

California - Child and Family Services Review

Sutter County Self-Assessment

September 4, 2025 – September 3, 2030



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California – Child and Family Services Review Signature Sheet

For submittal of: CSA SIP Progress Report

County	Sutter County
SIP Period Dates	September 4, 2025 – September 3, 2030
Outcome Data Period	Q3 2024

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BOS Approval Date	N/A
Name	
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Introduction

Background – Child and Family Services Review

In 1994, amendments to the Social Security Act (SSA) authorized the U.S. Department of Health and Human Services to review state child and family service programs' conformity with the requirements in Titles IV-B and IV-E of the SSA. In response, the Federal Children's Bureau initiated the Child and Family Services Reviews (CFSR) nationwide in 2000. California was first reviewed by the federal Health and Human Services Agency in 2002 and began its first round of the CFSRs in the same year.

California Child and Family Services Review (C-CFSR)

The California Child and Family Services Review (C-CFSR), an outcomes-based review mandated by the Child Welfare System Improvement and Accountability Act (Assembly Bill 636), was passed by the State legislature in 2001. As a State-County partnership, this accountability system is an enhanced version of the federal oversight system mandated by Congress to monitor states' performance. It is comprised of multiple elements.

County Self-Assessment (CSA)

A County Self-Assessment (CSA) is a comprehensive review of each county's child welfare services and probation foster youth in placement supervised by child welfare services or probation departments. The CSA assesses the full array of child welfare and juvenile probation, from prevention and protection through permanency and aftercare. It is an analytical tool used by counties to determine the effectiveness of current practice, programs, and services across the continuum of child welfare and probation placement services. Through the assessment, the CSA helps identify areas for targeted system improvement.

The Sutter County CSA is developed every five years by the lead agencies, Sutter County Health and Human Services Department, Children's Services Branch - Child Welfare Services (CWS) and Sutter County Probation Department, in coordination with local community and prevention partners. The CSA includes quantitative analysis of child welfare data and a multidisciplinary needs assessment. From April 28, 2025, to April 30, 2025, Sutter County completed its Peer Review, a process embedded in the CSA. The Peer Review focus for child welfare was focus outcome P-4: Re-entry to Foster Care. Probation's focus was the systemic factor of Service Array. Engagement in the process also consisted of a stakeholder meeting and focus groups that are described throughout this CSA.

In addition, the California Department of Social Services (CDSS) Office of Child Abuse Prevention (OCAP) is now integrated into the C-CFSR, and information is reported in the SIP regarding the use of three separate funding streams to divert children and families from entering the child welfare system: Child Abuse Prevention, Intervention, and Treatment (CAPIT), Community-Based Child Abuse Prevention Program (CBCAP), and Promoting Safe and Stable Families (PSSF) funds. These funds support counties by providing a continuum of services for children and families with an emphasis on prevention and early intervention.

System Improvement Plan (SIP)

Incorporating data collected through the CSA, the final component of the C-CFSR is the development of the county's System Improvement Plan (SIP). The SIP serves as the operational agreement between a county and the State, outlining how the county will improve its capacity to provide better outcomes for children, youth, and families. The SIP includes a coordinated service provision plan for how the county will utilize prevention, early intervention, and treatment funds (CAPIT/CBCAP/PSSF) to strengthen and preserve families, and help children find permanent families when they are unable to return to their families of origin. The SIP is developed every five years by the lead agencies in collaboration with their local community and prevention partners. It includes specific action steps, timeframes, and improvement targets and is approved by the Board of Supervisors (BOS) and the California Department of Social Services (CDSS). The plan is a commitment to specific measurable improvements in performance outcomes that the county will achieve within a defined timeframe.

Quarterly Outcome and Accountability Data Reports

The California Department of Social Services (CDSS) issues quarterly data reports which include key safety, permanency, and well-being outcomes for each county. These quarterly reports provide summary-level federal and state program measures serving as the basis for the C-CFSR and are used to track performance over time. These data reports are used to inform and guide both the assessment and planning processes. They are also used to analyze policies and procedures. Linking program processes or performance with federal and state outcomes helps staff to evaluate their progress and modify the program or practice as appropriate. In addition, this reporting cycle is consistent with the notion that data analysis of this type is best viewed as a continuous process, as opposed to a one-time activity for quality improvement.

System Improvement Plan Progress Report

Counties, in partnership with the State, utilize the quarterly data reports to track progress. The process is a continuous cycle, and each county systematically attempts to improve its outcomes. The SIP is updated yearly and becomes a mechanism through which counties report progress toward meeting the agreed upon improvement goals.

As required, Sutter County Department of Health and Human Services - Children's Services Branch – Child Welfare Services (CWS) and Sutter County Probation Department will lead the completion of the SIP Progress Reports in partnership with the CDSS.

California Case Review

The CDSS implemented the Case Review Program in August 2015. Case reviews are conducted in every California county and are viewed by the CDSS as an essential component to county and state Continuous Quality Improvement (CQI) processes. California currently uses the Administration for Children and Families (ACF) Onsite Review Instrument (OSRI) when reviewing all cases. County Case Review staff conduct a quarterly qualitative review, including Juvenile Probation cases.

These qualitative case reviews are an important way to gather data about the "how" and the "why" questions associated with CQI. This case level data complements the quantitative data obtained through systems such as the California Child Welfare Indicators Project (CCWIP), Safe Measures, and Business Objects reports. Sutter County CWS has implemented the Child Welfare Case Review per current CDSS requirements, which, since 2024, is five cases per quarter.

C-CFSR Planning Team & Core Representatives

C-CFSR Planning Team

The C-CFSR planning team met bi-weekly, or more frequently if needed, via Zoom to facilitate the CSA planning process. Team members included the following participants:

TABLE 1: C-CFSR PLANNING TEAM

Name	Organization
Joshua Thomas	Sutter County Health & Human Services Department -Children's Services Branch
Chuck Yang	Sutter County Health & Human Services Department -Children's Services Branch
Yadira Cruz	Sutter County Health & Human Services Department- Children's Services Branch
Pavandeep Mann	Sutter County Health & Human Services Department-Children's Services Branch
Bianca Silva	Sutter County Health & Human Services Department- Children's Services Branch
Erica Alejo	Sutter County Health & Human Services Department- Children's Services Branch
Donya Thompson	Sutter County Probation Department, Juvenile Unit
Meagan Hammond	Sutter County Probation Department, Juvenile Unit
Jessica Fat	California Department of Social Services, Performance and Program Improvement Bureau
Toviah Thompson	California Department of Social Services, Performance and Program Improvement Bureau
Shawnae Carey	California Department of Social Services, Office of Child Abuse Prevention
Lisa Molinar	Shared Vision Consultants
Christine Perry	Shared Vision Consultants
Tasia Huerta	Shared Vision Consultants

Participation of Core Representatives

To ensure stakeholder engagement in the CSA process, feedback was collected through focus groups and a stakeholder meeting. The stakeholder meeting took place on April 8, 2025, from 9:30 AM to 3:00 PM, with 43 participants in attendance. Additionally, focus groups were conducted between March 27 and April 28, 2025, with a total of 27 participants.

All required stakeholders participated in the CSA process, aside from Tribal members. While there are no federally recognized Tribes in Sutter County, efforts were made to engage Tribal participants through the CDSS Office of Tribal Affairs (OTA) for focus groups; however, no participation was secured. In an effort to strengthen tribal partnerships, Sutter County has met with the Office of Tribal Affairs (OTA) to seek guidance, as there are no federally or non-federally recognized tribes within its jurisdiction. Additionally, Sutter County engaged with the Kletsel Dehe Wintun Nation. While the Kletsel Dehe Wintun Nation expressed a willingness to partner with the County, it was emphasized that each tribe is a sovereign nation with its own governance, customs, and protocols that must be respected.

The Sutter County Probation Department also reached out to the Shasta Nation in Yreka and the Shasta Indian Nation in Redding to explore potential collaboration; however, no response was received.

Although Sutter County does not currently have any federally recognized tribes within its boundaries, continued efforts to engage with tribal partners remain a priority. These efforts are essential to honoring tribal sovereignty and promoting culturally responsive practices.

TABLE 2: FOCUS GROUP PARTICIPATION

Focus Group	Virtual/ In person	Number of Participants
Social Workers	Virtual	14
Social Worker Supervisors	Virtual	5
Court	In person	2
Child Welfare/ Probation Youth	Virtual	1
Child Welfare/ Probation Parents	In person	1
Caregivers	In person	1
Child Welfare/ Probation Leadership	Virtual	3

List of Core Representatives

TABLE 3: LIST OF CORE REPRESENTATIVES

Name	Organization
Abeera Aziz	Sutter County Public Health Foster Care Nurse
Amber Johnson	Sutter County Health & Human Services Department (HHSD), Children's Services Branch
Amelia Wakefield	Children's Hope Foster Family Agency (FFA)
Andrea Alfaro	Sutter County Probation Department
Benjamin Payne	Children's Hope FFA
Bianca Silva	Sutter County HHSD, Children's Services Branch
Brenda Ceballos	Sutter County HHSD, Children's Services Branch
Bridgette Jackson	Yuba County Probation Department
Candice Freeman	Sutter County HHSD, Children's Services Branch
Chuck Yang	Sutter County HHSD, Children's Services Branch
Cori Dennhardt	California Department of Social Services (CDSS) Adoptions
Crystal Carter	Children's Hope FFA
Darrin Whitaker	Sutter-Yuba Behavioral Health Department
Donya Thompson	Sutter County Probation Department
Emily Radler	Parent
Erica Alejo	Sutter County HHSD, Children's Services Branch
Esmeralda Ramos	Environmental Alternatives (EA) Family Services
Fatima Ortiz	California Department of Social Services (CDSS), Performance and Program Improvement Bureau (PPIB)
Holly Speake	CDSS Adoptions

Name	Organization
Janelle Douglas	EA Family Services/ Resource Parent
Janet Amaya	Sutter-Yuba Behavioral Health Department
Jennifer Ybarra	Sutter County Children and Families Commission (SCCFC)
Jessica Fat	CDSS PPIB
Joshua Thomas	Sutter County HHSD, Children's Services Branch
Karen Kemp	Children's First FFA
Kristi Johnson	Sutter County Superintendent of Schools
Lexi Jones	Sutter County Victim Services
Meagan Hammond	Sutter County Probation Department
Melissa Hulsey	Sutter County Probation Department
Pavandeep Mann	Sutter County HHSD, Children's Services Branch
Rebecca Mejia	CDSS PPIB
Rick Millhollin	Hands of Hope
Ronald Kimberling	Sutter County Probation Department
Rosalina Palega	Salvation Army Yuba – Sutter Corps
Sabrina Ochoa	Children's Hope FFA
Sarah Ludwick	Sutter County Public Health Department
Sherry Scott	El Shaddai FFA
Stephanie Morris	Sutter County HHSD, Children's Services Branch
Sylvia Ayala	Salvation Army Yuba – Sutter Corps
Tabby Coulson	El Shaddai FFA
Tia Davis	Sutter-Yuba Behavioral Health Department
Vanessa Rodriguez-Leal	Children's Hope FFA/THP+ Youth
Vicki Smith	Children's Hope FFA
Yadira Cruz	Sutter County HHSD, Children's Services Branch

Demographic Profile

General County Demographics

Sutter County is located along the Sacramento River in the Sacramento Valley and has a total area of 608 square miles. The County seat is Yuba City. Sutter County's economy is primarily based in agriculture, manufacturing, construction, transportation, utilities, finance, insurance, mining, and retail. In addition to many local businesses, major employers in the area include food processing, lumber and wood products, medical offices, and government. Educational institutions include a community college, nearby California State University campuses at Chico and Sacramento, and the University of California at Davis.

Sutter County is within the ethnographic territory of three Native American groups, however there are no federally recognized Tribes within Sutter County. The County recognizes that each tribe is a sovereign nation and contacts the appropriate Tribal representative for the specific family situation.

POPULATION

Table 1 shows the general population of Sutter County by city/community. The population of the county has increased by 26.2% since 2000.

TABLE 1: GENERAL POPULATION OF SUTTER COUNTY

	2000	2010	2020
California	33,871,648	37,253,956	39,538,223
Sutter County	78,930	94,737	99,633
Yuba City	36,758	64,925	70,117
Live Oak	6,229	8,392	9,106
Tierra Buena	4,587	N/A	N/A
Meridian	N/A	358	304
Rio Oso	N/A	356	372
Trowbridge	N/A	226	229
Sutter	2,885	2,904	2,997
Nicolaus	N/A	211	176
East Nicolaus	N/A	225	223
Robbins	N/A	323	347

Source: U.S. Census Bureau, Decennial Census, "Total Population," Table P1, 2020. https://data.census.gov/table/DECEN_NIALDHC2020.P1?t=Populations%20and%20People&g=040XX00US06_050XX00US06101_160XX00US0620900,0641936,0646926,0651336,0660970,0662168,0677378,0678680,0680560,0686972&y=2020 N/A means that data is not available

Table 2 shows the population by age and gender. Males comprise 50.2% of the population while females comprise 49.8%. Of the total population, 25.4% are younger than 18 years of age.

TABLE 2: GENERAL DEMOGRAPHICS OF SUTTER COUNTY BY AGE AND GENDER

	All	
	Total	Percent
Total Population	98,971	
Female	49,278	49.8%
Male	49,693	50.2%
Under 5 years	6,217	6.3%
5 to 9 years	7,502	7.6%
10 to 14 years	6,825	6.9%
15 to 19 years	7,076	7.1%
20 to 24 years	6,083	6.1%
25 to 29 years	6,628	6.7%
30 to 34 years	7,003	7.1%
35 to 39 years	6,518	6.6%
40 to 44 years	6,006	6.1%
45 to 49 years	5,530	5.6%
50 to 54 years	5,762	5.8%
55 to 59 years	5,555	5.6%
60 to 64 years	6,339	6.4%
65 to 69 years	5,450	5.5%
70 to 74 years	3,628	3.7%
75 to 79 years	3,010	3%
80 to 84 years	1,777	1.8%
85 years and over	2,062	2.1%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Age and Sex," Table S0101. https://data.census.gov/table/ACSST5Y2023.S0101?g=040XX00US06_050XX00US06101&y=2023

Table 3 shows the population of Sutter County by race. Approximately 50% of the population identifies as White, followed most closely by those who identify as Asian at 17.5%.

TABLE 3: GENERAL DEMOGRAPHICS OF SUTTER COUNTY BY RACE

RACE	Total	Percent
One Race	83,313	84.2%
White	49,812	50.3%
Black or African American	1,714	1.7%
American Indian and Alaska Native	1,601	1.6%
Asian	17,301	17.5%

RACE	Total	Percent
Native Hawaiian and Other Pacific Islander	359	0.4%
Some Other Race	12,526	12.7%
Two or More Races	15,658	15.8%
Two races including Some Other Race	9,363	9.5%
Two races excluding Some Other Race, and three or more races	6,295	6.4%
Total population	98,971	100%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Race," Table B02001. https://data.census.gov/table/ACSDT5Y2023.B02001?g=040XX00US06_050XX00US06101&y=2023

Table 4 shows the population by race-Hispanic/Latino. Thirty-two percent of the population identifies as Hispanic or Latino, with 28.9% identifying as Mexican.

TABLE 4: GENERAL DEMOGRAPHICS OF SUTTER COUNTY BY RACE-HISPANIC/LATINO

	Total	Percent
Total population	98,971	100%
Hispanic or Latino (of any race)	32,061	32.4%
Mexican	28,614	28.9%
Puerto Rican	813	0.8%
Cuban	41	0.04%
Other Hispanic or Latino	2,593	2.6%
Not Hispanic or Latino	66,910	67.6%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "ACS Demographic and Housing Estimates," Table DP05. <https://data.census.gov/table/ACSDP5Y2023.DP05?t=Populations%20and%20People&g=050XX00US06101&y=2023>. Note: People who identify their origin as Spanish, Hispanic, or Latino may be of any race. Thus, the percent Hispanic should not be added to percentages for racial categories.

Table 5 indicates that by 2040, the total population is expected to increase by approximately 13,000, or 13%, with the highest growth being that of the Hispanic population at 9,457 people, or 25%.

TABLE 5: SUTTER COUNTY POPULATION PROJECTIONS BY RACE/ETHNICITY, 2040

	TOTAL	White–Non-Hispanic	Asian/Pacific Islander – Non-Hispanic	Black – Non-Hispanic	Am. Indian – Non-Hispanic	Multi-Race – Non-Hispanic	Hispanic (any race)
2020	99,474	37,889	17,259	1,641	809	3,983	37,893
2040	112,495	36,711	20,755	2,082	820	4,777	47,350

Source: 1990-1999: State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 1990-1999. Sacramento, California, May 2004. 2000 -2009: State of California, Department of Finance, Race/Hispanics Population with Age and Gender Detail, 2000-2010. Sacramento, California, September 2012. 2010-2015: State of California, Department of Finance, Report P-3: State and County Population Projections by Race/Ethnicity, Detailed Age, and Gender, 2010-2060. Sacramento, California, January 2013. Prepared by California Department of Public Health, Injury and Violence Prevention Branch. Report generated from https://epicenter.cdph.ca.gov/ReportMenus/PopulationTable.aspx?utm_source on February 2, 2025.

Table 6 shows that 63.6% of the population five years and older speak only English at home, followed by 20% who speak Spanish.

TABLE 6: LANGUAGE SPOKEN AT HOME, SUTTER COUNTY

	Total	Percent
Population 5 years and over	92,754	
Speak only English	58,978	63.6%
Language other than English	33,776	36.4%
Spanish	18,508	20%
Other Indo-European languages	12,950	14%
Asian and Pacific Islander languages	2,102	2.3%
Other languages	216	0.2%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Language Spoken at Home," Table S1601. <https://data.census.gov/table/ACSST5Y2023.S1601?t=Populations%20and%20People&g=050XX00US06101&y=2023>

HOUSEHOLD INCOME, EMPLOYMENT, AND POVERTY

Table 7 shows the income for Sutter County households. The median income for the County is \$75,450 lower than that of California which is \$96,334.

TABLE 7: INCOME FOR SUTTER COUNTY (IN 2023 INFLATION-ADJUSTED DOLLARS)

	California	Sutter County
Total households	13,434,847	33,240
Less than \$10,000	4.4%	3.7%
\$10,000 to \$14,999	3%	4.4%
\$15,000 to \$24,999	5.2%	6.2%
\$25,000 to \$34,999	5.5%	6%
\$35,000 to \$49,999	8.4%	11.7%
\$50,000 to \$74,999	13.3%	17.5%
\$75,000 to \$99,999	11.8%	13%
\$100,000 to \$149,999	17.9%	17.5%
\$150,000 to \$199,999	11.1%	8.5%
\$200,000 or more	19.4%	11.3%
Median household income (dollars)	\$96,334	\$75,450
Mean household income (dollars)	\$136,730	\$101,655

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Income in the Past 12 Months (in 2023 Inflation-Adjusted Dollars)," Table S1901. https://data.census.gov/table/ACSST5Y2023.S1901?t=Income%20and%20Poverty&g=040XX00US06_050XX00US06101&y=2023

Table 8 shows the employment rates for Sutter County. Overall, Sutter County employment rates are slightly lower than those of California.

TABLE 8: EMPLOYMENT STATUS, SUTTER COUNTY

EMPLOYMENT STATUS	California		Sutter County	
	Estimate	Percent	Estimate	Percent
Population 16 years and over	31,545,603		76,706	
In labor force	20,144,078	63.9%	46,103	60.1%
Civilian labor force	19,982,482	63.3%	45,374	59.2%
Employed	18,700,223	59.3%	42,186	55%
Unemployed	1,282,259	4.1%	3,188	4.2%
Armed Forces	161,596	0.5%	729	1%
Not in labor force	11,401,525	36.1%	30,603	39.9%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Selected Economic Characteristics," Table DP03. https://data.census.gov/table/ACSDP5Y2023.DP03?t=Employment&g=040XX00US06_050XX00US06101&y=2023

Table 9 describes the homeless population of Sutter County. While the overall and adult homeless population increased between 2021 and 2023, the number of children and "households" with children has decreased. Stakeholders acknowledged the positive impact of several services in addressing child homelessness. Key contributors include County schools, which collaborate closely with local agencies to support homeless families; Hands of Hope, which provides coordinated entry services; and the Bringing Families Home (BFH) program, which helps families secure stable housing. Stakeholders expressed concern; however, that the discontinuation of BFH services—scheduled for December 2025 due to funding cuts—may lead to an increase in family instability and homelessness.

TABLE 9: SUTTER COUNTY POINT-IN-TIME HOMELESS COUNT

2021	2023	Homeless Count	Percentage Change
303	385	Adults	+27.1%
68	33	Children	-51.46%
371	418	Total Individuals	+12.7%

Sources: Sutter Yuba Homeless Consortium 2021 Annual Report. Yuba/Sutter Homeless Coordinated Entry Program PIT Count 2023 Sheltered and Unsheltered. https://www.syhomelessconsortium.org/_files/ugd/ebd41d_a42ea8e2fd2b428a94df28038e08dd48.pdf. https://www.syhomelessconsortium.org/_files/ugd/c7b18b_d0dc03fb737d41eeae888f9a1a185e0f.pdf

Table 10 shows county rate of child recipients of CalWORKs benefits compared to the state. Although state rates have slightly decreased since 2020, Sutter rates remain higher than the state and have increased since 2020.

TABLE 10: RATE PER 1,000 OF CHILD RECIPIENTS OF CALWORKS BENEFITS: 2020 - 2024

	2020	2021	2022	2023	2024
California	80.2	N/A	69.7	76.5	N/A
Sutter County	96.9	94.7	86.6	104.5	112.6

Data Source: As cited on kidsdata.org, California Dept. of Social Services, CalWORKs Cash Grant Caseload Movement Report; California Dept. of Finance, Population Estimates and Projections (October 2024). N/A means that county-level data are not available or state-level data are not reported.

Table 11 describes the County population by household and family type. Approximately 50% of families include a married couple, but of those that do not, 2,577 are male headed households, while 4,662 are female headed. Approximately 47% of married couple households have children under 18. Thirty-seven percent of all households include children.

TABLE 11: HOUSEHOLDS AND FAMILIES, SUTTER COUNTY

	Total	Married Couple	Male-Headed Household, no spouse present, family household	Female-Headed Household, no spouse present, family household	Nonfamily Households
HOUSEHOLDS					
Total households	33,240	16,491	2,577	4,662	9,510
Average household size	2.95	3.66	3.44	3.64	N/A
With own children of the householder under 18 years	10,448	6,946	1,375	2,127	N/A
FAMILIES					
Total families	23,730	16,491	2,577	4,662	N/A
Average family size	3.50	3.62	2.94	3.41	N/A
SELECTED HOUSEHOLDS BY TYPE					
Households with one or more people under 18 years	36.8%	46.8%	61.8%	62.4%	0.2%
Households with one or more people 60 years and over	45.2%	44.5%	40.3%	36.4%	52.2%
Householder living alone	22.6%	N/A	N/A	N/A	79%
65 years and over	10.5%	N/A	N/A	N/A	36.5%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Households and Families," Table S1101. <https://data.census.gov/table/ACSST5Y2023.S1101?t=Marital%20Status%20and%20Marital%20History&g=050XX00US06101>
N/A means that data is not available

Table 12 shows that approximately 3,907 grandparents live with their grandchildren, with 18.4% being responsible for the care of their grandchildren. Of those grandparents, 61.1% (438 of 717) have been responsible for their grandchildren for over five years.

TABLE 12: GRANDPARENTS LIVING WITH THEIR GRANDCHILDREN, SUTTER COUNTY

	Estimate	Percent
Number of grandparents living with own grandchildren under 18 years	3,907	
Grandparents responsible for grandchildren	717	18.4%
Years responsible for grandchildren		
Less than 6 months	0	0%

6 to 11 months	39	1%
1 or 2 years	199	5.1%
3 or 4 years	41	1.1%
5 or more years	438	11.2%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Grandparents Living With Own Grandchildren Under 18 Years by Responsibility for Own Grandchildren by Length of Time Responsible for Own Grandchildren for the Population 30 Years and Over," Table B10050. <https://data.census.gov/table/ACSDT5Y2023.B10050?t=Families%20and%20Living%20Arrangements&g=050XX00US06101>

Child Maltreatment Indicators

In all data tables below, a period (".") indicates that the value is zero.

According to the Centers for Disease Control, a combination of individual, relational, community, and societal factors contribute to the risk of child maltreatment. Certain characteristics have been found to increase children's risk of being maltreated. Risk factors are those characteristics associated with child maltreatment—they may or may not be direct causes. The County considers the following risk factors when identifying service needs and plans accordingly.

RISK FACTORS FOR VICTIMIZATION

- Children younger than four years of age.
- Special needs that may increase caregiver burden, e.g., mental and physical disabilities, mental health issues, and chronic physical illnesses.

RISK FACTORS FOR PERPETRATION

Individual Risk Factors

- Parents' lack of understanding of children's needs, child development, and limited parenting skills.
- Parents' history of child maltreatment in family of origin.
- Substance abuse and/or mental health issues, including depression, in the family.
- Parental characteristics such as young age, low education, single parenthood, large number of dependent children, and low income.
- Non-biological, transient caregivers in the home, e.g., mother's male partner.
- Parental thoughts and emotions that tend to support or justify maltreatment behaviors.

Family Risk Factors

- Social isolation, including residing in rural areas with few neighbors and social connections.
- Family disorganization, dissolution, and violence, including intimate partner violence.
- Parenting stress, poor parent-child relationships, and negative interactions.

Community Risk Factors

- Community violence.
- Concentrated neighborhood disadvantage, e.g., high poverty and residential instability, high unemployment rates, high density of alcohol outlets, and poor social connections.

Table 13 shows the number and percentage of infants born with a low birthweight for California compared to Sutter County. Sutter County has a comparable percentage of low birthweight births compared to California as a whole. These percentages have remained fairly consistent over the five-year period.

TABLE 13: NUMBER AND PERCENT OF LOW BIRTHWEIGHT BIRTHS, 2014-2018

	CA # of all low birthweights	% of all births	Sutter County # of all low birthweights	% of all births
2014	33,594	6.7%	91	6.9%
2015	33,673	6.8%	85	6.5%
2016	33,490	6.9%	94	6.9%
2017	32,464	6.9%	89	7.1%
2018	31,636	7%	86	6.8%

Source: <https://data.chhs.ca.gov/dataset/live-births-with-low-birthweight-and-very-low-birthweight/resource/8eb6fed1-fe7e-4ea9-a71e-99a95fa0edf7>

Table 14 shows the rate of live births per 1,000 to teen mothers in Sutter County compared to that of California. The rate per 1,000 teens has decreased for both California and the County in the past five-year period, although the rate in Sutter County is slightly higher than that of the State.

TABLE 14: RATE PER 1,000 OF LIVE BIRTHS TO TEEN MOTHERS (AGED 15-19), 2020-2024

	2020	2021	2022	2023	2024
California	19	17	16	16	13
Sutter County	21	20	19	19	16

Source: <https://www.countyhealthrankings.org/health-data/compare-counties?compareCounties=06101%2C06000&year=2024>

Table 15 shows the total number and rate of all live births per 1,000 women to mothers aged 15-44 in California and the County from 2017 to 2021. The total number and rate of births in the County has remained stable while the rate remains higher than that of California.

TABLE 15: TOTAL NUMBER AND RATE PER 1,000 OF LIVE BIRTHS, 2017-2021

	2017	2018	2019	2020	2021
California					
Total	471,806	454,258	446,329	420,377	418,533
Rate per 1,000	60.1	57.9	57	53.9	53.5
Sutter County					
Total	1,263	1,267	1,235	1,254	1,250
Rate per 1,000	64.9	64	61	62.6	63.7

Source: <https://www.kidsdata.org/topic/610/births/table#fmt=1060&loc=2,342&tf=141,110,124,108,95&sortType=asc>

Table 16 shows the marital status of Sutter County residents compared to that of California. Overall, Sutter County residents have similar marital statistics to that of California.

TABLE 16: MARITAL STATUS OF SUTTER COUNTY, BY GENDER

	Total	Total	Female		Male	
	CA	Sutter	CA	Sutter	CA	Sutter
Population 15 years and over	32,065,423	78,427	16,135,497	39,481	15,929,926	38,946
Now married (except separated)	46.6%	49.5%	45.1%	48.1%	48.1%	51%
Widowed	4.7%	5.9%	7.3%	8.1%	2.1%	3.7%
Divorced	9%	10.3%	10.7%	12.8%	7.3%	7.8%
Separated	1.8%	1.9%	2.1%	1.7%	1.5%	2.1%
Never married	37.8%	32.3%	34.7%	29.3%	40.9%	35.4%

Source: U.S. Census Bureau, 2023 American Community Survey 5-Year Estimates, "Marital Status," Table S1201. https://data.census.gov/table/ACSST5Y2023.S1201?t=Families%20and%20Living%20Arrangements&g=040XX00US06_050XX00US06101

Table 17 shows the rate of poverty by marital status in Sutter County compared to that of California. Sutter County has a higher rate of poverty than California in all categories. The highest rate of poverty, for both California and Sutter County is for unmarried women with children under 18.

TABLE 17: PERCENTAGE OF FAMILIES WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL

	California	Sutter
All families	8.4%	12%
With related children under 18 years	12.2%	17.2%
Married couple families	5.1%	8.7%
With related children under 18 years	6.5%	12.2%
Families with female householder, no spouse present	19.8%	24.8%
With related children under 18 years	28.4%	33.3%

Source: US Census Bureau 2023 American Community Survey 5-Year Estimates, "Poverty Status in the Past 12 Months of Families," Table S1702. https://data.census.gov/table/ACSST5Y2023.S1702?t=Income%20and%20Poverty&g=040XX00US06_050XX00US06101

Table 18 describes housing costs and availability in Sutter County compared to California. Housing costs in Sutter County are generally lower than California as a whole. The median value of a home is \$399,400 compared to \$695,400. Additionally, rent is less expensive, with the median rent being \$1,364 compared to \$1,956; however, housing costs in Sutter County are on the rise. In 2018, the median value of a home was \$260,300 and median rent was \$986.

TABLE 18: HOUSING COSTS AND AVAILABILITY

	California		Sutter County	
	Estimate	Percent	Estimate	Percent
HOUSING OCCUPANCY				
Total housing units	14,532,683		34,681	

	California		Sutter County	
	Estimate	Percent	Estimate	Percent
Occupied housing units	13,434,847	92.4%	33,240	95.8%
Vacant housing units	1,097,836	7.6%	1441	4.2%
Homeowner vacancy rate	0.9	N/A	1.1	N/A
Rental vacancy rate	4.1	N/A	1.5	N/A
HOUSING TENURE				
Occupied housing units	13,434,847		33,240	
Owner-occupied	7,494,811	55.8%	19,672	59.2%
Renter-occupied	5,940,036	44.2%	13,568	40.8%
VALUE				
Owner-occupied units	7,494,811	N/A	19,672	N/A
Median (dollars)	\$695,400	N/A	\$399,400	N/A
MORTGAGE STATUS				
Owner-occupied units	7,494,811		19,672	
Housing units with a mortgage	5,095,484	68%	12,585	64%
Housing units without a mortgage	2,399,327	32%	7,087	36%
SELECTED MONTHLY OWNER COSTS (SMOC)				
Housing units with a mortgage	5,095,484	N/A	12,585	N/A
Median (dollars)	\$2,865	N/A	\$2,000	N/A
Housing units without a mortgage	2,399,327	N/A	7,087	N/A
Median (dollars)	\$783	N/A	\$677	N/A
GROSS RENT				
Occupied units paying rent	5,747,783	N/A	12,906	N/A
Median (dollars)	\$1,956	N/A	\$1,364	N/A

Source: US Census Bureau 2023 American Community Survey 5-Year Estimates, "Selected Housing Characteristics," Table DP04. https://data.census.gov/table/ACSDP5Y2023.DP04?q=DP04%20Selected%20Housing%20Characteristics&g=040XX00US06_050XX00US06101 N/A means that data is not available

EDUCATION

Table 19 shows the number of children over the age of three enrolled in school, by school level. This data shows, for children over three years old enrolled in school, the percentage of each specific age group relative to the total enrolled population. While Sutter County has a proportion comparable to California of children enrolled in elementary school and high school, it has a lower proportion of people attending college or graduate school.

TABLE 19: SCHOOL ENROLLMENT, SUTTER COUNTY

	California		Sutter County	
	Estimate	Percent	Estimate	Percent
Population 3 years and over enrolled in school	9,991,970		26,041	
Nursery school, preschool	507,325	5.1%	1,281	4.9%
Kindergarten	486,004	4.9%	1,777	6.8%
Elementary school (grades 1-4)	1,867,008	18.7%	5,364	20.6%
Elementary school (grades 5-8)	1,992,761	19.9%	5,493	21.1%
High school (grades 9-12)	2,139,830	21.4%	6,285	24.1%
College, undergraduate	2,434,213	24.4%	5,244	20.1%
Graduate, Professional	564,829	5.7%	597	2.3%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "School Enrollment," Table S1401. https://data.census.gov/table/ACSST5Y2023.S1401?t=Education&g=040XX00US06_050XX00US06101

Table 20 shows school enrollment by ethnicity. Almost 75% of all children enrolled in school are Hispanic/Latino or White, which is similar to the general demographics of the County.

TABLE 20: SCHOOL ENROLLMENT BY RACE/ETHNICITY, 2023-2024 SCHOOL YEAR

	Afr. Am.	Am. Indian or Alaska Native	Asian	Filipino	Hispanic or Latino	Pacific Islander	White	Two or More Races	Not Reported	Total
Sutter County	2.4%	0.6%	12.6%	0.6%	38.1%	0.4%	36.6%	5.8%	2.8%	24,764
California	4.9%	0.4%	9.9%	2.2%	56.1%	0.4%	20.3%	4.6%	1.1%	5,837,690

Source: These data were submitted and certified by LEAs and/or charter schools as part of the annual CALPADS Fall 1 submission. Data as of: 02/09/25. Retrieved from <http://dq.cde.ca.gov/dataquest>

Table 21 shows the rate of high school graduation in the County compared to that of California. Sutter County's graduation rate is slightly lower than that of California as a whole.

TABLE 21: RATE OF HIGH SCHOOL GRADUATION, 2020-2024

	2020	2021	2022	2023	2024
Sutter County	83%	78%	80%	80%	80%
California	83%	83%	84%	84%	84%

Source: <https://www.countyhealthrankings.org/health-data/compare-counties?compareCounties=06101%2C06000&year=2024>

Table 22 shows educational attainment by grade level/degree. Sutter County has a higher rate of those with a high school diploma and equivalent, some college, or associate degrees than the statewide average, and a lower rate of bachelor's or graduate/professional degrees.

TABLE 22: EDUCATIONAL ATTAINMENT

	California	Sutter County
Population 25 years and over	26,941,198	65,268

Less than 9th grade	8.7%	11.1%
9th to 12th grade, no diploma	6.7%	10.1%
High school graduate (includes equivalency)	20.4%	24.7%
Some college, no degree	19.8%	24.3%
Associate degree	7.9%	9.6%
Bachelor's degree	22.4%	13.6%
Graduate or professional degree	14.1%	6.6%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Educational Attainment," Table S1501. https://data.census.gov/table/ACSST5Y2023.S1501?t=Education&g=040XX00US06_050XX00US06101

HEALTH AND DISABILITIES

Table 23 shows the health care coverage by type in Sutter County compared to California. The percentage of persons with public health insurance coverage is 10% higher than California overall. As shown in table 24, the higher rate of individuals with disabilities may be impacting the rate of families that have public health insurance coverage.

TABLE 23: HEALTH INSURANCE COVERAGE

	California	Sutter County
Civilian non-institutionalized population	38,761,738	97,599
With health insurance coverage	93.1%	94%
With private health insurance	64%	56.7%
With public coverage	38.9%	48.9%
No health insurance coverage	6.9%	6%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Selected Economic Characteristics," Table DP03. https://data.census.gov/table/ACSDP5Y2023.DP03?q=DP03:%20Selected%20Economic%20Characteristics&g=040XX00US06_050XX00US06101

Table 24 shows the disability status of Sutter County residents compared to that of California. Overall, Sutter County has a higher rate of disability in all age categories compared to California, except those of children under five years of age.

TABLE 24: DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION

	California		Sutter County	
	Estimate	Percent	Estimate	Percent
Total Civilian Non-Institutionalized Population	38,761,738		97,599	
With a disability	4,364,431	11.3%	14,107	14.5%
Under 5 years	15,369	0.7%	32	0.5%
5 to 17 years	317,879	4.9%	964	5.1%
18 to 34 years	575,632	6.3%	1,753	8.2%
35 to 64 years	1,496,050	10%	5,378	15.1%
65 to 74 years	798,175	22.8%	2,546	28.3%

	California		Sutter County	
	Estimate	Percent	Estimate	Percent
75 years and over	1,161,326	48.5%	3,434	52.5%

Source: US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Disability Characteristics," Table S1810. <https://data.census.gov/table/ACSST5Y2023.S1810?t=Disability&g=040XX00US06 050XX00US06101>

Table 25 shows the percentage of children enrolled in special education classes in Sutter County compared to that of California. Sutter County's rate of special education enrollment is comparable to that of California.

TABLE 25: SPECIAL EDUCATION ENROLLMENT

	2016	2017	2018	2019	2020
California	11.8%	12.1%	12.5%	12.8%	13%
Sutter County	11.8%	11.6%	11.4%	11.4%	11.8%

Data Source: As cited by Kidsdata.org, California Dept. of Education, DataQuest & Special Education Division custom tabulation; National Center for Education Statistics, Digest of Education Statistics (Jun. 2021).

