

Tehama County



2009 County Self-Assessment (CSA)

July 8, 2009

Submitted by: Tehama County Department of Social Services
P.O. Box 1515
Red Bluff, CA 96080

County Self-Assessment Team Composition

Tehama County Department of Social Services

Elizabeth Watson, CWS Program Manager
Sharon Roberts, CWS Social Worker Supervisor
Cheryl Jackson, CWS Social Worker Supervisor
Pia Van Kleef, CWS Social Worker Supervisor
Mindy Gonzalez, CWS Social Worker Supervisor
Ginny Kinney, Staff Services Analyst II

Tehama County Probation Department – Juvenile Division

Greg Ulloa, Juvenile Division Director

Stakeholders Consulted

- Tehama County Health Services Agency - Public Health Division
 - Sydnei Wilby, PHN, Director
 - Caroline Norton
- Tehama County Health Services Agency - Mental Health Division
 - Ann Houghtby, MFT Director
 - Steve Chamblin, MFT, Licensed Clinical Supervisor, Mental Health Services Act Coordinator
- Tehama County Health Services Agency - Drug & Alcohol Division
 - Susan McVean, LCSW, Director
- Parents/Consumers
 - Ronda Dougherty, CWS Parent Partner
- Tehama County Department of Education
 - Amy Henderson, Prevention Project Coordinator
- CDSS Adoptions – Chico District Office
 - Dan Katz, LCSW, Adoptions Supervisor
- Tehama County Child Welfare Services Social Workers
- Tehama County Sheriff's Office
 - Danny Rabalais, Captain
- Tehama County Juvenile Court
 - Judge Edward King
 - Sylvia Duran, Deputy County Counsel assigned to CWS
- Regional Training Academy
 - Susan Brooks, Director, Northern California Training Academy

- Job Training Center (Labor/WIA)
 - Kathy Schmitz, Executive Director

- Domestic Violence Prevention/Intervention Provider
 - Clara Osbourne, Executive Director, Alternatives to Violence

- Community Based Organizations/Community Members
 - Triad Foster Family Agency
 - Daystar Ranch
 - Other anonymous survey respondents

I. DEMOGRAPHIC PROFILE AND OUTCOMES DATA

A. Demographic Profile

1. County Data Report

Definitions:

- **CFSR & CFR2** – Child & Family Services Review and Child & Family Services Review – Round 2. These reviews were conducted by the federal government to evaluate the performance of the states on various child welfare outcome measures.
- **CA –CFSR** – California Child & Family Services Review. California's title for the evaluation of its own performance in relation/response to the federal CFRs and the development of state enhanced outcomes measures to this end.

How to Read the Following Child Welfare Outcomes Data Figures:

- **Comparison to Baseline** – The following Child Welfare Outcomes are reviewed at the State level by comparing the County's current performance to the baseline performance for each outcome measure. Neither the reporting time period (e.g. annual, quarterly) nor the baseline reporting period is the same for all of the measures. The first time period shown in each figure is considered the baseline reporting period/measurement for that item. Regardless of the time period measured, reports are sent to counties quarterly.
- **Composites** – In round two of the Child and Family Services Review (CFSR2) there were changes in the way permanency outcomes were measured by moving to composite measures. Individual measures are now grouped into categories that are evaluated as composite scores.
- **National Standards** - Some of the outcome measures have national standards or goals associated with them. These goals were developed by the federal government by setting the standard at the level at which the top performing (i.e. top quartile or 25%) counties were measured in 2004. Although the standards have been set for the composite measures rather than individual measures the goal is to improve performance on all measures because every improvement is related to better outcomes for children and improved performance on any individual measure will improve the overall composite score. For the outcome measures for which a national standard or goal is set a bold, pink line is overlaid onto the figure to indicate where this goal is.
- **Arrows** – In order to help readers better understand the figures arrows indicating the preferred direction for the measure to trend have been inserted onto some of the outcome measure figures, as applicable.
- **Juvenile Probation Data** – The Center for Social Services Research (CSSR) at U.C. Berkeley is responsible for the collection, tabulation and distribution of the Child Welfare Outcomes System Summary reports and thus is the source for most of the data and figures included in this self-assessment document. While CSSR does provide an opportunity to review outcome performance on some measures for children supervised by Juvenile Probation using the online dynamic reporting site, children supervised by Juvenile Probation are not regularly included in the quarterly CWS Outcome

System Summary reports and thus are not reflected in the data/figures that follow unless otherwise specified. General information/data from/about Juvenile Probation is included in this report on page 41.

CWS Outcomes System Summary for Tehama County--01.02.09
 Report publication: JAN2009. Data extract: Q2 2008. Agency: Child Welfare.

									Comparison to baseline	
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²	Direction? ³	Percent change ⁴
PR*	Participation Rates: Referral Rates*	01/01/07	12/31/07	1,887	15,056	125.3	N.A.	N.A.	Yes	-12.4%
PR*	Participation Rates: Substantiation Rates*	01/01/07	12/31/07	215	15,056	14.3	N.A.	N.A.	Yes	-27.3%
PR*	Participation Rates: Entry Rates*	01/01/07	12/31/07	118	15,056	7.8	N.A.	N.A.	Yes	-14.8%
PR*	Participation Rates: In Care Rates*	07/01/08	07/01/08	179	15,014	11.9	N.A.	N.A.	Yes	-6.3%
S1.1	No Recurrence Of Maltreatment	07/01/07	06/30/08	71	71	100.0	94.6	105.7	Yes	18.2%
S2.1	No Maltreatment In Foster Care	07/01/07	06/30/08	349	350	99.71	99.68	100.0	No	-0.30%
C1	Reunification Composite	N.A.	06/30/08	N.A.	N.A.	115.4	122.6	90.1	No	-15.8%
C1.1	Reunification Within 12 Months (Exit Cohort)	07/01/07	06/30/08	53	69	76.8	75.2	102.1	No	-7.2%
C1.2	Median Time To Reunification (Exit Cohort)	07/01/07	06/30/08	N.A.	69	6.2	5.4	87.1	No	59.0%
C1.3	Reunification Within 12 Months (Entry Cohort)	01/01/07	06/30/07	16	27	59.3	48.4	122.4	Yes	64.1%
C1.4	Reentry Following Reunification (Exit Cohort)	07/01/06	06/30/07	17	82	20.7	9.9	47.8	No	73.6%
C2	Adoption Composite	N.A.	06/30/08	N.A.	N.A.	50.0	106.4	0.0	No	-37.7%
C2.1	Adoption Within 24 Months (Exit Cohort)	07/01/07	06/30/08	0	9	0.0	36.6	N.A.	No	-100.0%
C2.2	Median Time To Adoption (Exit Cohort)	07/01/07	06/30/08	N.A.	9	27.2	27.3	100.4	Yes	-12.8%
C2.3	Adoption Within 12 Months (17 Months In Care)	07/01/07	06/30/08	5	86	5.8	22.7	25.6	No	-57.6%
C2.4	Legally Free Within 6 Months (17 Months In Care)	07/01/07	12/31/07	1	54	1.9	10.9	17.0	No	-14.8%
C2.5	Adoption Within 12 Months (Legally Free)	07/01/06	06/30/07	7	41	17.1	53.7	31.8	No	-56.1%
C3	Long Term Care Composite	N.A.	06/30/08	N.A.	N.A.	98.9	121.7	68.2	No	-11.9%
C3.1	Exits To Permanency (24 Months In Care)	07/01/07	06/30/08	3	59	5.1	29.1	17.5	No	-71.2%
C3.2	Exits To Permanency (Legally Free At Exit)	07/01/07	06/30/08	9	10	90.0	98.0	91.8	No	-10.0%
C3.3	In Care 3 Years Or Longer (Emancipated/Age 18)	07/01/07	06/30/08	7	19	36.8	37.5	101.8	Yes	-20.2%
C4	Placement Stability Composite	N.A.	06/30/08	N.A.	N.A.	90.7	101.5	79.0	No	-4.2%
C4.1	Placement Stability (8 Days To 12 Months In Care)	07/01/07	06/30/08	96	116	82.8	86.0	96.2	Yes	3.7%
C4.2	Placement Stability (12 To 24 Months In Care)	07/01/07	06/30/08	34	55	61.8	65.4	94.5	No	-5.6%
C4.3	Placement Stability (At Least 24 Months In Care)	07/01/07	06/30/08	22	88	25.0	41.8	59.8	No	-30.9%
2B	Timely Response (Imm. Response Compliance)	04/01/08	06/30/08	45	51	88.2	N.A.	N.A.	Yes	5.9%
2B	Timely Response (10-Day Response Compliance)	04/01/08	06/30/08	112	130	86.2	N.A.	N.A.	Yes	86.5%
2C**	Timely Social Worker Visits with Child (Month 1)**	Apr 2008	Apr 2008	177	225	78.7	N.A.	N.A.	N.A.	N.A.
2C**	Timely Social Worker Visits with Child (Month 2)**	May 2008	May 2008	180	216	83.3	N.A.	N.A.	N.A.	N.A.
2C**	Timely Social Worker Visits with Child (Month 3)**	Jun 2008	Jun 2008	185	210	88.1	N.A.	N.A.	Yes	29.5%
4A	Siblings (All)	07/01/08	07/01/08	73	107	68.2	N.A.	N.A.	Yes	24.3%
4A	Siblings (Some or All)	07/01/08	07/01/08	85	107	79.4	N.A.	N.A.	Yes	12.2%

									Comparison to baseline	
Measure number	Measure description	Most recent start date	Most recent end date	Most recent numerator	Most recent denominator	Most recent performance ¹	National Standard or Goal	Most recent perf. rel. to nat'l std/goal ²	Direction? ³	Percent change ⁴
4B	Least Restrictive (Entries First Plc.: Relative)	07/01/07	06/30/08	4	94	4.3	N.A.	N.A.	Yes	7.4%
4B	Least Restrictive (Entries First Plc.: Foster Home)	07/01/07	06/30/08	72	94	76.6	N.A.	N.A.	N.A.	31.1%
4B	Least Restrictive (Entries First Plc.: FFA)	07/01/07	06/30/08	9	94	9.6	N.A.	N.A.	N.A.	-72.4%
4B	Least Restrictive (Entries First Plc.: Group/Shelter)	07/01/07	06/30/08	0	94	0.0	N.A.	N.A.	Yes	-100.0%
4B	Least Restrictive (Entries First Plc.: Other)	07/01/07	06/30/08	9	94	9.6	N.A.	N.A.	N.A.	383.5%
4B	Least Restrictive (PIT Placement: Relative)	07/01/08	07/01/08	47	181	26.0	N.A.	N.A.	Yes	55.8%
4B	Least Restrictive (PIT Placement: Foster Home)	07/01/08	07/01/08	30	181	16.6	N.A.	N.A.	N.A.	-24.2%
4B	Least Restrictive (PIT Placement: FFA)	07/01/08	07/01/08	53	181	29.3	N.A.	N.A.	N.A.	-4.7%
4B	Least Restrictive (PIT Placement: Group/Shelter)	07/01/08	07/01/08	8	181	4.4	N.A.	N.A.	No	21.2%
4B	Least Restrictive (PIT Placement: Other)	07/01/08	07/01/08	43	181	23.8	N.A.	N.A.	N.A.	-12.3%
4E (1)	ICWA Eligible: Relative	04/01/08	06/30/08	4	11	36.4	N.A.	N.A.	N.A.	-33.3%
4E (1)	ICWA Eligible: Non-Relative Indian SCP***	04/01/08	06/30/08	4	11	36.4	N.A.	N.A.	N.A.	300.0%
4E (1)	ICWA Eligible: Non-Relative Non-Indian SCP	04/01/08	06/30/08	2	11	18.2	N.A.	N.A.	N.A.	-33.3%
4E (1)	ICWA Eligible: Non-Relative - Ethnicity SCP Missing	04/01/08	06/30/08	1	11	9.1	N.A.	N.A.	N.A.	0.0%
4E (1)	ICWA Eligible: Group Home	04/01/08	06/30/08	0	11	0.0	N.A.	N.A.	N.A.	N.A.
4E (1)	ICWA Eligible: Other	04/01/08	06/30/08	0	11	0.0	N.A.	N.A.	N.A.	N.A.
4E (2)	Multi-Ethnic: Relative	04/01/08	06/30/08	4	19	21.1	N.A.	N.A.	N.A.	-26.3%
4E (2)	Multi-Ethnic: Non-Relative Indian SCP	04/01/08	06/30/08	4	19	21.1	N.A.	N.A.	N.A.	342.1%
4E (2)	Multi-Ethnic: Non-Relative Non-Indian SCP	04/01/08	06/30/08	10	19	52.6	N.A.	N.A.	N.A.	10.5%
4E (2)	Multi-Ethnic: Non-Relative - Ethnicity SCP Missing	04/01/08	06/30/08	1	19	5.3	N.A.	N.A.	N.A.	10.5%
4E (2)	Multi-Ethnic: Group Home	04/01/08	06/30/08	0	19	0.0	N.A.	N.A.	N.A.	-100.0%
4E (2)	Multi-Ethnic: Other	04/01/08	06/30/08	0	19	0.0	N.A.	N.A.	N.A.	-100.0%
5F	Authorized for Psychotropic Medication	04/01/08	06/30/08	12	240	5.0	N.A.	N.A.	N.A.	59.2%
8A*	High School Diploma*	10/01/06	09/30/07	14	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
8A*	Enrolled in College/Higher Education*	10/01/06	09/30/07	16	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
8A*	Received ILP Services*	10/01/06	09/30/07	63	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
8A*	Completed Vocational Training*	10/01/06	09/30/07	0	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
8A*	Employed or Other Means of Support*	10/01/06	09/30/07	25	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.

NOTE: "." or "#DIV/0!" = value not available due to 0 denominator

¹ Participation Rates: Rate per 1,000; C1.2 and C2.2: Median (Months); Composites: Estimated score (estimates <50 set to 50, >150 set to 150 consistent with fed range and to control outliers); All others: Percent (%).

² Performance relative to national std or goal= $(Perf-50)/(Std-50)*100$ for composites; $(Perf)/(Std or Goal)*100$ for measures with desired increase; $(Goal)/(Perf)*100$ for measures with desired decrease.

³ Percent change as compared to column P 'Directional Goal'. Percent change=0.0% (no change) or matching direction = "Yes".

⁴ Percent Change calculated= $(most\ recent\ n/most\ recent\ d)/(baseline\ n/baseline\ d)-1$.

*Participation Rates reports are published as calendar years only and Youth in Transition reports are published October through September only.

**Comparisons ('Percent change' and 'Direction?') between baseline rate month 1 and most recent rate month 3.

***SCP=Substitute Care Provider.

Full Excel version of this file:

http://cssr.berkeley.edu/ucb_childwelfare/Ccfsr.aspx

C.D.S.S. / U.C. Berkeley Center for Social Services Research: CWS/CMS Dynamic Report System: http://cssr.berkeley.edu/ucb_childwelfare

Figure 1: Child Welfare Participation Rates

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

PR: Referral Rate – The annual Referral Rate based on population projections from the California Department of Finance. The Referral Rate for a given year is computed by dividing the unduplicated count of children with an abuse or neglect allegation by the child population and multiplying by 1,000. (Age 0 to 17 years.)

PR: Substantiation Rate – The annual Substantiation Rate based on population projections from the California Department of Finance. The Substantiation Rate for a given year is computed by dividing the unduplicated count of children with a substantiated allegation by the child population and multiplying by 1,000. (Age 0 to 17 years.)

PR: Entry Rate – The annual Entry Rate based on population projections from the California Department of Finance. The Entry Rate for a given year is computed by dividing the unduplicated count of children entering foster care by the child population and multiplying by 1,000. This rate looks at all entries to foster care. Both children first entering care and reentering care are included. (Age 0 to 17 years.)

PR: In Care Rate – The annual In Care Rate based on population projections from the California Department of Finance. The In Care Rate for a given year is computed by dividing the Point In Time count of children in child welfare supervised foster care by the child population and then multiplying by 1000 (for an In Care Rate per 1,000 children in the population). This rate looks at only those children with an open case or referral under the supervision of Child Welfare on the count day. (Age 0 to 17 years.)

PR--Participation Rates

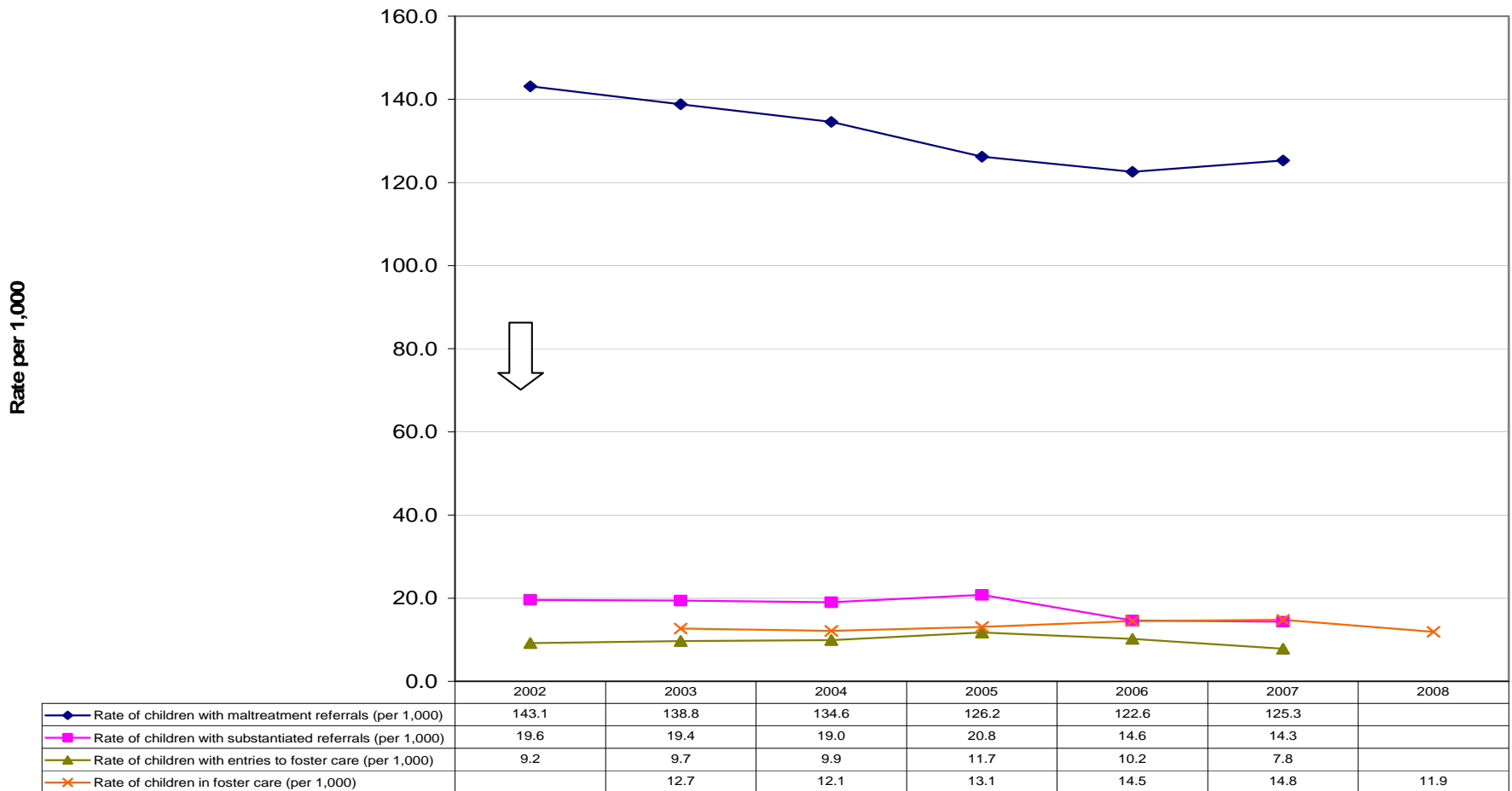
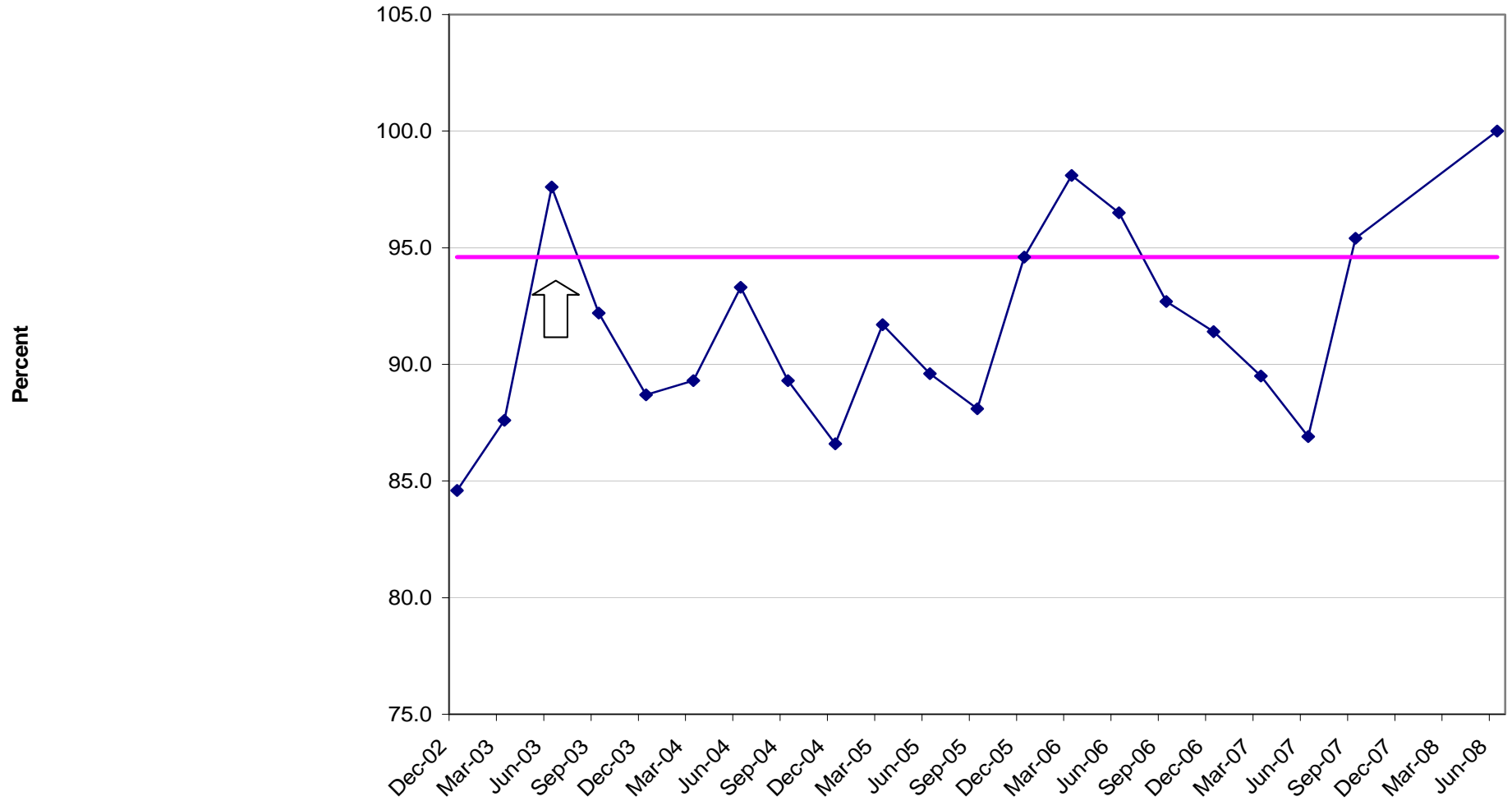


Figure 2: No Recurrence of Maltreatment (Measure S1.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This safety measure reflects the percentage of children who were victims of a substantiated or indicated child maltreatment allegation within a specified 6-month period for whom there was no additional substantiated maltreatment allegation during the subsequent 6 months. The denominator is the total number of children with a substantiated allegation during the 6-month period; the numerator is the count of these children who had no other substantiated allegation in the 6 months following their substantiated allegation. Only allegations with a disposition are included (per federal guidelines). Follow-up substantiated allegations must be at least 2 days after the first one to be counted. Allegation codes: 5001, "At risk, sibling abused" and 5624, "Substantial risk" are excluded. Incoming ICPC children are also excluded. A primary referral and a referral that is identified as being associated with a primary referral are treated as a single referral. Referrals that occur within a day of each other are also treated as a single referral. If any of the allegations in this combined referral are substantiated, the referral is treated as a substantiated referral. If more than one allegation is substantiated, the most severe allegation is retained. (Age 0 to 20 years.)

S1.1--No Recurrence Of Maltreatment



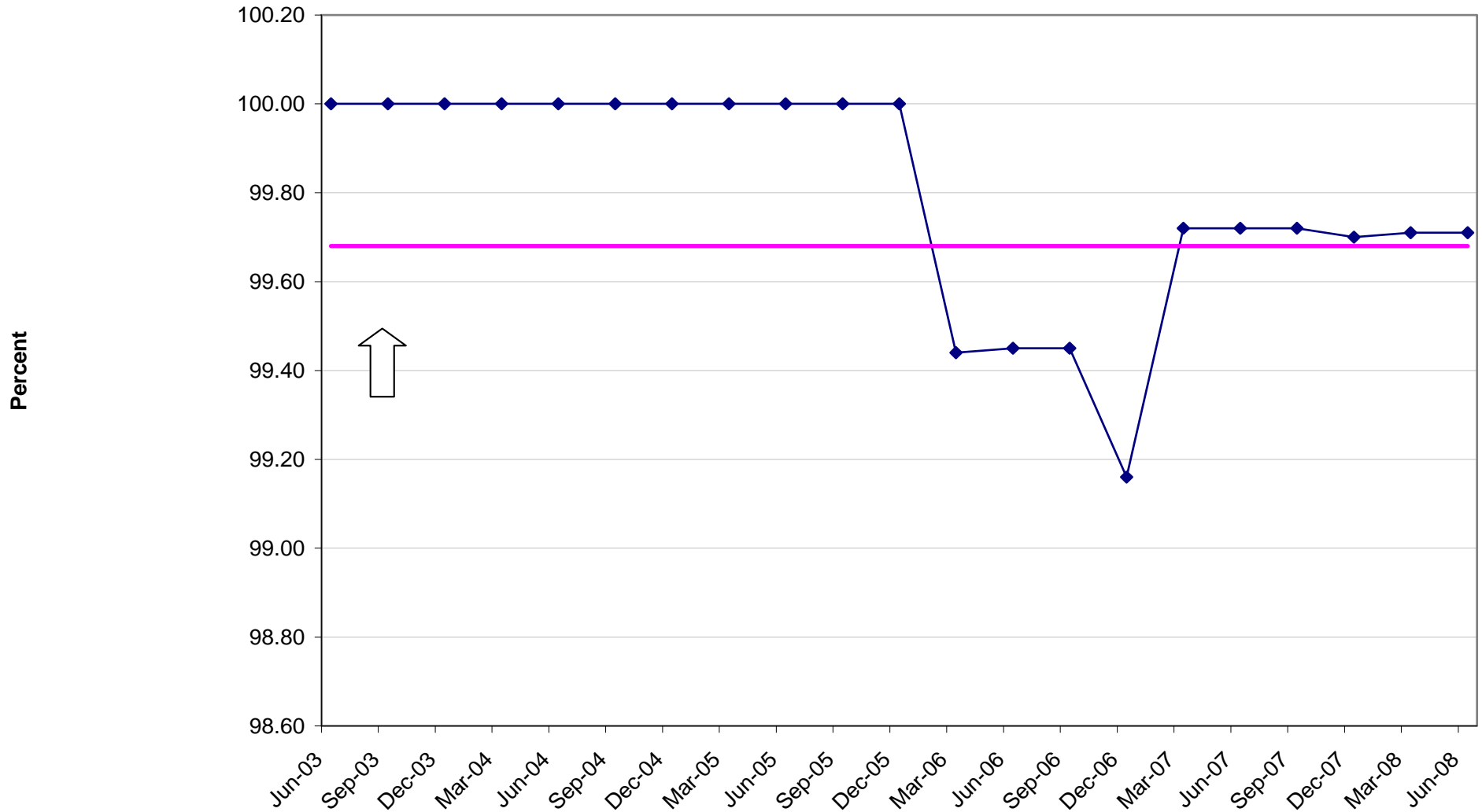
◆ Percent with no recurrence of maltreatment during subsequent 6 months	12/31/02	03/31/03	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	06/30/08
◆	84.6	87.6	97.6	92.2	88.7	89.3	93.3	89.3	86.6	91.7	89.6	88.1	94.6	98.1	96.5	92.7	91.4	89.5	86.9	95.4	100.0
◆ National Standard	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6

Figure 3: No Maltreatment in Foster Care (Measure S2.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This safety measure reflects the percentage of children who were not victims of a substantiated maltreatment report by a foster parent or facility staff while in out-of-home care. The denominator is the total number of children served in foster care during the specified year; the numerator is the count of these children in care who were not victims of a substantiated maltreatment report by a foster parent or facility staff. (Age 0 to 20 years.)

S2.1--No Maltreatment In Foster Care



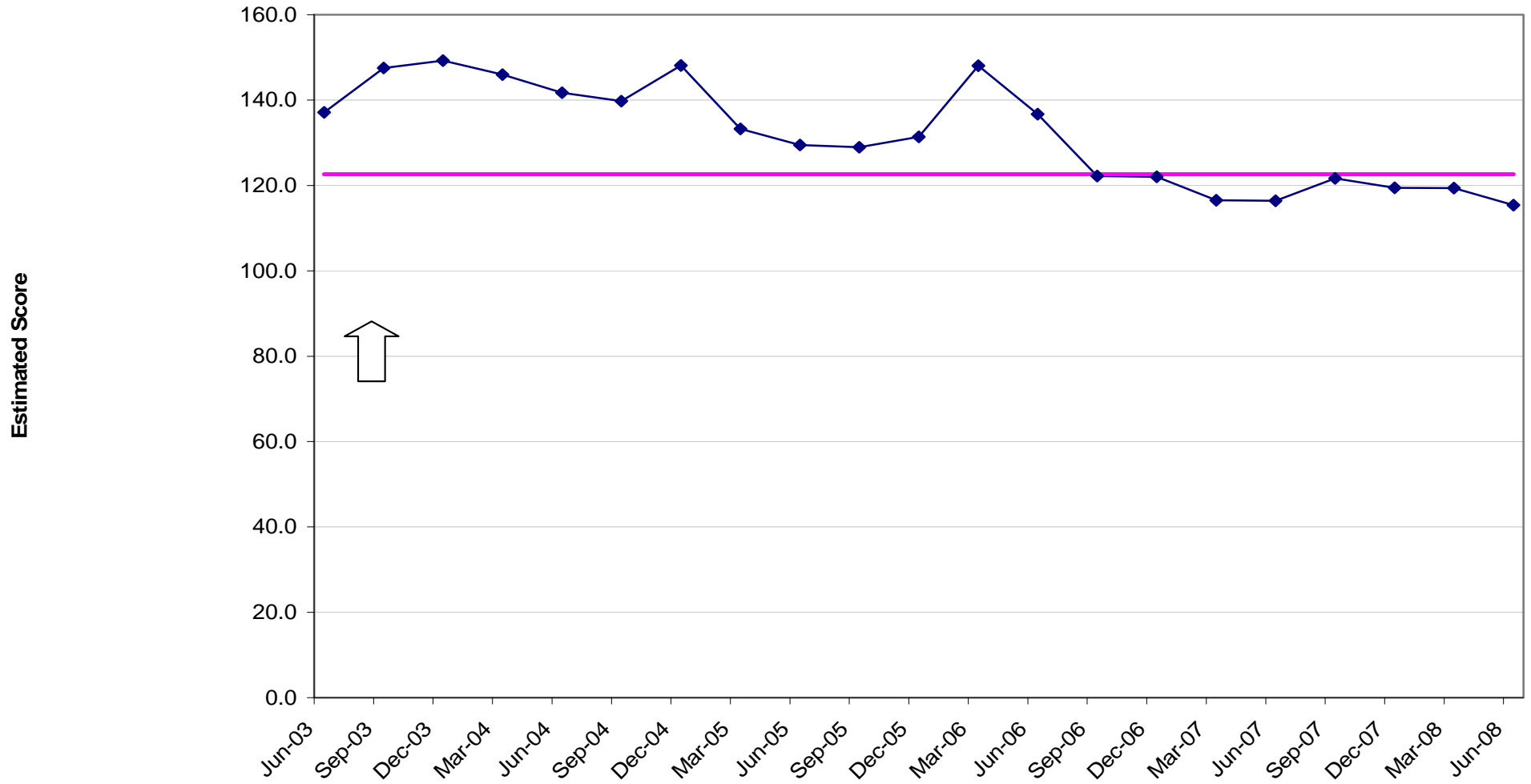
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent not maltreated in out-of-home care	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	99.44	99.45	99.45	99.16	99.72	99.72	99.72	99.70	99.71	99.71
National Standard	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68	99.68

Figure 4: Reunification Composite (Measure C1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This is a child welfare supervised estimate of the composite score used in the Child & Family Services Review (CFSR) 2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

C1--Reunification Composite



	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
◆ C1: Reunification Composite	137.1	147.5	149.3	146.0	141.7	139.7	148.1	133.3	129.5	128.9	131.4	148.1	136.7	122.2	122.0	116.5	116.4	121.7	119.4	119.4	115.4
◆ National Standard	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6	122.6

Figure 4a: Reunification Composite – Reunification Within 12 Months (Exit Cohort) (Measure C1.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children discharged to reunification within 12 months of removal. The denominator is the total number of children who exited foster care to reunification during the specified year; the numerator is the count of exiting children who were reunified in less than 12 months. This measure contributes to the first permanency composite (aka Reunification Composite). The 12 month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of "trial home visit" are included in the count of children reunified in less than 12 months if that visit lasted at least 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification. Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types [CWS/CMS codes in square parentheses]: Reunified with Parent/Guardian (Court) [5439], Reunified with Parent/Guardian (Non-Court) [5440], Child Released Home [5513]. If a child is discharged to reunification more than once during the specified year, the latest discharge to reunification is considered. This differs from Measure C1.4, in which the first discharge to reunification during the specified year is selected. (Age 0 to 17 years.)

C1.1--Reunification Within 12 Months (Exit Cohort)

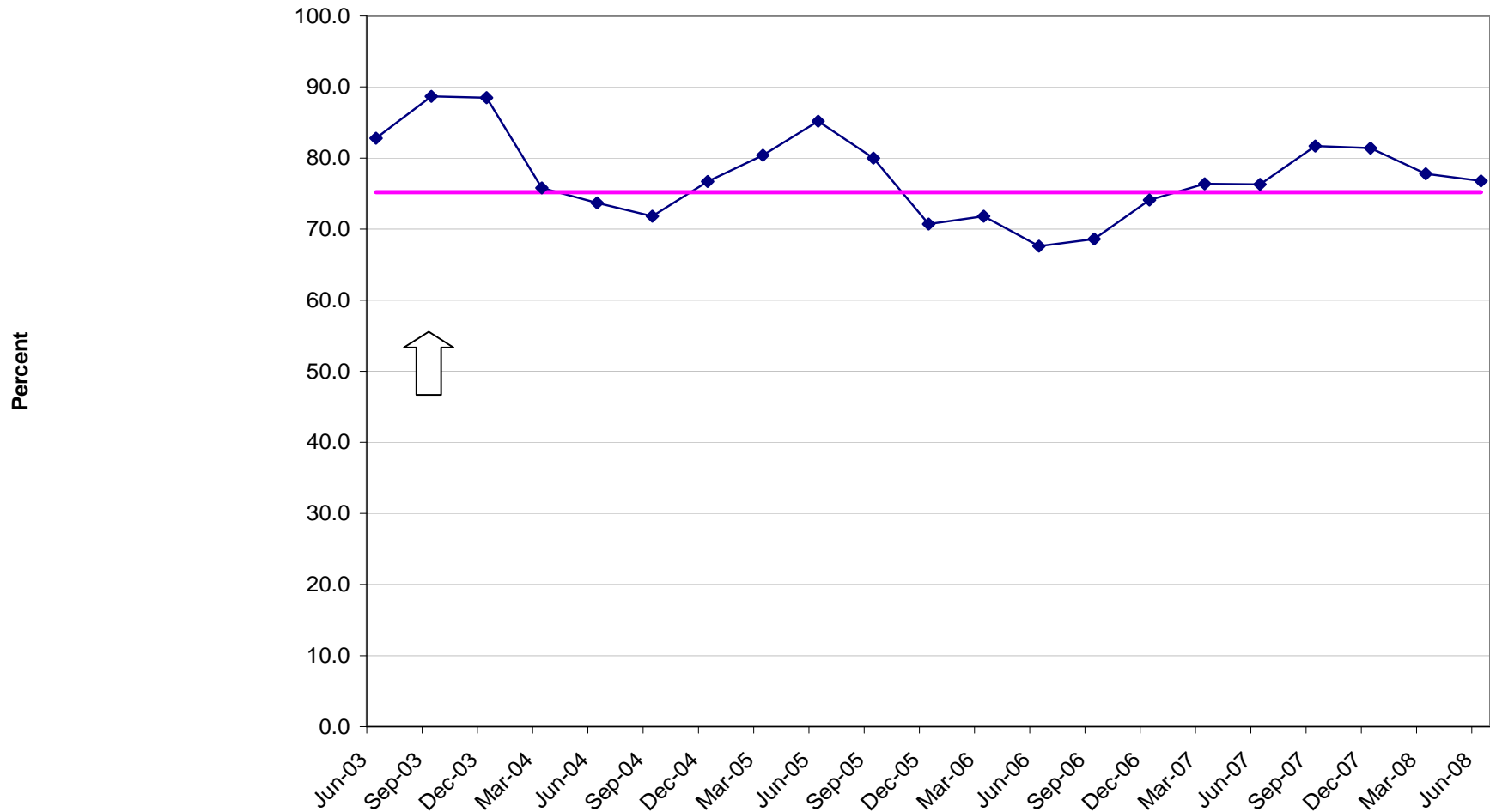
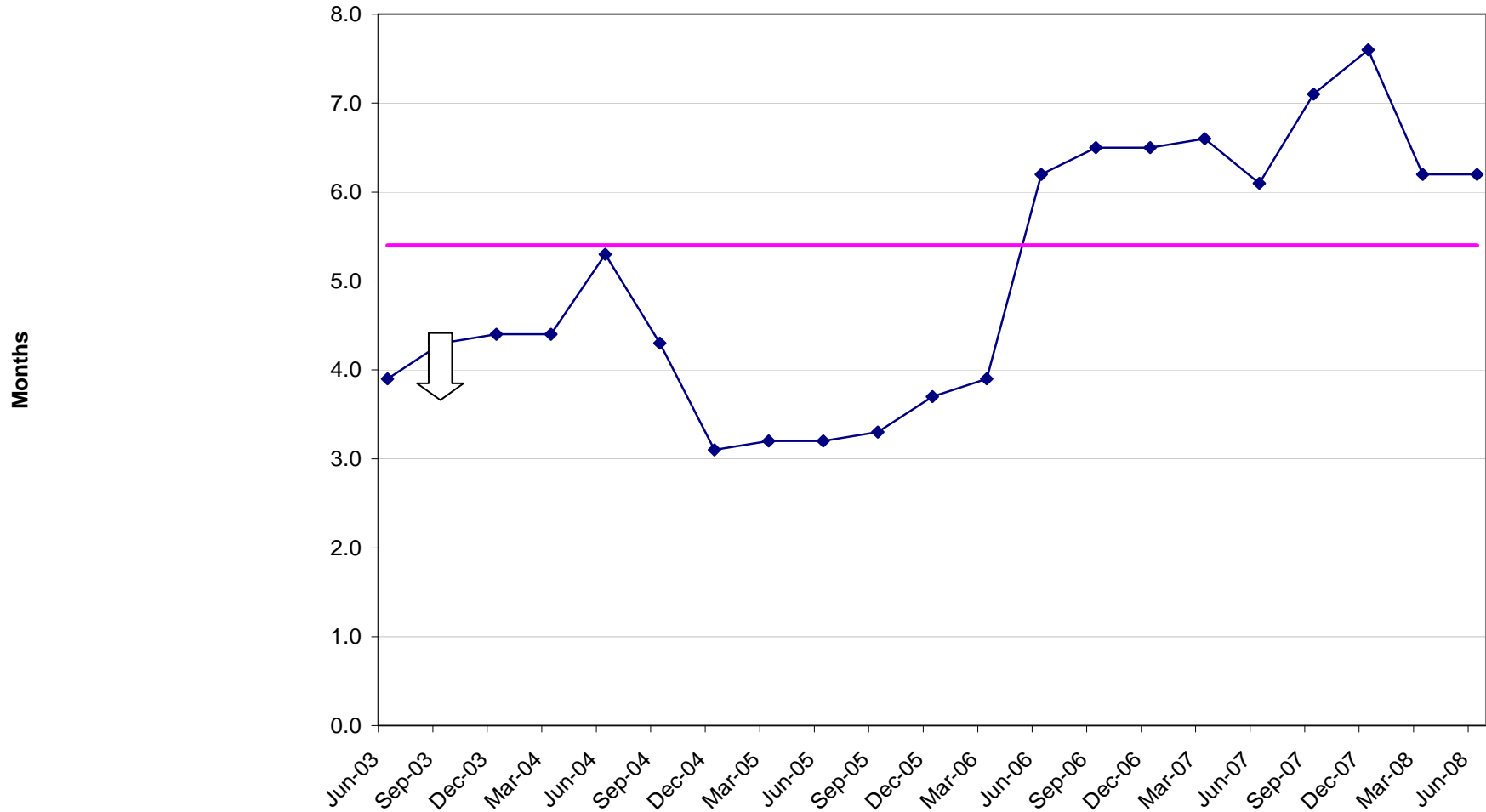


Figure 4b: Reunification Composite – Median Time to Reunification (Exit Cohort) (Measure C1.2)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the median length of stay (in months) for children discharged to reunification. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Children in foster care for less than 8 days were excluded from the median calculation. Children with a current placement of "trial home visit" were included if that visit lasted more than 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification. This measure contributes to the first permanency composite (aka Reunification Composite). Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types [CWS/CMS codes in square parentheses]: Reunified with Parent/Guardian (Court) [5439], Reunified with Parent/Guardian (Non-Court) [5440], Child Released Home [5513]. If a child is discharged to reunification more than once during the specified year, the latest discharge to reunification is considered. This differs from Measure C1.4, in which the first discharge to reunification during the specified year is selected. (Age 0 to 17 years.)

