regarding services, needs, and goal setting for the child.
- Foster Family Agencies: CWS meets with various local Foster Family Agencies regularly, and aims to develop and grow strong and supportive relationships between FFA's and the county. FFA SW's are invited to attend CFTM's for youth placed in FFA homes, where all parties can collaborate on services, needs, and goals for the child.

If children are identified as ICWA children, then Sutter County works very closely with the tribal representatives to provide culturally sensitive resources and placements, and access to Feather River Tribal Health services both in Sutter County and in neighboring Butte County to meet the needs of the children and families who require these resources. Tribal representatives are involved in the Court process for Sutter County dependents when a child is found to be an

ICWA child, providing the representatives opportunity to speak on behalf of the tribe and speak as to the best interest of the child.

Implementation of Family to Family Building Community Partnerships Initiative

Sutter County is not using the Family to Family model at this time. However, CWS engages in Safety Organized Practice meetings with families at critical decision points and in instances where best practice indicates resources be brought together to engage families in shared decision-making.

Shared Involvement in Evaluating County Progress Towards Goals

Child Welfare and Probation have enjoyed a collaborative relationship and work together toward evaluating program progress towards goals and in critically evaluating next steps and strategic planning. The close work required as in the development of the County Self-Assessment report is only one example of how the partnership between CWS and Probation leads to planful goal setting and outcome improvement in both systems. During the CSA process we conducted a virtual Stakeholder meeting on November 2, 2021 and November 9, 2021, which included 73 participants. The information gathered from the meetings on November 2, 2021, was shared with the participants on November 9, 2021, to discuss next steps in developing actions steps for our 5 year System Improvement Plan. Sutter County will be conducting an additional Stakeholder System Improvement Plan survey to gather priority recommendations for our System Improvement Plan.

SERVICE ARRAY

Community Services Available to Sutter County Residents

**Denotes CAPIT/CBCAP/PSSF funding during this review period.*

AGENCY/SERVICE TYPE	AVAILABILITY
ALTA REGIONAL CENTER Provides services to the developmentally disabled.	Disability identified before age 18 and constitutes a substantial handicap. State funded.
BRIDGES TO HOUSING Evaluate client's needs to help find solutions to their housing problems.	Helps negotiate deposits with landlords and provide partial deposits to qualified applicants. Refers clients to Hands of Hope Mentor Training program and other community service programs.
BRINGING FAMILIES HOME Housing support program	Only for CWS clients who identify as homeless, and are not eligible for other Sutter County housing support services

<p>CAREGIVER SERVICES Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Forever Families, Lilliput Family Services (KSSP)</p>	<p>Support services, mentoring, education, training, resource library, clothes closet.</p>
<p>CHILDREN'S HOME SOCIETY Provides referrals for childcare; childcare payment assistance; library; toys for checkout.</p>	<p>Free. Childcare payment assistance is income based with a waiting list.</p>
<p>CHRISTIAN ASSISTANCE NETWORK/GLEANERS Provides emergency clothing, food, diapers, formula, etc. to families in need.</p>	<p>Must be Sutter or Yuba Resident. Help is limited to once every 6 months. Gleaners is income based.</p>
<p>Domestic Violence Services Casa de Esperanza; Pacific Education Services (PES), Father's First</p>	<p>No fees for Casa de Esperanza or Father's First. PES has a sliding scale fee.</p>
<p>FAMILY ASSISTANCE SERVICE TEAM (FAST) Referred by any agency involved with client/child, including schools, Sutter-Yuba Behavioral Health, CWS, and Probation.</p>	<p>No cost for assessment.</p>
<p>FAMILY SOUP Assistance to parents of children with disabilities</p>	<p>Grant funded; some fees apply.</p>
<p>FEATHER RIVER TRIBAL HEALTH Health care, outreach, behavioral health.</p>	<p>Must have proof of California tribal heritage; services are free.</p>

<p>FAMILY INTERVENTION TEAM (FIT) POLICY GROUP</p>	<p>Policy MDT system discussion.</p>
<p>FRIDAY NIGHT LIVE Services to preteen and teenage children</p>	<p>Most services are free.</p>
<p>HARMONY HEALTH FAMILY RESOURCE CENTER Provides an array of services, including counseling, anger management, and counseling classes.</p>	<p>Most services are free and/or MediCal based. Two locations in Sutter County, offering preventative services for mothers, mental and physical health. Maintains a Family Resource Center, and operates the evidence based Healthy Families America program.</p>
<p>HEAP Provides financial assistance for energy bill; home weatherization services.</p>	<p>Income based; Government funded; demand usually exceeds funds for each fiscal year.</p>
<p>HOMELESS SHELTERS The Depot (women and families), The Twin Cities Rescue Mission (men only), Cold Weather Shelter, Hands of Hope, REST, Bringing Families Home, New Haven, Better Way, 14 Forward, Bridges to Housing, Casa de Esperanza, Harmony Village</p>	<p>Income based and no cost; available to Sutter or Yuba residents; waiting list.</p>
<p>INPATIENT DRUG TREATMENT Pathways (Yuba County); Progress House (Camino and Woodland); *Salvation Army (Butte, Fresno and Yuba Counties); Hope House (Nevada)</p>	<p>Inpatient treatment unavailable in Sutter County. Substance abuse specialist must refer clients. Adolescent substance abuse treatment options are limited.</p>
<p>LATINO OUTREACH CENTER</p>	

	Serves bilingual and Spanish-speaking only adults, children and families. The Center provides outpatient assessment, diagnosis and treatment of mental health conditions and co-occurring mental health and substance use disorders.
OUTPATIENT DRUG TREATMENT Pathways (Marysville); Father’s First (Marysville); NA/AA Support Groups;); Sutter-Yuba Behavioral Health Services; Sutter County Probation (juvenile services)	Available by self-referral, social worker referral, school referral, probation officer referral, court order. Charges apply to Pathways & PES.
PARENTING CLASSES Sutter County Library; PES, Yuba College, Head Start, *Family Soup, Parent Child Interactive Therapy, Children and Families Commission, Sutter County Probation	Low or no cost
PRESCHOOLS Head Start; State Preschools, Private Pay	Head Start and State Preschools are income based. Waiting lists.
STUDENT ATTENDANCE REVIEW BOARD Multi-agency board, reviews severe truancy cases, makes attendance agreements with families.	Referred by the child’s school. Yuba City Unified School District and Sutter County Superintendent of Schools.
SUTTER COUNTY DOMESTIC VIOLENCE/CHILD ABUSE PREVENTION COUNCIL Provides education and awareness of domestic violence and child abuse issues.	Available to residents of Sutter County (Public forum)

<p>SUTTER COUNTY EMPLOYMENT SERVICES. Job training, assessment, drug treatment, therapy.</p>	<p>Available to Sutter County Residents</p>
<p>SUTTER COUNTY ENVIRONMENTAL HEALTH Insures homes are in compliance with county codes and inhabitable.</p>	<p>Sutter County Residents</p>
<p>SUTTER COUNTY FAMILY LAW CENTER Provides assistance, advice, workshops regarding custody and child support.</p>	<p>Some Sutter County Residents. Some fees may apply.</p>
<p>SUTTER COUNTY PUBLIC HEALTH WIC, Public Health Nurses, medical care.</p>	<p>Residents of Sutter County. Medi-Cal, some fees may apply.</p>
<p>SUTTER COUNTY HOUSING AUTHORITY Income based housing assistance.</p>	<p>For Sutter County residents meeting income and/or disability criteria.</p>
<p>SUTTER COUNTY VICTIM SERVICES Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board.</p>	<p>For all victims/witnesses of crimes who meet State criteria.</p>
<p>SUTTER-YUBA BEHAVIORAL HEALTH 1st Steps, Options For Change Drug Treatment; Treatment Team; Therapy; Medication Management; Dual diagnosis group; Day Treatment; In-patient (adults only).</p>	<p>Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee.</p>

<p>TEEN SUCCESS/PLANNED PARENTHOOD Support group for teen parents; birth control, etc.</p>	<p>Free to teen mothers; sliding scale, insurance, Medi-Cal</p>
<p>PRIVATE THERAPY</p>	<p>Few local providers carry limited Medi-Cal caseloads; most are private/insurance pay or are fee for service.</p>
<p>TRI-COUNTY DIVERSITY LGBTQIA+ support and resources</p>	<p>Serves Yuba, Sutter, and Colusa county youth aged 12-18 and young adults aged 18-30</p>
<p>TRI-COUNTY RESPITE Respite services.</p>	<p>Private pay or contracted through Alta Regional Center</p>
<p>RESOURCE FINDER Yuba-Sutter Resiliency Connections (PACES); Sutter Yuba Network of Care; Find Help Sutter</p>	<p>Online resource to find community resources in the Yuba Sutter area. Link for PACES is www.pacesconnection.com/g/yuba-sutter-resiliency-connection</p> <p>Sutter Yuba Network of Care link is www.sutter.networkofcare.org/mh/index.aspx</p> <p>Find Help Sutter link is www.findhelp.org</p>

The array of services available in Sutter County is comprised of public, private, for-profit, and non-profit organizations that fill a variety of service needs. The bulk of the population is centered in Yuba City where most service providers are located. Some maintain the ability to provide outreach or are available at school sites to accommodate residents in outlying areas such as the city of Live Oak, and to the unincorporated areas of the county. Programs and activities that perform well are widely utilized and well known amongst the organizations and agencies who serve children and families. Some of the most easily demonstrated to be efficacious are those programs that address substance abuse such as First Steps Peri-natal program, and Options for Change, operated through Sutter-Yuba Behavioral Health. There is movement toward promoting evidence-based programs and services and programs that address a continuum of needs, and provided up-stream, preventative services. Most recently, the development, implementation and roll-out of the Healthy Families America (HFA) home visitation program. The HFA program is designed to support parents or families with newborn children with education, resources, parenting support, child development, and case management services. A fundamental tenet of HFA is that children have

better outcomes when parents are educated, and this education and support has a direct positive result on the incidences of abuse, neglect and trauma on children.

Sutter County is fortunate to have available services to disabled individuals, and service providers that are multilingual and multicultural though greater need for these services exists than can be easily met, currently. A number of local services provide assessment resources, and are able to modify services to meet the individualized needs of participants such as providing service in the home, in schools, and in some instances outside of normal business hours. Services often are geared to meet family needs, rather than focusing exclusively on an identified patient. Highest risk families that touch more than one system are typically identified and engaged in a multi-disciplinary approach either through information sharing, problem solving or comprehensive services such as through the Wraparound program administered through Youth for Change.

There are many indicators that contribute to populations and therefore families being identified as high risk, including living below the poverty level, increased use or abuse of substances, mental health issues, domestic violence, teen and young adult parents, low infant birth weight, and homelessness have been identified. Since the previous CSA in 2015 there continues to be many indicators for at risk populations and attributing one element to the highest risk population provides a broader view rather than a focus on particular trends. That being said, those struggling with substance abuse, mental health issues and homelessness continue to be difficult populations to support.

While there is good availability of services and for the most part, they are accessible to county residents, gaps exist in areas such as Spanish language groups on weekends or comprehensive services for Punjabi speaking families to meet the work schedule needs of these and other seasonal worker/migrant populations.

Services to Native American 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.

Child Welfare and Probation ensure the needs of Native American children, parents, and foster parents are being met via the following:

- Connection to tribal resources as available
- 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, CWS uses the SDM and SafeMeasures® tools to ensure services to Native American children, families and foster homes.

Child and Family Health/Well-Being Resources

Residents of Sutter County may access health services at the Sutter County Public Health Department and Sutter-Yuba Behavioral Health. There are also several health clinics throughout the county, such as Ampla Health, Families First Health and Wellness, and Live Oak and Harmony Health clinics. Sutter County Public Health Department provides oral health screenings at select community events in collaboration with local dental providers. Sutter County Public Health Department does offer the Help Me Grow program for children ages 0-5 in which they have multiple screening stations for example, Positive Discipline, Hearing, Height & Weight, Fine & Gross Motor Skills, Oral Health, Vision, Speech & Language and Learning & Cognitive Skills. Sutter County also operates a Women Infant and Children (WIC) program that provides nutritional assistance. There is a small number of non-profit health resources available, such as Planned Parenthood and A Women’s Friend (counseling). Sutter County residents are also able to access some resources from neighboring Yuba County, such as Harmony Health’s Family Resource Center.

Outreach Activities

Sutter County CWS has participated in “Read Across America”, where Social Workers partner with Sutter County schools, and read to children in grade, and middle school.

CWS works with other community partners to provide Child Abuse Prevention education in the community. During the month of April, CWS and Family and Children’s Commission provide educational material via social media. Other education material that is shared with the community is 10 Tips for Positive Discipline brochure, Smart Parenting booklets, There’s No Excuse for Child Abuse informational card, and 50 Ways to Praise Kids magnets.

Input from Underrepresented Groups in Assessment Process

Sutter County included a diverse group of stakeholders in the assessment process and accepted input from any interested party. Invitations were sent to our community Stakeholders via email. There were some underrepresented groups that were invited but did not attend.

CBCAP/CAPIT/PSSF Funded Services

Casa de Esperanza (CAPIT): Counseling for adults and children who are victims of or have witnessed domestic violence;

Family Soup (CBCAP): Therapy and Parent Education (in Spanish and English) for parents and families of special needs children; Able Riders horseback riding for Special Needs children

Yuba –Sutter Salvation Army (PSSF Family Preservation, PSSF Family Support, PSSF Time-Limited Family Reunification)

- Case management for families of at-risk children;
- Counseling and parent education focusing on families who are or have been homeless;
- Literacy program for families who are non-reading or have low reading ability;

Child Welfare Services (PSSF Adoption, Promotion and Support): The Child Welfare Services Adoption Promotion and Support Services Program provides specialized services to children awaiting adoption, for the purpose of identifying undiscovered relatives or non-related extended family members.

Program staff use two tools - the 3 houses tool and the Safety House tool to meet with children and youth to identify potential adoptive parents that may have been unknown to CWS and not considered previously by the family. Through this interactive process, trained staff assist children and youth to identify family, friends, teachers, coaches, community members and other individuals with whom they have had a relationship but who may not have previously been discovered or disclosed by the family or child.

Implementation of Evidence-Based Practices

CWS utilizes Structured Decision Making to assist in case decisions. Parent-Child Interactive Therapy (PCIT) is now coordinated through Youth For Change and works to improve the quality of familial relationships. 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.

As discussed, Public Health has recently begun the Health Families America (HFA) home visitation program, for parents of newborn children, to reduce the occurrences of trauma, and/or abuse to children 0-3.

QUALITY ASSURANCE SYSTEM

Federal Case Review: Implementation of Child Welfare and Probation Case Reviews has begun and will allow us to meet new Federal and State mandates and to more fully evaluate the adequacy and quality of the services being provided to the families and children served throughout the continuum of care. Case Reviews include a comprehensive review of case file documents, including electronic records and paper records, and include interviews conducted with the persons involved in a case. Interviewees include children, parents, extended family, service providers, social workers, and others who can provide insight into the quality of service delivered to the family. Sutter County currently has three certified case reviewers. Sutter County has two supervisors who are certified reviewers and certified to perform county level

Quality Assurance (QA) of the reviews completed each quarter by reviewers. Sutter County is proud to be considered "fully implemented" in case review, completing all five reviews required each quarter. However, due to staff turnover CWS is working with CDSS on a contract for CDSS to provide this service.