Table 26 describes special education enrollment by disability. There has been an increase in Autism diagnoses, from 12.1% in 2016 to 16.2% in 2020, while there has been a decrease in the category for learning disabilities. This may be due to increased education and insight into Autism as a spectrum, resulting in more accurate diagnoses. As a result, children who may have previously been diagnosed with a learning disability are now recognized as being on the Autistic spectrum. (<https://www.sacbee.com/news/local/education/article224309595.html>, <https://edsource.org/2019/california-spending-over-13-billion-annually-on-special-education/619542>).

TABLE 26: SPECIAL EDUCATION ENROLLMENT, SUTTER COUNTY, BY DISABILITY

Disability	2016	2017	2018	2019	2020
Autism	10.1%	10.8%	11.0%	11.8%	12.1%
Deaf-Blindness	.	S	S	.	.
Emotional Disturbance	3.3%	3.2%	2.9%	2.5%	2.9%
Established Medical Disability	.	.	.	N/A	N/A
Hard of Hearing / Deaf	1.8%	2.0%	2.1%	2.0%	2.0%
Intellectual Disability	5.8%	5.4%	5.6%	5.7%	6.1%
Learning Disability	43.2%	42.4%	42.0%	40.2%	38.9%
Orthopedic Impairment	1.2%	1.2%	0.9%	0.9%	0.8%
Speech or Language Impairment	22.8%	22.5%	21.6%	22.9%	23.0%
Traumatic Brain Injury	0.3%	S	S	0.2%	0.2%
Visual Impairment	0.5%	0.5%	0.5%	0.5%	0.6%
Multiple Disability	0.7%	0.6%	0.6%	0.7%	0.7%
Other Health Impairment	10.3%	11.2%	12.4%	12.5%	12.6%

Source: As Cited on Kidsdata.org, California Dept. of Education, Special Education Division custom tabulation; National Center for Education Statistics, Digest of Education Statistics (Jun. 2020). Notation S refers to percentages that have been suppressed because there were fewer than 280 total special education enrollees, and to numbers that have been suppressed in order to

protect confidentiality. Notation N/A means that data are not available or that the percentage was far above average for that year (more than 3 standard deviations above the mean).

MENTAL HEALTH

Table 27 shows the percentage of students in the County who reported having used alcohol or drugs (excluding tobacco) by gender and grade level compared to California. Some data is not shown (S*) because the numbers are very small (fewer than 10), making it difficult to compare to California or accurately reflect trends in Sutter County.

TABLE 27: PERCENTAGE OF STUDENTS WHO HAVE USED ALCOHOL OR DRUGS IN THE PREVIOUS 30 DAYS, BY GENDER AND GRADE LEVEL: 2017-2019

California	Female		Male	
	Some	None	Some	None
7th Grade	7.3%	92.7%	6.2%	93.8%
9th Grade	17.4%	82.6%	12.7%	87.3%
11th Grade	24%	76%	23.2%	76.8%
Non-Traditional	36.6%	63.4%	27.6%	72.4%
Sutter County	Female		Male	
	Some	None	Some	None
7th Grade	9.3%	90.7%	10.4%	89.6%
9th Grade	S*	S*	S*	S*
11th Grade	S*	S*	S*	S*
Non-Traditional	S*	S*	S*	S*

Source: Data Source: As cited on <https://calschls.org/reports-data/query-calschls/?ind=182> WestEd, California Healthy Kids Survey. California Department of Education (Mar. 2019). Note: Years presented comprise two school years (e.g., 2017-18 and 2018-19 school years are shown as 2017-2019). County- and state-level data are weighted estimates; school district-level data are unweighted. Students in non-traditional programs are those enrolled in community day schools or continuation education. Notation S* refers to (a) data for school districts that have been suppressed because there were fewer than 10 respondents in that group, and (b) data for counties that have been suppressed because the sample was too small to be representative. N/A means that data are not available.

Teens are not the only population of interest regarding substance use. It was reported that in 2021, 16% of adults in Sutter County self-reported binge or heavy drinking behaviors. This number is likely an underestimate due to the tendency of people to underreport such behaviors. Additionally, 29% of driving deaths were determined to be alcohol related (<https://www.countyhealthrankings.org>).

In 2019, approximately 2.1% (1,658 people) of Sutter County residents aged 12 and older had an opioid use disorder, and nine people died from an opioid overdose. Additionally, there were 3,428 Buprenorphine (a medication commonly used to treat opioid use disorder) prescriptions within the county (<https://www.urban.org/sites/default/files/2019/11/05/sutter.pdf>). According to the 2021 County Health Rankings, 20 people per 100,000 died of a drug overdose (<https://www.countyhealthrankings.org>).

Additionally, 17% of Sutter County adults report 14 or more days of poor mental health per month, and there are 11 deaths by suicide per 100,000 people (<https://www.countyhealthrankings.org>). Between

2015 and 2017, Sutter County had 44 suicides, a rate of 14.7 compared to California at 10.7. Sutter County ranks 14th in the state for suicide rates. (https://www.cdph.ca.gov/Programs/CCDPHP/DCDIC/SACB/CDPH%20Document%20Library/Violence%20Prevention%20Initiative/Data%20Brief%201_Overview%20of%20Homicide%20and%20Suicide%20Deaths%20in%20California_Updated%203%2018%2019.pdf).

Table 28 shows the percentage of depression-related feelings of Sutter County students by gender and grade compared to that of California. Ninth grade females in Sutter County expressed higher rates of sadness than California; however, ninth grade males expressed very low feelings of sadness compared to California as a whole..

TABLE 28: EXPERIENCED CHRONIC SADNESS & HOPELESSNESS, BY GENDER AND GRADE LEVEL, 2021-2023

California	Female		Male	
	Yes	No	Yes	No
7th Grade	40%	60%	21%	79%
9th Grade	47%	53%	25%	75%
11th Grade	52%	48%	31%	69%
Non-Traditional	49%	51%	31%	69%
Sutter County	Female		Male	
	Yes	No	Yes	No
7th Grade	37%	63%	24%	76%
9th Grade	52%	48%	3%	97%
11th Grade	52%	48%	28%	72%
Non-Traditional

Source: The California School Climate, Health, and Learning Survey (Calschls) System. (n.d.). Calschls Public Dashboards. WestEd & California Department of Education. Retrieved July 30, 2025, from <https://calschls.org/reports-data/public-dashboards/f882f1e2-dfc0-4448-b90b-f49cef6e6d3f/>

Table 29 shows the number of domestic violence calls per year in Sutter County. The total number of domestic violence calls has increased by 25.2% since 2019.

TABLE 29: DOMESTIC VIOLENCE-RELATED CALLS FOR ASSISTANCE, SUTTER COUNTY 2019-2023

	2019	2020	2021	2022	2023
Weapon Involved*	334	366	387	148	183
Firearm	2	3	3	6	13
Knife or Cutting Instrument	7	6	8	2	.
Other Dangerous Weapon	50	40	57	42	38
Personal Weapon**	275	317	319	98	132
Not Reported
Total Strangulation and Suffocation	38	35	47	44	52
Cases with Strangulation	36	34	43	41	47

	2019	2020	2021	2022	2023
Cases with Suffocation	2	1	4	3	5
TOTAL CALLS	405	431	484	515	570

*Penal Code section 13730 does not require that the type of weapon involved in a domestic violence-related call be reported.

**Hands, feet, etc. Source: <https://openjustice.doj.ca.gov/exploration/crime-statistics/domestic-violence-related-calls-assistance>

Information for 2-1-1 services in Sutter County can be found here: <https://211suttercounty.org/>.

According to California 211Counts, from June 12, 2024, to June 11, 2025, there was only one recorded request. Typically, requests to 211 involve information related to housing and shelters, agency contacts, and other social services. However, the sole request during this period was categorized as "All Other Requests," with no additional details provided.

Child Welfare and Probation Placement Population

In all data tables below, "M" represents Masked Data. Masking is performed to protect the privacy of individuals served by CWS/Probation; values of ten or less and calculations based on values of ten or less are masked ("M"). In stratified views of the data, additional values (the lowest available) are masked to prevent calculation of values of ten or less. A period (".") indicates that the value is zero.

Table 30 shows the total child population in the county from 2020 to 2024. Overall, the number of children living in Sutter County has decreased by 4% over this period.

TABLE 30: SUTTER COUNTY CHILD POPULATION BY AGE

	2020	2021	2022	2023	2024
Under 1	1,217	1,241	1,249	1,224	1,232
1-2	2,646	2,460	2,443	2,469	2,439
3-5	4,326	4,168	3,966	3,699	3,533
6-10	7,265	7,274	7,198	7,071	6,914
11-15	7,979	7,829	7,654	7,444	7,181
16-17	3,164	3,152	3,123	3,156	3,177
18-20	3,675	4,039	4,393	4,519	4,536
Total	30,272	30,163	30,026	29,582	29,012

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 31 shows the County child population by ethnicity. Approximately 47% (13,639 of 29,012) of children are Latino followed by White at 30% (8,642 of 29,012).

TABLE 31: SUTTER COUNTY CHILD POPULATION BY RACE/ETHNICITY

	2020	2021	2022	2023	2024
Black	449	448	459	461	475
White	8,419	8,604	8,729	8,722	8,642

	2020	2021	2022	2023	2024
Latino	15,056	14,718	14,452	14,038	13,639
Asian/P.I.	4,240	4,270	4,268	4,256	4,198
Nat Amer	179	176	175	167	160
Multi-Race	1,929	1,947	1,943	1,938	1,898
Total	30,272	30,163	30,026	29,582	29,012

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 32 shows the number and rate per 1,000 of children with allegations and substantiations of maltreatment and entries into foster care in Sutter County. While the number of allegations has increased, the number of substantiations and entries has decreased. Stakeholders stated that the decrease in entries is likely due to the improved collaborative partnerships between community agencies and Child Welfare in providing children and families with prevention services.

The Domestic Violence Council and Child Abuse Prevention Council (DV/CAPC) has selected the Differential Response (DR) Program as a secondary prevention strategy for children and youth under the Families First Prevention Services (FFPS) Comprehensive Prevention Plan (CPP, p. 21). DR enables Child Welfare Services (CWS) to respond more flexibly to reports of child abuse or neglect that do not meet the statutory threshold for formal intervention. Through DR, CWS can engage with families earlier, providing supportive services before issues escalate. In April 2024, Youth4Change responded to an RFP and was awarded a DR contract. It is anticipated that in the future, this proactive approach will prevent foster care placements and reduce the recurrence of maltreatment by helping families identify underlying challenges, access needed services, and build protective factors. Ultimately, DR aims to strengthen family units, enhance child and youth well-being, and maintain safety while minimizing unnecessary system involvement.

TABLE 32: CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES IN SUTTER COUNTY

	2019	2020	2021	2022	2023
Children with Allegations	1,157	1,076	1,075	1,286	1,317
Incidence per 1,000 Children	45.3	40.5	41.1	50.2	52.5
Children with Substantiations	135	79	110	106	98
Incidence per 1,000 Children	5.3	3	4.2	4.1	3.9
Substantiation as % of Allegations	11.7%	7.3%	10.2%	8.2%	7.4%
Children with Entries	70	59	64	55	58
Incidence per 1,000 Children	2.7	2.2	2.4	2.1	2.3
Entries as % of Substantiations	51.9%	74.7%	58.9%	51.9%	59.2%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 33 shows the number and rate per 1,000 children with allegations, substantiations, and entries into foster care by age. Of all children who entered foster care in 2023, 32.8% (19 of 58) were under one.

TABLE 33: SUTTER COUNTY CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2023, TO DEC 31, 2023, BY AGE

Age Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Under 1	1,224	138	112.7	27	22.1	19.6%	19	15.5	70.4%
1-2	2,469	107	43.3	M	M	M	M	M	M
3-5	3,699	179	48.4	M	M	M	M	M	M
6-10	7,071	355	50.2	23	3.3	6.5%	12	1.7	52.2%
11-15	7,444	390	52.4	26	3.5	6.7%	M	M	M
16-17	3,156	148	46.9	M	M	M	M	M	M
Total	25,063	1,317	52.5	98	3.9	7.4%	58	2.3	59.2%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 34 shows the number and rate per 1,000 children with allegations, substantiations, and entries into foster care by ethnicity. Black children experience a disproportionate number of allegations that is at least four times higher than any other ethnic group.

TABLE 34: SUTTER COUNTY CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2023, TO DEC 31, 2023, BY RACE/ETHNICITY

Ethnic Group	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Black	391	59	150.9	M	M	M	M	M	M
White	7,352	267	36.3	47	6.4	17.6%	28	3.8	59.6%
Latino	11,941	181	15.2	23	1.9	12.7%	21	1.8	91.3%
Asian/P.I.	3,551	M	M	M	M	M	M	M	M
Nat Amer	118	M	M
Multi-Race	1,710
Missing	.	774	.	25	.	3.3%	M	M	M
Total	25,063	1,317	52.5	98	3.9	7.4%	58	2.3	59.2%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 35 shows the number and rate per 1,000 children with allegations, substantiations, and entries into foster care by gender. Females and males have comparable rates and percentages.

TABLE 35: CALIFORNIA CHILD POPULATION (0-17) AND CHILDREN WITH CHILD MALTREATMENT ALLEGATIONS, SUBSTANTIATIONS, AND ENTRIES, JAN 1, 2023, TO DEC 31, 2023, BY GENDER

Gender	Total Child Population	Children with Allegations	Incidence per 1,000 Children	Children with Substantiations	Incidence per 1,000 Children	% of Allegations	Children with Entries	Incidence per 1,000 Children	% of Substantiations
Female	12,305	634	51.5	M	M	M	27	2.2	M
Male	12,758	549	43	50	3.9	9.1%	31	2.4	62%
Missing	.	134	.	M	M	M	.	.	.
Total	25,063	1,317	52.5	98	3.9	7.4%	58	2.3	59.2%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Courtney, M., Eastman, A.L., Gomez, A., Guo, S., Zhang, A., Carrera, Y., Dua, A., Berwick, H., Lu, F., Hoerl, C., Yee, H., Gonzalez, A., Gomez Hernandez, F., Ensele, P., Nevin, J., & Michel, J. (2025) CCWIP reports. Retrieved Feb 9, 2025, from University of California at Berkeley California Child Welfare Indicators Project website. URL: <https://ccwip.berkeley.edu>

Table 36 shows the number of allegations over the last five years by type and disposition, which may include multiple allegations for the same children. The data shows that there has been a decrease in general neglect and an increase sexual and physical abuse and severe neglect allegations. Analysis determined the county was unable to identify any insights as there were no structural or practice changes in how allegations are assessed using the SDM screening tool.

TABLE 36: SUTTER COUNTY CHILDREN WITH ONE OR MORE ALLEGATIONS, JANUARY – DECEMBER, 2020 – 2023

Allegation Type	Jan 2019 – Dec 2019	Jan 2020 – Dec 2020	Jan 2021 – Dec 2021	Jan 2022 – Dec 2022	Jan 2023 – Dec 2023
Sexual Abuse	79	87	135	178	165
Physical Abuse	241	237	223	273	288
Severe Neglect	10	9	18	32	30
General Neglect	623	514	501	513	549
Exploitation	1	3	1	1	1
Emotional Abuse	147	180	162	250	242
Caretaker Absence/Incapacity	22	25	12	32	29
At Risk, Sibling Abused	34	21	23	6	10
Substantial Risk	0	0	0	0	0
Missing	0	0	0	0	0
Total	1,157	1,076	1,075	1,285	1,314

Table 36b. shows the number of allegations by type and disposition, which may include multiple allegations for the same children. Neglect (combining general and severe neglect) is the most common allegation type, accounting for 44.1% (579 of 1,314) of all allegations. Of these 11.7% (68 of 579) were substantiated and 16.9% (98 of 579) were inconclusive.

TABLE 36B.: SUTTER COUNTY CHILDREN WITH ONE OR MORE ALLEGATIONS FOR JAN 1, 2023, TO DEC 31, 2023

Allegation Type	Disposition Type					Total
	Substan-tiated	Incon-clusive	Unfounded	Assessment Only/Evaluated Out	Not Yet Determined	
Sexual Abuse	M	25	23	112	.	165
Physical Abuse	13	43	41	190	M	288
Severe Neglect	M	13	M	M	.	30
General Neglect	61	85	57	345	M	549
Exploitation	.	.	.	M	.	M
Emotional Abuse	.	96	35	111	.	242
Caretaker Absence/Incapacity	11	M	M	9	.	29
At Risk, Sibling Abused	M	.	9	.	.	10
Substantial Risk
Missing
Total	98	267	172	775	M	1,314

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 37 shows children with first entries into foster care by age in Sutter County. Younger children comprise a higher percentage of children with first entries than older children, at 60% for children five and under. This is likely due to younger children being more vulnerable and less able to care and advocate for themselves.

TABLE 37: CHILD WELFARE- CHILDREN WITH FIRST ENTRIES, 2019-2024, BY AGE

Age Group	OCT2019-SEP2020	OCT2020-SEP2021	OCT2021-SEP2022	OCT2022-SEP2023	OCT2023-SEP2024
<1 mo	23.3%	22.0%	13.3%	32.3%	22.9%
1-11 mo	14.0%	7.3%	15.6%	12.9%	11.4%
1-2 yr	18.6%	19.5%	13.3%	9.7%	14.3%
3-5 yr	9.3%	17.1%	13.3%	6.5%	11.4%
6-10 yr	16.3%	22.0%	22.2%	16.1%	20.0%
11-15 yr	14.0%	7.3%	13.3%	19.4%	5.7%
16-17 yr	4.7%	4.9%	8.9%	3.2%	14.3%
18-20 yr
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 38 shows children with first entries into foster care by age and ethnicity in Sutter County. The most common age/ethnicity intersections are White and Latino children aged less than one month.

TABLE 38: CHILD WELFARE- CHILDREN WITH FIRST ENTRIES, OCT 1, 2023, TO SEP 30, 2024, BY AGE AND ETHNICITY

Age Group	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	Total
<1 mo	.	30%	25.0%	.	.	.	25.0%
1-11 mo	.	10%	16.7%	.	.	.	11.1%
1-2 yr	25%	10%	16.7%	.	.	.	13.9%
3-5 yr	25%	10%	8.3%	.	.	.	11.1%
6-10 yr	50%	15%	16.7%	.	.	.	19.4%
11-15 yr	.	5%	8.3%	.	.	.	5.6%
16-17 yr	.	20%	8.3%	.	.	.	13.9%
18-20 yr
Total	100%	100%	100.0%	.	.	.	100.0%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 39 shows the number of probation youth with first entries into foster care by age. During the most recent reporting period, all youth who entered care for the first time were between the ages 16 and 17.

TABLE 39: PROBATION- CHILDREN WITH FIRST ENTRIES, 2019 TO 2024, BY AGE

Age Group	OCT2019-SEP2020	OCT2020-SEP2021	OCT2021-SEP2022	OCT2022-SEP2023	OCT2023-SEP2024
11-15 yr
16-17 yr	100%
18-20 yr
Total	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Table 40 shows that all probation youth who entered foster care during the last year were White and aged 16-17.

TABLE 40: PROBATION- CHILDREN WITH FIRST ENTRIES, OCT 1, 2023, TO SEP 30, 2024, BY AGE AND RACE/ETHNICITY

Age Group	Black	White	Latino	Asian/P.I.	Nat Amer	Missing	Total
11-15 yr
16-17 yr	.	100%	100%
18-20 yr
Total	.	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 41 shows the number of children in foster care by age and year in Sutter County. The total number of children in care has remained relatively stable for the past five years. The number of children in care aged 1-2 and 6-10 have significantly increased since 2020. Further analysis was unable to identify any changes in policy or practice that could have contributed to this change. The number of children in care aged 11-15 has decreased by more than 50% since 2023 when the County began providing Prevention Wraparound services to this population as part of the Families First Prevention Services (FFPS) Comprehensive Prevention Plan (CPP).

TABLE 41: SUTTER COUNTY CHILD WELFARE CHILDREN IN FOSTER CARE, BY AGE

Age Group	1-Oct-20	1-Oct-21	1-Oct-22	1-Oct-23	1-Oct-24
Under 1	11.1%	8.1%	11.0%	15.1%	7.5%
1-2	12.1%	14.1%	16.5%	14%	24.5%
3-5	15.2%	20.2%	12.1%	11.8%	15.1%
6-10	12.1%	17.2%	20.9%	18.3%	17.9%
11-15	26.3%	12.1%	13.2%	20.4%	10.4%
16-17	11.1%	12.1%	15.4%	9.7%	12.3%
18-21	12.1%	16.2%	11%	10.8%	12.3%
Missing
Total	100%	100%	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 42 describes the children in foster care by ethnicity in Sutter County. All racial/ethnic groups have maintained relatively stable proportions.

TABLE 42: CHILD WELFARE CHILDREN IN FOSTER CARE, BY RACE/ETHNICITY

Race/Ethnicity	1-Oct-20	1-Oct-21	1-Oct-22	1-Oct-23	1-Oct-24
Black	10.1%	10.1%	3.3%	3.2%	7.5%
White	53.5%	48.5%	52.7%	50.5%	52.8%
Latino	33.3%	39.4%	34.1%	37.6%	29.2%
Asian/P.I.	2%	2%	8.8%	7.5%	6.6%
Nat Amer	1%
Missing	.	.	1.1%	1.1%	3.8%
Total	100%	100%	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 43 shows children in foster care by placement type in Sutter County. The most common placement type is FFA followed by relative/NREFM; however, relative placements have decreased by nearly half since 2020 and are significantly lower than that of California at 35.1%. Participants in the social worker (SW) focus group stated that this is likely due to CWS practice of placing children in FFAs and conducting all RFA processes prior to placement with relatives. Additionally, the lack of Family Finding and Engagement efforts and concurrent planning—identified as concerns in the Peer Review—further restricts timely and appropriate relative placements.

TABLE 43: CHILD WELFARE - CHILDREN IN FOSTER CARE BY PLACEMENT TYPE, 2020- 2024

Placement Type	Point in Time				
	1-Oct-20	1-Oct-21	1-Oct-22	1-Oct-23	1-Oct-24
Pre-Adopt	2%	7.1%	4.4%	2.2%	10.4%
Relative/NREFM	20.2%	21.2%	25.3%	19.4%	11.3%
Foster	4%	3%	3.3%	4.3%	7.5%
FFA	51.5%	49.5%	50.5%	54.8%	50.9%
Court Specified Home
Tribally Approved Home
Group/STRTP	6.1%	2%	2.2%	2.2%	.
Shelter
Non-FC
Guardian - Dependent	1%	.	.	1.1%	.
Guardian - Non-Dependent	0.9%
Runaway	1%	1%	.	1.1%	0.9%
Trial Home Visit	.	.	1.1%	2.2%	1.9%
SILP	1%	2%	.	.	0.9%
Transitional Housing	8.1%	10.1%	9.9%	8.6%	8.5%
Other	5.1%	4%	3.3%	4.3%	6.6%
Missing
Total	100%	100%	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 44 shows the percentage and age of probation youth in foster care by year.

Sutter County Probation has intensely focused on prevention and intervention services within the community since at least 2008. Sutter Probation emphasizes partnerships and active collaboration among stakeholders to serve and work with youth and their families. An integral part of reducing the numbers of youth involved in the juvenile justice system has been identifying youth at risk, well before actual involvement. With Probation Officers stationed on school sites and having created collaborative relationships with schools and local law enforcement, probation is able to provide voluntary, evidence-based prevention services to youth aged 12 and up in the entire community. Further, youth with identified

risk factors are recognized and referred to services by agencies within the county, including probation, child welfare, behavioral health, community-based organizations, and city and county schools. (CPP pg. 23)

Through both legislative changes and prevention and intervention efforts, probation has reduced the average number of youths under probation supervision from over 97 in 2015, to approximately 32 youth in 2024. Currently, probation provides several evidence-based programs.

TABLE 44: PROBATION CHILDREN IN FOSTER CARE, BY AGE

Age Group	1-Oct-20	1-Oct-21	1-Oct-22	1-Oct-23	1-Oct-24
11-15
16-17	.	.	66.7%	.	33.3%
18-21	.	.	33.3%	100%	66.7%
Missing
Total	.	.	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 45 shows the number and ethnicity of probation youth in foster care by year. The majority of youth who have entered care are White.

TABLE 45: PROBATION CHILDREN IN FOSTER CARE, BY RACE/ETHNICITY

Race/Ethnicity	1-Oct-20	1-Oct-21	1-Oct-22	1-Oct-23	1-Oct-24
Black	.	.	33.3%	.	.
White	.	.	66.7%	100%	100%
Latino
Asian/P.I.
Nat Amer
Missing
Total	.	.	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 46 shows probation youth by placement type. The most common placement type is Transitional Housing.

TABLE 46: PROBATION - CHILDREN IN FOSTER CARE BY PLACEMENT TYPE

Placement Type	Point in Time				
	1-Oct-20	1-Oct-20	1-Oct-22	1-Oct-23	1-Oct-24
Pre-Adopt

Placement Type	Point in Time				
	1-Oct-20	1-Oct-20	1-Oct-22	1-Oct-23	1-Oct-24
Relative/NREFM
Foster
FFA	.	.	33.3%	.	.
Court Specified Home
Tribally Approved Home
Group/STRTP	50%
Shelter
Non-FC
Guardian - Dependent
Guardian - Non-Dependent
Runaway
Trial Home Visit
SILP
Transitional Housing	.	.	33.3%	100%	50%
Other	.	.	33.3%	.	.
Missing
Total	.	.	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 47 shows the child welfare population by age and service component in Sutter County. Permanent Placement is the dominant placement type overall with 50% of children participating in Permanent Placement, followed by Family Reunification at 23.8%. In analyzing the data, over 50% of children are in the permanency placement caseload service type. These are children for whom reunification efforts have been terminated and they are awaiting a permanent placement plan of guardianship, adoption, or reunification.

TABLE 47: CHILD WELFARE- CASELOAD BY SERVICE COMPONENT TYPE AND AGE, OCTOBER 1, 2024

Age Group	Service Component Type							Total
	Emergency Response	No Placement FM	Post-Placement FM	Family Reunification	Permanent Placement	Supportive Transition	Missing	
Under 1	25%	20%	6.3%	15.2%	3.7%	.	.	7.7%
1-2	.	20%	18.8%	27.3%	17.3%	.	.	17.9%
3-5	.	20%	.	21.2%	13.6%	.	.	12.8%

Age Group	Service Component Type							Total
	Emergency Response	No Placement FM	Post-Placement FM	Family Reunification	Permanent Placement	Supportive Transition	Missing	
6-10	.	10%	37.5%	15.2%	25.9%	.	.	21.2%
11-15	50%	30%	31.3%	3.0%	24.7%	.	.	19.9%
16-17	25%	.	6.3%	18.2%	9.9%	.	.	10.3%
18-21	4.9%	100.0%	.	10.3%
Total	100%	100%	100.0%	100.0%	100.0%	100.0%	.	100.0%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Table 48 shows children in care by service component and ethnicity In Sutter County. The most common Ethnicity/Service Component intersection is White children participating in No Placement FM at 90% of all children.

TABLE 48: CHILD WELFARE- CASELOAD BY SERVICE COMPONENT TYPE AND RACE/ETHNICITY, OCTOBER 1, 2024

Age Group	Service Component Type							Total
	Emergency Response	No Placement FM	Post-Placement FM	Family Reunification	Permanent Placement	Supportive Transition	Missing	
Black	.	.	6.3%	21.2%	3.7%	8.3%	.	7.7%
White	75.0%	90.0%	50.0%	51.5%	51.9%	41.7%	.	53.8%
Latino	25.0%	10.0%	43.8%	27.3%	35.8%	50.0%	.	34.0%
Asian/PI	8.6%	.	.	4.5%
Nat Amer
Missing
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	.	100.0%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Table 49 shows probation youth by service component. All youth in care are participating in Family Reunification or Supportive Transition (EFC).

TABLE 49: PROBATION- CASELOAD BY SERVICE COMPONENT TYPE AND AGE, OCTOBER 1, 2024

Age Group	Service Component Type							Total
	Emergency Response	No Placement FM	Post-Placement FM	Family Reunification	Permanent Placement	Supportive Transition	Missing	
Under 1
1-2
3-5
6-10
11-15
16-17	.	.	.	100%	.	.	.	50%
18-21	100%	.	.
Total	.	.	.	100%	.	100%	.	50%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Table 50 shows probation youth service component type by ethnicity.

TABLE 50: PROBATION- CASELOAD BY SERVICE COMPONENT TYPE AND RACE/ETHNICITY, OCTOBER 1, 2024

Age Group	Service Component Type							Total
	Emergency Response	No Placement FM	Post-Placement FM	Family Reunification	Permanent Placement	Supportive Transition	Missing	
Black
White	.	.	.	100%	.	100%	.	100%
Latino
Asian/PI
Nat Amer
Missing
Total	.	.	.	100%	.	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports. from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

Placement Status for Children with ICWA Eligibility, October 1, 2024

During this point in time, there were no Indian Child Welfare Act (ICWA) eligible Child Welfare or Probation children in foster care.

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. The Board of Supervisors serves as the primary governing body of a county, responsible for legislative, executive, and quasi-judicial functions, overseeing local government operations and ensuring public services are effectively delivered. In Sutter County, Child Welfare and Probation operate under the direction and funding decisions of the Board of Supervisors, which influence program priorities, community partnerships, and service capacity. BOS decisions shape how these departments coordinate efforts, allocate resources, and implement initiatives.

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 DistrictBrowns Elementary School DistrictEast Nicolaus Union High School DistrictFranklin Elementary School DistrictLive Oak Unified School District		The collaboration between Child Welfare Services, Probation, and the schools provides educational success and stability of children in foster care.

Agency Type	Agency Name	Agency Description	How Relationship Affects Continuum of Care
	<ul style="list-style-type: none"> • 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 		
Law Enforcement Agencies	<ul style="list-style-type: none"> • Sutter County District Attorney • Sutter County Probation Department • Sutter County Sheriff Office • Yuba City Police Department • California Highway Patrol 		<p>Building on existing collaborations, the implementation of the COC provides the opportunity to educate law enforcement partners on the trauma of removals and the participation in the juvenile justice system. The Probation Department is working closely with law enforcement prior to the school year to discuss preventative options for youth they come into contact with.</p>
Public Health		<p>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</p>	

Agency Type	Agency Name	Agency Description	How Relationship Affects Continuum of Care
		children in foster care are receiving medical and dental care, 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 which was established in March, 2021 and renewed in 2025 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. The 2083 group meets monthly.

Family Intervention Team (FIT): FIT meets monthly and 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 Office of Education or designee, a representative from Yuba City Unified School District, a representative from Alta California Regional Center, a representative from Sutter County Special Education Local Plan Area, and a representative from Sutter County Children and Families Commission. The FIT is responsible for the direct management and operation of the Sutter County’s Integrated Children’s System of Care. The members use 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 meets 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 MDT 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 includes 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; and, 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 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 are 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 Superintendent of Schools Office, and Alta California Regional Center. The FAST team meetings are helpful to staff in discussing complicated cases and case plans that address those needs.

SuperFAST: SuperFAST is the Interagency Placement Committee (IPC) that meets monthly and consists of, but is 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 an STRTP or other congregate care setting, cases in which a youth is transitioning from an STRTP or other congregate care setting to a home-based placement setting and discusses needs and services including Wraparound services for youth in an STRTP placement. The IPC also reviews youth receiving Wraparound services that are at risk of a higher level of placement (i.e., out of home placement or to a higher-level school placement).

Child Welfare and Probation 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 inclusion
- 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
 - Approving 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 (FSP) - The TAY is the highest level of outpatient care for local youth. The Program serves youth ages 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 old.
- 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, stabilize the youth, and provide 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 Health and Human Services programs have the necessary resources to provide services to clients.

Adult Services Branch:

The Adult 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 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 individuals, families, and the community as a whole.

Structure/Organization of Service Components

Child Welfare Services is comprised of:

- Emergency Response Unit
 - Receives calls from mandated 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.
 - Coordinates Child and Family Team meetings.
 - Formulates case plans.
 - Refers children and families to services including but not limited to mental health, substance abuse, and parenting.
 - Completes inquiries, including but not limited to ICWA
 - Conducts Family Finding and Engagement efforts
- Ongoing Unit

- Provides Family Maintenance, Family Reunification, and Permanency Placement services.
- Provides services to Non-minor Dependents.
- Completes Status Review Hearing Court reports.
- Refers children and families to services including but not limited to mental health, substance abuse, and parenting.
- Coordinates Child and Family Team meetings.
- Refers youth to Independent Living Plan (ILP) services provided through a contract with Yuba College
- Refers youth aged 18-24 to THP+ program through contract with local FFA – Children’s Hope
- Completes ICWA inquiries
- Conducts Family Finding and Engagement efforts
- Resource Family Approval (RFA) Unit
 - Recruits families to become resource parents.
 - Conducts an RFA orientation.
 - Conducts home assessment evaluations.
 - Conducts interviews of the resource family and completes the Family Evaluation.
 - Refers resource families to training opportunities through Foster Parent College, which are provided via contracted services with Yuba College.
 - Investigates complaints against resource families
- Child and Family Services Reviews
 - Performs qualitative reviews of child welfare cases for the purpose of system improvement
 - Conducts detailed interviews with each person involved in the case.
 - Completes 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. One social worker is assigned to the RFA unit. When assigning cases to a social worker from the Emergency Response Unit to the Ongoing Unit, the supervisors discuss factors to consider such as the needs of the family, the family’s culture, social worker’s caseload, and how complex the case may be, which could require a more experienced social worker.

An Emergency Response Social Worker average caseload size per month is five investigations and two cases. The ongoing cases in Sutter County consists of Family Maintenance, Family Reunification, Permanent Placement, and Supportive Transition.¹ The average caseload size per social worker in Sutter County is between ten to twelve cases.

How Staff is Recruited

DEMOGRAPHIC CHARACTERISTICS OF THE WORKFORCE AS OF MAY 2025:

Position Type	Salary Range	# Staff	Vacant	Average Years' Experience	Current Staff: Types of Degrees/Certificates
Branch Director	\$10,228.46 - \$13,977.63	1	0	1	MSW
Program Manager	\$7,937.01 - \$10,995.62	1	0	15	MS
Supervisor Social Worker II	\$6,590.13 - \$9,079.20	4	0	8.25	4 MSW
Supervisor Social Worker I	\$6,260.80 - \$8,645.87	1	0	10	1 BSW
Social Worker IV	\$5,941.87 - \$8,077.33	8	3	1.75	7 MSW, 1 MS
Social Worker III	\$5,638.53 - \$7,638.80	8	1	6.86	3 BSW, 2 BS, 3 BA
Social Worker II	\$5,076.93 - \$7,106.67	6	0	2.81	2 BS, 2 BA, 2 HS
Social Worker I	\$4,307.33 - \$6,203.60	0	0	0	N/A
Extra Help Social Worker III/IV	\$5,638.53 - \$8,077.33	0	1	0	New position, to be hired
Social Services Aide	\$3,610.53 - \$4,997.20	2	0	2.13	1 AA&AS, 1 HS
Vocational Assistance	\$3,159.87 - \$4,562.13	1	0	3.75	1 HS
Staff Analyst	\$5,840.55 - \$7,931.12	2	0	1.5	2 BS
System Support Analyst	\$4,033.47 - \$5,690.53	1	0	3.5	1 HS
Legal Secretary II	\$3,929.47 - \$5,522.40	2	0	5.17	2 HS
Office Assistant II	\$3,159.87 - \$4,562.13	1	0	4.33	1 HS

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 IV-E Employment Seminars, and internship recruitment. Upon completion, the application is screened, the applicants participate in an oral board and are ranked based on their responses and subsequently offered a position pending background checks.

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 (CWS) experienced an improved staff retention from 2023 to 2025, successfully maintaining a consistent staffing level. Of the 38 positions, nearly all have been filled and sustained. Turnover has remained low with only two voluntary resignations (5%), one release during probation

¹ www.SafeMeasures.org

(2.6%), one retirement (2.6%), one transfer to a different department (2.6%) and two internal promotions (5.3%).

In 2023, Child Welfare Services (CWS) underwent a leadership transition at the program management level with the appointment of a new Program Manager. This transition introduced a renewed strategic perspective while preserving continuity in program operations and sustaining leadership support for staff. In 2024, an additional leadership change occurred with the retirement of the Branch Director and the subsequent appointment of a new Director. This development represented a significant milestone for the Department, bringing in new executive leadership while maintaining commitment to service excellence and the advancement of positive child welfare outcomes.

Also in 2023, CWS established an in-house training initiative led by a designated Supervising Social Worker to support the development of both new and existing staff. As of March 2025, five social workers have successfully completed the training, ensuring a well-prepared and supported workforce.

Despite these staffing transitions, CWS has consistently met key performance benchmarks, including monthly contacts with children and the timely investigation of child abuse and neglect referrals.

Notably, the majority of CWS staff remain highly experienced. At the time of the Peer Review in April 2025, only two social workers had one year or less child welfare experience. The remaining staff had substantial child welfare experience ranging from two to 18 years.

Race and Ethnicity of Workforce and Cultural Needs of the Population

Currently, Child Welfare Services staff is comprised of 16 white (Not Hispanic), 14 Hispanic or Latino, six Asian, one Black, and one represented by two or more races. The data was provided by Human Resources and pulled from Workday in May 2025.

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 seven certified Spanish translators and one certified Punjabi translator. 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 bi-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, including Implicit Bias, Cultural Humility, Multi-Ethnic Placement Act (MEPA), and Civil Rights.

Impact of Staffing on Data Entry into CWS/CMS

Despite a high number of inexperienced staff in recent years, Child Welfare Services continues to prioritize timely and accurate data entry into the CWS/CMS system. New staff receive training on CWS/CMS as part of their onboarding process, and many have demonstrated a strong ability to learn quickly. Improvements

in staff retention have further contributed to greater stability in data quality and consistency. Additionally, data cleanup initiatives have enhanced the overall accuracy and reliability of the system.