C1.2--Median Time To Reunification (Exit Cohort)



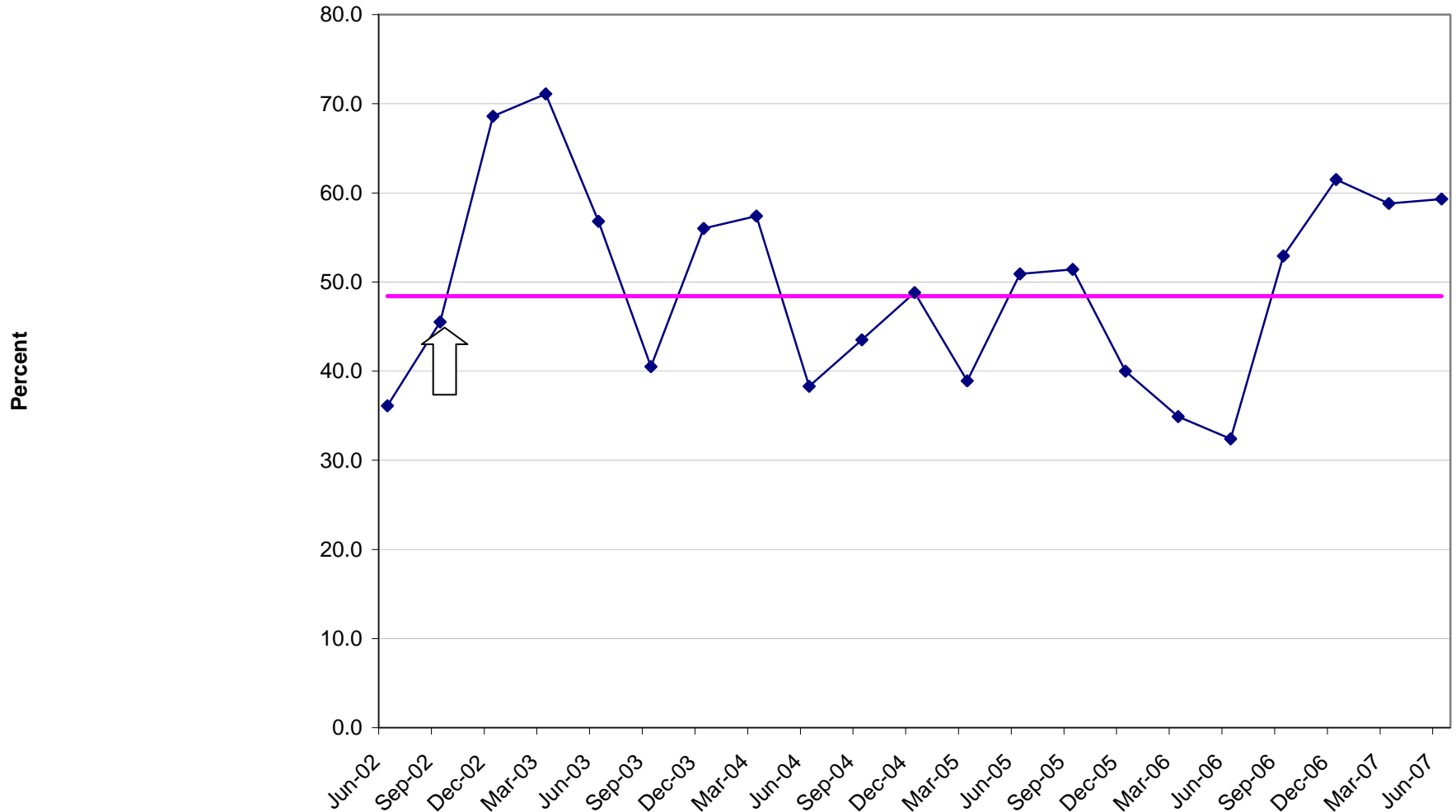
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Median time (months) from latest removal to reunification	3.9	4.3	4.4	4.4	5.3	4.3	3.1	3.2	3.2	3.3	3.7	3.9	6.2	6.5	6.5	6.6	6.1	7.1	7.6	6.2	6.2
National Goal	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4

Figure 4c: Reunification Composite – Reunification Within 12 Months (Entry Cohort) (Measure C1.3)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children reunified within 12 months of removal for a cohort of children first entering foster care. The entry cohort is comprised of children entering foster care for the first time during a 6-month period. This measure contributes to the first permanency composite (aka Reunification Composite). The 12 month cutoff to reunification is based on the latest date of removal from the home with children in care for less than 8 days excluded. Children with a current placement of “trial home visit” are included in the count of children reunified in less than 12 months if that visit lasted at least 30 days, its start-date fell within 11 months of the latest removal date, and it was the final placement before the child was discharged from foster care to reunification. The denominator is the total number of children in the 6-month entry cohort; the numerator is the count of children in the cohort who were reunified within 12 months of removal. Discharge to reunification is defined as an exit from care to parents or primary caretaker(s) and includes the following placement episode termination reason types [CWS/CMS codes in square parentheses]: Reunified with Parent/Guardian (Court) [5439], Reunified with Parent/Guardian (Non-Court) [5440], Child Released Home [5513]. (Age 0 to 17 years.)

C1.3--Reunification Within 12 Months (Entry Cohort)



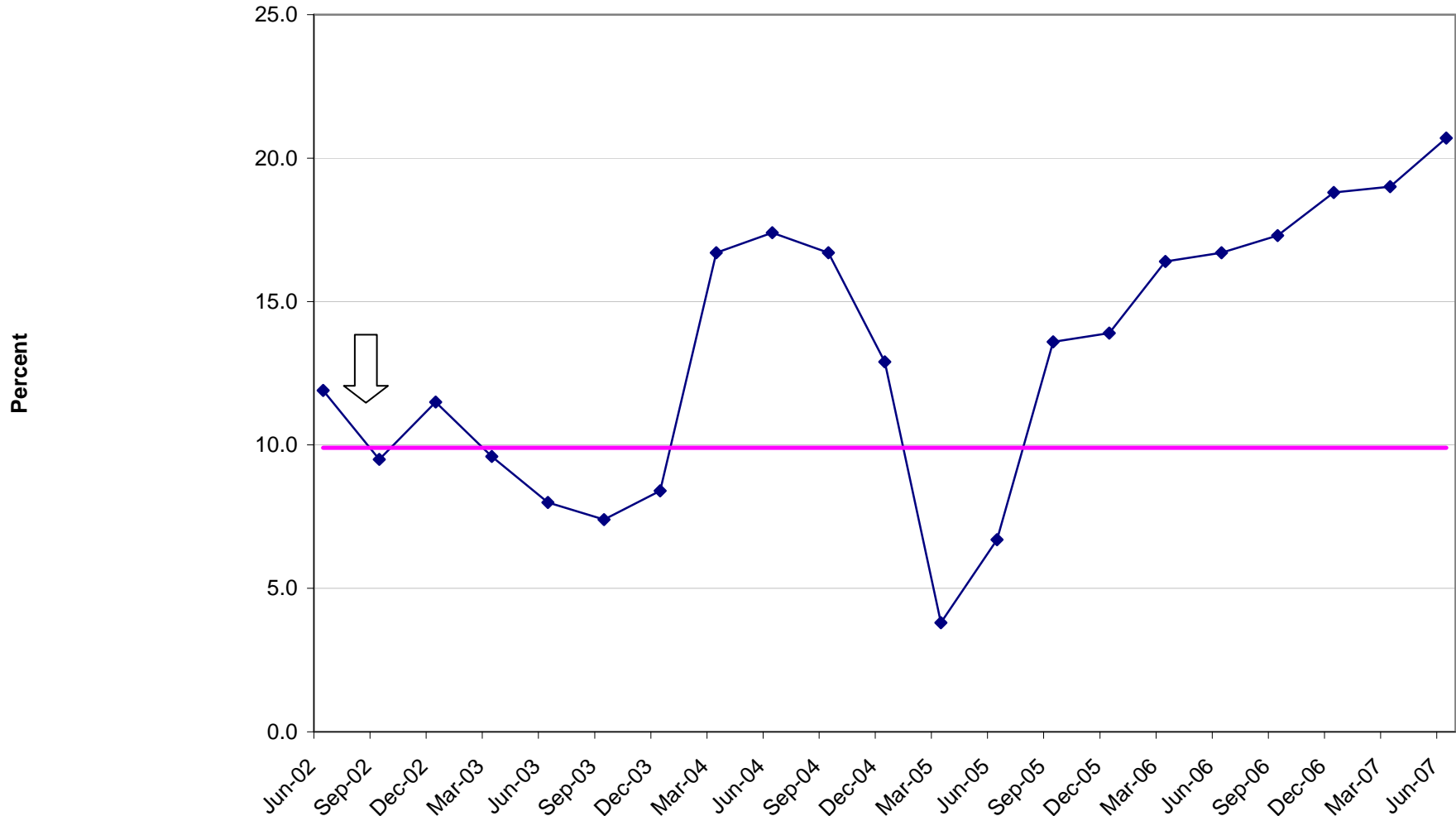
	06/30/02	09/30/02	12/31/02	03/31/03	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07
Percent reunifying within 12 months (6-month entry cohort)	36.1	45.5	68.6	71.1	56.8	40.5	56.0	57.4	38.3	43.5	48.8	38.9	50.9	51.4	40.0	34.9	32.4	52.9	61.5	58.8	59.3
National Goal	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4	48.4

Figure 4d: Reunification Composite – Reentry Following Reunification (Exit Cohort) (Measure C1.4)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children reentering foster care within 12 months of a reunification discharge. The denominator is the total number of children who exited foster care to reunification in a 12 month period; the numerator is the count of these reunified children who then reentered care within 365 days of the reunification discharge date. This measure contributes to the first permanency composite (aka Reunification Composite). Discharge to reunification is defined as a discharge to parents or primary caretaker(s) and includes the following CWS/CMS subcategories [CWS/CMS codes in square parentheses]: Reunified with Parent/Guardian (Court) [5439], Reunified with Parent/Guardian (Non-Court) [5440], and Child Released Home [5513]. If a child is discharged to reunification more than once during the specified year, the first discharge to reunification is considered. This differs from Measures C1.1 and C1.2, in which the latest discharge to reunification during the specified year is selected. Due to age cutoffs, this results in slightly different denominators in C1.4 than in C1.1 and C1.2. (Age 0 to 17 years.)

C1.4--Reentry Following Reunification (Exit Cohort)



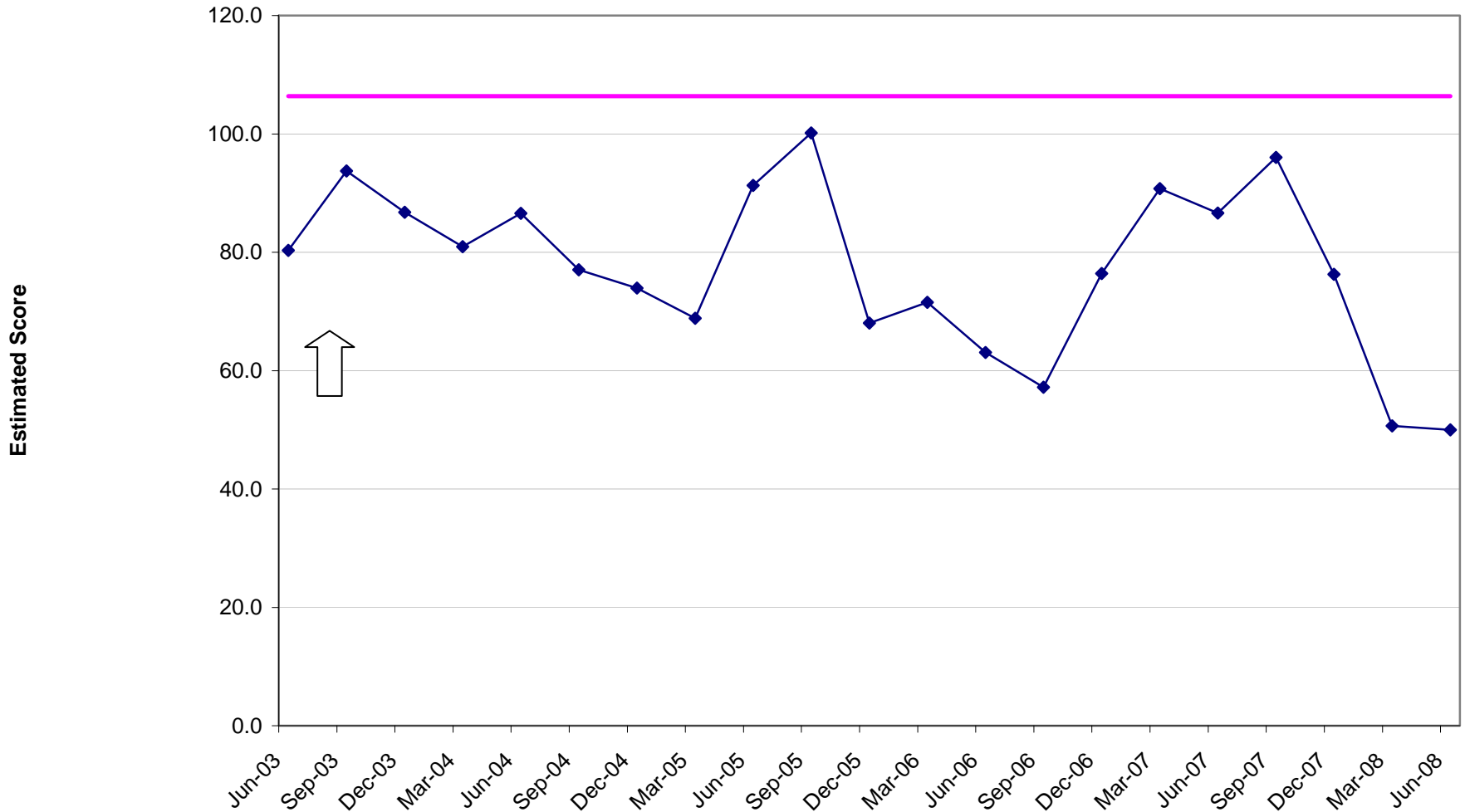
	06/30/02	09/30/02	12/31/02	03/31/03	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07
◆ Percent reentering in less than 12 months	11.9	9.5	11.5	9.6	8.0	7.4	8.4	16.7	17.4	16.7	12.9	3.8	6.7	13.6	13.9	16.4	16.7	17.3	18.8	19.0	20.7
— National Goal	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9

Figure 5: Adoption Composite (Measure C2)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This is a child welfare supervised estimate of the composite score used in the Child & Family Services Review (CFSR) 2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

C2--Adoption Composite



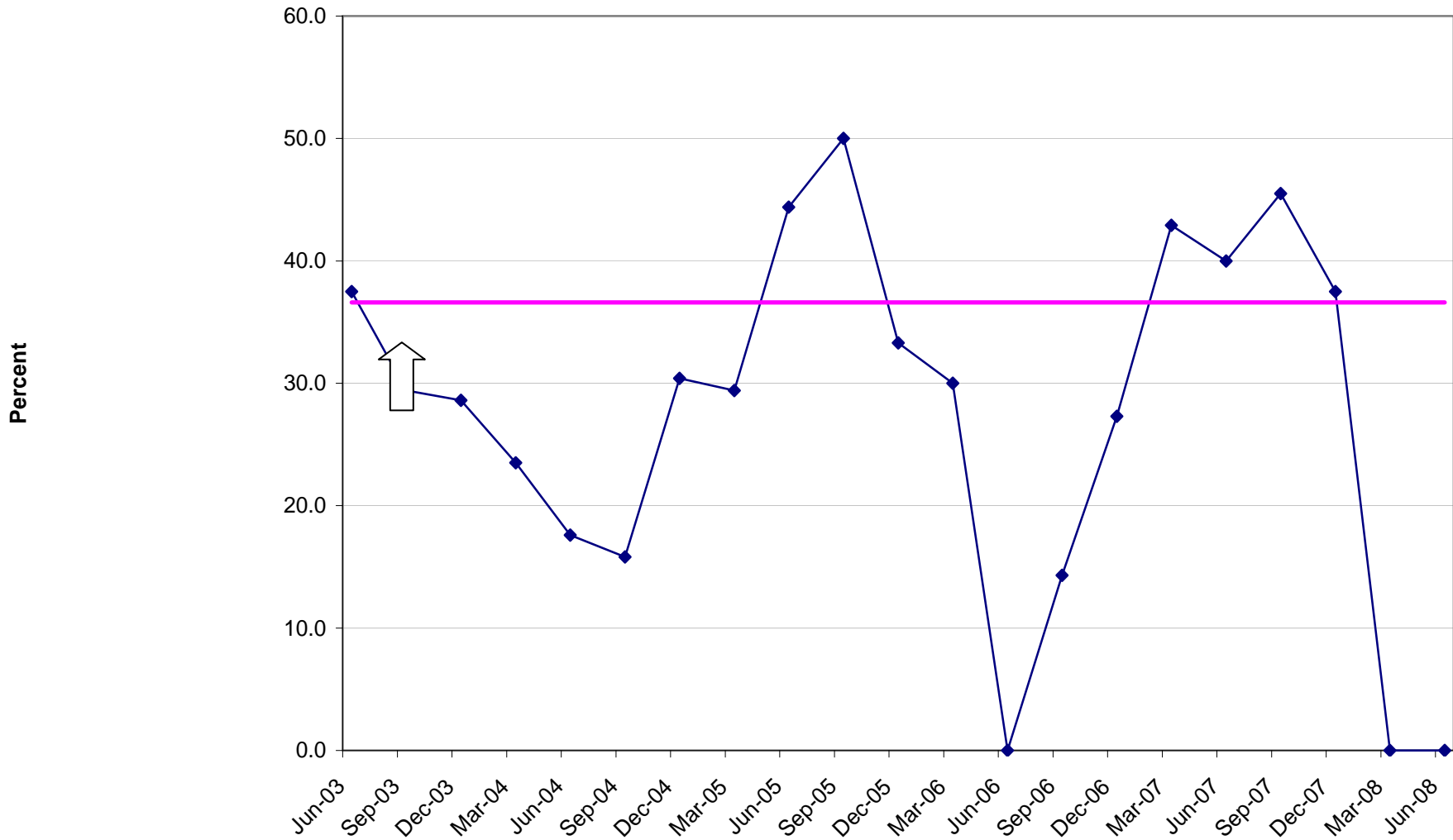
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
◆ C2: Adoption Composite	80.3	93.8	86.7	81.0	86.6	77.0	73.9	68.8	91.3	100.2	68.0	71.5	63.1	57.2	76.4	90.7	86.6	96.0	76.3	50.7	50.0
— National Standard	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4	106.4

Figure 5a: Adoption Composite – Adoption Within 24 Months (Exit Cohort) (Measure C2.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children adopted within 24 months of removal. The denominator is the total number of children who exited foster care to adoption during the specified year; the numerator is the count of these exiting children who were adopted within 24 months of the date of latest removal from the home. Only placement episodes ending in adoption are included. This measure contributes to the second permanency composite. (Age 0 to 17 years.)

C2.1--Adoption Within 24 Months (Exit Cohort)



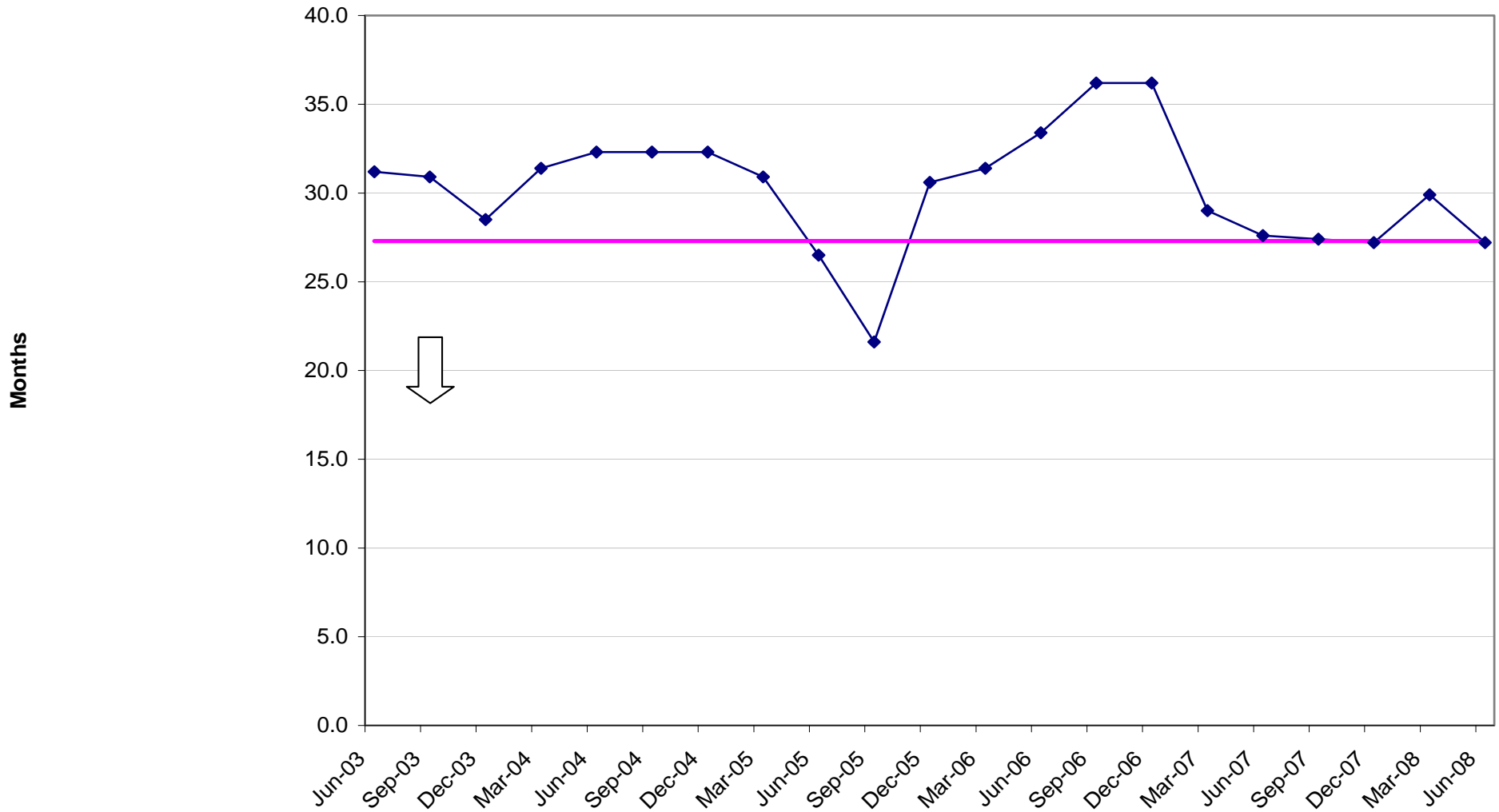
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent exiting to adoption in less than 24 months	37.5	29.4	28.6	23.5	17.6	15.8	30.4	29.4	44.4	50.0	33.3	30.0	0.0	14.3	27.3	42.9	40.0	45.5	37.5	0.0	0.0
National Goal	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6	36.6

Figure 5b: Adoption Composite – Median Time to Adoption (Exit Cohort) (Measure C2.2)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the median length of stay (in months) for children discharged to adoption. Length of stay is calculated as the date of discharge from foster care minus the latest date of removal from the home. Only placement episodes ending in adoption are included. This measure contributes to the second permanency composite. (Age 0 to 17 years.)

C2.2--Median Time To Adoption (Exit Cohort)



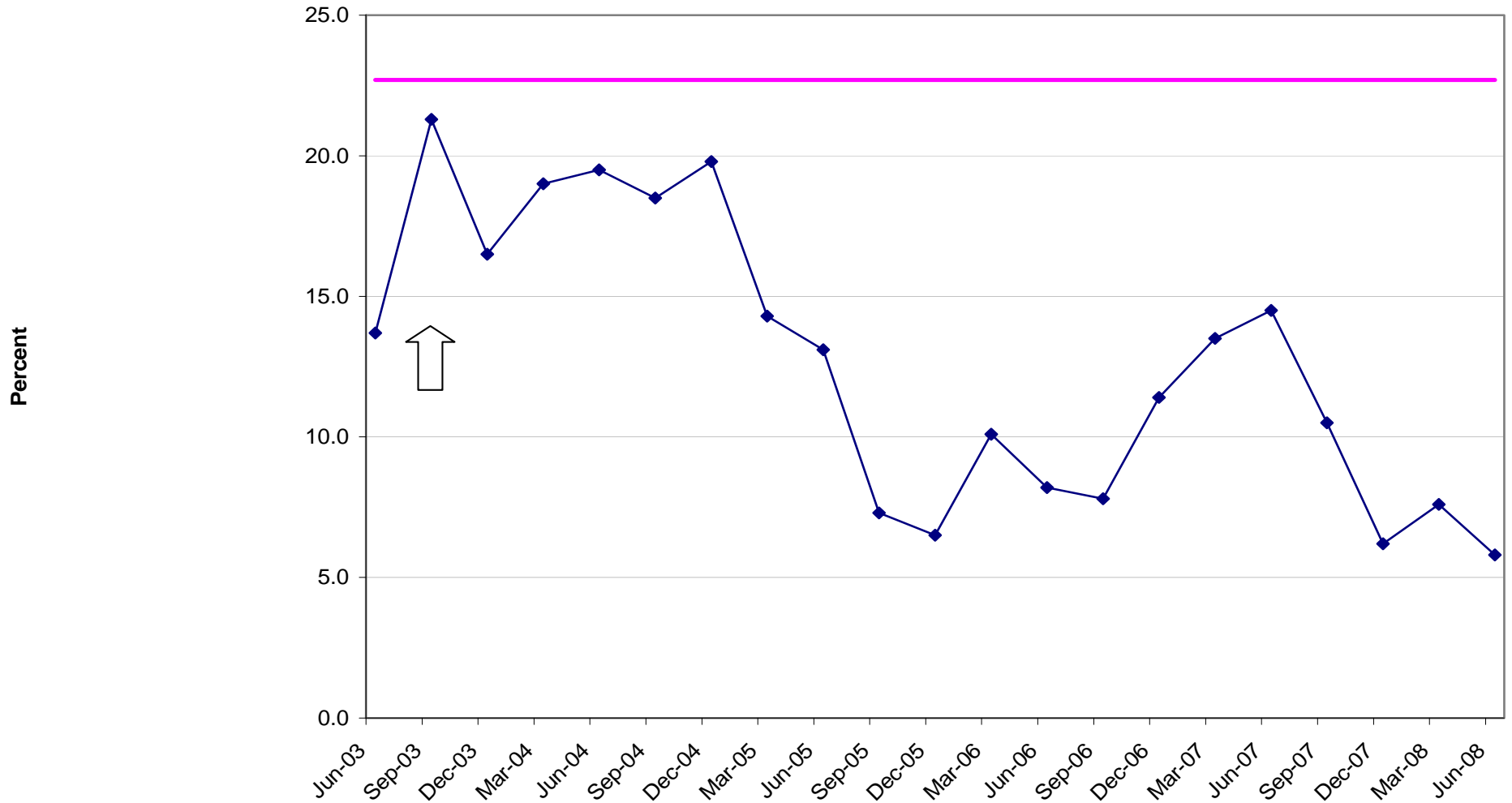
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Median time (months) from latest removal to adoption	31.2	30.9	28.5	31.4	32.3	32.3	32.3	30.9	26.5	21.6	30.6	31.4	33.4	36.2	36.2	29.0	27.6	27.4	27.2	29.9	27.2
National Goal	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3	27.3

Figure 5c: Adoption Composite – Adoption Within 12 Months (17 Months in Care) (Measure C2.3)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children in foster care for 17 continuous months or longer on the first day of the year, who were then adopted within 12 months. The denominator consists of all children in foster care for 17 continuous months or longer on the first day of the year; the numerator includes those children in the denominator who were discharged to adoption by the last day of the year (i.e., a placement episode termination reason of adoption). This measure contributes to the second permanency composite. (Age 0 to 17 years.)

C2.3--Adoption Within 12 Months (17 Months In Care)



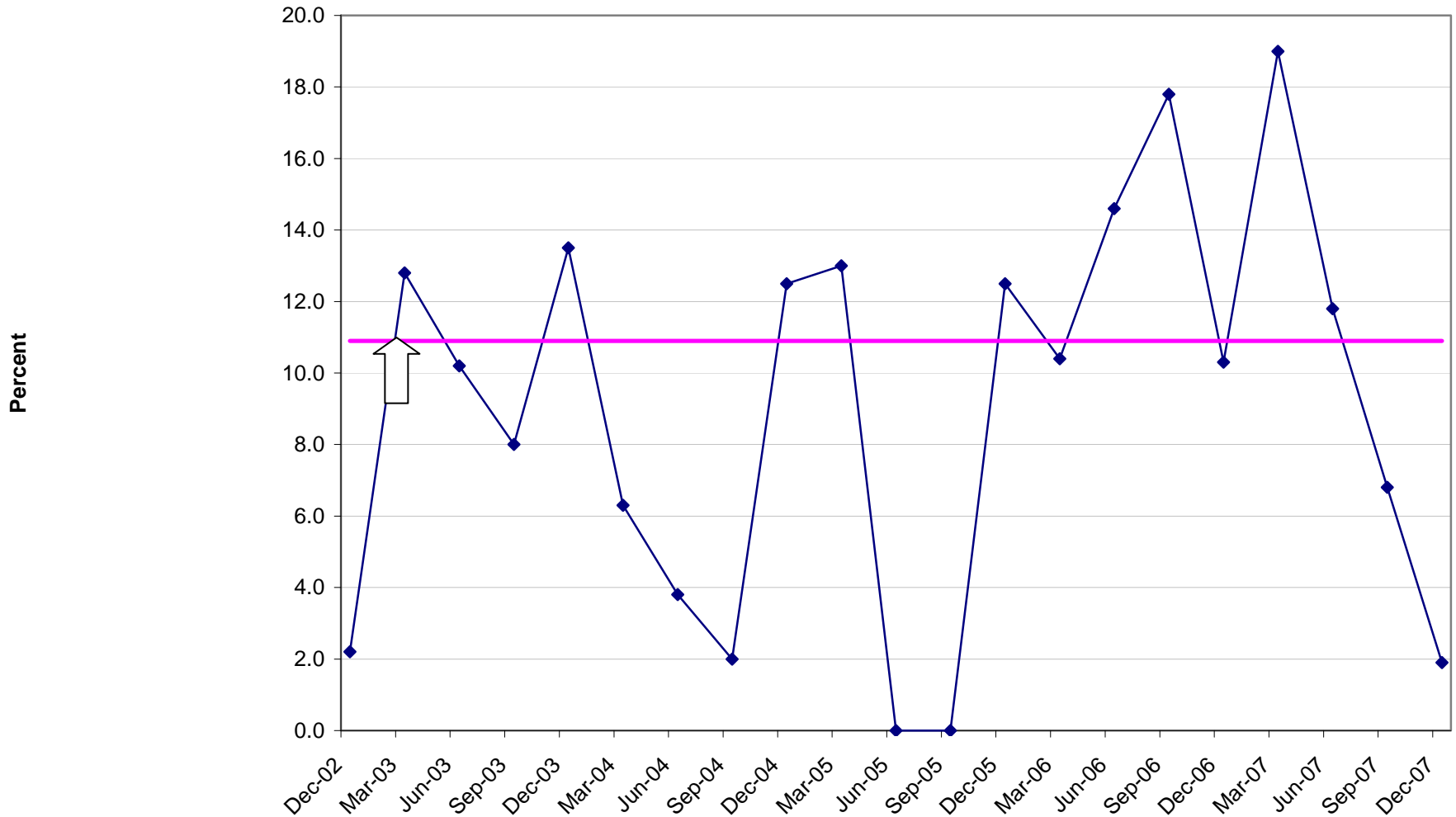
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08	
Percent exiting to adoption by the last day of the year	13.7	21.3	16.5	19.0	19.5	18.5	19.8	14.3	13.1	7.3	6.5	10.1	8.2	7.8	11.4	13.5	14.5	10.5	6.2	7.6	5.8	
National Goal	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7	22.7

Figure 5d: Adoption Composite – Legally Free Within 6 Months (17 Months in Care) (Measure C2.4)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children who were in foster care for 17 continuous months or longer and not legally free for adoption on the first day of the period, who then became legally free for adoption within the next 6 months. The denominator consists of all children in foster care for 17 continuous months or longer who, on the first day of the period, were not yet legally free; the numerator includes those children who were then declared legally free within the next 6 months (including the first and last days of the 6 month interval). This measure contributes to the second permanency composite. (Age 0 to 17 years.)

C2.4--Legally Free Within 6 Months (17 Months In Care)



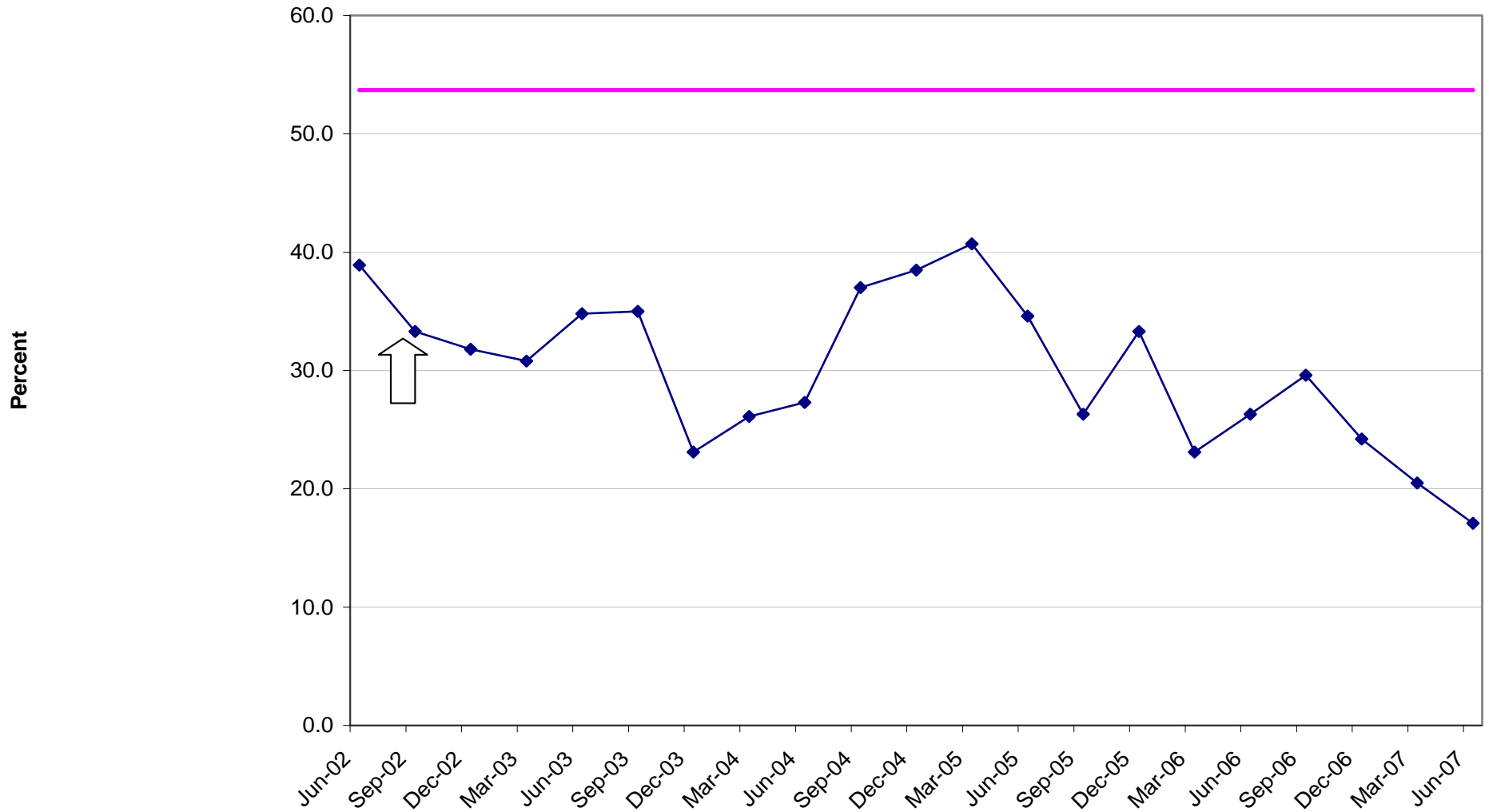
◆ Percent who became legally free within 6 months	12/31/02	03/31/03	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07
◆	2.2	12.8	10.2	8.0	13.5	6.3	3.8	2.0	12.5	13.0	0.0	0.0	12.5	10.4	14.6	17.8	10.3	19.0	11.8	6.8	1.9
— National Goal	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9	10.9

Figure 5e: Adoption Composite – Adoption Within 12 Months (Legally Free) (Measure C2.5)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children discharged from foster care to adoption within 12 months of becoming legally free. The denominator consists of all children declared legally free for adoption during the year; the numerator includes those children who were then discharged to a finalized adoption within the next 12 months. This measure contributes to the second permanency composite. (Age 0 to 17 years.)

C2.5--Adoption Within 12 Months (Legally Free)



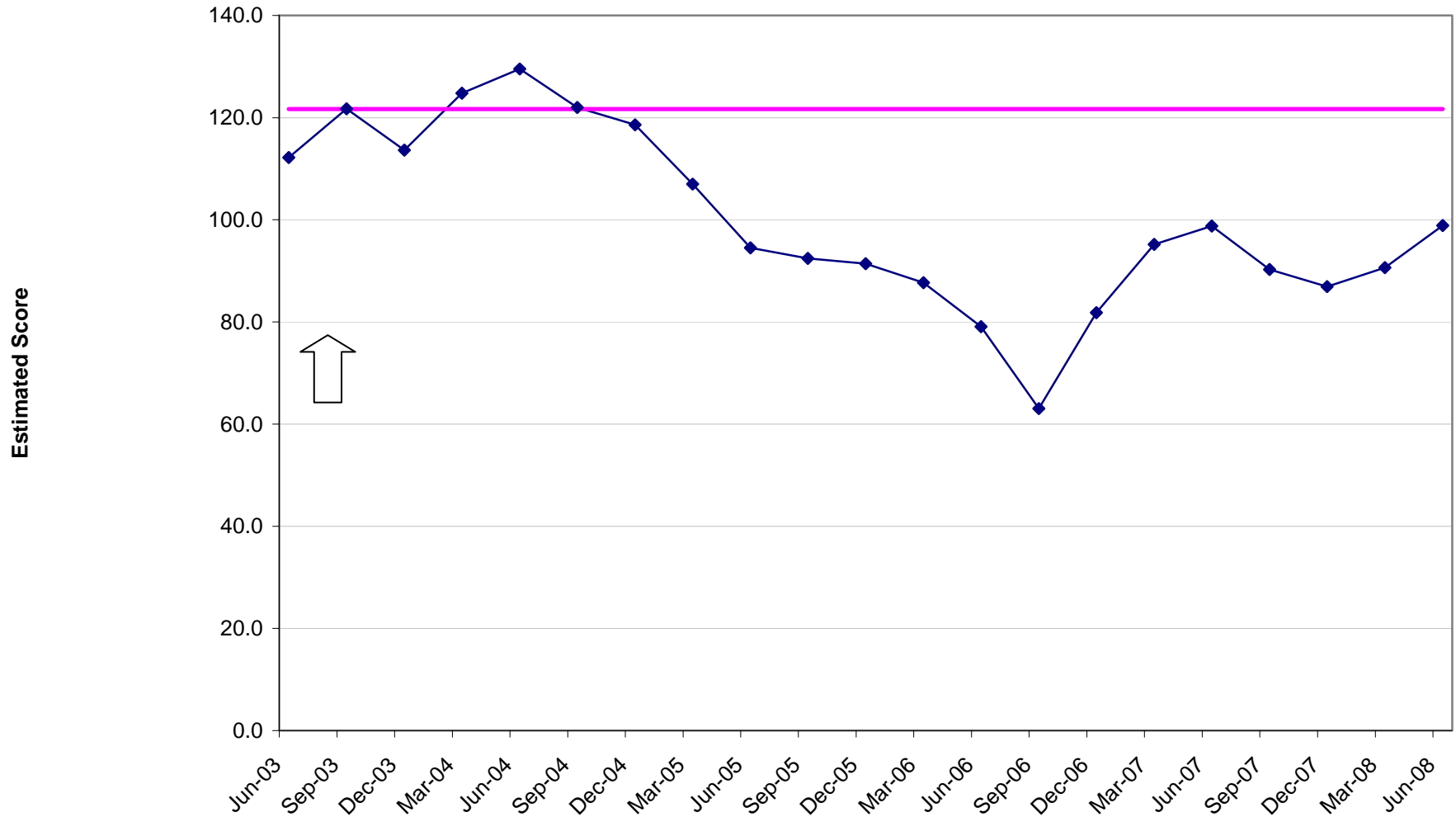
	06/30/02	09/30/02	12/31/02	03/31/03	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07
Percent exiting to adoption in less than 12 months	38.9	33.3	31.8	30.8	34.8	35.0	23.1	26.1	27.3	37.0	38.5	40.7	34.6	26.3	33.3	23.1	26.3	29.6	24.2	20.5	17.1
National Goal	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7	53.7

Figure 6: Long Term Care Composite (Measure C3)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This is a child welfare supervised estimate of the composite score used in the Child & Family Services Review (CFSR) 2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

C3--Permanency Composite



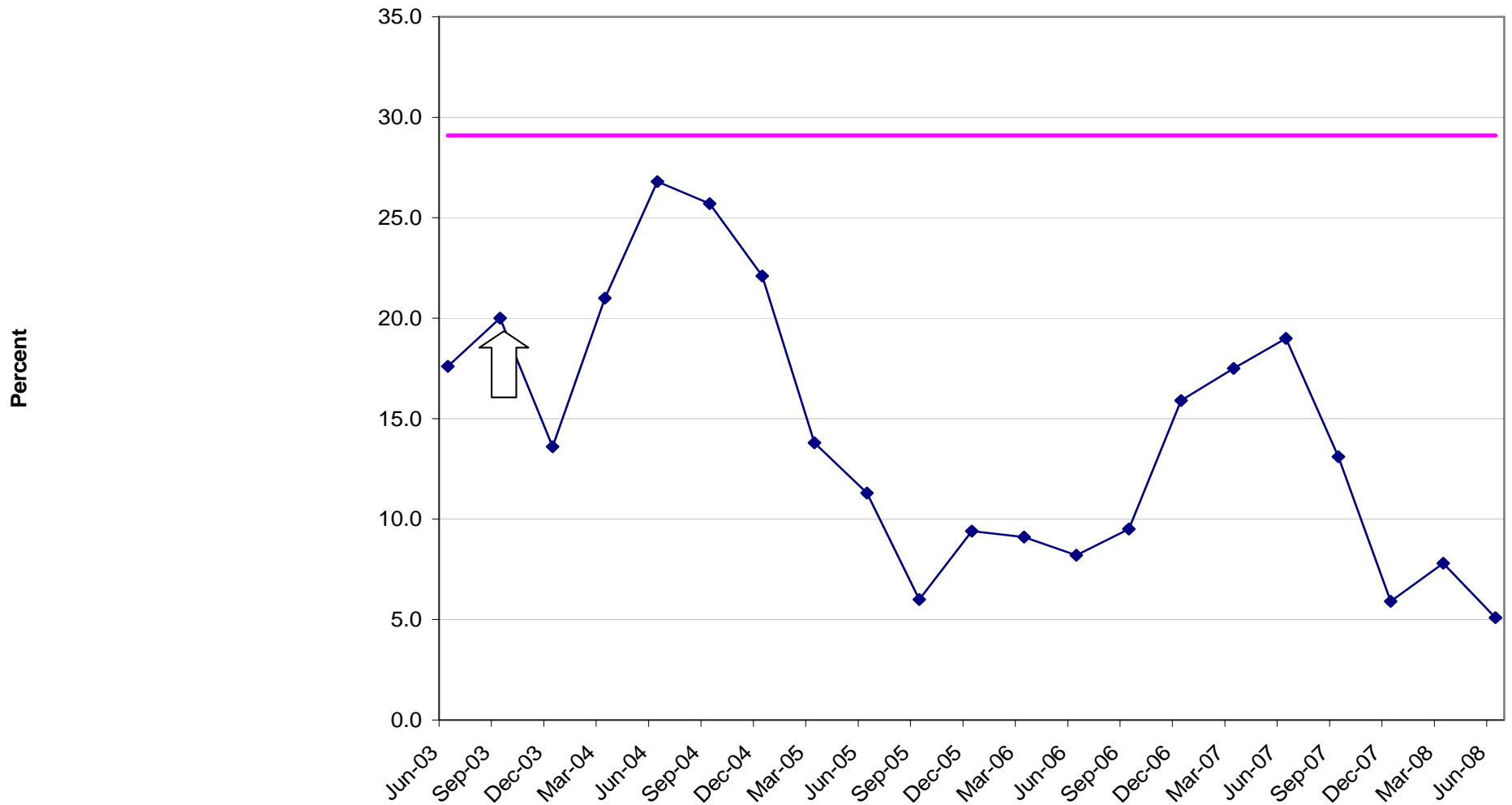
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
◆ C3: Long Term Care Composite	112.2	121.7	113.7	124.8	129.5	122.0	118.6	107.0	94.5	92.4	91.4	87.7	79.1	63.0	81.8	95.2	98.8	90.3	86.9	90.6	98.9
— National Standard	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7	121.7

Figure 6a: Exits to Permanency (24 Months in Care) (Measure C3.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children discharged to a permanent home by the last day of the year and prior to turning 18, who had been in foster care for 24 months or longer. The denominator consists of all children in foster care for 24 continuous months or longer on the first day of the year; the numerator includes those children with a placement episode termination date that occurred by the last day of the year and before the child's 18th birthday, and a placement episode termination reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption. This measure contributes to the third permanency composite. (Age 0 to 17 years.)