Technological Tools

The County utilizes a variety of tools that allow staff to assess, analyze, and obtain valuable information to assure high quality services when working with children and families. These tools include:

SafeMeasures: To determine families and children are receiving the services needed, in addition it assists in planning and ensuring compliance with regulations and policies. SafeMeasures does offer reports which are generated monthly, for example some of the reports generated include case plan status, child placement, risk assessment completion, and investigation compliance.

Structured Decision Making (SDM): Allows the county to determine potential risk, safety issues, and decision-making analysis throughout the duration of the case. Staff are trained in incorporating family engagement models in the use of SDM to maximize the quality of the data that is used in the SDM tools.

Business Objects Reports: Provides additional reports that SafeMeasures may not have available. Allows to generate quantitative data or customized reports which assist in determining if families and children are receiving the services needed and that regulatory compliance is met.

Online Monitoring System (OMS): Sutter County is in the beginning phases of using the reports generated by OMS using ratings from case reviews completed, to examine which areas are identified as strengths, and which are areas needing improvement. Sutter County intends to use this information to take a deeper look at practices in the areas needing improvement, and identify goals to improve both the practice and the ratings.

Placement Policies for Evaluating Achievement

Quarterly Data Reviews

Child Welfare and Probation policies also include quarterly reviews of performance outcome measures identified in Quarterly Data Reports made available through U.C. Berkeley and reviewed together with California Department of Social Services (CDSS), Children System Improvement Section (CSIS). Sutter County enjoys a good working relationship with CDSS CSIS, as well as with staff from the Office of Child Abuse Prevention making the county's quality assurance process a collaborative one. The quarterly conferences with CDSS include Child

Welfare and Probation leadership as well as front line social workers and probation officers in order to enhance staff understanding of how day to day case management decisions impact larger measurable outcomes which ultimately helps staff develop a broader perspective. This perspective in turn aids in understanding the significance of policies and practices that are in place to impact these outcomes. By drilling down to case-level data during these quarterly reviews, Child Welfare and Probation leadership are also able to connect case-level information to quarterly data measures, which enhances understanding and aids in the development of relevant policy decisions.

County Policies for Monitoring Compliance with ICWA & MEPA

Policies are in place for monitoring the Indian Child Welfare Act (ICWA) and Multiethnic Placement Act (MEPA) including a weekly Peer Review process, regular feedback from County Counsel's office, and periodic review conducted by the Administrative Office of the Courts. There are no federally recognized tribes in Sutter County, so the incidence of cases impacted by ICWA is relatively infrequent. However, when a case involving an ICWA child occurs, the county strives to carefully and fully adhere to proper procedures as outlined in regulation and in law, and is guided in these efforts by the processes described below.

The CWS social worker is expected to inquire of any available parent or relative, at the time of a child's removal, if the child or parents are possibly of Native American heritage. Any parent appearing at the Detention Hearing is provided an ICWA-20 form (Parental Notification of Indian Status) and is ordered by the Juvenile Court to complete the form and return it to the Department within two (2) working days. The Department provides a Notice of Hearing, birth certificate and Petition to the Bureau of Indian Affairs, Secretary of the Interior, 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 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 social worker supervisor is responsible for ensuring adequate information regarding ICWA is indicated in the court report, and works with the social worker to make sure there are no barriers to ICWA inquiry. 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.

Process for Comprehensive and coordinated screening, assessment and treatment planning to Identify Children's Mental Health and Trauma Needs, Include Psych Evaluations/Medications

Much has been done to ensure comprehensive and coordinated screening assessment and treatment planning occurs to identify children's mental health and trauma treatment needs. A reorganization of the Sutter County Health and Human Services Department groups Child Welfare Services and children's behavioral health services into one branch, contributing to a more collaborative system of care for youth who are being served by both departments. There is open communication between members of both departments within the branch, under the oversight of one Branch Director for all programs related to the safety and emotional well-being of children in Sutter County.

CWS 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 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 screening 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. Probation utilizes the Positive Achievement Change Tool (PACT) at minimum every six months to assess the needs of youth, which includes mental health needs. Services can be provided in-house through Youth and Family 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), Wraparound 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, engage behavioral health partners in the planning and care of youth in foster care who are receiving mental health services. CFTM's are held in the first 60 days of placement and every three months or six months, depending on if the child is receiving specialty mental health services. CWS social workers and Probation CFT facilitators have been trained and certified to complete CANS assessments, as a comprehensive tool for assessing the needs and strengths of children in foster care, including their mental health needs.

Monitoring Administration (Including Initiation and Cessation Of) Medications

When screening and evaluation determines that psychotropic medications may be needed, children are referred to a child psychiatrist at SYBH, or in their home community if placed out of the area, and are monitored by a Public Health Nurse (PHN) who is co-located within the Children's Services Branch. Tools for monitoring psychotropic medication include SafeMeasures® which informs the Social Worker or the PHN which child is court authorized to

take psychotropic medication and when the authorization will expire, careful monitoring of CWS/CMS data entry, and supervisor follow up to verify appropriate authorizations are obtained from the court, via form JV-220. 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 attorneys 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/probation officer maintains contact with the foster parent, foster family agency social worker, therapist, and/or physician to ensure that medication is being given, monitored for effect, and any side effects of the medication are being reported. The social worker reports this information to the court on form JV-224. The county's quality assurance monitoring system involves the participation of a co-located Public Health Nurse who works closely with social workers to ensure that appropriate authorizations are maintained, and that regular monitoring occurs to ensure that safe and appropriate administration, or cessation, of medication occurs. This has proven to be an effective monitoring system. It is not regular practice for Probation to recommend removal of medication rights from parents; however, if needed, the above process is followed.

Effectiveness of Identification and Addressing Policies for Monitoring Physical Health and Educational Needs

Tools such as SafeMeasures® and the CWS/CMS health and education passport are used to ensure that a child's physical health and educational needs have been adequately identified and addressed. The child's mental health and physical health needs are also monitored by the Public Health Nurse. Supervisors routinely review this information and these basic needs are part of any evaluation meeting for a child including Peer Review discussions and CFTM's. Social workers and probation officers work closely with the PHN, health care providers, mental health and education providers, coordinating care and facilitating the transmission of important information between systems for the benefit of the child. Social workers and probation officers report updates to the child's health and education to the juvenile court in all court reports, which are also reviewed by supervisors, and provided to attorneys and county counsel.

Effectiveness of Services for Special Needs Children and Families

Special needs are identified through targeted assessment tools and social worker coordination with families, health and education providers. The co-located PHN conducts developmental screening with every child entering Child Welfare Services. Screening involves use of the Ages and Stages Questionnaire (ASQ2) along with interviews of the child's care providers and face to face observation. Probation works closely with families, health, and education providers to assess youth for special needs. Results of screening lead to referrals and follow up with the corresponding school service, specialty mental and physical health service,

or regional center services to support children and the families providing care to them. Regional center staff partner with the County through participation in a number of collaborative meetings in which family needs are discussed. Social workers report the findings of the ASQ assessments, and any assessments done by the regional center to the juvenile court in all court reports, which are also reviewed by supervisors, and provided to attorneys and county counsel.

Policies and Procedures for Documenting and Monitoring Compliance in Concurrent Planning, TPR Timelines and TILP For Youth Age 16 And Over

Concurrent Planning

Social workers and probation officers engage the family in discussions about concurrent planning at the onset of the case and ask the family to identify potential relatives or non-related extended family members that would be suitable for long term placement, guardianship, or adoption of the children if reunification fails. This concurrent plan is reviewed with the family periodically, and reported to the Court. Every case receiving reunification services is subject to concurrent planning and social workers and probation officers are trained how to address this difficult dichotomy with bio parents and foster families. Referrals are made to CDSS Adoptions Bureau, Chico Regional office, in the first 60 days of a child entering foster care, for the purposes of concurrent planning.

Meeting Termination of Parental Rights Timelines

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. Concurrent plans and recommendations for termination of parental rights are explained and documentation of compelling reasons is in the social workers court reports and reviewed by the Juvenile Court Judge. CWS and State Adoptions meet monthly to discuss plans toward permanency for children, including when and if it is appropriate to terminate parental rights to free the child for adoption. Outside of the monthly meeting, social workers and adoptions specialists work together, completing joint home visits for the child with a focus on permanency, and when appropriate, meeting with parents to discuss the next steps toward permanency of their child. Social Workers are keenly aware of timelines regarding reunification and termination of parent rights and have access to weekly legal consultation with county counsel when there are questions or uncertainty about timelines or exceptions. CWS makes recommendations for termination of parental rights within established timelines, however, ultimately the court is responsible for compliance with TPR guidelines. The Administrative Office of the Courts (AOC) conducts periodic reviews and provides feedback for compliance with TPR guidelines.

Transitional Independent Living Plans (TILP)

Social workers and probation officers complete Transitional Independent Living Plans (TILP) with any foster child age 14 and over. Plans are created in CWS/CMS and attached to the social worker's court report and must be developed with the youth's participation, and signed by the social worker and youth.

Youth are included in case planning and in Transition Conferences which occur as they approach the age of majority and are preparing for adulthood. The county monitors compliance with transition planning activities through SafeMeasures® reports available to social workers, supervisors, and managers. CWS/CMS issues a reminder and due date for the Transitional Independent Living Plan (TILP) and remains as a reminder until a plan is created and approved. The TILP must be reviewed by the youth and his or her ILP Coordinator, social worker or probation officer at least once every six months to ensure the youth is completing the objectives and goals contained in the TILP and that these goals are adjusted as the youth's needs change. The TILP is an important part of planning with youth who are approaching adulthood and a useful tool to begin discussing the options available to the youth for their life after age 18.

Addressing Needs of Infants, Toddlers, Children and Youth for Safety Assessments, Service Delivery for Reunification and Standards Regarding the Foster Parent-To-Child Ratio

The county strives to address the needs of youth, and all children from infancy through young adulthood through a system of frequent evaluation, collaborative decision making, and regular attention to the goals of safety, permanence and well-being. Evaluation is ongoing throughout the life of the department's involvement with the family or child and involves utilization of tools and instruments such as SafeMeasures®, Business Objects reports, SDM, county developed tracking tools, and a culture of collaborative decision making in the Safety Organized Practice model that places families in the center of the planning process.

Safety assessments are completed both formally and informally by the investigating social worker and ongoing social worker. Upon receiving referrals, ER SW's utilize the SDM Hotline Tool for screening reports, and use the Safety Assessment within the 48 hours of the first contact. After investigation, ER SW's complete the Risk Assessment, to determine the level of risk, if any, and assist in the decision to close the referral, or promote it to a case. Ongoing social workers use the SDM Risk Reassessment when determining whether reunification can safely be achieved. In addition to these formal assessments, informal assessments are completed by social workers during visits to the home or resource family home, speaking with children alone, and making visual checks of the environment and the child's physical health. These informal assessments would address resource parent to child ratio in that resource parents are asked what they need to safely care for all of the children in their home. Sutter County adheres to capacity determinations through the RFA program, in accordance with the RFA Written Directives. SW's also complete safety assessments through the Peer Review

meeting, held weekly, with a mix of social workers from different units, two supervisors, and the program manager. Safety and well-being of children and risk are discussed at length.

Through these means, Sutter County is able to establish priorities for reunification services, based on the assessment of safety and risk, and what is needed to ameliorate these concerns and safely reunify children. Safety assessments are always breathing life into the priorities for reunification case plans, and the monitoring of lasting behavioral change.

Capturing Evaluation Data for Programs Supported With CAPIT/CBCAP/PSSF Funds

At the end of the fiscal year programs that are supported with CAPIT/CBCAP/PSSF funds provide a written summary that includes a program narrative which outlines the accomplishment of the CAPIT/CBCAP/PSSF stated goals and objectives. The final report also includes demographic information, in order to meet the requirements of OCAP. Information gathered from service providers is input into a computerized system, Efforts to Outcomes (ETO), as required by the OCAP.

Monitoring Provision, Quality of Services, Corrective Actions and Accountability of Service Providers Funded By CAPIT/CBCAP/PSSF Funds

Each providing agency is required to attend the Sutter County Domestic Violence/Child Abuse Prevention Counsel in October to provide a year-end verbal report. The year-end verbal report includes services provided and outcomes achieved with these CAPIT/CBCAP/PSSF funds.

The service providers are asked to provide reports to Health and Human Services outlining the accomplishments of the CAPIT/CBCAP/PSSF program in the preceding quarter.

The service providers are asked to provide a year-end report by July 31 of each year. The report includes a program narrative which outlines the accomplishment of the CAPIT/CBCAP/PSSF stated goals and objectives. The final report also includes demographic information, in order to meet the requirements of OCAP.

CAPIT/CBCAP/PSSF contracts are routinely monitored by accounting staff of the Health and Human Services Department, Administration and Finance Branch. The monitoring includes fiscal, program and services monitoring.

Assuring Expenditures Of CAPIT/CBCAP/PSSF Funds

The Health and Human Services Department – Children’s Services Branch, maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics.

Process to Ensure Service Providers Are Properly Tracking Participation Rates for Separate Funding Sources

The report includes a verbal presentation and a written statistical report indicating the number of clients served during the grant period.

CBCAP/CAPIT/PSSF

Effective Fiscal and Program Accountability

The Sutter County Health and Human Services Department maintains complete financial records of the CAPIT/CBCAP/PSSF costs, operating expenses and program statistics to capture participation and evaluation data. Data is received from providers via quarterly and annual reports. Information gathered from service providers is input into a computerized database system Efforts to Outcome (ETO). Data will be entered into the ETO system to ensure fiscal and program accountability. Additionally, CAPIT/CBCAP/PSSF contracts are routinely monitored through in person reviews and phone calls by administrative and accounting staff of the Health and Human Services Department.

The overall grant administrator and OCAP liaison is the Children's Services Branch Director. The OCAP liaison is responsible for overseeing the Request for Proposal (RFP) process, securing Memorandums of Agreement (MOA) for the provision of services, collecting and analyzing data, preparing required reports and the dissemination of prevention/family support information. In addition, the OCAP liaison oversees monitoring of the subcontractors, which consists of program review, determining the number of participants, and assuring consistency in providing services and evaluating consumer satisfaction. Other duties include facilitating the integration of local services, assuring grant compliance, ongoing data collection, preparing annual reports and outcomes evaluations. Since the funding for the CAPIT/CBCAP/PSSF grants originate from different sources, Sutter County separately tracks service providers' expenditures, service components and data on individuals and families served. This information is used for program monitoring, evaluation and mandatory reporting and to assure that service providers are accountable for CAPIT/CBCAP/PSSF funds received.

On an ongoing basis the County assesses the CAPIT/CBCAP/PSSF service providers' accountability and service delivery systems to identify the strengths and needs. Each service provider submits a scope of work with their program proposal. The scope of work and the quality, nature and extent of the activities described therein are material upon which the department, the Domestic Violence/Child Abuse Prevention Council, and the Sutter County Board of Supervisors rely in determining the allocation of funds to each service provider. Any change in the method or mode of the conduct or operation of the scope of work may not be made without prior approval.

To date, there has been little need for the corrective action process as service providers receiving OCAP funds understand the mission and goals and maintain accountability for the services they provide. When corrective action is necessary, this is accomplished through the

OACAP liaison who contacts the agency to establish a plan for correcting problems that may lead to the agency's inability to meet established goals. When the correction does not fully occur and services do not meet the expectations and outlined in the Memorandum of Agreement established with the agency, then the agency is not funded for these services in future years if a viable plan for correction cannot be achieved. For this reason, services go out to bid via the RFP process annually and are not guaranteed to any agency, ensuring only those that meet the objectives are funded again.