Analysis of CWS Staffing: Strengths, Challenges and Barriers

Strengths: Newly hired social workers are promptly enrolled in the Core for Social Workers training program through UC Davis Northern California Training Academy located in Davis, California. During their first three months of employment, social workers are not assigned any cases. This dedicated time allows them to fully participate in training, helping them build a strong foundation before taking on responsibilities.

CWS supports continuous professional development by requiring all social workers to attend regular training sessions to enhance their skills. In 2023, the agency designated a Supervising Social Worker to lead training development. This resulted in the creation of a standardized in-house training for both new and current staff.

The in-house training program for new social workers consists of two phases. The first phase, which takes place during the initial three months, is classroom-based and focuses on intake procedures, Court report writing, and case management. During this time, social workers are not assigned any cases. The second phase spans the following three months and involves field-based training. In this phase, social workers are assigned up to three cases—typically including a 10-day referral and an emergency response investigation—and begin participating in the hotline call rotation. A dedicated training supervisor monitors their progress closely and provides direct support as needed.

As of March 2025, five social workers successfully completed both phases of the training program. To further support retention, Sutter County offers incentives such as flexible work schedules and the option to work from home, contributing to a positive and sustainable work environment.

Challenges/Barriers: Hiring master's degree social workers has been a challenge but Sutter County continues to work with CSU Chico and CSU Sacramento to recruit Master of Social Work 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).

PROBATION

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. Although all Probation's prevention and intervention services are offered to youth community-wide, not merely youth referred for a citation or arrest, 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.

The Probation Department is led by the Chief Probation Officer. There are three divisions within the department: Adult Division, Juvenile Division, and 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 Adult Division consists of three units, Adult Intake, Adult Supervision, and Adult Programs. The Juvenile Division is comprised of two units, Juvenile Intake and Juvenile Supervision.

Demographic Characteristics of the Juvenile Placement Workforce

Position Type	Salary Range	Staff	Vacant	Years' Experience	Degrees / Certificates	Gender	Race / Ethnicity
DPO II	\$63,627.20 to \$87,193.60	1	0	6	Bachelor's Degree Certificate in Chemical Dependency Counseling	Female	Hispanic
Supervising PO	\$82,804.80 to \$110,864.00	1	0	10	Bachelor's Degree	Female	White
Deputy Chief PO	\$100,817.60 to \$136,427.20	1	0	26	Bachelor's Degree Certified Substance Use Disorder Counselor	Female	White
Chief PO	\$129,854.40 to \$174,408.00	1	0	22	Bachelor's Degree	Female	White

How Staff are Recruited and Selected

Sutter County Probation relies on Sutter County Human Resources to recruit and select Deputy Probation Officers. Deputy Probation Officer candidates must apply and meet minimum qualifications (MQs). Those that meet the MQs then take a standardized State test, and those that pass are ranked. The top tier rank then moves on to a panel interview at Human Resources (HR). Those that score in the top tier for the HR panel interview then move on to a Probation Department panel interview. At that point, the Chief Probation Officer decides which candidate(s) are offered a Background Investigation. If a candidate passes the Background Investigation, they may be offered Conditional Employment and referred for a Psychological Evaluation and Medical Assessment. If the candidate passes both, they are then hired. Newly hired Deputy 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 Deputy 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, a Deputy Probation Officer's experience as a probation officer, interest, skill, organization, attention to detail, ability to engage youth, proactiveness, and efficiency are all taken into great consideration when determining an effective match for the assignment. Generally, a Deputy Probation Officer (DPO) has several years' experience before being considered for the placement assignment. The current Deputy Probation Officer assigned to Placement has a bachelor's degree in criminal justice, a certificate in Chemical Dependency Counseling, several years' experience providing direct service to adolescents, and three years' experience as a Deputy Probation Officer.

Sutter County Probation has a volunteer/intern program with agreements with California State University, Sacramento and California State University, Chico to allow students to gain experience and university credits.

Turnovers and Impact of Vacancies/Challenges of Probation Workforce

Probation staff turnover has increased in the past five years. The current Deputy Probation Officer who supervises placement youth has been in the assignment for one year. The Placement Probation Officer (PPO) reports to two supervisors, one for intake-related duties and the other for placement supervision. Because the number of youths in placement remains low, placement is not its own caseload, and the duty is added on to an existing assignment. Currently, a DPO in the juvenile intake unit supervises placement youth. Because placement is such a specialized assignment, changes happen infrequently. Data entry into the CWS/CMS system happens timely and regularly and is frequently shared by the PPO and the SPO, with monthly audits from SafeMeasures to ensure required data is entered appropriately. As described above, the supervisor to worker ratio for probation is as follows: DCPO to two SPOs; SPO to three DPOs, one Probation Aide, and one Intervention Counselor; SPO to five DPOs. Being a small unit means cases are discussed frequently and most staff are familiar with all the supervised probation youths.

Probation identifies placement as a priority, thus if there are vacancies in the department and/or juvenile unit, placement is not affected. There has been such low turnover in the assignment of Placement Probation Officer, that there have only been five individuals in this assignment over the past 18+ years. Many characteristics and abilities are considered when filling this assignment, including organizational skills, attention to detail, respect of timelines, professional demeanor, understanding of a youth's rights, understanding and practice of evidence-based practices, ability to build rapport swiftly, and interest and passion in helping foster youth.

Bargaining Unit

The Probation Officers Safety Unit is represented by the Sutter County Probation Officers Association, Public Employees Union Local No. 1. To date, there have been no bargaining unit issues impacting probation placed youth.

Impact of Staffing on Data Entry into CWS/CMS

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

Methods for Assigning Cases

Due to the low number of placement cases, methods for assigning cases is a non-issue. There is only one Placement PO, thus when a case arises, it is assigned to said officer. Cases where a youth maintains dependency status and is also on a lower level of probation (probation without wardship, Deferred Entry

of Judgment, informal probation) are matched with a DPO that will co-case-manage the youth and family with a Child Welfare Services Social Worker.

Probation Average Caseload Size per Officer in the Placement Unit

The Placement Unit consists of the DCPO, an SPO, and one Deputy Probation Officer. Over the past five years, Sutter County Probation has only had three youth in placement (not all at the same time). Two of those youth transitioned to non-minor dependency, and a third entered directly to non-minor dependency as a crossover youth from CWS. Due to the small caseload of placement youth, as noted above, the placement supervision responsibility is added to an existing assignment. Currently, a DPO in the juvenile intake unit supervises placement youth.

Race and Ethnicity of Workforce and Cultural Needs of the Population

As noted above, Sutter County has a diverse population, including a high number of Hispanic and Asian residents, with various cultural needs. The 2022 Sutter County population includes 50.3% White, 32.4% Hispanic or Latino, 17.5% Asian, 15.8% Multiracial, 1.7% Black, 1.6% American Indian or Alaska Native, 0.4% Native Hawaiian/Other Pacific Islander². Sutter County Probation has ten certified translators to assist with translation services for Spanish, two of whom are assigned to the Juvenile Division. If there is not a translator available, Sutter County Probation has access to 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 Latino Outreach.

Currently, the department's placement staff is comprised of two white females (DCPO/SPO) and one Hispanic female (PPO). Further, Probation has only placed three youths in the past five years, one male (white and Native American) and two females (white). A fourth youth was supervised as a Ward while a non-minor dependent (Black). Staff are continually exposed to training 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 actions, to best meet their needs and support their goals.

Staff are continually exposed to training 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 actions, to best meet their needs and support their goals. Trainings include, but are not limited to, Annual ICWA Conference, Commercially Sexually Exploited Children, LGBTQ+ 101, Healing through Understanding: Trauma, Brain Science and Transformation, Keeping Youth at the Center: Principles and Strategies for Engaging Young People, Implicit Bias, Building Bridges of Inclusion: 2SLGBTQIA+ Rainbow Community 101 - Understanding Pronouns, Definitions, and Becoming an Ally, Family Engagement, Motivational Interviewing.

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

² US Census Bureau, 2023 American Community Survey 5-Year Estimates, "Race," Table B02001. https://data.census.gov/table/ACSDT5Y2023.B02001?g=040XX00US06_050XX00US06101&y=2023

Leadership), Probation, and the Child Abuse/Domestic Violence Prevention Council which provides 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), 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 the Sutter County General Fund, the Youth Offender Block Grant, the Juvenile Justice Crime Prevention Act, Juvenile Probation Fund, Juvenile Justice Realignment Block Grant, Juvenile Reentry Grant, the Providing Access and Transforming Health (PATH) California Advancing and Innovation Medi-Cal (CalAIM) Round 3 Grant, Commercial Sexual Exploitation of Children (CSEC), Child Family Team (CFT), access to probation placement specific youth funding through CWS, 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, supporting of youth upon reentry into the community, and various intervention programs.

Child Welfare/Probation Operated Services

Position Type	Description
Detention Facility	Sutter County Probation does not operate a juvenile detention facility; however, it partners with Yuba and Colusa Counties through a Joint Powers Agreement (JPA), housing youth at the Tri-County Youth Development Center (YDC), the Maxine Singer Youth Guidance Center (MSYGC), and the Resilience Program (RP), which are all located in Marysville, CA. Yuba County Probation operates both facilities per the JPA. The 34-bed YDC provides safe and secure housing for wards and youth pending Juvenile Court under the care of Yuba County and offers an array of programs and services. The MSYGC is a 60-bed facility for male youth. The Resilience Program is a 15-bed facility for youth dispositioned to the Secure Youth Track program. In addition to a full school program, all facilities utilize evidenced-based interventions to include Positive Behavior Interventions and Supports (PBIS), Change Companies Interactive Journaling, cognitive behavioral groups, case planning, and skill building. In addition, educational services, vocational services, recreational activities, religious services, grief counseling, family counseling, parent education classes, medical and behavioral health care are also provided. The Matrix Substance Dependence Program for Adolescents is provided for youth housed in the facility who are assessed for a dependent level of drug/alcohol treatment. Moral Reconation Therapy (MRT) is offered at the YDC and is a program which leads youth to enhanced moral reasoning, improved decision making, and increased frequency of appropriate behavior. In Fiscal Year 2023-2024, there were 43 (includes duplicated youth) YDC youth admissions for

Position Type	Description
	Sutter County, one RP youth serving the remaining baseline of a Department of Juvenile Justice commitment, and three youth committed to MSYGC. Youth awaiting placement that are detained in any of the three facilities have access to all the above services.
County-Operated Shelters	Sutter County does not operate a County Shelter. Social Workers contact Foster Family Agencies (FFA) and/or Resource 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 or any FFA or Resource Family Home to provide this service.
County Approval of Resource Families	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) for more 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 Regional 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 youths 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 have 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.
Adoptions	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 CDSS Adoptions Bureau, Chico Regional Office.

Other County Programs

CHILD WELFARE

Position Type	Description
CalWORKS	<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 meets 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.
Public Health	<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 and assists 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 Counties. 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 Office to provide Substance Abuse counseling, as well as other Evidenced-Based Programming. In January 2022, the IC position was permanently absorbed as a Probation employee.
Other	<p>Private Contractors</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, but who need housing</p>

Position Type	Description
	<p>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 wards and are at risk of being placed in a licensed Short Term Residential Therapeutic Program (STRTP), or are transitioning from an STRTP to a family-based setting.</p> <p>Sutter County has a contract with Youth for Change to provide 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. There have been six FURS referrals made to Sutter County.</p> <ul style="list-style-type: none"> • <u>Sutter County Probation Department</u> <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

Position Type	Description
	<p>Commission works with many community partners to provide a complementary array of services to the youngest children and their families in Sutter County.</p> <ul style="list-style-type: none"> • 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; working with parents while visiting their children; assisting parents in their homes with behavioral interventions; developing and teaching 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.

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.

PROBATION

Sutter County Probation collaborates with many County departments to access resources and programming, including CalWORKS, Child Welfare Services, Public Health, Sutter Yuba Behavioral Health, local law enforcement agencies, and Sutter County Superintendent of Schools. Barriers sometimes arise around Probation's jurisdiction with youth, and continual education is needed to provide stakeholders and agency partners about juvenile justice law changes, that juvenile probation placement is subject to the same removal criteria as child welfare, around limits on what Probation can legally do in a case, as well as what programs are available for youth and families and whether or not they are voluntary programs or can be mandated. That said, because there are long-standing, solid relationships in place, when barriers arise, especially impacted waitlists, the barriers are discussed at either the FAST and/or the SuperFAST meeting (where all placement youth are discussed monthly). Partners in the meeting assist in brainstorming and/or educating on other services and/or assistance that may be available to bridge the waitlist gap, and/or that may serve the family with the same type of service/program. If the matter has urgency, a 'Super Staffing' meeting is convened with core county partners (typically Probation, Child Welfare, and any specific agencies involved in the case) to discuss the barrier/need and to problem solve. For instance, in order to meet the needs of one youth, both Sutter Yuba Behavioral Health (SYBH) and the contracted community-based organization, Youth for Change, worked together to provide Wraparound services. The youth was resistant to a new therapist with Youth for Change but was willing to continue with the SYBH therapist. The partner agencies were able to coordinate services so the youth would

continue receiving individual therapy with the SYBH therapist, while the youth and family also received the added Wraparound services via Youth for Change. In another instance, a youth was at a Short-Term Residential Therapeutic program out of county and there was a significant delay in psychiatric services in said county, so SYBH assisted in keeping the youth's psychiatric service open via telehealth until the other county could pick up services. The collaboration between agencies in Sutter County is incredibly valuable. The Sutter County Probation Department Juvenile Division also provides direct service of several programs, the majority of which are evidence-based programs to any youth in the community aged 12 years and older (unless specified) as noted below.

Program	Prevention	Intervention	Population Served
Digital Citizenship	X		6th & 8th Grade Students
The Change Companies – Interactive Journaling	X	X	Adolescents Aged 12 to 24
The Parent Project	X	X	Parents of strong-willed adolescents aged 11 and up
Seeking Safety	X	X	Adolescents Aged 12 to 24
Sutter County Probation Mentoring Program	X	X	Adolescents Aged 12 to 24 (Probation-involved only)
Encompass: Cognitive Behavioral Therapy for Adolescents with Substance Use Disorders (Adolescent Community Reinforcement Approach)	X	X	Adolescents Aged 12 to 24
Matrix Model for Teens and Youth Adults	X	X	Adolescents Aged 12 to 24

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 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 take a collaborative approach to meeting the vast array of mental and behavioral health needs of children in foster care placement and in their homes as a pre-placement intervention. Sutter County Probation utilizes the Positive Achievement Change Tool (PACT) to assess for mental health needs and CWS utilizes the Mental Health Screening Tool (MHST) for children in foster care, completing it within the first thirty days of placement and a minimum of every six months subsequently, in order to assess the need for mental health services. Social workers complete the tool collaboratively with parents and resource parents, gaining a true understanding of the needs of the child. If the MHST screening or the PACT indicates a need for mental health services, the child is immediately referred for further assessment by Sutter-Yuba Behavioral Health (SYBH), who can refer the youth to a wide variety of services. Services can be provided in-house through Youth Outpatient services or through Children's System of Care (CSOC). Alternately, SYBH contracts with a community- based partner, Youth for Change, to provide services like Therapeutic Behavioral Services (TBS), Intensive Home-Based Services (IHBS), Full Services Partnership (FSP), and a variety of other services to best meet the needs of youth and achieve identified mental health goals consistent with the well-being of the child and family. CWS and Probation, through the use of Child and Family Teaming, engages behavioral health partners in the planning and care of youth in foster care who are receiving mental health services. CWS also has a contract with Youth for Change to provide high fidelity Wraparound services to Sutter County children and youth who are California Welfare and Institutions Code 300 dependent or 602 ward and are at risk of being placed in a licensed STRTP, or the youth is transitioning from an STRTP to a family-based setting.

Presumptive Transfer (AB1299)

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

Continuum of Care Reform (CCR)

Short Term Residential Therapeutic Program (STRTP)

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

Resource Family Approval (RFA)

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

Probation continues to work in collaboration with CWS for Resource Family Approval. When Probation identifies a family for RFA, Probation and CWS work together to move that family through the RFA application process.

To recruit resource families, RFA routinely hands out flyers, brochures and interest cards at local community events, as well as posting on social media.

Level of Care Protocol (LOCP)

The Level of Care Protocol was developed as a strength-based approach for determining foster care rates for resource families to meet the 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 then totaled to translate to an LOC rate. Sutter County CWS and Probation Staff have been trained on the LOCP and have implemented the LOC Matrix to determine the appropriate LOC for youth in foster care.

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

Child and Family Team (CFT) meetings are held within the first 60 days of placement, and every 90 days or six months, depending on whether or not the child is receiving specialty mental health services. The goal of CFTs is to engage support persons, including natural supports, agency supports, and community/partner agencies, to collaborate on the needs and provision of services for children and families receiving CWS services. CWS social workers are trained to facilitate CFTs on cases in which they are not the assigned social worker; however, since August 1, 2022, CWS has had a dedicated social worker facilitating CFTs. The CFT facilitator works cooperatively with social workers, including the use of an internal referral form to ensure the facilitator has all necessary information prior to the meeting. Sutter County Probation has three 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 and supervisors became certified in completing CANS assessments, after attending CANS training through the Praed Foundation Collaborative Training Website (TCOM). In 2023, CWS reevaluated its CANS process and identified a social worker to be certified in completing the CANS. The social worker is responsible for the completion of all CANS assessment, with the assistance of the case-carrying social worker. The CANS assessment is a comprehensive trauma-informed tool that supports decision-making and service planning. The tool also identifies strengths and needs and assists with placement decisions. Currently, CWS has a CFT/CANS procedure which addresses the integration of the CANS assessment into the CFT meeting, as well as completing the CANS tool and documenting it in the new CARES system; however, the procedure is currently being updated with the new process of a dedicated facilitator.

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

Commercial Sexual Exploitation of Children (CSEC)

With the growing concern for the sexual exploitation of children, specifically those vulnerable youth in foster care, Sutter County developed a CSEC plan and protocol and initiated a Memorandum of Understanding (MOU) between Sutter County Health and Human Services Department, Sutter-Yuba Behavioral Health, Sutter County District Attorney's Office, Sutter County District Attorney Victim Services Program, Sutter County Sheriff's Office, Yuba City Police Department, and Sutter County Probation on May 21, 2019. The MOU was updated in 2023. 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, including CSEC 101, and 102. CWS and Probation continue to send staff to ongoing training through the Northern Training Academy and West Coast Children's Clinic. A CWS supervisor also attends every two months the Northern California Preventing and Addressing Child Trafficking (PACT) meetings which provide an opportunity for counties to share lessons learned, collaborate on resources, and update each other on current progress/best practices to improve the child trafficking response. A CWS supervisor also attends quarterly CSEC Action Team meetings which cover a diverse set of topics relevant to youth experiencing CSE. Probation also attends CSEC-related trainings beyond CSEC 101 and 102, and begins the screening process for CSEC risk factors at the probation-intake level, when a youth first enters the probation system.

AB 12/Non-Minor Dependents

CWS and Probation continue to implement AB12 and the Fostering Connections to Success Act, with most youth opting to remain in care after they reach age 18. Most 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 for ILP services, which are provided through Yuba Community College Youth Empowering Strategies for Success (YESS) program. As of October 2024, CWS designated a social worker to specialize in providing services to AB12 youth. Social Workers and Probation Officers continue to support youth in AB12 through case management, home visits, and referrals for services.

Credit Reports

Probation and CWS continue to implement California Senate Bill No. 1521 (Chapter 847, Statutes of 2012), which amends W&IC section 10618.6 to comply with federal law. It requires the County Welfare Department and County Probation Department, or the California Department of Social Services (CDSS) (if an electronic batch request process is available), to request a credit report from each of the three Credit Reporting Agencies (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 SB 1521.

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 fills this gap by providing a central place for children, youth, and their caregivers to contact to receive both immediate phone support, as well as in-person support when needed, on a 24/7/365 basis. FURS is intended to provide immediate, trauma-informed support to current and former foster youth and their caregivers and work closely with their CFT, if applicable, in a broad array of circumstances to:

- Improve child and youth and family outcomes;
- Improve retention of current foster caregivers;
- Help maintain children and youth in their current living situations and reduce placement moves;
- Improve the trust and relationship between the child or youth and their caregiver;
- Connect children or youth and their caregivers to existing services in their communities;
- Reduce psychiatric hospitalizations, law enforcement contacts, and placement in congregate care facilities;
- Promote stability for youth in foster care, including youth in extended foster care; and
- Provide children and youth and caregivers with the tools that they need to heal from trauma and to thrive.
- Reduce the rate of re-entry of former foster youth back into out of home care; and,
- 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. Sutter County has received six referrals for FURS since 2021.

Interagency System of Care (AB2083)

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

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

CDSS in ACL 19-116. Sutter County's MOU was completed on March 1, 2021, and has served as a valuable tool in ensuring children receive coordinated, timely, and trauma-informed services in Sutter County. The MOU was reviewed and last updated effective March 1, 2024, and is valid through February 28, 2026. Ongoing review and oversight of the implementation of the MOU is conducted through the Interagency Leadership (ILT) group that convenes monthly.

Probation and RFA/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 three trained CFT Facilitators, one which is trained and certified 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 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 interventions within the case plan ensures that 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, and interest cards are routinely handed out at local community events, and social media posts are made routinely.

Family First Prevention Services Act (FFPSA)

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

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

Sutter County has implemented the requirements set forth in ACIN I-73-21, including the identification of a Qualified Individual (QI), and meeting all required Court and notification requirements. CWS finalized the FFPSA Part IV policy and procedure on September 21, 2022. In addition to a QI and meeting the Court

and notification requirements, FFPSA Part IV requires six months of aftercare support to be provided to a child dependent/NMD transitioning from an STRTP to a family-based setting. Sutter County currently contracts with a local provider to provide high fidelity Wraparound services. Wraparound provides intensive aftercare services to children/NMDs and families with complex needs using a team-based approach. The child and family team develops and follows a service plan that is family-centered, strengths-based, and needs driven. The Wraparound program aligns with the ten Wraparound principles: Family Voice and Choice, Team Based Decision Making, Natural Supports, Collaboration, Community-Based Service Delivery, Culturally Respectful and Relevant Individualized Services, Strengths-Based Support, Persistence, and Focus on Outcomes.

Board of Supervisors (BOS) Designated Commission, Board or 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 in 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 fun Commission (CCTF), Board or Council

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 to community-based organizations for child abuse prevention services.

PSSF Collaborative

The Sutter County Board of Supervisors designated the Department of Health and Human Services, Children's Services Branch, Child Welfare Services to administer Promoting Safe and Stable Families (PSSF) funds allocated through the Office of Child Abuse Prevention (OCAP) to support programs that strengthen families, prevent child abuse and neglect, and promote child well-being.

Child Welfare Services administers PSSF which includes monitoring subcontracts to ensure effective and appropriate service delivery, collecting data, and evaluating outcomes to assess program effectiveness, maintaining compliance with all funding requirements, and completing and submitting annual reports for all PSSF-funding, including reporting to OCAP.

The Domestic Violence/Child Abuse Prevention Council works closely with Child Welfare Services in the planning, oversight, and funding recommendation process for PSSF services. The Council reviews local data on child abuse and domestic violence involving children, evaluates proposals from service providers, and assesses the outcomes of current programs. Based on these evaluations, the Council makes funding recommendations to the Board of Supervisors, ensuring that all recommendations align with PSSF goals, Council objectives, and the community needs identified in the County Self-Assessment.

Systemic Factors

Management Information Systems

CHILD WELFARE

TABLE #1: 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
Child Welfare Services Child Management System (CWS/CMS)	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.	As a dedicated County, Child Welfare is limited in 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 11. 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 such as data not being entered in a timely manner and being entered in the wrong field. Enhancing our knowledge of which

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
		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>Evaluation of Operational Activities:</p> <p>For Child Welfare, the information is provided to and for workers, as well as management.</p>	
SafeMeasures®	<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>Safe Measures is a web-based data reporting system that allows social workers, supervisors, and administrators to monitor numerous aspects of a case based on data extracted from CWS/CMS every few days. Safe Measures provides information to determine compliance with federal, State, and local requirements, track agency/unit/worker performance over time, monitor workload, and identify the status of cases. This tool enables social workers to manage their caseload requirements and upcoming deadlines.</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>	
Structured Decision-Making (SDM)	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.	

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
	<p>The tools that are used in ER are the Hotline Tool and the Safety and Risk Assessment Tool. The tools that are used in FM/FR are the Family and Child Strengths and Needs Assessment and the Risk Reassessment Tool. FR also uses the Reunification Assessment Tool.</p> <p>Evaluation of Operational Activities:</p> <p>Hotline Tool (determine response priority)</p> <p>Safety Assessment (guides initial investigation)</p> <p>Risk Assessment (guides decision on case promotion)</p> <p>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>	
Business Objects	<p>Business Objects is an administrative tool that allows queries to be run on data that is originated in the CWS/CMS application. Staff in our Operations Support and Case Review Unit are currently building proficiency in Business Objects, pulling information from CWS/CMS extracts, which enables us to create reports and drill down to evaluate our performance at a real-life case level.</p>	

PROBATION

Child Welfare Services Child Management System (CWS/CMS)

CWS/CMS is utilized by Probation Placement staff in addition to the Probation Case Management System.

The main barrier for Probation continues to be the complexity of the antiquated CWS/CMS system. Because Probation has had few youth in placement throughout the past five years, use of the CWS/CMS is low, thus requiring booster training to use the system each time a youth enters placement.

TABLE #2: DESCRIPTION OF TECHNOLOGY USED TO MANAGE AND ASSESS THE PROVISION OF JUVENILE PROBATION SERVICES

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
Child Welfare Services Child	CWS/CMS is the secondary information system used by Probation staff to support daily case	The CWS/CMS system presents many challenges for probation

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
Management System (CWS/CMS)	management activities and referral monitoring. The placement officer and part-time clerical staff use the software primarily through a desktop computer.	staff. Lack of CWS/CMS training is a challenge. 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. Learning the system thoroughly can be time consuming and is not the primary Case Planning tool for the Probation Department.
	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/Enterprise 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/Enterprise Supervision.
	Evaluation of Operational Activities: All Court related documents are to be produced and entered in Tyler/Enterprise Supervision. This application is used for case management, supervision, and quality assurance as well as to measure department performance regarding outcome data. The Placement PO is required to enter field notes, contacts in Tyler/Enterprise Supervision, CWS/CMS and the Justice Benefits, Inc. (JBI) database, which is a time study for Title IVe funding.	
Safe Measures	A web-based data reporting system that extracts data from CWS/CMS for monitoring compliance with federal, State, and local requirements.	Probation has improved in this area and utilizes Safe Measures monthly, at minimum, to ensure data is entered correctly in CWS/CMS.
	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.	

Technologies Used to Manage and Assess CWS		
System Name	Description	Barriers/Underutilization
NOBLE Risk/Needs Assessment Tool	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 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 PO with proper level of supervision, protective, and risk factors, etc.	The integration of the Noble Assessment site with Tyler/Enterprise Supervision has helped to decrease data entry, but entry continues to take a significant amount of time.
	Evaluation of Operational Activities Probation officers use the tool to complete initial assessments, re-assessments, and final assessments of youths' risks and needs and are completed along with the six-month reviews with the Court.	
Odyssey	A web-based case management system for the Sutter County Superior Court juvenile delinquency cases.	This system may integrate with Tyler/Enterprise Supervision in the future; however, it is unknown at this time how Probation's case management system will integrate with Tyler/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.	

County Case Review System

CHILD WELFARE

Court Structure/Relationship

Sutter County has separate Juvenile Court Judges for delinquency and dependency matters. Court for dependency is held on Tuesdays and Thursdays.

Counsel for children and parents are provided. Attorney assignments are given through the Public Defender's Office.

Periodic Reviews

The Court reviews Sutter County cases a minimum of every six months and follows the State laws. Status Review Hearings Family Reunification (FR) cases in which the children are placed in out-of-home care are held at six, twelve, and in some cases eighteen months. Family Maintenance (FM) and Permanent Placement (PP) cases are heard at six-month intervals until the case is closed. The first six-month hearing is set six months after the Disposition Hearing. For FR cases the twelve-month hearing is set twelve months

from the date of the Jurisdiction Hearing or 60 days from detention, whichever comes first. 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 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 Court hearing the Judge informs parents and guardians of their rights and responsibilities to participate in the case plan.

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 regarding the children;
- Current situation regarding the children and the parents, including progress on the parents' Case Plan if they still have one;
- For children out-of-home the current or concurrent Permanent Plan, the appropriateness of placement, and input from caretakers;
- 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 date 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 regarding 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).

Notifying Caregivers of Hearings, 6-Month Reviews

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 providers' presence in the Courtroom, and the Judge decides to include or exclude them.

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 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 the 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, or 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.

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 then notify 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 (Interim Review Hearing) 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.

Notices are also sent to the parents (if parental rights have not been terminated), and the child (if over the age of ten), Resource Families, and the STRTP, if applicable. 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 are notified, if applicable under the Indian Child Welfare Act (ICWA) regulations. 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 regarding 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, Child and Family Team Meetings, 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 are held within the first 60 days of placement and every 90 days or six months throughout the life of the case depending on whether the child is receiving specialty mental health services. 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. CWS social workers are trained to facilitate CFTMs on cases in which they are not the assigned social worker but beginning August 1, 2022, CWS has had a dedicated social worker facilitating CFTMs. 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, CFTMs, 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 families' 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 or older, a Transitional Independent Living Plan (TILP) is developed. This TILP is formulated between the social worker and teenager to help the youth begin to smoothly transition into adulthood and to become a self-sufficient adult. In 2015, Sutter County implemented the Casey Life Skills Assessment tools, to assist social workers in thoroughly assessing the needs of foster youth and developing comprehensive Transitional Independent Living 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 the caregiver's 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.

RED Teams

The Emergency Response unit continues to utilize the practice of the RED Team approach to Review, Evaluate, and Direct incoming referrals. This team approach brings together a group to inform decisions to investigate a report of abuse or neglect and evaluate the worries/concerns and strengths of the identified children and families. This process aids in critical thinking when referring families to services and determining the level of intervention.

SOP Coaching

Sutter County contracted with UC Davis Northern Training Academy to provide a local SOP/CFT training with a focus on building upon current SOP practices to include Child and Family Teams. Additionally, Sutter County contracted with UC Davis Northern Training Academy to provide a local training regarding Behaviorally Based Case Plans, with a focus on including specific behavioral goals to be met throughout the case.

CANS Assessment

Sutter County has a designated Child and Family Team (CFT) facilitator who is also certified in completing the Child and Adolescent Needs and Strengths (CANS) assessment. While not all Sutter County Child Welfare social workers are currently certified in CANS, the county will begin requiring social workers to complete CANS training. This will ensure they have a clear understanding of the assessment and are able to tailor services appropriately based on their results. With the implementation of CANS, CWS anticipates a positive trend in outcomes for foster children. Introductory trainings have begun with plans for more detailed training in development.

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. The Mental Health Department has an embedded therapist to address the needs of CWS clients, subsequently there are no waiting lists or capacity issues.

CWS Social Workers have been trained and certified to complete CANS assessments, as a comprehensive tool for assessing trauma and the needs and strengths of children in foster care, including their mental health needs. This assists in the child's mental health treatment plan, including trauma-based services.

PROBATION

Court Structure/ Relationship

Sutter County Probation continues to have a solid relationship with the Sutter County Delinquency Court. The same judge has presided over delinquency Court for the past eight years. The consistency and open line of communication is a strength for all youth in the juvenile justice system, especially placement youth. Coordination between the Court and Probation helps streamline hearings, reduce delays, and ensure the placement needs of youth are met in a timely matter. Overall, the relationship between Sutter County Probation and the Sutter County Delinquency Court is a solid foundation that supports the needs of the youth Probation serves. One area of improvement needed would be the inconsistency of families to engage in Court proceedings. Improved coordination between the Court and Probation in engaging families early and consistently could support success.

Delinquency Court is currently held regularly every Tuesday and Thursday morning at 8:30 a.m. and special set when needed. The Courtroom is located on the third floor of the Courthouse and is predominantly used for adult matters. Counsel for youths are assigned by the Court.

Out of custody youth and their families 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 delinquency Court, thus there are few people in the waiting area (usually only the youth and their families). If needed, there are interview rooms connected to the Courtroom where youth may sit to wait for their case to be called.

Probation and CWS meet with the delinquency Court judge and the dependency Court judge monthly to discuss any systemic issues or Court process issues that arise. Although Sutter County is not a dual jurisdiction county, youth frequently will be placed on a lower level of probation supervision (non-wardship) and maintained as a dependent. This has been successful in providing the youth and family with additional structure and support. The CWS SW and the PO manage the case together, conducting visits together, supporting one another, and supporting the youth and family together.

Process for Timely Notification of Hearings

Parents/guardians are notified of scheduled Court hearings by certified mail, and Probation also notifies by text and telephone.

If a youth is identified as having Native American ancestry, Native American Tribes are notified, if applicable under the Indian Child Welfare Act (ICWA) regulations. 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 regarding placement decisions in Tribal approved homes. Even when a Tribe determines the youth does not qualify or the Tribe declines involvement due to the placement being a delinquency placement, Probation maintains contact

with the Tribe for inclusion of the youth in any cultural events, meetings, etc., to keep the youth connected to their heritage and Tribal support.

Review hearings and Permanency Hearings are scheduled in a timely manner, sometimes more frequently than every six months depending on the youth's individual needs. At minimum, a Pre-Permanency Hearing is set within six months of a youth entering placement, a Permanency Hearing within 12 months, and a Post Permanency Hearing within 18 months. Review Hearings would continue at a minimum of every six months, addressing permanency at each hearing. When a youth is in custody pending a new or modified placement, the Court frequently schedules weekly status hearings to monitor the progress of the placement process. In some cases, the Court has issued standing orders authorizing release of a youth from detention to Probation for transport to placement once a suitable placement option becomes available. Another example of a special set review concerned medication, as the Court was concerned with the medication prescribed by the youth's psychiatrist and put the matter on for a medication review 60 days out to ensure compliance with all procedural timeframes. The next review date is typically set at the conclusion of the current hearing. Probation has not requested a parent's/guardian's parental rights be terminated in the past five years; however, Probation did request a parent's educational rights be given to Probation, as the youth's parent could not be located for some time. Probation attempted to contact the youth's parent via email, and a JV-535 form was sent to the youth's grandmother's house, where the parent would often receive mail. The Court granted the request.

Process for Parent-Youth Participation in Case Planning

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. Interventions are strength-based, and behavior based, utilizing SMART goals (specific, measurable, attainable, realistic, timely). The youth and parent/guardian create the case plan collaboratively with the probation officer, as interventions are created not only for the youth, but for the parent and the Probation Officer as well. If a youth is receiving CFTs, the case plan is coordinated with the CFT goals/interventions, so that only one case plan/treatment plan is in process to not overwhelm the youth and family.

Probation Case Planning Review

Youth are reassessed with the PACT a minimum of once every six months to update the Case Plan and ensure compliance with Title IV-E requirements. 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 youth are required to be seen at least weekly to discuss their case plan progress, and the lowest risk youth are seen monthly. Placement cases are staffed regularly with the Supervising Probation Officer, sometimes weekly/daily. Updates are provided at Child Family Team Meetings and at SuperFAST meetings. 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. (JBI) quarterly for compliance. For youth in placement, case plans are also submitted with the youth's initial Disposition Reports and all subsequent Placement Review Hearings, to be reviewed and signed by the Juvenile Court Judge.

The most significant barrier in case planning with delinquency placement youth involves the parent/guardian. By the time a youth is removed from the home in delinquency Court and placed, the parent/guardian is disengaged and frequently does not want the youth back in the home, thus they refuse to be involved in case planning and/or cannot be located. Probation continually makes efforts to engage the parent/guardian and/or locate them for engagement throughout the life of the case, even if it is merely for visitation, communication, and/or any type of support the parent/guardian may provide the youth.

Probation collaborates with CWS on State mandated Case Reviews.

Foster 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) for more 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.

More information about becoming a resource parent can be found at 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/info/resources/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. If a child is eligible under the ICWA, Sutter County works in collaboration with the child's Tribe for approval and placement in a Tribal-specific, or tribally 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 any one time. On January 1, 2020, Sutter County had ten children in group/STRTP placements. As of January 1, 2024, this number significantly decreased to zero children in group/STRTP placements. 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.

Early on, using FPRRS funds, 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. As part of the previous SIP cycle, CWS implemented a survey to assess the readiness of resource homes with a goal to evaluate how the resource homes can meet the needs of providing emergency placements, including respite. Recruitment of resource families continues to be a priority for Sutter County. On a quarterly basis, Probation promotes resource family recruitment on social media, both Facebook and Instagram, and hands out flyers/brochures on how to become a resource parent at community events.

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, and 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.

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, RFA social worker, or probation officer, 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 and/or placement probation officer, as well as the support of the RFA social worker. Both the ongoing social worker/probation officer and the RFA social worker 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 the 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. Probation provides caregivers and youth with a survey to evaluate retention and support efforts provided by the department.

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 of the 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. 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. The County supports those homes by working collaboratively with case carrying social workers, referring to community resources, and identifying specific trainings that can benefit the caregiver.

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, especially probation youth, and children with challenging behaviors. To fill this gap, Sutter County relies heavily on Foster Family Agencies to provide most unmatched placement resources for children in care. There are a number of Foster Family Agencies (FFAs) 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 FFAs also have Intensive Services Foster Care (ISFC) resource family homes that provide higher level of care to children with higher needs. There are no STRTPs or group homes in transition to STRTP located in Sutter County, therefore, youth requiring this high level of care are placed outside the community.

