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Attn: Sue Hance, Consultant  
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February 12, 2009

Dear Ms. Hance,

Please find enclosed Sutter County's Self Improvement Plan Update for the period 2/13/09-2/13/10. If you have any questions or concerns, please feel free to contact me or Lisa Soto, Program Manager at (530) 822-7151 for more information.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lori Harrah".

Lori Harrah  
Assistant Director of Human Services  
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Cc: Joan Hoss, Human Services Director  
Christine Odom, Chief Probation Officer  
Lisa Soto, Social Services Program Manager

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SUTTER COUNTY  
SYSTEM IMPROVEMENT PLAN  
UPDATE

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02/13/2009 – 02/12/2010

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## California's Child and Family Services Review System Improvement Plan

<b>County:</b>	Sutter
<b>Responsible County Child Welfare Agency:</b>	Sutter County Department of Human Services
<b>Period of Plan:</b>	2/13/09-2/13/10
<b>Period of Outcome Data:</b>	Quarter ending – January 2009 (Q2 08)
<b>Date Submitted:</b>	2/13/09
<b>County Contact Person for County System Improvement Plan</b>	
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<b>Submitted by each agency for the children under its care</b>	
<b>Submitted by:</b>	Asst. Director Human Services – Director of Welfare and Social Services
<b>Name:</b>	Lori Harrah
<b>Signature:</b>	
<b>Submitted by:</b>	County Chief Probation Officer
<b>Name:</b>	Christine D. Odom
<b>Signature:</b>	

Acknowledgments for  
2008

**Project Management**

Paula Kearns, MSW, Social Worker Supervisor I – Project Manager  
Lisa Soto, MFT, Program Manager – Social Services

**Child Welfare Services (CWS) Outcome & California-Child and Family Services Review (C-CFSR) Data Review Teams**

*No Recurrence of Maltreatment - Outcome 1B/2A (old measures) – New Measure SI.1 –*

Jennifer Ramirez, MSW, Social Worker IV – Team Lead  
Jana Woodard, Social Worker Supervisor II  
David Patrick, Social Worker III  
Louise Graham, Social Worker III

*Reentry Following Reunification (Exit Cohort) Outcome 3G (old measure) – New Measure CI.4 and Placement Stability – New Measure C4.1-C4.3*

Jennifer Allen, Social Worker III – Team Lead  
Peggy Breaux, Social Worker III  
Brenda Haugen, Social Worker II  
Susan Hewitt, Social Worker II  
Tia Davis, Social Worker I

*Time to Adoption (Outcome 3A (old measure) – New Measure C2.3 and C2.4 and Exits to Permanency – New Measure C3.1-C3.3*

Roberto Garcia, MSW, Social Worker Supervisor II – Team Lead  
Greg Knox, Social Worker II – Co- Team Lead  
Shannon Royston, MSW, Social Worker IV  
Ellen Williams, Social Worker III  
Josh Thomas, MSW, Social Worker IV  
David Lara, Social Worker, II

*Outcome 8A (old/current measure) Transition to Self-Sufficient Adulthood*

Paul Reiner, MSW, Social Worker IV – Team Lead  
Nicole Guerra, Social Worker III  
Sarah Powell, Social Worker III  
Greg Knox, Social Worker II  
Kelly Hopkins, Social Worker I

*Probation – Transition to Self-Sufficient Adulthood*

Debra DeAngelis Campbell – Deputy Chief Probation Officer (Juvenile)  
Anthony Chillemi – Supervising Probation Officer (Juvenile)  
Sam Leach – Supervising Probation Officer (Juvenile)

**Systemic Factors**

Tony Kildare, MSW, Social Worker IV

I. **SIP NARRATIVE**

**Summary**

**No Recurrence of Maltreatment**

**Outcome 2A (old measure)**

**New Measure S1.1:**

The most recent data from the January 2009 quarterly report (Q2 08) indicates that Sutter County is at 93.5 % which is just below the National Standard of 94.6%. Sutter County has consistently reached at or above ninety percent:

October 2008	(Q1 08)	92.6%
April 2008	(Q4 07)	94.2%
January 2008	(Q3 07)	92.4%

Our goal to reduce the rate of Recurrence of Maltreatment is made operational by the utilization of earlier intervention strategies using community agencies and multi disciplinary teams with the ultimate goal of implementing Differential Response. This is a continuing goal for the coming year and beyond.

**Re-entry Following Reunification (Exit Cohort)**

**Outcome 3A (old measure)**

**New Measure C1.1**

There are several measures related to Timely Reunification (C1.1-C1.4) and the most recent data from the January 2009 quarterly report (Q2 08) for C.1.1 – Reunification within 12 months (exit cohort) shows that Sutter County is at 82.8% which is above the National Standard of 75.2%. Sutter County has been reasonably consistent with previous quarters as follows:

October 2008	(Q1 08)	76.6%
July 2008	(Q4 07)	71.2%
April 2008	(Q3 07)	80.9%

The goal is to reduce time to reunification, and a workgroup was formed to analyze this area and a strategy to establish collaborative network meetings in all Family Reunification cases was established. A Family Progress Meeting format implementing a strengths perspective has been formulated by the group and training and implementation will begin and will be developed during the next year.