C3.1--Exits To Permanency (24 Months In Care)



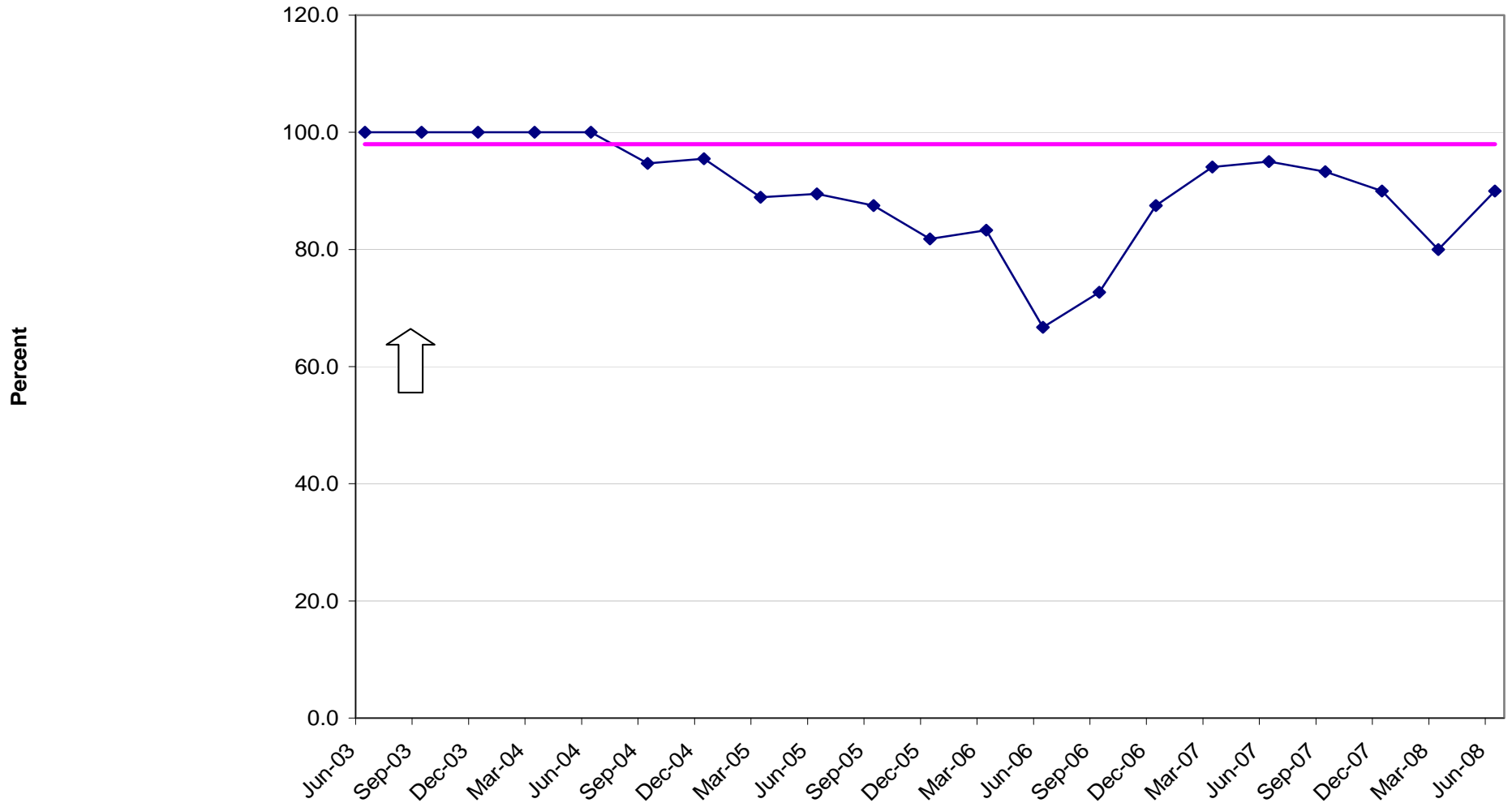
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08	
Percent exiting to permanency by the end of the year and before age 18	17.6	20.0	13.6	21.0	26.8	25.7	22.1	13.8	11.3	6.0	9.4	9.1	8.2	9.5	15.9	17.5	19.0	13.1	5.9	7.8	5.1	
National Goal	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1	29.1

Figure 6b: Exits to Permanency (Legally Free at Exit) (Measure C3.2)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of legally free children who were discharged to a permanent home prior to turning 18. The denominator consists of all children discharged from foster care during the year who were legally free for adoption at the time of discharge; the numerator includes those children who have a discharge date that is prior to their 18th birthday and a discharge reason coded as reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption. This measure contributes to the third permanency composite. (Age 0 to 17 years.)

C3.2--Exits To Permanency (Legally Free At Exit)



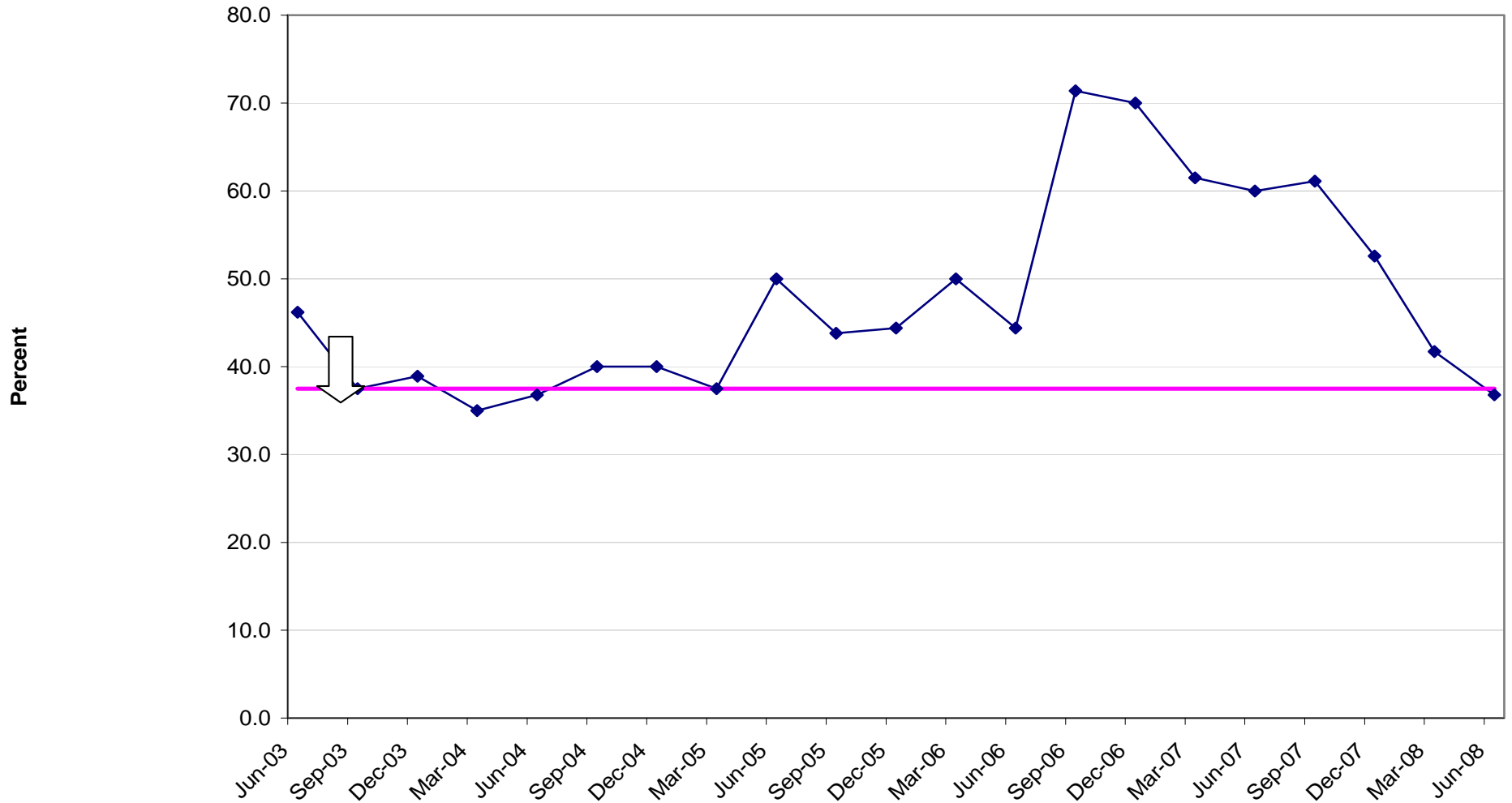
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent exiting to permanent home prior to age 18	100.0	100.0	100.0	100.0	100.0	94.7	95.5	88.9	89.5	87.5	81.8	83.3	66.7	72.7	87.5	94.1	95.0	93.3	90.0	80.0	90.0
National Goal	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0

Figure 6c: In Care 3 Years Or Longer (Emancipated/Age 18) (Measure C3.3)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children in foster care for 3 years or longer who were then either discharged to emancipation or turned 18 while still in foster care. The denominator consists of all children discharged to emancipation or who turned 18 while still in foster care during the year; the numerator includes those children for whom the time from the date of the latest removal from home to the date of discharge to emancipation, or the date the child turned 18, was equal to or greater than 3 years. This measure contributes to the third permanency composite. (Age 0 to 18 years.)

C3.3--In Care 3 Years Or Longer (Emancipated/Age 18)



● Percent in care 3 years or longer	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
— National Goal	46.2	37.5	38.9	35.0	36.8	40.0	40.0	37.5	50.0	43.8	44.4	50.0	44.4	71.4	70.0	61.5	60.0	61.1	52.6	41.7	36.8
	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5	37.5

Figure 7: Placement Stability Composite (Measure C4)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This is a child welfare supervised estimate of the composite score used in the Child & Family Services Review (CFSR) 2. Federally specified weights, means, standard deviations, and formulas are used. The statewide composite estimate is weighted by the number of children served in each county. Estimated scores less than 50 are set to 50 and those greater than 150 are set to 150 for consistency with the federal range and to control outlying values produced by small county populations.

C4--Placement Stability Composite

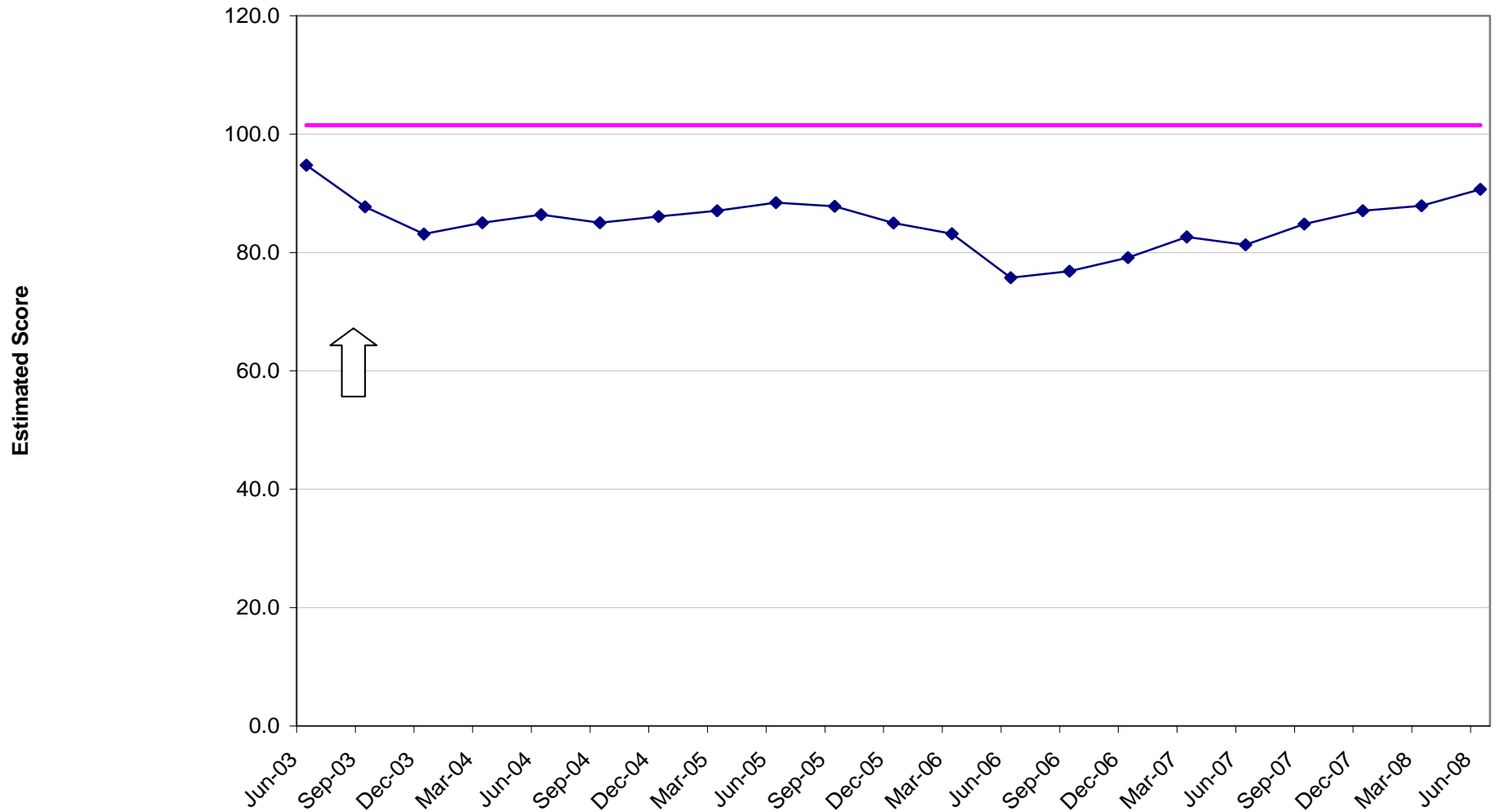
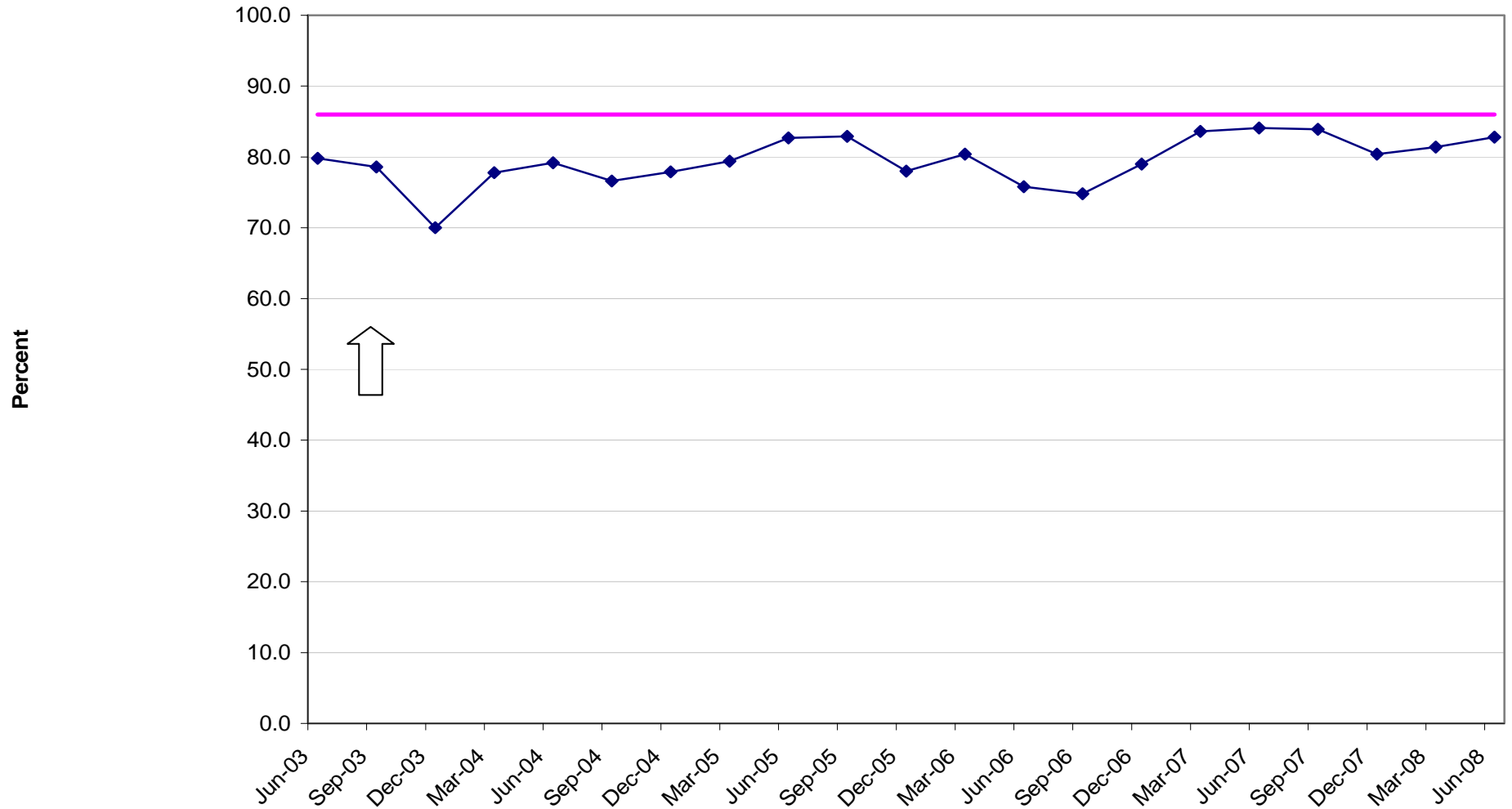


Figure 7a: Placement Stability (8 Days To 12 Months in Care) (Measure C4.1)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children with two or fewer placements who have been in foster care for 8 days or more, but less than 12 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 8 days but less than 12 months; the numerator is the count of these children with two or fewer placements. This measure contributes to the fourth permanency composite. (Age 0 to 17 years.)

C4.1--Placement Stability (8 Days To 12 Months In Care)



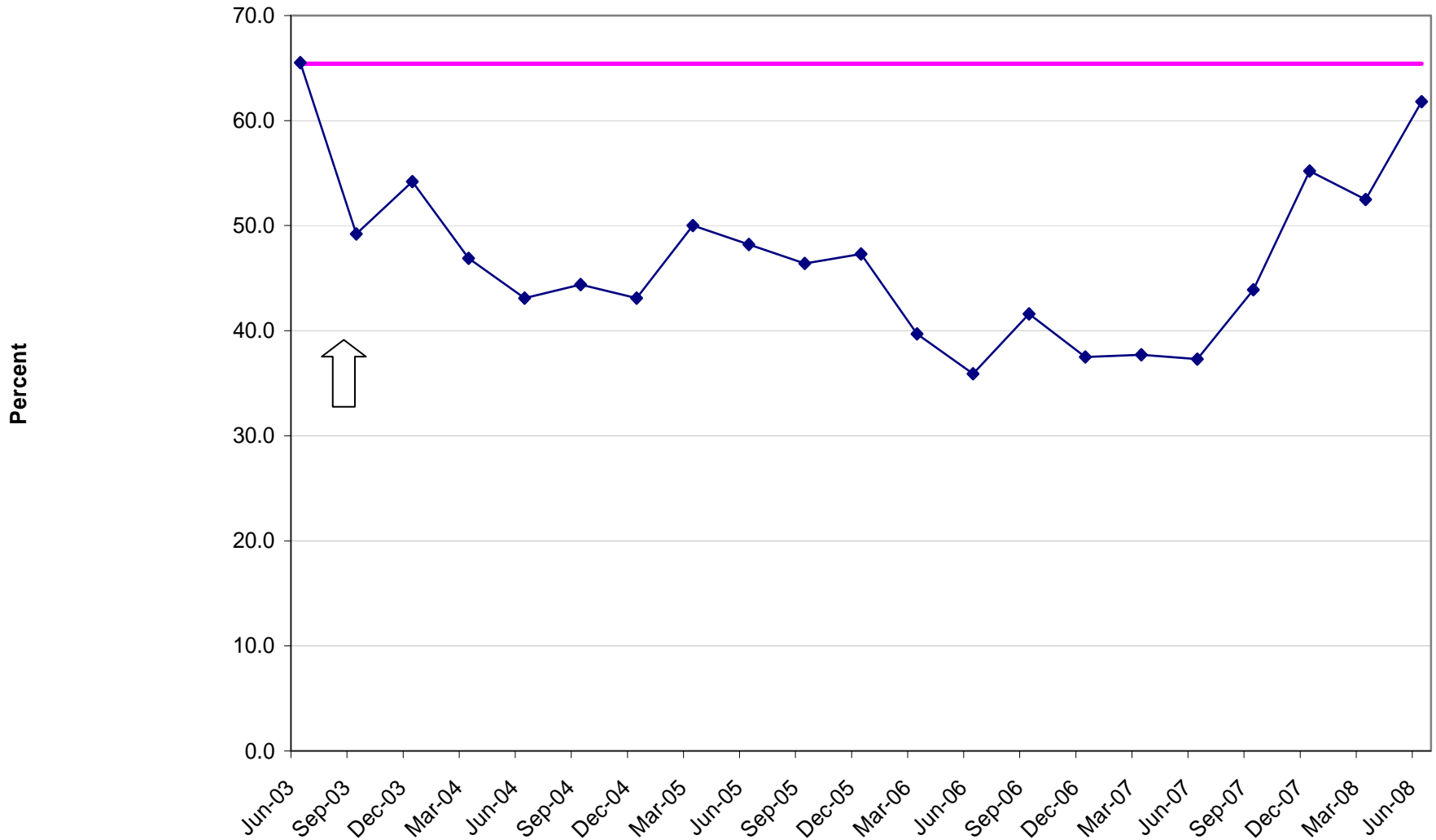
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent with two or fewer placements	79.8	78.6	70.0	77.8	79.2	76.6	77.9	79.4	82.7	82.9	78.0	80.4	75.8	74.8	79.0	83.6	84.1	83.9	80.4	81.4	82.8
National Goal	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0	86.0

Figure 7b: Placement Stability (12 To 24 Months In Care) (Measure C4.2)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children with two or fewer placements who have been in foster care for at least 12 months, but less than 24 months. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for at least 12 months and less than 24 months; the numerator is the count of these children with two or fewer placements. This measure contributes to the fourth permanency composite. (Age 0 to 17 years.)

C4.2--Placement Stability (12 To 24 Months In Care)



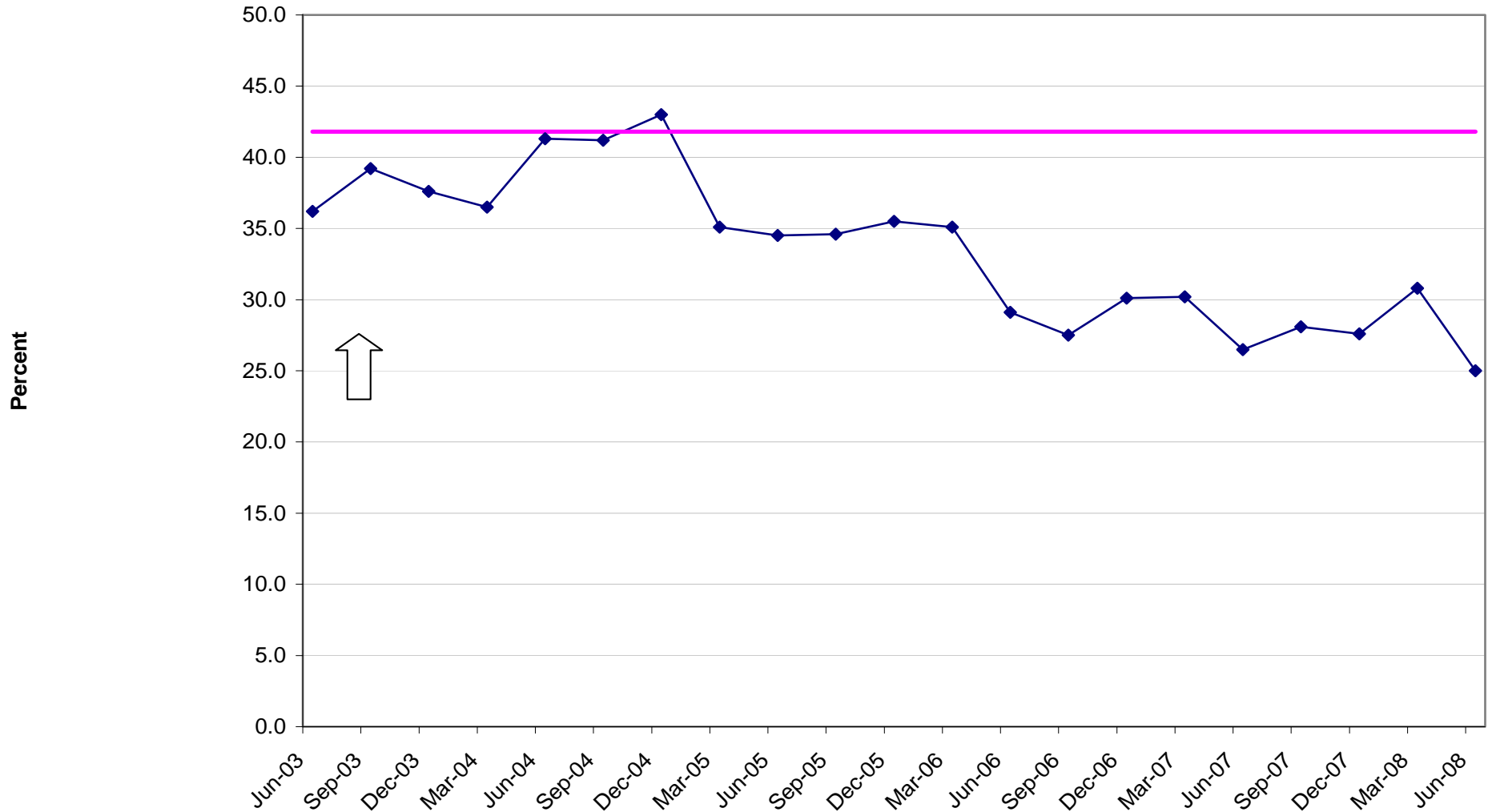
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent with two or fewer placements	65.5	49.2	54.2	46.9	43.1	44.4	43.1	50.0	48.2	46.4	47.3	39.7	35.9	41.6	37.5	37.7	37.3	43.9	55.2	52.5	61.8
National Goal	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4	65.4

Figure 7c: Placement Stability (At Least 24 Months In Care) (Measure C4.3)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children with two or fewer placements who have been in foster care for 24 months or more. Time in care is based on the latest date of removal from the home. The denominator is the total number of children who have been in care for 24 months or more; the numerator is the count of these children with two or fewer placements. This measure contributes to the fourth permanency composite. (Age 0 to 17 years.)

C4.3--Placement Stability (At Least 24 Months In Care)



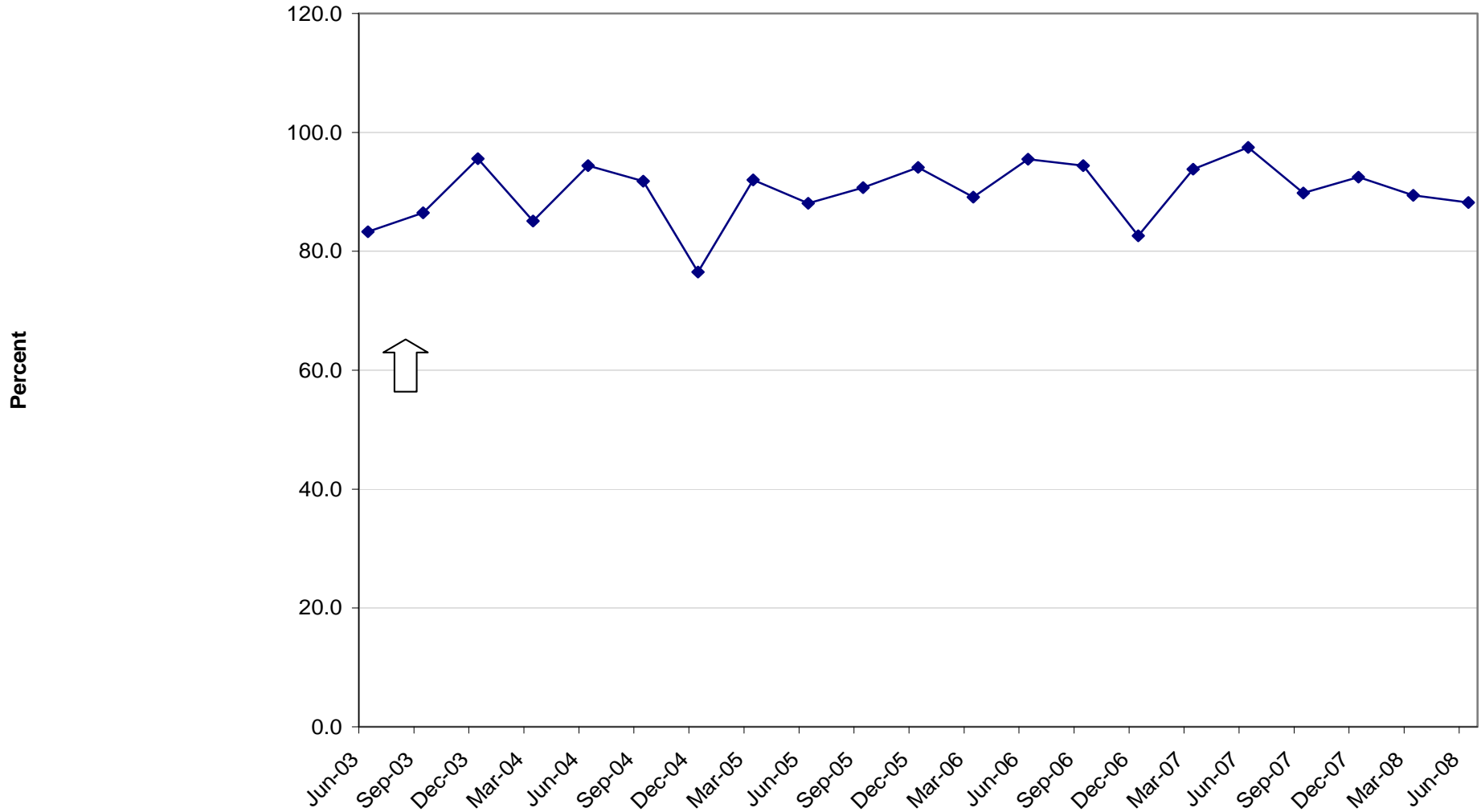
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
Percent with two or fewer placements	36.2	39.2	37.6	36.5	41.3	41.2	43.0	35.1	34.5	34.6	35.5	35.1	29.1	27.5	30.1	30.2	26.5	28.1	27.6	30.8	25.0
National Goal	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8

Figure 8a: Timely Response (Immediate Response Compliance) (Measure 2B)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of cases in which face-to-face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child (immediate response). These data were developed by CDSS. While the methodology has not changed, this report reflects the adjustment made to allow counties the required 10 days for response (Previous reports allowed 11 days). Past data has been refreshed using Q-2, 2008 data. (No age restrictions.)

2B--Timely Response (Imm. Response Compliance)



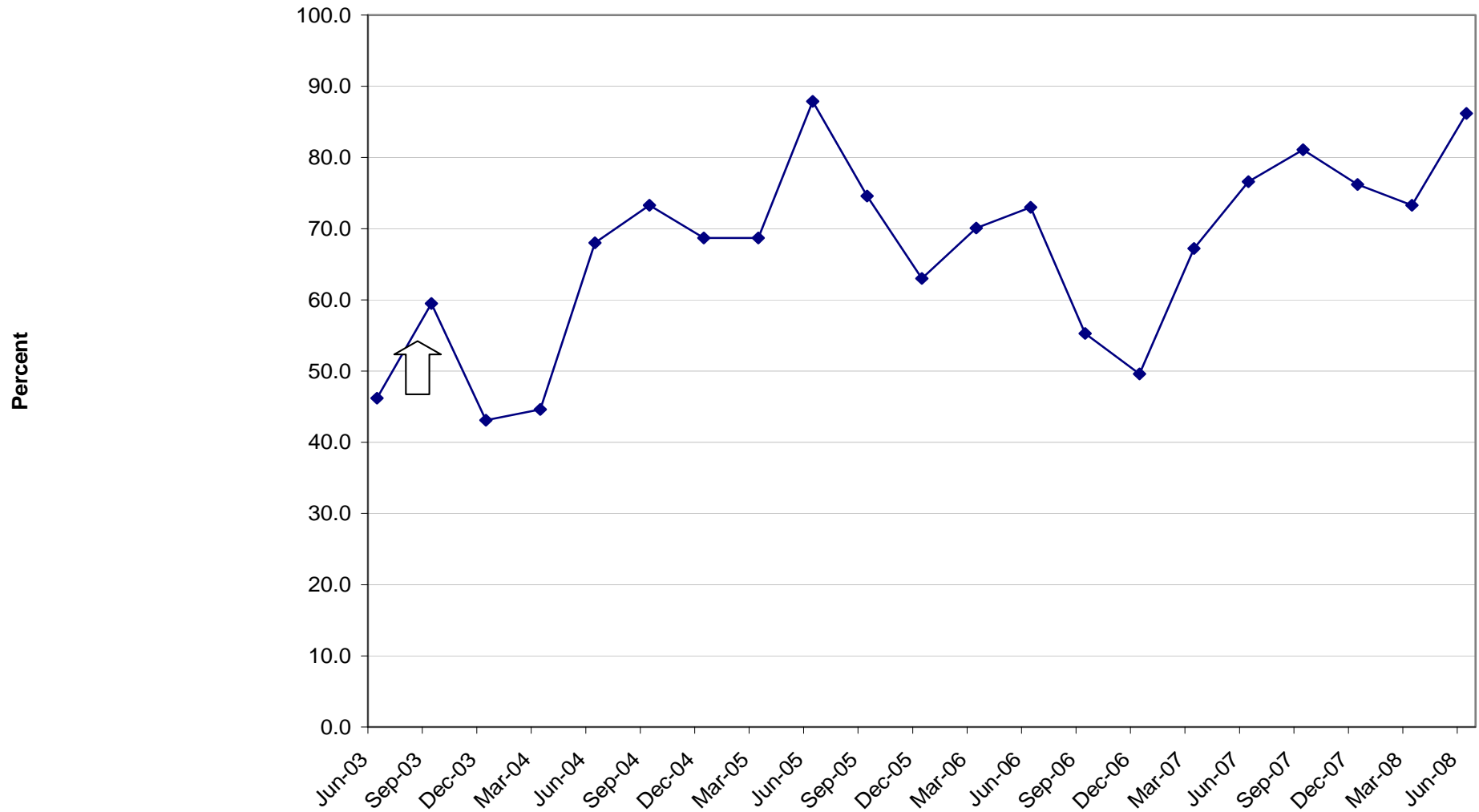
	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
2B--Timely Response (Imm. Response Compliance)	83.3	86.5	95.6	85.1	94.4	91.8	76.5	92.0	88.1	90.7	94.1	89.1	95.5	94.4	82.6	93.8	97.5	89.8	92.5	89.4	88.2

Figure 8b: Timely Response (10-Day Response Compliance) (Measure 2B)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of cases in which face-to-face contact with a child occurs, or is attempted, within the regulatory time frames in those situations in which a determination is made that the abuse or neglect allegations indicate significant danger to the child (10-day response). These data were developed by CDSS. While the methodology has not changed, this report reflects the adjustment made to allow counties the required 10 days for response (Previous reports allowed 11 days). Past data has been refreshed using Q-2, 2008 data. (No age restrictions.)

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



	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08
2B--Timely Response (10-Day Response Compliance)	46.2	59.5	43.1	44.6	68.0	73.3	68.7	68.7	87.9	74.6	63.0	70.1	73.0	55.3	49.6	67.2	76.6	81.1	76.2	73.3	86.2

Figure 9: Timely Social Worker Visits with Child (Measure 2C)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure computes the percentage of children who received a monthly visit, out of all those children for whom a visit was required. Children for whom a determination is made that monthly visits are not necessary (e.g. valid visit exception) are not included in this measure. These data were developed by CDSS. Past data has been refreshed using Q-2 2008 data. (Ages 0-22.)

2C--Timely Social Worker Visits with Child

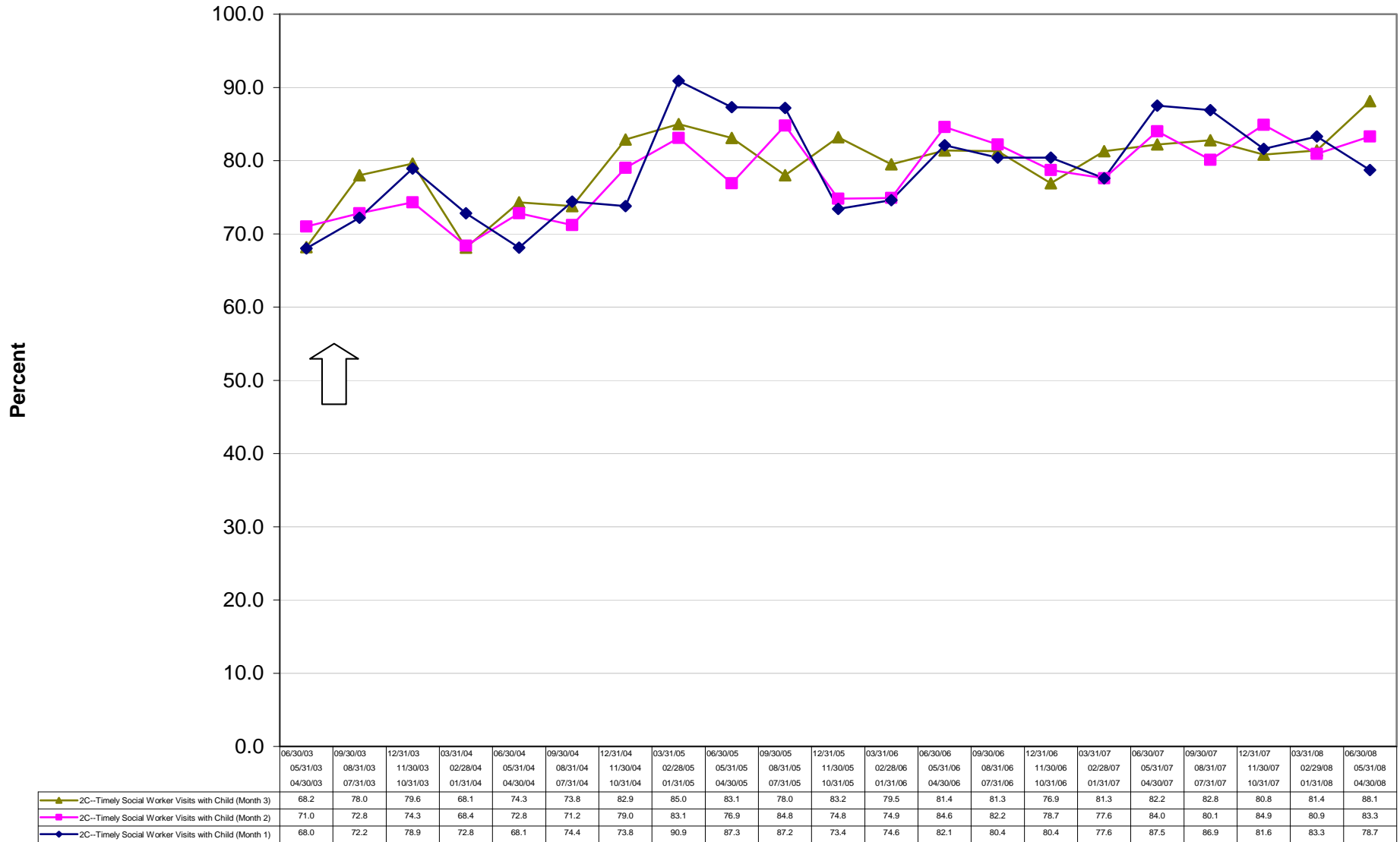
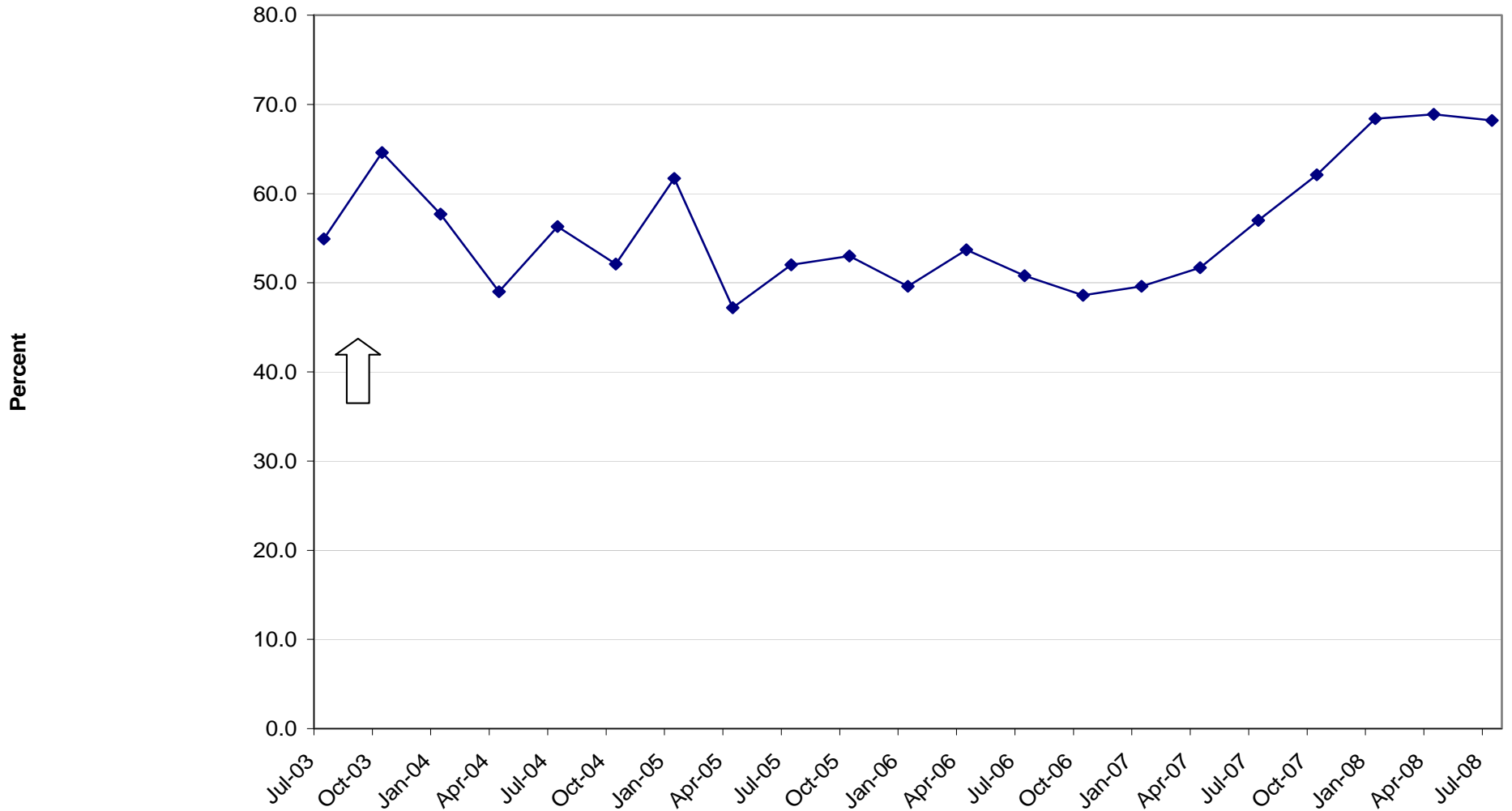


Figure 10a: Siblings (All) (Measure 4A)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

These reports provide point in time counts of sibling groups placed in Child Welfare supervised foster care. Report data are for children placed with all siblings. Sibling groups are identified at the county level, not the state level. A sibling group size of 'one' is used to signify a single child with no known siblings in the supervising county. Sibling groups are constructed from an unduplicated point in time count of all children who have an open placement episode in the CWS/CMS system (see the Point In Time methodology for additional details). A set of sibling identifier variables (derived from the CWS/CMS Client Relationship table) and placement address variables (derived from the facility address information from the Placement Home table) are used to locate all whole, half, and step-siblings, as well as maternal siblings. (Age 0 to 20 years.)