Sutter County continues to have ongoing conversations with local FFAs regarding the need for more ISFC homes for youth with higher needs. Sutter County has also had discussions with local FFAs about Therapeutic Foster Care (TFC) and the county will continue to engage with local FFAs to recruit foster and adoptive families that reflect the ethnic and racial diversity of children. Sutter County has recruited Hispanic and Punjabi homes and have bi-lingual staff to support with any translation needs.

Staff, Caregiver, and Service Provider Training

CHILD WELFARE

Compliance with Common Core Training

To ensure highest quality service delivery, Sutter County sends all Child Welfare Services (CWS) 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, ten eLearning and five field activities to be completed over a six-month period for standard cohorts or a two-month period for fast-track cohorts. As part of the CORE training, staff are trained to identify and support the treatment of emotional trauma. 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. A customized in-house Excel tracking system has been developed to efficiently monitor and document compliance with these trainings and continuing education requirements.

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.

Training needs for staff are identified by recognizing deficits, setting goals, and offering trainings as available. The supervisors and management routinely explore available, relevant trainings and offer the opportunities to all social workers. Additionally, if a training opportunity arises which would benefit a specific position, the supervisor assigns that person to the training. Occasionally, subject-specific trainings for all social workers are required. An example of this is the implementation of and expanded training to social workers in the areas of SOP, CANS, and CFTs. With the implementation of CANS and CFTs, staff have attended trauma informed training and are incorporating this into their practice of assessments and engagement. Additionally, all social workers attend a four-day CWS/CMS training course.

Skill levels of new social workers is measured during monthly supervision with a supervisor; informal check-ins with social workers, by monitoring their case work using SafeMeasures, reading Court reports and case plans, and reviewing investigative narratives and case notes prior to closure. Using multiple strategies and tools generates a more holistic assessment of skills and skill development. Additionally, CWS has an open-door policy where questions and concerns are welcomed and addressed promptly.

In 2023, CWS designated a supervising social worker with training development to develop an in-house training manual to train new and existing social workers. The training series is standardized and on-going. The in-house training for new social workers is comprised of two phases. Phase one has three months of classroom instruction, and the second phase has three months of field training. The first phase of training is for new social workers in their first three months of employment. Phase one classroom instructions provide training on intake, Court report writing, and case management without having any cases to manage. During the second phase of the training social workers are assigned up to three cases to manage. The cases assigned are a minimum of a 10-day referral and an emergency response referral to investigate. During the second phase of training social workers are also placed on the hotline phone call rotation. The training social worker supervisor monitors the progress of the social worker closely and provides direct support to the staff as needed. As of March 2025, five social workers had completed both phases of the training.

Caregiver and Service Provider Trainings

Training is provided to caregivers through the Foster Parent College, which is online. Training courses are open to care providers on an ongoing basis. Foster Parent College offers dozens of training courses on topics including but not limited to trauma, childhood and adolescent development, behavior management, problem behaviors, cultural issues, trust, safety, attachment, and the child welfare system and processes. These courses are offered in English and Spanish. As part of the RFA process, there are designated trainings that need to be completed by the resource families. The ongoing approval of a

resource family requires 8-10 hours of training per year. The Foster Parent College platform collects this information. RFA staff also regularly check-in with resource families to see how they are doing and to advocate on their behalf when additional needs arise. All FFA homes that are utilized by CWS have been trained in all mandated trainings by the FFA agency. Any additional specialized training opportunities that may be a good resource for caregivers and/or service providers are distributed via email.

CWS does not currently provide direct training to service providers or subcontractors.

PROBATION

Compliance with Core Placement Officer Training

All Deputy Probation Officers attend Probation Officer Core Training within their first twelve months of employment. Topics covered include the role of the Court in juvenile delinquency matters, including placement requirements, as well the responsibility for rehabilitation of adjudicated minors.

When officers/supervisors are assigned to the placement unit, they also attend Juvenile Probation Placement Core/Supervisor Placement Core provided by Chief Probation Officers of California (CPOC) as soon as possible, and no later than the end of their first year of assignment. Juvenile Probation Placement Core consists of five modules that cover the foster care placement process, including state and federal regulations and mandates, Court processes and legal aspects, best practices for case management and supporting youth in, and exiting, foster care as well as non-minor dependents participating in extended foster care. Module one is provided as a self-paced learning component, which is completed prior to participating in classroom instruction for the remaining four modules. The class consists of lecture and engaging practical activities that assist participants in the applicability of the training material. The class is 51 hours in total. Supervisor Placement Core is a three-day course covering the foster care placement process, including state and federal regulations and mandates, Court processes and legal aspects, best practices for case management and supporting youth in, and exiting, foster care as well as non-minor dependents participating in extended foster care. Participants gain an understanding of the foster care placement process through the supervisor lens for compliance with state and federal mandates and for supporting staff and youth. This course has a self-paced learning component, which is completed prior to participating in the three-day classroom instruction. The class consists of lecture and engaging practical activities that assist participants in the applicability of the training material. The class is 23 hours in total. The Placement Probation Officer and the Supervising Probation Officer also attend the CWS/CMS training as soon as possible and/or within the first year of assignment. There is also an opportunity to attend a Juvenile Probation Placement Booster training and CWS/CMS Office hours for assistance. Probation Officers attend many trainings, including training on commercially sexually exploited children, trauma, case planning, Motivational Interviewing, assessment tools, Integrated Core Practice Model, Child and Family Teams, etc.

Continuing education is mandatory for all officers at a minimum of 40 hours each year.

Specific trainings in Title IV-E, Motivational Interviewing, and Success Planning (case planning), are some of the regular trainings attended, with the intention of improving services to youths and their families.

Ongoing training needs are identified by probation staff and probation supervisors. Staff meet with their supervisor no less than once a month on an individual basis to discuss caseloads, etc., and to address professional development needs. Staff are required to attend training associated with their assignment, as well as other mandated trainings. Staff attend trainings specific to improving their knowledge, skills, and abilities in their current assignments; thus, 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. Because the juvenile division is a small unit, Supervising Probation Officers are able to witness first-hand how POs are interacting with youth and families, and how effectively they are managing their cases. During monthly one-on-one meetings with staff, Supervising Probation Officers discuss any issues, provide feedback, and any further training needs they believe the staff may need. The Probation Training Officer also tracks the 20 hours of continuing education Probation Placement staff need, which often coincides with the 40 hours required by the Board of State and Community Corrections.

Caregiver and Service Provider Trainings

Probation collaborates with CWS for resource family licensing and training, as probation placement numbers remain low.

Agency Collaboration

CHILD WELFARE AND PROBATION

CWS and Probation collaborate frequently in multiple regular meetings, as well as special set meetings for youth-specific needs. When jurisdictional issues are identified, a case staffing meeting is scheduled and the case is discussed to determine eligibility/suitability for either delinquency, dependency, or a combination of both that is in the best interest of the youth and family. 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.

Coordination with Community Partners

Sutter County uses the Interagency System of Care for Children, Youth and Family Services (AB2083) Memorandum of Understanding (MOU) governed by the Family Intervention Team (FIT) to ensure cross sector collaboration for the C-CFSR and the Comprehensive Prevention Plan (CPP).

The Family Intervention Team (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 California Regional Center (ACRC), a representative from Sutter County Special Education Local Plan Area, and a representative from Sutter County Children and Families Commission and meets monthly. FIT is responsible for the direct oversight of 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.

Interagency System of Care for Children, Youth and Family Services (AB2083) Memorandum of Understanding (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 (CWS), 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 (ACRC) 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. The collaboration team in the AB2083 MOU governed by FIT will be addressed as Interagency Leadership Team (ILT). The AB2083 MOU was fully signed and executed on March 1, 2023. It was subsequently reviewed, with the latest update effective March 1, 2024, and valid through February 28, 2026.

- At the Bi-County Coordination of Care meeting, held monthly, Sutter and Yuba County agencies such as Child Welfare Services, Probation, Yuba and Sutter County Superintendent of Schools Office, 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 Superintendent of Schools Office, Sutter-Yuba Behavioral Health, Alta California 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 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 Superintendent of Schools Office, Sutter-Yuba Behavioral Health, Alta California 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. All participating agencies are required to have a completed Release of Information (ROI) which allows them to share information.
- The Linkages group 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-staffings" 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 staffings" include but are not limited to directors, program managers, and supervisors from child welfare services, Sutter-Yuba Behavioral Health, Sutter County Superintendent of Schools Office, and Probation. A "super-staffing" may also be convened when jurisdictional issues are identified between delinquency and dependency (241.1 WIC), to determine eligibility/suitability for either delinquency, dependency, or a combination of both that is in the best interest of the youth and family.

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 clients, 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; working with parents while visiting their children; assisting parents in their homes with behavioral interventions; developing and teaching 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 and Probation collaborate 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; and, 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 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 and 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/Probation and the Sutter County Superintendent of Schools work 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 and 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 the youngest children and their families in Sutter County.
- 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 (CFT) meetings are held a minimum of once every 90 days for all youth placed in STRTPs. 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 FFAs and the County. FFA social workers are invited to attend CFTMs for youth placed in FFA homes, where all parties can collaborate on services, needs, and goals for the child.

If children are eligible under the ICWA, 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 eligible under the ICWA, providing the representatives opportunity to speak on behalf of the Tribe and speak to the best interests of the child.

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 Stakeholder meeting on April 8, 2025, which included 43 participants. The information gathered from the meeting will inform the next

steps in developing actions steps for five-year System Improvement Plan. Sutter County will be conducting an additional Stakeholder System Improvement Plan survey to gather priority recommendations for the System Improvement Plan.

Tribal Consultation and Collaboration

Sutter County is within the ethnographic territory of three Native American groups; however, there are no federally or non-federally recognized Tribal reservations in Sutter County.

Sutter County faces multiple challenges and barriers when it comes to Tribal engagement. The most significant barrier to Tribal engagement is that Sutter County does not have a federally or non-federally recognized Tribe with which to engage especially on a day-to-day basis.

CWS has also identified that most of cases that have Tribal involvement are out of state Tribes, which is another challenge, but each case is served with active efforts with the specific Tribe. Our engagement efforts include outreach to identify tribal partners to incorporate them into the Interagency System of Care for Children, Youth and Family Services (AB2083) Memorandum of Understanding (MOU) and the development of the CPP. Sutter County has reached out to the office of Tribal Affairs, along with reaching out to Mooretown Rancheria in an effort to engage with the Tribe. It should be noted that Mooretown Rancheria is in Butte County. While engaging with Mooretown Rancheria the Tribe has offered assistance in developing any programs to include review of the AB 2083 MOU. Sutter County will ensure that each Tribe has the opportunity provide meaningful input in the development of programs, rules, treatment, and policies that may affect their respective Tribe. Sutter County is committed to promoting learning opportunities between the Tribes and the County. In the County's continuous efforts to engage Tribes, it is CWS and Probation's practice to inquire if the youth and families are Native American or a member of a Tribe. When the youth and families are members of a Tribe the Tribe is included in planning for the safety, permanency, and well-being of children.

Probation begins to inquire about potential Native American ancestry at the youth's initial intake with Probation. In instances where Tribes have declined interest in serving/supporting delinquency youth, Probation continues to communicate with the identified Tribe to provide opportunities for the youth to engage with the Tribe.

Sutter County recognizes that each Tribe is its own sovereign nation and shall contact the appropriate Tribal representative for the coordination and planning of services.

Locally, engagement efforts have begun with the Feather River Tribal Health Clinic, which is located in Sutter County, providing services to enroll members of a Tribe regardless of medical health care coverage. Furthermore, Sutter County does offer Sutter/Yuba - California Tribal Temporary Assistance for Needy Families (TANF) Program. Tribal TANF provides Tribal families with financial resources, employment services, health care, mental health care and parenting programs while being culturally appropriate, (pg. 6, CPP).

Service Array

Community Services Available to Sutter County Residents

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

Agency/Service Type	Description / Availability
A New Day Family Counseling Center	New Day Family Counseling Center offers caring and confidential counseling services within a safe and therapeutic environment.
Alta California Regional Center Provides services to the developmentally disabled.	Alta California Regional Center provides services to children with a developmental disability and offers other services, e.g., respite. ACRC is an essential organization to Sutter County for the well-being of children and youth. ACRC is part of the AB2083 MOU, FIT, FAST and it coordinates with CWS for needed services provided by ACRC. Disability identified before age 18 and constitutes a substantial handicap. State funded.
Bi-County Early Access Support (BEAS)	These are monthly virtual meetings where agencies come together and share the services they provide.
Bringing Families Home Housing support program	Sutter County is part of the Bringing Families Home program which provides critical housing-related supports to child welfare involved families experiencing housing crisis. The goal of the program is to house families quickly and safely in order to establish permanent housing. The program provides either one time assistance, partial or full financial assistance for move-in costs to include first month's rent and/or deposit and eviction prevention as funds allow, or rapid rehousing. This is only available for CWS clients who identify as homeless, and are not eligible for other Sutter County housing support services.
Caregiver Services Yuba College Foster Parent Education Program, Foster/Adoptive Parent Association, Sierra Forever Families, Lilliput Family Services (KSSP)	Support services, mentoring, education, training, resource library, clothes closet.
Childcare Bridge Program	The Bridge Program is a time limited "bridge" to long-term childcare solutions used at the time of foster care placement to stabilize children in the best possible settings, ensuring that caretakers have adequate support to balance their work and home lives. This emergency Child Care Bridge Program is for children who are placed with resource parents, relatives who have placement of children and are working on getting approved as a resource parent, or a foster youth/Non minor dependent who have children. The Bridge Program consists of the following three components: voucher, childcare navigator, and trauma-informed care training and coaching. The Bridge program is temporary and only lasts six months. After the six months the family will be rolled into a normal subsidized childcare funding program.
Children's Home Society Provides referrals for childcare; childcare payment assistance; library; toys for checkout.	Children's Home Society (CHS) is a free childcare payment assistance program that is income based. CWS provides referrals to CHS for families in the Family Maintenance (FM) program to eliminate barriers for working parents in need of childcare in order to promote stability and permanency. CHS also has a library and free toys for children. Childcare payment assistance is income-based with a waiting list.

Agency/Service Type	Description / Availability
Christian Assistance Network/Gleaners Provides emergency clothing, food, diapers, formula, etc. to families in need.	Must be Sutter or Yuba Resident. Help is limited to once every six months. Gleaners is income based.
Differential Response (DR)	<p>CWS launched the DR program in late 2024 and has since been contracting with a service provider to deliver DR services. DR was launched as a prevention strategy to help keep children safely in their homes and reduce entry into the foster care system. DR allows for a flexible response to reports of child abuse or neglect, including cases that do not meet the statutory definition. Using the Review, Evaluate, and Determine (RED) Team approach, CWS social workers refer families for DR services when appropriate.</p> <p>The DR services currently being provided include completion of safety assessments with families, development of service plans to address identified needs, and provision of case management services. Additionally, DR supports families by connecting them with community resources and making referrals to appropriate services, such as substance use treatment programs, co-dependency support services, and anger management classes, when needed.</p> <p>Overall, the DR program helps families address root causes of concern, strengthening family units, and promoting the overall safety and well-being of children and youth.</p>
Domestic Violence Council and Child Abuse Prevention Council (DV/CAPC)	<p>Sutter County Child Abuse Prevention Council was created in 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 Office, Sutter County Probation Department, Sutter County Victim Services, Sutter County Health and Human Services Department, Sutter County Employment and Legibility Branch, Sutter County Children Services Branch, Sutter County Superintendent of Schools office, Sutter County Public Health, Sutter-Yuba Behavioral Health, Yuba City Unified School District, Yuba City Police Department, California Highway Patrol, Sutter County Children and Families Commission, Yuba-Sutter Bar Association, Casa de Esperanza (domestic violence shelter), Adventist Health +, Birthing Center, and Adventist Health + Rideout Emergency Room.</p> <p>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 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</p>

Agency/Service Type	Description / Availability
	also discusses public events to share with the community to increase child abuse prevention.
Domestic Violence Services Casa de Esperanza; Pacific Education Services (PES), Father's First	No fees for Casa de Esperanza or Father's First. PES has a sliding scale fee.
Family Assistance Service Team (FAST) Referred by any agency involved with client/child, including schools, Sutter-Yuba Behavioral Health, CWS, and Probation.	Family Assistance Service Team (FAST) is a multidisciplinary membership group comprised of Sutter-Yuba Behavioral Health Youth Services, Sutter County Superintendent of Schools, Alta California Regional Center (ACRC), Sutter County Employment Services, Sutter County Probation Yuba City Unified School District, and Sutter County Child Welfare. Any agency is allowed, with the parent's consent, to refer a child for reasons of a mental health service referral, information sharing, problem solving, a resource request, requesting a new placement, requesting Sutter County Wraparound Services, or returning from an out of home placement. No cost for assessment.
Family Soup Assistance to parents of children with disabilities	Grant funded; some fees apply.
Feather River Tribal Health Health care, outreach, behavioral health.	Must have proof of California Tribal heritage; services are free.
Family Intervention Team (FIT) Policy Group	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 California 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 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. Policy MDT system discussion.
Friday Night Live Services to preteen and teenage children	Provided by the <u>Youth Advisory Board (YAB)</u> . Most services are free.
Hands Of Hope	Hands of Hope is a locally chartered non-profit agency formed to provide supportive services to homeless families with children, seeking to alleviate the conditions leading to chronic homelessness.
Harmony Health Family Resource Center	Most services are free and/or MediCal based. Two locations in Sutter County, offering preventative services for mothers, mental and physical health.

Agency/Service Type	Description / Availability
Provides an array of services, including counseling, anger management, and counseling classes.	Maintains a Family Resource Center, and operates the evidence based Healthy Families America program.
 HEAP Provides financial assistance for energy bill; home weatherization services.	Provides financial assistance for energy bill and energy conservation education. Assistance amount is calculated based on household size, household income, and personal income spent on energy bills. Families may apply every 12 months. Income based; Government funded; demand usually exceeds funds for each fiscal year.
Visiting Centers	Children's Hope FFA; Ardent Family Services These centers provide structured, external supervision for qualifying families.
Homeless Shelters: The Salvation Army 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, Reach Program	Income based and no cost; available to Sutter or Yuba residents. There is a waiting list.
Inpatient Drug Treatment Pathways (Yuba County); Progress House (Camino and Woodland); *Salvation Army (Butte, Fresno, and Yuba Counties); Hope House (Nevada)	Inpatient treatment unavailable in Sutter County. Substance abuse specialist must refer clients. Adolescent substance abuse treatment options are limited.
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.
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.

Agency/Service Type	Description / Availability
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 classes are offered virtually and in person across the county.
Medical Clinics	Services are provided by Peachtree Health, Alta Regional Center, and Ampla Health Clinic.
Preschools: Head Start; State Preschools, Private Pay	Head Start and State Preschools are income based. Waiting lists.
Salvation Army	Yuba-Sutter Salvation Army offers transitional housing, emergency disaster services and shelters.
Student Attendance Review Board / Displaced Youth Multi-Disciplinary Meeting Multi-agency board reviews severe truancy cases, makes attendance agreements with families.	<p>Student Attendance Review Board (SARB) is comprised of a multi-agency board including the representatives from the following agencies: Sutter County Superintendents of School, Sutter County Juvenile Probation, Sutter-Yuba Behavioral Health, One-Stop, CWS, Sutter County Sheriff's Department, a community partner, and a parent partner. The Board reviews severe truancy cases and makes attendance contracts with families in order to link the children and families to services to prevent future truancy or address challenges within the family that could be contributing to truancy. The student is referred to SARB by their school of origin, after the school has exhausted all attempts to work with the child and family to address truancy. Those on contract are reviewed on a bi-weekly basis and case managed by a Juvenile Probation Officer assigned to the SARB board.</p> <p>Referred by the child's school. Yuba City Unified School District and Sutter County Superintendent of Schools.</p> <p>Available to Sutter County Residents.</p>
Sutter County Employment Services.	Job training, assessment, drug treatment, therapy.
Sutter County Environmental Health Insures homes are in compliance with County codes and inhabitable.	Sutter County Residents
Sutter County Family Law Center Provides assistance, advice, and workshops regarding custody and child support.	Some Sutter County Residents. Some fees may apply.

Agency/Service Type	Description / Availability
Sutter County Public Health WIC, Public Health Nurses, medical care	<p>Immunization Clinic Deliver high quality vaccines in a safe and effective way to all children and adults who require them. Sutter County Public Health offers Flu, COVID-19, school vaccines and TB tests. For school vaccines some children may qualify for low or no cost vaccinations but must be under 18 years of age and be either Medi-Cal eligible, or uninsured, or American Indian or Alaska Native.</p> <p>Residents of Sutter County. Medi-Cal, some fees may apply.</p> <p>Nurses for CWS CWS has two foster care nurses that work part-time with the social workers to meet the medical needs of dependent children. The nurses help identify healthcare needs, assist care providers in obtaining timely health assessments, interpret medical information regarding each dependent child, and they have oversight of psychotropic medication for foster youth. The nurses complete developmental screenings on a regular basis to ensure that dependent children are receiving proper support to thrive.</p> <p>The Woman, Infants, and Children (WIC) Program WIC is provided by Public Health and provides nutrition education, breastfeeding support, groceries, and community resources such as doctor, dentist and community agencies program referrals to father, mother, grandparent, foster parent, or other legal guardian of a child under five at no cost.</p> <p>Home Visiting Program An evidence-based program that begins when a child is three months old until age two.</p>
Sutter County Housing Authority Income based housing assistance.	For Sutter County residents meeting income and/or disability criteria.
Sutter County Victim Services Assists victims of crime to obtain therapy and/or other services available through the Victims of Crime Compensation Board.	For all victims/witnesses of crimes who meet State criteria.
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)	Sutter-Yuba Behavioral Health (SYBH) provides services to individuals and families who are experiencing serious or ongoing mental health and/or substance use disorders in Sutter and Yuba Counties. There is a toll free 24-Hour psychiatric emergency line. Adult Behavioral Health is part of the Adult Services branch, Psychiatric Health Facility. Psychiatric Emergency Services are part of the Acute Psychiatric Services branch. Youth and Family Services programs are part of the Children's Services branch. For Adult Services branch, Acute Psychiatric Services branch and Children's Services branch specifics about programs/services please refer to the Asset/Service Mapping section. Fees for

Agency/Service Type	Description / Availability
	<p>services are based upon the client's ability to pay and most medical insurance, Medi-Cal and Medicare are accepted.</p> <p>Residents of Sutter or Yuba County. Medi-Cal, Medi-Care, private insurance, sliding scale fee.</p>
Teen Success/Planned Parenthood Support group for teen parents; birth control, etc.	Free to teen mothers; sliding scale, insurance, Medi-Cal
Private Therapy	Few local providers carry limited Medi-Cal caseloads; most are private/insurance pay or are fee for service.
Tri-County Diversity LGBTQIA+ support and resources	Serves Yuba, Sutter, and Colusa counties youth aged 12-18 and young adults aged 18-30
Tri-County Respite Services	Private pay or contracted through Alta Regional Center
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 MDT 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, Casa de Esperanza, Sutter County Counsel, Children and Family Commission and Sutter and Bridging Evidence Assessment & Resources (BEAR) though Child Abuse and Neglect Program from Sutter Children's Center Sacramento.
Wraparound Services	Wraparound services include a team of mental health providers that support a specific youth and family in addressing significant behavioral and mental health needs. The team consists of a mental health clinician who works directly with the youth to provide individual therapy. The team also has one to two mental health rehabilitation specialists who also work with the youth individually at home and in the community in order to allow the youth to practice skills learned and discussed in therapy. The team also has a parent partner working directly with the caregiver on how to manage, cope, and address the youth's behavioral and/or social emotional concerns in a healthy way. The last team member includes the facilitator who manages the team's schedule with the youth and facilitates regular Child and Family Team Meetings with the youth, caregivers, and the Wraparound team. If needed, the clinician can refer the youth to the agency psychiatrist to provide psychotropic medication evaluation and support.
Yuba County College District	Foster Kinship Care Education Youth Empowerment Strategies for Success (YESS) / Independent Living Program (ILP)

Agency/Service Type	Description / Availability
Yuba County Office Of Education (YCOE)	YCOE has a grant for raising highly capable kids providing 13 weeks of classes. Facilitators have been trained to facilitate groups.
Youth For Change	Provides Wraparound Services and Differential Response
Resource Finders: Yuba-Sutter Resiliency Connections (PACES); Sutter Yuba Network of Care; Find Help Sutter; Sutter County Low Cost and No Cost Resource Guide	Online resource to find community resources in the Yuba Sutter area. Link for PACES is www.pacesconnection.com/g/yuba-sutter-resiliency-connection Sutter Yuba Network of Care link is www.sutter.networkofcare.org/mh/index.aspx Find Help Sutter link is www.findhelp.org Sutter County Low Cost and No Cost Resource Guide Link is https://www.suttercounty.org/home/showpublisheddocument/7894/638682136922630000 , http://www.suttercounty.org/publichealth

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 Perinatal 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 Healthy Families America (HFA) home visitation program has been developed and rolled out. 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 are often geared to meet family needs, rather than focusing exclusively on an identified patient. One service is Differential Response, contracted out to Youth for Change which is a prevention strategy to help keep children safely in their homes and reduce entry into the foster care system. 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 the Wraparound program also 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. Since the previous CSA in 2020, many indicators for at-risk populations have persisted. Focusing on a single contributing factor oversimplifies the issue, while examining broader population-level dynamics offers a

more comprehensive perspective. Nonetheless, individuals facing substance use disorders, mental health challenges, and homelessness remain among the most difficult populations to effectively 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 and 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 carefree 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 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, e.g., 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

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 information card, and 50 Ways to Praise Kids magnets.

Probation regularly attends community and local school events, educating the community and community partners about services provided for youth and parents, including prevention and intervention services, as well as parenting classes, all provided at no cost.

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.

CBCAP/CAPIT/PSSF Funded Services

Differential Response (CAPIT): Youth for Change is a contracted service to offer differential response services as a community response and as prevention from community coming into the child welfare system (Path 1) and to those who are already in the child welfare system and/or to prevent re-entry into foster care (Path 2). Differential Response covers a variety of services, e.g., basic needs, concrete support, connecting them with community resources, and making referrals to appropriate services, such as substance use treatment programs, co-dependency support services, and anger management classes, as necessary.

Differential Response (CBCAP): Youth for Change is a contracted service to offer differential response as a community response (Path 1). Examples of services include basic needs and connecting them with community resources as well as making referrals to appropriate services.

Differential Response (PSSF Family Preservation, PSSF Family Support, PSSF Adoption, Promotion and Support): Differential response services can assist with basic needs, concrete support, connecting families with community resources, and making referrals to appropriate services such as substance use treatment programs, co-dependency support services, and anger management classes, as necessary.

Livescan Fees (PSSF-Adoption Promotion & Support): Livescan Fees

The Incredible Years (PSSF – Family Reunification): The Incredible Years is a proven parenting program to strengthen parenting skills, improve children's social & emotional abilities and decrease challenging behaviors. Child Welfare Services has had a staff member undergo training for parenting education through The Incredible Years parenting program specifically for CWS-involved parents. The program is provided by Sutter County in collaboration with Sutter County Children Families and Commission and Sutter Superintendent of Schools.

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: Journaling series.

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

Quality Assurance System

CHILD WELFARE

The Federal Case Review process mandates states to 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 has contracted with CDSS to complete case review in accordance to C-CFSR. Five cases are reviewed per quarter.

Technological Tools

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

Child Welfare Services/Case Management System (CWS/CMS): A statewide system designed to support the core functions of child welfare services. CWS/CMS allows staff to enter and manage case data, plan and coordinate services, monitor information, and ensure data quality. It is a vital tool that facilitates efficient case management and service delivery for at-risk children and families.

SafeMeasures: To determine whether families and children are receiving the services needed, in addition it assists in planning and ensuring compliance with regulations and policies. SafeMeasures offers 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 may not be available through SafeMeasures. This tool allows generation of quantitative data or customized reports which assist in determining if families and children are receiving the services required, and that regulatory compliance is met.

Child Welfare Digital Services (CWDS): Offers training and technical support for CWS/CMS and is leading the development and implementation of the Child Welfare Services–California Automated Response and Engagement System (CWS-CARES), the next-generation platform replacing CWS/CMS. CWDS also supports business intelligence initiatives and data quality efforts, including report review for data clean-up and deduplication in CWS/CMS to maintain high service standards.

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), Performance & Program Improvement Bureau (PPIB). 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 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 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 adhere to proper procedures carefully and fully 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 that 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, Including 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, is 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, 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. CFTMs are held in the first 60 days of placement and every three months or six months, depending on whether 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 CFTMs. 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. Every case receiving reunification services is subject to concurrent planning and social workers and probation officers are trained in 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 regard 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 worker's 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 parental 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 and possible participation in the extension of foster care.

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 social workers utilize the SDM Hotline Tool for screening reports, and use the Safety Assessment within 48 hours of the first contact. After investigation, ER social workers 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. Social workers 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 establishes 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, to meet the requirements of OCAP. Information gathered from service providers is input into a computerized system, Apricot, as required by the State 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 Council 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 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 semi-annual and annual reports. Information gathered from service providers is input into a computerized database system, Apricot. Data will be entered into the Apricot 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 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 originates 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’ accountably 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 the 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 OCAP 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 as 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 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 OCAP 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 served attendance counts and evaluations by the consumers of services. Under the direction of the OCAP liaison, the annual reports and consultation with the Domestic Violence/Child Abuse Prevention Council direct any plan modification that is necessary.

The Health and Human Services Department – Children's Services Branch 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.

PROBATION

Placement Policies for Evaluating Achievement

Quarterly Data Reviews

Probation policies 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), PPIB. Sutter County enjoys a good working relationship with CDSS PPIB, as well as with staff from the Office of Child Abuse Prevention (OCAP), making the County's quality assurance process a collaborative one. The quarterly data reports enhance leadership's understanding of how day to day case management decisions impact larger measurable outcomes which ultimately helps staff develop a broader perspective. 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.

SafeMeasures® is also utilized to ensure all required data has been entered. The Deputy Chief Probation Officer audits required data entry via SafeMeasures® monthly. Probation also utilizes Justice Benefits, Inc. to review case plans quarterly for quality assurance.

County Policies for Monitoring Compliance with ICWA & MEPA

As noted above, Probation initiates ICWA inquiries of the youth and family at the first intake. If a youth's matter is mandated and/or determined to go to Court, 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 included in the PO's Court report and Notice of Hearings are no longer mailed to that Tribe. The PO addresses issues of Indian Heritage in Detention Reports, Disposition Reports, and Placement Reports, including identifying Tribes that are mailed a Notice of Hearing. The Supervising Probation Officer is responsible for ensuring adequate information regarding ICWA is indicated in the Court report and works with the PO to remove any barriers to ICWA inquiry. The Juvenile Court reviews the PO's report for compliance. Notice of Hearings, any contact with Tribes, and information from family or relatives regarding Indian Heritage is documented.

Process for Comprehensive and Coordinated Screening, Assessment and Treatment Planning to Identify Children's Mental Health and Trauma Needs, Including Psych Evaluations/Medications

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 via Sutter-Yuba Behavioral Health (SYBH) through Youth and Family Services or through Children's System of Care (CSOC). Alternatively, SYBH contracts with community-based partner, Youth for Change, to provide services like Therapeutic Behavioral Services (TBS), Intensive Home-Based Services (IHBS), Full-Service 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.

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. Oftentimes, youth are already connected with behavioral health services prior to placement determination. CFTMs 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. 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.

Sutter County Probation is committed to ensuring that youth in foster care receive timely, comprehensive, and coordinated mental health care that addresses their unique needs, including trauma-related conditions. Prior to placement, each youth undergoes an initial screening to identify any immediate mental health or behavioral concerns. This screening is conducted by trained staff and includes a review of the youth's history, prior assessments, and behavioral observations. Our agency works closely with Child Welfare Services and Sutter-Yuba Behavioral Health to share information and ensure that screening and assessment results are coordinated across systems. This collaboration supports a unified understanding of each youth's needs. If the initial screening indicates a potential need for further evaluation, a comprehensive mental health assessment is conducted by licensed mental health professionals. This assessment explores the youth's psychological functioning, trauma history, emotional and behavioral health, and any past or current use of medications. All assessments and treatment planning are guided by a trauma-informed care model. Probation recognizes the significant impact of

trauma on youth in foster care and prioritizes interventions that are sensitive to their experiences and supportive of healing. When clinically indicated, the youth is referred for a psychiatric evaluation. A licensed psychiatrist will assess the need for psychotropic medication, taking into account the youth's diagnosis, treatment history, and current functioning. Based on the results of assessments and evaluations, an individualized treatment plan is developed. This plan may include therapy, counseling, medication management, substance use treatment, or other supportive services. Probation staff participate in multidisciplinary team meetings to monitor and support progress. Treatment plans and medication use are reviewed regularly to ensure effectiveness and make adjustments as needed. Probation officers maintain regular communication with service providers and the youth to support compliance and identify any emerging needs.

Monitoring Administration (Including Initiation and Cessation Of Medications)

Sutter County Probation ensures that the administration of prescription medications—including the initiation, ongoing use, and cessation of psychotropic medications—is conducted safely, appropriately, and in coordination with caregivers, medical professionals, and partner agencies. We work closely with Sutter-Yuba Behavioral Health and licensed medical professionals to ensure that any prescription of psychotropic medication is based on a comprehensive psychiatric evaluation and is medically necessary. Probation staff maintain communication with prescribing providers to stay informed of medication changes and treatment goals. For youth in foster care, informed consent procedures are followed in accordance with State and local laws. When psychotropic medication is prescribed, the prescribing physician must submit a JV-220 application for Court authorization, ensuring judicial oversight and accountability in the medication decision-making process. Probation officers conduct regular check-ins with the youth, caregivers, and service providers to monitor the youth's response to medication, adherence to the prescribed regimen, and any side effects or concerns. The probation officer reports this information to the Court on form JV-224. Any changes in the medication plan are documented and communicated to all relevant parties. Medication use is integrated into the youth's individualized treatment plan, which is reviewed regularly in multidisciplinary team meetings. These reviews ensure that medications remain clinically indicated and that the overall treatment approach remains effective and appropriate. When a decision is made to discontinue psychotropic medication, the cessation is closely monitored by medical professionals and coordinated with the youth's treatment team. Probation staff help support the transition by maintaining oversight and ensuring that any necessary behavioral or therapeutic supports are in place. The County's quality assurance monitoring system involves the participation of a Public Health Nurse who works closely with probation officers 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.

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

Probation staff coordinate with Child Welfare Services, Foster Family Agencies, Short Term Residential Therapeutic Programs, and the public health nurses to ensure that routine medical, dental, and vision care is scheduled and completed. Health status is reviewed during case planning meetings and is documented in case management systems. Our policies promote information-sharing across systems, allowing for accurate tracking of medical appointments, follow-up care, and emerging health concerns. This helps ensure continuity of care, particularly during transitions between placements. Physical health needs are reviewed as part of Court reports, Child and Family Team (CFT) meetings, and multidisciplinary reviews. These checkpoints provide multiple layers of oversight and accountability.

At intake, Probation requests and reviews educational records to identify academic performance, special education status (e.g., Individualized Education Plan (IEP) or 504 Plan), attendance patterns, and behavioral concerns. Early identification allows for timely referrals to appropriate supports. Probation officers confirm that youth are promptly enrolled in appropriate educational settings and regularly attend school. Any barriers to attendance are addressed through collaboration with schools, caregivers, and service providers. The County maintains strong partnerships with LEAs, school districts, and foster youth liaisons to advocate for educational stability, appropriate placements, and access to supplemental services such as tutoring, mental health support, and special education evaluations. Educational progress is monitored through report cards, teacher communication, and attendance logs. When academic or behavioral issues arise, probation officers facilitate meetings and coordinate interventions to address them promptly. The use of Child and Family Teams ensures that a youth's physical and educational needs are addressed in a holistic manner, with input from caregivers, educators, medical professionals, and social workers.

Effectiveness of Services for Special Needs Children and Families

Sutter County Probation employs a coordinated, family-centered, and multidisciplinary approach to ensure that children with special needs and their families receive timely, appropriate, and effective services. This system is grounded in collaboration, early identification, ongoing monitoring, and individualized support. This support often comes before placement ever occurs during the Family Assistance Services Team (FAST) meeting, SuperFAST meeting (for youth in STRTPs or receiving Wraparound Services), or through Wraparound Services or services with Alta Regional. For those youths whose special needs have yet to be identified, Probation works closely with families, health, and education providers to identify, screen, and assess youth for special needs. Results of screening lead to referrals and follow up with the corresponding school service, specialty mental and/or 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 several collaborative meetings in which family needs are discussed. Probation reports the findings of any assessments completed by the educational system and/or the regional center to the juvenile Court via Court reports.

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

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. Sutter County Probation documents and monitors compliance with both family and child involvement in case plans through our case management system, the Child Welfare Systems Case Management System, and documents efforts in Review Hearings held every six months with the Court.

Sutter County Probation has not initiated the process of terminating parental rights in the last review cycle. Sutter County Probation has not had any youth in care that fell within the TPR timelines.

Critical Incident Review Process

Sutter County Child Death Review Team

California [Senate Bill \(SB\) 39](#) (Chapter 468, Statutes of 2007) sets out the requirements for the County's disclosure of specified child fatality information where there is a reasonable suspicion that the fatality was caused by abuse or neglect **and** when the abuse or neglect has been determined to have led to a child's death (See [ACL 08-13](#), [ACL 09-02](#), and [ACL 10-06](#)). Regulations regarding disclosure requirements issued in 2008 and ACL 10-06 provide current guidance on the public disclosure of information in cases of child fatalities and near fatalities caused by abuse and/or neglect. Sutter County has policies to ensure these ACLs are followed and all child fatalities and near fatalities are reported to the California Department of Social Services (CDSS).