The CAPIT/CBCAP/PSSF service providers each develop a system through which recipients of services shall have the opportunity to express and have considered their views, suggestions, grievances, and complaints regarding delivery of services. The agencies determine which collection method is best for their clientele. The systems include surveys, phone calls, discussions and written communication.

As part of the ongoing CAPIT/CBCAP/PSSF program monitoring, the OACAP liaison ensures that service providers are expending funds on allowable services and populations through the gathering of data. The agencies receiving CAPIT/CBCAP/PSSF funds provide an annual report about their program and services. The annual reports prepared by each agency include demographic information on the families and children serviced attendance counts and evaluations by the consumers of services. These reports and the Domestic Violence/Child Abuse Prevention Council under the direction of the OACAP liaison direct any plan modification that is necessary.

The Health and Human Services Department requires that all CAPIT/CBCAP/PSSF service providers maintain books, records, documents, and other evidence of accounting procedures and practices, sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred in the performance these programs, including any matching costs and expenses, with accounting of separate funding sources, for a period of three (3) years after final payment under the MOA.

Description of Additional Funding

Probation:

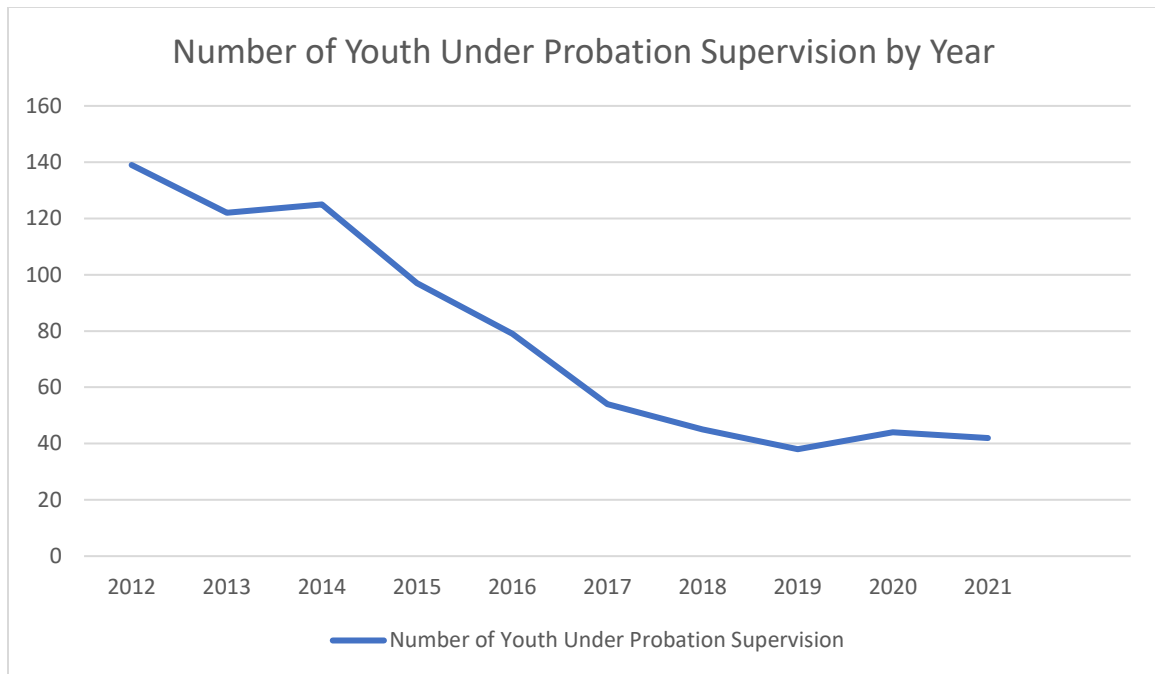
Source	Programs Funded
Youth Offender Block Grant	Intensive Probation Supervision/Risk & Needs Assessment/Development of Case Plans/Educational Outings/Mentoring/Transitional Aged Youth Caseloads/The Parent Project/Seeking Safety/Gang Resistance and Education Training (GREAT)/etc.
Juvenile Justice Crime Prevention Act	Substance Abuse Counseling/The Change Companies Journaling Program/Family Counseling (when available)/Aftercare Services

Juvenile Probation Activities Funding	Mentoring/Educational Advocacy/ Offender Care/Case Management/additional counseling services/etc.
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The combination of funding sources noted above allow the department to provide individualized programming and case management services to meet the specific needs of each youth and family. The Change Companies Journaling Program, all substance abuse counseling programs, Seeking Safety, Parent Project, Family Counseling (when available), and the GREAT program, are all available to any youth/family in the community free of charge; they do not have to be involved with the probation department to be referred and/or to utilize the service.

Impact on Families and Outcome Measures

Over the past 5 years, in part due to the high level of services and Evidence-Based programming provided by the department, the number of youths under active probation services has declined dramatically from over 120 youth to an average of 44 youth. Due to a shift in policy, procedures, and mandates across the state, the overall number of youth cited/arrested has also decreased dramatically by at least half since 2010. Since that time, Probation has shifted focus to providing services to those youth who assess at Moderate and High Risk to reoffend, diverting Low Risk youth out of the juvenile justice system. With several law changes, some crimes that were misdemeanors became infractions, and some felonies became misdemeanors, which further shifted a sub-set of youth out of the juvenile justice system. For instance, marijuana possession is now an infraction, and if cited by law enforcement, for solely possession of marijuana, a youth would attend Juvenile Traffic Court, not be referred to Probation. Further, the number of youth removed from their home has also decreased, primarily due to the probation department and the Court maintaining youth in their family home with intensive family support, with local family respite, to provide services versus placing the youth in out of home care. Further, with a focus on least restrictive dispositions, probation has worked collaboratively with CWS to co-case manage youth under jurisdiction of CWS and on a lower level of probation (non-wardship) to provide services and structure to youth either in their family home or while in out of home care to increase success for the youth.



Critical Incident Review Process

Sutter County Child Death Review Team

The Sutter County Child Death Review Team (CDRT) reviews all deaths of children from birth through age 17 that occur within the county, other than natural deaths of newborns in the hospital, if that family resides in another county. The team also reviews deaths of children who are Sutter County residents, even if the death occurs outside the county, since the dynamics that contribute to the death often begin in the home environment, or the death is that of a critically ill or injured child transported to an out-of-county hospital prior to dying.

The CDRT is coordinated by Sutter County Health and Human Services Public Health Branch and is typically chaired by the Director of Public Health Nursing. Sutter County CDRT is scheduled to meet biannually if there are cases to be reviewed and consists of professionals from a wide range of agencies that can provide valuable information into the circumstances surrounding each death. Meetings adhere to the strict legal confidentiality guidelines of multi-disciplinary teams as regulated by the California Penal Code and the California Welfare and Institutions code. Each member signs a confidentiality agreement and the sign-in sheet for each meeting and contains the wording of that agreement.

The primary objectives of the child death review process are to identify deaths caused by child abuse or neglect; to increase knowledge surrounding preventable deaths and to

formulate prevention strategies; to analyze trends in County child mortality; and to strengthen interagency communication regarding responses to child deaths. The team looks at trends and commonalities in causes and details of death and looks at strategies that can help prevent future child deaths that might occur from circumstances similar to deaths that have been reviewed. The team also discusses “close calls”, which are situations in which the child avoided death, but which easily could have ended in a fatality. The team members and member agencies share the common goal of preventing those child and adolescent deaths that do not need to occur.

Meetings also serve as a forum in which team members can share information pertinent to any issue involving child deaths, death and injury prevention, or agency procedures and communications regarding child deaths and the ensuing investigations. The discussions and knowledge base gained have assisted participants in understanding the operations and systems of the other agencies, and how best to overcome possible obstacles in communicating with one another when child deaths are involved.

Peer Review Results

METHOD

The Peer Review process is used in California for each county’s child welfare and probation departments to conduct an in-depth qualitative analysis on one specific focus area, or outcome measure. This process requires both agencies to conduct a quantitative analysis of each federal and state outcome measure and, in partnership with CDSS, select the outcome measure which requires a closer look. The Sutter County Peer Review was conducted virtually via Zoom on October 19-22 and 26-28, 2021.

Sutter County Child Welfare Services elected to look at Federal Measure P5 - Placement Stability and Juvenile Probation elected to examine Measure P2 – Permanency Youth in Care 12-23 months. Peer counties were selected to conduct the review based on a review of data statewide showing counties that consistently perform well on the selected outcome measures.

County	Social Workers	Probation Officers
Contra Costa	1	
Glenn	1	

Kings		1
Los Angeles	2	
Napa		1
Riverside	1	
San Bernardino	1	
San Joaquin	1	
Yolo		1

The Peer Review opened on the morning of October 19, 2021, with introductions and a training that included an overview of the C-CFSR process, a description of Sutter County, identification of the outcome area which would be the focus of the review, and a discussion of county performance and progress on the different outcomes. Participating were CDSS consultants, UCD staff (facilitators for the review), and CWS and Probation staff and administrators. The presentation was followed by training on the interview process and tools for the peer reviewers.

During the 7-day review, 15 interview sessions were conducted. Cases were selected for which the peer review planning team believed would elucidate both strengths and challenges existing in the system, which contribute to the county performance on the appropriate outcome measure. CDSS consulted with Sutter County before the final cases were selected for the peer review.

Count of Cases Reviewed for Each Measure		
Measure	Child Welfare Services	Probation Placement Unit
Placement Stability	5	
No Placement Stability	6	
Permanency		2
No Permanency		2

CDSS provided standardized tools for use during the peer review which were based on a review of the literature for best practices relating to each focus area. Once the cases were identified, social workers and probation officers who were the primary practitioners on the case were notified and given the appropriate interview tool to review so they could prepare. A total of six social workers and two probation officers were interviewed.

Following the completion of interviews, peers were provided time to debrief during which they analyzed the interview information to identify common themes regarding strengths and challenges of the Sutter County child welfare and probation systems. The top themes were identified in the categories outlined in the CDSS O&A Debrief form designed for each measure. Peers voted together to identify the top themes. The themes were not edited after the fact except for minor spelling edits, protection of identity edits and/or grammatical improvement.

Peers were also asked to provide recommendations for improvement. The summary is outlined in the Summary of Findings section that follows.

FOCUS AREAS

CWS Focus Area

Please see county performance in the [Outcomes](#) section of this report for measure P5.

Probation Focus Area

Please see county performance in the [Outcomes](#) section of this report for measure P2.

SUMMARY OF FINDINGS

Peers gathered information and presented their top strengths, challenges, and promising practices to the county. The findings are presented below in alignment with the corresponding debrief domain. The feedback for CWS was provided by eight social workers and eleven cases reviewed. The feedback for Probation was provided by two Probation Officers and four cases reviewed.

CWS Strengths	
<p>Background – was provided by eight social workers and eleven cases reviewed.</p>	<ul style="list-style-type: none"> • Social workers demonstrated consistent rapport building and engagement with youth, families, caregivers, and service providers • Social workers ensured continuity of care by fostering existing relationships with youth and families or ensuring smooth case transition • SW have a lot of experience, not a lot of turnover, and attend trainings that are supportive of their work with their clients • Social workers prioritized relative placements and maintaining sibling connections by assessing for placement as a sibling set and/or maintaining frequent sibling visits

<p>Case Management & Concurrent Planning</p>	<ul style="list-style-type: none"> • Social workers demonstrated positive case management skills including utilizing provided training, frequent forms of communication with youth and caregivers, and strength-based engagement with parents • Social workers actively listened to the youth’s voice and choice regarding assessments for placement options including prioritizing relative placements and maintaining sibling connections • Social workers helped families develop a child and family team where there is consensus building and ensuring a concurrent plan is developed from the onset of the case
<p>Engagement</p>	<ul style="list-style-type: none"> • CFTs and mental health screenings are completed regularly • Social Workers maintain relationships with service providers through engagement and are continually building rapport (except FFAs and Regional Centers) • Social workers include parents in children’s services (mostly mothers), such as IEP’s and Medical appointments • Sutter County engages family and offers various methods for visitation and communication (virtual, in-person, etc.). Frequency of visits are positive, between youth, parents, and extended family members, despite placement denial
<p>Assessments and Services</p>	<ul style="list-style-type: none"> • Well-being assessments are being completed timely and consistently (e.g. Mental Health screenings, medical, dental, and regional center assessments) • Social Workers have a strong knowledge of educational needs and advocacy such as appearing at IEP meetings and advocating for the child’s needs in placements
<p>Caregiver Supports & Services</p>	<ul style="list-style-type: none"> • Providing caregivers information on the needs of the child, very forthcoming prior to placement • Resource parents giving support to biological parents • More stable placements had their own resources/supports • Frequent engagement with caregivers
<p>Placement Changes</p>	<ul style="list-style-type: none"> • Captured youth’s voice in regards to placement changes when not emergent • Some workers using CFTs to facilitate placement changes and include family and providers in these decisions including identify and prioritize child’s needs and safety
<p>CWS Challenges</p>	
<p>Background</p>	<ul style="list-style-type: none"> • Social workers were challenged with finding or engaging fathers to fully assess for placement options, concurrent planning and case planning • Social workers were challenged with limited placement resources which impacted their ability to match youth with appropriate placement.