4A--Siblings (All)



	07/01/03	10/01/03	01/01/04	04/01/04	07/01/04	10/01/04	01/01/05	04/01/05	07/01/05	10/01/05	01/01/06	04/01/06	07/01/06	10/01/06	01/01/07	04/01/07	07/01/07	10/01/07	01/01/08	04/01/08	07/01/08
◆ Percent placed with all siblings	54.9	64.6	57.7	49.0	56.3	52.1	61.7	47.2	52.0	53.0	49.6	53.7	50.8	48.6	49.6	51.7	57.0	62.1	68.4	68.9	68.2

Figure 10b: Siblings (Some or All) (Measure 4A)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

These reports provide point in time counts of sibling groups placed in Child Welfare supervised foster care. Report data are for children who are placed with all or some of their siblings. Sibling groups are identified at the county level, not the state level. A sibling group size of 'one' is used to signify a single child with no known siblings in the supervising county. Sibling groups are constructed from an unduplicated point in time count of all children who have an open placement episode in the CWS/CMS system (see the Point In Time methodology for additional details). A set of sibling identifier variables (derived from the CWS/CMS Client Relationship table) and placement address variables (derived from the facility address information from the Placement Home table) are used to locate all whole, half, and step-siblings, as well as maternal siblings. (Age 0 to 20 years.)

4A--Siblings (Some or All)

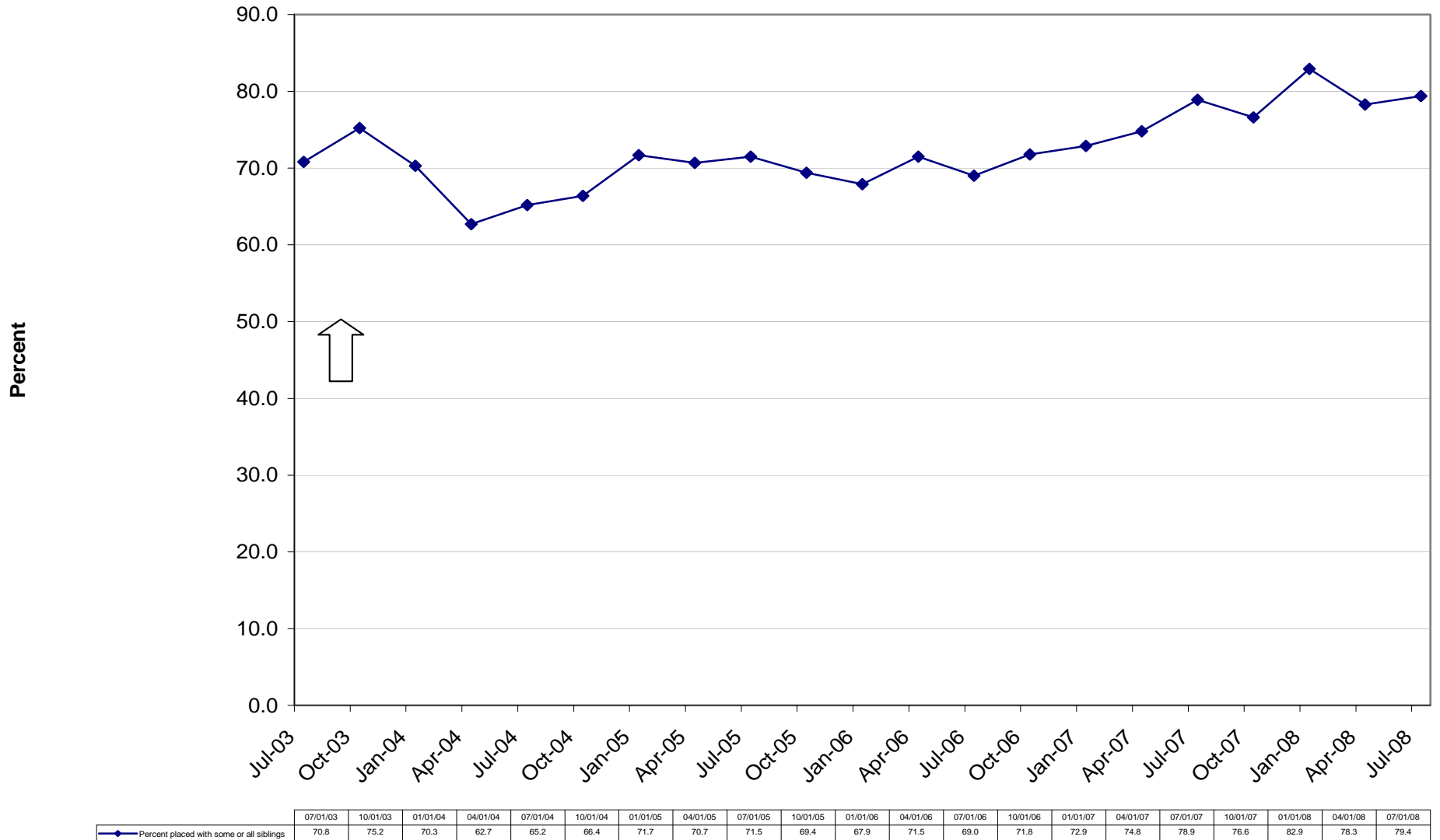


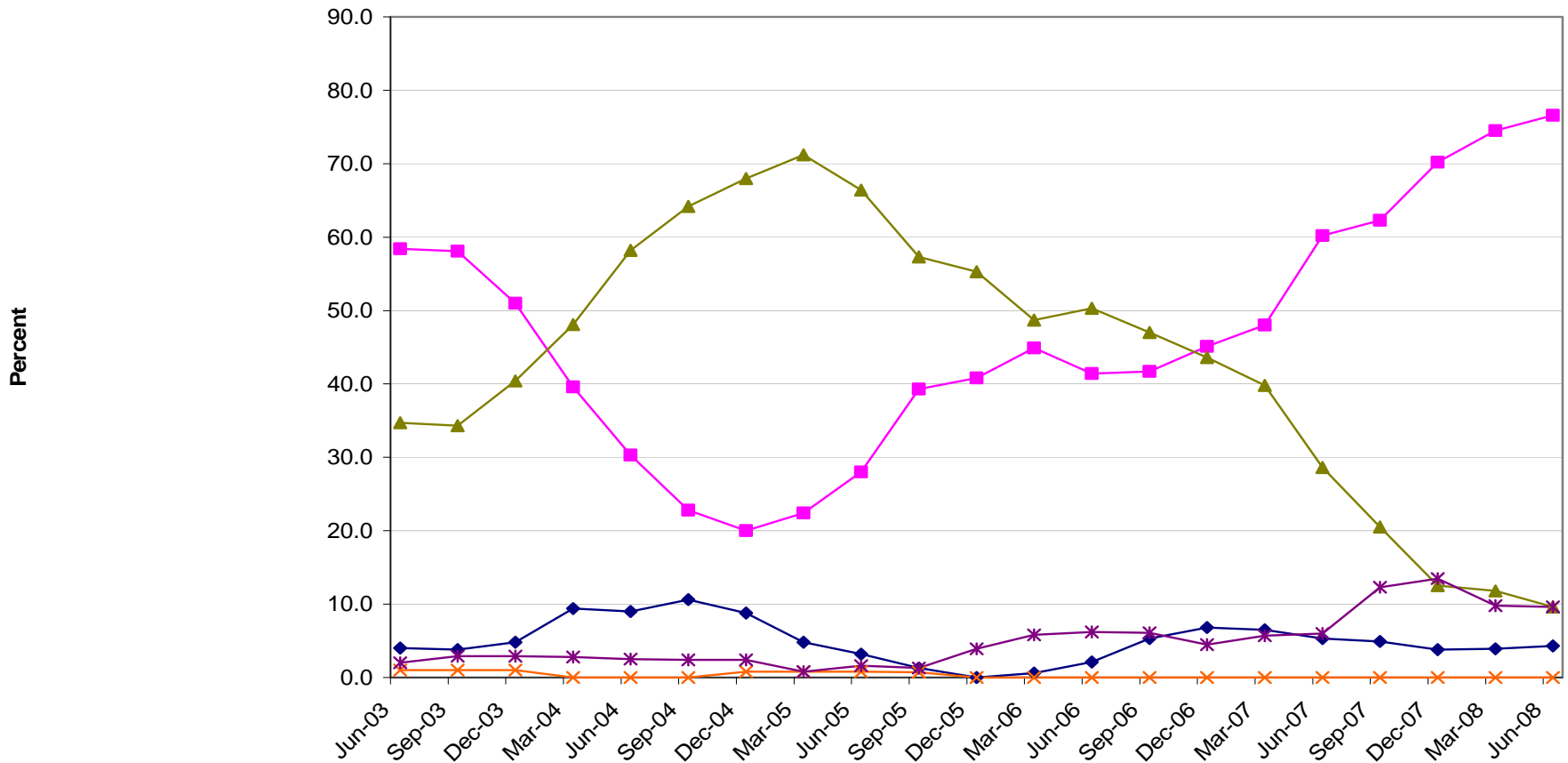
Figure 11a: Least Restrictive Placement (Entries) (Measure 4B)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure is derived from a longitudinal database of all entries to out of home care (in care 8 days or more) during the time period specified and computes the percentage of children who have a first placement of:

- "Relative" (labeled "Kin" in UCB data tables). A child's first out of home placement with "Relatives" is drawn from the CWS/CMS variable plc_fclc and includes the following codes: Relative / NREFM Home (1421) and Tribe Specified Home (1422). (Age 0 to 17 years.)
- "Foster Home" (labeled "Foster" in UCB data tables). A child's first out of home placement is drawn from the CWS/CMS variable plc_fclc and includes the following "Foster Home" code: Foster (1416). (Age 0 to 17 years.)
- "FFA". A child's first out of home placement is drawn from the CWS/CMS variable plc_fclc and includes the following "FFA" codes: Foster Family Agency (1414) and Foster Family Agency Certified Home (2200). (Age 0 to 17 years.)
- "Group/Shelter" (presented separately as "Group" and "Shelter" in UCB data tables). A child's first out of home placement is drawn from the CWS/CMS variable plc_fclc and includes the following "Group/Shelter" codes: Small Family Home (1415), Group Home (1417) and Shelter (1418). (Age 0 to 17 years.)
- "Other" (consisting of the following placements in UCB tables: Court Specified, Guardian, Other). A child's first out of home placement of "Other" is drawn from the CWS/CMS variable plc_fclc and includes the following codes: Court Specified (1419), Guardian (5411), and Other. Please note that the "Other" category excludes Missings. (Age 0 to 17 years.)

4B--Least Restrictive (Entries First Plc)



	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/30/08	06/30/08
4B--Least Restrictive (Entries First Plc.: Relative)	4.0	3.8	4.8	9.4	9.0	10.6	8.8	4.8	3.2	1.3	0.0	0.6	2.1	5.3	6.8	6.5	5.3	4.9	3.8	3.9	4.3
4B--Least Restrictive (Entries First Plc.: Foster Home)	58.4	58.1	51.0	39.6	30.3	22.8	20.0	22.4	28.0	39.3	40.8	44.9	41.4	41.7	45.1	48.0	60.2	62.3	70.2	74.5	76.6
4B--Least Restrictive (Entries First Plc.: FFA)	34.7	34.3	40.4	48.1	58.2	64.2	68.0	71.2	66.4	57.3	55.3	48.7	50.3	47.0	43.6	39.8	28.6	20.5	12.5	11.8	9.6
4B--Least Restrictive (Entries First Plc.: Group/Shelter)	1.0	1.0	1.0	0.0	0.0	0.0	0.8	0.8	0.8	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4B--Least Restrictive (Entries First Plc.: Other)	2.0	2.9	2.9	2.8	2.5	2.4	2.4	0.8	1.6	1.3	3.9	5.8	6.2	6.1	4.5	5.7	6.0	12.3	13.5	9.8	9.6

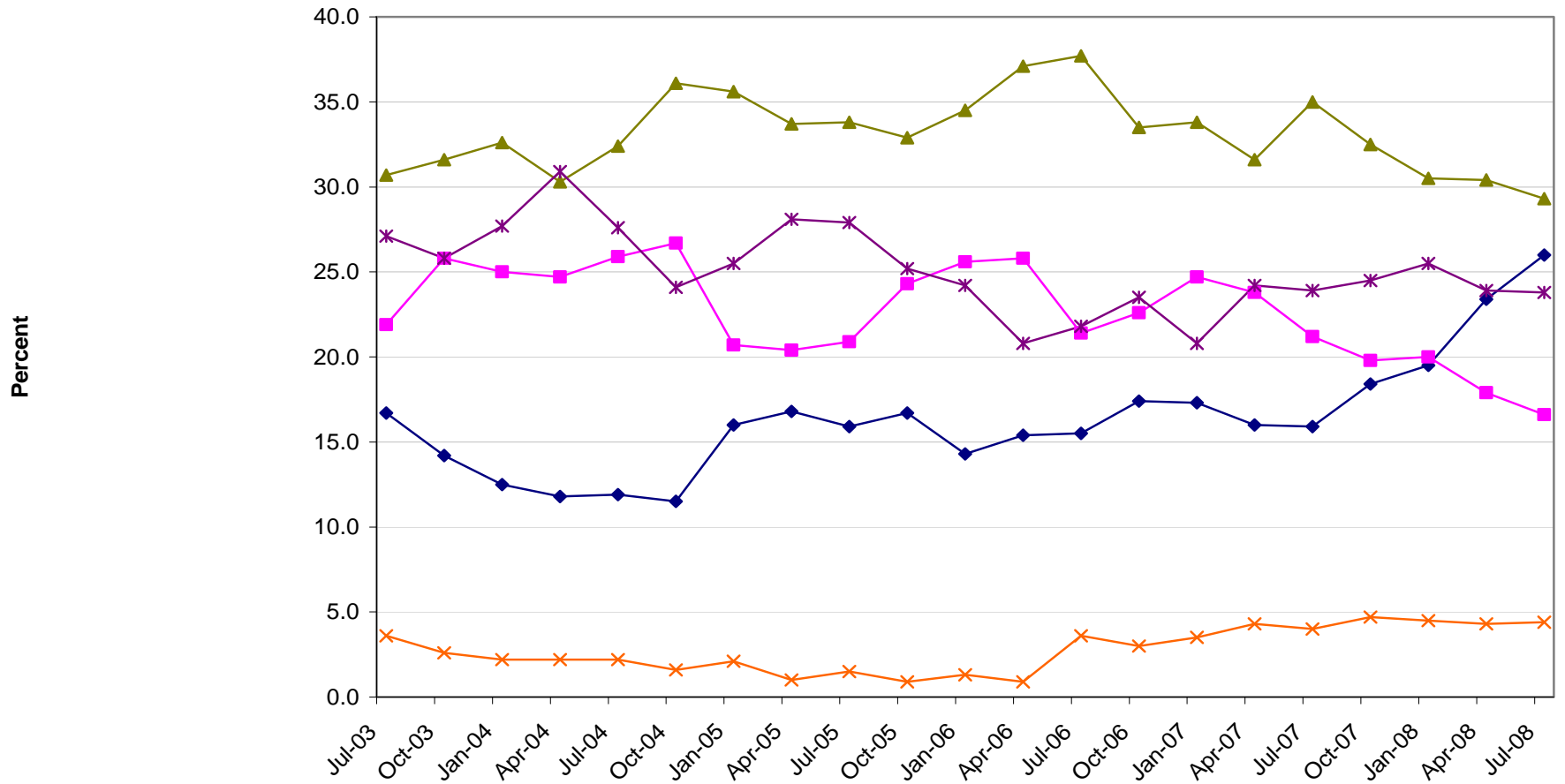
Figure 11b: Least Restrictive Placement (Point-in-Time (PIT)) (Measure 4B)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure is a point in time count of all children who have an open placement episode of:

- "Relative" in the CWS/CMS system (labeled "Kin" in UCB data tables). On the count day, children are assigned to the county in which they have an open case or referral. Children who have a substitute care provider assignment of 'relative non-guardian' are categorized as a "Relative" placement. (Age 0 to 20 years.)
- "Foster Home" in the CWS/CMS system (labeled "Foster" in UCB data tables). On the count day, children are assigned to the county in which they have an open case or referral. (Age 0 to 20 years.)
- "FFA" in the CWS/CMS system. On the count day, children are assigned to the county in which they have an open case or referral. (Age 0 to 20 years.)
- "Group/Shelter" in the CWS/CMS system (presented separately as "Group" and "Shelter" in UCB data tables). On the count day, children are assigned to the county in which they have an open case or referral. (Age 0 to 20 years.)
- "Other" in the CWS/CMS system (comprised of the following categories in UCB data tables: Pre-Adopt, Court Specified, Non-Foster-Care, Transitional Housing, Guardian - Dependent, Guardian - Other, Runaway, Trial Home Visit, and Other (?)). On the count day, children are assigned to the county in which they have an open case or referral. Please note that the "Other" category excludes Missings. (Age 0 to 20 years.)

4B--Least Restrictive (PIT Placement)



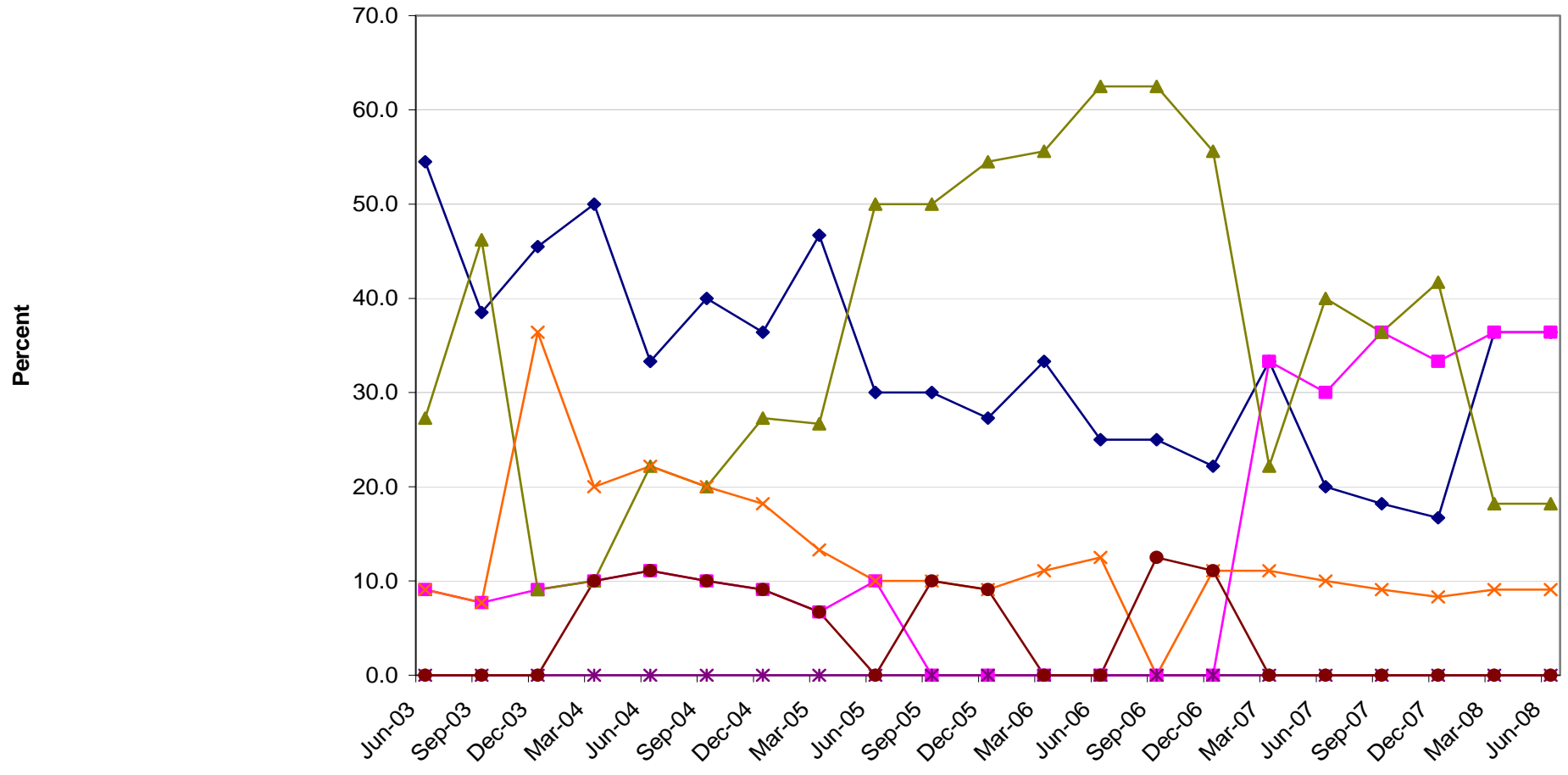
	07/01/03	10/01/03	01/01/04	04/01/04	07/01/04	10/01/04	01/01/05	04/01/05	07/01/05	10/01/05	01/01/06	04/01/06	07/01/06	10/01/06	01/01/07	04/01/07	07/01/07	10/01/07	01/01/08	04/01/08	07/01/08
4B--Least Restrictive (PIT Placement: Relative)	16.7	14.2	12.5	11.8	11.9	11.5	16.0	16.8	15.9	16.7	14.3	15.4	15.5	17.4	17.3	16.0	15.9	18.4	19.5	23.4	26.0
4B--Least Restrictive (PIT Placement: Foster Home)	21.9	25.8	25.0	24.7	25.9	26.7	20.7	20.4	20.9	24.3	25.6	25.8	21.4	22.6	24.7	23.8	21.2	19.8	20.0	17.9	16.6
4B--Least Restrictive (PIT Placement: FFA)	30.7	31.6	32.6	30.3	32.4	36.1	36.6	33.7	33.8	32.9	34.5	37.1	37.7	33.5	33.8	31.6	35.0	32.5	30.5	30.4	29.3
4B--Least Restrictive (PIT Placement: Group/Shelter)	3.6	2.6	2.2	2.2	2.2	1.6	2.1	1.0	1.5	0.9	1.3	0.9	3.6	3.0	3.5	4.3	4.0	4.7	4.5	4.3	4.4
4B--Least Restrictive (PIT Placement: Other)	27.1	25.8	27.7	30.9	27.6	24.1	25.5	28.1	27.9	25.2	24.2	20.8	21.8	23.5	20.8	24.2	23.9	24.5	25.5	23.9	23.8

Figure 12a: Placements of Indian Child Welfare Act (ICWA) Eligible Children (Measure 4E (1))

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure reflects the percent of Indian Child Welfare Act eligible children placed in out of home care with Indian relatives, Non-Relative Indian Substitute Care Providers (SCP), Non-Relative Non-Indian SCPs, Non-Relative – Ethnicity Missing SCPs, group homes, or other. Includes placements in group homes and other. Ethnicity of a group home cannot be determined. Other includes children whose out-of-home placement was closed, but whose placement episode record remained open for reasons deemed necessary by the social worker. Past data has been refreshed using Q-2, 2008 data. (Age 0 to 19 years.)

4E (1)--ICWA Eligible



	06/30/03	09/30/03	12/31/03	03/31/04	06/30/04	09/30/04	12/31/04	03/31/05	06/30/05	09/30/05	12/31/05	03/31/06	06/30/06	09/30/06	12/31/06	03/31/07	06/30/07	09/30/07	12/31/07	03/31/08	06/30/08	
4E (1)--ICWA Eligible: Relative	54.5	38.5	45.5	50.0	33.3	40.0	36.4	46.7	30.0	30.0	27.3	33.3	25.0	25.0	22.2	33.3	20.0	18.2	16.7	36.4	36.4	
4E (1)--ICWA Eligible: Non-Relative Indian SCP	9.1	7.7	9.1	10.0	11.1	10.0	9.1	6.7	10.0	0.0	0.0	0.0	0.0	0.0	0.0	33.3	30.0	36.4	33.3	36.4	36.4	
4E (1)--ICWA Eligible: Non-Relative Non-Indian SCP	27.3	46.2	9.1	10.0	22.2	20.0	27.3	26.7	50.0	50.0	54.5	55.6	62.5	62.5	55.6	22.2	40.0	36.4	41.7	18.2	18.2	
4E (1)--ICWA Eligible: Non-Relative - Ethnicity SCP Missing	9.1	7.7	36.4	20.0	22.2	20.0	18.2	13.3	10.0	10.0	9.1	11.1	12.5	0.0	11.1	11.1	10.0	9.1	8.3	9.1	9.1	
4E(1)--ICWA Eligible: Group Home	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
4E(1)--ICWA Eligible: Other	0.0	0.0	0.0	10.0	11.1	10.0	9.1	6.7	0.0	10.0	9.1	0.0	0.0	12.5	11.1	0.0	0.0	0.0	0.0	0.0	0.0	

Figure 12b: Placements of Multi-Ethnic American Indian Children (Measure 4E (2))

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure reflects the percent of American Indian (primary & multi-ethnicity) children placed in out of home care with Indian relatives, Non-Relative Indian Substitute Care Providers (SCP), Non-Relative Non-Indian SCPs, Non-Relative – Ethnicity Missing SCPs, group homes, or other. Includes placements in group homes and other. Ethnicity of a group home cannot be determined. Other includes children whose out-of-home placement was closed, but whose placement episode record remained open for reasons deemed necessary by the social worker. Past data has been refreshed using Q-2, 2008 data. (Age 0 to 19 years.)

4E (2)--Multi-Ethnic American Indian Children

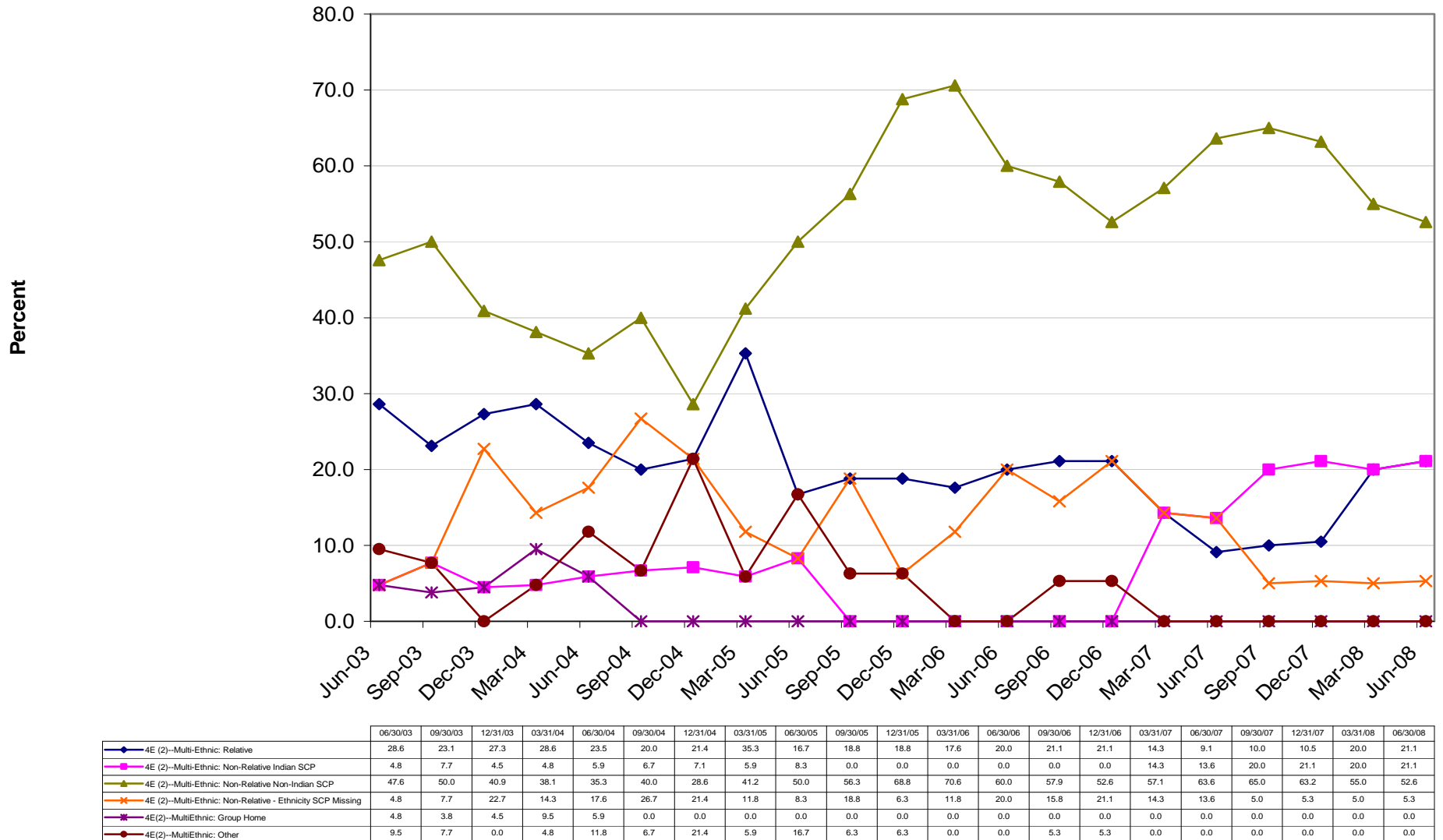


Figure 13: Authorized for Psychotropic Medication (Measure 5F)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This report provides the percent of children in foster care with a court order or parental consent that authorizes the child to receive psychotropic medication. This is a new measure added to the January 2009 report. The large percentage increase for this measure is likely due to improved data entry. Previous quarters have been run using Q-2 2008 data. (Age 0 to 18 years.)

5F--Authorized for Psychotropic Medication

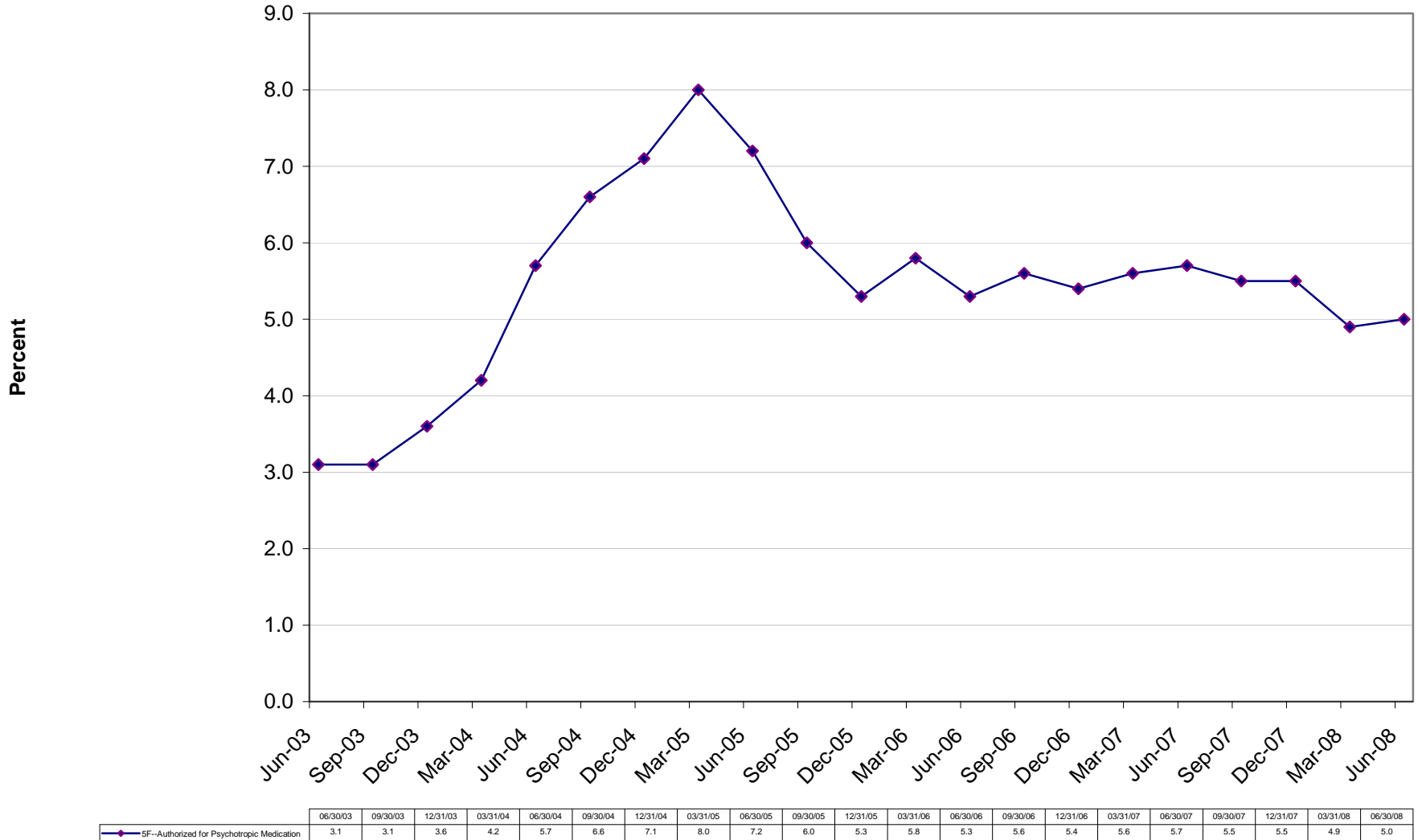


Figure 14: Youth Transitioning to Self-Sufficient Adulthood (Measure 8A)

CWS Outcomes System Summary for Tehama County – Published January 2009, Data Extract Q2 2008. (Prepared by UC Berkeley Center for Social Services Research)

This measure represents the number of foster children eligible for Independent Living Skills Program (ILS/ILP/ILSP) services. It identifies the number of youth receiving ILP services, the program outcomes for those youth and certain client characteristics.