Following the legislation, the CWS supervisor will complete the Child Fatality-Near Fatality County Statement of Findings and Information, SOC 826, to report child fatalities and near fatalities to CDSS. The supervisor will distribute the SOC 826 to the case file, CDSS, CWS program manager, and CWS deputy director. The CWS program manager will confirm all information sent to CDSS in this regard on a quarterly basis.

The Sutter County Child Death Review Team (CDRT) meets every six months to review all deaths of children from birth through age 17 that occur within the county, other than natural deaths of newborns in the hospital whose family resides in another county. The team also reviews the death 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. There have been 19 fatalities reviewed between 2020 and 2025. The CDRT does not review non-medical fatalities.

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 who can provide valuable information about 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 in which the child/family was known to receive CWS services; 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, details of the death and looks at strategies that can help prevent future child deaths that might occur from similar circumstances. The team also discusses situations in which the child avoided death but easily could have ended in a fatality. The team members and member agencies share the common goal of preventing child and adolescent deaths.

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.

National Resource Center (NRC) Training and Technical Assistance

Sutter County does not receive or anticipate requesting technical assistance from the NRC.

Peer Review Summary

Sutter County HHSD, Children's Services Branch, Child Welfare Services (CWS), and Juvenile Probation hosted a three-day Peer Review from April 28, 2025 to April 30, 2025. Every five years Child Welfare Services and Juvenile Probation Departments across California begin a new cycle of the California Child and Family Services Review (C-CFSR). The County starts by completing a County Self-Assessment (CSA). The Peer Review is an important component of the C-CFSR process, which is embedded in the CSA. This Peer Review was facilitated by Shared Vision Consultants at the Sutter County Agricultural Department and Sutter County Juvenile Probation Department. Following the completion of the CSA, the County will develop a System Improvement Plan (SIP) which is informed by the findings from the CSA process.

Prior to the Peer Review, a group orientation webinar was offered for social workers and probation officers who would be interviewed about cases selected for review. The webinar included an overview of the C-CFSR, an overview of the focus areas selected by the County, and the role of those interviewed in the Peer Review process. All participating social workers and probation officers attended the webinar.

A separate orientation webinar was provided for the peer county participants. This webinar also included an overview of the C-CFSR, an overview of selected focus areas, an introduction to the interview tools and debriefing tools, and information on what to expect during the Peer Review week. One-on-one webinars were available for peer County Social Workers or Probation Officers who were unable to attend the group webinar.

The Peer Review began at 8:30 a.m. on Monday, April 28, 2025, and concluded at 12:00 p.m. on Wednesday, April 30, 2025. Peers from nine counties participated in the Peer Review: Social Workers from Amador, Fresno, Merced, Monterey, San Benito, and San Joaquin counties, and probation officers from Colusa, Glenn, and Placer counties. These counties were selected because they are performing well in the focus areas identified by Sutter County or have promising practices/services.

On the first morning of the Peer Review, the California Department of Social Services (CDSS) and Shared Vision Consultants provided the Peer Review participants and Sutter County staff with an understanding of how the Peer Review fits into the C-CFSR, as well as the general demographics of Sutter County. The interview tools and debrief tools were also reviewed and discussed. Introductions and networking also took place to ensure the County staff felt they were in a safe environment for interviews. The peer Social Workers and Probation Officers were divided into three working teams. Team-building exercises helped the peers become comfortable working together. Over the next two days, teams of child welfare social workers and probation officers interviewed the County's Social Workers and Probation Officers.

After reviewing the cases, the peers identified trends and common themes from these interviews. Social workers and probation officers who were interviewed were also given the opportunity to provide recommendations for improving services in the County or to identify tools and/or training that would help them work with families in Sutter County. The peers then provided recommendations of promising practices from their respective counties. Below is a summary of trends, recommendations, and promising practices.

Child Welfare Services:

FOCUS AREA

Sutter County CWS chose to focus on P-4 – Re-entry to Foster Care in 12 months. This measure is defined as “Of all children discharged from foster care to permanency (reunification or guardianship) during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification or guardianship during the year?”

At the time of the Peer Review, 44.4% of children in Sutter County re-entered. This measure has exceeded (not met) the national performance of 9.7% for four of the past five years. For the Social Worker interviews, the County chose seven cases to review comprised of both re-entry and no re-entry cases.

METHOD

For the CSA, the County utilized the CWS/CMS 2024 Quarter 3 data extract from the California Child Welfare Indicators Project (CCWIP), University of California at Berkeley. This data was utilized to determine the Peer Review focus areas for both Child Welfare and Probation.

SUMMARY OF FINDINGS

Social Worker Background

Strengths Trends

- Experienced (array of social work experience, experience across programs)
- Availability of training (Linkages training, Neuroscience of Engagement, Active Listening Training, De-Escalating Youth and Adults, Human Trafficking Training)
- Extensive background with Bringing Families Home (BFH)
- Manageable caseloads (10-15)

Barriers/Challenges Trends

- Lack of new and relevant trainings (example: harm reduction training)
- New staff – no formal, or lack of, onboarding and ongoing training other than CORE Training
- Caseloads not matching experience

Case Background – First Entry

Strengths Trends

- Very familiar with the case (same social worker from the beginning of a case).
- Early interaction with the case (assigned as secondary before primary).
- There were not multiple social workers on one case (no frequent changes in social workers).
- Home of origin, resource family, and social worker all collaborated well.
- Services started immediately

Barriers/Challenges Trends

- The father and/or mother was incarcerated which led to a lack of inclusion in the planning of the case plan and ongoing

- When cases transferred from another jurisdiction (county or state), thorough background checks and assessments were not completed
- Prenatal drug exposure
- Delay in prenatal care

Case Background – Transition to Case

Strengths Trends

- Caseworker was involved very early on (pre-disposition)
- Linkages case and CalWORKs paid for training and Bringing Families Home paid rent
- Cases were discussed very early on in internal staffings (Peer Reviews)
- Frequent CFTs
- Wraparound services were provided (ex: provide concrete supports – school supplies and clothing and counseling supports)
- Public Health Nurse (PHN) was involved in the case very early and continued completing ongoing assessments which helped in identifying needs
- Warm handoff occurred (ex: at a home visit or at the CFTs)
- Made referrals to First Steps and Pathways and issued gas cards

Barriers/Challenges Trends

- There was a lack of follow up on referrals made (ex: SW made referral, but was not sure if parent completed the intake)
- Parent did not follow through on referrals to services for themselves
- Lack of CASA advocate
- The father and/or mother had potential pending criminal charges that impacted the stability.
- Lack of information shared on transfer cases and poor initial assessments upon receipt.

Maintaining Connections

Strengths Trends

- Progressive visitation (supervised to unsupervised to overnight to extended)
- Two visitation centers in the county that provide visitation notes for case worker assessments of progressive visitation.
- Parenting Program that provided services to the parent and child (through Public Health)
- Frequent visitations that started immediately (2-3x/ week for 1-1.5 hours)

Barriers/Challenges Trends

- There was no effort to contact maternal or paternal family
- Lack of formal family finding efforts
- Lack of maintaining connections with parent (maternal or paternal); more focused connections on the parent that was receiving services.

- Parental incarceration
- Lack of time slots availability and/or distance to visitation centers from isolated communities.
- High rates of incarceration and lack of connection with parents that are incarcerated.

Engagement

Strengths Trends

- Frequent and ongoing CFTs
- Internal staffings (peer review) from the start of the case
- Monthly contacts with parent and child
- Always saw child in placement and parent in the home (every month)
- Resource parent and mother had regular communication
- Mother was engaged in case planning by reviewing the case plan monthly (placement decisions and concurrent planning)
- Social worker was creative in maintaining contact with youth who are absent without leave (AWOL) (ex: engaged family friends/ step-parents for placement, individualized visitation locations)

Barriers/Challenges Trends

- Lack of engagement with fathers
- Lack of engagement with extended family
- Lack of concurrent planning

Assessments and Services

Strengths Trends

- Alcohol and Other Drug (AOD) and mental health assessments were completed
- Mental health screening tool was used with minor every six months
- PHN completed Ages and Stages Questionnaire (ASQ)– very involved
- SDM tool was used prior to closing
- CANS was used regularly
- Early development services were provided; e.g., Head Start, Regional Services, in home services
- Education assessments were completed; ex:, Individualized Education Plan (IEP), Special Education Assessment, social workers advocated for school setting that would best fit the child's needs
- Informal assessments; ex., medical and dental were completed monthly by SW to gauge whether more assessments were needed.
- Collaboration occurred via Linkages meetings, CFTs, and phone calls
- Care provider was specialized in medically fragile infant placements

Barriers/Challenges Trends

- Lack of social worker assessments and/or follow up on referrals for services; ex., mental health, SUD

Placement Matching

Strengths Trends

- Child was placed locally
- Caregiver and mother worked in collaboration with each other
- Listened to the youth's voice regarding placement

Barriers/Challenges Trends

- Lack of in-county intensive services foster care (ISFC) homes for youth with complex needs.
- Lack of a formal process for placement matching and lack of local county placements.
- Lack of relative placement

Reunification

Strengths Trends

- Utilized the internal peer review process before making any changes to the case plan
- Use of the SDM tool
- Assessed for safety on a regular/monthly basis/CFTs/face to face contacts
- Continuous engagement with parents to connect and/or monitor services
- Court sometimes agreed with the social worker/child welfare agency recommendations
- Use of Court hearings based on the assessment of the family's needs; ex., interim Court hearings or continuances

Barriers/Challenges Trends

- The mother and/or father being incarcerated
- Lack of a concurrent plan
- Court sometimes did not agree with the recommendation and/or the placement options

Transition Home/ Aftercare

Strengths Trends

- BFH was utilized for reunification and childcare, after the youth was returned home; ex., housing, childcare
- The mother and/or father had a strong in-home support system; ex., Parent Partner
- Wraparound services were provided after reunification
- Collaboration with CalWORKs and CalFresh

Barriers/Challenges Trends

- Family of origin ambivalence toward the need for services
- Lack of assessment of the parent's need for services
- Lack of a concurrent plan

Re-Entry

Strengths Trends

- BFH Assistance for housing and childcare
- Frequent use of CFTs
- Internal peer Teaming meetings to provide ongoing services which contribute to the prevention of re-entry.
- Great client communication – ability to build trust with clients (continued communication with clients after cases close)
- Social worker creativity in meeting the needs of the youth.
- Education assessments were completed; ex., IEP, Special Education Assessment, social workers advocated for school setting that would best fit the child's needs
- Good rapport with the family and adjusting expectations to meet the needs of the family

Barriers/Challenges Trends

- Lack of in county intensive services foster care (ISFC) homes for youth with complex needs and/or lack of placements that can meet the needs of the child.
- Lack of global assessments
- Lack of family connection and support for the youth
- Lack of engagement from family of origin

Sutter County Social Worker Recommendations/Challenges

Training

- Why do different programs have different trainings?
- Set up a way to make programs more widely known.
- What can Medi-Cal do to assist the families?
- How to deal with children with autism, aggressive, and assaultive behaviors
- Training for the Judge
- Trauma informed training, assisting with building a supportive engaging relationship
- Harm reduction training/Information
- Not a lot of formal training as a new social worker (induction).
- Cases should have been assigned more often with experience taken into consideration.
- Having internal trainings on documenting reasonable services and terminating services.

Resources

- Differential Response: When a hotline call does not clearly meet the criteria for CWS involvement but raises some concerns, provide the parent with appropriate community resources to help address the issues and prevent future referrals.
- Have more behavioral health providers

- Housing resources
- Keep all current resources like BFH
- County is small and lacks resources including drug services, father program, housing, and mental health.

Policies & Procedures

- Continue to streamline policies and procedures (P&Ps).
- Currently working on P&P's and making them more standardized and universal.
- Have no cuts to current programs
- Turnaround time for the approval of policies could be improved

Other

- Internal - documenting reasonable services when terminating services.
- It often feels that there is a strain between Court and SW
- Court could use some training in child welfare. Judges to have some training in trauma and DV. Judges do not come from a lens of child welfare.
- Provide more parent support, including one on one help, parenting classes, and peer support
- Do not cut funding to BFH, employment services, childcare assistance
- The Court needs to be more informed of childhood trauma
- Strong relationships between social workers and parents contributes to the family's success.
- Harm reduction, odd circumstances for unconventional methods
- Funding for the parents that are reunifying instead of just funding for the foster parents
- Have someone responsible for family finding to connect children with relatives.

PEER PROMISING PRACTICES

San Benito

- **Family Engagement:** Dedicated Family Finding Social Worker with monthly, or as-needed, contacts documented in Court reports.
- **Service Continuity:** Contracts with private therapists for clients not meeting Behavioral Health medical necessity.
- **Visitation:** Case-carrying social workers cover visitation if visitation staff are unavailable.
- **Judicial Collaboration:** Regular meetings with the Judge; social workers attend Court alongside supervisors; e-filing allows parents to receive Court reports via email.
- **Rural Access:** Virtual mental health services and support for out-of-county youth.
- **Concurrent Planning:** Discussed monthly with parents and documented in Court reports.

San Joaquin

- **Family Finding:** Dedicated social worker conducts ongoing Family Finding and documents contacts in CWS/CMS.

- **Court Engagement:** Quarterly leadership meetings with Court partners; use of behaviorally based case plans to engage Courts.

Fresno

- **Concurrent Planning:** Integrated into safety planning and Court reports.
- **Parent Support:** Cultural broker and parent partner programs support parent engagement.
- **Court Inclusion:** Parents encouraged to bring support systems to Court.

Merced

- **Specialized Roles:** Non-case-carrying SWs serve as case managers; placement specialist maintains a shared placement outreach sheet.
- **Family Finding at Detention:** Dedicated SW present during detentions for early engagement.
- **Interagency Collaboration:** Co-location or contracts with Sheriff, Domestic Violence agency, Probation, Child Development Specialists, and others.
- **Father Support:** "All Dads Matter" group (offered in jail) addresses child support, restraining orders, and criminal charges.

Amador

- **Extended FM Visits:** Up to 29-day visits before reunification to ensure readiness and safety.
- **Legal Collaboration:** Weekly meetings with County Counsel.
- **Family Feedback:** Whiteboard tool used in CFTs to review successes and areas for growth.

Monterey

- Parent Education Group (Bilingual):
 - *Part 1:* Guest speakers with lived experience.
 - *Part 2:* Overview of FR process and case planning; participation from SWs, therapists, and supervisors.
 - *Part 3:* Behavioral health education, trauma, and self-advocacy.
- **Peer Mentorship:** Mentor Mom and Dad programs support parents in meetings and system navigation.
- **Judicial Collaboration:** Oral reviews conducted with Court partners.

Probation:

FOCUS AREA

Sutter County Juvenile Probation chose to focus on the systemic factor Service Array. Service Array is defined as the capacity to deliver a comprehensive service array that is available, accessible, and able to be individualized. For the Probation Officer interviews, the County chose two cases to review.

SUMMARY OF FINDINGS

Probation Officer Background

Strengths Trends

- Very experienced in working with the population (in adult and juvenile)
- Extensive trainings (ex: Transitional Housing, STRTP, Trauma informed, Placement Core, CANS)
- Manageable caseload

Case Background

Strengths Trends

- Supervisor/manager support; ex., weekly staffings, home visits
- Low caseload number
- Low number of probation officers involved in cases (same PO stays assigned and if needed, warm, slow, lengthy handoff)
- Case assignment made based on the specific needs of the youth
- Warm handoff/meet and greet with Camp Singer probation officer if youth transitioning out of detention to placement
- Continuation of the assessment process from Camp Singer to placement

Barriers/Challenges Trends

- Mother did not want to be involved with the youth
- Minimal involvement with father
- Out of county STRTP placement

Case Management and Concurrent Planning

Strengths Trends

- Started at intake and was ongoing through placement
- Family finding and engagement through Seneca throughout the life of the case
- Variety of consistent services provided (ex: Wraparound)
- Even though the youth was placed in an out of county STRTP, services were consistently provided in the county; ex., psych appts., Court, family therapy

Barriers/Challenges Trends

- The youth has to stay in the STRTP due to complex needs
- Child focused case management due to lack of engagement from parents.

Engagement

Strengths Trends

- PO engaged some extended family members; ex., sibling
- Extensive contact with the youth in natural settings. Utilized family therapy and CFTs to address triggers.

- PO made contacts in out of county placements.
- Provided extensive opportunities with the family of origin.
- Continued to attempt to re-engage mother and father in services.

Barriers/Challenges Trends

- Parents unwilling to engage in case planning
- Medical issues of the care provider made it difficult for engagement

Placement Matching

Strengths Trends

- Youth was always included in placement decisions
- Monthly CFTs were completed
- Extended family members and parents were involved in the case very early on
- PO did in person interviews for potential placements

Barriers/Challenges Trends

- FFA/RFA were not equipped to handle the youth
- Placement was unfamiliar with the mental health needs of the youth

Caretaker Support and Services

Strengths Trends

- STRTP placement was tailored to the youth's needs

Barriers/Challenges Trends

- Geographical location of out-of-county placements
- Lack of support for the caregivers in meeting the needs of the individual youth

Assessments and Services

Strengths Trends

- Youth was provided with a wide array of services; ex., mentor program, Wraparound, life skills, Substance Use Disorder (SUD) services, independent living skills, weight management, mental health – medication and therapy
- Transportation services
- Internal SUD services
- Overcame obstacles for the youth to receive services
- PO was familiar with the youth's interests and got the youth involved in activities; ex., boxing, biking, skateboarding
- Met the youth where they were at
- Weekly contacts with service providers
- Foster care liaison assisted with educational needs

Barriers/Challenges Trends

- Mother's unwillingness to participate in services; ex., mental health, SUD
- As a direct result of the mother's unwillingness to participate in services, assessments could not be completed for parent

Sutter County Probation Officer Recommendations/Challenges

Training

- Open to any trainings/recommendations
- More RFA home training in trauma informed care for IFSC homes

Resources

- This County had a lot of resources and support

Policies & Procedures

- Additional training on the CWS/CMS Case Management System
- Additional training as it relates to placement

PEER PROMISING PRACTICES

Colusa

- **Collaboration:** Monthly MDTs with law enforcement, Child Protective Services (CPS), behavioral health, schools, and probation; confidentiality agreements signed each meeting.
- **Information Sharing:** Probation Advisory Meetings, CPOC mailing list, and Northern California Placement Committee (NCPC) forum.
- **Training:** Participation in UC Davis trainings.

Glenn

- **Targeted Classes:** Parenting and crisis intervention classes through Plumas Rural Services for parents and foster parents of justice-involved youth.
- **Training Access:** UC Davis Continuing and Professional Education.

Placer

- **Parent Support:** Mentors with lived experience serve as child/parent advocates.
- **Placement Coordination:** Children's System of Care Placement Team helps locate suitable placements.
- **Interdepartmental Communication:** Monthly meetings with CWS Social Workers to ensure alignment and data consistency.

Outcome Data Measures

Child Welfare

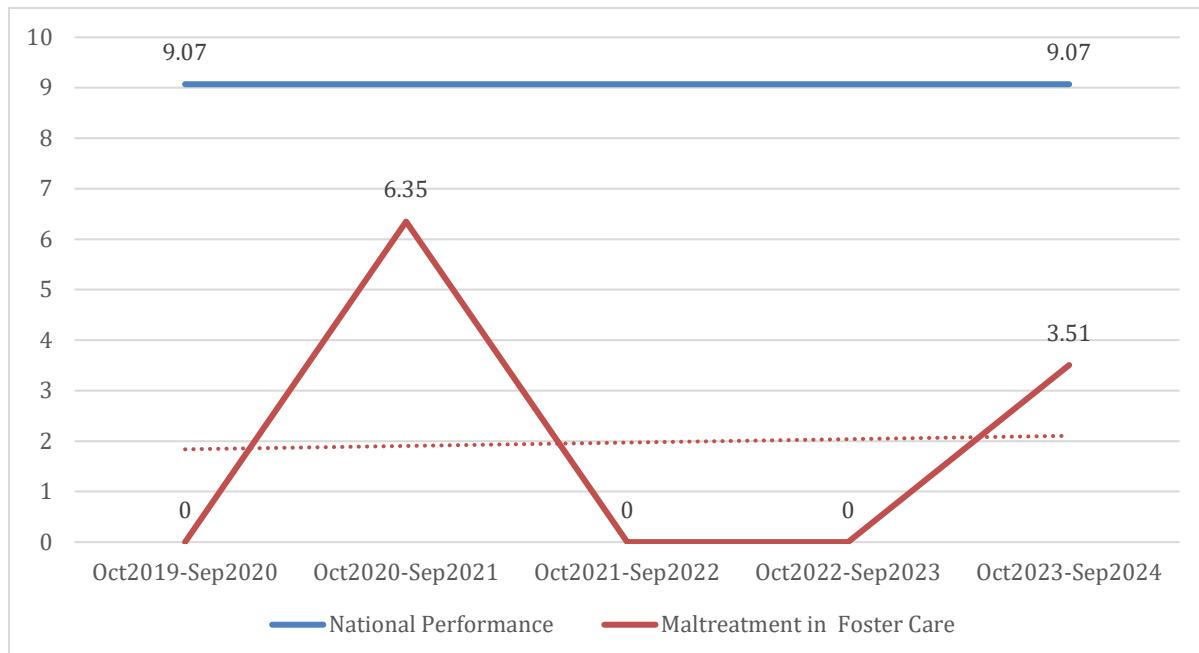
The following data is for Sutter County HHSD, Children's Branch - CWS pulled from the CWS/CMS 2024 Quarter 3 extract from the CCWIP, University of California at Berkeley. In all data tables below, a period (".") indicates that the value is zero. In stratified views of the data, additional values (the lowest available) are masked to prevent calculation of values of ten or less. In these cases, trends cannot be identified to the low number of children and youth included in the data.

S1-Maltreatment in Foster Care

This measure is defined as, "Of all children in care during the 12-month period, what is the rate of victimization per day?"

The national performance for this measure is ≤ 9.07 . During the reporting period, October 1, 2023, to September 30, 2024, Sutter County's children experienced a victimization rate of 3.51 (1 of 28,509 days), exceeding (better than) the national performance. The county has exceeded the standard for the past five years. Stakeholders indicated that this is likely due to several contributing factors, including comprehensive resource parent training, strong relationships between Foster Family Agency (FFA) resource families and birth parents, frequent visitation, and consistent monthly contact by social workers, all of which help provide ongoing support to resource families.

FIGURE 1: S1 - MALTREATMENT IN FOSTER CARE PER 100,000 DAYS, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

S1 - Maltreatment In Foster Care by Age Group, 2019 – 2024

When stratified by age, only children aged 1-2 and 11-15 have experienced maltreatment in foster care in the last five years.³

S1 - Maltreatment In Foster Care by Ethnic Group, 2019 – 2024

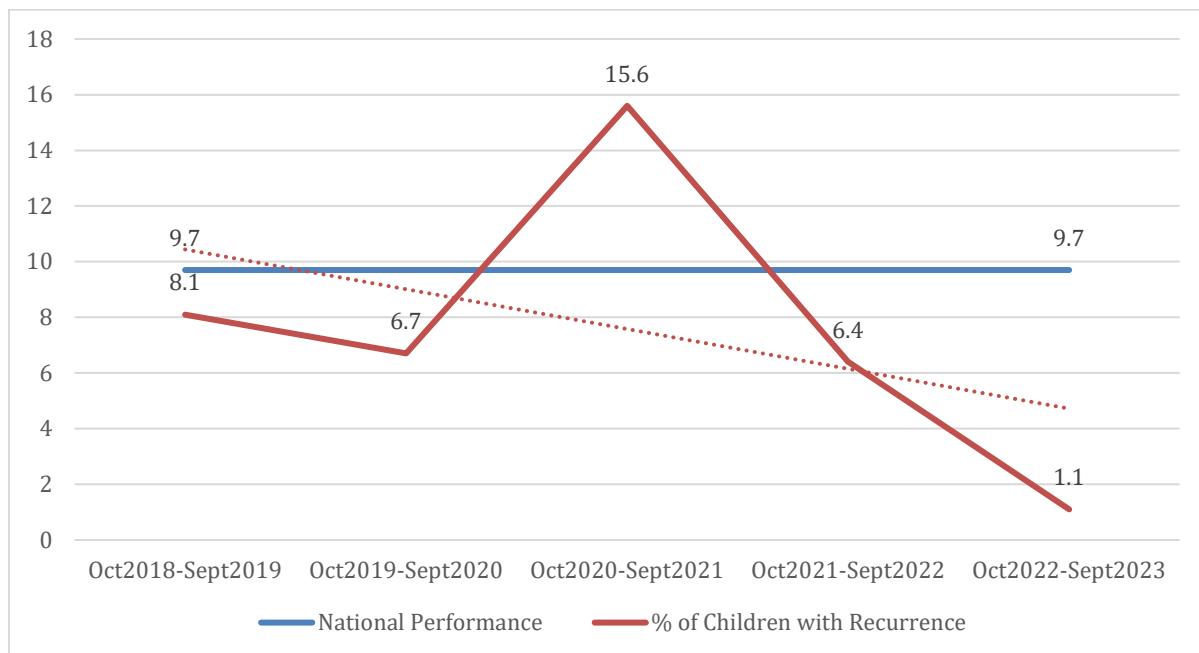
Latino and Black children are the only ethnic groups to experience maltreatment in foster care in the past five years.⁴

S2-Recurrence of Maltreatment

This measure is defined as, “Of all children with a substantiated allegation during the 12-month period, what percent had another substantiated allegation within 12 months?”

The national performance for this measure is $\leq 9.7\%$. During the reporting period, October 1, 2022, to September 30, 2023, 1.1% of children experienced a recurrence of maltreatment, which is below (better than) the national performance. The County has exceeded the standard for four of the past five years. Stakeholders found that CWS has adopted a more strength-based approach, implemented more effective safety plans and Safety Organized Practice (SOP), and demonstrated increased creativity in supporting and accommodating families.

FIGURE 4: S2 - RECURRENCE OF MALTREATMENT, 2018 – 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B.,

³ Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

⁴ Webster et al., CCWIP Reports.

S2 - Recurrence of Maltreatment by Age, October 1, 2022 – September 30, 2023

Children aged 11-15 were the only age group to experience recurrence of maltreatment during this reporting period, at 4.2%.⁵

S2 - Recurrence of Maltreatment by Ethnicity, October 1, 2022 – September 30, 2023

White children were the only ethnic group to experience recurrence of maltreatment during this reporting period, at 2.4%.⁶

Over the past five years, Sutter County HHSD, Children's Branch - Child Welfare Services (CWS) has faced ongoing challenges across all permanency outcomes. Stakeholders, focus group participants, and findings from the Peer Review consistently identified the Juvenile Court process as a contributing factor impacting these outcomes. While the agency holds regular meetings with the Juvenile Court to review practices and mandates, several persistent obstacles remain:

- Social workers and supervisors reported that the Court environment can, at times, feel hostile. This dynamic can hinder the development of trust between social workers and parents, ultimately delaying parent engagement in the case plan process.
- The Peer Review noted that changes to the Court report template have excluded recommendations for concurrent planning, limiting the Court's ability to see alternative permanency options.
- Stakeholders cited frequent delays in Court proceedings due to lengthy continuances and contested hearings. Contributing factors include untimely submission of social worker reports—particularly addendums—Court personnel being unprepared, combining of hearings, and the absence of social workers to address case-specific questions.
- Over the past three years, the Court system has experienced significant turnover, including three different Judges, two County Counsels, multiple child and family attorneys, and the onboarding of twelve new social workers. This has led to inconsistencies between agency recommendations and Court orders, creating confusion among Court participants.

Wraparound Services

Wraparound services are designed to improve all permanency outcomes in Sutter County by providing intensive, individualized support to youth and their families, helping stabilize placements and strengthen family dynamics.

These services involve a multidisciplinary team of mental health professionals working collaboratively to address the complex behavioral and emotional needs of a specific youth and their family. The team includes a licensed mental health clinician who provides individual therapy to the youth, focusing on therapeutic interventions tailored to their unique challenges. Additionally, one to two mental health rehabilitation specialists work with the youth in the home and community, helping them practice and reinforce skills introduced in therapy.

A parent partner also plays a critical role, offering guidance and support to caregivers in managing and responding to the youth's behavioral and social-emotional needs in healthy, constructive ways. The team

⁵ Webster et al., CCWIP Reports.

⁶ Webster et al., CCWIP Reports.

is coordinated by a facilitator, who organizes schedules and leads regular Child and Family Team (CFT) meetings involving the youth, caregivers, and the Wraparound team to ensure consistent communication and progress tracking.

When necessary, the clinician may refer the youth to an agency psychiatrist for a psychotropic medication evaluation and ongoing psychiatric support.

P1-Permanency in 12 months (Entering Foster Care)

This measure is defined as, “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

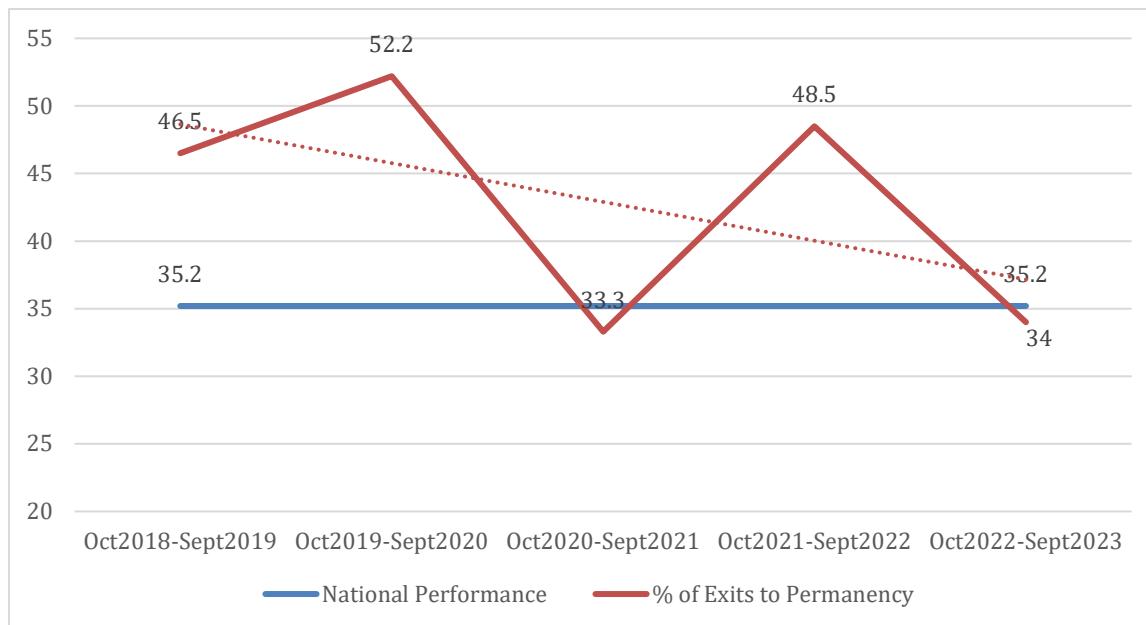
The national performance for this measure is $\geq 35.2\%$. The most recent performance, October 1, 2022, to September 30, 2023, is 34% (16 of 47), which is below (not meeting) the national performance. The County has exceeded the standard for three of the past five years.

During the previous SIP cycle, efforts were made to develop and strengthen relationships with FFAs to foster partnerships that support family reunification and placement stability. These efforts included expanded training, increased implementation of SOP, within CWS, and a greater emphasis on the use of CFT meetings.

CWS remains committed to a multidisciplinary team approach to ensure children and families receive the appropriate level of behavioral health services. Collaborative efforts have continued with key partners, including the juvenile Court and the Linkages program. This includes twice-monthly meetings to review cases involving families served by both CWS and Probation, identify effective practices, address areas for improvement, and determine next steps for family progress.

Stakeholders also identified challenges impacting this outcome area, including the adjustment period for a newly assigned Judge who is becoming familiar with dependency Court processes. This transition has contributed to broader system-level challenges related to consistency and coordination.

FIGURE 7: P1 - PERMANENCY WITHIN 12 MONTHS, 2018 – 2023

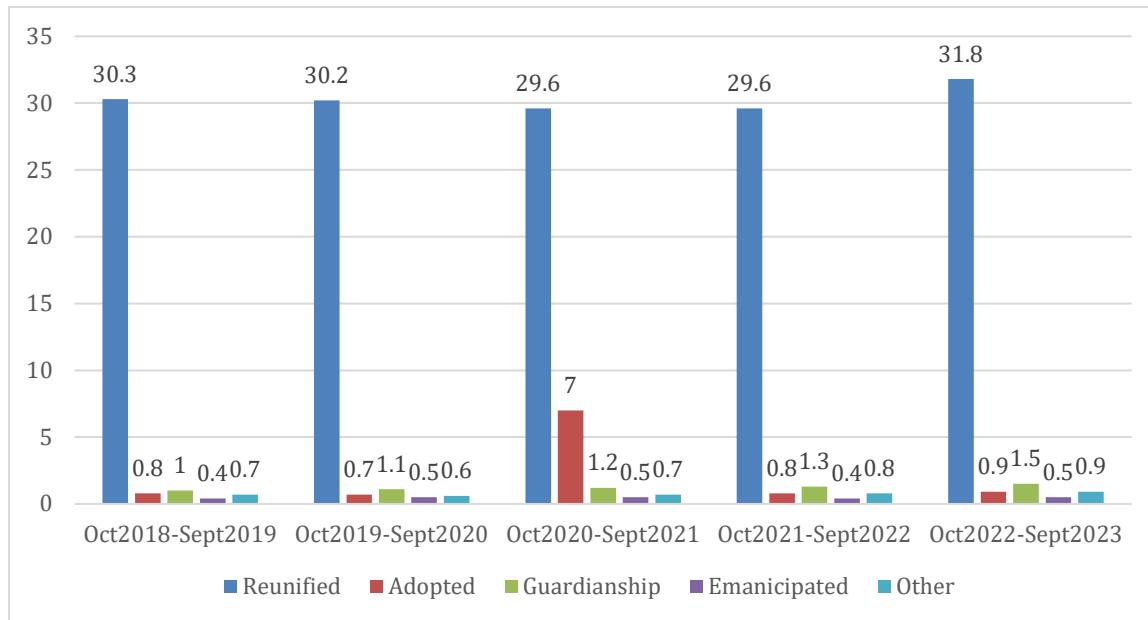


Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B.,

Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Reunification is the most predominant type of permanency achieved within 12 months over the five-year period.

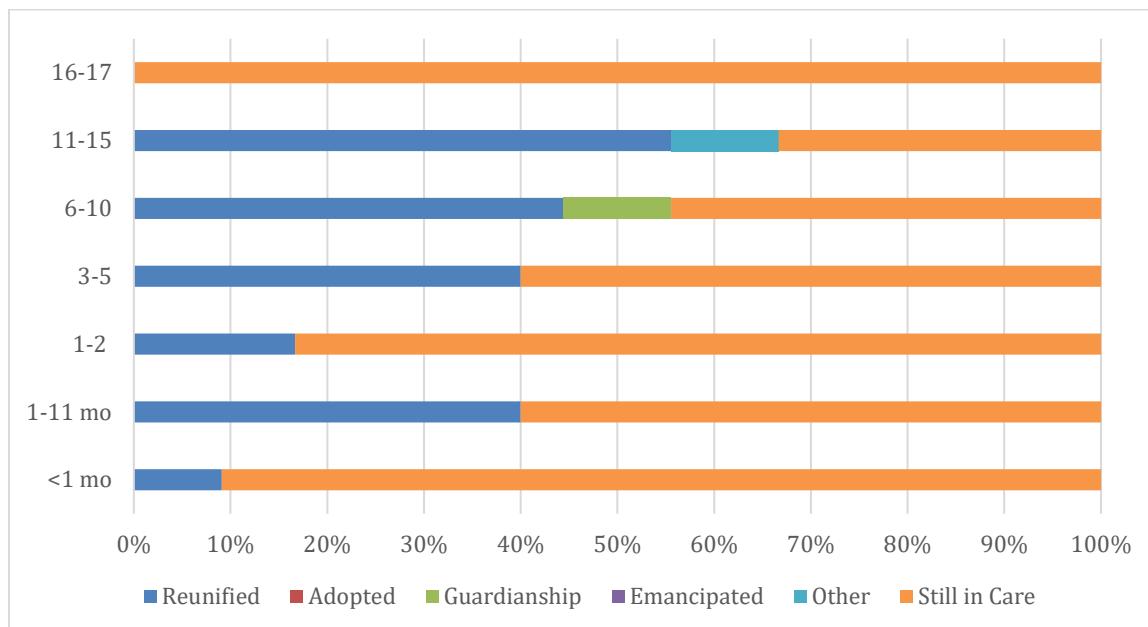
FIGURE 8: P1 - PERMANENCY WITHIN 12 MONTHS BY TYPE OF PERMANENCY, 2018 – 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Almost all exits to permanency during this reporting period were via reunification. Children aged 11-15 reunified at the highest rate at 55.6%.