**Placement Stability**  
**Outcome 3A (old measure)**  
**New Measure C4.1-C4.3**

Again there are several measures related to Placement Stability (C4.1-C4.3). The most recent data from the January 2009 (Q2 08) quarterly report for C4.1 – Placement Stability (8 days to 12 months) is at 81.1%. The National Standard is 85%. Sutter County has consistently hovered around the National Standard as follows:

October 2008	(Q1 08)	84.8%
July 2008	(Q4 07)	85.7%
April 2008	(Q3 07)	83.6%

The goal is to improve foster care placement stability by utilizing Family Progress Meetings for out of home placements.

**Time to Adoption**  
**Outcome 3A (old measure)**  
**New Measure C2.3 and C2.4**

This area also has several measurements, but C2.1 (adoption within 12 months – exit Cohort) reflects a consistent lower level of compliance in this area. The National Standard is 36.6%, and the most recent data from January 2009 (Q2 08) is 21.1% compared to:

October 2008	(Q1 08)	10.5%
July 2008	(Q4 07)	9.1%
April 2008	(Q3 07)	36%

This is an area which we are continuing to work on and have a work plan with strategies and goals which reflect continued efforts to work closely with California Department of Social Services (CDSS) – Adoptions.

**Transition to Self-Sufficient Adulthood**  
**Outcome 8A (old measure)**

No National Standard exists for this area, and no statistics are gathered to reflect this area. However, this area is of concern to child welfare and probation is also looking at this area as part of the system improvement plan.

For child welfare the improvement goal centers around the promotion of a continuum of services and support for former foster/probation youth and young adults (18-24) by increased awareness, collaboration, cross-training and implementation of combined resources within Sutter County.

**Exits to Permanency  
New Measure C3.1, C3.2 and C3.3**

This area remains concerning for all C3 Measures related to Exits to Permanency.  
Current performance:

C3.1 (Exits to Permanency – 24 Months in Care) 38.8 %,  
National Standard is 29.1%

C3.2 (Exits to Permanency – Legally Free at Exit) 100%  
National Standard is 98%

C3.3 (In Care 3 Years Or Longer – Emancipated at Age 18) 100%  
National Standard is 37.5% (or below).

NOTE: C3.3 is a Measure where the goal is a lower number. Sutter County’s statistics represent a small number of children in this area. Therefore, the number of children effected remains small; therefore, this outcome’s goals are based around the other permanency goals of adoption. By creating this integration, the goal is to address permanency of all children, of all ages in the most appropriate way.

**Sutter County Projects**

The following is a list of current project which Sutter County has implemented or is currently undertaking.

Project	Status
Montana Meth	Implemented – public awareness and outreach with materials/posters etc.
Crime Endangered Children (CEC)	Implemented – ongoing multidisciplinary meetings
Methamphetamine Taskforce	Pre-Planning
School Readiness	Implemented - ongoing
Peer Empowerment Providers	Implemented – ongoing
Mediation	Implemented - ongoing
Car Seat Safety Project	Implemented
SutterLinks (Linkages)	Implemented - ongoing
Wraparound – Phase 2	Planning/Implementation

## Wraparound – Phase 2 Planning Milestones

- Sutter County Children’s System’s of Care will be the lead agency.
- Phase 2 Implementation Planning began in 11/2008.
- Drafting processes for the following:
  - Fiscal tracking
  - Referral and slot approval
- Board of Supervisors approved new 3-year MOU with State on 1/6/2009. Term is 8/1/2008 through 7/31/2011.
- Our plan calls for up to 12 Wraparound slots. We are planning to take a phased in approach of 3-6 slots initially.

## Juvenile Probation

The recommendations made by the Probation Officers and Probation Officer Supervisors are listed below. These recommendations will be prioritized for integration in the County’s System Improvement Plan.

### *Training:*

- Training needed on State/Federal guidelines regarding placement issues  
Ongoing trainings include compliance with CDSS for Placement trainings for Placement Officers and their Supervisors.
- Training to clarify court paperwork  
There remains to be close ties and open communication between the Probation Department and the Court, to assure Court paperwork is clarified, as well as kept up to date.
- Assessment of training needs for both new and seasoned officers – training on understanding how to work with substance abuse issues, abandonment issues, and gang involved families  
Annual Standards and Training for Corrections (STC) training hours are also completed by the Probation Officers, which assist them with dealing w/the above and current issues affecting youth/families.

The Sutter County Probation joined a consortium with 14 other Northern California Probation Departments to purchase and institute an assessment tool from Assessment.com.

### *Systemic/Policy Changes:*

- Explore on-going recruitment of staff who speak other languages such as Spanish and Punjabi  
The Probation Department hired 2 Spanish and 1 Punjabi speaking Probation Officers-
- Explore use of mediation to mitigate need for placement or identify suitable placement alternatives early on

Besides the weekly and monthly meetings already established (FAST/Placement Review), Sutter County Probation began “Super Staffing Mtgs.”, which include family and those agencies already involved. Additional agencies are invited when applicable-

*State Technical Assistance:*

- Evaluate and explore the availability of State consultation to clarify issues regarding placement regulations

The Probation Department receives All County Letters (ACL’S) to remain in compliance with the State regulations, as well seeks clarification from the (CPOC) California Chief Probation Officers of California’s, funding coordinator.