<p>Case Management & Concurrent Planning</p>	<ul style="list-style-type: none"> • Social workers were challenged with finding or engaging fathers to fully assess for placement options, concurrent planning, case planning, and service delivery • Social workers were challenged with court issues surrounding legal findings including delays in paternity, ICWA and disposition orders which impacted concurrent planning and service delivery • Social workers struggled with family finding follow through and documentation of efforts
<p>Engagement</p>	<ul style="list-style-type: none"> • Social workers are challenged with engaging fathers and paternal family members (alleged fathers) consistently when it comes to case management, visitation, and fathers who are incarcerated (in contrast to incarcerated mothers) • Lack of in-county placements leading to out-of-county placements, is a barrier for families for visitation. Distant placements are especially a challenge for families (including siblings) with limited transportation or time
<p>Assessments and Services</p>	<ul style="list-style-type: none"> • Challenges with the working relationship with the regional center. There are issues with paperwork and locating information; screenings not being done in a timely manner • Lack of resources in county (CASA services, age-appropriate mental health services – for children under age 5, emergency placements, placements youth with high needs) • Out of county placements impact services like mental health, causing delays in identifying and getting started with services
<p>Caregiver Supports & Services</p>	<ul style="list-style-type: none"> • FFAs – building relationships with the SW, may need more training* • Struggling working with special population youth (CSEC, Autism) • Caregivers need to be provided with appropriate training and support to meet the special needs of youth • Inconsistent CFTs for placement preservation
<p>Placement Changes</p>	<ul style="list-style-type: none"> • Issues with FFAs, ex. FFAs communicating that they don't take care of children with special needs • Caregivers unavailable in the area or are not trained or willing to be trained for specific needs • Caregiver unable to meet child's needs, limited options, child's behavior, distance from family- impacts behaviors decreasing stability, limited unannounced or opportunities to support placement that may have a challenge without planning due to distance
<p>Probation Strengths</p>	
<p>Background</p>	<ul style="list-style-type: none"> • Small caseload - more engagement, more time to spend with and visit the youth • Communication with family, supports, and community supports; experience, built good rapport • Regular CFTs

<p>Maintaining Connections</p>	<ul style="list-style-type: none"> • Financial resources are made available to support family • Officers are very engaged with family <ul style="list-style-type: none"> ○ POs have been good at building rapport ○ Very consistent one on ones, phone calls, use a variety of different ways to connect ○ Tend to connect more, lots of transparency of process, lots of options for family • Constant communication • Officer very engaged with RFA, treatment providers takes calls whenever needed; constant communication – can do this because of small case load (one at a time usually); helps to stay engaged and stay ahead of tasks • County is so small, officer had connections with youth before becoming a probation case.
<p>Engagement</p>	<ul style="list-style-type: none"> • PO works well with teams, good communication • Officers are very engaged with family <ul style="list-style-type: none"> ○ Consistent PO check ins with youth ○ POs have been good at building rapport ○ Very consistent one on ones, phone calls, use a variety of different ways to connect ○ Tend to connect more, lots of transparency of process, lots of options for family ○ Ability to be accessible up front, then also maintain and sustain connections • Strong connections with POs and how they engage with services providers such as: STRTP services embedded in program (therapy, behavioral mods, IEPs, POs aware of IEPs and connect with them) • Officers with very low caseloads have a better ability to increase engagement, better management of services and better able to effectively manage crisis behaviors as they occur
<p>Assessments and Services</p>	<ul style="list-style-type: none"> • POs are skilled at advocating on behalf of client, provide well-matched services (from assessments) • Really trying to also work with family. i.e. visits and accommodations for assessments. If it doesn't happen it's not for lack of trying • Once assessments are done, they are able to do a deeper dive into supports, better able to identify actual services for the kids, make sure IEP is still consistent
<p>Placement Matching</p>	<ul style="list-style-type: none"> • Strong focus on relative placements and permanency outcomes • Actually, listen to youth, follow through with youth and that helps with strong, appropriate placement matching, e.g. including transitional housing program • PO made efforts to ensure family finding and include collaterals • Officers worked well with extended family, including involving grandmothers in 2 cases

Permanency	<ul style="list-style-type: none"> • ILP services provided • Working with family systems to provide stability for the youth with family members and set the youth up for success • Transition planning really exceptional: step downs are carefully planned • All cases have a concurrent plan documented
Probation Challenges	
Background	<ul style="list-style-type: none"> • Sabotaging family member - parent’s behaviors, unhealthy opinions, would set the youth back in progress, slows down and deters youth from maintaining plan developed with officer • Limited resources: Placement and service providers - no other info provided • Out of County placements - accessibility to services, visits, parents’ personal challenges
Maintaining Connections	<ul style="list-style-type: none"> • Families declined assistance from PO. Families do not want to be involved – Officers struggle with engaging parents who are resistant to services and supports that are offered, preventing focus youth from resuming a relationship with siblings • Parental mental health and substance abuse issues: Unknown if parents are receiving or being offered services • Officers struggle with trying to engage parents who have no benefits or consequences for their own services, or hold them accountable for their own behaviors and how they affect the youth’s behavior
Engagement	<ul style="list-style-type: none"> • STRTP Engagement with PO and family is really critical; when parent chooses not to engage with these programs it does not support better outcomes
Assessments and Services	<ul style="list-style-type: none"> • Significant mental health issues impact outcomes, e.g. do not attend court and that will impact courts decisions on reunification, court struggled to understand significant MH needs of parent) • Parents who struggle to engage with services or have their own history of involvement with child welfare or probation are not being assessed for mental health needs or there is no mechanism for doing so
Placement Matching	<ul style="list-style-type: none"> • Missing local resources for sex offenders <ul style="list-style-type: none"> ○ Also, California in general has very few sex offender treatment programs. ○ Few local sex offender therapists
Permanency	<ul style="list-style-type: none"> • Cannot force parents to attend services <ul style="list-style-type: none"> ○ No accountability measures for parents developed which makes it less likely that permanency at home would be an option when parents don’t change their own behaviors • Youths continues to have criminal behaviors, and this jeopardizes their permanent plan
Peer Promising Practices – CWS	
Child and Family Team meetings (CFTM)	<ul style="list-style-type: none"> • Immediate CFTM anytime a placement gives a 14 day notice.

	<ul style="list-style-type: none"> • Conduct an initial CFTM within 60 days and follow-up CFTM every 90 days. • Utilize coach developers to track and monitor CFTMs and provide coaching and teaming around placement stability. • Placement Preservation Strategy (PPS) CFTMs to prevent placement disruption and preserve placement before the 14 days' notice.
<p>Family Finding</p>	<ul style="list-style-type: none"> • Contract out family finding services that includes identifying family and identifying multiple concurrent plans for permanency. • Permanency Partners Program made up of part time retired social workers who initiate family finding during the time of removal and continues until they exhaust the search and/or family is found. • Support from RFA SW's from time of detainment and ongoing. • Send out Relative Notification Letter. • Internet search using Google and other search engines, websites, jails/prisons, and social media. • Using Family tree matrix and/or ecograms. A relative information sheet is completed within 30 days of removal.
<p>Engaging Fathers</p>	<ul style="list-style-type: none"> • Staff attend Fatherhood conference. • Send alleged fathers a notification letter. • Have a Fatherhood support group that provides peer support and parenting education. • Have a Parent Locator Unit or utilize support staff to conduct searches for parents when whereabouts are unknown. Parent searches to be completed in the beginning of the case and every 6 months thereafter.
<p>Placement Support</p>	<ul style="list-style-type: none"> • Refer children and caregivers to tailored services such as wraparound, FSP (Full Service Partnership) and One to One Behavioral Aides to assist caregiver's with supervising high risk youth and ensure teaming • Provide information on Family Urgent Response System (FURS) which includes a free 24/7/365 hotline for current or former foster youth (up to age 21) and caregivers to call and get immediate help and in-person support when needed for any issues, big or small to prevent placement disruption, https://www.cdss.ca.gov/inforesources/cdss-programs/foster-care/family-urgent-response-system/furs-youth-page. • Refer families to the Cultural Broker Program that provides an advocate to bridge any cultural gaps by communicating differences and similarities between cultures. This supports the family's participation in the development of the appropriate services to meet their needs • Refer parents to PIPs (Parents in Partnership) who help parents navigate the system and partner with the social worker and caregivers to develop positive

	<p>working relationships and build teaming to ensure the stability of their children and open communication between all parties</p> <ul style="list-style-type: none"> • Have a Placement Search Unit that searches for placements in FFA, county Resource Family homes, and STRTP placements when relative not available immediately. • Contracted with a specific FFA to have emergency foster home beds (E-Beds) available to children who need emergency placement options and no other homes available. • 1 to 1, rate patches (additional \$) for high needs youth to stabilize and maintain placement • Quarterly meetings with FFA's. • Targeted & Micro recruitments for children/youth who have special needs, Spanish speaking, hard to place youth, etc.
<p>Probation Promising Practices</p>	
<p>Behavioral Health/Juvenile Sex Offender Programs (JSOP)</p>	<ul style="list-style-type: none"> • Contract with behavioral health to provide mental health services/JSOP services. • Assign therapist to the probation department to meet with youth at the probation office. • Create policy around having assessment completed and services initiated 10 days from referral submission date to limit gaps in services upon being referred.
<p>Parental Engagement</p>	<ul style="list-style-type: none"> • Includes a term and condition which orders parents to complete the Parent Project (or any type of evidence-based program for parents). • Include an objective for the parents in placement case plans. • Assign a probation officer to programming to facilitate (along with several other POs) the Parent Project a few times a year. • Make referral for the parents to complete the Parent Project at probation grant onset. • Programming probation officer to hold orientations to meet with parents to discuss expectations for probation and for the parenting group. • For difficult parents, POs can send referrals to the program probation officer who works directly with the parent in an attempt to engage them in the services offered.
<p>Child Family Team Meetings</p>	<ul style="list-style-type: none"> • Ensure the youth's treatment team participates in all CFTs meetings. • Work together and ensure everyone is on the same page in regard to treatment goals. • CFTs are vital. Invite all members to the table, including both the Deputy District Attorney and Public Defender (emphasize what is discussed is confidential and cannot be used in court for their case). This ensures all parties are aware of what is going on with the youth, placement, etc. Hold the CFT before placement, 30-60-90 days prior, and more if necessary. If a placement preservation CFT is needed, invite all parties, have a checklist of what needs to be completed or worked on to preserve the placement.

<p>Short Term Residential Therapeutic Program (STRTP)/Difficult to Place Youth</p>	<ul style="list-style-type: none"> • Become a member of the Northern California Placement Consortium and attend quarterly meetings. Use the county probation placement officers as a resource and sounding board for difficult cases and inquiries for services provided at a particular STRTP. • Become familiar with the STRTP and what services and level of youth the STRTP accepts to assist in choosing the appropriate STRTP to address the youth's needs. • Maintain open communication at all times with the STRTP, family, courts, CASA, mentors, youth, and service providers. Make it a habit to check up on referrals, even if it is just an email or phone call to maintain provider engagement. • Check in with the youth often via phone calls when they return from school and continue rapport building. • Visits: meet with the staff, house manager, therapist alone. Then meet with youth and staff, and finally meet with the youth alone. Follow up with a call to parent/guardian to advise of the visit. Provide an update to family. • Monthly meeting with county Interagency Placement Committee (IPC) to provide update of youth and if any assistance is needed from IPC members. • Utilize all resources, including the Catalyst group if necessary, to assist in placement options.
<p>CWS Interviewee Recommendations</p>	
<p>Training Needs</p>	<ul style="list-style-type: none"> • Trainings on how to work with and support teenagers who are in placement. • Training in working with youth who have specialized needs (autistic, intensive behavioral health, criminalized behavior). • Resource families need assistance/training understanding trauma and how it affects the children and their behaviors. • Training on how to stabilize placements. • Recruitment and training for specialized home.
<p>Resource Needs</p>	<ul style="list-style-type: none"> • Placement options for children with special needs • Local shelter for children to address immediate needs & emergency circumstances • Having a placement worker to assist with placement searches.
<p>Policy and Procedure Needs</p>	<ul style="list-style-type: none"> • Have a Policy and Procedure for placement searches. • More state involvement with STRTP placements. • More consistent warm hand offs.
<p>Other Needs</p>	<ul style="list-style-type: none"> • Consider cultural background of the social worker when assigning cases.
<p>Probation Interviewee Recommendations</p>	
	<ul style="list-style-type: none"> • None

CWS

CWS will use the Peer Review findings to develop strategies that will promote placement stability.

Probation will use the Peer Review findings to develop strategies that will promote permanency for youth through focus on systemic factors, including service array and resource development, as well as foster parent recruitment and retention.

Sutter Stakeholder Summary

Description of Event

Stakeholders chose to attend one of two mini sessions. Three breakout rooms in each session.

Identified Strengths:

- Interagency Collaboration and Inter-County Collaboration - Sutter, Butte, Yuba
- Rapport Building with Youth
- The Use of Trauma-Informed Practices
- County is open to discussion and find a solution to issues

1. Child Welfare

- FAST meetings/Superfast meetings– Truancy board/SARB panel with Sutter County Office of Education, very connected to schools and community-very beneficial to child welfare, probation, or kids in the community at high need-serves as a prevention strategy Parent Project.
- Utilize wraparound services – since we revamped it. Greatly reduced or missing in the past. Youth for change provides wraparound services to both child welfare and probation youth and has had a lot of success
 - Participation in CFTs.
 - Multidisciplinary team meetings: coordinate supportive services for youth involved *(probation and child welfare strength)

2. Probation

- Probation programs (All programs are for any youth or parent in the community, do not need to be on probation)
 - Parent Project
 - Mentor Program

- Seeking Safety
- The Change Companies Journaling
- Substance Abuse Counseling for youth. Offers a spectrum of support from youth who are starting to experiment, to substance abuse, through dependence.
- Truancy program is a great prevention effort.
- CSEC Prevention program through serving female youth (target ages 13 to 18).
- CSEC Intervention programs serving female target age (13-23)
- School resource offices make amazing connections with youth, building rapport, and seeing if probation can provide any resources (great partnership with schools-acts as a prevention
- Provide hands on support (keeping caseloads small allows for this, as well as providing good rapport)
- CWS and Probation work well with kids who are dependents as well as on probation (great partnership)

Identified Challenges

- Need Parent Mentors/Parent Partners
- RFA Families and STPRP staff need more trauma-informed training
- Need to find the right combination of services. Everything we need for those youth including the right caregivers.
- Housing challenges impact every aspect of the system

Recommendations

- Family therapy – like the old Functional Family Therapy, particularly for probation.
- Peer partners - takes families to therapy, and helps with different things.
- Differential Response – Would help with staffing challenges. Preventing trauma is better for community. Explore partnership to provide this service.
- Partner with Foster Family Agency's (FFA) to recruit and retain Resource Families (RF), Intensive Services Foster Care (ISFC). Develop/recruit Therapeutic Foster Care (TFC) Homes and Intensive Therapeutic Foster Care homes
- More Intensive Family Finding to engage relatives.
- More placement options for emergency placements (higher needs kids and/or immediate placement needs)
- Looking at the Mockingbird Model (CW)

Next Steps:**Strategies to Consider for Possible Inclusion in the System Improvement Plan (SIP) - CWS**

- 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.
- Review prevention service efforts to reduce children/youth going into foster care, such as Differential Response program.
- 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.
- Review staffing needs and assess classifications other than social workers to add support staff to CWS.
- Assess resources for Family Finding.
- Develop more foster homes that have trained foster parents to provide care to children/youth with challenging needs.
- Continue research and assess funding opportunities to increase local placement opportunities such as implementation of the Mockingbird Family Model: An innovative foster care delivery 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.

Strategies to Consider for Possible Inclusion in the System Improvement Plan (SIP) – Probation

- Assess community-based organizations to provide family therapy services to probation youth and their family.
- Continue improving upon Family Finding practices
- Become more involved in state-wide probation placement consortium
- Continue utilizing psychological evaluations to accurately assess risk and needs of youth for matching of least restrictive services
- 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.
- 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.

Focus Group Summaries

RFA Parent Focus Group

Participants: 4

Summary of Findings

Communication	<p>Strengths</p> <ul style="list-style-type: none"> • Communication and follow-up from county Public Health nurses has been very good. • Were involved in CFTMs on permanency planning, services, case planning, and reunification/transition planning. • CFTs were helpful and allowed them to glean relevant information that had not previously been communicated to them. <p>Challenges</p> <ul style="list-style-type: none"> • Do not get very much advance notice or information to assist them in preparing for placements. • Incomplete or inaccurate information being provided by the social worker when discussing the reason(s) the child is being moved. • Did not feel heard and/or have not received support even when they have reached out with concerns about a child’s behavior and or needs. • Received little advance notice of home visits and really brief communication when social worker was present. • No transition plan when children were returning home to the parents. • Social workers make decisions unilaterally without considering the information the resource parent contributes, for example visitation progression and how visits are going now. <p>Recommendations</p> <ul style="list-style-type: none"> • More information on children such as child’s age, gender, a medical summary, information on any medical and behavioral needs, if the child has been exposed to something (disease, other), some of the foods and/or toys the child likes. • Would like complete and accurate information to assist in deciding whether or not to accept the child for placement • Child meeting the potential placement to see if it’s a good match. • More consideration should be given to resource parents needs and schedules.
Training	<p>Strengths</p> <ul style="list-style-type: none"> • Training was adequate and appreciated the option to complete trainings online • Resource parents accessed additional training opportunities to become better prepared for possible future placements with high needs. <p>Challenges</p>

	<ul style="list-style-type: none"> • Some of the trainings don't always apply to the age group the resource parent typically has in their home. • Children with dangerous behaviors or who had behavioral needs the resource parent was either untrained or otherwise unable to help the child. <p>Recommendations</p> <ul style="list-style-type: none"> • All resource parents receive training on children who have been sexually abused. • social workers be trained in/held to the same safety standards that resource families are, for example the proper installation of car seats.
<p>Connections</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Accepted sibling sets for placement when able so they can remain together. • Coordinated and facilitated contact between siblings (playdates, sleepovers, meals, video calls, and taking siblings on outings/trips with the resource family). • Maintained connections with the child's family and network assists with smoother transitions to and from visits and when the child is re-detained the child is placed back into the resource home they are familiar with. <p>Challenges</p> <ul style="list-style-type: none"> • Parents actively undermine placement.