	Tehama 10/1/01-9/30/02	Tehama 10/1/04-9/30/05	Tehama 10/1/06-9/30/07
High School Diploma	12	5	14
Enrolled in College/Higher Education	9	9	16
Received ILP Services	68	63	63
Completed Vocational Training	4	1	0
Employed or other means of support	26	19	25

1a. County Caseload Demographics

Figure 15: Tehama County – Number of Children by CWS by Age - 2008

CWS/CMS Report: Program Management – Case: Age Distribution by Service Component

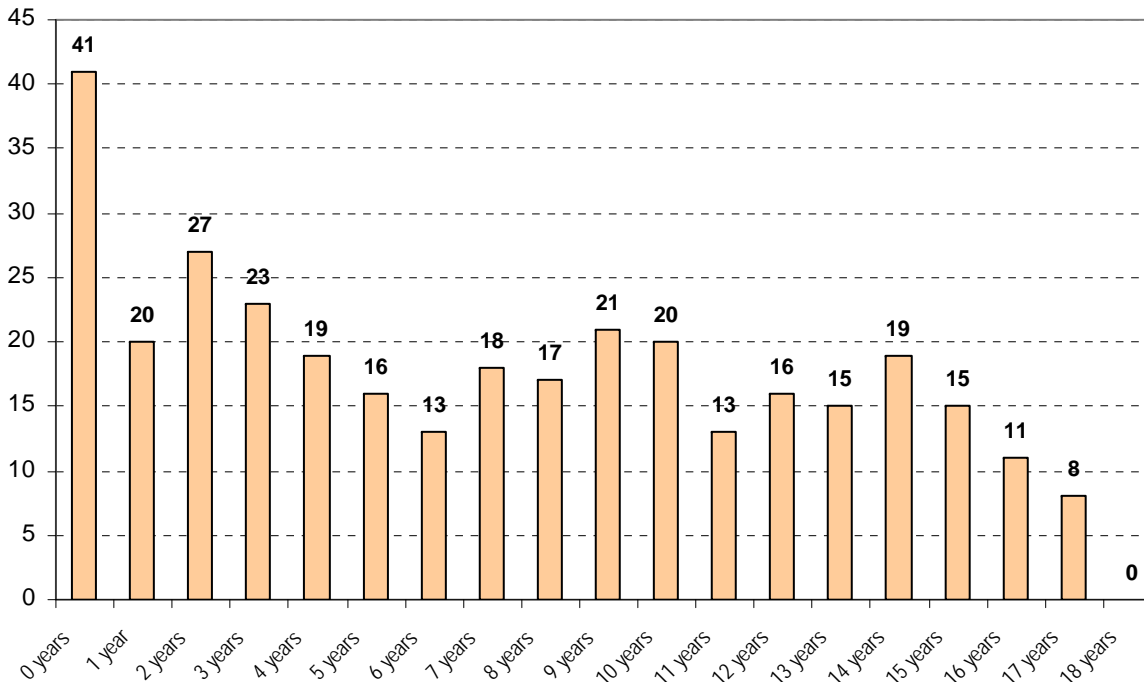
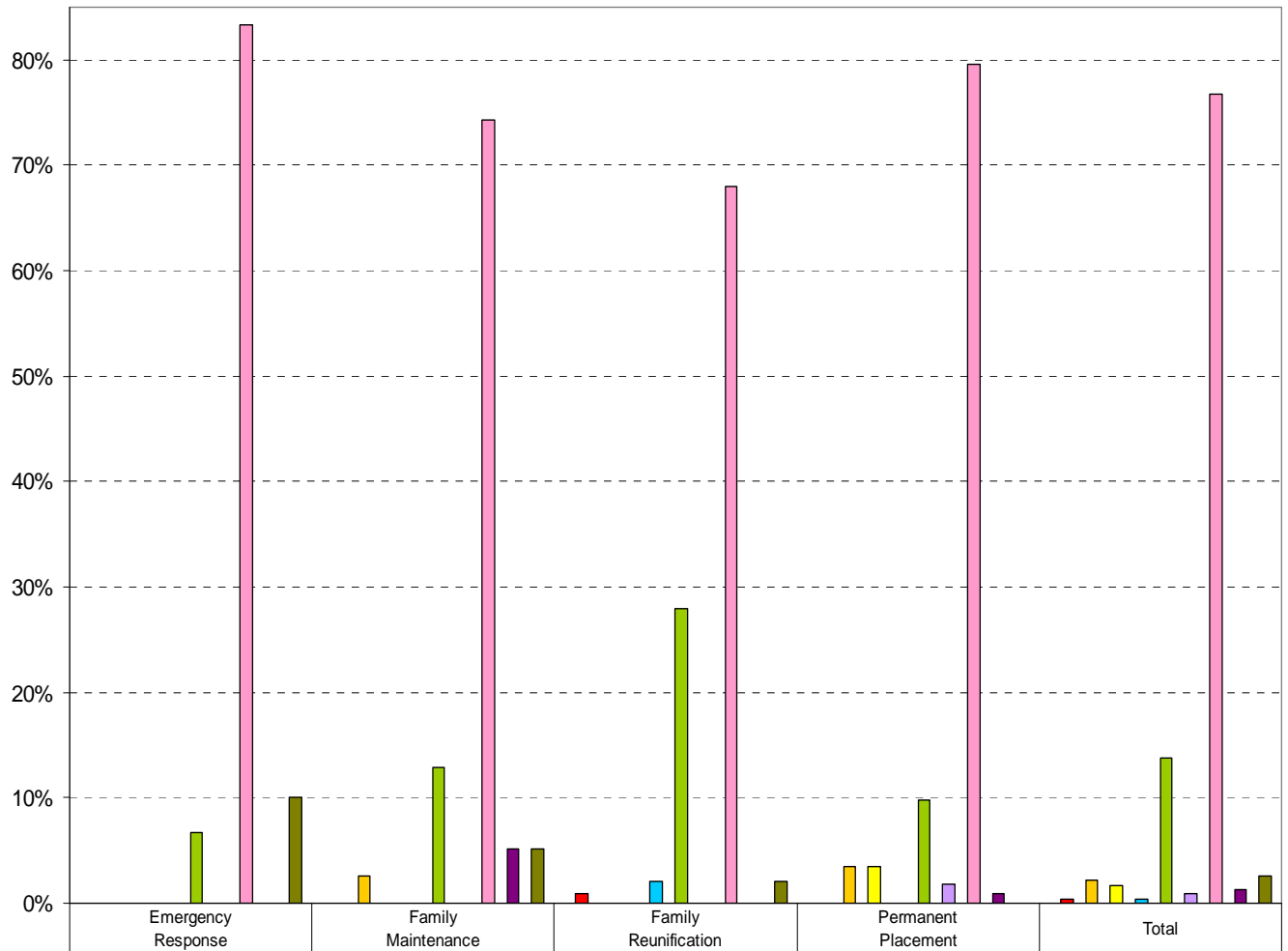


Figure 16: Tehama County – Number and Percent of Children Receiving Child Welfare Services by Service Type and Race-Ethnicity – 2008

CWS/CMS Report: Program Management – Case: Gender, Ethnicity & Language of Case Children



	Emergency Response	Family Maintenance	Family Reunification	Permanent Placement	Total
Alaskan Native (n)	0	0	0	1	1
Alaskan Native (%)	0.00%	0.00%	0.88%	0.00%	0.43%
American Indian (n)	0	1	0	4	5
American Indian (%)	0.00%	2.56%	0.00%	3.53%	2.15%
African American (n)	0	0	0	4	4
African American (%)	0.00%	0.00%	0.00%	3.53%	1.72%
Hawaiian (n)	0	0	1	0	1
Hawaiian (%)	0.00%	0.00%	2.00%	0.00%	0.43%
Hispanic (n)	2	5	14	11	32
Hispanic (%)	6.66%	12.82%	28.00%	9.73%	13.79%
Mexican (n)	0	0	0	2	2
Mexican (%)	0.00%	0.00%	0.00%	1.76%	0.86%
White (n)	25	29	34	90	178
White (%)	83.33%	74.35%	68.00%	79.64%	76.72%
White - European (n)	0	2	0	1	3
White - European (%)	0.00%	5.12%	0.00%	0.88%	1.29%
Not Reported (n)	3	2	1	0	6
Not Reported (%)	10.00%	5.12%	2.00%	0.00%	2.58%

Figure 17: Tehama County – Number and Percent of Children Receiving Child Welfare Services by Service Type and Gender - 2008
 CWS/CMS Report: Program Management – Case: Gender, Ethnicity & Language of Case Children

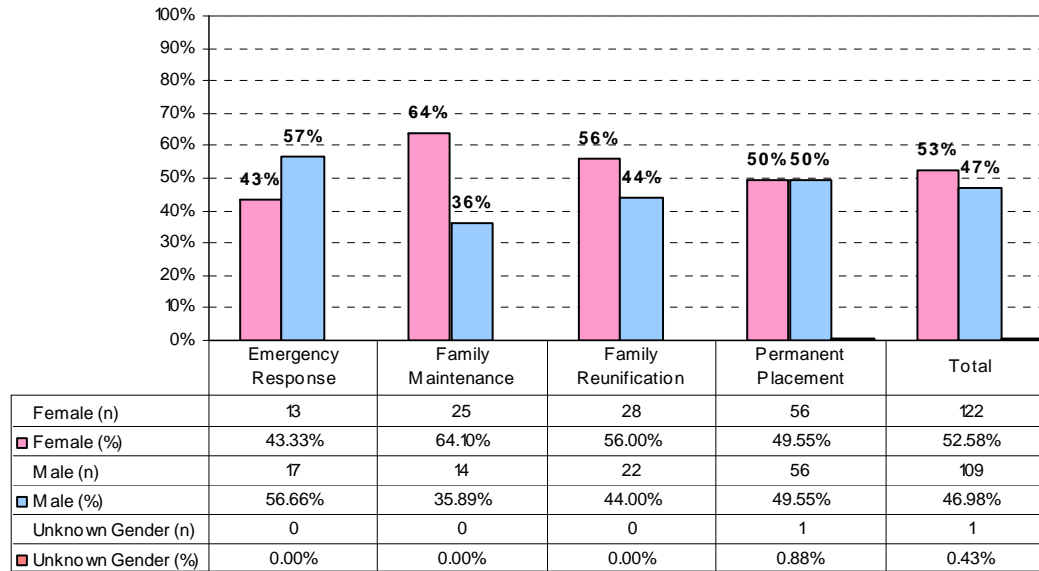
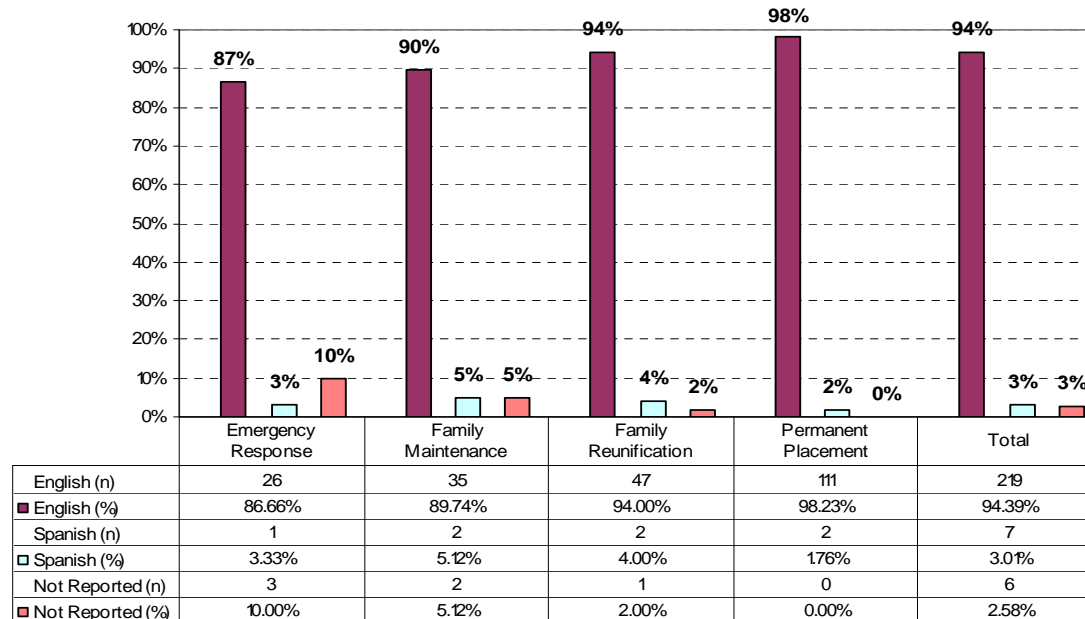


Figure 18: Tehama County – Number and Percent of Children Receiving Child Welfare Services by Service Type and Language - 2008
 CWS/CMS Report: Program Management – Case: Gender, Ethnicity & Language of Case Children



Probation Data

- a. The Tehama County Probation Department has approximately 7% of its Juvenile probation population in out-of-home placement.
- b. In 80-90% of those placement cases, reunification with their family is not a desirable goal.
- c. Out-of-county placements are often necessary and more successful because the minor's extensive issues and needs cannot be addressed with the limited resources available within Tehama County. In addition, a minor placed out-of-county is less likely to run, which reduces the number of multiple placements.
- d. The Probation Department has found that a minor's success depends largely on finding a placement that is a good match for the minor's issues and needs, connecting them with a positive role model, and providing them with independent living skills if appropriate.
- e. When placing minors, a variety of foster and group homes are used. There are many good ones; however, there are also many that are lacking in the quality of services that they provide. The Probation Department would like to see more homes that would be considered above adequate and which employ better-trained staff.
- f. To fulfill ICWA requirements, Probation completes a questionnaire for each intake. If a child is determined to be of American Indian ancestry, the appropriate documentation is completed and submitted to the Indian Bureau of Affairs. Often in these cases, the tribes do not become involved, or there are no tribal placements available.

2. Demographics of General Population

Tehama County is a small, rural county in Northern California with vast open spaces. The county covers 2,962.27 total square miles, 2,950.99 square miles of land and 11.28 square miles of water. The county ranges in elevation from 170 to 8,083 feet above sea level. The Sacramento River winds a path through the county and is a resource for recreation and agriculture. Interstate 5 and Highway 99 run through the middle of the county and are the main thoroughfares to and from the area. There are three incorporated cities in the county: Red Bluff, Corning, and Tehama. There are many small, unincorporated towns in the county. Approximately 35% of the population lives in incorporated areas of the county, while the remaining 65% live in the unincorporated areas. From the fertile Sacramento River valley up to the buttes and rolling foothills ending majestically in the snowy Sierras, Tehama County offers incredible diversity. Tehama County's natural vegetation ranges from the riparian vegetation along the water corridor to the drought resistant Blue Oak-Digger Pine foothill plant community. Many orchards exist in the county; the main agricultural crops are walnuts, prunes, almonds, and olives.

Figure 19a: Tehama County Population – Race/Ethnicity

U.S. Census Bureau: State & County Quick Facts. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report. Last Revised: 2/20/09

**Tehama County Population - Race/Ethnicity
(2007 Estimate)**

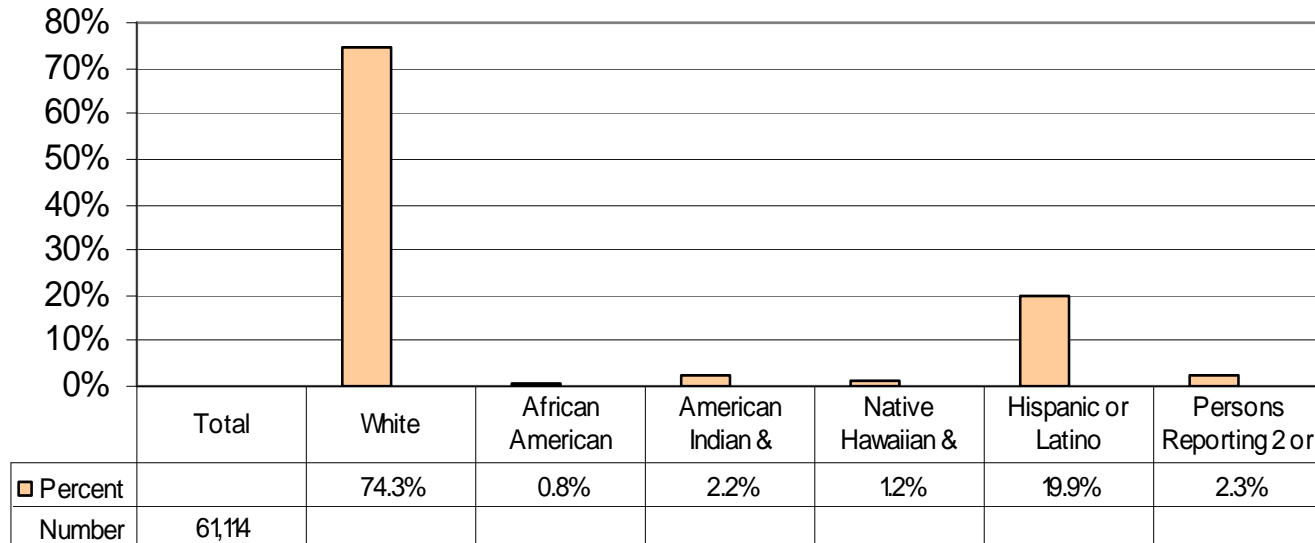


Figure 19b: Tehama County Population – Age

U.S. Census Bureau: State & County Quick Facts. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report. Last Revised: 2/20/09

Tehama County Population - Age (2007 Estimate)

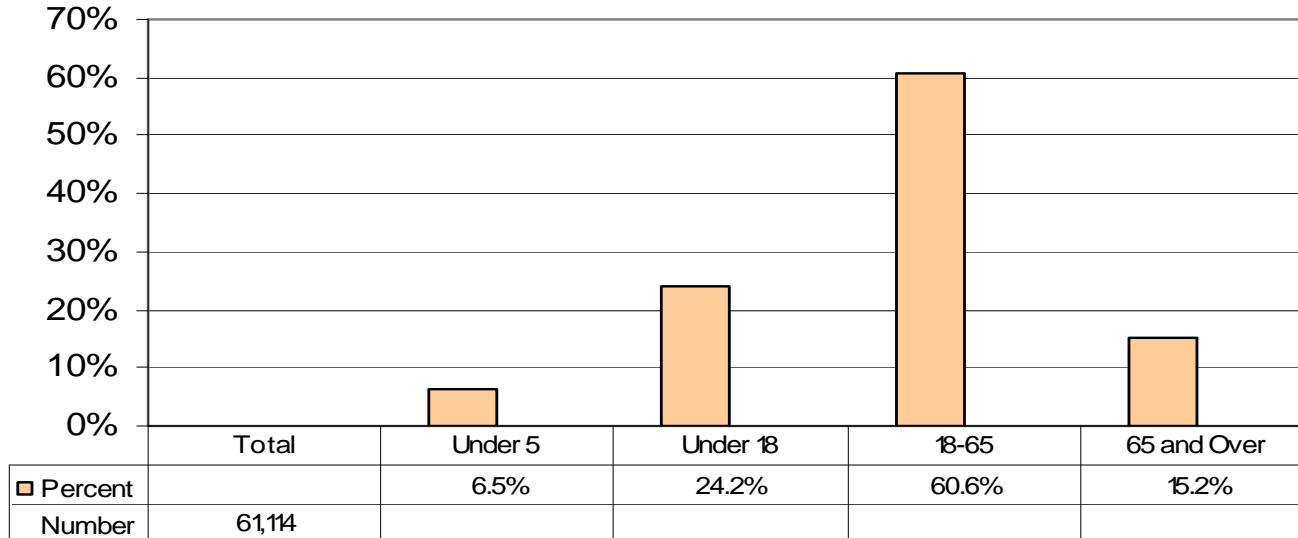


Figure 20: Tehama County Teen Birth Rate, Low Birth-Weight, Childhood Immunization and Similar Data

Teen Births (Rate per 1,000 Females Ages 15-19) 2005: **Tehama = 48** **California = 37**
 Annie E. Casey Foundation, Kids Count Data Center, Community-Level Information on Kids, Accessed 3/5/09

Percentage of Low Birth-Weight Births 2005: **Tehama = 7.0%** **California = 7.0%**
 Annie E. Casey Foundation, Kids Count Data Center, Community-Level Information on Kids, Accessed 3/5/09

Number of Children Receiving Age-Appropriate Immunizations:
 2004 Community Health Assessment Sponsored by Catholic Health Care West

- In 2003, 70.2% of Kindergarteners in rural Northern California (Shasta, Siskiyou, Tehama and 29 other counties) were found to have been up to date for immunizations at age 2.

Number of Children on Child-Care Waiting Lists:
 2005-2006 Tehama County Report Card, Sponsored by the Tehama County Health Partnership

- In 2003, there was a waiting list of 400 families of subsidized child care.

Percentage of Children with Continuous Health Insurance 2005: **Tehama = 87%** **California = 94%**
 Annie E. Casey Foundation, Kids Count Data Center, Community-Level Information on Kids, Accessed 3/5/09

Children with Dental Insurance 2005: **Tehama = 81%** **California = 79%**
 Annie E. Casey Foundation, Kids Count Data Center, Community-Level Information on Kids, Accessed 3/5/09

Figure 21: Tehama County Housing Data

Fair Market Rent Federal Fiscal Year 2009 (10/1/08-9/30/09):
 HudUser.org

	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Fair Market Rent	\$509	\$578	\$755	\$1,097	\$1,317

Sale Price of a 3-4 Bedroom Home (March 2009): **Average = \$169,000** **Median = \$163,000**
List Price of a 3-4 Bedroom Home (March 2009): **Average = \$179,000** **Median = \$167,000**
 Paragon Multiple Listing Service (MLS), Courtesy of Bill Jackson, Coldwell Banker C&C Properties.

Figure 22: Tehama County Number of Households – Census 2000
Self-Assessment 2004

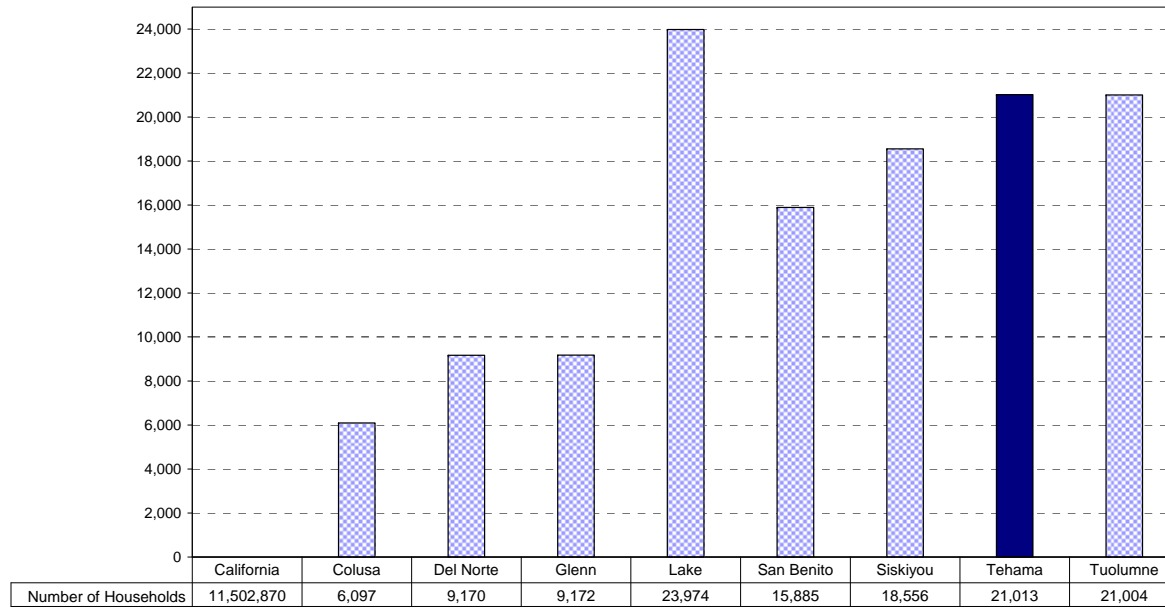


Figure 23: Tehama County Average Number of Persons in Household – Census 2000
Self-Assessment 2004

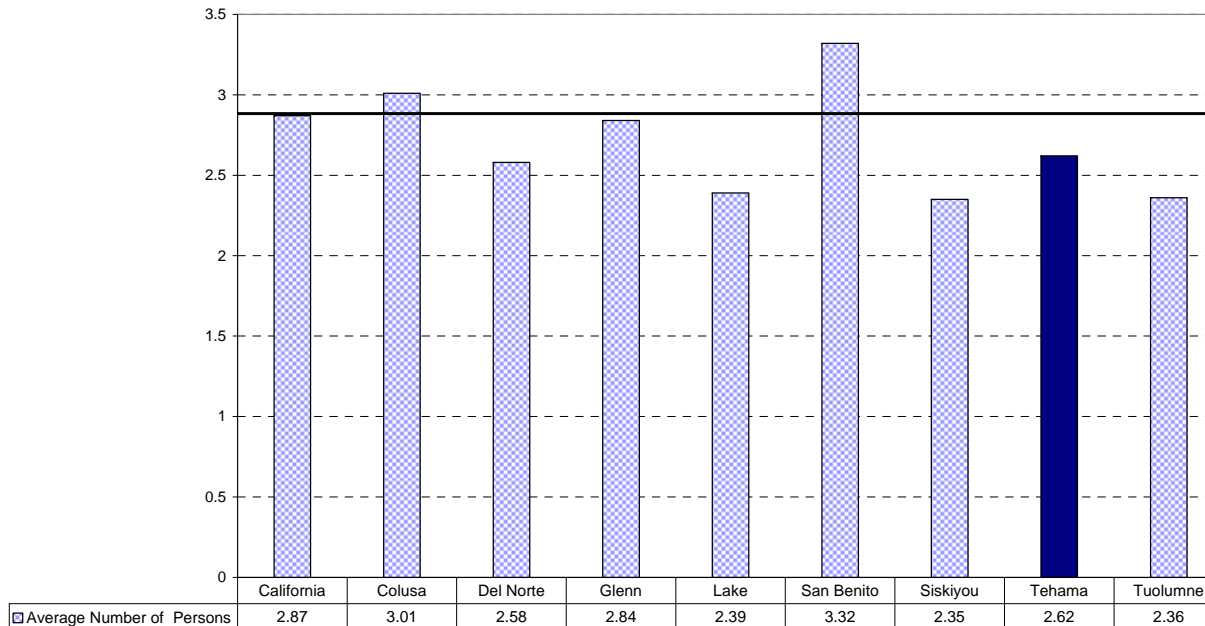


Figure 24: Tehama County Labor Force & Unemployment Rate

State of California, Employment Development Department, Labor Market Information Division (www.labormarketinfo.edd.ca.gov)

January 2009: Labor Force = 26,680 Unemployed = 3,540 or 13.3%

Figure 25: Tehama County Median Household Income

U.S. Census Bureau: State & County Quick Facts. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report. Last Revised: 2/20/09

Median Household Income 2007: Tehama County = \$36,884 California = \$59,928

Figure 26: Tehama County Poverty Status of Family and Non-Family Households – Census 2000

Self-Assessment 2004

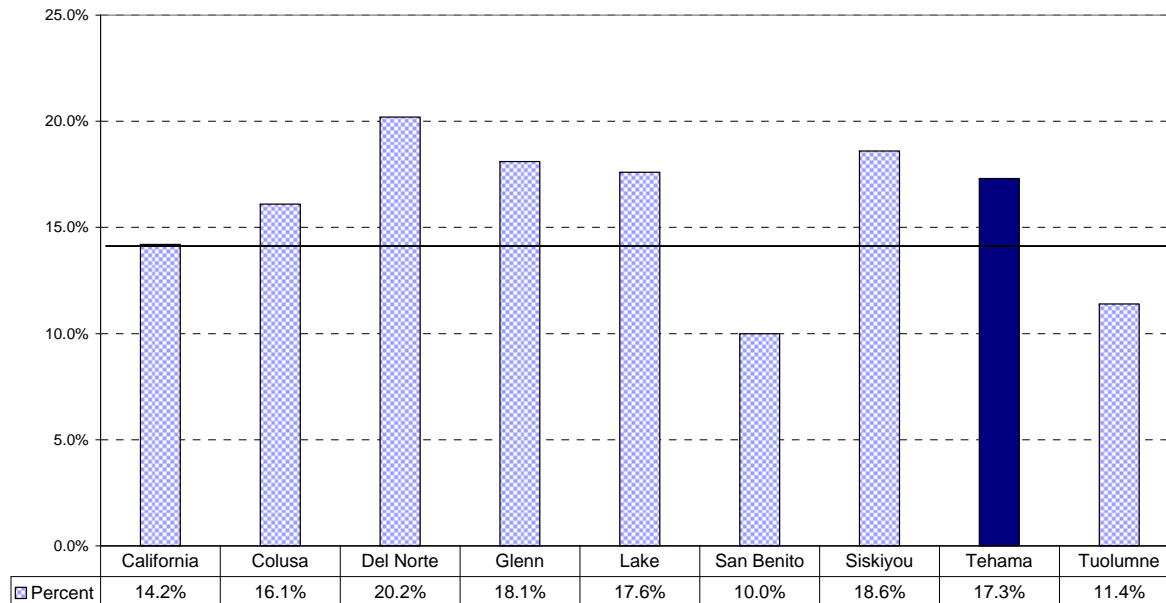


Figure 27: Tehama County Poverty Status of Latino Family and Non-Family Households – Census 2000
Self-Assessment 2004

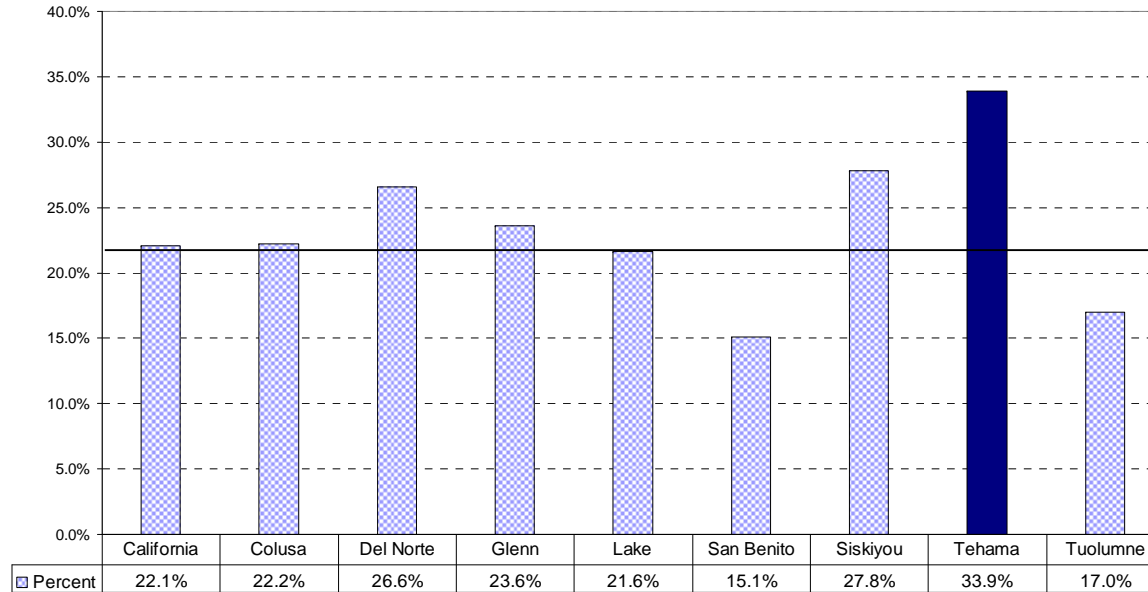


Figure 28: Tehama County Poverty Rate of Minors in 1999 – Census 2000
Self-Assessment 2004

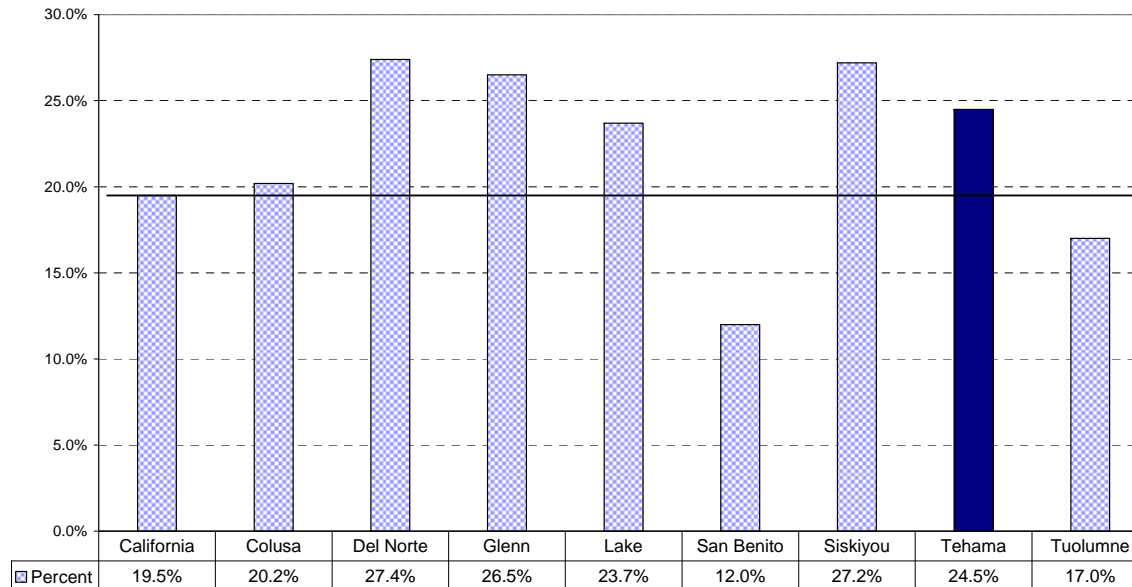


Figure 28b: Tehama County Poverty Rate of Persons Under 18 - 2005
 California Department of Public Health, County Health Status Profiles 2008

Tehama = 27%

California = 17.7%

Figure 29: Tehama County Per Capita Income – Census 2000
 Self-Assessment 2004

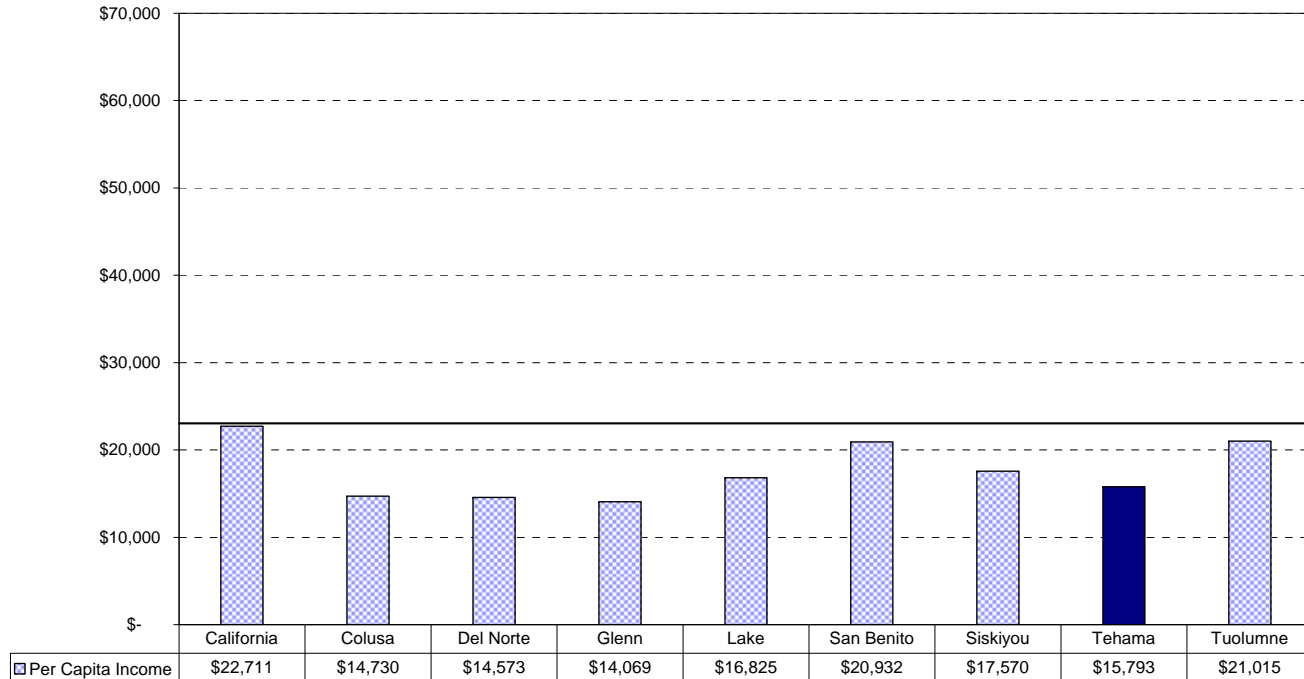


Figure 30: Tehama County Number of Families Receiving Public Assistance – 2007 Average Per Month

Department of Health Care Services, Medi-Cal Enrollees (www.dchs.ca.gov/dataandstats/statistics/pages/MediCalBeneficiariesCountsPivotTable.aspx). Food Stamp Persons Counts (www.dss.cahwnet.gov/research/default.htm)

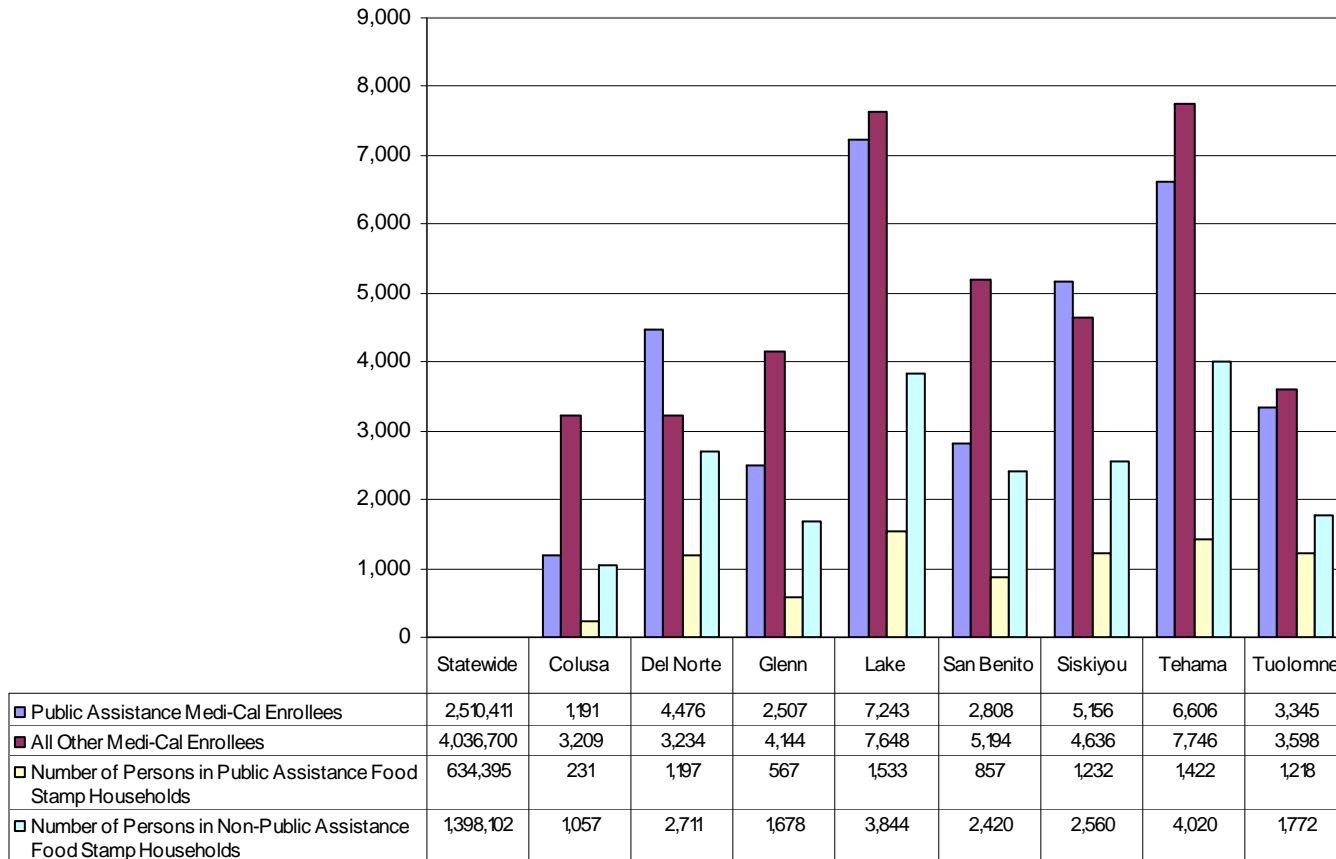


Figure 31: Tehama County Percent of Population Receiving CalWORKs – January 2008
 California Department of Social Services, Research and Development Division, Released December 2008.

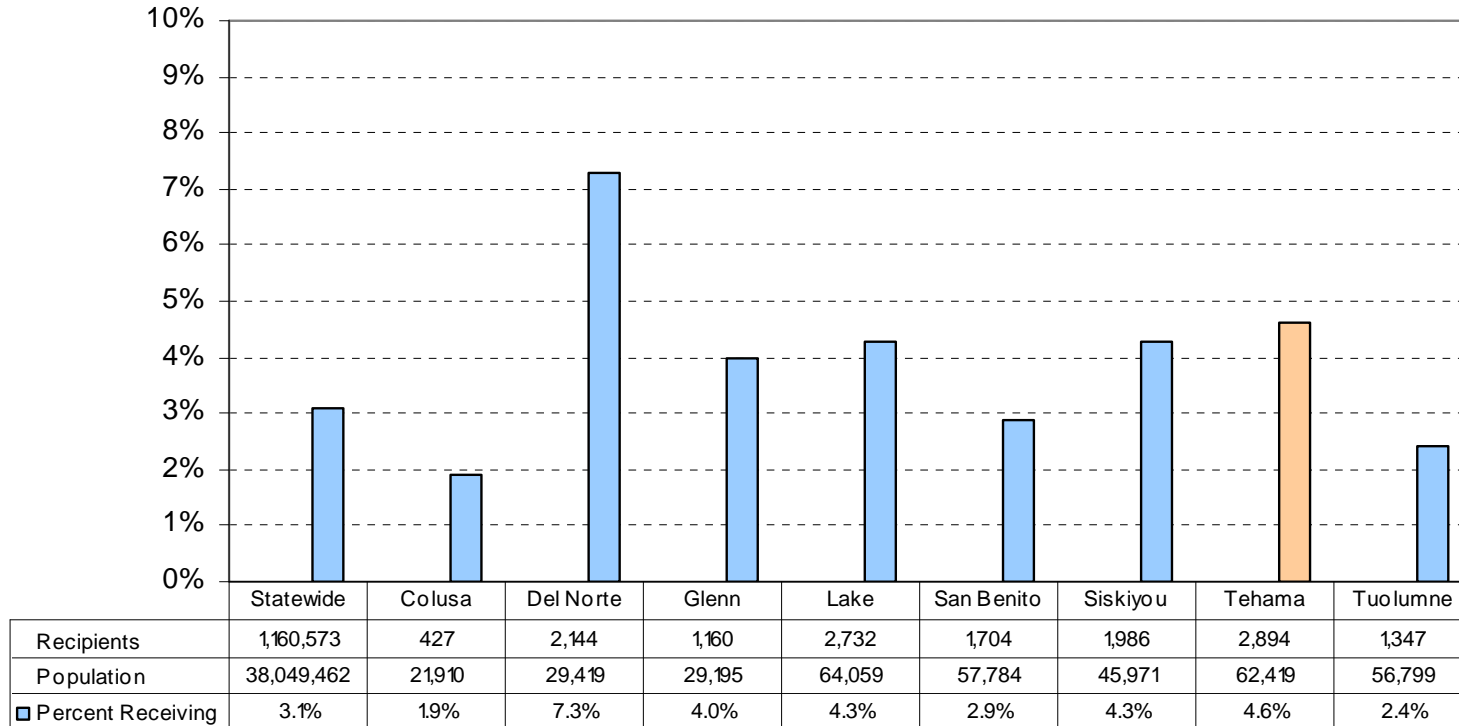
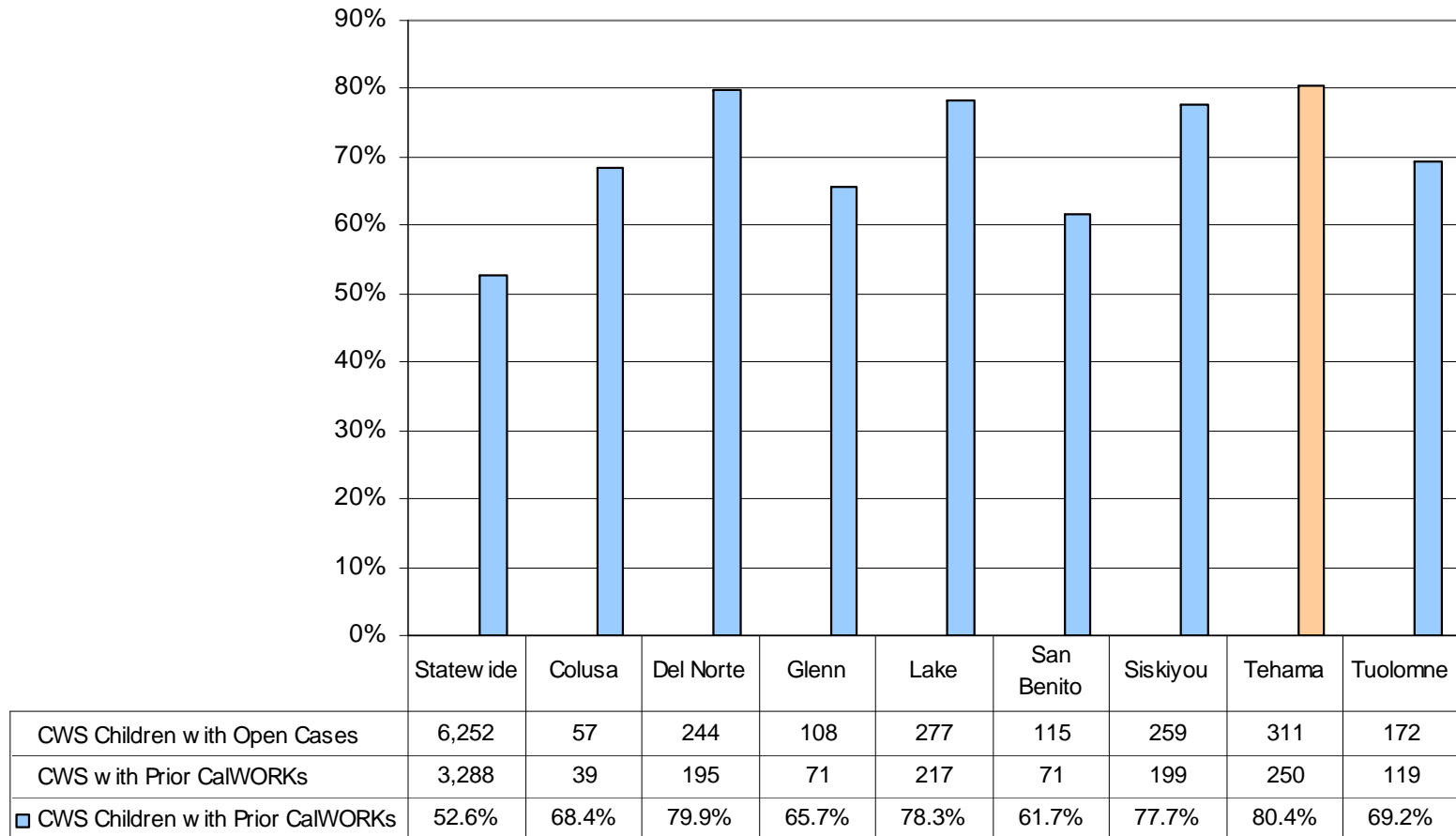


Figure 32: Tehama County Percent of Child Welfare Children with Prior CalWORKs – December 2001
 California Department of Social Services, Research and Development Division, August 2002



2. Education System Profile

Tehama County Public Schools include twenty-two elementary schools, four middle schools, three high schools, two continuation high schools. In addition, three private elementary schools and one private Catholic high school exist in Tehama County. There are also three charter schools currently in operation. The total enrollment in Tehama County schools for the 2007-08 school year as 11,054. During that school year, 14.1% of the students were designated as English language learners. (Ed-Data, www.ed-data.k12.ca.us) The average pupil/teacher ratio was 19.1, and the number of students per computer was 3.2 (California Department of Education, Educational Demographic Unit – Report: Create Your Own, 07/08 school year).