*Services/Service Providers/Community Partners:*

- Explore/collaborate for need for substance abuse treatment for youth in local area (See program description below)
- Explore issue of providing adequate mental health services for youth out of area – County to County mental health services agreement
- Explore Cognitive Behavioral Therapy (CBT), Children’s System of Care (CSOC), Functional Family Therapy (FFT), Family Intervention Team (FIT), Teaching Pro-social Skills (TPS) programs for the ability to coordinate better services (See program descriptions below)
- Sutter County Probation is currently facilitating one-on-one and/or family sessions in:
  - **CBT** – Cognitive Behavioral Therapy is offered to adolescents referred through the probation department, who are in need of substance abuse counseling. CBT incorporates empirically-tested ideas and interventions developed for substance-dependent adolescents. The Probation Department devoted two staff on a full time basis to work with the identified youth.
  - **FFT** – Functional Family Therapy is a well documented family prevention and intervention program which has been applied successfully to a wide range of problem youth and their families in various contexts. FFT works with clients from ages 11- 18, at risk for and/or presenting with delinquency, violence, substance use, Conduct Disorder, Oppositional Defiant Disorder, or Disruptive Behavior Disorder. FFT will work with all members in the family. FFT intervention techniques focus on family communication skills and effective parenting techniques, and have developed specific approaches to multi-problem families and youth who experience low motivation, high negativity, and little initial hope for change. FFT interventionists maintain contact with all persons or agencies with a vested interest in the youth undergoing treatment such as schools, probation, mental health, clergy, social services, child protective services, etc. Currently, the Probation Department has one staff member devoted to FFT on a full time basis.
  - **“FIT”** - The Family Intervention Team Program is a specialized service program designed to assist youth and families through a multi-disciplinary

approach to family and individual problems. “FIT” was developed as a response to the increasing number of juveniles in out of home placements, who were both involved in the Sutter County Juvenile Justice and Child protective Service systems. The numbers of “FIT” families have drastically reduced, as has out of home placement, due the evolution of new programs throughout the community.

- **TPS** – Teaching Pro-Social Skills is a multimodal psycho-educational intervention designed to alter the behavior of chronically aggressive adolescents and young children. The goal of TPS is to improve social skill competence, anger control, and moral reasoning. The program relies on repetitive learning techniques to teach participants to control impulsiveness and anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking. The program consists of a 10-week, 30-hour intervention administered to groups of 8-12 juveniles.
- **Seeking Safety** (as of 2/09): Seeking Safety is provided to juvenile females who are experiencing self-destructive behaviors, as a result of multiple abuse factors experienced. In common, these youth are suffering from Post Traumatic Stress Disorder (PTSD) and are displaying their self-destructing behaviors by abusing illegal substances and/or participating in unhealthy and high risk relationships. The goal of the Seeking Safety Program is to provide participants tools to assist them in establishing safety and diminish their at-risk behaviors.
- **ADC**: “Assessments.com is one of the nation’s leading providers of software and other services to help state and county probation agencies more effectively and efficiently manage their day-to-day activities. Juvenile justice departments in states like Washington, Florida, Wyoming and Montana, and counties like Los Angeles, San Diego and many others find the features and benefits of Assessments.com juvenile justice software to be the ideal solution for their intake, risk and needs assessment, case management and reporting requirements.”
- **ADC provides-**

Validated Assessments	Automated Case Planning
Intake Forms	Customized Reporting
Digitize Your Paper Forms	Simplify Workloads
Provider and Vendor Accountability	Motivational Interviewing Training
Integrate with Existing Systems	Implementation Consulting
Evidence-Based Practices (EBP)	

## II. SIP PLAN COMPONENTS

<b>Outcome/Systemic Factor:</b> No Recurrence of Maltreatment (S1.1)					
<b>County's Current Performance:</b> The County has improved, however is currently out of compliance with regards to measure S1.1 (performance is 93.5%, National Standard is 94.6%) according to Quarter 2 2008 data. The County has remained in overall compliance with S1.1 over the past two and three year periods (when data is cumulatively analyzed).					
<b>Improvement Goal 1.0</b> Reduce the rate of Recurrence of Maltreatment by earlier intervention with outside agencies.					
<b>Strategy 1.1</b> Assess Differential Response in Sutter County.			<b>Strategy Rationale</b> Engaging community partners to provide early intervention services to families that do not rise to the level of CPS involvement.		
<b>Milestone</b>	1.1.1 Contact other counties that are currently using Differential Response to determine how this process was implemented.	<b>Timeframe</b>	Original Target Date April 2008 Completed	<b>Assigned to</b>	No Recurrence of Maltreatment Workgroup (meets monthly)
	1.1.2 Develop work groups within this Department to determine ways to implement Differential Response.		Original Target Date May 2008 Completed		No Recurrence of Maltreatment Workgroup (meets monthly)
	1.1.3 Visit other counties to gain a better understanding of the Differential Response process and how to implement Differential Response in Sutter County.		Projected completion date- May 2009		No Recurrence of Maltreatment Workgroup (meets monthly)
	1.1.4. Meet with community partners to determine a process to implement Differential Response.		September 2009		No Recurrence of Maltreatment Workgroup (meets monthly)

<b>Strategy 1. 2</b> Assess what funding is available to implement Differential Response.		<b>Strategy Rationale</b> Assessing available funding for Differential Response will help determine the sustainability of the process.			
<b>Milestone</b>	1.2.1. Obtain information from other counties on potential funding sources.	<b>Timeframe</b>	Ongoing	<b>Assigned to</b>	No Recurrence of Maltreatment Workgroup (meets monthly)
	1.2.2 Obtain information on potential funding sources from the state.		Ongoing		No Recurrence of Maltreatment Workgroup (meets monthly)
	1.2.3 Assess what funding, if any, is available to this County.		Ongoing		No Recurrence of Maltreatment Workgroup (meets monthly)
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b>					
Gain support from the various agencies that will be contributing to the differential response team.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>					
Sutter County CPS will need to educate the community partners and social services staff on the Differential Response process.					
<b>Identify roles of the other partners in achieving the improvement goals.</b>					
Other partners will help determine a process to implement Differential Response					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>					
Development of protocols or Memorandums of Understanding.					