CW Youth Focus Group

Participants: 2

<p>Summary of Findings</p>
<p>Strengths</p> <ul style="list-style-type: none"> • Resource parents took an active role in resolving conflict between other children in the home. • Felt safe in the resource parents' home. • Social worker called regularly and had good communication with social worker. • Social workers visit with the youth were in the resource home. • Social worker regularly visited youth. • Social worker provided assists in filling out paperwork. • Youth were involved in developing their case plan. • The Independent Living Program (ILP) coordinator was helpful in getting basic necessities. <p>Challenges</p> <ul style="list-style-type: none"> • Placed with non-relatives. • Placed outside their home city. • Multiple placements. • Multiple social workers. • No notice to the youth when there was a change in social workers. • Not attending school of origin. • Not involved in the CFTMs.

Social Worker Supervisor and Supervising Probation Officer Focus Group**Participants: Social Worker Supervisor – 4, Supervising Probation Officer - 1****Summary of Findings****Strengths**

- Wraparound services available and are helpful to relatives.
- At intake probation completes a basic family tree, then uses Seneca, extra support, respite, parent project to help some of the relatives.
- Training and support for resource families is utilized through Yuba College. Resource parents have to attend 21 hours of training to get approved.
- Emergency Response social workers ask about relatives to care for children and follow Emergency Placement procedures.
- There is weekly supervision between supervisor and staff.
- CWS supervisor facilitates the Family Finding workgroup
- CWS supervisors and program manager meet with one FFA monthly and another FFA quarterly.
- A mental health screening is completed by either the CWS social worker (with caregivers' input) or the caregiver and is updated every 6 months.
- Probation – gathers mental health information from minors, completes the PACT assessment through NOBLE, as things change, they address it through behavioral health.

Challenges

- CWS has one RFA social worker.
- Don't have a Family Finding policy and procedure.
- Resource parents need more trauma informed care trainings.
- Children do not meet criteria for behavioral health services unless there are extreme behaviors.
- Morale and the work environment impact turnover.
- Social workers are in two different locations.
- Have to do a lot of paperwork which takes time away from families and children.
- Due to COVID and staff working remotely, staff had to re-invent how they do day-to-day tasks such as filing, printing, etc.
- Pay scale is on the lower end compared to like-sized counties. Sometimes difficult for Probation to become involved in cases, due to legislative jurisdictional issues and Probation focusing on only high risk youth. Lots of case plans, goals and paperwork, taking time away from working directly with youth and parents.
- Lack of communication and involvement by upper management

Recommendations

- Work on Family Finding policy and procedure.
- Need more Trauma Informed Care trainings for resource parents.
- Promote self-care by upper management.

Bio Parent Focus Group**Participants – 1**

Summary of Findings

Strengths

- Social Worker held parent accountable.
- Communicated on a regular basis to see progress, always a response, worker always available.
- Person leading the parenting classes was always responsive and encouraging.
- Visitation gradually increased over time.
- The visitation site was close to public transportation.

Challenges

- No visitation for 2 months then started zoom calls one to two times per week.

Social Worker Focus Group

Participants – 4

Summary of Findings

Strengths

- Participants stated their supervisors and colleagues were very supportive.
- Some participants noted that they'd had more success in recent months, than in previous years, in accessing special/additional funds (i.e. LOC 4, special care, static rate, CSEC) towards saving a placement or making one possible. Although, it was noted the process could be quicker.

Challenges

- Participants expressed a lot of frustration and named a number of challenges related to office locations and availability.
- Participants expressed a significant amount of burnout/low morale/high frustration. Social workers do not feel they have the tools and resources to successfully perform their jobs the way the county/department is currently set up.
- Participants indicated that they do not feel supported by upper management/leadership and that leadership seems resistant to new collaborations, ideas, and changes.
- Lack of resources/a general feeling that there are fewer resources than before and the quality of services and the speed with which those services are put into place were identified as challenges.

Recommendations

- Need Parent partners
- Dedicated CFT Facilitator/Coordinator.
- Need Differential Response
- Dual Jurisdiction between CWS and Probation
- RFA homes trained and willing to take kids that come with trauma or have experienced multiple traumas.
- An on-staff mental health clinician available to immediately offer services to foster children and youth.
- An on-staff mental health clinician where visitation takes place so that they may support kids who have stress/behaviors around visits. The clinician could work with the child immediately before they return to their placement home angry/upset.
- Mentoring program where foster parents who are “retired” from taking placements serve as resources for current foster caregivers.

- Partner with Yuba College/RFA educator to hold a local foster caregiver networking and peer support conference. Include county and FFA homes.

Probation Youth Focus Group

Probation Youth Survey Results - a survey was provided to previous Sutter County Probation Placement Youth (3) in August of 2020. The following is a summary of the findings from the survey:

Summary of Findings

Strengths

- Youth felt involved in the placement decision and were able to meet staff at the placement prior to being placed. Youth felt they were able to provide feedback on their thoughts regarding the proposed placement.
- Youth felt they were given options on decisions impacting their life, specifically where they were going to live.
- Youth were offered various services while on probation, including but not limited to, anger management, drug treatment, counseling, life skills, team building activities, and faith-based groups.
- Youth were able to be placed within their community.
- Daily to monthly visits with family, either by phone or in-person.
- Youth had a mentor and/or an adult they could rely on for support.
- Youth learned life skills, such as cooking, cleaning, paying bills, and job training.
- Youth felt they received support from Probation following placement.
- Youth maintained the same probation officer throughout placement, felt they had a good relationship with the probation officer, and felt like their probation officer cared about them.
- Youth felt supported in establishing a home plan prior to leaving placement.

Challenges

- None of the youth believed they had an Independent Living Case Plan while in placement on probation.
- Youth changed placement for reasons such as committing new law violations, not getting along with staff, and running away from their placement/refusing to follow household rules.
- Youth were placed outside their community.
- Youth had to change schools as a result of placement.
- Youth did not receive sex education.

Outcome Data Measures

Data for this section comes from Q2 2021 data extract from the California Department of Social Services quarterly reports available from the UC Berkeley Center for Social Services Research.³⁷ For Q2 data (published October 1, 2021), 12-month intervals span July to June every year, 3-month intervals span April to June every year and point-in-time measures are published counts on July 1st each year.

Impact of Funding on Outcome Data Measures

Over the past five years OCAP prevention funding such as CAPIT, PSSF and CBCAP have supported programs that promote safety, permanency, and well-being of children. Many of the programs funded by prevention dollars have seen positive participation and feedback from clients over the past five years. Sutter County has been tracking the data anecdotally and using the information that programs have reported. In the next five years, Sutter County will be taking a deeper dive into the data and how it relates to our outcome measures.

Explanatory Note on Disproportionality and Counts Below in Outcome Data Measures

Sutter County is a medium-sized county. However, counts may be below ten for subgroups such as race, age, and gender. Attempting to analyze sample sizes under ten for specific ethnic groups is inappropriate and may lead to identification of a youth. The same applies to age group, placement type, and geographic location. In accordance with federal and state data guidelines, data is masked for counts under ten. The county internally monitors unmasked data on a regular basis for continuous quality improvement purposes. In the publicly available report, Sutter County will follow state and national masking guidelines to decrease the risk of low counts leading to identification. For the sake of transparency and in the spirit of the value in the CSA process, Sutter County has analyzed the outcome measures using information such as qualitative data gleaned from the CSA focus groups, internal data, and anecdotal data provided by the planning team. The county makes every effort to consider cultural humility and cultural or ethnic barriers to safety and permanency on a case-by-case basis.

³⁷ Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Sandoval, A., Benton, C., Hoerl, C., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2021). CCWIP reports. Retrieved 10/2/2021, from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

CFSR3: SAFETY PERFORMANCE AREA 1: MALTREATMENT IN FOSTER CARE (3-S1)

S1: Description	
Measure	This is a Federal/CWS Outcome Measure that reports the rate of victimization per day for all children in foster care in Sutter County. This measure assesses the degree to which children in child welfare approved placements are abused or neglected.
Methodology	The denominator is the total number of days children were placed in foster care at the end of a 12-month period. Records with an incident date occurring outside of the removal episode are excluded, even if report dates fall within the episode. For days to be included in this count, the foster care episode must be eight or more days in length. The denominator only counts days in foster care for children younger than 18 years. For youth who start out as 17 years of age and turn 18 during the period, days in foster care beyond 18 years of age are not included in the count. The numerator is the total number of substantiated or indicated reports of maltreatment (by any perpetrator) during a foster care episode within the same 12-month period.
Performance	Performance for this measure is the numerator divided by the denominator and multiplied by 100,000. This rate is expressed in terms of 100,000 days for ease of interpretation. Rates reported for this measure, in this report, differ slightly from federal rates reported by the Children's Bureau due to limitations when constructing the National Child Abuse and Neglect Data System (NCANDS) and Adoption and Foster Care Analysis and Reporting System (AFCARS) files.
National Standard	The national standard for this measure is performance less than or equal to 8.50 substantiated incidents per 100,000 total days in Foster care.

Child Welfare Data Analysis

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

Probation Data Analysis

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

CFSR3: SAFETY PERFORMANCE AREA 2: RECURRENCE OF MALTREATMENT (3-S2)

S2: Description	
Measure	This is a Federal/CWS Outcomes Measure that reports the percent of children who were victims of a second substantiated maltreatment allegation within a 12-month period. This measure assesses the degree to which Sutter County effectively addresses maltreatment in order to prevent further incidents.
Methodology	The denominator is the number of children with at least one substantiated maltreatment allegation. The numerator is the number of children with another substantiated maltreatment allegation within 12 months of their initial report. Subsequent reports of maltreatment within 14 days are not counted as recurrent maltreatment. Youth who are age 18 or more are excluded from the calculation of this measure.
Performance	Performance for this measure is the numerator divided by the denominator, expressed as a percent.
National Standard	The national standard for this measure is performance less than or equal to 9.1%.

Child Welfare Analysis

Child welfare data for recurrence of maltreatment measure is masked each year from 2015-2020 due to counts being below ten.

CFSR3: PERMANENCY PERFORMANCE AREA 1: PERMANENCY IN 12 MONTHS FOR CHILDREN ENTERING FOSTER CARE (3-P1)

P1: Description	
Measure	This is a Federal/CWS Outcomes Measure that reports the percent of children in foster care who discharged to permanency within a 12-month period. Permanency is described as a child living in a safe and permanent home, outside of foster care. This measure emphasizes the need for CWS to reunify or place children in other permanent homes within 12 months from removal.
Methodology	<p>The denominator is the number of children who enter foster care in a 12-month period. Children who are in foster care for less than 8 days are excluded. Children who enter foster care at age 18 or more are excluded. For children with multiple episodes during the same 12-month period, this measure only evaluates the first episode within the period.</p> <p>The numerator is the number of children in the denominator who discharged to permanency within 12 months of entering foster care. For the purposes of this measure, permanency includes exit status of 'reunified', 'adopted' or 'guardianship'. Children with a current placement of 'trial home visit' are included in the count of children reunified if that visit lasted at least 30 days, its start date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification.</p>
Performance	Performance for this measure is the numerator divided by denominator and expressed as a percent.
National Standard	The national standard for this measure is performance greater than or equal to 40.5%.

Child Welfare Data

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

Child Welfare Analysis

Sutter County has significantly increased its permanency rate for 2019-2020, from 33.8% to 58.0% in one year. Permanency rates tend to fluctuate, however are generally increasing over time. Both the Resource Parent and Bio-parent focus groups indicated that they were involved in CFTM's and found them helpful. The youth focus group indicated regular contact and good communication with their social workers. Stakeholders identified inter-agency collaboration and utilization of multi-disciplinary teams as a positive way to coordinate supportive services for children and families.

Probation Data Analysis

Probation data for this permanency measure is masked each year due to counts being

below ten. There are very few youths in care year to year. The department works very closely with families on the few cases they do have, and works on prevention methods to keep youth out of care in the first place. The officers are intimately familiar with the unique strengths and challenges of each case. The biggest factor which affects permanency for Probation youth is the fact that most cases are for sex offenses, often times when the victim is living in the permanent home. The first challenge is that sex offender treatment programs are not offered within the county, and when a placement is found, the treatment time is often beyond the twelve-month window of this measure. The second challenge is reconciling the safety concerns of the victim once the youth is ready to return home. A variety of factors are considered when the youth exits care, and this takes time which can affect permanency timelines.

CFSR3: PERMANENCY PERFORMANCE AREA 2: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 12-23 MONTHS (3-P2)

P2: Description	
Measure	This is a Federal/CWS Outcomes Measure that reports the percent of children discharged to permanency who were in foster care for 12 – 23 months. This measure emphasizes the need for CWS to reunify or place children in other permanent homes within 12 months from removal.
Methodology	The denominator consists of the number of children in Foster care on the first day of the 12-month period who had been in Foster care (in that episode) between 12 and 23 months. Children age 18 or more on the first day of the 12-month period are excluded. The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption. The category, 'exited to non-permanency', includes those who exited care before 12 months, but not to one of the permanent exit types that make up the numerator. The category 'Still in Care' is those children and youth who remained in care at the end of 12 months.
Performance	Performance for this measure is numerator divided by denominator and expressed as a percent.
National Standard	The national standard for this measure is performance greater than or equal to 43.6%.

Child Welfare Data

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

Child Welfare Analysis

Child Welfare has historically performed well on this measure, performing well above the national standard of 43.6% for the past five years. For the most recent year, permanency rate dropped to 34.4%. Cases during this time period were likely affected by the significant COVID disruptions. Some of those may include lower access to in-person services, lower engagement in online services, and difficulty of families navigating the challenges of a global pandemic while also working on achieving the goals of their case plans.

Probation Data Analysis

Probation data for this permanency measure is masked each year due to counts being below ten. This measure is the focus area for the CSA. Three youth who were in placement within the last five years filled out feedback surveys based on permanency for this CSA. They responded that officers seem like they cared. Youth stated they were given options and choices when making decisions, particularly on placement. Youth indicated mentors offer a positive

impact and help youth follow rules. None of the youth indicated they had an ILP plan.

CFSR3: PERMANENCY PERFORMANCE AREA 3: PERMANENCY IN 12 MONTHS FOR CHILDREN IN FOSTER CARE 24 MONTHS OR MORE (3-P3)

P3: Description	
Measure	This is a Federal/CWS Outcomes Measure that reports the percent of children discharged to permanency after 24 or more months in care. This measure emphasizes the need for CWS to continue to achieve permanency for children who have been in foster care for 2 or more years.
Methodology	The denominator consists of the number of children in Foster care on the first day of the 12-month period who had been in Foster care (in that episode) more than 24 months. Children age 18 or more on the first day of the 12-month period are excluded. The numerator includes those children with a placement episode termination date that occurred within 12 months of the first day of the 12-month period, and a placement episode termination reason coded as exited to reunification with parents or primary caretakers, exited to guardianship, or exited to adoption. The category, 'Exited to non-permanency', includes those children who exited care before 12 months, but not to one of the permanent exit types that make up the numerator. The category 'Still in Care' reports children and youth who remained in care at the end of 12 months.
Performance	Numerator divided by denominator and expressed as a percentage.
National Standard	The national standard for this measure is performance greater than or equal to 30.3%.