The California STAR Test, the state adopted test that assesses all Tehama County students in grades two through eleven, is used to reach an Academic Performance Index (API) growth figure. The API's main purposes are to rank academic performance, establish growth targets, and monitor progress toward meeting the established targets. The API was established by the Public Schools Accountability Act and signed into law in April 1999. The API is a numeric index that ranges from a low of 200 to a high of 1,000. The state has set an API of 800 as the score that all schools should strive to meet. In 2008, 20% of Tehama County schools met this goal, 36% of schools scored above 700, and 12% scored above 600. Only four Tehama County schools did not make adequate yearly progress (AYP) according to the California Department of Education. (California Department of Education, Educational Demographics Unit - Reports: 2008 Growth Academic Performance Index and 2008 Adequate Yearly Progress Report).

Public high schools in the county report the annual dropout rates to the state. Tehama County's rate increased from 2.0% in the 2005/2006 school year to 5.0% in the 2006/2007 school year (California Department of Education, Educational Demographics Unit - Report: County Dropouts by Grade by Ethnic Group 05/06 and 06/07 school years).

The Scholastic Aptitude Test (SAT) is designed to measure verbal and mathematical reasoning abilities that are related to successful performance in college, according to the California Department of Education. The maximum score possible is 1600; 800 on the verbal section and 800 on the mathematical section. High school students take the SAT for admission to colleges and universities. In 2006/2007, 15.47% of graduating seniors took the SAT and received an average score of 1515, a decrease from 2005/2006 numbers, 16.95% and 1542 respectively (California Department of Education, Educational Demographics Unit – Report: SAT 1 Scores, 05/06 and 06/07 school years).

Figure 33: Tehama County and Statewide Kindergarten Enrollment by Race/Ethnicity – 2007-08 School Year

California Department of Education, Educational Demographics Unit - Report: County Enrollment by Gender, Grade and Ethnicity 07/08 school year.

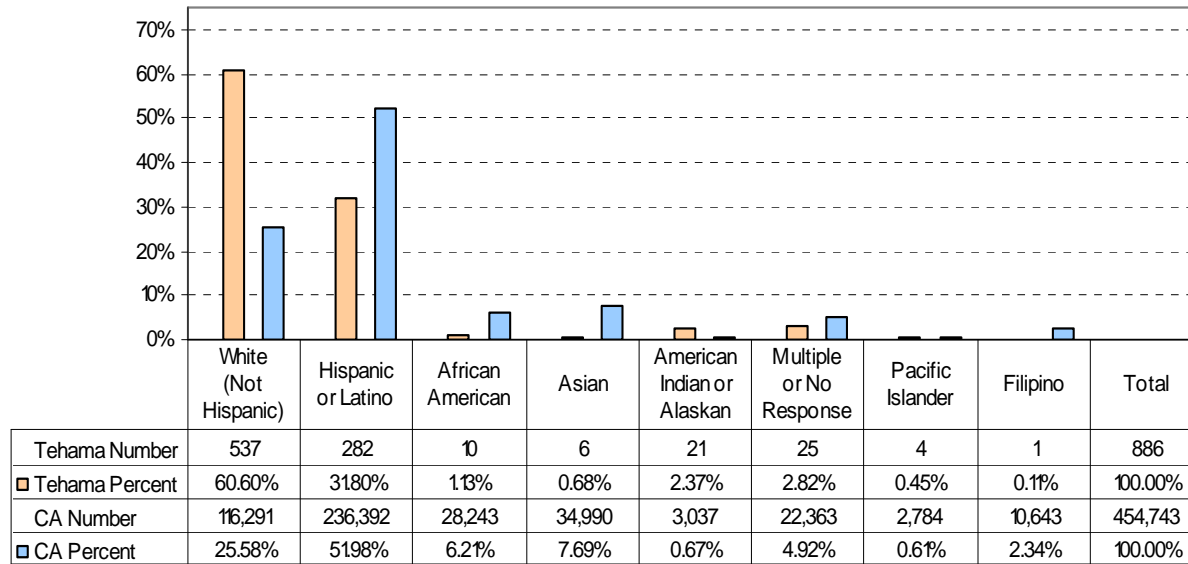


Figure 34: Tehama County and Statewide Total School Enrollment by Race/Ethnicity – 2007-08 School Year

California Department of Education, Educational Demographics Unit - Report: State, County Enrollment by Ethnicity 07/08 school year.

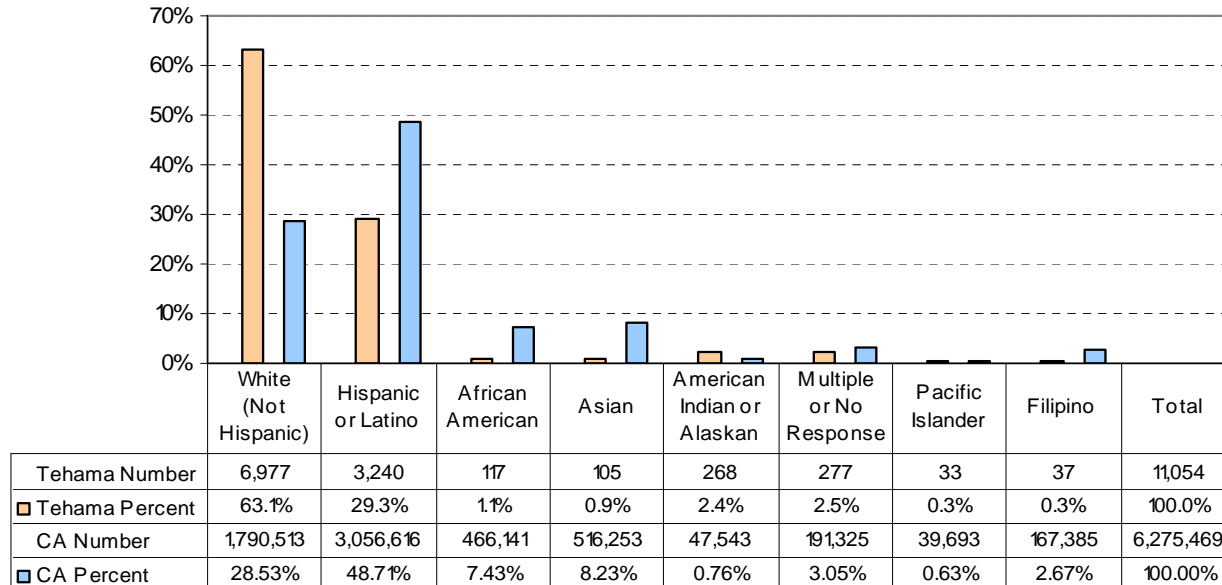


Figure 35: Tehama County and Statewide High School Dropouts (Grades 9-12) by Race/Ethnicity – 2007-08 School Year
 California Department of Education, Educational Demographics Unit - Report: County Dropouts by Grade by Ethnic Group 06/07 school year.

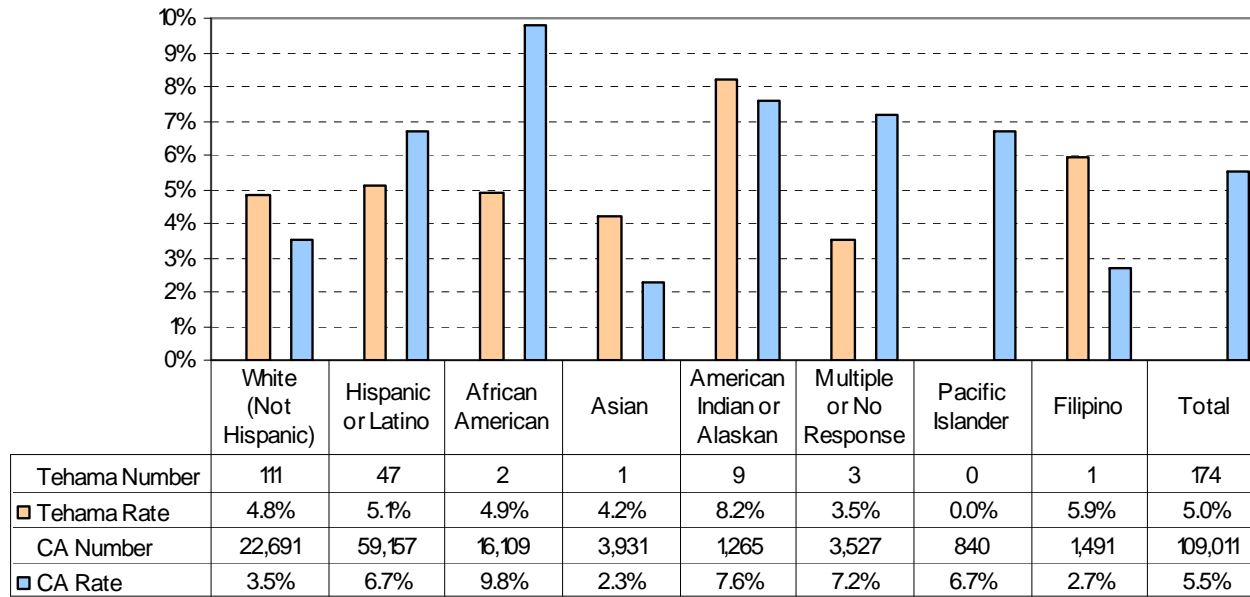


Figure 36: Tehama County and Statewide Education Attainment (Highest Level) of the 18-24 year-old Population – Census 2000 Self-Assessment 2004

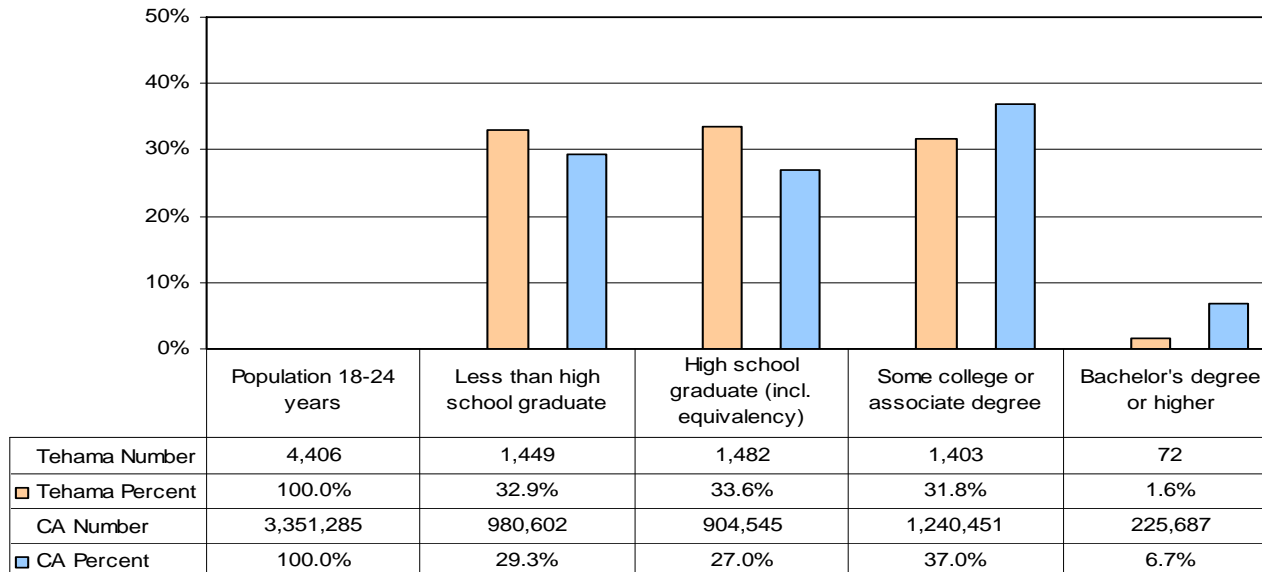


Figure 37: Number and Percent of Children Enrolled in Preschool (Ages 3 and Up) – Census 2000
 Self-Assessment 2004

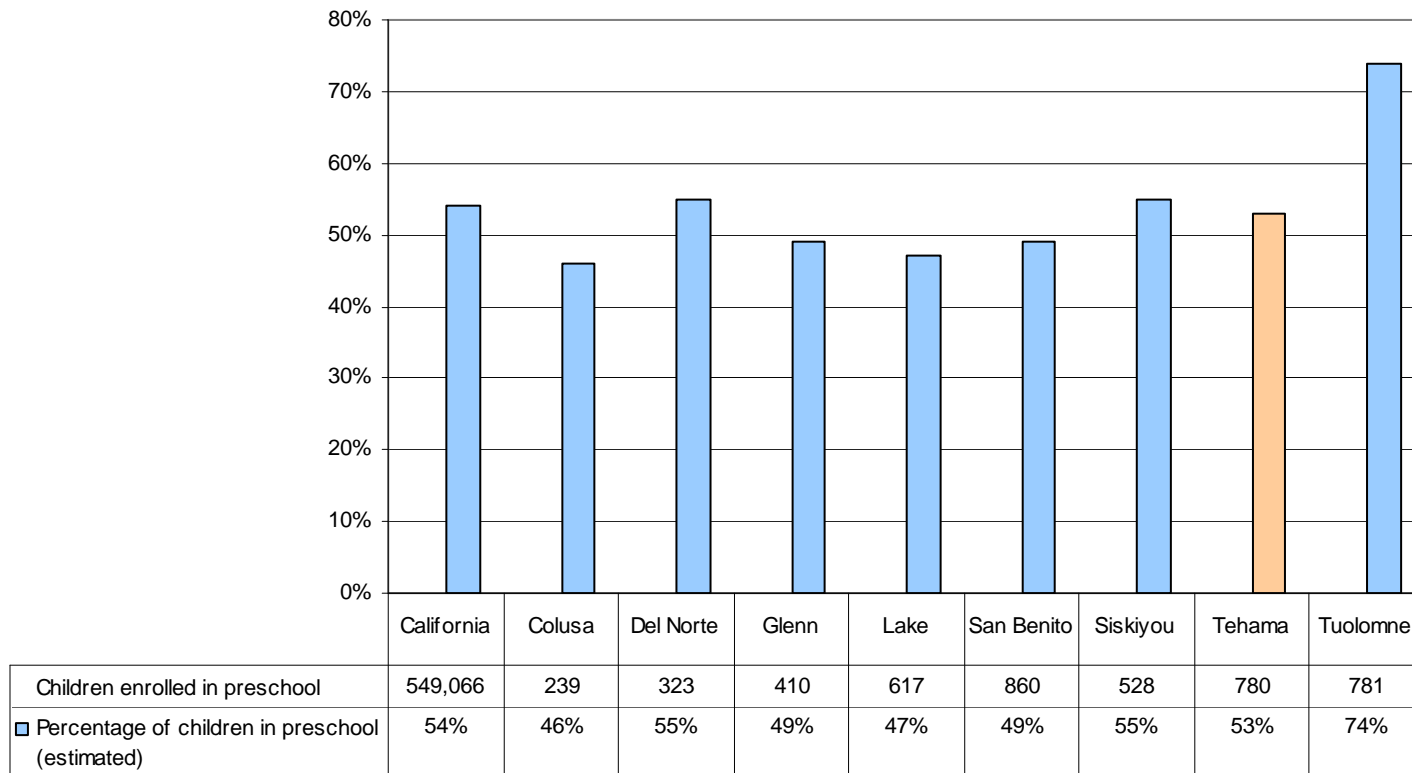


Figure 38: Number and Percent of Children Enrolled in Special Education (Grades K-12) – 2007-08 School Year

California Department of Education, Educational Demographics Unit - Report: County Special Education Enrollment by Grade and Age 07/08 school year.

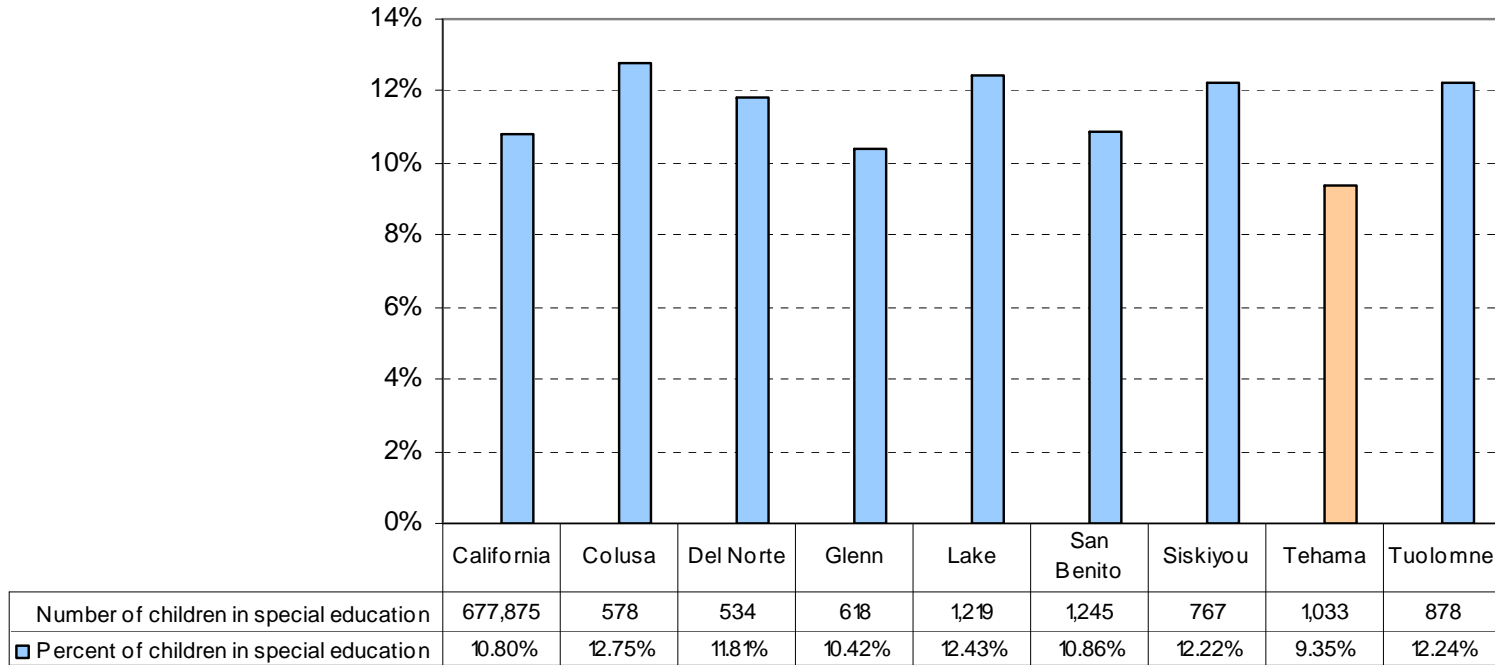


Figure 39: Number of Children Participating in Subsidized School Lunch (Free/Reduced Price Meals) Programs – 2007-08 School Year
Ed-Data (www.ed-data.k12.ca.us)

	Tehama	California
Number of Students	6,469	3,117,979
Percent of Enrollment	58.5%	49.7%

B. CWS Outcomes and C-CFSR Data Indicators

Participation Rates – Referral Rates:

Tehama County referral rates, as of 12/31/07, were down 12.4%. Possible reasons for this could be early intervention programs, such as those provided by First Five Tehama, and PSAP (Peri-Natal Substance Abuse Program), families who would previously have been referred were entered into early treatment instead.

Participation Rates – Substantiation Rates:

Tehama County substantiation rates were down 5.3% (or a percent change of -27.3%) as of 12/31/07 when compared to the baseline measurement. With prevention/intervention programs like Differential Response in place, as well as the Peri-Natal Substance Abuse Program (PSAP), in place one would expect the number of substantiated referrals, particularly in comparison the number of referrals received, to go down. This is inconsistent, however, with the fact that the overall number of referrals were down 12.4%. The use of the Structured Decision Making (SDM) tool could also be a factor, although SDM has been in use since about 2003 and a significant drop in substantiations did not begin to occur until 2006.

Participation Rates – Entry Rates:

Tehama County entry rates as of 12/31/07 were down 14.8% most likely for the same reasons discussed under referral rates and substantiation rates, above. This is supported by the fact that substantiated referral rates began to decline at the same time that entry rates declined. Further, this could be evidence of an increased focus on voluntary cases and/or family maintenance rather than removal/family reunification cases whenever such was safe and appropriate. However, readily available data comparing time periods on such is not available on SafeMeasures earlier than May 2008 and there has been very little variation in the number of cases in each case component type since then so any effect on this measure because of attempts to focus on voluntary and/or family maintenance cases may be negligible.

Participation Rates – In Care Rates:

Tehama County the rate of children in foster care as of 7/1/08 was down 2.9% to 11.9% from a peak of 14.8% measured 7/1/07. It is interesting to note that while referrals, substantiated referrals, and entry rates were all declining, with some variation, in care rates were increasing. This may be an indication of a lesser rate of reunification overall, i.e. failed reunification, but unfortunately data on this was not readily available at the time of completion of this report. Regardless, the median time to reunification (C1.2) has increased markedly overall since baseline, indicating that children are in care longer which could contribute to higher in care rates. Further, failed reunification could be linked to the high number of permanent placement cases that the county has. Indeed permanent placement cases have been the most predominant case component type since at least May 2008, the earliest time period for which data on this subject is available through SafeMeasures.

Measure S1.1 - No Recurrence of Maltreatment:

Tehama County CWS is heading in the right direction on this measure, per the most recent data, ending on 6/30/08. This is after a serious dip was evidenced in the reporting period ending 6/30/07, which was an all-time low that was followed by a sharp rise in the reporting period ending 9/30/07.

During this recent period of improvement, however, Tehama County instituted a Nurturing Parenting program, which has been a more effective program for parents, as well as a better reporting system to CWS, in that it measures progress in the program instead of just attendance. Tehama County's Differential Response program has worked effectively with local Family Resource Centers with Path I and Path II responses, which could account for families' ability to access services and support, thus preventing further maltreatment. Intake/response social workers have been consistently developing safety plans for families whose issues do not rise to the level of opening a CWS case, but for whom there is some risk of future abuse. Tehama County will continue with these effective practices.

Measure S2.1 – No Maltreatment in Foster Care:

In December of 2005, Tehama County first started to appropriately record maltreatment in foster care. At that time, there was a decrease from 100% no maltreatment, to 99.4%, and then in December of 06, a dip to 99.2%. Since that time, with

appropriate recording, the figure has remained at just above 99.6%. In a county the size of Tehama County, that percentage could reflect maltreatment for one or two children, which is nevertheless, one or two too many.

Measure C1 - Reunification Composite:

Tehama County has been trending in the wrong direction (downward) in general on this composite, although the trend is has moved in the right direction (up) on the reunification within 12 months entry cohort indicator (C1.3) since the reporting period ending 6/30/06 which could reflect recent improvements in practice. Between the reporting periods ending 6/30/05 and 6/30/06 when both reunification indicators (C1.1 and C1.3) were trending down, CWS had new County Counsel, who was not effective in taking a stand in court. Many court continuances requested by opposing counsel, and not effectively countered by our counsel, caused delays in court hearings, and therefore delays in timely reunification. CWS has since recovered our previous counsel, who is much more effective in the courtroom and more knowledgeable about child welfare. There was also a great effort towards creating improved case plans, with more specifically stated goals and objectives, and better defined expected outcomes. In addition, Tehama County initiated a Dependency Drug Court, which helps facilitate successful timely reunification, as time and effort is spent in recovery and the client and social worker working as a team, rather than fighting in court. Tehama County will continue with the Dependency Drug court, better counsel in court and improved case plans, as well as a strong move towards more effective participatory case planning with the client. It is expected that these practices will continue to improve this outcome.

Re-entry following reunification (C1.4) is up from 2004-2005. There was a spike evidenced in the reporting period ending 9/30/05, followed by a fairly continuous between then and the reporting period ending 6/30/07. This occurred at a similar time as a decrease in the median time to reunification (measure C1.2) was noted between reporting periods ending 3/31/06 and 12/31/07. Tehama County CWS does practice Team Decisionmaking (TDM), but has not done well with consistently holding exit/reunification TDM's. Further, CWS also does not use the SDM Reunification Reassessment consistently or well. The Family Strengths and Needs Assessments are not being done consistently or well.

Regarding service components, such as parenting programs and domestic violence programs, CWS was previously depending on certificates of completion from the service provider for evidence of case plan completion. In the past two years, CWS has adopted the Nurturing Parenting program and the service provider now reports progress with understanding the program, and not just attendance. CWS has also been requiring more of their provider for domestic violence, beyond just reports of attendance. These efforts, combined with case plan language which describes progress with a case plan, illustrate that CWS is expecting more of parents before they are reunified with their children. Through the Dependency Drug Court and participation in the PSSF Regional Meth Grant CWS is working closely with Tehama County Health Services, Drug & Alcohol Division to provide timely and comprehensive services to our clients. As a result, the expectation is a trend up in successful timely reunification, with less re-entry.

In the fall of 2008 CWS reorganized units at the Red Bluff office (the Corning office has one unit in which each social worker carries a vertical caseload), changing from separate units delineated by function (intake/response, court, and ongoing) where case transition from unit to unit caused delays and breaks in the work with families, to vertical units, where each unit has an intake/response social worker, a court social worker and one or more ongoing social workers. Since this change case transitions have been nearly seamless and this is also expected to contribute to greater success with timely reunification with less re-entry.

Measure C2 - Adoption Composite:

In general, Tehama County has been trending in the wrong direction (down) on the adoption composite, although the median time to adoption indicator (C2.2) has been trending in the right direction since the reporting period ending 12/31/06. The most recent marked improvement in performance on this composite was between the reporting period ending 9/30/06 and the reporting period ending 9/30/07; however, performance then took a sharp downturn.

Factors which could affect performance on the adoption composite include delays in referrals to the CDSS State Adoptions district office on the part of social workers, delays in finalizing adoptions after parental rights have been terminated, delays by adoption workers in completing the process, or delays on the part of adoptive parents in completing their requirements. Another factor could be delays caused by appeals, which could relate to the period of time during which CWS had less effective counsel in court. A limited understanding of concurrent planning could also cause delays.

Currently Tehama County and CDSS State Adoptions Chico District office are working together to provide training and increased guidance for staff on the concurrent planning process. CWS is working on connecting with and assessing appropriate relatives and non-related extended family members (NREFMs) at the beginning of the case, through the TDM and family finding processes. CWS supervisors are more closely monitoring to assure that children are being referred more timely to CDSS State Adoptions for assessment. In addition, Tehama County is working with community-based organizations (CBOs) on developing an after-care program designed to assist clients once they leave the CWS system.

Measure C3 - Long Term Care Composite:

Tehama County has been trending in the right direction on this composite in general since the reporting period ending 9/30/06. There was a dip in performance between the reporting periods ending 6/30/07 and 12/31/07 but the composite performance improved between then and the most recent reporting period ending 6/30/08. The trend down on the indicator measuring youth in care 3 years or longer (C3.3) is positive. The measure most in need of improvement is the indicator related to exits to permanency for youth in care 24 months or more (measure C3.1), which showed a rate of 5.1% (or - 94.9%) for the reporting period ending 6/30/08, which correlates with the indicators measuring adoption within 12 months, C2.3 and C2.5, where performance compared to baseline was measured at - 57.6% and -56.1%. Court delays, and delays in the adoptions process, and delays caused by a lack of early concurrent planning, all add to this. Early referrals to CDSS State Adoptions, early identification of appropriate relatives for placement, training and monitoring on concurrent planning practices, as well as the above-described practices that support timely and successful reunification are all expected to enhance CWS's ability to improve on this composite. In addition, connecting children and youth with permanent connections, which will be facilitated by a pilot project Tehama County CWS is involved in, called "Families for Life" through the Annie E. Casey Foundation, will enhance the ability to move towards more timely permanency and less time spent in care. Participatory case planning with youth as well as with their parents, will more successfully engage the youth in working with issues which may keep them in long term foster care, rather than moving to permanency, and help them to set goals for permanency.

Measure C4 - Placement Stability Composite:

Tehama County has been trending in the right ~~wrong~~ direction (up) on this composite since the reporting period ending 6/30/06. Placement stability for children and youth in care 8 days to 12 months (C4.1) has fluctuated slightly but overall has trended in the right direction (up) since the reporting period ending 12/31/03 and is moving closer to the national goal. Placement stability for children in care 12-24 months (C4.2) has also been trending in the right direction (up), since the reporting period ending 6/30/06 and is also approaching the national goal. Similar to the Long Term Care Composite, the measure furthest from the national goal is for youth in care 24 months or more (C4.3), which has fluctuated some but in general has trended down since a high point evidenced in the reporting period ending 12/31/04. Again, Tehama County intends to place more of a focus on these youth, with participatory case planning, enhanced efforts towards concurrent planning, timely referrals to adoption, and efforts towards reunification, to prevent these children and youth being in care for 24 months or more. Out of home care, with no hope of or viable plans for permanency, triggers emotional and behavioral issues for youth, which in turn affects their placement stability? Tehama County's Wraparound program has been effective in helping some youth remain in their placement home, and in enhancing the stability and at times the permanence of the home. Tehama County is working to be able to increase the capacity of the Wraparound program to be able to serve more youth and families. Also, expansion of the Families for Life program from one social worker piloting such to the whole division applying the model will serve to connect children and youth to permanent connections, who may be able to become a permanent and stable placement for these children and youth.

Measure 2B - Timely Response:

Timely response for immediate referrals has fluctuated some but has only dipped below 80% once since tracking of this outcome measure began in the reporting period ending 6/30/03 and tends to stay between ~90-97.5%. Timely response for 10-day referrals has moved in the right direction overall since baseline for this measure (reporting period ending 6/30/07), most markedly and recently with a fairly steady trend upward since 12/31/06. CWS has worked on an improving the time from screening to assignment for referrals categorized as requiring a response within 10 days, which has greatly improved the response time. At this time, the protocol is to triage referrals daily, to determine response, and to assign the referrals to a social worker within 1-3 days. SafeMeasures shows that 84.6% of referrals are assigned within 0 – 5 days, with 35.4% being assigned the same day, 16.9% the next day, and 18.5% within 2 – 3 days. CWS has adopted a procedure for “Supervisor of the Day”, so if the supervisor of the screening social workers is not at work, or not available, another supervisor is available to assign referrals. Supervisors are closely monitoring compliance with timely response through SafeMeasures.

Measure 2C - Timely Social Worker Visits with Child:

This measure has fluctuated some but overall has been steadily improving. Even during periods where performance was lower the social worker visits were likely being made, as Tehama County social workers have a high commitment level to making their contacts with their clients, but these visits may not have been recorded properly. Social Workers have been receiving refresher trainings on documentation in notebooks in CWS/CMS, including properly recording contacts. Also, all social workers and supervisors have recently received training/refresher training in SafeMeasures, so all caseloads are being closely monitored for compliance. A part of this monitoring is to assure that not only are contacts being entered, but that they are being entered appropriately so they will count as having been completed timely.

Measure 4A - Placement with Siblings:

Overall, this measure is trending in the right direction (upwards), however this is evidenced more strongly on the submeasure indicating placement with some or all siblings than it is on the submeasure indicating placement with all siblings. Tehama County has had success with this measure due to the high level of commitment of the staff in placing siblings together and a good understanding of the importance of this. There is good social worker and supervisor buy-in for placement of siblings together, and a high degree of interest in the court for this to happen. Increased relative placement, with the result of siblings being placed together more often, is enhanced by the increasing use of Emergency Placement TDM's.

Measure 4B - Least Restrictive Placement:

In terms of placement entries in the least restrictive setting relative/NREFM placements have fluctuated but were barely higher in the reporting period ending 6/30/08 than at the baseline measurement. Entry placements in the foster home setting made an abrupt increase when the county's receiving home became a county licensed foster family home instead of a foster family agency certified home. The point at which this occurred is clearly visible in the shift that is evidenced in the data starting in the reporting period ending 12/31/06. Group/shelter placements as a setting for children entering care has never been a big issue for Tehama County because there are no such group homes or traditional shelters in Tehama County. Entry placements in “other” settings have fluctuated some but overall have increased since the reporting period ending 9/30/05. It appears, based on review of this measure on SafeMeasures that the “other” category mostly consists of children placed in guardian homes.

Tehama County CWS places girls and boys ages 5-14 in a receiving home, which is actually a licensed foster family home for most placements entries, even at times when a child could possibly be placed with a relative or NREFM. Consistently holding imminent risk and emergency placement TDMs, and holding them within the proper and ideal timeframes (i.e.

before the child is placed), may contribute to more children entering care being placed with relatives or NREFMs. Currently, TDMs are not held on the weekends or after hours and thus when children are picked up at those times the child and family do not benefit from having such a meeting until the next business day. CWS may not always be aware of an appropriate relative or NREFM for placement when children are placed into protective custody outside of normal business hours and/or may not have the necessary assistance from law enforcement or other staff/a supervisor to facilitate relative/NREFM emergency placement. In addition, there is continued confusion and disagreement amongst staff about the regulations governing emergency relative/NREFM placement. Furthermore, there is some reluctance to place a child on an emergency basis with a relative or NREFM because there is the risk that it will be discovered later that there is some undisclosed/undiscovered criminal history, or other issue which would force CWS to then move the child. Thus, it appears that Tehama County CWS moves more cautiously and thoroughly assesses relatives/NREFMs prior to placement. Conversely, CWS has had to learn some difficult lessons with cases where relatives were not identified early in the case and as a result this is being closely monitored.

Overall, social worker and supervisor buy-in for placing with relatives and NREFMs has been increasing. Indeed, performance on the measure regarding point-in-time (PIT) placement with relatives/NREFMs has been improving since the reporting date 7/1/07 and showed at a high point of 26% on the reporting date 7/1/08, indicating that CWS is improving its rate of placement with relatives. Point-in-time placements in foster family homes have decreased to some degree since the reporting date 1/1/07 and is down overall from the baseline measurement. Although some fluctuation has occurred the rate of placements in FFA certified homes is down overall since the reporting date 7/1/06, dipping back down to below the baseline measurement after a increase between 4/1/04 and 7/1/06. Placement in other settings, which, according to SafeMeasures, is mostly guardianship and pre-adoptive placements, is down overall since the baseline measurement. Placements in group homes is up overall since the baseline measurement.

Measure 4E - ICWA and Multi-Ethnic Placements:

Tehama County has a small number of ICWA and/or Multi-Ethnic (American Indian primary and multi-ethnicity) children in placement and thus small changes, for example one sibling set, can and/or may cause the performance numbers to fluctuate drastically. There has been increased awareness and training on ICWA, particularly with being compliant in court with notices, and involvement of tribes in the court process.

As with all of the submeasures for ICWA eligible children the trend for placement with relatives has fluctuated but overall has trended down to 36.4% in the reporting period ending 6/30/08 from the baseline measurement of 54.5% (reporting period ending 6/30/03). Placement with non-relative Indian substitute care providers (SCPs) is up overall from baseline with the most dramatic improvements being after the reporting period ending 12/31/06. Placements with non-relative, non-Indian SCPs are down overall from the baseline measurement. Placements with non-relatives SCPs whose ethnicity is missing has not changed much since the baseline measurement. This could be because such information is not known about the foster or FFA home in which the child is placed or because such is not being consistently recorded in CWS/CMS. Tehama has not had any ICWA eligible youth placed in a group home since tracking of such began in 2003. Placements of ICWA eligible children in other settings has fluctuated dramatically but has been at zero since the reporting period ending 12/31/06.

For children with multiple ethnicities (American Indian primary and multi-ethnicity) the rate of placements with relatives is down overall, not terribly dramatically, to 21.1% in the reporting period ending 6/30/08 compared to the baseline measurement of 28.6% in the reporting period ending 6/30/03. Placements with non-relative Indian SCPs are up dramatically, 21.1% in the reporting period ending 6/30/08 as compared to the baseline measurement of 4.8% in the reporting period ending 6/30/03. Placements with non-relative non-Indian SCPs rose to a high of 70.6% in the reporting period ending 3/31/06 but has since fallen back down to 52.6% for the reporting period ending 6/30/08. Unfortunately, this is still higher than the baseline measurement of 47.6% for the reporting period ending 6/30/03 and the intention is to place more with relatives and/or Indian SCPs when possible rather than non-relative non-Indian SCPs. Placements with non-relative SCPs whose ethnicity is missing has fluctuated and was slightly higher than the baseline measurement of 4.8% (reporting period ending 6/30/03) for the reporting period ending 6/30/08 with a rate of 5.3%. Multi-ethnic placements in group homes was measured at a low rate through the reporting period ending 6/30/04 and has since dropped to and stayed

at zero. Similar to ICWA eligible children, placements of multi-ethnic children in other settings has fluctuated dramatically but has been at zero since the reporting period ending 3/31/07.

Measure 5F - Authorized for Psychotropic Medications:

This measure has shown improvement overall since the baseline measure in the reporting period ending 6/30/03, despite a decline to 5.0% in the most recently reported period (ending 6/30/08) from the high point of 8.0% which was measured in the reporting period ending 3/31/05. Social workers have received training on appropriately entering psychotropic medication authorizations in CWS/CMS.

Measure 8A – Transition to Self-Sufficient Adulthood:

It is difficult to measure success with this, as there are no denominators, nor a National standard or goal. The zero for the Completed Vocational Training submeasure may be significant, in that perhaps such is not being offered in a way that is accessible to the youth. Or, it could simply be that youth are not interested in vocational training and/or at least not in the offerings that are available in the local area/area in which they wish to live.

CWS is aware that state and nationwide emancipated foster experience generally poor outcomes and are too often homeless and/or or unemployed. Local youth-serving professionals that encounter emancipated foster youth in and around Tehama County confirm that these negative outcomes are echoed locally, although there is no local data to support this at this time. Tehama County CWS, along with CalWORKs, Juvenile Probation, TCHSA - Mental Health, and several other agencies, has developed a Youth Work committee which is looking at increasing job training, job development and job placement for foster, probation and/or homeless youth.

It is also recognized that improvement in comprehensive and consistent permanency and emancipation planning is necessary within Tehama County CWS. Emancipation planning conferences, exit TDMs, and the use of the Families for Life (FFL) model that is currently being piloted by one social worker within Tehama County CWS, each including meaningful involvement and participation by the ILSP caseworker, CWS social worker, foster parent(s), and others that they youth identify as important to them are integral to successfully transitioning youth to self-sufficient adulthood with permanent connections.

The expansion of our Families for Life pilot project could have the effect of promoting more opportunities for our youth emancipating from CWS care. Our Building Community Partnerships workgroup, currently active in our outstationed unit in Corning, is working with community members to develop programs and healthy activities for youth, as well as for adults in the community.

System Improvement Plan (SIP)

Tehama County CWS has not definitively decided which indicators to address in the 2009-2012 SIP. After reviewing the outcome measures and related data CWS tentatively decided to on children in long-term foster care, since this population has the most disturbing data related to permanency, in terms of adoption, exits to permanency and placement stability. This would include a focus on the following measures:

- Adoption within 12 months (17 Months in Care) - Children in foster care for 17 continuous months who were then adopted within 12 months. (Measure C2.3)
- Exits to Permanency (24 Months in Care) - Children discharged to a permanent home (reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption) prior to turning 18, who had been in foster care for 24 continuous months or longer. (Measure C3.1)

- In Care 3 Years or Longer (Emancipated/Age 18) - Children in foster care for 3 years or longer who were then either discharged to emancipation or turned 18 (aka “aged-out”) while still in foster care. (Measure C3.3)
- Placement Stability (At Least 24 Months in Care) - Children with two or fewer placements who have been in foster care for 24 months or more. (Measure C4.3)
- Youth Transitioning to Self-Sufficient Adulthood – Children aging-out of foster care with one or more of the following - a high school diploma; enrollment in College/Higher Education; received Independent Living Skills Program (ILP) Services; completed vocational training; employed or have other means of support. (Measure 8A)

The intent would be to put into place simple, straightforward, doable practice changes and strategies that would simultaneously make an impact on these outcomes. Tehama found that it’s last SIP was too varied and lofty and thus difficult to accomplish. This method of choosing to use strategies that would affect complimentary outcomes was discussed as a more reasonable and appropriate way to accomplish the SIP goals.

In addition, during a recent consultation with CDSS Tehama CWS was informed that the CDSS would likely be encouraging the county to continue to look at re-entry following reunification on the 2009-2012 SIP. If this is the case it would then be important for CWS to also look at measure C1.2 Median Time to Reunification which has increased but is still well shy of 12 months as it may be supposed that faster reunification may mean that the family was not able to adequately make the appropriate changes in the time frame of the case and may then be more likely to become re-involved with CWS. While it is important for child well-being to reunify as quickly as possible, it is equally important that the issues which brought them into care be properly addressed so that future involvement (i.e. re-entry) be prevented.

CWS is already focusing on implementing more client-centered, strengths-based case planning, including moving towards participatory case planning with the inclusion of the family and service providers, in a facilitated setting. We are also focusing on client-centered planning in terms of placement, with the use of TDMs, including avoiding placement when possible with safety planning in imminent risk TDMs. Through participation in the PSSF Regional Meth Grant, CWS has an on-site drug and alcohol counselor, who engages the clients with assessment as soon as possible after detention, as well as encouraging them to join an early recovery group.

If indeed re-entry is addressed in the Tehama CWS 2009-2012 it will focus on strengthening all of the above activities, in the hopes that engaging clients earlier in services, in a participatory, strengths-based manner, will allow them to reunify in a timely manner, and have the internal motivation and strengths to remain drug and abuse-free. In addition, CWS will encourage all clients to fully participate in the after-care program provided by the Corning FRC through their Cowell Foundation funding. In an effort to expand such services to Red Bluff the county has put out a Request for Proposals (RFP) for the provision of an aftercare program with Promoting Safe and Stable Families (PSSF) funding.

II. PUBLIC AGENCY CHARACTERISTICS

A. Size and Structure of Agencies

Four primary departments provide most of the human services in Tehama County: the Probation Department; the Health Services Agency; the Department of Education; and the Department of Social Services. The Probation Department provides the Juvenile Probation programs including the Juvenile Work Program, the First Offender Program, and the standard juvenile supervision, as well as providing all the adult probation services.

The Health Services Agency provides Health Clinic Services, Drug & Alcohol Services, Mental Health Services, and Public Health Services. The Children’s System of Care, once coordinated by Mental Health Division of the Health Services Agency, continues to function as a forum for multidisciplinary treatment and coordination of services, though mental health no longer assumes its primary leadership. Fortunately, the advent of Child Welfare System Improvement came at the time when there was a reduction in funding of Children’s System of Care. The Department of Social Services, Child Welfare

Division now covers the cost of administering the Children's System of Care in its current form (MATT: Multi-Agency Treatment Team).