<b>Outcome/Systemic Factor:</b> Reunification within twelve months (C1.1 – C1.4)					
<b>County's Current Performance:</b> Sutter County is currently in compliance with all measures related to the Reunification Composite C1 according to Quarter 2, 2008 data.					
<b>Improvement Goal 1.0</b> Increase Family Reunification rates within twelve months by developing a County policy establishing collaborative network meetings in all Family Reunification cases.					
<b>Strategy 1. 1</b> Implement the "Family Progress Meeting".			<b>Strategy Rationale</b> The "Family Progress Meeting" is a new approach in the hopes of increasing successful outcomes in Family Reunification cases.		
<b>Milestone</b>	1.1.1 Determine work group and assign staff to formulate ideas and procedures for the creation of the new County policy.	<b>Timeframe</b>	Original Target Date February 2008 Completed	<b>Assigned to</b>	Policy Workgroup This workgroup met on a bi-weekly or monthly basis.
	1.1.2 Develop the policy.		Original Target Date March 2008 Completed: July 2008		Policy Workgroup
	1.1.3 Develop recommendations to present to management.		Original Target Date April 2008 Completed: September 2008		Policy Workgroup
	1.1.4 Present results to management for review and discussion.		Original Target Date April 2008 In progress, new milestone date: April 2009		Policy Workgroup and Management
	1.1.5 Formalize and prepare implementation of the "Family Progress Meeting" to Sutter County social workers.		Original Target Date May 2008 In progress, new milestone date: May 2009		Policy Workgroup

<b>Strategy 1. 2</b> Disseminate “Family Progress Meeting” format to Sutter County social workers.		<b>Strategy Rationale</b> Present Sutter County Child Protective Service social workers the “Family Progress Meeting” format and rationale for this new approach.			
<b>Milestone</b>	1.2.1. Develop training for the “Family Progress Meeting”.	<b>Timeframe</b>	Original Target Date May 2008 In progress New Milestone date: July 2009	<b>Assigned to</b>	Policy Workgroup
	1.2.2 Present training to management for review and discussion.		Original Target Date June 2008 In progress. New Milestone date: August 2009		Policy Workgroup and Management
	1.2.3 Present training to staff to initiate implementation of the “Family Progress Meeting”.		Original Target Date July 2008 In progress. New Milestone date: September 2009		Policy Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> None					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> None					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Stakeholders’ collaboration is necessary for successful implementation of this goal.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> These changes must be accepted by County management.					

<b>Outcome/Systemic Factor:</b> Placement Stability (C4.1- C4.3)					
<b>County's Current Performance:</b> Sutter County is fully in compliance with all of the measures of Placement Stability Composite C4, with exception of placement stability C4.1 according to Quarter 2, 2008 data. The National Standard for placement stability C4.1 (8 days to 12 months in care) is 86% and Sutter County's performance rate is 81.1%.					
<b>Improvement Goal 1.0</b> Improve foster care placement stability by developing a County policy establishing collaborative network meetings for out-of-home placements.					
<b>Strategy 1. 1</b> Implement the "Family Progress Meeting".			<b>Strategy Rationale</b> The "Family Progress Meeting" is a new approach with which to increase the stability in foster care placements.		
<b>Milestone</b>	<b>1.1.1</b> Determine work group and assign staff to formulate ideas and procedures for the creation of the new County policy.	<b>Timeframe</b>	Original Target Date February 2008 Completed.	<b>Assigned to</b>	Policy Workgroup This workgroup met on a bi-weekly or monthly basis.
	<b>1.1.2</b> Develop the policy.		Original Target Date March 2008 Completed: July 2008		Policy Workgroup
	<b>1.1.3</b> Develop recommendations to present to management.		Original Target Date April 2008 Completed: September 2008		Policy Workgroup
	<b>1.1.4</b> Present results to management for review and discussion.		Original Target Date April 2008  In progress. New Milestone date: April 2009		Policy Workgroup and Management
	<b>1.1.5</b> Formalize and prepare implementation of new policy to Sutter County social workers.		Original Target Date May 2008  In progress. New Milestones date: May 2009		Policy Workgroup

<b>Strategy 1. 2</b> Disseminate “Family Progress Meeting” format to Sutter County social workers.		<b>Strategy Rationale</b> To present Sutter County Child Protective Service social workers the “Family Progress Meeting” format rationale for this new approach.			
<b>Milestone</b>	1.2.1. Develop training for the “Family Progress Meeting”.	<b>Timeframe</b>	Original Target Date May 2008 In progress. New Milestone date: July 2009	<b>Assigned to</b>	Policy Workgroup
	1.2.2 Present training to management for review and discussion.		Original Target Date June 2008 In progress. New Milestone date: August 2009		Policy Workgroup and Management
	1.2.3 Present training to staff to initiate implementation of the “Family Progress Meeting”.		Original Target Date July 2008 In progress. New Milestone date: September 2009		Policy Workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> None					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> None					
<b>Identify roles of the other partners in achieving the improvement goals.</b> Stakeholders’ collaboration is necessary for successful implementation of this goal.					
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b> These changes must be accepted by County management.					