Child Welfare Data

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

Child Welfare Data Analysis

Child Welfare performs very well on this measure year to year. The count of the youth in this measure is below ten for the most recent year. Despite challenges with staffing, the social worker and supervisors make every effort to engage and support families in order to support permanency. Peer reviewers found that social workers practice frequent forms of communication with youth and caregivers, and strength-based engagement with parent. They also listen to the youth’s and family’s voice when decisions are being made.

Probation Data Analysis

Probation data for this permanency measure is masked each year due to counts being below ten. Probation sometimes struggles in this area, as most probation youth in placement are removed due to sex offenses where the victim is relative within the home. Due to this and length of treatment for sex offending behavior, it is sometimes difficult return a probation youth home.

CFSR3: PERMANENCY PERFORMANCE AREA 4: RE-ENTRY TO FOSTER CARE (3-P4)

P4: Description	
Measure	This is a Federal/CWS measure that reports the percent of children who discharge to permanency and then re-enter foster care within a 12-month period. This measure can be used to understand reunification in terms of safety, appropriateness, and sufficient supports in order to prevent subsequent maltreatment and re-entry.
Methodology	<p>The denominator is the number of children who entered foster care and discharged to reunification or guardianship. Children in foster care for less than 8 days or who enter or exit foster care at age 18 or older are excluded.</p> <p>The numerator is the number of children in the denominator who re-entered foster care within 12 months of their discharge to reunification or guardianship. Only the first re-entry into foster care is selected for children who re-enter multiple times.</p>
Performance	Performance is calculated by numerator divided by denominator and expressed as a percent.
National Standard	The national standard for this measure is performance less than or equal to 8.5%.

Child Welfare Data

Child welfare data for the Re-entry measure is masked each year due to counts being below ten.

Child Welfare Analysis

Since the last CSA CWS re-entry to care has declined. In the past five years CWS Child has had very few cases of re-entry to care. Child welfare continues to utilize CFTMs to engage families and children, and to build a stronger framework of supports such as, resource parents, natural supports and community supports. These supports provide ongoing assistance to the child and family even after case closure preventing the need for the child to re-enter foster care.

Probation Data Analysis

Probation data for the Re-entry measure is masked each year due to counts being below ten, probation rarely has cases off re-entry to care.

CFSR3: PERMANENCY PERFORMANCE AREA 5: PLACEMENT STABILITY (MOVES PER 1,000 DAYS) (3-P5)

P5: Description	
Measure	This is the rate of placement moves for all children who enter Foster care within a 12-month period. This measure addresses placement stability as a critical component of permanency and the well-being of children in Foster care.
Methodology	The denominator is the total number of days in foster care. Days in foster care for children who enter over the age of 18 and episodes less than 8 days are excluded. Days in care are cumulative across episodes that are reported in the same year. Days in care for children over 18 years are not counted. The numerator is the total number of placement moves. Removal from the home/initial placement in foster care is not counted as a move, but all subsequent moves are included. Entries to care and exits from care, including exits to trial home visits, runaway episodes, and respite care, are not counted as moves
Performance	Performance for this measure is the numerator divided by the denominator, expressed as a rate per 1,000 days. The rate is multiplied by 1,000 to produce a whole number to ease in interpretation. A decrease in the rate per 1,000 days indicates an improvement in performance.
National Standard	The national standard for this measure is performance less than or equal to 4.12 per 1,000.

Child Welfare Data

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

Child Welfare Data Analysis

This is the focus area for Child Welfare for the CSA. Child Welfare's rate of placement moves has steadily increased past the national standard of at or below 4.12 movers per 1,000 days of care, through June 2020 where it peaked at 6.03 moves per 1,000 days of care. The rate has since decreased back below the national standard. During the Peer Review, the peers concluded that certain strengths were associated with lower placement changes:

- Social Workers maintain relationships with service providers through engagement and are continually building rapport (except FFAs and Regional Centers)
- Social workers helped families develop a child and family team where there is consensus building and ensuring a concurrent plan is developed from the onset of the case
- Some workers using CFTs to facilitate placement changes and include family and providers in these decisions including identify and prioritize child's needs and safety
- Well-being assessments are being completed timely and consistently (e.g. Mental Health screenings, medical, dental, and regional center assessments)

- Social workers demonstrated consistent rapport building and engagement with youth, families, caregivers, and service providers
- Social workers ensured continuity of care by fostering existing relationships with youth and families or ensuring smooth case transition

The following challenges were identified that were associated with more placement changes:

- Social workers were challenged with finding or engaging fathers to fully assess for placement options, concurrent planning and case planning
- Social workers were challenged with limited placement resources which impacted their ability to match youth with appropriate placement.
- Lack of in-county placements leading to out-of-county placements, is a barrier for families for visitation. Distant placements are especially a challenge for families (including siblings) with limited transportation or time
- Challenges with the working relationship with the regional center. There are issues with paperwork and locating information; screenings not being done in a timely manner
- Lack of resources in county (CASA services, age-appropriate mental health services – for children under age 5, emergency placements, placements for youth with high needs)
- Out of county placements impact services like mental health, causing delays in identifying and getting started with services

Probation Data Analysis

There have been no youth in this measure for the past five years.

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

2B: Description	
Measure	This is a statewide measure that reports the percent of referrals that receive a timely response by a caseworker.
Methodology	These reports provide the percentage of child abuse and neglect referrals that require, and then receive, an in-person investigation within the specified time frame. There are two reports, one for immediate response, and the other for 10-day response. Referrals entered as requiring a 3, 5, or 10-day response are included in the 10-day response type. The denominator is count data and the number of immediate referrals as well as referrals designated 3, 5, or 10-day response type.

100% of Immediate referrals have received a timely response from the county in the past five years.

Child Welfare Data Analysis

- Child Welfare social workers use the Structured Decision Making (SDM) tool to assist in determining an appropriate response time when a referral is made. Child Welfare also utilizes Safety Organized Practice (SOP) - Review, Evaluate, Direct (RED) Teams to determine the appropriate level and time frame of a response to reports of child abuse and neglect. The Red Team is comprised of emergency response workers and a supervisor and meets Monday through Friday.

2F TIMELY CASEWORKER VISITS WITH CHILDREN (IN OUT-OF-HOME PLACEMENT)

2F: Description	
Measure	Of the children in Foster care for an entire specific month, what percentage of children received an in-person visit from a child welfare worker during that month? What percentage of these in-person visits occurred at the child's residence?
Methodology	The first aspect of this measure determines the percentage of children in care who received timely in-person Social worker visits. The second aspect of this measure determines the percent of children who received a caseworker visit within their out-of-home placement in the residence. To be included in this measure, children must be under the age of eighteen and in care for the entire calendar month. Age is calculated at the beginning of the specified time period. Children who are not court dependents and placed with non-relative legal guardians are not included.

Child Welfare Data**All Visits**

	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	98.8	98.3	98.6	85.7	79.5

Visits in Residence of Placement

	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	94.1	96.1	95.6	95.5	96.4

Child Welfare Data Analysis

Child Welfare continues to perform well above the standard for this measure for visits in placement. The unit is performing slightly lower on visits overall, likely due to COVID and seeing children virtually. On March 21, 2020, All County Letter 20-25 was issued providing guidance around visitation contacts due to the COVID 19 pandemic and permitting monthly caseworker visits be accomplished through videoconferencing.

Probation Data Analysis

There have been no youth in this measure for the past four years. Five years ago, the unit achieved 100% timely visits overall and in residence.

2S TIMELY CASEWORKER VISITS WITH CHILDREN RECEIVING IN-HOME SERVICES

2S: Description	
Measure	Of the children receiving in-home services, this measure reports the percentage of children who received an in-person visit from a child welfare worker in the child's residence during a given month.
Methodology	This measure considers each month separately but summarizes the data for a 12-month period. There are three numbers to be determined. The first is the number of children receiving in-home services who were required to have an in-person contact. The second is the number and percent of children in the first measure who had at least one in-person contact during the month. The final part of this measure is the number and percent of children who were receiving in-home services, had at least one in-person contact during the month where at least one of the in-person contacts occurred in the child's residence.

Child Welfare Data

Overall

	Time Period				
	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	92.8	91.3	95.3	80.0	93.3

In Residence

	Time Period				
	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	79.2	70.8	88.4	90.3	88.3

Child Welfare Data Analysis

Child Welfare has improved the percent of visits in residence for families receiving services. The unit is performing even better in visits overall, making a 13% improvement within the past year. On March 21, 2020, All County Letter 20-25 was issued providing guidance around visitation contacts due to the COVID 19 pandemic and permitting monthly caseworker visits be accomplished through videoconferencing.

4A SIBLINGS PLACED TOGETHER IN FOSTER CARE

4A: Description	
Measure	Of the children placed in care, this measure reports the percent of children placed with all of their siblings. This measure is reported from point-in-time data. (There is no federal or state standard at this time for this measure).
Methodology	This measure reports on a “point of time” instead of a period of time. Sibling groups are identified at the County level, not the state level. A sibling group with size – 1 signifies a single child with no known siblings. When children are not in an active out of home placement, the last known placement home is used to determine whether siblings were placed together.

Child Welfare Data

Some or All Siblings ages 0-20

	Time Period				
	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	%	%	%	%	%
Total	59.2	65.3	64.3	52.0	69.1

All Siblings ages 0-20

	Time Period				
	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	%	%	%	%	%
Total	28.2	38.9	54.1	36.0	54.5

Some or All Siblings ages 0-17

	Time Period				
	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	%	%	%	%	%
Total	74.8	75.6	77.5	79	79.7

All Siblings ages 0-17

	Time Period				
	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	%	%	%	%	%
Total	53	54.1	56.6	58.5	60.2

Child Welfare Data Analysis

The county continues to improve on increasing the percent of youth who are placed with some or all of their siblings. For the most recent quarter, the county placed with all siblings in more than half of the cases. The county places youth with siblings and relatives whenever possible. The peer reviewers found that Social workers prioritized relative placements and maintaining sibling connections by assessing for placement as a sibling set and/or maintaining frequent sibling visits.

4B LEAST RESTRICTIVE PLACEMENT

Methodology	<p>This display shows the distribution of facilities for the first out-of-home placement in the first episode.</p> <p>Includes: Children entering their first placement during the selected 12-month period.</p>
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Child Welfare Data

Placement Entries	Time Period			
	7/1/17 Thru 6/30/18	7/1/18 Thru 6/30/19	7/1/19 Thru 6/30/20	7/1/20 Thru 6/30/21
	Count	Count	Count	Count
Pre-Adopt	10	12	6	3
Relative/NREFM	0	1	1	5
Foster	5	0	8	0
FFA	85	66	35	53
Court Specified Home	0	0	0	0
Group/STRTP	1	0	0	0
Shelter	0	0	0	0
Guardian	6	5	9	4
SILP	1	0	0	0
Other	0	0	0	0
Missing	0	0	0	0
Total	109	84	59	65

Methodology	<p>This display shows the distribution of the out-of-home placement on the first day of each quarter.</p> <p>Includes: Children in an active placement on the first day of the selected quarter.</p>
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PIT (Point in Time)	Time Period				
	Jul 1, 2017	Jul 1, 2018	Jul 1, 2019	Jul 1, 2020	Jul 1, 2021
	Count	Count	Count	Count	Count
Pre-Adopt	6	11	5	5	11
Relative/NREFM	10	14	32	14	22
Foster	6	7	3	4	2
FFA	106	98	94	54	47
Court Specified Home	0	0	0	0	0
Group/STRTP	19	14	8	7	4
Shelter	0	0	0	0	0
Guardian	21	24	27	30	28
SILP	0	0	0	0	0
Other	10	6	6	13	3
Missing	2	2	0	0	3
Total	180	176	175	127	120

Child Welfare Data Analysis

The count of youth who are placed by an FFA has decreased over time and the count of youth placed with family has increased. The count of youth placed in a group home/STRTP has decreased to below ten over the last couple of years. As stated before, the county makes every effort to prioritize placement with relatives and this is corroborated by the peers' findings. Child Welfare also has a multi-disciplinary team called SuperFAST. At SuperFAST, program directors, program managers, and line staff from Sutter County CWS, Sutter County Probation, Sutter County Office of Education, Sutter-Yuba Behavioral Health, the Regional Center, and Public Health meet monthly to review and assess the needs of youth in foster care who are placed in or who may require the services provided by Short Term Residential Therapeutic Programs (STRTP) to determine if there are additional services that can be provided to support and prepare the youth for a lower level of care or to ensure that all options are explored to keep youth, at risk of an STRTP placement, in the least restrictive setting.

Probation Data

Placement Type	Time Period (July to June Interval)				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Pre-Adopt	0	0	0	0	0
Relative/NREFM	0	0	0	0	0
Foster	0	0	0	0	0
FFA	0	0	0	0	0
Court Specified Home	0	0	0	0	0
Group	0	0	0	0	0
Shelter	0	0	0	0	0
Guardian	0	0	0	0	0
SILP	0	0	0	0	0
Other	0	0	0	0	0
Missing	0	0	0	0	0
Total	0	0	0	0	0

Probation Data Analysis

The data for this measure is below ten and therefore is masked. In the past, most youth who were placed in care were placed in a short-term residential therapeutic treatment program.

4E ICWA & MULTI-ETHNIC PLACEMENT STATUS

4E: Description	
Measure	<p>This is a federal measure that reports the number of children in foster care who are ICWA eligible who have been placed with relatives, non-relative American Indian substitute care providers (SCPs), non-relative and non-American Indian SCPs, and in group homes. For this measure, data are taken at a point-in-time.</p>
Methodology	<p>These reports examine the point in time placement status of two overlapping groups of children: Indian Child Welfare Act eligible children [4E (1)] and children with primary or secondary (multi) ethnicity of American Indian [4E(2)]. Placement status takes placement type, child relationship to substitute care provider, and substitute care provider ethnicity into account. The resulting placement status categories are placements with relatives; with non-relative, Indian substitute care providers; with non-relative, non-Indian substitute care providers; with non-relative substitute care providers with ethnicity missing in CWS/CMS; in group homes (ethnicity cannot be determined); and in other placements.</p> <p>Children with a primary ethnicity of American Indian often have other reported secondary ethnicities. Children with a secondary ethnicity of American Indian always have another reported primary ethnicity and may have other reported secondary ethnicities. The two groups are described as overlapping because many children with a primary or secondary ethnicity of American Indian are not eligible for the Indian Child Welfare Act. Not all children eligible for the Indian Child Welfare Act are reported to have a primary or secondary ethnicity of American Indian.</p>

Child Welfare and Probation Data Analysis

All counts for this data for the past five years are below ten and therefore masked for both units. When a case is identified as an ICWA case our case with Native familial ties, the county works with the identified ICWA worker on the investigation, prevention and placement phases of cases, following all regulations of the ICWA act.