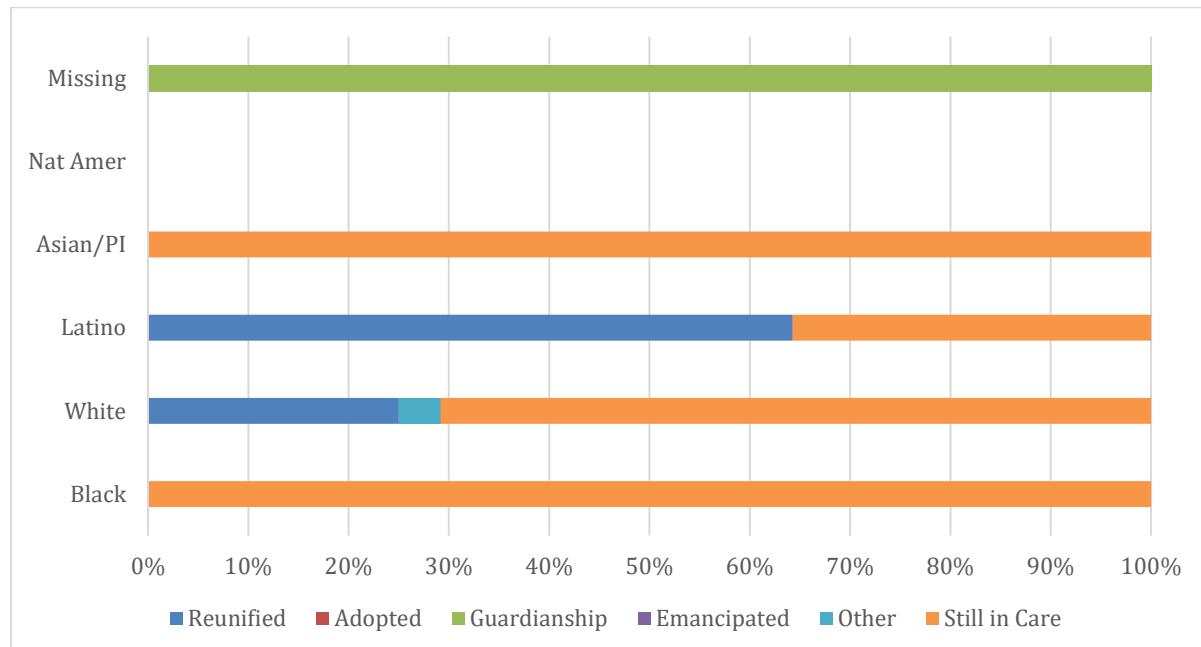
FIGURE 9: P1 - PERMANENCY BY AGE GROUP BY TYPE OF PERMANENCY, OCTOBER 1, 2022 – SEPTEMBER 30, 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL:<http://cssr.berkeley.edu/ucb_childwelfare

Latino children reunified at the highest rate at 64.3%, followed by White children at 25%.

FIGURE 10: P1 - PERMANENCY BY ETHNICITY BY TYPE OF PERMANENCY, OCTOBER 1, 2022 – SEPTEMBER 30, 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare; Values in this graph are shown as percentages to protect the confidentiality of the individuals in the data.

P2-Permanency in 12 Months (In Care 12-23 Months)

This measure is defined as, “Of all 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, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?”

The national performance for this measure is ≥43.8% of children will exit to permanency. During this reporting period, October 1, 2023, to September 30, 2024, 22.7% (5 of 22) of children in care 12-23 months exited to permanency. This is below (not meeting) the national performance. This is the only reporting period in the past five years that the County has not exceeded the standard.

Over the past five years, the agency has implemented and expanded training for social workers in key areas such as SOP, the CANS assessment, and CFTs. These efforts have contributed to improvements in P-2.

Stakeholder feedback highlighted additional factors that have supported positive performance, including partnerships with visitation centers like Children’s Hope and Ardent Family Services. These centers provide structured, supervised visitation, creating a safe and supportive environment for family interactions. Children’s Hope also offers assistance with essential needs such as rent, utilities, and food for qualifying families, further supporting family stability.

Parent coaching during visitation has also improved, with an emphasis on building parenting skills—particularly for parents who may not have had strong role models. These services are delivered through programs such as Children's Hope FFA, and they are instrumental in supporting reunification efforts.

Collaborative partnerships between community-based organizations and Child Welfare Services (CWS) have played a critical role in enhancing service delivery and improving outcomes for families. Additionally, the county has established a comprehensive case review system for children in placement to ensure appropriate placements and services tailored to their individual needs. This review process includes the Family Assistance Service Team (FAST) and SuperFAST, which evaluate and support placement decisions through multidisciplinary collaboration.

- FAST is a multidisciplinary membership group comprised of Sutter-Yuba Behavioral Health Youth Services, Sutter County Superintendent of Schools, Alta California Regional Center (ACRC), Sutter County Employment Services, Sutter County Probation, Yuba City Unified School District, and Sutter County Child Welfare. Any agency is allowed, with the parent's consent, to refer a child for reasons of a mental health service referral, information sharing, problem solving, a resource request, requesting a new placement, requesting Sutter County Wraparound Services, or returning from an out of home placement.
- SuperFAST is Sutter County's Interagency Placement Committee (IPC) that meets monthly and consists of, but is not limited to, Child Welfare Services, Probation, Behavioral Health and other organizations such as Alta California Regional Center, Sutter County Superintendent of School, Public Health, and Youth for Change. 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 an 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 an STRTP placement and to discuss needs and services including Wraparound services. Other complex placement issues are also discussed at this meeting to brainstorm appropriate service needs.

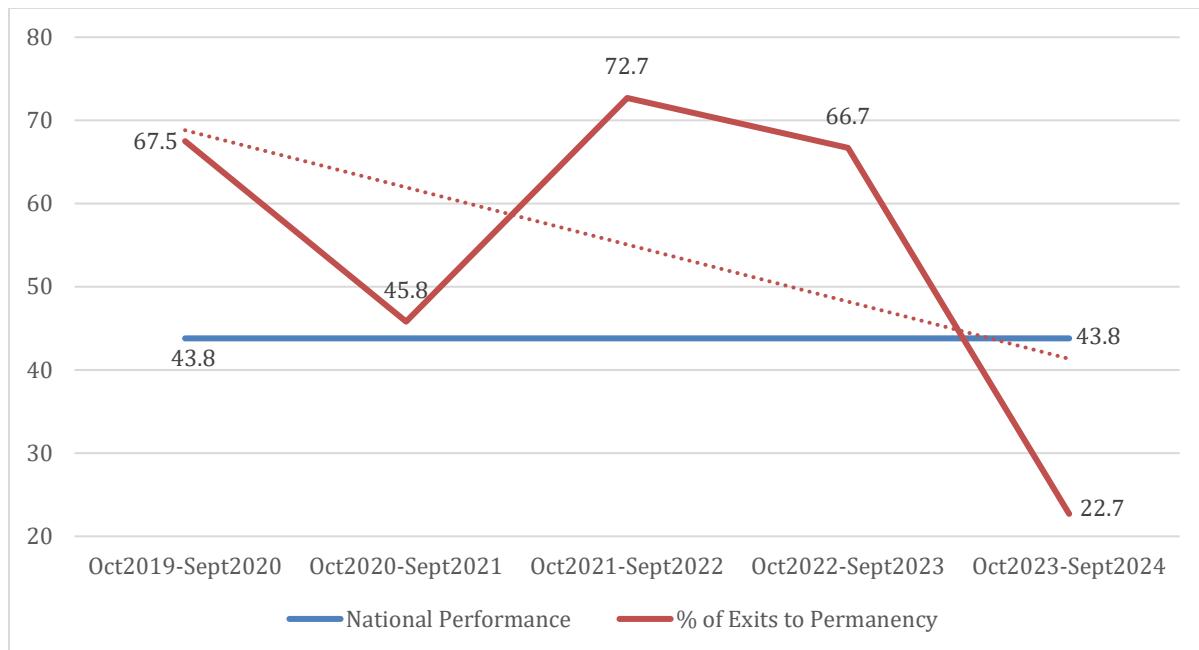
Timely reunification continues to be challenged by the complex needs of parents, including substance use disorders, mental health concerns, homelessness, unemployment, and poverty. Stakeholders identified the limited availability of services to address these issues as a significant barrier. Additional obstacles include unrealistic expectations placed on parents, lack of reliable transportation, limited access to referred services, and a lack of natural community supports—all of which hinder progress toward reunification.

Beyond the trends outlined in P-1, a key barrier identified for P-2 was the insufficient use of Family Finding and Engagement (FF&E) and concurrent planning. The Peer Review highlighted that in cases where reunification was anticipated, concurrent planning efforts were often overlooked. Additionally, there was limited FF&E for the non-custodial parent not receiving reunification services. A significant gap was also identified in the engagement of fathers, particularly those who are incarcerated, signaling a need for more inclusive and intentional family engagement strategies.

Stakeholders also expressed concern about the need for more emergency placement options. In response, a survey was developed and administered in September 2023 to assess the readiness and availability of resource homes for emergency placements. Twenty-one resource families completed the survey with 13 participants voicing interest in being an emergency placement. The barriers identified through the survey included, but were not limited to, transportation difficulties, lack of space per licensing standards, and a lack of overall supports.

To address the ongoing need for respite care, CWS continues to collaborate with Foster Family Agencies (FFAs) in Sutter County to identify potential respite placement providers. The agency is exploring the use of a Request for Proposal (RFP) process to expand access to respite services and better support resource families.

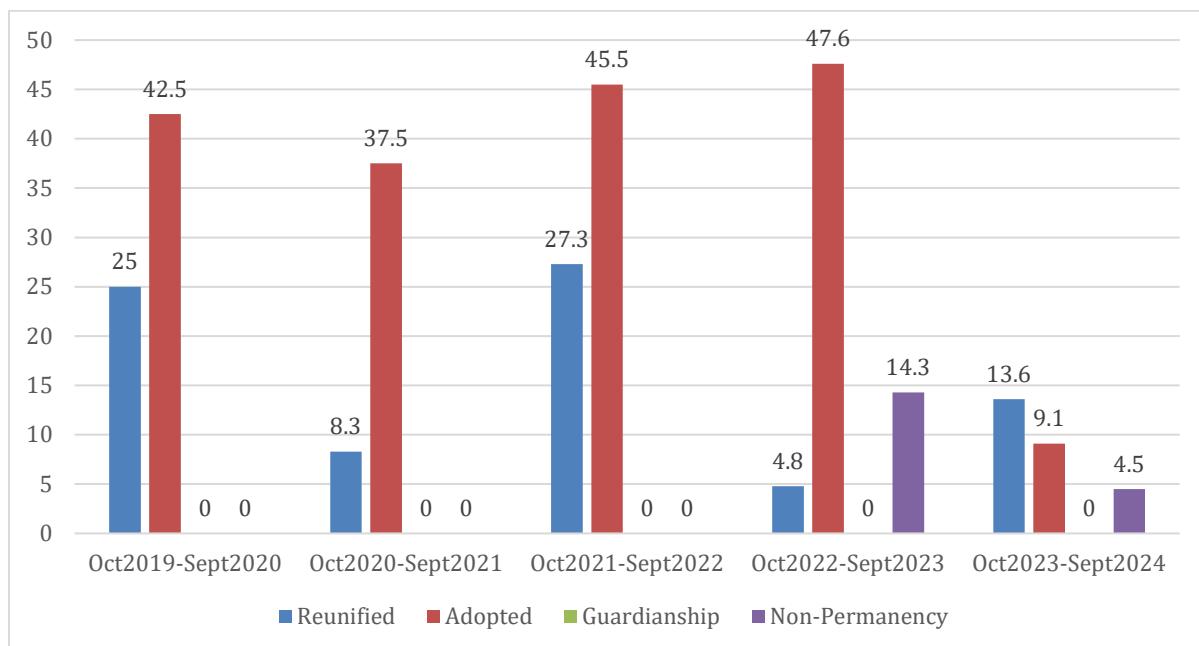
FIGURE 11: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Over the past five years, the predominant form of permanency for this cohort was adoption.

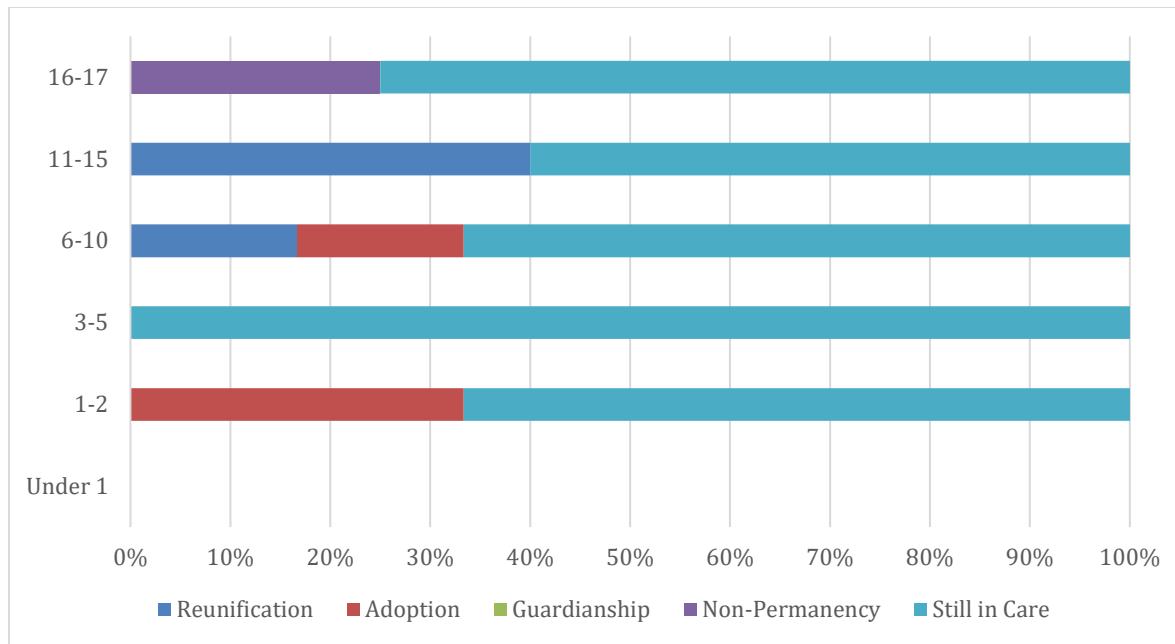
FIGURE 12: P2 - PERMANENCY TIME IN CARE 12 TO 23 MONTHS BY TYPE OF PERMANENCY, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Children aged 11-15 achieved permanency at the highest rate at 40%.

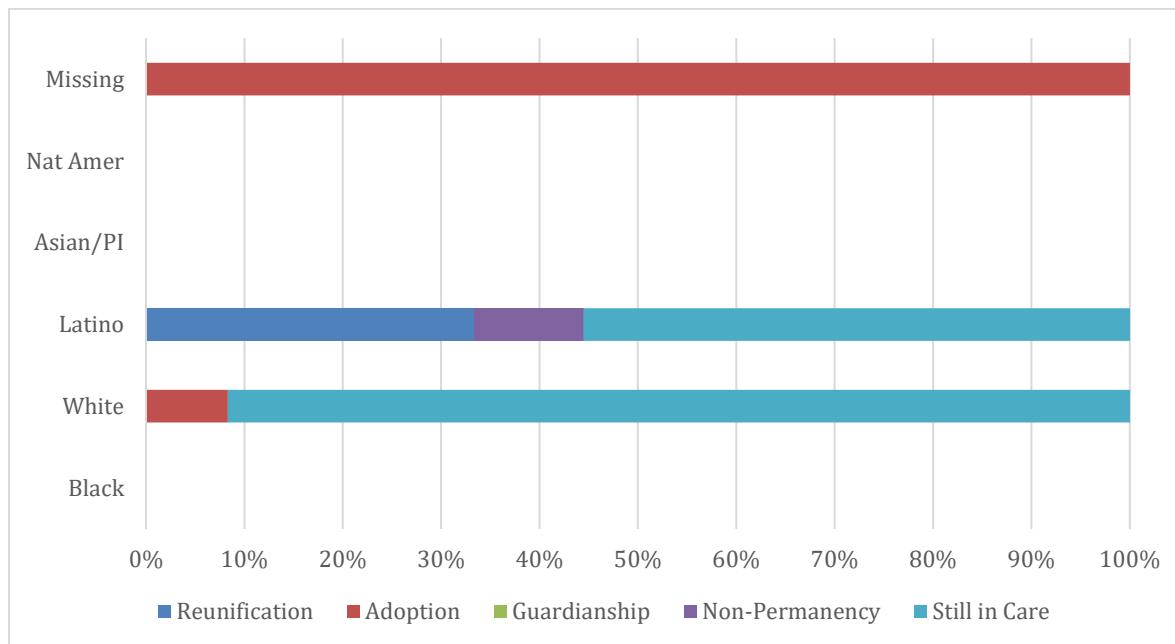
FIGURE 13: P2 - PERMANENCY BY AGE GROUP BY TYPE OF PERMANENCY, OCTOBER 1, 2023 TO SEPTEMBER 30, 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Latino children achieved permanency at the highest rate at 45.4%.

FIGURE 14: P2 - PERMANENCY BY ETHNICITY BY TYPE OF PERMANENCY, OCTOBER 1, 2023 TO SEPTEMBER 30, 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

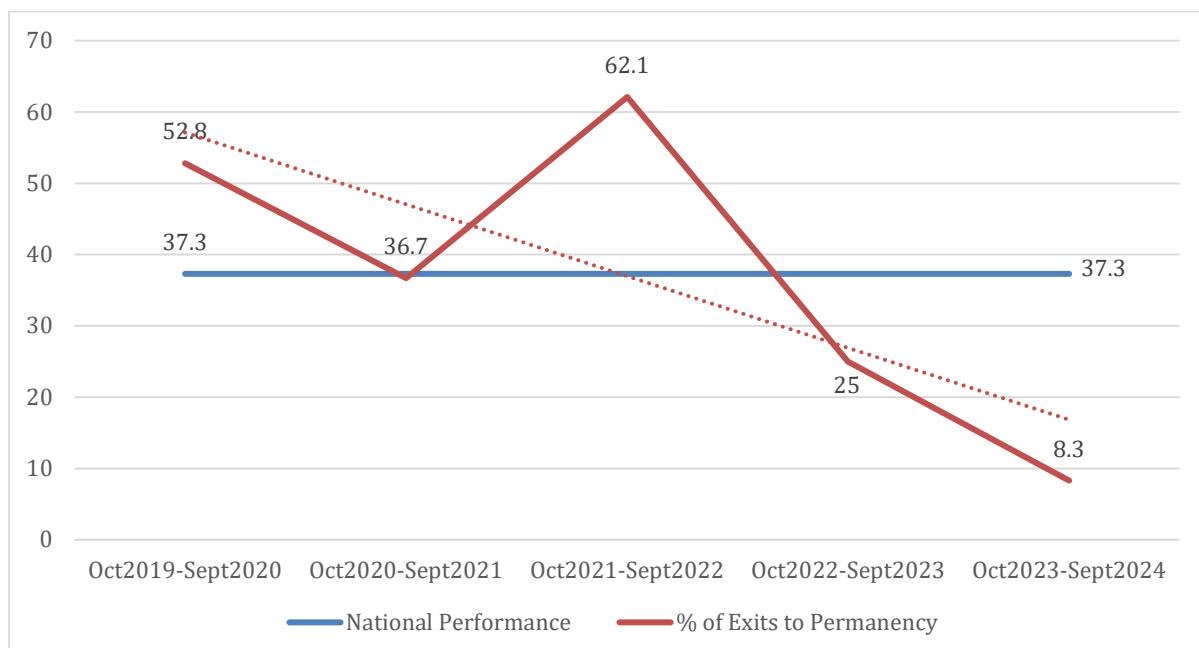
P3-Permanency in 12 Months (In Care 24 Months or More)

This measure is defined as, “Of all children in foster care on the first day of a 12-month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?”

The national performance for this measure is $\geq 37.3\%$. During the reporting period, October 1, 2023, to September 30, 2024, 8.3% of children exited to permanency, not meeting the national performance.

Findings from the stakeholder meeting and Peer Review identified several contributing factors to children and youth remaining in care for more than 24 months. These include limited FF&E, insufficient concurrent planning, minimal father engagement, lack of involvement with extended family, gaps in trauma-informed training, the absence of a County-based Intensive Services Foster Care (ISFC) program, and the complex needs of youth combined with ambivalence from the family of origin toward receiving services.

FIGURE 15: P3 - PERMANENCY FOR CHILDREN IN CARE OVER 24 MONTHS, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

P3 - Permanency by Age Group by Type of Permanency, October 1, 2023 to September 30, 2024

All children who exited care were aged 6-10 and exited via adoption.⁷

P3 - Permanency by Ethnicity by Type of Permanency, October 1, 2023 to September 30, 2024

⁷ Webster et al., CCWIP Reports.

Latino children were the only ethnic group to achieve permanency.⁸

P4-Re-entry to Foster Care in 12 Months

This measure is defined as, “Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?”

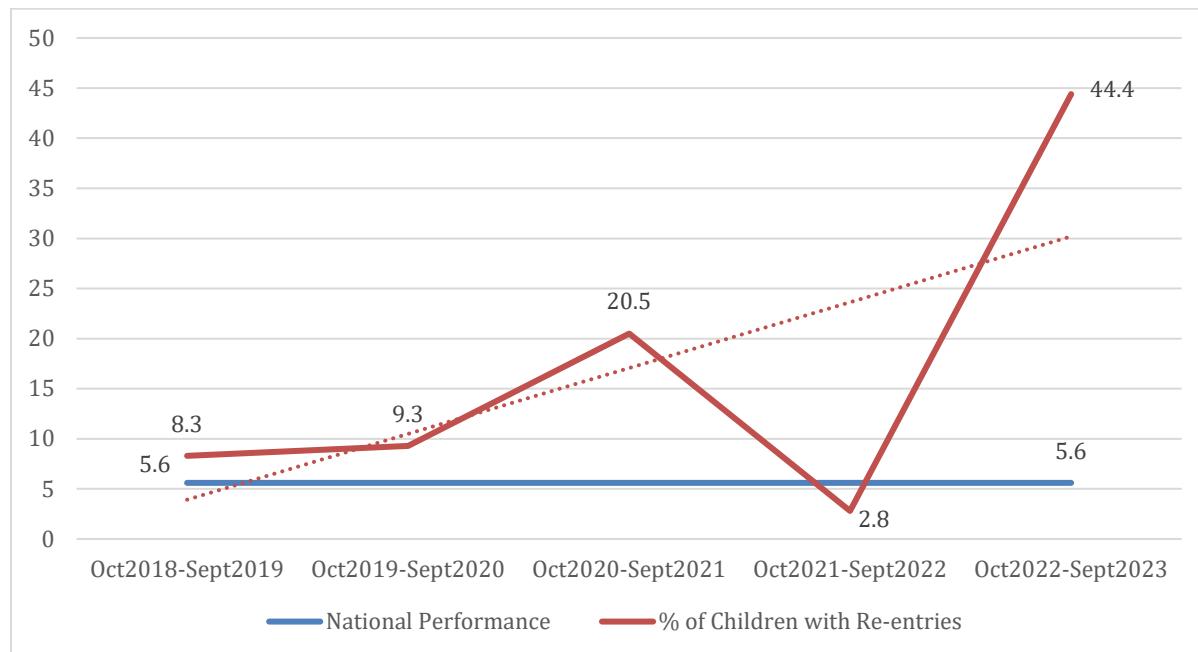
The national performance for measure P4 is $\leq 5.6\%$. During this reporting period, October 1, 2022, to September 30, 2023, 44.4% (12 of 27) of children re-entered after achieving permanency. This rate is above (not meeting) the national performance. The County has met the standard once in the past five years.

Stakeholder feedback attributed increased re-entry rates to several key factors, including instances where the Court ordered children to return home despite agency recommendations, as well as unresolved parental challenges related to substance use, mental health, housing instability, and meeting basic needs. Stakeholders noted that the root causes of removal are not always fully addressed during placement through the case plan. Some parents have expressed that, even after completing their case plans, they do not feel adequately prepared to care for their children independently.

Conversely, the continuation of therapeutic services following permanency has been linked to reduced re-entry rates. Additionally, the use of progressive visitation was identified as an effective strategy in preparing parents for reunification, helping to strengthen family readiness and decrease the likelihood of re-entry into care.

Lastly, due to the relatively small number of children and youth in care in Sutter County, data can be significantly impacted by individual cases, particularly large sibling groups. During the most recent reporting period, October 1, 2022 – September 30, 2023, a re-entry involving a large sibling group contributed to a noticeable spike in the county’s re-entry rate.

FIGURE 18: P4 - RE-ENTRY INTO FOSTER CARE, 2018 – 2023

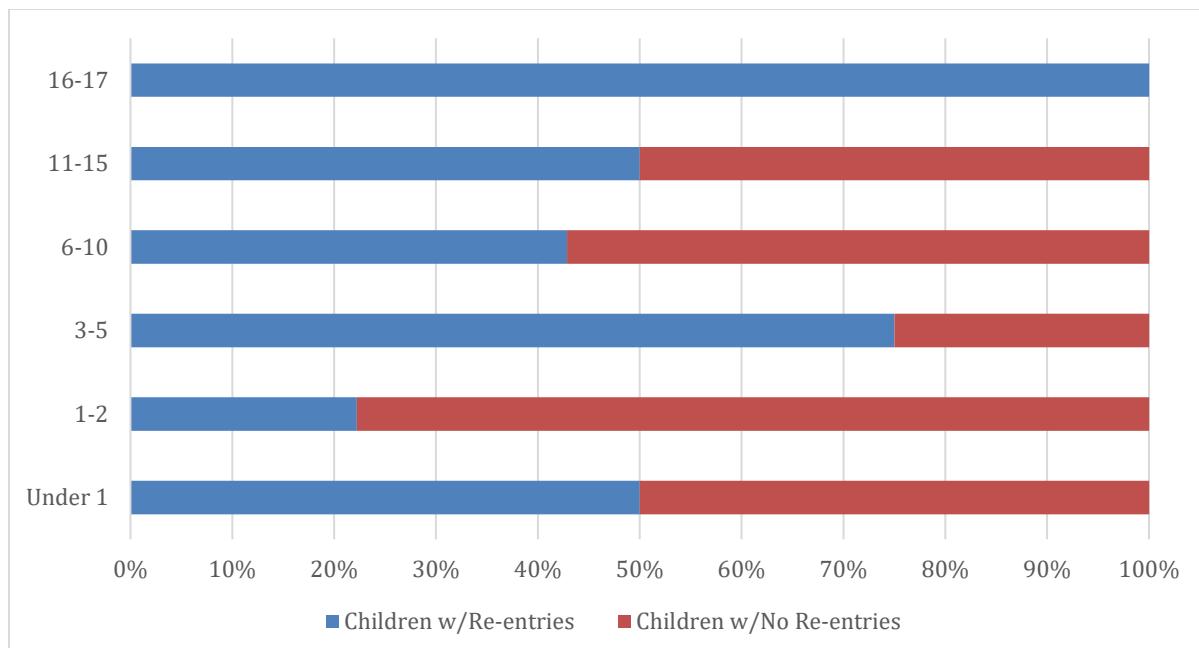


⁸ Webster et al., CCWIP Reports.

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Children aged 16-17 re-entered at the highest rate.

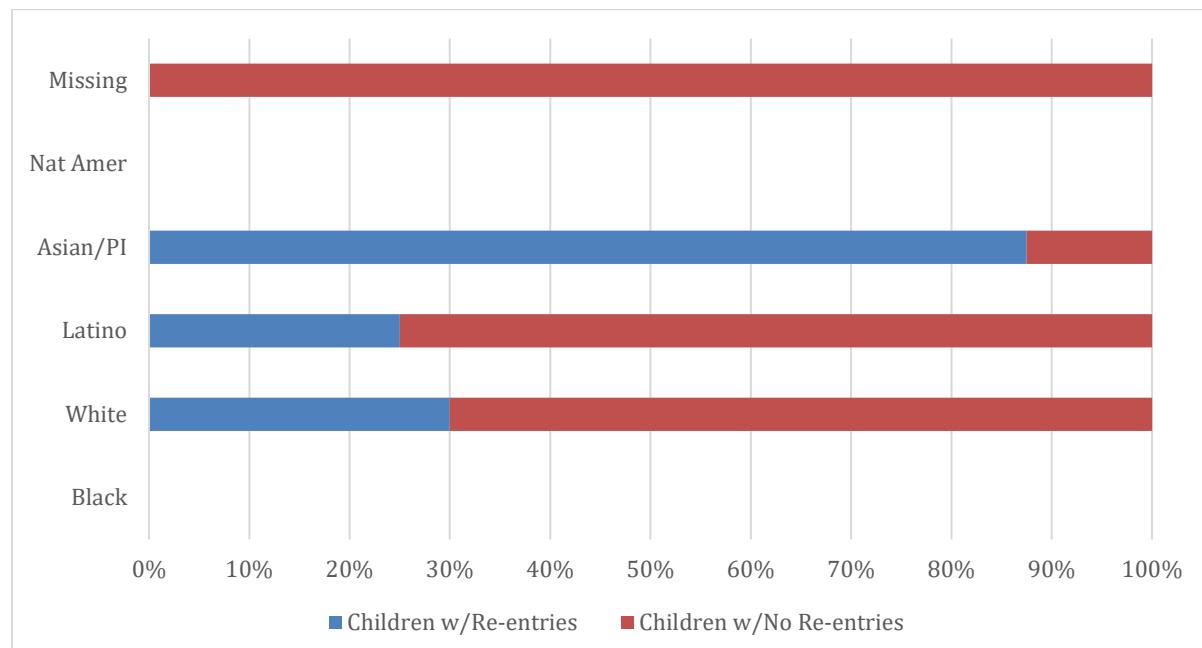
FIGURE 19: P4 - RE-ENTRY INTO FOSTER CARE BY AGE, OCTOBER 1, 2022 TO SEPTEMBER 30, 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Asian children have the highest rate of reentry into foster care at 87.5%, followed by White children at 30%.

FIGURE 20: P4 - RE-ENTRY INTO FOSTER CARE BY ETHNICITY, OCTOBER 1, 2022 TO SEPTEMBER 30, 2023



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

P5-Placement Stability

This measure is defined as, “Of all children who enter care in the 12-month period, what is the rate of placement moves per day?”

The national performance for this measure is less than or equal to 4.48 moves per 1,000 days. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County children experienced a 4.36 rate of placement moves per 1,000 placement days (24 placement moves over 5,507 placement days). This rate is less than (meeting) the national performance. The county has met the standard once in the past five years.

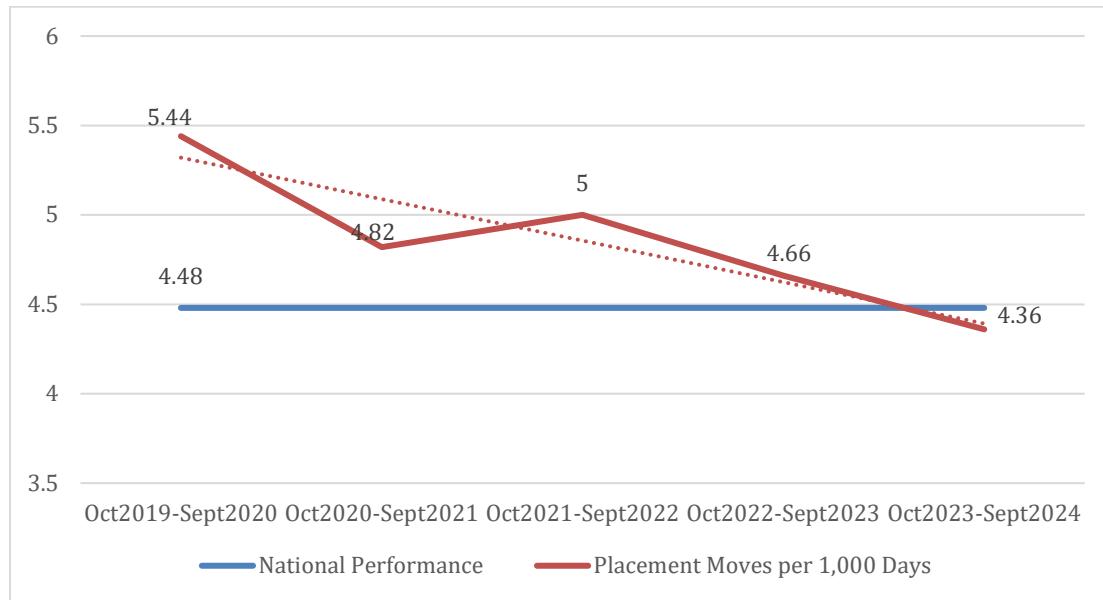
In October 2023, Sutter County conducted a comprehensive evaluation of complex care needs using data from CCWIP, FAST, SuperFAST, SafeMeasures, and behavioral health aggregate reports. The analysis focused on children at risk of placement disruption—specifically those who had experienced three or more placement changes within the past two years. The evaluation, conducted in conjunction with the development of the Family First Prevention Services Act (FFPSA) Comprehensive Prevention Plan (CPP), utilized at least two years of data.

Findings from the data review, particularly from FAST and SuperFAST, supported the need to expand Wraparound services for children and youth. The data highlighted that the greatest areas of need were among children ages 0-5 and youth ages 11-16 who presented with significant emotional and behavioral health challenges.

Improved performance in placement stability during the most recent reporting period was partially attributed to the county’s use of FFAs. In addition, the county designated a CWS CFT facilitator specifically to address placement disruptions. The efforts of the FAST and SuperFAST teams, along with the expansion of Wraparound services, have significantly contributed to ongoing improvements. As a result, over the

past five years, the County has made steady progress in placement stability, culminating in meeting the federal standard during the most recent reporting period.

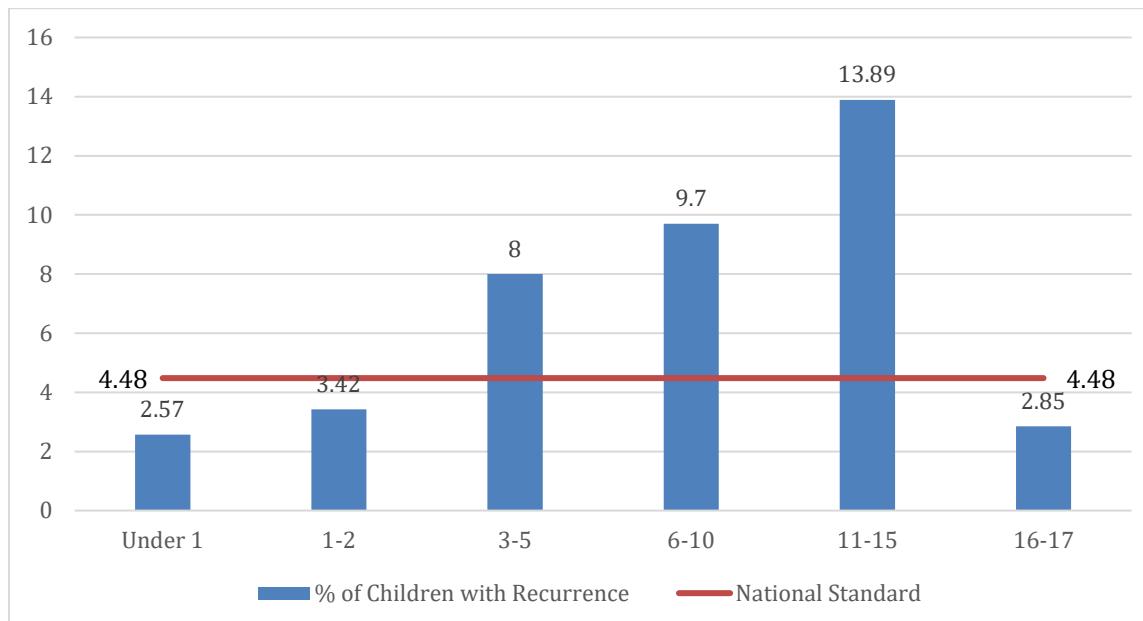
FIGURE 21: P5 - PLACEMENT STABILITY, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Children aged 3-15 experienced placement changes above (not meeting) the national performance, with children aged 11-15 having the highest rate at 13.89.

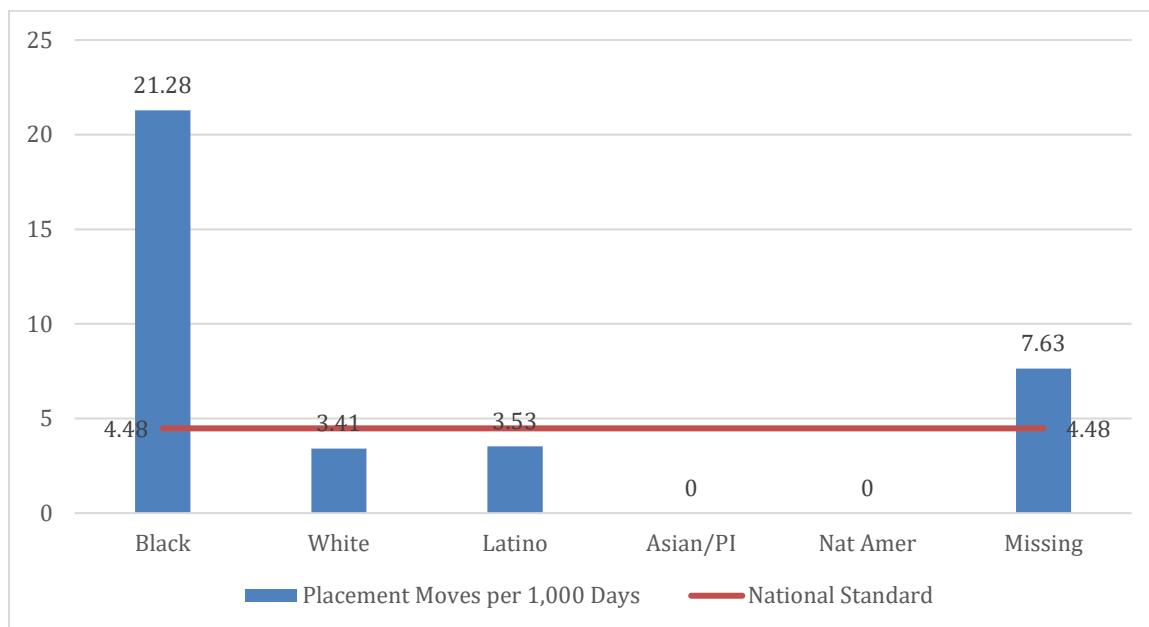
FIGURE 22: P5 - PLACEMENT STABILITY BY AGE, OCTOBER 1, 2023 – SEPTEMBER 30, 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Black children and those with missing ethnic data experienced placement change rates above the national performance.