<b>Outcome/Systemic Factor:</b> Adoption within 24 months (C2.1- C2.5)					
<b>County's Current Performance:</b> The County currently meets the National Standard on the C2 Composite measure. Measure C2.1 (adoption with 24 months – exit Cohort) reflects a lower level of compliance. The National Standard is 36.6%, and the most recent data from Quarter 2, 2008 is 21.1% for the county (compared to Quarter 2 2008 data– 10.5%; July 2008 – 9.1% and April 36%).					
<b>Improvement Goal 1.0</b> Increase the percentage of cases where children are adopted within 24 months.					
<b>Strategy 1. 1</b>  Address the issue of untimely referrals from Sutter County CPS to CDSS State Adoptions.			<b>Strategy Rationale</b>  The issue of untimely referrals was identified in the last SIP as a barrier to timely adoptions. The rationale is that the sooner the referral is received by state adoptions, the sooner the process can begin. The sooner the process is started, the more time will be available to finalize the adoption.		
<b>Milestone</b>	<b>1.1.1</b> Involve both the emergency response and ongoing units of CPS in monthly referral meetings with state adoptions.	<b>Timeframe</b>	Original Target Date February 2008 Completed	<b>Assigned to</b>	CPS and CDSS Supervisors and staff
	<b>1.1.2</b> Insure that state adoptions are systematically notified when FR services are terminated and 366.26 permanency hearing adoption orders are completed.		Original Target Date March 2008 Completed. Court clerks automatically notify State Adoptions.		CPS Supervisors, Program Manager, agency court clerks, and Adoptions SIP Workgroup
	<b>1.1.3</b> Insure that a system is in place to insure that concurrent planning referrals are identified and submitted in a timely manner.		Original Target Date April 2008 Completed. CPS and State Adoptions meet monthly and submit referrals at that time.		CPS Supervisors, Program Manager, and Adoptions SIP Workgroup

<b>Strategy 1.2</b> Address the issue of untimely completion of adoptive home studies by CDSS State Adoptions.		<b>Strategy Rationale</b> The issue of untimely completion of adoptive home studies was identified in the last SIP as a barrier to timely adoptions. The rationale is that faster completion of the home study facilitates a timely adoption.			
<b>Milestone</b>	<b>1.2.1.</b> CPS to meet with State Adoptions to gain more insight into the home study process to determine if CPS can assist in any way in expediting the process.	<b>Timeframe</b>	Original Target Date May 2008 Completed.  Discussed at monthly meeting, CDSS training for CPS, and presented to SW's at staff meeting.	<b>Assigned to</b>	CDSS and CPS Supervisors, Program Managers, and Adoption SIP Workgroup
	<b>1.2.2</b> CDSS to explore the possibility of completing more of the home studies "in house" rather than depending on outside contracted agencies such as Liliput to complete them. Such agencies have been found to be slow in their completion.		Original Target Date June 2008 Completed.  CDSS conducting more home study's "in house"		CDSS Supervisors and Program Manager
	<b>1.2.3</b> CDSS to examine their home study process to explore ways to expedite the process.		Original Target Date July 2008 Completed.  CDSS have streamlined their process.		CDSS Supervisors and Program Manager
<b>Strategy 1.3</b> Address the issue of the Juvenile Court extending FR services to families against the recommendation of the Department, which often results in lost time that could be spent on intensive adoption activities.		<b>Strategy Rationale</b> The issue of over-extending FR services was identified as a barrier to timely adoptions in our last SIP. The rationale is that if services are terminated at the appropriate time, adoptions could more easily be completed within the 24 month period.			
<b>Milestone</b>	<b>1.3.1</b> Arrange for Permanency Training for Juvenile Court staff.	<b>Timeframe</b>	Original Target Date August 2008 In progress. New Milestone date: August 2009	<b>Assigned to</b>	CPS Supervisors, Program Manager, County Council, and Adoption SIP Workgroup
	<b>1.3.2</b> Arrange for Permanency Training for CPS staff		Original Target Date September 2008 Completed.		CPS Supervisors, Program Manager, and Agency Training Coordinator