WELL BEING OUTCOME MEASURES

5A (1&2) USE OF PSYCHOTROPIC/ANTIPSYCHOTIC MEDICATION AMONG YOUTH IN FOSTER CARE

5A: Description	
Measure	Displays the number of children with a Medi-Cal paid claim for psychotropic medication, the number of children in Foster care in the period, and the derived percentage of children in Foster care at some time during a 12-month period with a paid claim for medication and a concurrent placement in Foster care.
Methodology	<p>The denominator for this measure is the count of children in Foster care for 30 days or more, in Child Welfare Department, Probation, State Adoptions, and Indian Child Welfare supervised care. To be counted in the denominator, children must be under the age of 18 years old at the beginning of the reporting period. Excluded from the denominator are children who are placed in California but under the jurisdiction of another state or placed with non-dependent legal guardians or placed in non-Foster care placements.</p> <p>The numerator for this measure is the children in the denominator who had one or more claims for a psychotropic medication and a concurrent open Foster care episode during the 12-month period of measurement.</p>

Child Welfare Data

5A 1

	Time Period				
	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	17.1	No Data	15.8	15.1	12.8

5A 2

	Time Period				
	JUL2016- JUN2017	JUL2017- JUN2018	JUL2018- JUN2019	JUL2019- JUN2020	JUL2020- JUN2021
	%	%	%	%	%
Total	7.0	No Data	No Data	No Data	No Data

Child Welfare Data Analysis

The percent of youth with a Medi-Cal paid claim for psychotropic or anti-psychotic medication is masked for the most recent year. In previous years, percentages ranged from 15.1-17.1% for psychotropic medication, and 7.0% for anti-psychotic medication.

5B (1) RATE OF TIMELY HEALTH EXAMS

5B(1): Description	
Measure	This report provides the percentage of children meeting the schedule for Child Health and Disability Prevention (CHDP) and Division 31 medical and dental exams.
Methodology	Children in open out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than thirty-one days, children residing outside of California and non-child welfare placements.

Child Welfare Data**5B (1) Rate of Timely Medical Exams**

PERCENT	Quarter				
	APR2017- JUN2017	APR2018- JUN2018	APR2019- JUN2019	APR2020- JUN2020	APR2021- JUN2021
	%	%	%	%	%
Received a timely medical exam	84.4	90.7	90.9	81.4	M
Did not receive a timely medical exam	15.6	9.3	9.1	18.6	M
Total	100.0	100.0	100.0	100.0	100.0

Child Welfare Analysis

The data for the most recent quarter is a count below ten and therefore masked. Prior to the last year, the rate of non-timely medical visits jumped to 18.6% for April to June 2020. This is likely due to the effect of the statewide closure of most sites of preventative care due to the COVID-19 pandemic. Peers identified that in the cases reviewed, the theme was that well-being assessments are being completed timely and consistently (e.g. Mental Health screenings, medical, dental, and regional center assessments).

5B (2) Rate of Timely Dental Exams

5B(2): Description	
Measure	Of the children in Foster care during a specific time period, what percentage of children have received a dental exam?
Methodology	All children in out-of-home placements are counted in this measure. Children that are excluded are children in placement for less than 31 days, children residing outside of California, and non-child welfare placements.

	Quarter				
	APR2017- JUN2017	APR2018- JUN2018	APR2019- JUN2019	APR2020- JUN2020	APR2021- JUN2021
	%	%	%	%	%
PERCENT					
Received a timely dental exam	79.7	80.4	89.3	73.2	76.7
Did not receive a timely dental exam	20.3	19.6	10.7	26.8	23.3
Total	100.0	100.0	100.0	100.0	100.0

Child Welfare Analysis

The data for the most recent two quarters shows a significant increase in the percent of youth who did not receive a timely dental exam. Prior to the 2020, the rate of non-timely dental visits fluctuated from a low of 10.7% to a high of 20.3%. This is likely due to the effect of the statewide closure of most sites of preventative care due to the COVID-19 pandemic. Peers identified that in the cases reviewed, the theme was that well-being assessments are being completed timely and consistently (e.g. Mental Health screenings, medical, dental, and regional center assessments).

5F PSYCHOTROPIC MEDICATIONS

5F: Description	
Measure	Of the children in foster care during a specific time period, this measure reports the percentage of children who have a court order or parental consent authorizing the use of psychotropic medication.
Methodology	All children under age nineteen as of the last day of the quarter are counted in this measure, except for children that are non-child welfare placements, incoming Interstate Compact on the Placement of Children (ICPC) placements, and non-dependent/legal guardians.

COUNT	APR2017- JUN2017	APR2018- JUN2018	APR2019- JUN2019	APR2020- JUN2020	APR2021- JUN2021
	%	%	%	%	%
	Authorized for psychotropic medications	15.3	12.4	16.0	14.8
Not authorized for psychotropic medications	84.7	87.6	84.0	85.2	87.9
Total	100.0	100.0	100.0	100.0	100.0

Child Welfare Data Analysis

The data has been consistent during this time period each year with a slight drop from 14.8% in 2020 to 12.1% in 2021. All children in care who are prescribed psychotropic medication are required to have a court order and it is a requirement that social workers adhere to our policy and procedure.

6B INDIVIDUALIZED EDUCATION PLAN

6B: Description	
Measure	Of the children in Foster care during a specific time period, what percentage of children have ever had an Individualized Education Plan (IEP)?
Methodology	This report provides the number of children under age nineteen in out-of-home placements who have ever had an IEP.

	JUL2017- SEP2017	JUL2018- SEP2018	JUL2019- SEP2019	JUL2020- SEP2020	JUL2021- SEP2021
	%	%	%	%	%
PERCENT					
Have had an IEP	9.1	8.2	4.8	8.0	8.2
Have never had an IEP	90.9	91.8	95.2	92.0	91.8
Total	100.0	100.0	100.0	100.0	100.0

Child Welfare Data Analysis

The data for this time period in the last two years has been consistent. Child Welfare continues to improve communication with Sutter County education partners by inviting them to CFTMs and the utilization of Foster Focus, which is a system of data sharing of individualized student information.

8A OUTCOMES FOR YOUTH EXITING FOSTER CARE AGE 18 OR OLDER

The data report on the CCWIP page has been temporarily removed while the California Department of Social Services is completing the process of updating the report to comply with the [CDSS Data De-identification Guidelines](#).

Summary of Findings

POPULATIONS AT GREATEST RISK OF MALTREATMENT

It is difficult to determine the population at greatest risk of maltreatment in Sutter County. Overall, the county is considered a medium size county, but the Child Welfare population, particularly the in-care population is fairly small. Any analysis by demographic makeup or geographic region makes the denominators so small that comparisons amongst groups are difficult. However, White and Hispanic youth make up the majority of youths that

come into contact with the Child Welfare system of care. Infants under the age of one experience the highest rates of referrals.

CWS STRENGTHS

Peer Review Highlights

Collaboration

- Social Workers maintain relationships with service providers through engagement and are continually building rapport (except FFAs and Regional Centers)

Child and Family Team Meetings (CFTMs)

- Social workers helped families develop a child and family team where there is consensus building and ensuring a concurrent plan is developed from the onset of the case
- Some workers using CFTs to facilitate placement changes and include family and providers in these decisions including identify and prioritize child's needs and safety

Assessments

- Well-being assessments are being completed timely and consistently (e.g. Mental Health screenings, medical, dental, and regional center assessments)

Engaging Families and Youth

- Social workers demonstrated consistent rapport building and engagement with youth, families, caregivers, and service providers
- Social workers ensured continuity of care by fostering existing relationships with youth and families or ensuring smooth case transition

Stakeholder Highlights

- Interagency Collaboration and Inter-County Collaboration - Sutter, Butte, Yuba
- Rapport Building with Youth
- The Use of Trauma-Informed Practices
- County is open to discussion and find a solution to issues

AREAS NEEDING IMPROVEMENT

Peer Review Highlights

- Social workers were challenged with finding or engaging fathers to fully assess for placement options, concurrent planning and case planning
- Social workers were challenged with limited placement resources which impacted their ability to match youth with appropriate placement.

- Lack of in-county placements leading to out-of-county placements, is a barrier for families for visitation. Distant placements are especially a challenge for families (including siblings) with limited transportation or time
- Challenges with the working relationship with the regional center. There are issues with paperwork and locating information; screenings not being done in a timely manner
- Lack of resources in county (CASA services, age-appropriate mental health services – for children under age 5, emergency placements, placements for youth with high needs)
- Out of county placements impact services like mental health, causing delays in identifying and getting started with services

Stakeholder Highlights

- Need Parent Mentors/Parent Partners
- RFA Families and STPRP staff need more trauma-informed training
- Need to find the right combination of services. Everything we need for those youth including the right caregivers.
- Housing challenges impact every aspect of the system

SERVICE ARRAY GAPS AND NEEDS

Peer Review Findings

- Regional Center Supports
- RFA Homes, particularly for youth with special needs
- Mental Health Treatment for youth and families

Stakeholder Findings

- Differential Response would help with staffing challenges and preventing trauma for families and children.
- Partner with Foster Family Agencies to recruit and retain resource families.
- More intensive family finding.

SUMMARY OF THE OUTCOME DATA MEASURES AND RELEVANT DATA TRENDS

P1: Permanency in 12 Months for Children Entering Foster Care

- National Standard: $\geq 40.5\%$
- Current Performance: 58.0%

Measure P2 Permanency In 12 Months for Children in Foster Care 12-23 Months

- National Standard: $\geq 43.6\%$
- Current Performance: 34.4%

Measure P5 Placement Stability

- National Standard: <4.12 moves per 1,000 days

- Current Performance: 4.06

Measure 2B Timely Response (10-day)

- State Standard: 90%
- Current Performance: 100%

Measure 2B Timely Response (Immediate)

- State Standard: 90%
- Current Performance: masked

Measure 2F-Timely Monthly Caseworker Visits (Out of Home):

- National Standard: 95%
- Current Performance: 79.5% (all visits) 96.4% (visits in residence of placement)

A SUMMARY OF THE EFFECT OF SYSTEMIC FACTORS ON OUTCOME DATA MEASURES AND SERVICE DELIVERY

Child Welfare Service's performance is above the national standard in most areas which is attributed to our collaboration with community partners to meet the needs of children in care. CWS continues to use the multi-disciplinary team (MDIT) approach in an effort to serve children and families with an appropriate level of behavioral health services to keep children safely in their homes or to reduce or prevent placement of children. Ongoing partners involved in the team approach include, behavioral health, probation, public health, schools and other service providers in our community.

On March 19, 2020, California executed a state of an emergency and statewide shelter-in-place order which impacted services for children and families in our community. Although CWS continued to operate essential duties and Superior Court of California, County of Sutter continued with our regular hearings, service providers in the community either halted services or moved towards virtual contact. Historically, CWS performed well in performance measure P2 – Permanency in 12 months for children in foster care 12-23 months. However, quarter 2 data July 2020 to June 2021, CWS permanency rate decreased. Cases during this time period were likely affected by the significant impact of COVID-19.

A SUMMARY OF PROGRESS, CHALLENGES AND OVERALL LESSONS LEARNED FROM THE PREVIOUS SIP

CWS continues to develop and strengthen relationships with local Foster Family Agencies (FFA), meeting with them at a minimum quarterly, to promote partnerships to support our families in reunification, permanency and placement stability. CWS continues to have Icebreaker meetings between parents and resource parents within the first 7-10 days of placement however it has been a challenge to engage the resource parent in meeting the biological parents and at times their first meeting may be at the initial Child and Family Team meeting (CFTM) that occurs within the first 60 days of placement. CWS continues to utilize CFTMs to identify supports and services needed to achieve permanency, enable a child to live in the least restrictive family setting, and promote normal childhood experiences. CWS has

increased efforts in emergency placements with relatives which has improved our placement stability rates. CWS is continuing to develop a more robust Family Finding procedure as intensive family finding efforts is identified as a challenge. With intensive family finding efforts children in care will have less placement moves and permanency for children in foster care 12-23 months will increase. CWS staff continue to attend trainings on Safety Organized Practices (SOP) and continue to use things practices when engaging children and families. CWS continues to meet monthly with service providers to discuss children at risk of entering or who are transitioning from congregate care to coordinate services, such as Wraparound, to promote placement stability, permanency, and family reunification.

NEXT STEPS

Best Ideas from Stakeholder Meeting

- 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.
- Review prevention service efforts to reduce children/youth going into foster care, such as Differential Response program.
 - 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.
 - Review staffing needs and assess classifications other than social workers to add support staff to CWS.
 - Assess resources for Family Finding.
- Develop more foster homes that have trained foster parents to provide care to children/youth with challenging needs.
- Continue research and assess funding opportunities to increase local placement opportunities such as implementation of the Mockingbird Family Model: An innovative foster care delivery 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.

PROBATION STRENGTHS

Peer Review Highlights

- Small caseload - more engagement, more time to spend with and visit the youth
- Communication with family, supports, and community supports; experience, built good rapport

- Regular CFTs
- Officers are very engaged with family
- POs have been good at building rapport
- Very consistent one on ones, phone calls, use a variety of different ways to connect
- Tend to connect more, lots of transparency of process, lots of options for family
- Constant communication
- Officer very engaged with RFA, treatment providers takes calls whenever needed; constant communication – can do this due to small case load (one at a time usually); helps to stay engaged and stay ahead of tasks
- County is so small, officer had connections with youth before becoming a probation case.

Stakeholder Highlights

- Probation programs (All programs are for any youth or parent in the community, do not need to be on probation)
 - Parent Project (probation programs) (Any youth in community can access these programs and all free)
 - Seeking Safety
 - Change Companies Journaling
 - Substance Abuse Counseling for youth. Offers a spectrum of support from youth who are starting to experiment, to substance abuse, to dependence.
 - Truancy program is a great prevention effort.
 - CSEC Prevention program through serving female youth (target ages 13 to 18).
 - CSEC Intervention programs serving female (target ages 13 to 23)

PROBATION AREAS NEEDING IMPROVEMENT

Peer Review Highlights

- Limited resources: Placement and service providers - no other info provided
- Out of County placements - accessibility to services, visits, parents' personal challenges
- Parental mental health and substance abuse issues: Unknown if parents are receiving or being offered services
- Officers struggle with trying to engage parents who have no benefits or consequences for their own services, or hold them accountable for their own behaviors and how they affect the youth's behavior

- Parents who struggle to engage with services or have their own history of involvement with child welfare or probation are not being assessed for mental health needs or there is no mechanism for doing so

Stakeholder Highlights

- A lot of time with prevention, do not place a lot of youth
- Realignment supported better use of funding streams
- Collaborate with MDTs
- Youth on DEJ or informal Probation are supported by probation

PROBATION

A SUMMARY OF PROGRESS, CHALLENGES AND OVERALL LESSONS LEARNED FROM THE PREVIOUS SIP

The most recent System Improvement Plan (SIP) Progress Report from 2020 found Probation with one youth in out-of-home care, for approximately 2 weeks' time before the youth aged out and was transitioned to a non-minor dependent. Probation found success in maintaining youth in their home through Family Finding and Engagement, the utilization of psychological assessments from a licensed psychologist for juvenile sexual offenders to determine youth risk and needs and their ability to be maintained in their home with appropriate services (said reports are most often ordered by the Court when appropriate due to adjudication/charges pending), partnering with other county agencies and stakeholders, and working with families collaboratively to address needs of the entire family. Challenges remain, specifically with a lack of local juvenile sex offender counseling; however, probation assists with transportation and cost of said counseling when needed. Recruitment of resource family homes for juvenile justice involved adolescents is also a challenge; however, probation continues to engage local Foster Family Agencies to take a chance on probation-involved youth.