FIGURE 23: P5 - PLACEMENT STABILITY BY ETHNICITY, OCTOBER 1, 2023 TO SEPTEMBER 30, 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

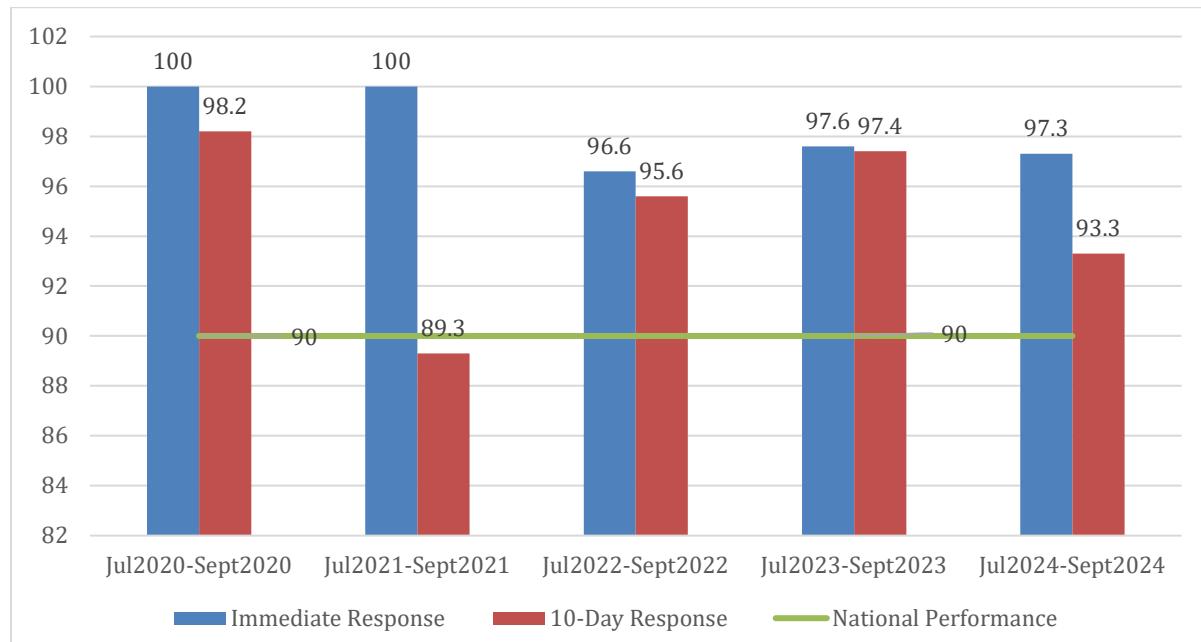
2B-Timely Response (Immediate Response Compliance) & (10-Day Response Compliance)

These measures are defined as, “the number of child abuse and neglect referrals that require, and then receive, an in-person investigation within the time frame specified by the referral response type. Referrals with status ‘attempted’ or ‘completed’ are included in the numerator. Referrals are classified as either immediate response (within 24 hrs.) or 10-day response.”

The compliance standard for measure 2B is $\geq 90\%$ of referrals receiving a timely in-person investigation. During the reporting period, July 1, 2024, to September 30, 2024, 97.3% of immediate response referrals were investigated timely, above (exceeding) the national performance. Of the referrals that required a 10-day response, 93.3% received a timely response, also above (exceeding) the national performance.

The agency remains committed to conducting timely investigations for both immediate and 10-day response visits. SafeMeasures is used as a tracking and accountability tool, with supervisors closely monitoring compliance to ensure deadlines are consistently met.

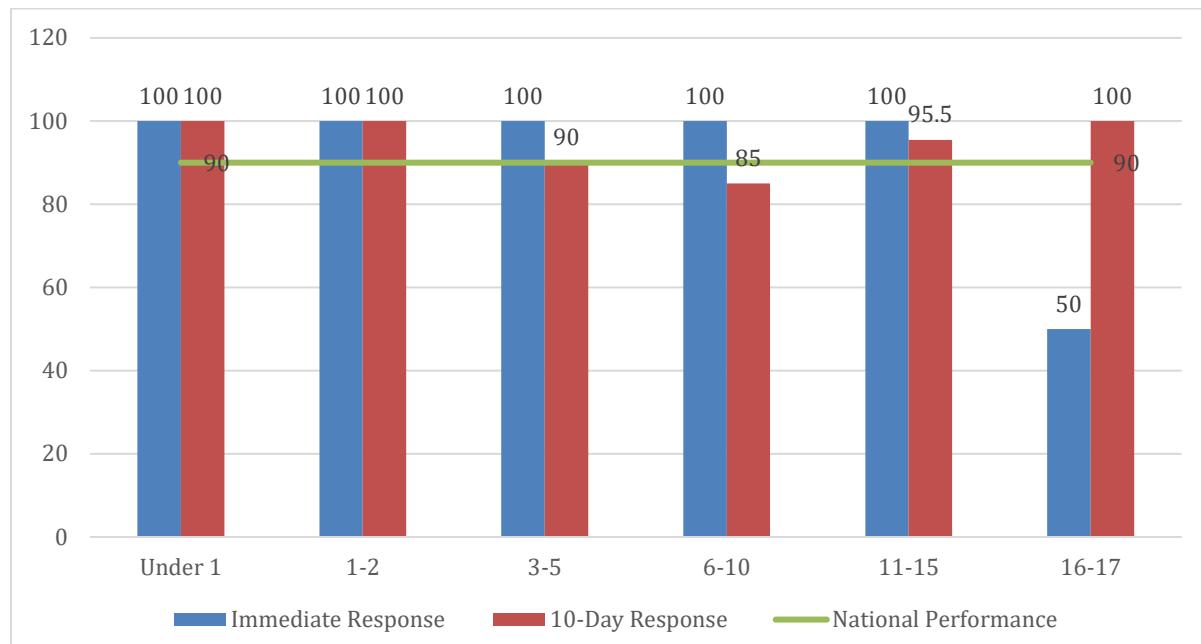
FIGURE 24: 2B - TIMELY INVESTIGATION, JULY 2020 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The standard was met for all age groups except for 10-day responses for children aged 6-10, and immediate responses for children aged 16-17.

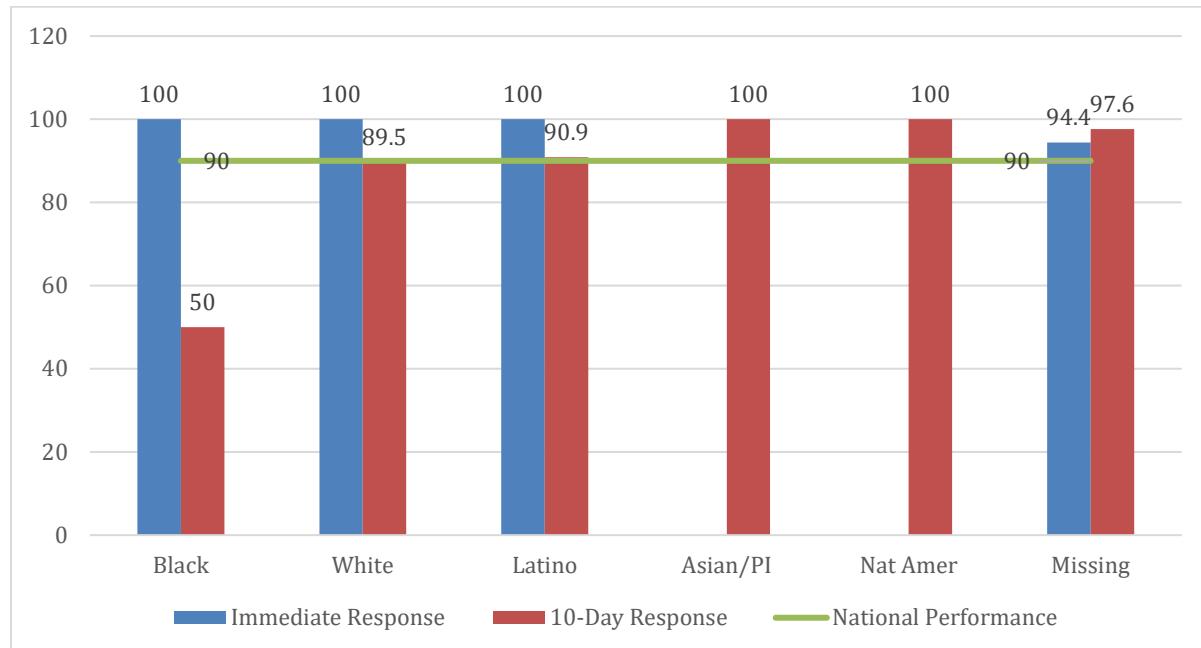
FIGURE 25: 2B - TIMELY INVESTIGATION BY AGE, JULY 2024 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The standard was met for all ethnicities except Black and White children for 10-day response investigations.

FIGURE 26: 2B - TIMELY INVESTIGATION BY ETHNICITY, JULY 2024 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

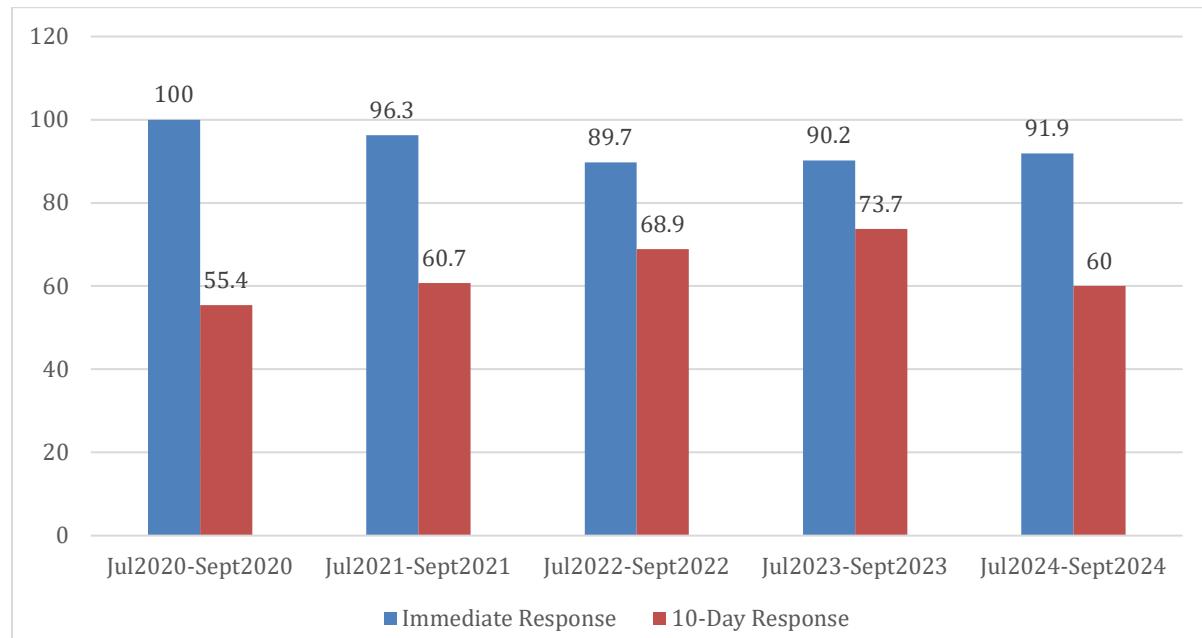
2D-Timely Response (Immediate Response Compliance) & (10-Day Response Compliance)

These reports are defined as “percentage of child abuse and neglect referrals that require an in-person investigation where a contact was completed within the specified time frame. There are two reports, one for immediate response, and the other for 10-day response.”

There is no national performance for this measure. During the reporting period, July 1, 2024, to September 30, 2024, performance for immediate response investigations was 91.9% and 60% for 10-day responses. The difference between 2B and 2D is that the attempted contacts are not counted for measure 2D. Therefore, the same total number of referrals are included in the measures, but only the number of completed contacts is counted.

The agency prioritizes the completion of investigations, which can at times lead to delays in documenting findings and formally closing the referral.

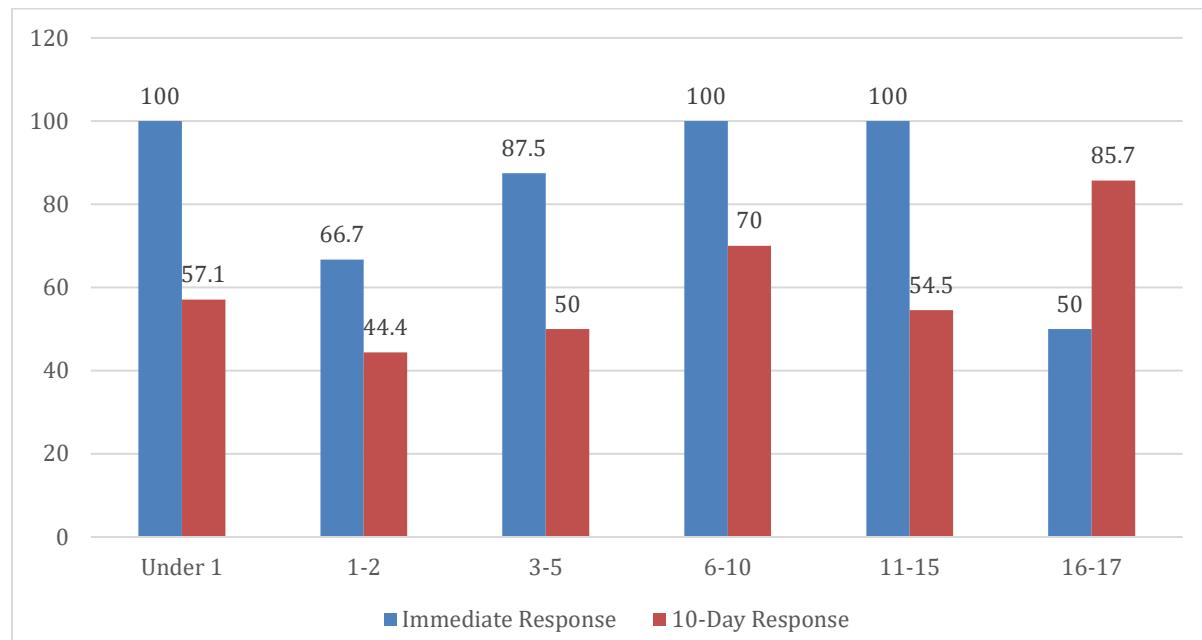
FIGURE 27: 2D - TIMELY INVESTIGATION, COMPLETED CONTACTS, JULY 2020 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Overall, the County performed higher for immediate response investigations and lower for 10-day response investigations for all age groups except for children aged 16-17.

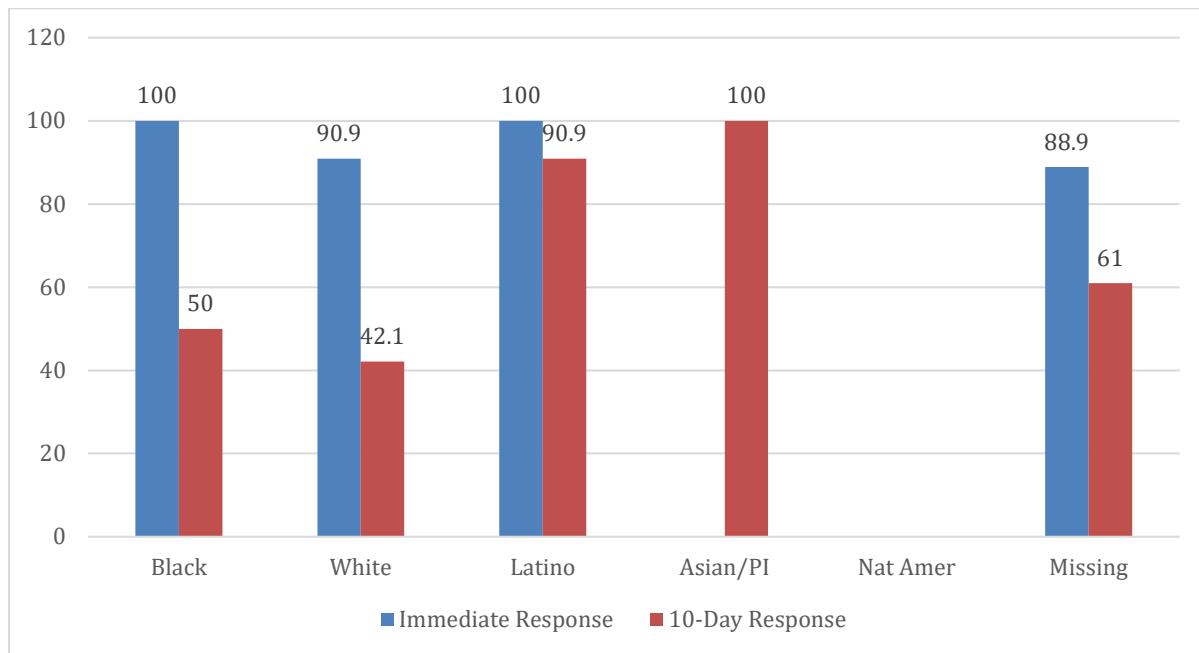
FIGURE 28: 2D - TIMELY INVESTIGATION, COMPLETED CONTACTS, BY AGE, JULY 2024 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Overall, the county performed higher for immediate response investigations and lower for 10-day response investigations for all ethnic groups except for Asian children, for whom there were no immediate response investigations.

FIGURE 29: 2D - TIMELY INVESTIGATION, COMPLETED CONTACTS, BY ETHNICITY, JULY 2024 – SEPTEMBER 2024



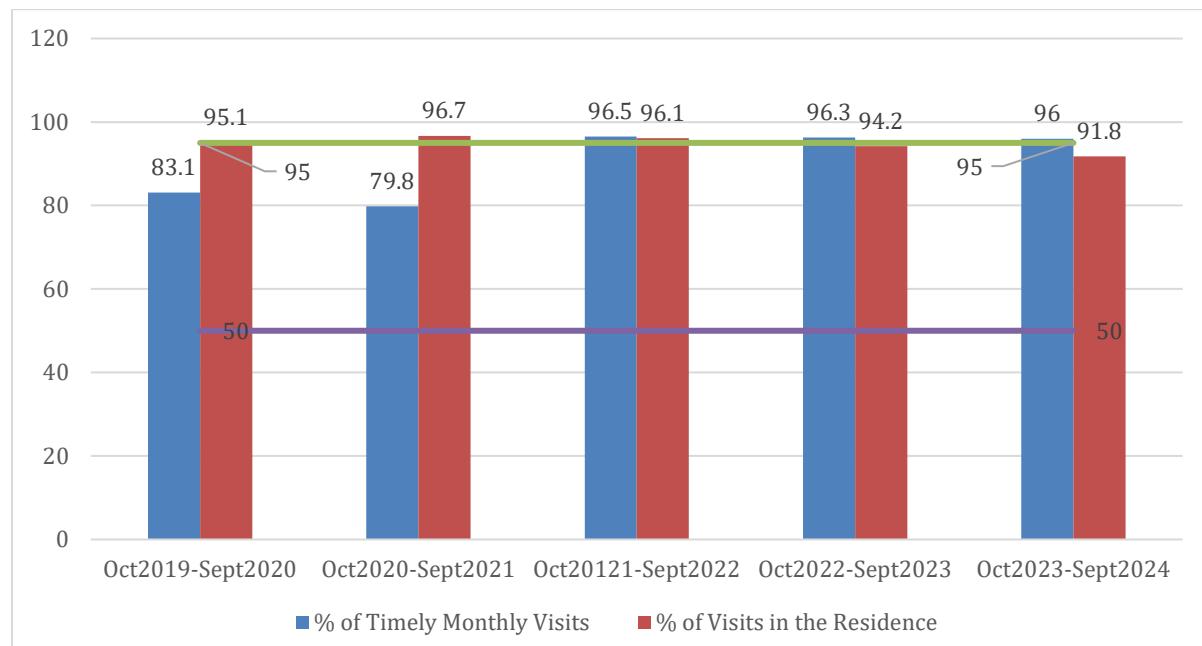
Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flanson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

2F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

There are two aspects for the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The measure is defined as, “The percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.”

The national performance for 2F is 95%. At least 50% of those visits must be in the child’s residence to meet the standard. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County achieved timely caseworker visits on 96% of cases and 91.8% of visits in the residence, meeting the standard on both. The County has met the standard for timely visits for the past three years, and for percent of visits in the residence for the past five years. A contributing factor for the County’s achievement in the last three years is the addition of 12 new social workers.

FIGURE 30: 2F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

During this reporting period, the standard for timely visits was met for all age groups except for children aged 6-10 and 16-17. The agency policy is to attempt home visits with youth at least four times a month. Despite this, there are obstacles in contacting 16-17 year olds due to them being resistant to visits or being AWOL. The standard for percentage of visits in the residence was met across all age groups.

TABLE 1: 2F - TIMELY MONTHLY VISITS BY AGE, OCTOBER 2023 – SEPTEMBER 2024

Age Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	n	n	n	%	n	%
Under 1	28	227	225	99.1%	213	94.7%
1-2	17	152	149	98%	142	95.3%
3-5	15	119	116	97.5%	102	87.9%
6-10	22	169	160	94.7%	152	95%
11-15	20	141	139	98.6%	116	83.5%
16-17	12	84	67	79.8%	61	91%
Total	114	892	856	96%	786	91.8%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

During this reporting period, the standard for timely visits was met for all ethnic groups except Latino children. The standard for percentage of visits in the home was met across all ethnic groups.

TABLE 2: 2F - TIMELY MONTHLY VISITS BY ETHNICITY, OCTOBER 2023 – SEPTEMBER 2024

Ethnic Group	Children in Out-of-Home Placement	Placement Months	Months with Visits	Percent with Visits	Months with Visits in the Residence	Percent with Visits in the Residence
	%	n	n	%	n	%
Black	6.1%	22	22	100%	22	100%
White	50%	491	470	95.7%	442	94%
Latino	34.2%	282	267	94.7%	241	90.3%
Asian/PI	6.1%	84	84	100%	68	81%
Nat Amer
Missing	43.5%	13	13	100%	13	100%
Total	100%	892	856	96%	786	91.8%

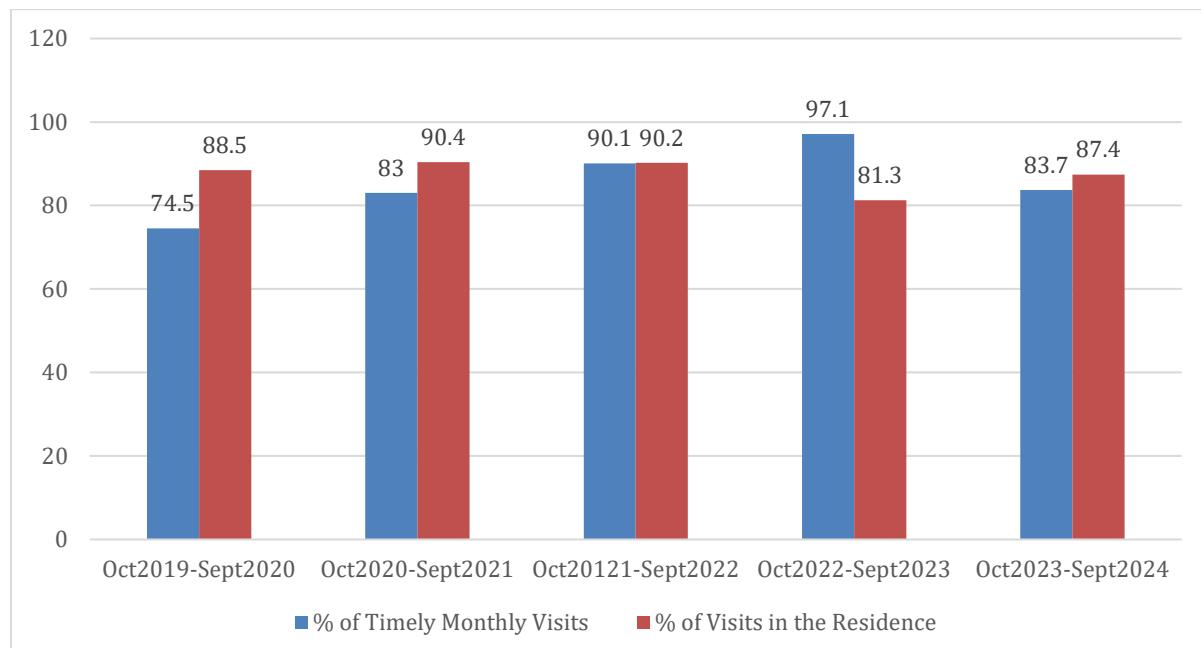
Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

2S-Monthly Visits (In Home) & Monthly Visits in Residence

This measure calculates the percentage of children receiving in-home services who are visited by caseworkers. Each child receiving services for an entire month must be visited at least once. These reports summarize monthly data by 12-month periods.

This measure does not have a national performance. For Monthly Visits (In Home) for this reporting period, October 1, 2023, to September 30, 2024, there were 312 visits required for youth in-home and 261 of those visits were completed, resulting in a compliance rate of 83.7%. That performance represents a one-year increase of 2.5% and a five year increase of 9.2%.

FIGURE 31: 2S - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, CHILDREN IN HOME 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

4A-Siblings (All) & (Some or All)

This measure is defined as, “Point-in-time counts of sibling groups placed in Child Welfare supervised foster care.” There is no national or compliance standard. On October 1, 2024, 36.5% of children placed were placed with all siblings, while 78.8% were placed with all or some siblings.

Participants in the parent and resource parent focus groups stated that the County is very committed to placing siblings together.

TABLE 3: 4A - SIBLING PLACEMENT, OCTOBER 1, 2024

Number of Children in Sibling Set	Number of Instances	Placements with All Siblings		Placements All or Some	
		Count	Percent	Count	Percent
2+ Children Total*	52	19	36.5%	41	78.8%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

4B-(1) Least Restrictive Placement & (2) Least Restrictive Placement (Predominant Placement)

These measures are derived from a longitudinal database and provide information on all entries to out-of-home care. There is no national or compliance standard. During the reporting period, October 1, 2023, to September 30, 2024, 81.6% of first placements were with FFAs, followed most closely by County-approved foster homes at 10.5%.

As discussed previously in the report, relatives are not always considered as an emergency placement.

TABLE 4: 4B(1) - FIRST PLACEMENT TYPE BY AGE, OCTOBER 2023 TO SEPTEMBER 2024

First Placement Type	Age Group								All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Relative/NREFM	12.5%	.	.	.	14.3%	.	.	.	5.3%
Foster	.	25%	16.7%	.	14.3%	.	16.7%	.	10.5%
FFA	75%	75%	83.3%	100%	71.4%	100%	83.3%	.	81.6%
Group/Shelter
Other	12.5%	2.6%
Missing
Total	100%	100%	100%	100%	100%	100%	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Over the past five years, the County has increased its use of FFAs as a first placement type and decreased its use of Relative/NREFM and County-approved foster homes as first placements.

TABLE 5: 4B(1) - FIRST PLACEMENT TYPE, 2019 – 2024

First Placement Type	Year				
	Oct2019- Sep2020	Oct2020- Sep2021	Oct2021- Sep2022	Oct2022- Sep2023	Oct2023- Sep2024
Relative/NREFM	9.8%	3.7%	14.5%	6.3%	5.3%
Foster	9.8%	.	.	6.3%	10.5%
FFA	80.4	96.3%	82.6%	75%	81.6%
Group/Shelter	.	.	1.4%	.	.
Other	.	.	1.4%	12.5%	2.6%
Missing
Total	100%	100%	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The Least Restrictive Placement (Predominant Placement) measures are derived from a longitudinal database and provide information on all entries to out-of-home care. There is no national or compliance standard. During the reporting period, October 1, 2023, to September 30, 2024, 60.5% of predominant placements were with FFAs.

TABLE 6: 4B(2) - PREDOMINANT PLACEMENT TYPE BY AGE, OCTOBER 2023 – SEPTEMBER 2024

Predominant Placement Type	Age Group								All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Relative/NREFM	25%	.	.	.	71.4%	50%	16.7%	.	23.7%
Foster	.	25%	16.7%	.	28.6%	50%	.	.	13.2%
FFA	75%	75%	83.3%	100%	.	.	66.7%	.	60.5%
Group/Shelter
Other	16.7%	.	2.6%
Missing
Total	100%	100%	100%	100%	100%	100%	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>; Values in this table are shown as percentages to protect the confidentiality of the individuals in the data.

FFA has remained the predominant placement type for the past five years.

TABLE 7: 4B(2) - PREDOMINANT PLACEMENT TYPE, 2019 – 2024

Predominant Placement Type	Year				
	Oct2019- Sep2020	Oct2020- Sep2021	Oct2021- Sep2022	Oct2022- Sep2023	Oct2023- Sep2024
Relative/NREFM	29.4%	33.3%	17.4%	22.9%	23.7%
Foster	5.9%	.	5.8%	2.1%	13.2%
FFA	56.9%	63%	75.4%	72.9%	60.5%
Group/Shelter	3.9%	.	1.4%	.	.
Other	3.9%	3.7%	.	2.1%	2.6%
Missing
Total	100%	100%	100%	100%	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>; Values in this table are shown as percentages to protect the confidentiality of the individuals in the data.

4C-Congregate Care Placements: One Year or More

The 4C measure calculates the percentage of youth who were in congregate care on a selected day, who spent at least 365 of the preceding 400 days in congregate care settings. There is no performance standard for this measure. On October 1, 2024, there were no children in congregate care. For the previous four reporting periods (October 1, 2020, 2021, 2022, 2023) 50% of youth in congregate care had been there for less than one year, and 50% of youth in congregate care had been there for more than one year.

4E-(1) ICWA Eligible and (2) Multi-Ethnic Placement Status

These measures examine the point in time placement status of two overlapping groups of children: ICWA eligible children [4E(1)] and children with a 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, non-relative, Indian substitute care providers, non-relative, non-Indian substitute care providers, non-relative substitute care providers with ethnicity missing in CWS/CMS, group homes (ethnicity cannot be determined), and other placements.

Children with a primary ethnicity of American Indian often have secondary ethnicities reported. Children with a secondary ethnicity of American Indian always have a primary ethnicity reported 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 ICWA. In addition, not all children eligible for the ICWA are reported to have a primary or secondary ethnicity of American Indian.

There are no national or statewide standards for performance on the 4E measures. As of October 1, 2024, there were no ICWA eligible children in foster care, representing a 100% decrease since October 1, 2020.

For measure 4E(2), no children with a primary or secondary ethnicity of American Indian have been placed with relatives for the past five years.

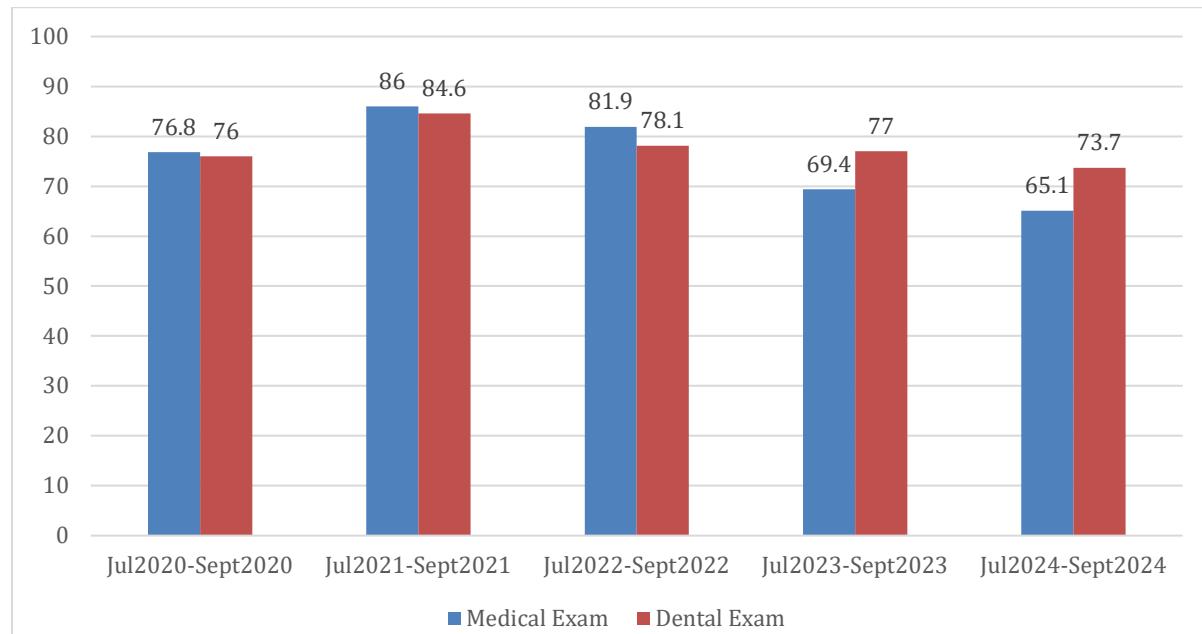
5B-Timely Health and Dental Exams for Children

These measures provide the percentage of children meeting the periodicity schedule for Child Health and Disability Prevention medical and dental exams. Minors must have a medical and/or dental exam by the end of specified age periods, as outlined ACL 17-22. A child is out of compliance if the child leaves an age period without an exam.

Children in foster care receive medical and dental services through multiple providers across the county, including Ampla Health Clinic and Peach Tree Health Clinic, both of which offer mobile services to ensure accessibility. Additionally, the Alta California Regional Center provides specialized support for eligible youth. A Public Health Nurse is also embedded within Child Welfare Services (CWS) to support the coordination, monitoring, and delivery of medical and dental care for foster youth.

During the reporting period, July 1, 2024, to September 30, 2024, 65.1% of children received a timely medical exam and 73.7% of children received a timely dental exam. According to the updated data in CCWIP, timely health exams occurred in 68.7% of cases during July 1, 2024, to September 30, 2024. This is due to data entry delay which continues to be a focus.

FIGURE 32: 5B - TIMELY MEDICAL AND DENTAL EXAMS, JULY 2020 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Performance for timely medical exams was highest for children aged 11-15, followed by children under one. Performance was the lowest for young adults aged 18-20. Performance for timely dental exams was highest for children aged 3-5, followed by children aged 1-2. Performance was the lowest for young adults aged 18-20.

TABLE 8: 5B – TIMELY MEDICAL AND DENTAL EXAMS BY AGE, JULY 2024 – SEPTEMBER 2024

Exam Type	Age Group							All
	Under 1	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Medical	85.7%	60.9%	72.7%	75%	87.5%	60%	12.5%	65.1%
Dental	.	87%	100%	68.8%	75%	70%	12.5%	73.7%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>;

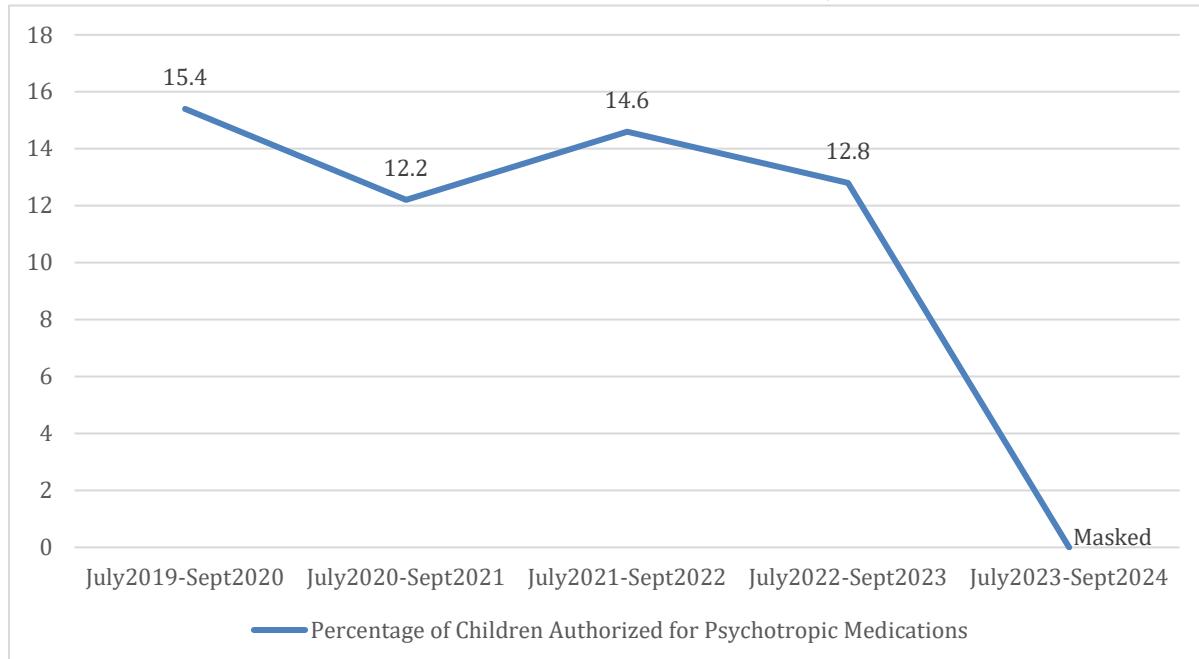
5F-Children Authorized for Psychotropic Medications

This measure provides the percentage of children in placement episodes with a Court order or parental consent that authorizes the child to receive psychotropic medication.