	<b>1.3.3</b> Make court reports advocating adoption more convincing by conducting research to identify sources that could be cited in an effort to allow the Court to follow the adoption recommendations.		Original Target Date October 2008  In progress. CDSS to assist New Milestone date: July 2009		CPS Supervisors, County Council, and Support Staff
<b>Strategy 1.4</b> Better track pre-adoptive children to identify when they are getting close to the 24-month date. Those who are identified having only six-months left will be prioritized to increase adoption activities.			<b>Strategy Rationale</b> Children who are running out of time on their 24 month clock should get the most attention to insure that adoption is finalized within the 24 months.		
Milestone	<b>1.4.1</b> Obtain assistance from help desk to produce a business object report that will sort cases by time remaining until the 24-month mark	Timeframe	In progress. New Milestone date: March 2009	Assigned to	County Help Desk, Ongoing CPS Supervisor, Adoption Supervisor.
	<b>1.4.2</b> Use the list to prioritize cases needing immediate attention.		In progress. New Milestone date: April 2009		Adoption workgroup
<b>Strategy 1.5</b> Further identify barriers to timely adoptions by gathering accurate data to track children as they move through the adoption process			<b>Strategy Rational</b> Identification of barriers to timely adoptions will allow for the targeting of activities that will better insure timely finalization.		
Milestone	<b>1.5.1</b> Obtain assistance from help desk to produce a business object report that will provide various completion dates to allow for quality control	Timeframe	In progress. New Milestone date: May 2009	Assigned to	County Help desk, CPS Supervisor, Adoption workgroup
	<b>1.5.2</b> Case readings will occur at monthly adoption meetings		In progress. New Milestone date: June 2009		Adoption workgroup
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b>					
A better system needs to be put into place to more quickly notify CDSS State Adoptions when their services are required. Court clerical staff at CPS should be able to assist in this effort					

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

More permanency training is necessary to alert workers of its importance. Training for CPS workers on writing stronger court reports that advocate for adoption is one area of focus. The other training need is for the Juvenile Court Judge and his staff to be alerted as to the consequences of delaying permanency.

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

CDSS State Adoptions, Juvenile Court, Northern California Training Academy can all assist with training.

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

None.

<b>Outcome/Systemic Factor:</b> Children Transitioning to Self Sufficient Adulthood – CPS					
<b>Measure 8A</b>					
<b>County's Current Performance:</b>					
<p><b>Exits to Permanency/Transition to Self-Sufficient Adulthood</b> No National Standard is available to evaluate Measure 8A data related to Transition to Self-Sufficient Adulthood; data has also not been analyzed by UC Berkeley or CDSS to determine trends related to 8A. Sutter County is one of forty-four counties participating in the Transitional Housing Plus Program for former foster youth and probation youth who meet the eligibility requirements set by CDSS for 18 to 24 year olds. Starting in March 2007 Sutter County along with their THP+ provider Children's Hope FFA began providing safe and affordable housing along with supportive services to ten eligible participants. This exceeded the level of estimated demand which was set at 13% for a county of our population size. In 08/09 Sutter County requested an additional four participant slots totaling 14 which was slightly lower than the 22% of estimated demand. However due to the California state budget delays, subsequent crisis and significant increase of counties applying for THP+ our letter of intent was denied for the four additional slots. Also the budget allocation forced a reduction of 2% of our over-all budget for the ten THP+ slots. The expansion of Sutter County's THP+ is on hold as we had hoped to have the 14 slots in 08/09 and another four slots to be added in 09/10. The increase in participant slots is completely dependent on the states budget stability and positive outcomes for the participant in completing their educational, employment and career goals.</p>					
<b>Improvement Goal 1.0</b>					
To promote a continuum of services and supports for former foster/probation youth and young adults (18-24) in Sutter County by increasing awareness, collaboration, cross-training, and implementation of combined resources within Sutter County.					
<b>Strategy 1. 1</b> Assemble Community Action Team (CAT).		<b>Strategy Rationale</b> To bring community and youth partners together to work towards a common goal of supporting youth as they transition to adulthood. This includes, but is not limited to, supporting the implementation of the Transitional Housing Plus Program in Sutter County.			
<b>Milestone</b>	<b>1.1.1</b> Draft a statement of purpose.	<b>Timeframe</b>	01/25/2008 Completed	<b>Assigned to</b>	CAT lead
	<b>1.1.2</b> Identify community partners.		01/25/2008 Completed		Team members
	<b>1.1.3</b> Identify youth partners.		01/31/2008 Completed		Team members
<b>Strategy 1. 2</b> Present statement of purpose to Social Services administration.		<b>Strategy Rationale</b> To share vision and allow administration to provide suggestions, including recruiting policy makers to the Action Team.			

Milestone	1.2.1 Set up meeting date and time with Social Services Program Manager, Assistant Director of Social Services, Director of Health and Human Services, Mental Health Program Manager, Children's System of Care Program Manager, and Chief Probation Officer	Timeframe	08/26/2008 Completed	Assigned to	CAT lead
	1.2.2 Facilitate Meeting		08/26/2008 Completed		Team members
	1.2.3 Record suggestions, feedback, etc. Discuss with Team and make changes to Purpose Statement, and invitee list as needed.		08/26/2008 Completed		Team members
<b>Strategy 1.3</b> Conduct CAT meeting.		<b>Strategy Rationale</b> To share and collect information regarding resources, establish commitments from partners, improve service delivery.			
Milestone	1.3.1 Select location, date, and time.	Timeframe	12/4/2008 Yuba College Advisory First Meeting	Assigned to	CAT lead
	1.3.2 Invite community and youth partners		12/4/2008		CAT lead
	1.3.3 Facilitate Meeting		12/4/2008		Team members
<b>Improvement Goal 2.0</b> Establish roles, responsibilities, and commitments with Community Partners that will improve service delivery to transition age youth.					
<b>Strategy 2.1</b> Discuss and outline needs of youth in Sutter County at CAT Meeting.			<b>Strategy Rationale</b> Increase awareness to Community Partners.		