PROBATION NEXT STEPS

Best Ideas from Stakeholder Meeting

- Family therapy- seek out family therapy with community based organization to talk about options for providing said therapy to probation youth and their families
- Seek additional relative placement options - consider Probation Officer specifically assigned for relative identification and location; look into Seneca Family Finding (or other search resources). Note: probation has used Seneca before and been successful and did not need a contract.

Appendices

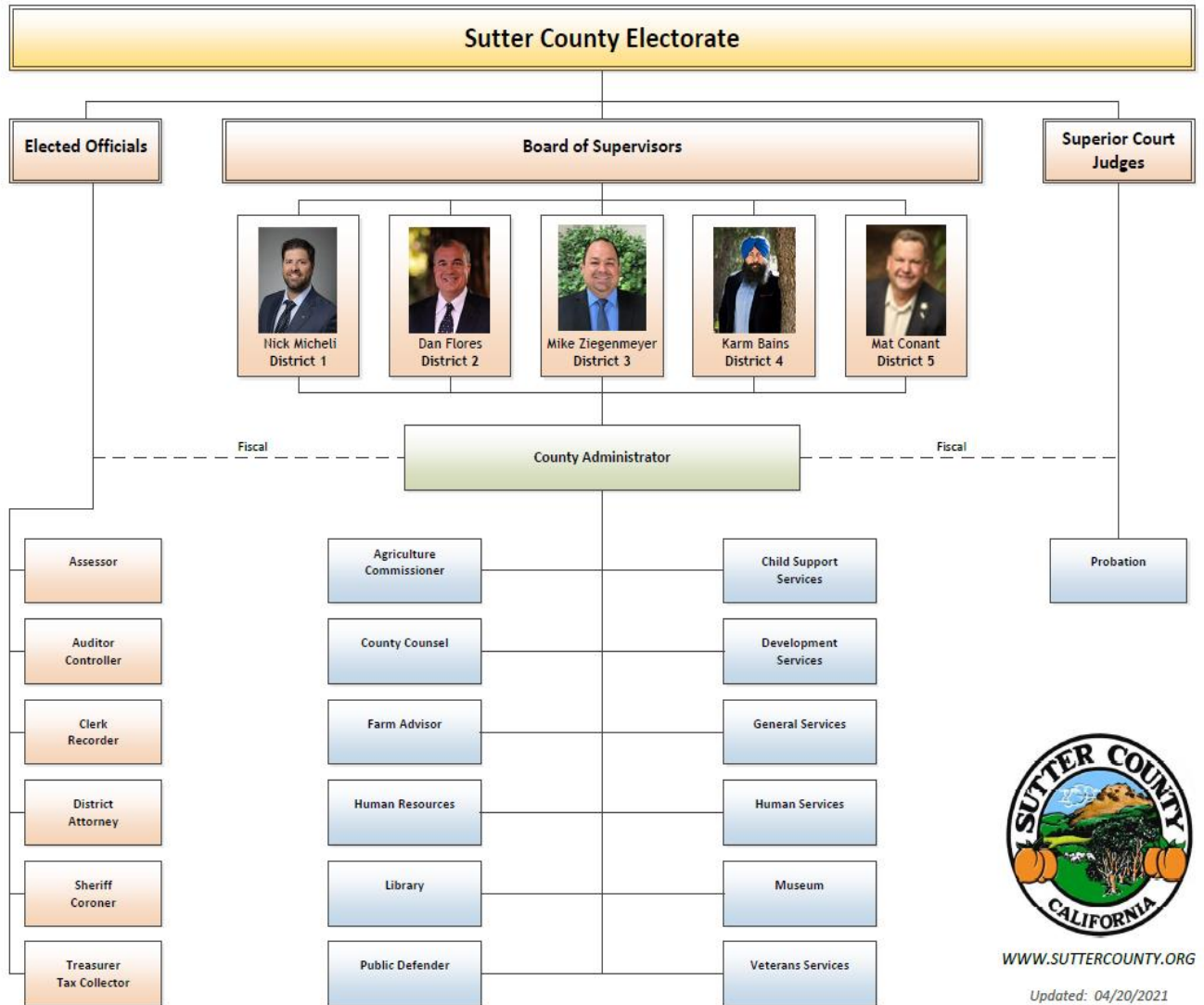
Appendix A: CSA Stakeholder Meeting Attendance

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/ILP- Director
Katrina	Whitaker	Sutter County Public Health	Director of Nursing
Kellon	Thompson	Environmental Alternatives FFA	County Liaison
Kimberly	Womack	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	

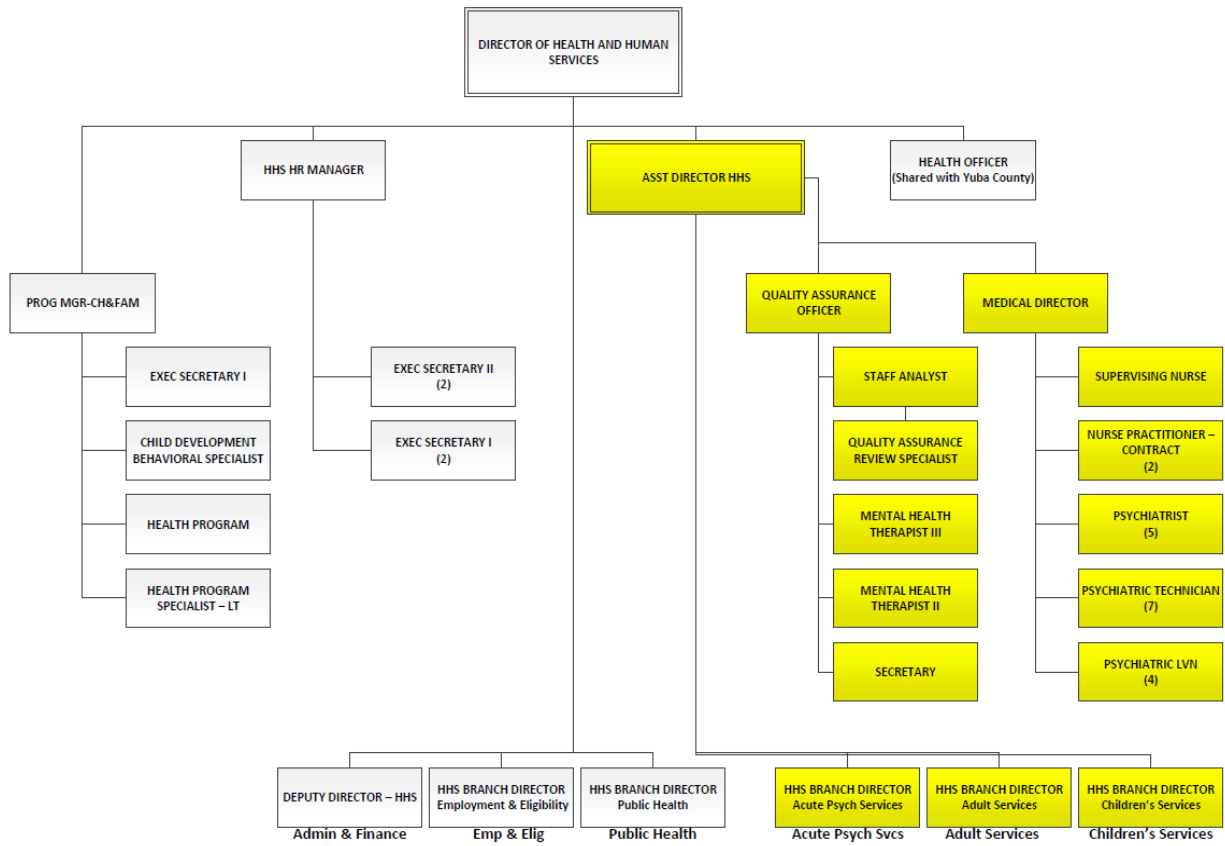
Appendix B: Sutter County Organizational Chart



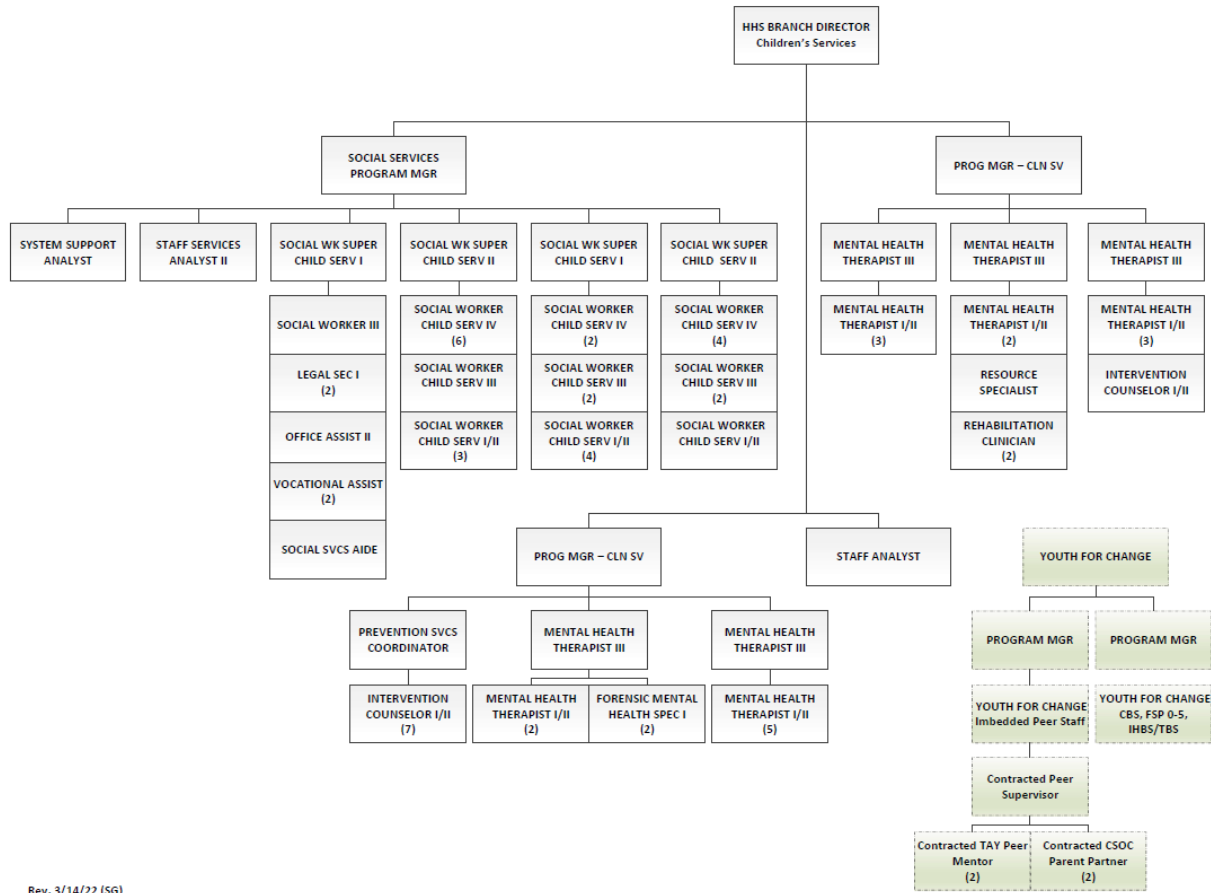
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Updated: 04/20/2021

Appendix C: Sutter County Health & Human Services/Child Welfare Organizational Chart



Rev. 9/1/21 (SG)

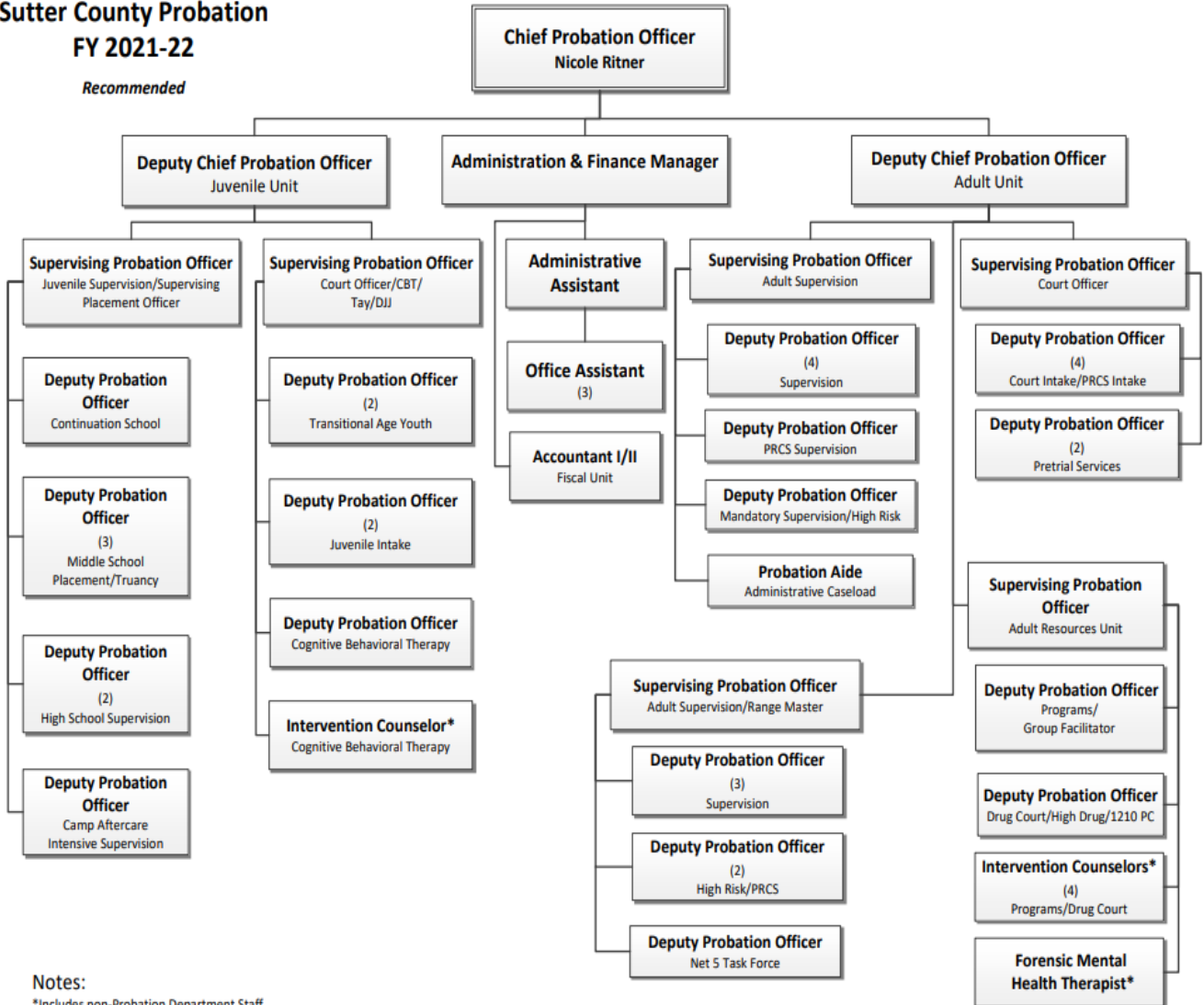


Rev. 3/14/22 (SG)

Appendix D: Sutter County Probation Organizational Chart

**Sutter County Probation
FY 2021-22**

Recommended



Notes:

*Includes non-Probation Department Staff