The Department of Education provides many services including programs in early childhood, prevention, mentoring, after school, family literacy, and special education.

The Department of Social Services provides services including General Assistance, Medi-Cal, Food Stamps, Temporary Assistance for Needy Families (TANF), Employment Services, Adult Protective Services, and Child Welfare Services.

1. County Operated Shelters

There are no county operated shelters within the county. Children being taken into protective custody that need immediate and temporary housing are placed in a licensed Foster Family Home that Child Welfare refers to as its receiving home, although in many ways it does not function in the manner that a typical receiving home or shelter does in another county. The Foster Family Home has six beds for children of both genders ages 5-14 and children may stay in the home for no more than 30 days. The county would benefit from a receiving home for older teens and one for infants/children under 5. If the receiving home is full or a child in custody is otherwise not a match for placement there due to special needs, age, etc., placement in another Foster Family Home or Foster Family Agency Home is made.

A non-profit domestic violence agency does operate a domestic violence shelter that houses female domestic violence victims and their children. Male children over the age of 12 are not allowed to stay at the shelter with their mother.

A non-profit group (Poor and the Homeless – PATH) operated primarily by volunteers managed by a shelter Director, offers limited services, as they do not have a shelter facility. As a result, they rotate their services between various churches, and are only open from November 1st through April 30th.

2. County Licensing

The licensing of Foster Family Homes is under the jurisdiction of the Tehama County Department of Social Services. In 2006 the day care licensing responsibilities were transferred to an Employment Training Worker under the supervision of the Adult Services and Employment Services Program Manager. This change was made so that the foster care licensing social worker would have more time to dedicate to foster care recruitment, development and support, as well as relative and non-related extended family approvals and renewals. Subsequently, in 2008 the day care licensing responsibilities were transferred to the California Department of Social Services Community Care Licensing Division.

3. County Adoptions

State law mandates adoption services. The California Department of Social Services (CDSS) provides services to those counties that do not have adoption services at the county level. Services in Tehama County are provided in line with federal and state laws through a Memorandum of Understanding between the county and the CDSS Chico District Office.

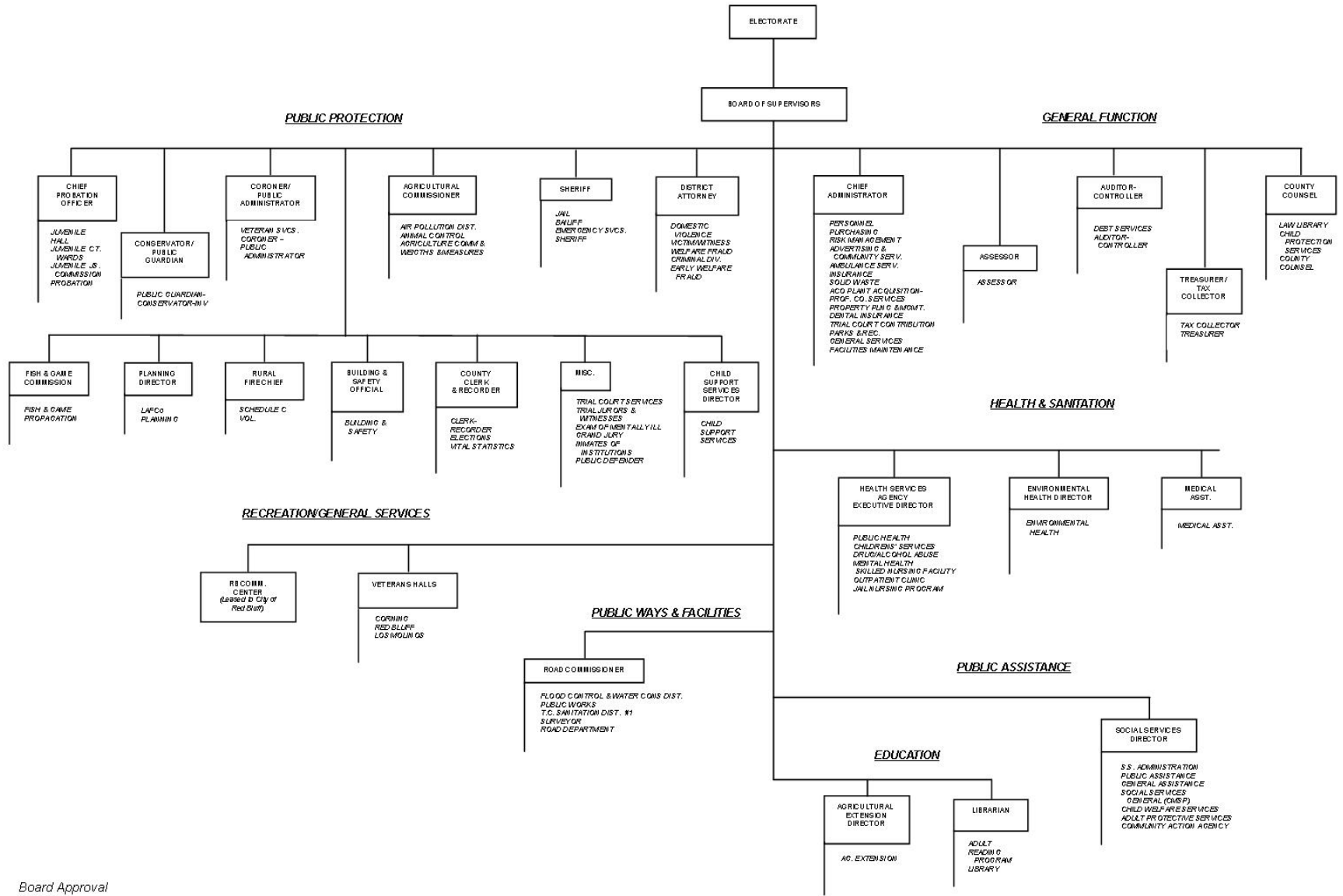
Post-adoption services are provided by Lilliput and funded with PSSF (Promoting Safe and Stable Families) dollars. There was previously a Tehama County licensed foster parent who was hired by Lilliput as the post-adoption support worker and was co-located at the CWS office. Unfortunately, this dual role posed a conflict which and resulted in the Lilliput adoption support worker is no longer being co-located at the CWS office. Subsequently, this individual resigned from their position as the post-adoption support worker with Lilliput and there is no longer a post-adoption support worker located within Tehama County. Post-adoption support is currently provided by staff in the nearest Lilliput office which is located in Redding, approximately 30 miles north in Shasta County; however, the contract with Lilliput will not be renewed for this year, per Lilliput's request, and per TCDSS/CWS's decision to keep this portion of the PSSF funds in-house, and have CWS's Foster Parent Liaison provide post-adoption services. This decision was made due to the difficulty of Lilliput providing services because of distance between Tehama and their office in Shasta County, and because the Foster Parent Liaison already provides some support to adoptive families.

B. County Governance Structure

The Tehama County Department of Social Services (TCDSS) is one of 22 county agencies that are governed by the Tehama County Board of Supervisors. Within TCDSS, there are four divisions: Child Welfare Services; Employment and Adult Services; Eligibility; and, Fiscal/Clerical Support. The Department has a total of 179 allocated positions, with 43 allocated to work within the Child Welfare Services division.

The Tehama County Department of Social Services is the only agency in Tehama County that provides Child Protective Services.

TEHAMA COUNTY ORGANIZATIONAL CHART
(By fiscal responsibility)



Board Approval
02/24/04

C. Number/Composition of Employees

There are 179 allocated positions at Tehama County Department of Social Services and there are currently 14 vacancies. Of these, there are 43 allocated in the County Expense Claim (CEC) to the Child Welfare Division as follows: 7.5 Administrative Full Time Equivalents including allocated Program Manager, Staff Services Analyst, Fiscal Staff and Department Administration, and one directed CWS/CMS System Support Analyst (or effectively 1 Program Manager, 1 Staff Services Analyst, and 1 CWS/CMS System Support); 8.5 allocated Clerical Full Time Equivalents including Social Service Aides (1 vacant), Legal Clerks, Foster Parent Liaison, Vocational Assistant (Parent Partner) and Office Assistant support and supervision (or effectively 4 aides (1 vacant), 3 legal clerks, 1 foster parent liaison, 1 vocational assistant (Parent Partner), 3 office assistants full-time, 2 office assistants in the reception rotation, and a non-dedicated office assistant supervisor (approximately 43%-45% CWS). In addition, there are 5 Social Worker Supervisors (1 vacant) and 22 Social Workers (1 vacant).

CWS also benefits from the co-location of 1.5 FTE Public Health Nurse stationed at CWS per contract with the Tehama County Department of Health Services, Public Health Division, and one or two graduate student interns during most school years.

Other services that support CWS are contracted out. Such services include adoptions, the Independent Living Skills Program, Wraparound services (SB163), parent education, home-based family strengthening services, domestic violence, counseling, and assessment services. Additionally, contracts intended to build the community's capacity to provide Path One services as part of the county's Differential Response program were implemented several years ago and continue today, such as support to Family Resource Centers (FRC), and to the local domestic violence agency. Additionally, a local counseling and family services agency and the Tehama County Health Services Agency, Public Health Division are part of the county's Differential Response Path One team through Memorandums of Understanding (MOUs).

1. Staffing Characteristics/Issues

Tehama County CWS lost eight employees between December 2007 and June 2009. All but three positions are currently filled. Please see above under Number/Composition of Employees. CWS does not utilize any private contractors.

CWS currently has four units. Three of the four are located at the Red Bluff (main) office and each unit is vertical – in that it consists of an investigative/response social worker, a court social worker, and one or more ongoing social workers, as well as a social service aide. The fourth unit is located in Corning and each individual social worker carries a vertical caseload, working a particular case from investigation to close. In the three vertical units in Red Bluff the average investigative/response caseload is four, the average court caseload is 15 and the average ongoing caseload is 20. In the Corning unit, the average combined caseload is 15 cases per worker (per county created/run Business Objects report, CWS/CMS extract date 6/14/09).

2. Bargaining Unit Issues

The local union, Joint Council of International Union of Operating Engineers, Stationary Engineers, Local 39, AFL-CIO, and Service Employees International Union, Local 1292, AFL-CIO is the recognized union for Tehama County employees. Currently there are no local issues under discussion.

3. Financial/Material Resources

Funding for CWS programs are a combination of Federal, State, and County funds distributed in multiple allocations. The larger allocations include Child Welfare Services (CWS) allocation, Promoting Safe and Stable Families (PSSF), Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP) Independent Living Program (ILP), CWSOIP Pilot Allocation. There are various small allocations for Group Home Monthly Visits, Foster Care Recruitment and Training, Community Care Licensing for Foster Family Homes, Kinship Foster Care Emergency Funds, and Emancipated Youth Stipends (EYS).

In Fiscal Year 2008/09 the total of these allocations were estimated to provide 1.9 million Federal funds and 1.5 million State General funds. In addition, the required county match for these funds is estimated to be \$400,000. The county share will be larger than the estimate if Tehama County over matches the SGF portion of any of the allocations. It is likely that overmatch of the CWS allocation will occur this fiscal year.

The CWS allocation provides all of the funding for case management and includes components for Emergency Assistance, Specialized Care, CWS/CMS System Support staff, Minor Parent Investigations and Services, and Relative Home Approvals. Tehama County contracts for services provided by the PSSF, CAPIT, CBCAP, ILP, CWSOIP Pilot, and EYS allocations.

In any given year, the availability of county general fund can greatly impact the ability to fully expend the CWS allocation. Tehama County is projected to spend county funds over the required state match (over match) for fiscal year 2008/09. The cost of overmatch is paid 100% by county general fund. While the county has allowed the increase in county general fund allocation to match the CWS allocation, the greatest reason for overmatch is the increased cost of doing business. The CWS allocation methodology includes a unit cost which has not been updated since 2000. CWDA workgroups, in conjunction with state staff, began to address these problems through two projects; the CWS allocation methodology workgroup which worked to develop a new allocation methodology, and the CODB survey which was legislated as a requirement for counties to complete annually beginning fiscal year 2006/07. The CODB survey is a tool developed to show current and more real unit costs. While the CODB has shown the need for increased allocations for children's services, the legislation did not require the state to fund at the levels shown in the survey and the current budget climate has impeded any advocacy in this area.

Tehama County has participated as one of eleven counties for what was originally called CWS Redesign. Funding for such was then referred to as COHORT 1 and is currently called the CWSOIP Pilot Allocation. As a pilot county Tehama has received additional funds for its redesign plan. Other, non-pilot, counties receive CWSOIP grant funding. The allocation included SGF and estimated Federal IV-E funds. These funds have been primarily used to fund contract Differential Response services. When the Small County Initiative (SCI II) funds were deleted, Tehama County began using a portion of the CWSOIP Pilot funds to support the local Family Resource Center which is ran by the agency that provides our Differential Response. Because Tehama County uses the CWSOIP funds for contracted DR and other contracted services, we have not been able to access the Title IV-E funds available through using CWSOIP as match. DR, preventive activities, and contracted services for parents and families involved with Child Welfare are not eligible to Title IV-E funding. The 2009/10 preliminary state budget still includes a line item for the Pilot Allocation, but a five year phase out has been discussed. In FY 2008/09 the state allocated 61.9 million for the Child Welfare Services Outcome Improvement Project (CWSOIP) Augmentation allocation to support activities identified in each county's SIP.

The CWS allocation and claiming is complex. The base allocation must be fully expended before the CWS augmentation can be claimed, and then the CWS augmentation must be fully expended before the CWSOIP Augmentation can be claimed. In the automated County Expense Claim (CEC) this occurs by overmatching the CWS SGF. In addition there are funding shifts that only occur in the audited version of these claims. When developing a budget, Fiscal staff must have a clear understanding of the how the CEC is designed technically, as well as the funding shifts that will occur throughout the year. Adjustments must be made to all costs projected in the CEC in order to have a correct bottom line estimate. Tehama County has improved on their understanding of allowable costs for alternative funding sources which are accessed through the program codes for Title XIX and blended services. Tehama County operates the Tehama Linkages Commitment (TLC) project, which identifies child welfare families linked to CalWorks Employment Services (CWES) cases. When services are blended for these clients, funding is enhanced. Tehama County has expanded the TLC program to include child welfare cases which are linked to other programs. The expected outcome is that services to child welfare clients will be paid by other programs to which they are eligible but were not previously prompted to apply for. Tehama County's work as a pilot county for CWS redesign has created community partnerships and increased awareness and support of community resources. Utilizing these resources is also part of the expanded TLC objective. The use of Medi-Cal funds to pay for some of the services is limited to only a few programs in Tehama County because of federal restrictions. The Health Service Agency (agency responsible for certifying providers/agencies to bill Medi-Cal for mental health services) provides Medi-Cal

mental health services to eligible children and families. Unfortunately, these services are limited to only those who meet medical necessity criteria and are not available to all of the children and families who could benefit from counseling. Tehama County Social Services has partnered with Tehama County Health Mental Health to make a Mental Health counselor available for appointments two afternoons per week. The counselor determines the medical necessity of care and provides the proper evaluation in order for the Mental Health Services to be eligible for payment through the Medi-Cal program.

Philanthropy is limited. There are only a few businesses that offer grants to agencies (i.e., Sierra Pacific Industries, Wal-Mart). Both Sierra Pacific Industries and Wal-Mart place a high priority on funding educational services and scholarships. Because grants from larger corporations usually require a large target population, Tehama County has not been able to pursue these grants. Tehama is a participant in the PSSF Regional Meth Grant that also includes Butte, Lake and Trinity counties. Because of the regional approach Tehama was able to benefit from an opportunity for grant funding that was intended for a larger target population than the county would have been able to present on its own. The grant involves county CWS and Drug and Alcohol programs and each county receives some funding. In Tehama, this funding is used to collocate a Drug and Alcohol Counselor from TCHSA – Drug/Alcohol at CWS to facilitate faster assessment and engagement of clients into services.

Title IV-E limits access to additional funds by imposing a match requirement and the requirement that all funds (IV-E and matching dollars) must be under the administrative control of CWS, as well as setting limitations on expense claiming.

4. Political Jurisdictions

School Districts/Local Education Agency:

Tehama County has nineteen school districts. Within these school districts there are twenty-two elementary schools, four middle schools, three high schools, two continuation high schools and three charter schools.

CWS and the local education community are striving to improve their working relationship and collaboration efforts. CWS works with the County Department of Education Foster & Homeless Youth Services Coordinator and with SELPA psychologists and staff. CWS collaborates with the Department of Education "Project Connect" program that connects homeless youth and families to community resources. While recent changes regarding the completion and accuracy of Health and Education passports within the CWS/CMS system have been successful, there is still room for improvement. In addition, the local schools have proved to be an opportunity to advocate for foster children and recruit NREFM (non-related extended family member) homes. Indeed, an increased number of youth have been able to stay in their school districts despite being removed from their parent's home because someone from the school stepped up to the plate.

The rapport between CWS and the Red Bluff Union High School is respectable; however previously there was a stronger relationship between CWS and the high school which was affected by the decision to pull back the out-stationed CWS social worker that was being maintained at the school site in part by a financial contribution from the school. This social worker still sits on the School Attendance Review Board. In addition, there are numerous programs in this district that involve collaboration between the schools, probation, county mental health, and social services.

There continues to be a need for more mandated reporter training for education partners. Often school staff and teachers state they are reluctant to make reports to CWS because either "nothing is done" or the child must be removed from the family and placed into foster care. However, it has been noticed that often the "red flag" information that could provide CWS with the evidence it needs to be able to respond to a referral is not reported when the official mandated reporter makes the referral when in conversation they state several issues of concern that would carry more weight.

Law Enforcement: Tehama County has three law enforcement jurisdictions (Corning Police Department, Red Bluff Police Department, and Tehama County Sheriff Department). It is county policy that a law enforcement officer is the one who determines if a child meets the W&I Code definition of a child in imminent danger necessitating protective custody. Law enforcement officers and detectives take the lead in any child abuse investigation where it is deemed a crime has been committed.

There are areas of difference in procedure and perspective between CWS and law enforcement officers. Some examples of these differences include:

- Law enforcement may refuse to take children into protective custody when CWS perceives a child may be at risk, and
- The appropriate handling of children when officers are responding to incidents of domestic violence or intoxicated/drug-induced parents.
- Lack of cross reporting from California Highway Patrol when responding to incidents of driving under the influence, accident, injury, and arrest when children are present.

CWS is currently working with law enforcement to resolve these types of issues. CWS looks forward to strengthening the collaborative relationship between the agencies.

Tribes: The officially recognized tribe in Tehama County is the Paskenta Band of the Nomlaki Indians of California. Several social workers have developed good working relationships with the tribal leadership. Despite efforts to invite tribal participation in CWS case planning, there has been little increase in involvement from tribes in the area. One significant improvement however, is the practice of referring any and all children who may have Indian heritage to a Native American expert for assessment and expert opinion.

Cities: Of the three incorporated cities in Tehama County, Red Bluff is the largest and is the county seat. There are many agencies within the city with which CWS has close relationships, but as far as city government is concerned, there is little to no interaction. The second largest city, Corning is in the southern part of the county and located on the I-5 corridor. CWS has a satellite office in Corning consisting of a social worker supervisor, four social workers, and a social service aide. There is only one other incorporated city in the county, Tehama, but it is very small.

There are also a number of unincorporated communities in the county including Manton, Payne's Creek, Gerber, Los Molinos, Vina, and Rancho Tehama. These communities generally access services in Red Bluff and/or Corning, however there is one Family Resource Center (the First Steps Center) operated by the School Readiness Program located at the Gerber elementary school that serves the Gerber/Los Molinos area. CWS strives to provide home-based/home visitation services, and to contract for the provision of home-based/home visitation services as needed, as the county is rural in nature and has very little effective public transportation.

CWS's Building Community Partnerships (BCP) Workgroup has decided to begin its work of community building and neighborhood strengthening in Corning. This workgroup has approached and/or attempted to engage the mayor of Corning, the Corning Police Department, service clubs, schools, churches and local businesses. In addition to monthly workgroup meetings held at the Corning Family Resource Center the group has initiated a resident's meeting/group at one of the largest apartment complexes in Corning, which houses about 11% of the city's population, in efforts to empower tenants to help each other to prevent child abuse and neglect. From this resident's meeting/group great ideas have sprung forward and the BCP Workgroup is assisting the resident's in making them a reality. They have approached the mayor about having children paint a mural in the city during the summer; they have approached a large car dealer about allowing a community garden on an undeveloped part of his property; they have approached schools and business leaders about supporting a summer lunch program for the complex's children; and they are seeking volunteers to instruct ESL and other classes and summer sports activities at the apartment complex. The BCP Workgroup is also hoping to have community meetings open to all Corning residents designed to help families teach their children how to avoid getting involved in gangs. The hope is

that the Building Community Partnerships Workgroup activities in Corning will be a model that is spread to other cities and communities in Tehama County.

5. Technology Level

Tehama County CWS has one System Support Analyst. This person is responsible for tracking changes to state-managed systems, as well as changes to technology and hardware. The System Support Analyst also provides on-site technical support to CWS. This technical support allows staff to use the CWS/CMS application to its full capacity. The System Support Analyst trains end users and trouble shoots daily problems with the application.

All CWS social workers continue to receive training as needed on the use of the CWS/CMS application, which is installed on every staff's workstation. In order to maximize the accuracy of the data, additional training may be needed in certain areas from time to time.

Tehama County contracted with UC Davis to design a comprehensive integrated data plan for Child Welfare Services. The goal of this data plan is to connect the dots between the numerous data systems and data providers/analysis software – (CWS/CMS, Quarterly Accountability Reports, SDM, TDM, Business Objects, Safe Measures) and determine who needs to receive what data and when; how the data interrelates, i.e. which data elements support the outcome goals of the department, etc. It was anticipated that this data plan would be completed by September 2007 but as of yet the plan is still incomplete.

Tehama County CWS has access to laptops for CWS/CMS application usage. The CWS/CMS system is accessible through a dial-up connection via the laptops. One laptop is used by the on-call social worker supervisor.

The Department uses Business Objects as one of its data collection programs. There are three TCDSS staff members that utilize the program and are able to create reports. Supervisors, social workers and management also use reports generated by the CWS/CMS system and Safe Measures.

6. Other Applicable Factors

None.

D. Current Systemic Reform Efforts

Tehama County CWS is involved in the following systemic reform efforts:

- CWS Redesign Early Implementing County, now known as a Pilot 11 System Improvement County
 - Included Differential Response which is now fully implemented and continues to enhance community capacity to offer preventive and early intervention services to families.
- Family to Family, including all four key strategies: Team Decision Making; Building Community Partnerships; Recruitment, Development and Support of Resource Families; and Self Evaluation. Family-to-Family implementation was supported by two \$25,000 grants from the Stuart Foundation (one 9/04-10/05 and another 10/06-3/08).
- Structured Decision Making (SDM) standardized safety assessment tool
- Wraparound Services
- Parent Leadership –Tehama County now employs one full time parent partner. Efforts to sustain two employees as parent partners have been unsuccessful. Since the original second parent partner left for other employment CWS has been unable to fill that position. CWS also used AmeriCorps members in this capacity between 2005 and 2007 but have

not been able to find appropriate members for such a role since. Efforts to develop greater parent leadership have stalled, as have plans for parents to provide training for foster parents and social workers. Even so, the presence of a parent partner on staff has been invaluable to the success of many CWS parents.

- Tehama Linkages Commitment – Training and technical assistance was provided several years ago by the California Center for Research on Women & Families on coordinating services between CalWORKs and Child Welfare in Tehama County to help families achieve self-sufficiency and ensure child safety and well being. This project is now the way Tehama County does business. The concept of linkages has expanded from joint case management to coordination of any and all services, as well as fiscal responsibility for such, between different divisions including eligibility, employment services, and CWS.

III. SYSTEMIC FACTORS

A. Relevant Management Information Systems

The county uses CWS/CMS for all data input. The quality is fairly consistent for all CWS employees. New referrals that are not immediate in nature may take up to one week to get entered into the system. Contacts and placements may take several days to get entered into the system.

CWS personnel also have access to the SafeMeasures data reporting tool and have recently had training on this tool, re-training for some workers, new training for some newer social workers. Supervisors also received training on this tool, and will receive further, more advanced training. This tool allows individual social workers to track their own caseload in reference to the identified outcome measures. It allows for social worker supervisors to monitor the performance of their units. With new improvements in SafeMeasures, it also allows the social worker and supervisor to plan ahead for contacts, etc. that need to be made.

At the present time, the CalWORKs Program has a data system that provides some information on the families, but does not collect all outcome measures. For example, the SAWS-WTW (Welfare-to-Work) system collects information on the age of the child/children and race/ethnicity of the families. In addition, it collects a screening tool that identifies sexual abuse, mental health, domestic violence, and substance abuse needs. At the present time WTW does not collect data on the rates of maltreatment recurrence between families involved in CalWORKs and CWS. However, the CWS/CMS project is examining ways to collect this outcome measure in the future. CWS continues to work on developing and improving a system for sharing cases with CalWORKs and other programs. Working together to develop one case plan for families will provide consistency and improve the ability to help families meet their goals.

The CWS/CMS system is effective at helping CWS to identify, evaluate, and report its outcomes, when it is used appropriately. This management information system is relatively easy to use and is accessible to all CWS staff. CWS also receives quarterly data summaries prepared by UC Berkeley from CWS/CMS data. These quarterly reports are very helpful tools, however they are not perfect and several of the measures could be more fully developed. Outcome data is also accessible through SafeMeasures and gives the social workers and supervisors more updated data.

The ability of the CWS/CMS system to track clients throughout the state is very helpful to the social workers in determining if a child's welfare services history exists in another county. A task that previously took hours of contacting other counties is now accomplished with a quick search. The court section of CWS/CMS works effectively to allow social workers to submit reports to the court which are very thorough and accurate. An area of strength is that many staff members are computer literate and well versed in the CWS/CMS application.

The MEDs Lite system interface is also very helpful in determining demographic information for a family, as well as for any other individuals who may reside in the home.

The CWS/CMS application continues to be a valuable tool for Child Welfare Staff and provides some consistency in the way counties do business. However, the lengthy process to update the application (due to the state and federal approval process) severely impacts staff ability to keep up with new state and federal mandates. It can take months and often years to be able to make the necessary changes to the application. As a result, users and the state are often required to create a "work around" in order to meet these new requirements. It would be beneficial to streamline this process so that necessary changes are completed more expeditiously.

Social workers are not always in the habit of entering data within two days of making a contact. When data is entered timely, that data is counted properly in SafeMeasures & CWS Outcomes System Summary reports from UC Berkeley, which gives the social worker credit for the work they do.

CWS has one social worker assigned as the placement specialist. This allows for more timely and consistent data entry into CWS/CMS regarding placement however when the placement specialist is not available, the task of data entry falls on another worker, or waits for the placement specialist to return to the office. In addition, the placement specialist maintains information on available foster homes and works with individual social workers to match a child with the best possible placement facility.

Data entry impacts the social worker's time available for conducting field work with the families. The idea of having a high level office assistant enter data for the social workers has been explored. It is better practice for the social workers to enter their own contacts; however CWS is currently exploring ways for higher level clerical personnel to enter some data, such as ILS contacts, educational information in the HEP and narrative information on referrals. Training is planned for higher level office assistants (Office Assistant III's) to learn the ILS and HEP data entry. One office assistant has been trained to enter narrative information on referrals, which has helped with screener work overload.

Each social worker is responsible for completing the data entry for his/her caseloads. Data collection and entry is fairly consistent and accurate, however there is still room for improvement with this. Currently, social workers and supervisors are receiving training on SafeMeasures which will assist them in their ability to track data on their own cases, as well as to plan ahead for case compliance. Meetings have been held with CWS staff to enhance their ability and willingness to make the connection between their data entry, its connection to AB 636 CWS outcomes and the impact on funding. Social workers' first inclination is to want to work with the people on their cases, not the data. However some inroads have been made in encouraging and motivating staff to consider that funding helps them to help people, and accurate data helps with funding.

CWS will continue to provide training and feedback to staff when systematic errors or problems occur.

B. Case Review System

1. Court Structure/Relationship

Tehama County is a small, rural county that has four superior court judges. The primary judge for Child Welfare Services is Edward King, III. Judge King sits on the Juvenile Dependency Court, Dependency Drug Court, the Juvenile Delinquency Court, and the Family Court. This system provides a high level of continuity for families, Child Welfare Services, and Probation staff. There is a Law and Motion calendar every Monday for uncontested hearings. When a child is removed from the care of a parent or legal guardians, a petition is filed within 48 hours, and heard in Court the following day. All other petitions are heard on the Law and Motion calendar on Mondays. The County Counsel's office represents Child Welfare Services and the District Attorney represents the Probation Department regarding Delinquency matters.

Children and parents are represented by attorneys either through appointed Public Defender's contracts, or the retention of an attorney by the parent. The public defenders are appointed on a rotation basis and alternate representing children and parents.

The judge is a very important component in this process. The judge provides the legal context during hearings and assists the attorneys in producing optimal outcomes for agency families. However, it is the opinion of CWS that this rotation of attorneys is not conducive to achieve the best outcomes for the children because no one attorney is designated to develop representation of the child as an expertise, and the attorney's do not consistently meet with their CWS child clients to develop a rapport and review significant factors and issues relevant to the child's needs.

In June 2008, Tehama County implemented a Dependency Drug Court. There are approximately 10-12 clients in the program at any given time. The program could be expanded but the Judge will allow only five cases to be heard prior to the law and motion calendar every Monday and since most clients begin in a two week cycle, being presented to the Judge every other week, the program can only accommodate 10 clients. So far the program has graduated 3-4 clients. This program has been very successful and CWS feels encouraged to continue.

Tehama County is in the process of establishing a Blue Ribbon Commission. So far this committee consists of a Tehama County Superior Court Judge, the Tehama County Department of Social Services Director, Tehama County Counsel assigned to Child Welfare Services, and one CWS Social Worker Supervisor. At the December 2008 Beyond the Bench conference, the committee selected the following focuses for the Tehama County Blue Ribbon Commission:

- Raising the visibility and public understanding of foster care issues in the community, and
- Ensuring that necessary services are available in the community.

Child Welfare staff have continued to improve in recent years regarding consistently completing reports on time to avoid continuances. Legal clerks are assigned to process and file the court documentation. The legal clerks are very knowledgeable of the court process, are very organized and efficient at completing the paperwork, and work diligently to meet timelines. Continuances are only requested if the social worker has been out ill for an extended period or they are awaiting a report from a service provider or State Adoptions. In the case of waiting for provider reports, social workers are encouraged to get their reports in on time, with a note that they have not yet received the awaited report.

An important strength of the local court system is that the judge is very conservative in terminating parental rights and makes sure that an adoptive family is found and secured before he does so. Ensuring that this process is complete before terminating rights provides a safety net for Tehama County children. In the Juvenile Delinquency system, termination of parental rights is a rare occurrence that only happens when an adoption report is being completed for the court.

Several years ago, the County built a new Juvenile Court connected to the Juvenile Hall. There is a large lobby for families to wait prior to the hearings. There is no separate room, however in this building for children and foster parents to wait away from the parents. Children are very seldom in court on law and motion day as the judge prefers they be in school. In other courtrooms where contested hearings are held, there are separate rooms for children to wait away from parents and family if need be. This new courtroom is convenient for the Delinquency calendar, as the minors do not have to be transported.

Tehama County did at one time consider initiating pre-trial (or pre-settlement) conferencing prior to contested hearings as a method of alternative dispute resolution. However, this did not come to fruition. The intent was that this process would help to avert some of the problems with contested hearings, allowing all individuals to discuss the issues and provide an opportunity to negotiate some of the inherent problems, prior to appearing before the judge. CWS felt this would help to reduce the number of contested hearings, and as a result, reduce the number of stressful situations for the children and families, as well as county staff.

The Juvenile Justice system deals with persons under the age of eighteen who have committed crimes. The Juvenile Court, which is part of the Superior Court system, is charged with hearing most juvenile cases.

The Juvenile Delinquency Court process can be divided into three main stages: detention hearings (to determine if a minor remains in custody during the Juvenile Court process); jurisdiction hearings (to determine if the minor committed the crimes charged against him/her); and disposition hearings (to determine the consequences if it is proven the minor committed a crime). If the minor has been booked and maintained in the custody of the Juvenile Hall after his/her initial arrest, the

process will start with the detention hearing. If the minor has been released from custody, the process will start with the jurisdiction hearing.

The Probation Department completes a petition charging the minor with a crime. The petition is sent to the District Attorney's (D.A.) office for their review and signature. The matter is then scheduled for a court hearing, in which the minor, his/her parents, attorneys, a probation officer, and a Deputy D.A. also appear. Depending on the type of hearing, the probation officer is required to submit a report to the court giving the minor's history and criminal involvement. If the court adjudicates the minor a ward of the court, the Probation Department is then required to supervise that minor for a period of time largely determined by the minor's behavior while on probation.

The Tehama County Probation Department and the Juvenile Court system have many options for delinquent minors including:

- Six-month informal probation (ordered by the probation officer to make an impression on a minor starting to get into trouble);
- Court-ordered six month formal probation (for less serious offenders, but those who are at risk of confinement);
- Community service work program (designed to allow the minor to give back to the community he/she took from);
- First Offender Program (for first time offenders who need intensive supervision to get them back on track);
- Confinement in Juvenile Hall (for serious offenders in order to protect the community);
- Out-of-home placement for those minors unable to be successful at home as a result of a variety of factors.

Through these options, not only is the community protected from further law-violating behavior, it also receives service back from the minors.

2. Timely Notification of Hearings

Tehama County CWS legal clerks assist social workers in providing notification of hearings in a timely fashion. Children over age 10, parents, foster parents, and relative caregivers are provided with a timely notice of any review hearing regarding dependent children. If these individuals are not informed, and are not available at the hearings, the entire process may be delayed. Indeed, having all of the necessary individuals present at a hearing during the scheduled time helps to achieve positive outcomes. If all parties involved receive notice, and are present at the scheduled hearing, court dates are less likely to need to be rescheduled. This contributes to positive outcomes surrounding length of time to adoption, placement, and receipt of services.

CWS identifies the timely notification of hearings to the majority of its families and caregivers as one its practice strengths. To facilitate the timely notification of hearings a CWS legal clerk initiates a Notice Questionnaire for the social worker about 45 days prior to the hearing. The social worker completes the questionnaire, returns it to the legal clerk who then sends the notices in a timely fashion. This method is felt to be an improvement from years ago when social workers had to complete the notices themselves.

3. Parent/Child/Youth Participation in Case Planning

It is the responsibility of each social worker to engage the family and the youth in the development of the case plan. Active participation by the child, youth, and family help to achieve positive outcomes. By involving these individuals in the case planning process, CWS assures that they understand the goals, have had input into implementation strategies, and are active partners in obtaining the identified outcomes. Successful case plans limit the number of service objectives to three or four.

Court social workers are responsible for filing the initial court documents. Established CWS procedure indicates that an on-going (case-carrying) social worker be assigned to the case at the same time a court social worker assumes responsibility for it. This is to allow for better coordination of services and consistency of expectations for the family by encouraging the

two social workers to collaborate amongst themselves and with the family to build the most appropriate case plan. The units have recently been reorganized, so that, in the Red Bluff office, each unit has an IR worker, a Court worker and two ongoing (FR/FM/PP) workers. Each case stays in one unit. Thus, case transitions are greatly enhanced, and in fact the units tend to work as teams on the cases, as the cases move from IR through Court to Ongoing. In the Corning office, there is only one unit and each worker carries a vertical caseload.

Together these two social workers are directed to meet with the family in their home to discuss the family history needed for the Dispositional Report as well as to determine the case plan service objectives and client responsibilities. If the case is "linked" (Tehama Linkages Commitment, TLC) then the Employment Training Worker (ETW) is also included in the development of the case plan. Case plans associated with court cases are to be signed by the parent(s) after the court officially orders the case plan at the Dispositional Hearing, or shortly thereafter, and preferably with the case-carrying social worker. If the case type is Voluntary Family Maintenance (VFM) then the case plan is done during the initial response phase of the case.

When cases are up for review and/or the case plan is being revised the process includes a "case staffing" meeting with several supervisors and social workers. The family, child, and youth are invited to attend the meetings to discuss the case and plan for the future.

CWS has used SDM in decisionmaking and development of the case plan for several years now. This process helps staff to identify family strengths and guides them in making standardized decisions. This process also helps staff and families collaborate and work together to meet the needs of the child and identified outcomes. Social workers carrying on-going cases have expressed that they do not find the SDM tool very useful for the types of decisions they face during their case management activities. Some would argue that it does not accurately assess all factors contributing to a child's well-being while in active placement, for example education status. Recent improvements in the SDM tool offer the CWS social worker a much improved instrument for assessment and decisionmaking in ongoing cases, but Tehama County social workers have not yet received this training. When this training is provided, the expectation is that the social workers will find this tool to be of more use. Most staff agree that it is very useful at the beginning of a case, when a major change in the case situation has occurred, and when considering reunification.

Staff report that the procedure of assigning an on-going worker to the case at the same time court social worker assumes responsibility for it is not completely successful. Social workers state that sometimes an on-going worker gets assigned and involved in the case and planning and then the case transfers to another on-going worker when it leaves the court social worker instead of the case staying with the on-going worker who was assigned and participated in the case planning. Further, on-going workers state that they would benefit from verbal communication in addition to written communication from the court worker when the case transfers.

There has been a lot of effort made to change the CWS culture towards one of engaging clients in developing their case plans, and many social workers are adopting this practice and supervisors are encouraged to monitor this closely with their social workers. However, despite the policy and expectation that youth and families be engaged in the case planning process, this currently does not occur consistently and is an area for improvement. Staff need additional training to more consistently involve families earlier in the case planning process and to be familiar with available services so that they can have informed conversations with families during the case planning process.

As a part of the PSSF Meth Regional Partnership Grant, social workers are being provided with one to two day trainings on participatory case planning that is being provided by the Northern Training Consortium. These trainings are also available for Tehama County Health Services Agency - Drug and Alcohol Division (TCHSA - D/A) staff. The first of the series was Motivational Interviewing. This training will be followed up by the training of motivational coaches, who will be available to social workers in Tehama County, as well as other northern counties. TCHSA - D/A is working with CWS to develop a procedure for a Drug and Alcohol Counselor to be present, with the clients, at every meeting when developing a case plan for clients with drug addiction issues. The goal is to "incorporate an evidence-based practice known to be effective with AOD families system-wide."

Further, identification of American Indian children and the engagement of their tribe early in the planning process is an area that needs improvement. The tribal authority is generally brought in via a conference call but is not routinely invited to attend meetings.

4. General Case Planning and Review

Each child in foster care has a written case plan with all of the required elements. Each case plan is reviewed at least every six months. For court case plans, the initial case plan is completed during the dispositional hearing. At the time of each six-month hearing, a new court report and updated case plan are completed. Social workers are required to complete a case plan for the family within the first 30 days after the detention hearing. However, it is important to note that at times it may take 3-5 months to reach the dispositional hearing, or perhaps even 6 months or more if it is a contested hearing. This delay can sometimes be attributed to the time needed to gather the necessary information, provide parties with appropriate legal notice, etc.

For voluntary cases, the initial response worker has a good understanding of what the family needs and creates a case plan. In most instances, the family participates in the development of the case plan. Collaborative decision-making between CWS social workers and supervisors identifies all aspects of the case: for example, questioning whether the child needs a psychiatric evaluation, a sexual abuse exam, specialized care, and/or residential treatment.

The Structured Decision Making (SDM) process is utilized to help identify family goals, needs, and strengths. This information helps determine the range of services the family needs. The SDM process and the instrument help to guide the case plan goals and objectives and assist in determining what can be done to offer the appropriate service(s) to every child and family. Currently, a process of enhancing the social workers' use of the Family Strengths and Needs Assessment is in place in collaboration with the Northern Training Consortium. Two retired CWS managers, employed by UC Davis, will be working with Tehama County on SDM training. They are beginning with case readings of randomly selected cases, focusing initially on the FSNA and the Reunification Reassessment.

All case plans are developed in the CWS/CMS system. Tehama County has pre-written verbiage that social workers can use to make case plans individual while using universal language.

The Tehama Linkages Commitment (TLC) process helps to coordinate services for clients across divisions of TCDSS. TLC provides a framework and procedure for planning services with Employment Services/CalWORKs and Eligibility to identify family needs and address them without fragmented services or conflicting goals for the family on case plans from each division.

CWS is able to meet the requirements for timely permanency hearings for children in foster care. CWS legal clerks do a good job in tracking the required dates on a shared calendar. This allows social workers to be aware of upcoming hearings and prepare the necessary documents. The dependency court judge is liberal in extending reunification an additional six months, which results in lengthier time to permanence (reunification or adoption) but fewer appeals following termination of parental rights hearings.

Child Welfare social workers and supervisors, as well as State Adoptions social workers and supervisors, are aware of concurrent planning, in that it is important to place a child, as soon as possible, in a placement that can become a permanent home should reunification fail. To that end, a social worker from State Adoptions attends the CWS weekly staffings for cases that are scheduled for an upcoming court hearing, to assess whether a referral to State Adoptions is appropriate for that case, and to facilitate the referral being made. Nevertheless, referrals to State Adoptions are not always made timely for children, and there are still some delays in children being placed in appropriate concurrent homes. One factor contributing to this challenge has been the delay in identifying appropriate relative and/or NREFM placements for children which could and/or would appropriately become concurrent homes. With the increased use of emergency placement TDM's and improved awareness of the harmful delays related to permanency which can occur for the child, early placements in potential concurrent homes has recently been rising. However, improvement is still needed in this area and it

is a work in progress. Staff continues to demonstrate feeling conflicted regarding concurrent planning, in that they feel that it would be difficult for a foster parent, relative caregiver, or NREFM to wholeheartedly support reunification while committing to be a permanent home for the child should reunification fail. This is at the heart of concurrent planning, and training and process work is in the planning stages to deal with the resultant resistance to true concurrent planning. With a greater use of emergency placement TDMs, participatory case planning, and involving the client and the substitute caregivers more frequently and more intensively in reunification work, and subsequently better concurrent planning success, both in terms of more success with reunification, as well as greater permanence for the child should reunification fail, some of the fears and resistance to the concept and practice of concurrent planning will hopefully be alleviated.

State Adoptions and CWS staff are responsible for making the assessment for termination of parental rights (TPR) and for documenting the compelling reasons for not pursuing adoption and/or TPR. Tehama County's policy is to delay terminating a parent's rights until an adoptive family has been identified. This works well to ensure that the child always has a person responsible and accountable for their well-being. However, this policy unfortunately can have the effect of delaying the completion of some adoptions and thus extending the "time to permanence." This is especially true when there has not been an early referral to CDSS for adoption planning or the parent begins to fail reunification plans late in the process.