Milestone	2.1.1 Meet with youth partners prior to meeting to discuss his/her role at CAT Meeting.	Timeframe	01/14/2009 Sutter County Schools, Foster Youth Services, meeting with Sutter County Social Services, One Stop.	Assigned to	Team members
	2.1.2 Community Partners to present their services at the Action Team Meeting. Record information		01/14/2009		Team members
	2.1.3 Problem solve barriers to service delivery or availability of services. Identify gaps.		01/14/2009		Team members
<b>Strategy 2. 2</b> Conduct second CAT meeting. Community Action Team will meet a minimum quarterly to develop strategies that will include action steps to improve delivery of existing services.			<b>Strategy Rationale</b> Team needs to focus on action and the need to improve service delivery immediately. The Community Action Team will continue this process for the remainder of the year.		
Milestone	2.2.1 Identify solutions to increase services.	Timeframe	03/14/2009 Meetings are scheduled on a quarterly basis.	Assigned to	Team members
	2.2.2 Solicit commitment from Community Partners to implement solutions. Record commitments in writing.		03/14/2009 Meeting		Team members
	2.2.3 Share information with transition age youth, THP Plus providers, Social Services staff.		03/14/2009 Meeting		Team members
<b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b> Gain support from policy makers i.e. Board of Supervisors, Department Administrators (Welfare, Mental Health, Probation). Solicit commitment from entities such as One Stop, local colleges, Housing Authority, etc. to invest in transition age youth by incorporating specific protocols for service delivery to this population.					
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b> Sutter County CPS will need to educate community partners and social services staff on the Transitional Housing Plus Program and needs of transition age youth. Power Point presentation may be beneficial and will need to be devised by the SIP Team.					

**Identify roles of the other partners in achieving the improvement goals.**  
CAT to establish and define roles to promote collaboration and young adults' success.

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

<b>Outcome/Systemic Factor:</b> Children Transitioning to Self-Sufficient Adulthood 8A– PROBATION					
<b>County's Current Performance:</b> No National Standard Available for comparison.					
<b>Improvement Goal 1.0</b>					
To identify eligibility and promote the utilization of Independent Learning Program (ILP), for those young adults between the ages of 18 and 24.					
To provide youth with adult guidance, support and services through the utilization of ongoing staff training, client assessment tools, case plans, systems collaboration and fostering community involvement.					
<b>Strategy 1. 1</b> Combine staff efforts to review current juvenile caseloads- To conduct assessments utilizing the Assessments.com (ADC) tool, on juveniles referred by law enforcement to the probation department			<b>Strategy Rationale</b> To combine efforts in identifying juveniles eligible to receive services through the Independent Living Program.  To identify the risk and protective factors linked to criminal behavior so that the rehabilitative effort can be tailored to address the minor's unique assessment profile.		
	<b>1.1.1</b> Arrange Meeting with Juvenile Division Managers-  Staff training of the Positive Achievement Change Tool (PACT)	<b>Timeframe</b>	3/1/08 Completed	<b>Assigned to</b>	Deputy Chief Probation Officer-
	Staff training of the Positive Achievement Change Tool (PACT)		9/22/08-9/23/08Completed		Juvenile Division Probation Officers and Supervisors
	<b>1.1.2</b> Arrange staff meeting with probation officers carrying supervision caseloads.  Staff training for Motivational Interviewing (MI)		3/12/08 Completed		Supervising Probation Officers
	Staff training for Motivational Interviewing (MI)		10/23/08 – 10/24/08 Completed		Juvenile Division Probation Officers and Supervisors
	<b>1.1.3</b> Identify collaborative partners who work with and support the Independent Living Program.		4/1/08 Completed		Supervising Probation Officers

	Booster Positive Achievement Change Tool (PACT) training for juvenile staff.		1/5/09-1/6/09 Completed		Juvenile Division Probation Officers and Supervisors
<p><b>Strategy 1. 2</b> Create tool to utilize for confirming eligibility of those identified youth.</p> <p>Purchase an automated assessment and case management program focused on reducing recidivism, reducing risk factors and increasing protective factors.</p>		<p><b>Strategy Rationale</b> Have available tool to utilize when contacting agencies, confirming placement information and eligibility criteria.</p> <p>It is the mission statement of Sutter County Probation that, “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.” It has been the experience of this department that in order to provide the appropriate tools and support for any youth transitioning into adulthood that there needs to be an accurate assessment of a youth’s needs. The underlying philosophy of using the Positive Achievement Change Tool (PACT) enables the Sutter County Probation Department to reduce recidivism by helping youth under their supervision increase personal accountability and make positive changes in attitudes and behavior, to enhance their succession at transitioning and thereby creating safer communities.</p>			
<b>Milestone</b>	<p><b>1.2.1.</b> Meet with Multidisciplinary Supervision Probation Officers (PO’s)</p>	<b>Timeframe</b>	4/9/08 Completed	<b>Assigned to</b>	Deputy Chief and Supervising Probation Officers
	<p><b>1.2.2</b> Contact those identified juveniles who have confirmed eligibility.</p>		4/15/08 Completed		Multidisciplinary PO’s
			Revisit January 2010		
			Revisit January 2010		