There is no national performance for this measure. During this reporting period, July 1, 2024 to September 30, 2024, the data is masked to protect the identities of the children counted in this measure.

When appropriate, the social worker collaborates with Behavioral Health to facilitate the psychotropic medications process.

FIGURE 33: 5F – CHILDREN AUTHORIZED FOR PSYCHOTROPIC MEDICATIONS, JULY 2019 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare; Values in this graph are shown as percentages to protect the confidentiality of the individuals in the data.

6B-Individual Education Plan

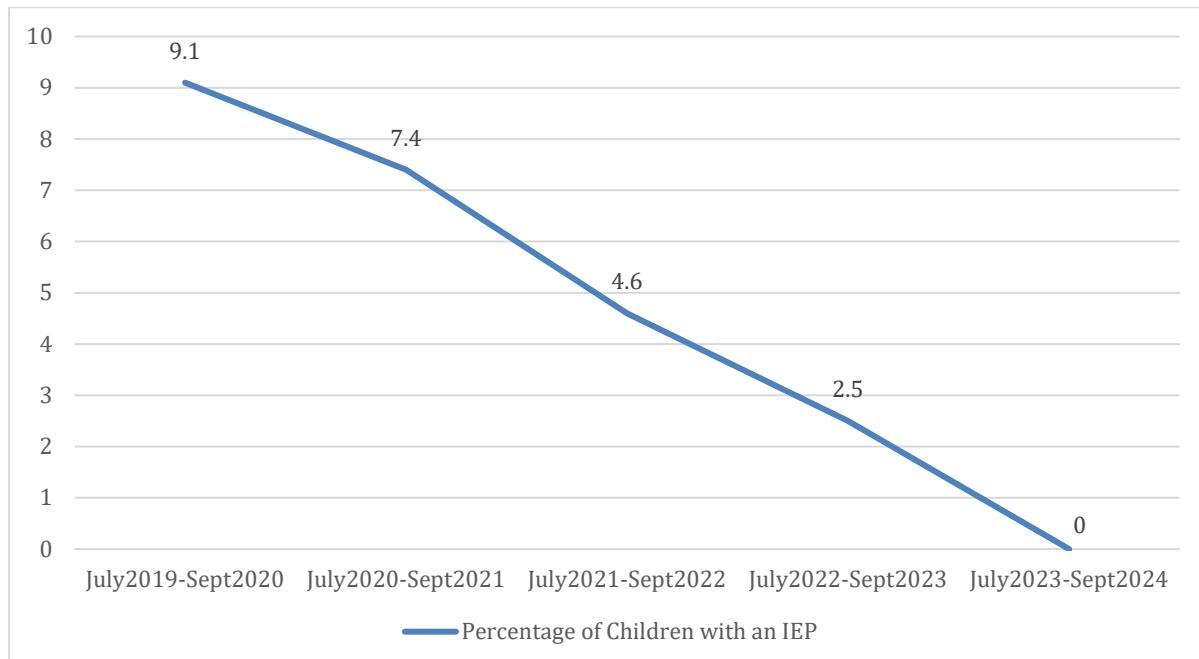
This measure provides the number of children in out-of-home placements who have ever had an Individualized Education Plan (IEP).

There is no national performance for this measure. Sutter County doesn't formally track IEP's.

When appropriate, the social worker collaborates with education to request the IEP process.

When the need for an IEP is identified, the social worker consults with the holder of the child/youth's educational rights and a referral to request an IEP is made to the youth's school district. The school/district is responsible for conducting the IEP assessment and planning process.

FIGURE 34: 6B – CHILDREN IN FOSTER CARE WITH AN IEP, JULY 2019 – SEPTEMBER 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

8A-*Outcomes for Youth Existing Foster Care Age 18 or Older*

Data for this measure is no longer published by county, but by region, and is not useful for the CSA.

Probation

Since 2008, Sutter County Probation has placed a strong emphasis on prevention and early intervention services within the community. Central to this approach is fostering strong partnerships and active collaboration among stakeholders to support youth and their families. A key component of reducing juvenile justice system involvement has been the early identification of at-risk youth—prior to any formal justice involvement.

With Probation Officers stationed on school campuses and established partnerships with schools and local law enforcement, the department is well-positioned to deliver voluntary, evidence-based prevention services to youth ages 12 and older throughout the county. Youth exhibiting risk factors are identified and referred for support by various agencies, including Probation, Child Welfare Services, Behavioral Health, community-based organizations, and both City and County school systems.

As a result of sustained prevention efforts and legislative changes, the number of youth under probation supervision has declined significantly—from over 120 youth in 2014 to approximately 40 in 2023. Probation currently offers a range of evidence-based programs and remains committed to exploring additional primary and secondary prevention strategies.

The following data is from the CWS/CMS 2024 Quarter 3 extract from the CCWIP, University of California at Berkeley.

S1-Maltreatment in Foster Care

This measure is defined as, “Of all children in care during the 12-month period, what is the rate of victimization per day?”

The national performance for this measure is 8.5. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County’s children experienced a victimization rate of zero (0 of 229 days), exceeding the national performance. Juvenile Probation has maintained a rate of zero for maltreatment of children for the past five years.

S2-Recurrence of Maltreatment

This measure is not applicable to Probation.

P1-Permanency in 12 months (Entering in Foster Care)

There are no youth included in this measure.

This measure is defined as, “Of all children who enter foster care in a 12-month period, what percent discharged to permanency within 12 months of entering foster care?”

The national performance for this measure is $\geq 35.2\%$. During this reporting period, October 1, 2022, to September 30, 2023, there were no youth included in this measure. The only reporting period within the past five years that youth were included in this measure was October 1, 2021, to September 30, 2022, in which no youth exited care.

P2 – Permanency in 12 months for children in Foster Care 12-23 months

There are no youth included in this measure.

This measure is defined as, “Of all 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, what percent discharged from foster care to permanency within 12 months of the first day of the 12-month period?”

The national performance is that $\geq 43.6\%$ of children will exit to permanency. During this reporting period, October 1, 2023, to September 30, 2024, there were no children in care for 12-23 months. There have been no youth included in this measure for the past five years.

P3-Permanency in 12 Months (In Care 24 Months or More)

There are no youth included in this measure.

This measure is defined as, “Of all children in foster care on the first day of a 12- month period, who had been in foster care (in that episode) for 24 months or more, what percent discharged to permanency within 12 months of the first day of the 12-month period?”

The national performance for this measure is $\geq 30.3\%$. During the reporting period, October 1, 2023, to September 30, 2024, there were no youth included in this measure. There have been no youth included in this measure for the past five years.

P4-Re-entry to Foster Care in 12 Months

There are no youth included in this measure.

This measure is defined as, “Of all children who enter foster care in a 12-month period who discharged within 12 months to reunification, living with a relative(s), or guardianship, what percent re-enter foster care within 12 months of their discharge?”

The national performance for this measure is $\leq 5.6\%$. During this reporting period, October 1, 2022, to September 30, 2023, there were no youth included in this measure. There have been no youth included in this measure for the past five years.

P5-Placement Stability

This measure is defined as, “Of all children who enter care in the 12-month period, what is the rate of placement moves per day?”

The national performance for this measure is less than or equal to 4.48 moves per 1,000 days. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County youth experienced a zero rate of placement moves per 1,000 placement days (1 placement move over 229 placement days), meeting the national performance. This is the only reporting period in the past five years that a placement move has occurred.

2B – Referrals by Time to Investigation

This measure is not applicable to Probation.

2D-Referrals by Time to Investigation – Completed Contacts

This measure is not applicable to Probation.

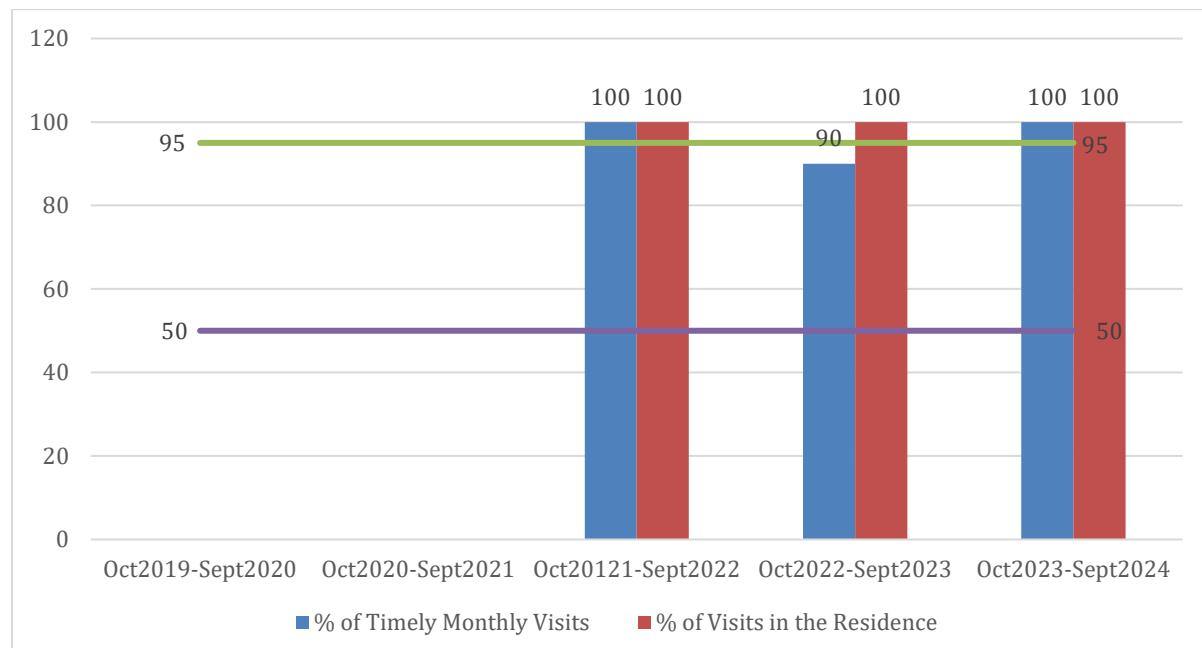
2F-Monthly Visits (Out of Home) & Monthly Visits in Residence (Out of Home)

There are two aspects for the performance measure on caseworker visits: timeliness and location. The required frequency is monthly. The measure is defined as, “The percentage of children in placement who are visited by caseworkers. Each child in placement for an entire month must be visited at least once.”

The national performance for 2F is 95%. At least 50% of those visits must be in the child’s residence to meet the standard. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County achieved timely caseworker visits on 100% of cases, exceeding the standard, with 100% of visits in the residence, also exceeding the standard. The County has met the standard for timely visits for two of the past three years, and for percent of visits in the residence for the past three years. From 2019 to 2021, there were no youth in care.

During the reporting period, October 1, 2023, to September 30, 2024, all youth counted in this measure were aged 11-15 and White.

FIGURE 35: 2F - TIMELY MONTHLY VISITS AND MONTHLY VISITS IN RESIDENCE, 2019 – 2024



Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2019). CCWIP reports from the University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

2S-Monthly Visits (In Home) & Monthly Visits in Residence

This measure is not applicable to Probation.

4A- Siblings (All) & (Some or all)

This measure is not applicable to Probation.

4B-(1) Least Restrictive Placement & (2) Least Restrictive Placement (Predominant Placement)

These measures are derived from a longitudinal database and provide information on all entries to out-of-home care. There is no national or compliance standard. During the reporting period, October 1, 2023, to September 30, 2024, 100% of first placements were with FFAs.

TABLE 9: 4B(1) - FIRST PLACEMENT TYPE BY AGE, OCTOBER 2023 TO SEPTEMBER 2024

First Placement Type	Age Group								All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Relative/NREFM
Foster
FFA	100%	.	100%
Group/Shelter
Other
Missing

First Placement Type	Age Group								All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Total	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

Over the past five years, the only first placements utilized were FFAs.

TABLE 10: 4B(1) - FIRST PLACEMENT TYPE, 2019 – 2024

First Placement Type	Year				
	Oct2019- Sep2020	Oct2020- Sep2021	Oct2021- Sep2022	Oct2022- Sep2023	Oct2023- Sep2024
Relative/NREFM
Foster
FFA	.	.	100%	.	100%
Group/Shelter
Other
Missing
Total	.	.	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: http://cssr.berkeley.edu/ucb_childwelfare

The Least Restrictive Placement (Predominant Placement) measures are derived from a longitudinal database and provide information on all entries to out-of-home care. There is no national or compliance standard. During the reporting period, October 1, 2023, to September 30, 2024, 100% of predominant placement were “Other.”

TABLE 11: 4B(2) - PREDOMINANT PLACEMENT TYPE BY AGE, OCTOBER 2023 – SEPTEMBER 2024

Predominant Placement Type	Age Group								All
	<1 mo	1-11 mo	1-2 yr	3-5 yr	6-10 yr	11-15 yr	16-17 yr	18-20 yr	
Relative/NREFM
Foster
FFA
Group/Shelter
Other	100%	.	100%
Missing
Total	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>; Values in this table are shown as percentages to protect the confidentiality of the individuals in the data.

FFA and Other are the only predominant placement types for the past five years.

TABLE 12: 4B(2) - PREDOMINANT PLACEMENT TYPE, 2019 – 2024

Predominant Placement Type	Year				
	Oct2019- Sep2020	Oct2020- Sep2021	Oct2021- Sep2022	Oct2022- Sep2023	Oct2023- Sep2024
Relative/NREFM
Foster
FFA	.	.	100%	.	.
Group/Shelter
Other	100%
Missing
Total	.	.	100%	.	100%

Source: Webster, D., Lee, S., Dawson, W., Magruder, J., Exel, M., Cuccaro-Alamin, S., Putnam-Hornstein, E., Wiegmann, W., Saika, G., Chambers, J., Hammond, I., Williams, C., Miramontes, A., Ayat, N., Sandoval, A., Benton, C., Hoerl, C., McMillen, B., Wade, B., Yee, H., Flamson, T., Hunt, J., Carpenter, W., Casillas, E., & Gonzalez, A. (2020). CCWIP reports. Retrieved from University of California at Berkeley California Child Welfare Indicators Project website. URL: <http://cssr.berkeley.edu/ucb_childwelfare>

4C-Congregate Care Placements: One Year or More

The 4C measure calculates the percentage of youth who were in congregate care on a selected day, who spent at least 365 of the preceding 400 days in congregate care settings.

There is no performance standard for this measure. On October 1, 2024, 100% of youth in congregate care had been there for less than one year. For the previous four reporting periods (October 1, 2020, 2021, 2022, 2023) there were no youth in congregate care.

4E-Placement Status for Children with ICWA Eligibility

These measures examine the point in time placement status of two overlapping groups of children: ICWA eligible children and children with primary or secondary (multi) ethnicity of American Indian. Placement status takes placement type, child relationship to substitute care provider, and substitute care provider ethnicity into account.

There is no national or compliance standard. On October 1, 2024, 100% of ICWA eligible youth were placed in Group Homes. For the previous four reporting periods (October 1, 2020, 2021, 2022, 2023) there were no ICWA eligible youth.

5B (1&2)-Timely Health/Dental Exams

This measure is not applicable to Probation.

5F-Children Authorized for Psychotropic Medications

This report is defined as “Of all children who were in an out-of-home placement within each specified period, what percent had a Court order or parental consent authorizing the child to receive prescribed psychotropic medication?”

There is no national performance for this measure. During this reporting period, July 1, 2024 to September 30, 2024, the data is masked to protect the identities of the youth counted in this measure.

6B-Individualized Education Plan (IEP)

This measure is not applicable to Probation.

8A-Outcomes for Youth Existing Foster Care Age 18 or Older

Data for this measure is no longer published by County, but by region, and is not useful for the CSA.

Summary of Findings

Populations at Greatest Risk of Maltreatment

There has been a steady increase in the number of child abuse/neglect referrals over the past five years, although substantiations and entries into foster care have decreased. Of those children who did come into care 47.1% of the children in out of home placement were age 0-5 (50/105). This has been an increase over the past five years. While the percent of Latino children in care has dropped since the previous year (37.6% to 29.2%), the rate of Black children has increased (3.2% to 7.5%). Domestic Violence rates have increased over the past five years which correlates with the high percentage of substantiated general neglect and emotional abuse allegations.

Probation continues to maintain a conservative approach to placement. Probation's focus is on providing and referring youth and families to services to address the needs of the youth and the family to keep the youth in the home. Youth that are considered for out-of-home placement fall under the following areas: the parents cannot care for the youth's needs; cannot prevent the youth from victimizing others and/or from victimizing themselves; and there are no other family members or non-related extended family members (NREFM) available to offer a home for the youth.

Child Welfare

STRENGTHS

A strength of both Child Welfare and Probation is the collaborative relationship they have enjoyed and the work they have done together to evaluate program progress toward goals, and in critically evaluating next steps and strategic planning. The close work required as demonstrated 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. Stakeholders acknowledged that this collaboration between County departments has been strengthened, allowing for more effective Wraparound support for families.

Additionally, CWS and Probation have established strong collaborative relationships with public and private community partners to provide comprehensive services and resources to support children and families. Stakeholders stated that this unique and collaborative partnership between community agencies and Child Welfare Services (CWS) has played a vital role in enhancing service delivery and outcomes for families by fostering a shared understanding and vision for protecting and promoting the well-being of children throughout the county.

Another area of strength was demonstrated by the number and variety of programs that address homelessness. The Linkages Program, Bringing Families Home, Hands of Hope coordinated entry, Housing Support Program through CWS, and schools working closely with agencies in the County to help homeless families were cited during all phases of the assessment process as having a significant impact on providing meaningful services to homeless families. This was reflected in the data as the number of homeless children in 2023 (33) has declined significantly since 2021 (68).

It was also noted that CWS has made good use of the assessment tools in determining child safety, and the needs and strengths of children and their families. Specifically mentioned by the groups were the SDM tools and CANS. Stakeholder participants stated that Child Welfare Services has shifted to becoming more

strength-based in their assessments and utilized safety planning effectively, which has resulted in fewer children entering care. The use of quality assessments has allowed the agency to become more creative in providing support to accommodate families. This is evidenced by the number of children with first entries into foster care which has fallen by 16.3% (43 to 36) in 2024.

The Peer Review identified frequent Child and Family Team meetings (CFTMs) as a strength. Stakeholder participants concurred, stating that CFTMs help families' feel supported, get connected to services earlier, and improve communication between the family, the agency, and the service providers because everyone hears the same information.

Public Health was cited on several occasions as a strong support for families. Programs such as their evidence-based Home Visiting Program have enhanced services to Child Welfare families through better collaboration which has increased the number of referrals to these services. In addition, having Public Health Nurses embedded in CWS has assisted with case management of the physical and mental health needs of children. The Peer Review cited several cases where the Public Health Nurse (PHN) was involved in the case very early and continued completing ongoing assessments which helped in identifying the child's needs

CHALLENGES

Child Welfare Services has historically faced some challenges with the Juvenile Court and recently there has been an adjustment period for a newly assigned judge who is becoming familiar with dependency Court processes. This transition has contributed to broader system-level challenges related to consistency and coordination. Focus group participants stated that the Court environment has been at times hostile and did not encourage a trusting relationship between social workers and parents, which delays the parents' engagement in the case plan. Stakeholders reported that the Court process has been often delayed due to lengthy continuances, with judicial bodies frequently disregarding departmental recommendations. Further feedback from stakeholders and focus groups attributed continuances to lack of timely social worker Court reports – particularly addendums, Court personnel not being prepared for hearings, the Court combining hearings, and social workers not being present at Court to answer questions.

An additional challenge is that many parents only meet their attorney briefly before hearings—if at all—and, while CASA implementation will be helpful, attorneys are often not very resourceful. These limited interactions between parents and attorneys, as well as between children and attorneys, impacts the process and often causes delays. Also contributing is the high turnover in staff, resulting in social workers with less experience. More than 50% of staff have less than two years in the agency. This has led to late Court reports and less concise Court report writing causing further continuances and delays in the Court process.

Timely reunification continues to be challenged by the complex needs of parents, including substance use disorders, mental health concerns, homelessness, unemployment, and poverty. Stakeholders identified the limited availability of services to address these issues as a significant barrier. Additional obstacles include Court-ordered case plans often having unrealistic expectations placed on parents due to limited access to referred services, and a lack of natural community supports.

Placements with relatives has been a challenge over the past five years. Relative placements have decreased by nearly half since 2020. Relative placements in Sutter County are significantly lower than that of California. Participants in the social worker focus group stated that this is likely due to CWS' practice of placing children in FFAs and conducting all RFA processes prior to placement with relatives. This limited

opportunity to do emergency placements is further compounded by the lack of Family Finding and Engagement and concurrent planning, which was a finding of the Peer Review.

Findings from Peer Review identified several factors contributing to children and youth remaining in care for more than 24 months. These include limited Family Finding and Engagement (FF&E), insufficient concurrent planning, minimal father engagement, lack of involvement with extended family, gaps in trauma-informed training, the absence of a County-based Intensive Treatment Foster Care (ITFC) program, and the complex needs of youth combined with ambivalence from the family of origin toward receiving services. The Peer Review highlighted that in cases where reunification was anticipated, concurrent planning efforts were often overlooked. Additionally, there was limited FF&E for the non-custodial parent not receiving reunification services. A significant gap was also identified in the engagement of fathers, particularly those who are incarcerated, signaling a need for more inclusive and intentional family engagement strategies.

Stakeholder feedback attributed increased re-entry rates to several key factors, including instances where the Court ordered children to return home despite agency recommendations, as well as unresolved parental challenges related to substance use, mental health, housing instability, and meeting basic needs. Stakeholders and focus groups noted that the root causes of removal are not always fully addressed during placement through the case plan. Some parents have expressed that, even after completing their case plans, they do not feel adequately prepared to care for their children independently.

Another challenge also highlighted by the stakeholder participants, the focus groups and the Peer Review was the minimal services provided in other languages. An example given was the Spanish parenting class is only offered once a year if enough referrals are received; otherwise, parents receive high-level Spanish reading materials, despite common literacy challenges and no follow-up from CWS to ensure understanding.

Probation

STRENGTHS

The low number of out of home placements is a significant strength for Probation and allows them to focus additional time and resources for those youth who are under probation supervision and may become at risk of out of home placement. Probation currently offers a range of evidence-based programs and remains committed to exploring additional primary and secondary prevention strategies.

Also, because Probation's turnover is low, staff have been able to acquire a wide range of experience because they have the opportunity to move throughout the department in various assignments on average every three to five years. This level of experience and knowledge of the system and resources allows them to work more effectively with youth and their families. An example of this is the fact that Probation has three staff trained as CFT facilitators.

Probation's expanded use of Child and Family Team meetings for youth at imminent risk of removal from their home, as well as any youth with high needs that require more intensive services has been of great benefit, keeping all partners involved in a youth and family's life on the same page with goals and treatment plans. Probation will continue to use this tool as an integral part of prevention and intervention services offered to youth and families.

CHALLENGES

Although probation has had relatively few placements over the past five years, they continue to experience difficulty in recruiting resource families and improving family finding and engagement. Despite targeted efforts in the previous SIP cycle to recruit resource families and improve family finding and engagement, there remains a lack of adequate resources to place and support youth with complex needs. Specifically, there is a critical shortage of local placement options and an insufficient service array to address the needs of these youth within the county.

Service Array Gaps and Needs

Stakeholders, focus group participants, and staff from peer review counties identified that the availability of all child and adult services is a major challenge, especially in the areas of behavioral health and substance use treatment. The ability to access services was also identified as a challenge, primarily due to the lack of public transportation, particularly in rural areas.

There is also a lack of bi-lingual resources in the community. Most programs have some bi-lingual staff members, but the services are not reflective of the family's culture.

Stakeholders and focus groups identified training on trauma and trauma informed services for Child Welfare and probation staff, service providers and RFA/FFA homes as a current unmet need.

Outcome Data Measures and Relevant Data Trends

CHILD WELFARE

- S1-Maltreatment in Foster Care- The county has exceeded this standard for the past five years.
- S2-Recurrence of Maltreatment- The county has exceeded the standard for four of the past five years.
- P1-Permanency in 12 months -The county has exceeded the standard for three of the past five years. Data from 2022-23 shows that all of the age groups met the standard except for children under one month, children 1-2 years and those youth age 16-17 years old.
- P2-Permanency in 12 Months (In Care 12-23 Months) -During this reporting period, October 1, 2023, to September 30, 2024, 22.7% (5 of 22) of children in care 12-23 months exited to permanency. This is below the national performance. This is the only reporting period in the past five years that the County has not exceeded the standard. In the previous four years, adoption was the primary permanency path at rates from 37.5% to 47.6%. In 2023-24 only 9.1 % of children achieved permanency through adoption.
- P3-Permanency in 12 Months (In Care 24 Months or More) - During the reporting period, October 1, 2023, to September 30, 2024, 8.3% of children exited to permanency, not meeting the national performance. This is significantly below the standard of 37.3%. The County has met the standard only two times over the past five years. Only Latino children age 6-10 years achieved permanency during this period.
- P4-Re-entry to Foster Care - The national performance for measure P4 is ≤5.6%. During this reporting period, October 1, 2022, to September 30, 2023, 44.4% (12 of 27) of children re-entered after achieving permanency, which is significantly above (not meeting) the national performance of 5.6%. The County has met the standard only once in the past five years.

- P5-Placement Stability - During the reporting period, October 1, 2023, to September 30, 2024 the County met the standard of less than 4.48 moves per 1,000 days. While this is the first time this standard has been met over the past five years, the County has shown steady progress since 2020 resulting in a positive outcome in this last reporting year.
- The county also met the standards for timely investigations of referrals and monthly contacts with children in out of home care.

PROBATION

- S1-Maltreatment in Foster Care - The national performance for this measure is 8.5. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County's children experienced a victimization rate of zero (0 of 229 days), exceeding the national performance. Juvenile Probation has maintained a rate of zero for maltreatment of children for the past five years.
- S2-Recurrence of Maltreatment - This measure is not applicable to Probation.
- P1-Permanency in 12 months - The national performance for this measure is $\geq 35.2\%$. During this reporting period, October 1, 2022, to September 30, 2023, there were no youth included in this measure.
- P2-Permanency in 12 Months (In Care 12-23 Months) - The national performance is that $\geq 43.6\%$ of children will exit to permanency. During this reporting period, October 1, 2023, to September 30, 2024, there were no children in care for 12-23 months.
- P3-Permanency in 12 Months (In Care 24 Months or More) - The national performance for this measure is $\geq 30.3\%$. During the reporting period, October 1, 2023, to September 30, 2024, there were no youth included in this measure.
- P4-Re-entry to Foster Care - The national performance for this measure is $\leq 5.6\%$. During this reporting period, October 1, 2022, to September 30, 2023, there were no youth included in this measure.
- P5-Placement Stability - The national performance for this measure is less than or equal to 4.48 moves per 1,000 days. During the reporting period, October 1, 2023, to September 30, 2024, Sutter County youth experienced a zero rate of placement moves per 1,000 placement days (one placement move over 229 placement days), meeting the national performance.
- During the reporting period, October 1, 2023, to September 30, 2024, Sutter County achieved timely caseworker visits on 100% of cases, exceeding the standard, with 100% of visits in the residence, also exceeding the standard.

Effect of Systemic Factors on Outcome Data Measures and Service Delivery

MANAGEMENT INFORMATION SYSTEMS

As a dedicated County, Child Welfare Services 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. 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. 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.

CWS also utilizes Structured Decision Making (SDM), and Safe Measures. Social Workers and Social Worker Supervisors are trained to utilize SDM and Safe Measures on a regular basis to ensure consistent assessments, monitor case work compliance, and plan tasks.

COUNTY CASE REVIEW SYSTEM

The County utilizes the WIC Division 31 guidelines, and internal policies and procedures (P&Ps) to ensure compliance with Court requirements, ICWA requirements, and TPR. The County also uses CFTs to enhance engagement, along with relevant assessment tools and case planning. CFTM provide an opportunity to utilize the CANS and SDM assessments in coordination with Behavioral Health and other service providers to engage families and their support networks in creating comprehensive case plans.

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

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 from which the caregiver can benefit. 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, especially probation youth, and children with challenging behaviors. To fill this gap, Sutter County relies heavily on Foster Family Agencies to provide most unmatched placement resources for children in care.

Recruitment of resource families continues to be a priority for Sutter County. On a quarterly basis, Probation promotes resource family recruitment on social media, both Facebook and Instagram, and hands out flyers/brochures on how to become a resource parent at community events.

STAFF, CAREGIVER, AND SERVICE PROVIDER TRAINING

All social workers are required to complete standardized Core training. Supervisors must complete Core for Supervisors training. All social workers and social worker supervisors must also complete 20 hours per year of continuing education. In 2023, CWS designated a supervising social worker with training development to develop an in-house training to train new and existing social workers. The training series is standardized and on-going.

Training is provided to caregivers through the online Foster Parent College. Training courses are open to care providers on an ongoing basis. Foster Parent College offers dozens of training courses on topics including, but not limited to, trauma, childhood and adolescent development, behavior management, problem behaviors, cultural issues, trust, safety, attachment, and the child welfare system and processes.

CWS does not currently provide direct training to service providers or subcontractors.

AGENCY COLLABORATION

Sutter County depends on ongoing and robust collaboration between public and private agencies. The stakeholder group identified Sutter County as having improved collaboration among families, the State, and local agencies. This is exemplified through the Interagency System of Care for Children, Youth and Family Services (AB2083) Memorandum of Understanding (MOU) governed by the Family Intervention Team (FIT) to ensure cross sector collaboration for the C-CFSR and the Comprehensive Prevention Plan (CPP).

CWS and Probation additionally 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.

QUALITY ASSURANCE SYSTEM

CWS utilizes CFSR case review data, CWS/CMS, SafeMeasures, Business Objects, Court reports, quarterly data reports from CDSS/CWIPP, and State and internal P&Ps to ensure that social workers and other staff are providing the required services within the required timeframes for all children and families.

Probation has a case review on every case in which out-of-home placement needs to be considered. In accordance with recent foster care reform legislation, this process includes staff from Behavioral Health.

Sutter County is within the ethnographic territory of three Native American groups but there are no federally recognized Tribal reservations in Sutter County.

Sutter County faces multiple challenges and barriers when it comes to Tribal engagement. The most significant barrier to Tribal engagement is that Sutter County doesn't have a federally recognized Tribe with whom to engage, especially on a day to day basis.

Locally, engagement efforts have begun with the Feather River Tribal Health Clinic, located in Sutter County, which provides services to enroll members of a Tribe regardless of medical health care coverage. Furthermore, Sutter County offers Sutter/Yuba - California Tribal Temporary Assistance for Needy Families (TANF) Program. Tribal TANF provides Tribal families with financial resources, employment services, health care, mental health care, and parenting programs while being culturally appropriate.

Progress, Challenges, and Overall Lessons Learned from the Previous SIP

CHILD WELFARE

Considerable progress was made in the last SIP cycle by building staff capacity through training and filling many of the vacant positions in CWS. Designating a supervising social worker with training development to implement and expand training to social workers in the areas of SOP, Child and Adolescent Needs and Strengths (CANS), and CFTs added to the progress.

The County hired 12 new social workers between 2022 and 2023. This increase staff and training has strengthened assessments and safety planning which has contributed to a decrease in the number of entries into the foster care system. These trainings have also had an impact on the permanency goals as these practices have established earlier assessment of needs and identification of barriers, integration of services, and establishment of supports and permanency goals. Sutter County's goal has been to review the effectiveness of the SIP by monitoring quarterly outcome data along with the goals, strategies, and milestones (action steps). The quarterly outcome measures sections used from the Sutter Data extract from CDSS quarterly reports available from the UC Berkeley Center for Social Services Research indicate that generally Sutter County CWS continues to make positive headway with the goals of the SIP.

PROBATION

For the most recent SIP Annual Progress report, Probation has had only one youth in out-of-home care and that youth transitioned to non-minor dependency during the reporting period. There is little to no data in relation to the UC Berkeley quarterly reports due to the low number of youth on probation in out-of-home-care. Probation's success in maintaining youth in their homes can be attributed to many factors, including intensive Family Finding and Family Engagement efforts, the use of Wraparound services, the

addition of family counseling services provided by a community-based organization, and a strong partnership with involved stakeholders.

Potential SIP Strategies

The following is a list of potential strategies that will be taken into consideration in the development of the SIP strategies and areas that would benefit the most from OCAP funding. This list was developed from feedback provided during the Peer Review, Stakeholder Meeting, and focus groups.

CHILD WELFARE

1. Improve collaboration with Juvenile Court, streamline Court processes, and enhance staff capacity to support families, (P-1, P-2, P,3, P-4).
 - A) CWS will review the Court processes, including Court report templates and policies and procedures to identify and reduce obstacles in the Court processes.
 - B) Implement Court training for social workers to include report writing, testifying, and the social worker's role in court.
2. Family Finding and Engagement— Enhance Family Finding and Engagement through policy review and development, training, and implementation.
3. Father Engagement (P-1, P-2, P-3) — Improve paternal engagement by locating, contacting, and acknowledging the importance of fathers and of paternal relatives/extended family. Engage the paternal support system in reunification, placement, and other supports for children.

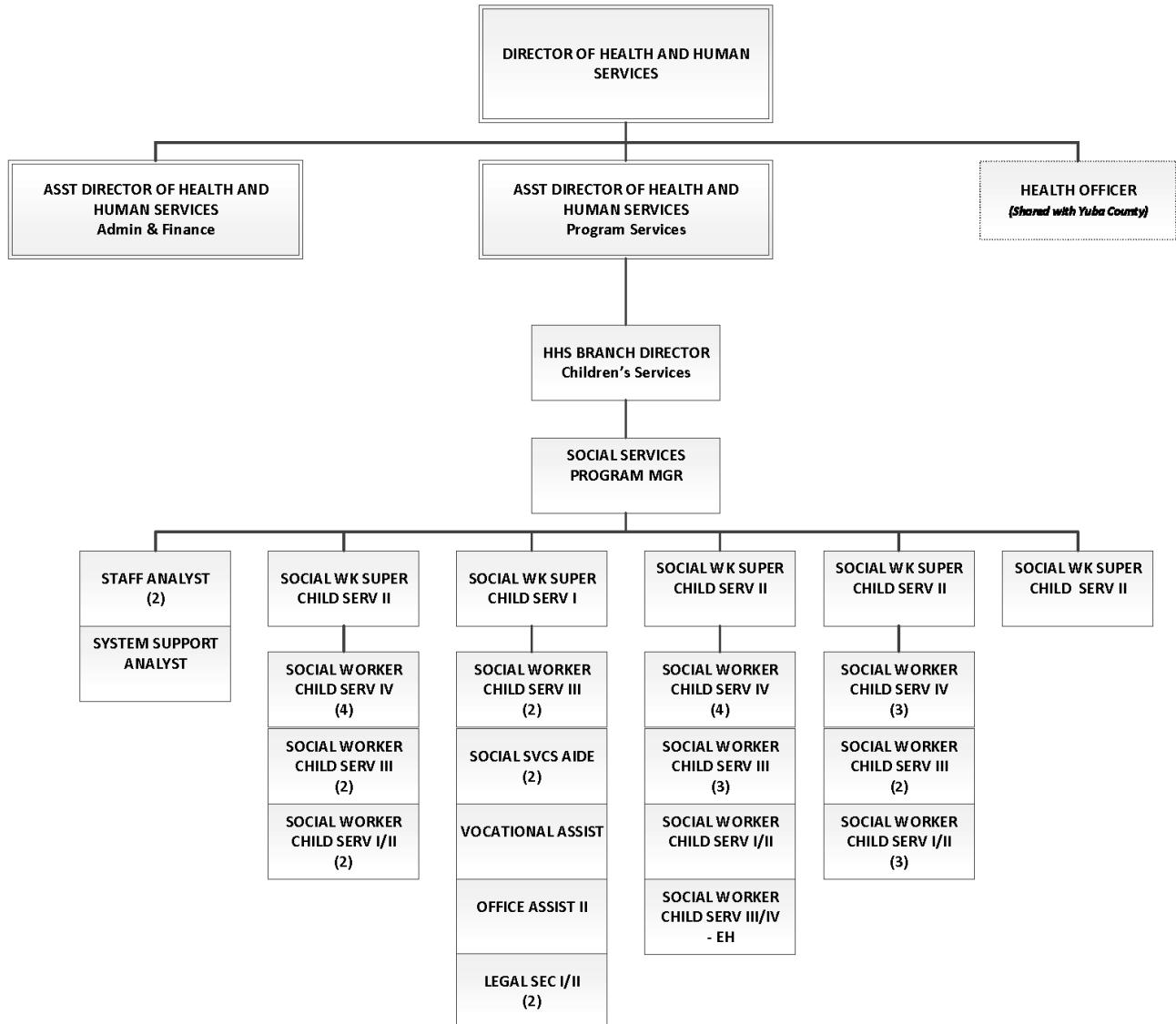
PROBATION

1. Enhance Family Finding and Engagement to increase Kinship/NREFM placements/respite with youth under probation supervision, to include providing supports to keep youth out of placement entirely.
2. Continue and expand the use of CFTs with youth receiving case management services to identify kinship care/support services early in the youth's involvement with the system as well as to provide prevention services that include culturally relevant services to meet needs of the ethnic/minority populations, including services for Native American youth.

Attachments

Attachment A

SUTTER COUNTY HHS BRANCH ORGANIZATIONAL CHART



Attachment B

SUTTER COUNTY PROBATION DEPARTMENT ORGANIZATIONAL CHARTS