	<b>1.2.3</b> Arrange meeting to discuss progress/lack of and responsibility of PO's with the delivery of service.		5/1/08 Completed  Revisit January 2010		Juvenile Managers and Multidisciplinary PO's
<b>Improvement Goal 2.0</b>					
Assure that eligible youth are enrolled, participating and being serviced through the ILP Program for their transition into self-sufficient adulthood.					
<ul style="list-style-type: none"> <li>○ The extent to which the County ensures that eligible foster youth are: <ul style="list-style-type: none"> <li>▪ Identified as eligible</li> <li>▪ Collaborate w/local agencies</li> </ul> </li> </ul>					
<b>Strategy 2.1</b> Collaborate with community partners			<b>Strategy Rationale</b> Identify roles and responsibilities with regards to sharing ILP responsibilities		
<b>Milestone</b>	<b>2.1.1</b> Coordinate meeting with collaborating agencies.	<b>Timeframe</b>	5/5/08 Revisit January 2010	<b>Assigned to</b>	Supervising Probation Officers
	<b>2.1.2</b> Create calendar tool for ILP activities		5/13/08 Revisit January 2010		Supervising Probation Officers
	<b>2.1.3</b> Collaborate with community partners regarding calendar of events and who will be responsible for event travel.		5/30/08 Revisit January 2010		Supervising Probation Officers and Multidisciplinary PO's

<b>Outcome/Systemic Factor: Exits to Permanency (Measures C3.1-C3.3)</b>					
<b>County's Current Performance:</b>					
<p>The County is currently in compliance with the measures related to the Long Term Care Composite C3, with the exception of C3.1. County performance: C3.1 (Exits to Permanency-24 Months in Care) 38.0 %, National Standard is 29.1%; C3.2 (Exits to Permanency-Legally Free at Exit) 100%, National Standard is 98%. In regards to C3.3 (In Care 3 Years or Longer-Emancipated at Age 18) the County is out of compliance. The County's percentage for this measure is 100% with the National Standard being 37.5% (or below). It should be noted that the annual number of children that are out of compliance for this measure is three or less.</p>					
<b>Improvement Goal 1.0</b>					
To better identify potential permanent homes for children who have been in foster care for 24 months or longer.					
<b>Strategy 1. 1</b>			<b>Strategy Rationale</b>		
Identify other potential permanent opportunities beyond adoption during annual State Adoptions staffings for children who have been in foster care for more than 24 months.			The county currently meets with State Adoptions on an annual basis to determine if children are "adoptable." The county should make an effort to identify appropriate alternative permanent placement opportunities including Guardianship, Non-Related Extended Family Members (NREFM), and/or returning the children to the biological parents at any time that a child is determined to be "unadoptable." The strategy is to look at the child's case with an "objective eye" during the reviews.		
<b>Milestone</b>	<b>1.1.1</b>	<b>Timeframe</b>		<b>Assigned to</b>	
	Permanency Workgroup will access client data in Safe Measures to identify which children have upcoming reviews that have been in placement or will have been in placement for 24 months or longer at the time of the review.				
	<b>1.1.2</b>				
	CPS Supervisor will set up a process to regularly meet with the case-carrying social worker prior to the Annual Review to discuss potential placement options.		New Milestone: April 2009		Permanency Work Group

	<b>1.1.3</b> Adapt format of Annual Reviews with State Adoptions to include formal inquiry regarding alternative permanent placement opportunities when adoption is not viable.		New Milestone: May 2009		CPS and CDSS Supervisors and staff
<b>Strategy 1.2</b>  Better track pre-adoptive children to identify when they are getting close to the 24-month date. Those who are identified having only six-months left will be prioritized to increase adoption activities			<b>Strategy Rationale</b>  Children who are running out of time on their 24 month clock should get the most attention to insure that adoption is finalized within the 24 months.		
<b>Milestone</b>	<b>1.2.1</b> Obtain assistance from System Support Help Desk staff to produce a business object report that will sort cases by time remaining until the 24-month mark	<b>Timeframe</b>	February 2009	<b>Assigned to</b>	Help Desk, Ongoing CPS Supervisor, Adoption Supervisor, Adoption Workgroup
	<b>1.2.2</b> Use the list to prioritize cases needing immediate attention.		March 2009		Adoption / Permanency Workgroup
<b>Strategy 1.3</b> Further identify barriers to timely adoptions by gathering accurate data to track children as they move through the adoption process			<b>Strategy Rational</b>  Identification of barriers to timely adoptions will allow for the targeting of activities that will better insure timely finalization.		
<b>Milestone</b>	<b>1.3.1</b> Obtain assistance from help desk to produce a business object report that will provide various completion dates to allow for quality control	<b>Timeframe</b>	April 2009	<b>Assigned to</b>	Help desk, CPS Supervisor, Adoption / Permanency
	<b>1.3.2</b> Case readings will occur at monthly adoption meetings		May 2009		Adoption / Permanency Workgroup

<p><b>Discuss changes in identified systemic factors needed to further support the improvement goals.</b>  We are working to implement a system to more quickly notify CDSS State Adoptions when their services are required. CPS Social Workers as well as court clerical staff at CPS are assisting in this effort.</p>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>  More permanency training is necessary to alert workers of its importance. Training for CPS workers on writing stronger court reports that advocate for adoption is one area of focus. The other training need is for the Juvenile Court Judge and his staff to be alerted as to the consequences of delaying permanency.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b>  CDSS State Adoptions, CPS Social Workers, Supervisors, Juvenile Court, and the Northern California Training Academy are all essential to developing and implementing training toward this goal.</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>  None.</p>