C. Foster/Adoptive Parent Licensing, Recruitment and Retention

There are admitted challenges in this area including that there is little funding available for recruitment and licensing of foster homes and the requirement that foster parents have alternative source of income and that the money they receive is considered reimbursement for expenses of caring for foster children is not reasonable in today's climate. Many of today's foster children have such high needs that they require having someone home with them at all times. In order for foster parents to stay home with foster children, they need to be paid adequately.

Separating day care and foster care licensing, has allowed the foster care licensing worker more time to dedicate to the needs of recruiting, developing and supporting foster care providers. A good working relationship exists between CWS and CDSS licensing. In 2004, CWS hired a Foster Parent Liaison whose responsibilities include promoting improved communication and relations between foster parents and social workers with the goal of increasing quality and stability of care for foster children. The Foster Parent Liaison has been able to work side by side with the licensing social worker and the Placement Specialist in an attempt to alleviate tensions between foster parents and the agency as well as provide general support to foster caregivers. Indeed the foster parent liaison, a former foster parent and adoptive parent and guardian themselves, continues to be an excellent resource. Unfortunately, there are currently some serious and apparently irresolvable issues between some leaders in the local Foster and Adoptive Parent Association (FAPA) and CWS. At this time, many new foster parents are being licensed, and many "older" foster parents are disenchanted with the local FAPA. Current foster parent support activities, such as the monthly Meet & Greet, other trainings, and support are focused on individual and groups of foster parents, and are not necessarily tied to the Foster and Adoptive Parent Association. CWS's Recruitment, Development and Support of Resource Families (RDS) workgroup has discussed plans to start a foster parent support group. The RDS Workgroup consists not only of CWS staff but also includes members from the primary local FFA as well as members from a couple of FFAs based out of county that have or are seeking to have homes in Tehama County. This public/private partnership is unique and certainly takes effort to maintain since competition for homes is natural, however so far the group has been successful and feels that CWS and private placement agencies working together for the good of the children served and the foster caregivers involved is the ultimate goal and motivation.

The last several years has seen continued improvement in the coordination of services between county child welfare and State Adoptions Chico District Office. Communication and collaboration are much improved. The Chico District office reports that Tehama County is second only to Butte County in adoptions referrals amongst the northern counties served by their office. There are six adoption specialists that have cases in Tehama County. These adoptions specialists, however, are not assigned 100% to Tehama County cases rather a total of 2.5 FTEs is assigned to Tehama County cases. A full average caseload for adoption specialists at the Chico District Office (as of 6/16/09) is 41.3 cases, which includes child cases and applicant families. As of 6/16/09 there were 68 child cases open and 46 applicant cases open. Adoptions staff uses the CWS/CMS system.

Until recently, post-adoption services were provided by Lilliput Children's Services, a private agency that received the portion of PSSF monies allocated for adoption support. Lilliput strived to provide services to Tehama County adoptive families, but the bulk of the agency's work was actually done in Redding, in Shasta County. While Tehama County families were invited to Shasta County events, the added cost and the distance to travel precluded many of them from attending. Lilliput did provide resource materials, and some activities in Tehama County, and coordinated with our Foster Parent Liaison. At this time, Lilliput has announced its intention to pull out of Tehama County post-adoption services and not to seek the PSSF funding from Tehama County. Tehama County has made the decision to invest in providing these services in-house, through the Foster Parent Liaison.

1. General Licensing, Recruitment and Retention

Foster and adoptive parent licensing, recruitment, and retention represent many challenges in a small rural community. CWS has worked together with foster parents and FFAs to develop a common vision for the county. It is no longer the case that only one individual is assigned to recruit foster parents. There is now the Recruitment, Development & Support of Resource Families (RDS) workgroup that meets monthly and is attended by CWS staff, including the licensing social worker and Foster Parent Liaison, as well as representatives from local foster family agencies (FFAs), and the local chapter of the Foster and Adoptive Parent Association (FAPA). Nevertheless, recruitment and retention of quality foster parents continues to be a challenge.

CWS procedures for recruitment and general licensing of foster homes are regularly revised and updated to reflect new regulations, innovative ideas, and best practices. Currently, the licensing social worker will speak with a prospective foster parent by phone for preliminary screening. If there is still interest the licensing social worker will arrange to meet with the individual/family in their own home for more in-depth discussion. These in-home meetings refresh the phone conversations and allows for more clarification of information for both parties.

During these meetings, each family will be asked seven specific questions regarding why they want to be a foster parent, they will be asked about their long term goals, and expectations. The purpose of this first individualized orientation meeting is to assess the family and determine their motivation for wanting to be a foster parent. After the in-home meeting, a follow-up call to each family will be made to respond to any additional questions and determine if the potential foster parents are interested in pursuing the process. Group orientation sessions are no longer held at the county offices as they were found to be ineffective. Additionally, it has been determined that timely personal engagement is best.

All foster parents are required to complete 27 hours of PRIDE (Parent Resource Information Development Education) pre-service training before Tehama County will place any children in their home. The PRIDE course is taught several times per year and is instructed by the Foster Parent Liaison and one of the CWS social workers. The licensing process and PRIDE courses are often initiated by/for a prospective foster family at nearly the same time. This is beneficial to both the prospective foster parent and the CWS agency because it expedites the licensing and training process. In addition, CWS has policies in place and has made training available for homes for parenting teens, per SB500.

Tehama County is putting a greater emphasis on placement with relatives. Historically, the IR (Intake response) worker gathers information about potential relatives. Currently the process is to hold an imminent risk or emergency placement ("upfront") TDM in which potential caregivers, or non-related extended family members (NREFMs), are identified. The court social worker, who is the next to take the case, is responsible for the relative approval process. Individual social workers are responsible for completing a caregiver assessment and related paperwork. The licensing social worker then completes the process, including a home assessment and orientation. The licensing social worker would also be responsible to address any necessary exemptions and plans of correction, should they become necessary.

Involvement in the Family-to-Family initiative has been very helpful in formulating new strategies and approaches not only for foster parent recruitment, but also development and support. CWS currently partners, through the RDS workgroup, with the one FFA based in the county and a few other FFAs based in neighboring counties to recruit foster homes. CWS has developed a collaboration with these FFA partners and has shared resources and recruitment efforts, coordinated

advertising activities (i.e. not have competing ads in the local newspapers) with participating agencies, and promoted a relationship in which there is the ability and trust to refer between agencies. State Adoptions recruits adoptive homes, and in ideal situations, CWS and State Adoptions collaborate to identify concurrent homes. Informational brochures are placed at identified key locations throughout the county and recruitment flyers are distributed to key locations and businesses are asked to allow a stack to be placed on their counter for the public to pick up. General informational presentations are also available to any interested group. One of the best ways to recruit foster families has been found to be through word of mouth, thus supporting current foster families, will encourage them to reach out and bring in more foster families. The monthly Meet and Greet luncheons/mini-trainings which were developed in 2008 have enhanced the foster parents' feelings of support, and enhanced relationships with the CWS social workers. Additionally, CWS has made arrangements to provide foster parents who refer an individual/family that is successfully licensed with a finder's fee reward.

Although CWS does take in some children of Native American and Mexican descent and does believe that culturally appropriate placements are important, current demographic data does not show as strong a need as in some other counties for culturally specific recruitment. Additionally, challenges with monolingual (specifically non-English speaking) homes have occurred because most of the CWS staff is not bilingual thus a communication barrier is present. Further, the foster caregiver must be able to successfully navigate local services which also have limited bilingual staff/services. Thus, at this time, until/unless CWS and other service providers have more bilingual staff/services available, the ideal culturally appropriate home would be bilingual rather than Spanish-speaking only.

Policies at local hospitals continue to lead to a significant number of drug-exposed infants coming into the CWS system and thus an increased need for appropriate foster homes prepared to handle these medically-fragile children. Options training is offered to foster parents and many have taken advantage of this training and are able to take in high-needs infants. CWS continues to face challenges in placing teenagers, a traditionally more difficult age-group. CWS strives to maintain children's connections by placing them within their original school district whenever possible. Reviewing current removal and placement data continues to provide an opportunity to determine if there are specific neighborhoods or school districts in which to concentrate recruitment efforts.

Traditionally, CWS holds two annual events to also help retain foster parents. These events are a foster parent appreciation event, which is held every May (National Foster Care Month) to recognize all of the families and their contribution to keeping children safe and stable. In 2008 instead of a dinner or simply providing recognition gifts the foster parents, as well as FFA foster parents and relative caregivers, were honored at a barbeque held in a local park. This event was a great success and will be repeated in 2009. CWS also historically contributes financially to the Foster & Adoptive Parent Association Christmas party.

Although, the number of homes licensed has been steadily increasing recently Tehama County would still benefit from more homes and families in all communities and in a number of different neighborhoods including those that will take special needs and older children. Homes for infants and teens are always in high demand and short supply and will continue to be a recruitment focus. A receiving home is available for children ages 5-14, however CWS would benefit from having a receiving home available for older teens and infants/children under 5.

2. Placement Resources

At the present time, Tehama County has approximately 59 foster homes with 155 beds (per county created/run Business Objects report, CWS/CMS extract date 6/14/09). However, many of these families are waiting to adopt a baby and/or only want to care for young children. As a result, there are only about 37 foster homes that provide good, consistent placement options for any child. Conversely, some homes are appropriately providing a stable placement situation for older youth in long-term foster care, or permanent placement, however this also affects the supply of available beds for other foster children.

CWS social workers always strive to place children within the county whenever possible. Child Welfare Services primarily works with the one Foster Family Agency (FFA) that is based in the county to assist in providing placements for Tehama County children. CWS also occasionally places with other FFAs that are based outside the county/in neighboring counties.

FFA homes provide a high level of service with higher associated costs, such as social workers available to the children and the foster family, whom they typically see weekly.

Tehama County CWS attempts to avoid group home placements; however there are a few children and youth who cannot be safely placed or appropriately served in foster homes. Those children who are placed in group homes are placed out of county as there are no group homes within Tehama County. The nearest level 14 group home, Victor Residential, is in neighboring Shasta County and Tehama has occasionally placed a child there.

The Probation Department also has placement challenges. Waiting lists are always an issue for placement cases because the minors have to be held in Juvenile Hall, pending placement. For some hard-to-place youth in need of a specialized placement, this process may translate into a period of several months. When placement is secured, it is often in southern California. This creates a strain on both the placement officer and on the Probation Department's budget. It also creates a burden in building family relationships, counseling services, and frequency of visitation because of transportation issues.

Tehama County continues to struggle with fewer available homes than is optimal, which limits the ability to achieve desired outcomes, however strong steps are being taken to change this picture. Tehama is a Family-to-Family county, and has implemented and continues to implement several F2F strategies to improve appropriate placements and placement stability. For example, TDMs are now being held as soon as possible after a child is taken into protective custody, with the goal of preventing placement or placing the child with a relative, a non-related extended family member (NREFM), or at least in a foster home close to his/her neighborhood and school. NREFMs are being recruited from within schools and in the neighborhoods from which children are removed. The Building Community Partnerships (BCP) workgroup is working in the south county area to recruit homes and other supports from the church communities. Nevertheless, despite these efforts some children are placed too far from home and their school of origin.

Although group or aggregate care is not the most desirable situation for children, in some cases it does become necessary. For such children, having one group home placement could be preferable to having multiple lower-level placements that continue to be disrupted. In these cases, it would be beneficial to have more local group homes instead of having to place children several hours from their communities and families. In some cases, it may be true that a fresh start in another area or community can be very beneficial, but this is rare.

Tehama County agencies are building stronger relationships to create more successes. For example, Social Services and Probation have been working together to use informal probation, with the strong possibility of keeping the youth at home, as an alternative to formal probation, with possible placement out of home. In addition, Mental Health, Probation, and Social Services are coordinating services when placing children and youth with high needs. The one local Foster Family Agency, Children First, has opened a counseling center, and can provide Medi-Cal reimbursable counseling services to foster children, many times providing therapy for the youth placed in their FFA homes. Tehama County CWS has also recently entered into a contract with Children First to provide Intensive Treatment Foster Care. The hope is that this will keep still more children/youth out of group homes, and enhance their placement stability and ability to move on to a more permanent home.

Tehama County works closely with the local FFA, Family Resource Centers, and with community-based organizations (CBOs) which provide counseling services in efforts to in turn enhance placement stability and help to keep children and youth closer to home. The Probation placement officer has developed a close relationship with other probation department's placement officers and the group homes.

There are also some outstanding county foster parents doing great work with the children and youth. Tehama County has had some good success working with the nearest group home, Victor Residential, in neighboring Shasta County. The Family Visitation Center (FVC) provides an excellent service to families by providing a safe home environment where parents and children can have supervised visits. The local provider, who runs the FVC, Northern Valley Catholic Social Services, conducts the supervision, which allows families an opportunity to spend time in a more natural environment. Tehama County also contracts with NVCSS to provide parenting classes, and follow-up with these classes can be done in

the visits at the visit center. In addition, Tehama County has made good improvement with the use of TDM (Team Decisionmaking) both to enhance placement stability by avoiding possible placement disruption and to make more placements with relatives and/or other caregivers known to the children, and in the community from which the children were removed.

Tehama County does need more local foster homes, including higher level homes with the ability to serve difficult to place and maintain children and youth, such as homes that specialize in substance abuse rehabilitation and mental health issues. Too many higher needs children are placed out of county in higher level group homes.

Additional housing options are necessary for transition-aged foster youth and probation youth that have completed their program but are unable to return home. The local FFA, Children First, is in the process of establishing THPP and THP-Plus programs. Additionally, Children First will be able, through their FFA social workers, and their counseling agency, to provide expanded support services for homes where more difficult children are placed. Enhanced specific supports for homes where teens are placed would be useful, not only in stabilizing placements for youth but also in retaining foster parents.

Tehama County also needs more foster homes for pregnant and parenting teens, which would ideally also be coordinated with services to help transition the parenting youth into adulthood with appropriate supports. These parenting teens need a permanent connection with a supportive adult, to whom they can turn after they emancipate from care, in times of need, to celebrate successes and milestones with, and to be a part of family and community. Aftercare, job training, and flexible funds for both school and housing placements would be optimal resources.

D. Quality Assurance System

1. Existing Quality Assurance System

CWS' existing staff quality assurance system is constantly being re-evaluated for effectiveness, and improvements being developed and implemented. There are clear job descriptions and work expectations, any unusual circumstances get investigated, and staff performance is routinely evaluated. There are clear lines of authority, with social workers carrying responsibility for case management of their cases, supervisors responsible for monitoring the work of the social workers, the Program Manager responsible for guiding and evaluating the work of the supervisors. What is needed, at this time, is a more clear and consistent manner of supervising and evaluating performance across units, and more consistent use of monitoring systems, such as SafeMeasures.

The creation of the Children & Family Leadership Team (CFLT) and its workgroups not only met the requirements of the Child Welfare System Improvement & Accountability Act (AB 636) and laid the framework for system change but also created a quality assurance system that previously did not exist. Inevitably, as the workgroups, which have been co-facilitated by a CWS worker and a community representative, have moved through their projects and activities, system issues have been identified. Having the workgroups bring quality assurance matters to the attention of CWS in a new and helpful way have allowed them to be discussed and addressed on an ongoing basis.

At this time, with the sunset of "Redesign", and thus the mandate to have such a group, the CFLT members have taken another look at the purpose for the group's continuing existence, and are close to making the decision to dissolve the group. The discussion of the group revolved around the reality that it was formed in part to assure that work was done collaboratively between CWS and community organizations, and that now that the collaboration is solidified and a strong part of the social work culture in Tehama County, that the CFLT can consider its work well done and can look forward to a celebration and termination of the group. Members of the CFLT would like to continue to receive updates about progress with practice improvements, community collaboration and/or any challenges that may be addressed by seeking collaboration with partners in the community or partner agencies. CWS is happy to provide this by way of sharing such through other existing avenues, including several other local commissions and collaborative bodies.

The workgroups which were formed under the CFLT umbrella will continue to exist, as long as they continue to provide a function. They will be internally run CWS groups, with community representation. All of the CFLT workgroups contribute in

some way to the overall quality assurance process. One in particular, the Internal Implementation Team (IIT), is tasked with monitoring overall system improvement progress and outcome measure performance, as well as coordination of any adjustments to CWS policies and procedures necessary to accommodate system improvement changes. This group is composed of the CWS program manager, supervisors, the Foster Parent Liaison, the program analyst, and social workers that chair other workgroups. This is a forum in which quality assurance and analysis is a natural side-effect. The IIT group has not met on a regular basis for some time; however IIT is discussed in Supervisors meetings and in Division meetings.

In addition to the IIT, an Accountability & Self-Evaluation Workgroup has continued as part of the system improvement structure. This group originally met on a monthly basis and reviewed performance in regards to federal and state outcome measures, as well as other data and indicators that CWS has identified as important for a comprehensive self-evaluation process. This has also created a forum for quality assurance and improvement, including projects to clean-up CWS/CMS data entry to ensure that reports generated from such data is as accurate and useful as possible. At this time, this workgroup no longer meets as a separate group, but is discussed as a part of monthly supervisors meetings.

The CFLT and related quality assurance system, and indeed the system improvement culture, allowed CWS to evaluate progress toward outcome measures as well as the effectiveness of internal procedures and policies. It also provided a continuous feedback process for identifying system problems, solutions, and evaluating progress toward outcomes. At this time, the CWS supervisory team, in conjunction with the Staff Services Analyst, with feedback from the CWS staff and collaborating community partners, provides this quality assurance, evaluation, and change function.

The CWS division is committed to the safety and well-being of children. To this end, all levels of staff recognize the need for self-evaluation and value continual quality improvement. The staff and community have risen to the significant challenges and pace of the continuous re-evaluation of how CWS protects children and strengthens families and the changes which help facilitate this.

While it is true that CWS staff is committed to self-evaluation and on-going quality improvement, there is not always consensus on what should be the priorities or what are the best practices or methodologies to adopt. This lack of consensus is indicative of the different value systems and professional approaches individual workers bring to their work. While this diversity can be seen as a strength for the division, perhaps even a necessity, it can also slow down the system improvement process. Unfortunately, if an individual does not recognize the value of a particular task, or does not agree that it should be a priority amongst the many other responsibilities they have, they are unlikely to put forth their full effort and commitment.

CWS is forging ahead on the long and complicated road that is system improvement, and that is quality social work practice. To ensure that this process is moving at a reasonable yet tolerable pace and that system improvements are rooted in individual workers' practice it is important to continue to strive to engage all levels of staff in the change process. Staff must continue to be encouraged to participate in the change process and they must be supported in prioritizing such.

E. Service Array

1. Availability of Services

The Probation Department's placement officer works closely with the foster home or group home to make sure minors in out-of-home placement are receiving the appropriate services they need. This is achieved through monthly face-to-face visits with the minor and agency staff, maintaining on-going, open lines of communication with the agency, referrals to the Multi-Agency Treatment Team, Wraparound services, mental health, and meetings with the minors and their families when needed.

Tehama County has a range of services to offer parents so that they can improve their ability to safely care for their children. These programs are offered through Tehama County Health Services Agency's Mental Health, Public Health, and Drug and Alcohol Divisions as well as through a number of community-based organizations (CBOs). One community-based organization, New Directions to Hope, administers the Wraparound program. New Directions to Hope's services also

include Parent Child Interactive Treatment (PCIT), the Child Abuse Prevent Treatment (CHAT) counseling program school-based services, autism support and treatment, services for clients of Victim Witness, anger management, eating disorder treatment, EMDR trained therapists (e.g. work with fears), and general counseling for individuals, families, and couples. However, since the CHAT program is available for children who are not Medi-Cal eligible for counseling services and most of the Child Welfare children and youth do become eligible for Medi-Cal for counseling services, CHAT is not utilized much.

Alternatives to Violence (ATV) is the county's domestic violence agency offering victim shelter and counseling as well as a batterers intervention program. ATV offers a custom developed program for CWS clients whose primary reason for referral is domestic violence. They take a family approach to services, utilizing a psycho-educational model of treatment. They also provide groups in the jail. Tehama County needs more domestic violence programs. At the present time, there are day classes for women, but there are no evening classes for working parents.

Tehama Linkages Commitment (TLC) coordinates services and case plans between CalWORKs and CWS. Initiated as a three year grant funded by the Stewart Foundation and administered by the California Center on Research for Women and Children, this project has become institutionalized as the way business is done. What first began as a coordination of case planning between CalWORKs Employment Services and CWS now includes coordination of planning between all divisions of TCDSS. CWS clients, who are also CalWORKs Employment services clients, are able to access CalWORKs resources such as life skills classes that teach parents many important life skills including anger management, time management, money management, parenting skills, stress management, and problem solving.

While the Linkages project primarily works with adults, they do offer some employment services to youth ages 18-24. The CalWORKs subsidized work crew is available to foster youth once they turn 18 years of age. At any one time, the work crew is comprised of approximately 50% transition-age youth. The typical youth stays on the work crew for six months. The youth must be working on a GED or high school diploma to be eligible for this program. There is a connection between successful, employed parents and the success of their emancipated youth. The Linkages program provides the coordination and employment skills to help both parents and youth become successful, employed individuals.

Through Linkages coordination, childcare, paid through CalWORKs is available to parents to participate in their case plan activities. Under extenuating circumstances, this valuable service can also be used to provide some respite for parents to reduce parenting stress. The substance abuse services that are available provide good treatment options for mothers and fathers are also able to be served by the Dads program that is administered by TCHSA-D/A. However, the services available for youth with substance use issues unfortunately remain very limited.

A summer youth employment program, called Jumpstart, is again being offered to eligible youth ages 16 – 24 years, in summer of 2009 after nearly 10 years of being unable to offer such to federal funding cuts. The program is administered by the Job Training Center, a local non-profit organization in Red Bluff. Jumpstart offers subsidized employment opportunities for over 125 eligible youth, in both private and public agency positions. Youth will be able to work 20 – 40 hours per week, with wages set at \$8.00 per hour.

Another community based organization offering services and resources to CWS families is Northern Valley Catholic Social Services (NVCSS). NVCSS administers the ILS program, a parenting education program, the AmeriCorps program, a home-based services program, and a family visitation center. The Family Visitation Center is housed in a comfortable Tudor style house with three rooms available to families plus an outdoor play area, a pool table, kitchen, and a resource library. This provides a cozy, safe environment for parents to visit with their children. It provides a home-like place as a neutral setting for visitation sessions. Because there is NVCSS staff on-site, the CWS social worker is not required to provide supervision for the visitation. This allows families to feel more comfortable during the visitation period, while providing CWS with accurate and complete documentation of the quality and quantity of visits. The expectation remains that the social worker observe a certain number of visits between parents and children.

CWS has a foster care public health nurse who completes the medical portion of the Health & Education Passport in CWS/CMS for children in foster care and is also available to go into the field with social workers to assist in assessment of

children when there are medical issues. The CWS public health nurse also coordinates medical assessments and services for medically fragile children.

The Multi-Agency Treatment Team (MATT) is a bi-weekly forum (recently moved to such from weekly) for coordination and collaboration of treatment between the county's primary agencies and organizations. The MATT was initially developed as part of the Children's System of Care. Clerical support for MATT is currently provided by an Office Assistant employed by TCDSS/CWS.

Social Services has the capacity to offer thirty-day emergency services to help prevent out-of-home placement. In such cases, the IR worker works with the family to mitigate safety issues, writes a safety plan, and closes the referral. A voluntary services case is open for family maintenance services if the Intake and Response (IR) social workers assesses that children have been victims of, or are at substantial risk of abuse/neglect, and the parent/s are willing to accept services on a voluntary basis, and the prognosis for stabilization of family functioning is good with a voluntary services case. Voluntary services include the same array of services that are available to families with court dependency.

The Juvenile Unit in the Probation Department offers a variety of pre-placement preventative services to assist out-of-control and delinquent minors. Meetings are held for those parents with out-of-control minors, informal hearings, informal probation and supervision, and community service work programs for the delinquent minors with less serious offenses. Formal court process, Juvenile Hall, and formal probation and supervision and out-of-home placement are available for the more serious offenders.

In extreme cases, a commitment to the California Youth Authority is required for those juveniles who have failed to benefit from previous services. In addition to the services provided by Probation, referrals are also made to a variety of agencies in the community such as Tehama County Drug and Alcohol Services, Tehama County Mental Health Department, Alternatives to Violence, Wraparound, and the Multi-Agency Treatment Team.

The Probation Department completes stepparent adoption investigations and reports for the court. They also place minors with fit and willing relatives if it appears this is the best possible placement for the minor; however success rates for relative placements are low.

There are many strengths in this county that help to support positive outcomes. For most of the children and youth, positive outcomes are achieved. The range of services listed above help to keep children at home and safe. Tehama County has facilitated staff from other agencies to work in-house at Child Welfare Services, which has proven to be beneficial to providing more expedient and beneficial services to our clients. A clinician from Mental Health is at our agency two afternoons a week, to conduct initial assessments on CWS children and some parents, and make a determination as to Medi-Cal eligibility for mental health services. This clinician also takes on some clients for individual and family therapy. A drug and alcohol counselor is housed at CWS full-time, to provide assessment and case management to our parents with alcohol and other drug dependencies and addictions. This counselor is also able to participate in emergency placement and imminent risk (aka "up front") TDM's and is available at court right after detention hearings, so is able to make a connection with a client right away.

The Probation Department has had many successes with minors in out-of-home placement, minors who have graduated from high school and gone on to college, minors who have obtained jobs, and minors who have not re-offended.

Another strength of Children Welfare Services and the Probation Department's is in the area of their placement systems' dedicated staff, cooperation of assisting agencies, and intensive supervision services upon the minor's return home. There is also a growing awareness of and use of client-centered, strengths-based work with the clients, including inclusion of the clients in team meetings, participatory development of case plans, although there is still room for continued improvement.

There are, however, also several areas for improvement. One is the need for additional services in the schools to help keep the children in the community. Another area is expanded mental health services for all ages of children and youth as well as

families. An infant and toddler mental health program would be beneficial as well as a program that works with the parents to learn to manage behavior and deliver consistent consequences. The newer parenting program adopted by Tehama County is the Nurturing Parent Program, which is instrumental in providing this type of parenting training and support to families. There are plans underway to expand this to include follow up hands-on training and assistance to families after their children have returned to their care. Family counseling to develop strong relationship skills with the parents and youth is valuable, and expansion of this type of service would be a positive improvement.

There is also a need to develop and expand the availability of local placement options, including homes for hard-to-place minors with mental health issues and violent tendencies, including violent offenders, pregnant teens, and substance abuse issues. Tehama County is also in need of more local foster homes willing and able to take the difficult probation cases. Bilingual, bicultural Latino homes are valuable as well, although some difficulties have been encountered with mono-lingual, Spanish speaking homes due to difficulties with communicating both with CWS and other providers, as well as with the children in the home.

Programs to hold parents accountable for their lack of participation and their continuing behaviors that resulted in the removal of their child from their home are also necessary for long term positive outcomes. The Early Intervention group, begun by our in-house drug and alcohol counselor, provided by funding through the PSSF Meth Regional Partnership Grant, does provide this service to clients with drug and alcohol dependency problems who are referred by CWS social workers. This group works with parents as soon as they enter the CWS system, and deals with issues of anger and grief; lack of knowledge of or understanding of the system; and works to remove barriers to successful participation in case plan activities for parents.

There are some bi-lingual/bi-cultural staff in county programs. TCHSA - Mental Health has a six bilingual/bicultural Spanish speaking staff: one therapist, four office assistants and 1 health educator. Additionally TCHSA – Mental Health has one clinical supervisor that speaks Tagalog. TCHSA - Drug and Alcohol has two bilingual/bicultural staff person (one counselor, one clerical). There are no bilingual/bicultural staff available for the Hmong community. Currently Child Welfare Services has no Spanish speaking social workers. CWS has one Spanish speaking Social Services Aide who works in the Corning office. There is always a need for more staff to provide culturally sensitive services to families. There is also a need for more persons available to interpret for families during court sessions.

Families are able currently to get right into services with TCHSA – Drug and Alcohol, with no waiting period. This is a real benefit to these clients, in addition to the accessibility of the drug and alcohol counselor that is in-house with CWS. There may be some waiting for parenting classes, however several sessions are offered, at different times of the day, including at least one session in the southern part of the county where there have traditionally been fewer services available, with the availability of a Spanish speaking interpreter at one session. With the assessments being conducted by our twice weekly in-house TCHSA - Mental Health clinician, and Medi-Cal contracts with some private non-profit agencies, there is not a long waiting period for access to Mental Health services.

While it remains true that most of the services currently available are located in Red Bluff, there has been some expansion of services to Corning. CWS currently has an outstationed unit in Corning, housed at the Family Resource Center (FRC). Also housed at the FRC is Alternatives to Violence, and the availability of Nurturing Parenting classes. TCHSA – Drug & Alcohol and Mental Health both have outstationed offices in Corning, as does TCDSS Eligibility and CalWORKs divisions. The Corning FRC has recently been awarded a Cowell Foundation Grant, to provide comprehensive and supportive after-care services for families who have exited the Child Welfare System. While access to services has improved in south county, remote areas such as Rancho Tehama and Payne's Creek are still without either accessible services or sufficient transportation to access services. For some families, taking public transportation may take two hours to get to services, and a half a day to return home.

One area in which the lack of services is serious is the ability to get psychiatric evaluations on adults or children, but particularly on children, who may benefit from or need psychotropic medications in order to function successfully due to

serious mental health conditions. There is a wait of several months for this service. This delay causes serious problems in functioning for children, who may then suffer from placement instability, as they do not have medications which may help them to better function with less disruption. It can also delay successful completion of case plan activities for parents with mental health issues. While Tehama County DSS is not in favor of heavily medicating children, we do recognize that for some children with some kinds of organic-based mental health conditions, medication can be instrumental in stabilizing the youth.

There are also limited residential treatment options in Northern California for children. The families must travel to Sacramento, the Bay Area, and/or southern California to visit children needing this level of treatment. Residential drug recovery services are also outside of Tehama County, necessitating travel to provide caseworker face to face visits, as well as visitation with children.

Waiting lists are always an issue for probation cases because the minors have to be held in juvenile hall, pending placement. This can be a period of months in certain hard-to-place cases in need of a very specialized placement. Often in these cases, the placement is in southern California, which can be a drain on the placement officer and the Probation Department's budget and is a hindrance to parent/child counseling and visiting because of transportation issues.

2. Assessment of Needs and Provision of Services to Children, Parents, and Foster Parents

Tehama County utilizes Structured Decision Making (SDM) as a tool to assist the social worker in assessing the child and family's needs. This family needs and services assessment tool provides a foundation for identifying family needs, goals, and problem areas. The Tehama County Health Services Agency Mental Health program has limited ability to serve the child welfare client population, if they are not Medi-Cal eligible. A Mental Health clinician housed at CWS two afternoons per week provides an assessment for children, and sometimes parents, which is more comprehensive than one done at the Mental Health office, due to better access to background and current functioning information which can more easily and readily be provided by the CWS social workers. Many parents are not eligible for Medi-Cal, and therefore access to services is more limited for them, although Mental Health Services can be paid for by Child Welfare money, or, in some cases of "linked" clients, by CalWORKs. For those children and parents who are eligible, TCHSA - Mental Health, and/or agencies and/or individual therapists with Medi-Cal contracts with Mental Health, provide individual as well as some group/family therapy, psychiatric assessment, diagnosis, and prescription of psychotropic medication.

The provision of supportive services to foster parents, and caregivers providing services to children and youth, has been a focus of attention for the Recruitment, Development & Support of Resource Families (RDS) workgroup, as well as at the administrative level at CWS. Improved relationships and increased understanding of the difficult jobs each does has been encouraged between social workers and foster parents/relative and other caregivers. A monthly caregiver/social worker "Meet & Greet" that includes a brief training has been very helpful in encouraging better relationships. Social workers work loads have decreased some lately, allowing them more time to be supportive to caregivers. There is a foster parent support group that provides a forum for collaboration and support for local caregivers. The CWS Foster Parent Liaison continues to make a significant difference in improving the support offered to foster parents.

Tehama County's Peer Quality Case Review (PQCR) completed in September 2008 focused on placement stability. The review identified strengths as the use of parent partners with clients and social worker investment in good outcomes for families. Areas which need continued growth were identified as working with incarcerated parents; resistance by parents and youth; lack of effective strategies being used (with parents, by social workers); not having a concurrent plan in place at the beginning/outset of a case; placement decisions made on the availability of a bed, rather than placement matching; multiple changes in placements resulting in children with behavioral challenges due to lack of caregiver experience and foster parents being unprepared to effectively support children with behavioral challenges; the need for additional training in TDM and SDM, which are now being planned.

CWS has been using the SDM instrument with the families since January 2004. This is a good tool and staff are developing skills in using it for assessment and case planning, however refresher training for workers who have been with CWS longer, and beginning training for newer workers is needed to increase the effective use of this instrument throughout the life of a

case. Many of the workers who have been with CWS longer are not up to date with newer revisions of the tool, and the opportunities for using it. CWS is also using the Casey Life Skills Assessment to determine youth's abilities and needs for the Independent Living Program (ILP). This provides staff with a tool to communicate with youth and identify their strengths. Both instruments help to provide a more standardized assessment, identify service needs, and develop functional plans for working with families and youth.

The partnership between CalWORKs and Child Welfare Services continues to be an area of improved service delivery. The county has also had an increase in psychologists able to do psychological evaluations on parents and children due in part to CWS contracts with Children First Counseling to provide these assessments. Other areas of improvement include the addition of Drug and Alcohol (co-located) and Mental Health (two afternoons per week) staff within the CWS office. Participatory case planning and enhanced concurrent planning are being encouraged and training has been and will continue to be available to increase social workers' adoption of more participatory methods with their clients, both parents and youth. The PSSF Meth Regional Partnership Grant has greatly enhanced CWS' relationship with TCHSA – Drug & Alcohol, and provided better and timelier receipt of services for many child welfare clients with drug dependency and/or addiction. In addition, the development of the Dependency Drug Court has made a significant improvement in outcomes for families with drug dependency and addiction. Units at CWS have been reorganized into vertical units, so that a case stays in a particular unit, with the same supervisor, for the duration of the case. As a result, case transitions are greatly improved, without loss of time for getting the client into services or loss of information. In addition, one CWS unit has been moved to an outstationed office in Corning, which serves south Tehama County areas. This unit has been very active in working closely with the Family Resource Center in Corning, and in community development in south county.

3. Services to Indian Children

Most child welfare services provided to American Indian children in Tehama County are the same as those provided to any other child in the county. American Indian children receive assistance with determining their tribal affiliation in addition to those services that are routinely provided. CWS goes to great lengths to ensure correct determination of tribal affiliation, working with the family and child to track down any information that may assist determination of tribal ancestry. All families are queried regarding Indian ancestry through verbal interviews and also asked to complete a form. If necessary, the Bureau of Indian Affairs (BIA) assists CWS in making a determination regarding tribal ancestry.

CWS also makes every attempt to identify relative placements for American Indian children, whenever possible. Relative placements help to preserve the child's connection with their tribal roots. The agency sends any Notices of Action to all tribes that are believed to be affiliated with the child. The agency also works with the Indian Child Welfare Act (ICWA) representative, to determine ancestry, if appropriate. In addition, the agency complies with all ICWA regulations.

In recent years past, CWS had hopes of developing a mutually beneficial working relationship with the county's Tribal Council. The Tribal Council, which represents the Paskenta Band of Nomlaki Indians, had expressed interest and enthusiasm at becoming more involved in countywide efforts to prevent child abuse and neglect. Meetings between the Tribal Council, the TANF Tribal Coordinator, the ICWA representative and CWS social work staff were occurring but have not for some time. CWS would like to reinvestigate these efforts.

Tehama County has a contract with a social worker who is a tribal expert. This worker receives a referral on all children who may have Native American heritage and provides an assessment to the court regarding the appropriateness of CWS intervention with the family and the child's needs for services and placement.

Although the agency makes numerous ongoing attempts to determine a child's tribal roots, it can be very difficult to pin down family history. Additionally, the contracted tribal expert is a very busy person and not always easy to contact or receive communication back from in a timely manner. Tehama County would benefit from the development of a contract with a second tribal expert. Further, having more licensed tribal foster homes would be an improvement.

The need for more American Indian foster placements is also recognized as a resource issue for Tehama County. An appropriate placement with a relative or a family who has the same tribal affiliation as the child is beneficial in preserving the child's heritage and in ensuring delivery of appropriate services.

F. Staff/Provider Training

The California Department of Social services in cooperation with the Statewide Training Education Committee has developed a standardized curricula used in Tehama and in all counties throughout the state for the training of child welfare workers and supervisors. This comprehensive program covers the primary care curricula requirements for CWS workers (to be completed with in the first 12 months of hire), as well as a customizable secondary core curricula for CWS workers (to be completed with in the first 2 years of hire). Tehama is included in the Northern California Training Academy, which holds 15 day training sets, 3 days at a time. Classes are usually scheduled at U.C. Davis or a location in Redding.

Phase 1 Core Training:

5 modules totaling 15 days of training. All training sessions must be attended to receive a certificate of completion.

- Module 1 – Framework; Human development
- Module 2 – Child maltreatment identification; sexual abuse identification; engagement
- Module 3 – Risk and Safety (SDM)
- Module 4 – Case planning; Visitation
- Module 5 – Placement and permanency; Workers safety; Teaming partnerships

Phase II, Secondary Core Training:

Phase II gives social workers and supervisors the flexibility to develop individualized training plans based on their level of knowledge, personal learning objectives and current job needs. Several topic areas include a beginning, intermediate and /or advanced level of training.

The U.C. Davis Extension Northern California Training Academy also offers a series of court trainings. Participants who attend all 7 court series courses receive a certificate of completion. Courses offered are:

- Foundations of Juvenile Court
- Juvenile Court: Process and Procedures
- Court Petition Writing
- Concurrent and Permanency Planning
- Custody Disputes between Children and Incarcerated Parents
- Current Issues in Evidence
- Critical Thinking and Testifying

Tehama County social workers and supervisors can also take on-line/distance learning courses through U.C. Davis. Most classes can be completed in 1-5 hour settings. Participants have 2 weeks to complete the class. Some topics that are available which Tehama County social workers and supervisors have taken are:

- Dependency Legal Updates
- Ethics in Social work
- Indian Child Welfare Act

The CWS/CMS Northern Training Lab Consortium through U.C. Davis offers training at the Glenn County Department of Human Resources in Orland. Courses include:

- Training in CWS/CMS for New Users, Supervisors and Managers
- CWS/CMS Notebooks (Health and Education Passport)
- Placement
- Creating Case Plans

The U.C. Davis Extension Northern California Training Academy has recently started two new training programs entitled, "New Tools for Supervisory Excellence" and "New Tools for Program Manager Excellence". These programs are a comprehensive professional development program designed to provide support, skill building and networking opportunities for new and experienced supervisors and program managers in child welfare. This program builds on the research, development and implementation model of the federally-funded research study implemented in the southern states over the past five years. Central to the program are the best-practice approaches that have proven to support supervisors and program managers in child welfare.

Tehama County provides training for new foster parents by offering the PRIDE Pre-Service training curriculum. This training is required for newly licensed foster parents before CWS will place with them. Foster parents attend the required 16-week (27 hours) session which covers a comprehensive curriculum relevant to the needs of foster children.

Tehama County Child Welfare also has a Foster Parent Liaison who is available to assist the foster parents in their individual support or training needs. Brief trainings on various topics are also provided to foster and relative/NREFM caregivers, as well as social workers, semi-monthly (9 events per calendar year) in a Meet & Greet event held at the CWS office.

G. Agency Collaborations

1. Collaboration with Public and Private Agencies

Tehama County has numerous collaborations with both public agencies and community private non-profit organizations. These collaborations provide a wide variety of services and functions.

- The Tehama County Interagency Coordinating Council (IACC) is a collaborative of department heads that serves as the county's top policy-making body. The Council sets policies and priorities for all community services to the broader county population, including children, families, and elders.
- The Tehama County Health Partnership (TCHP) is a partnership of agencies and community members that collaborate on grant opportunities, network services, and offers some direct service for youth.
- CWS is an integral part of the Tehama County Multi-Agency Treatment Team (MATT). This Children's System of Care provides a bi-weekly forum for multidisciplinary review and coordination of services for children and families. The MATT serves as the referring body for Wraparound and as the authorizing body for all Intensive Treatment Foster Care (ITFC) and group home placements.
- CWS collaborates with Tehama County Health Services Agency's various divisions as follows:
 - Two Public Health Nurses (1.5 FTE) are co-located with CWS to provide medical passports for the foster youth as well as assist CWS social workers in the assessment and referral of children.
 - A Public Health Nurse provides services to pregnant and parenting teens through the Adolescent Family Life Program.
 - Mental Health therapists and Drug and Alcohol counselors are co-located at the agency providing treatment and case management for the CalWORKs and CWS clients.
 - Public Health Nurses are available to partner with CWS in response to Differential Response Path I and II referrals.
- CWS collaborates with CalWORKs through the Linkages project to provide services for families who are working towards reunification. CalWORKs services are an important function of this process, providing services to address barriers and helping develop the skills and opportunities for parents to improve their employability. CalWORKs offers employment opportunities where parents can work as part of a subsidized work crew. This provides a closely supervised work opportunity, where parents can learn basic work skills and receive feedback on their progress (e.g., getting along with co-workers and bosses).

- Alternatives to Violence (ATV), a community based agency, provides crisis intervention and psycho-educational groups to families whose primary issue is domestic violence. ATV also provides groups in the county jail – both women's and men's – for incarcerated parents with CWS case plans. ATV also has an out-station in Corning and partners with CWS to respond to Differential Response Path I and II referrals.
- New Directions to Hope operates the Wraparound program for CWS and also provides several other programs that CWS may take advantage of/refer clients to including the Child Abuse Treatment program (CHAT), Parent-Child Interaction Therapy (PCIT), and other counseling services.
- North Valley Catholic Social Service (NVCSS) provides several programs including:
 - Family Visitation Center – a family-friendly house for visitation between children placed in foster care and their biological parents
 - Independent Living Skills Program
 - Home-based social work for CWS families needing hands-on service in parenting and home-maker skill development
 - Two Family Resource Centers, one in Red Bluff and one in Corning
 - Administration of the AmeriCorps program under Prevent Child Abuse California
 - Responders for Differential Response Path I
- California State Adoptions provides adoption assessment and services for the county.
- Tehama County Child Abuse Prevention and Coordinating Council (CAPCC) is a collaborative of agency representatives and community members. The group participates in the county's annual Children's Faire, act as a clearinghouse for information about child abuse prevention and child abuse prevention events, and provide community education on topics such as Shaken Baby Syndrome.

Overall, the collaboration among county and community agencies is positive and supportive. These collaboratives are critical to the achievement of positive outcomes for children and families in the CWS system and allow the county to provide a wide array of services, to maximize revenue and minimize duplication. Coordinated services can facilitate improved receipt of services by increasing the quantity of services and supporting clients in accessing those services in reasonable timeframes. By fully addressing a family's safety and self-sufficiency needs, coordinated services leads to enhanced family functioning, thereby decreasing the chances of abuse or neglect.

Nevertheless, there is room for improvement. Clarification of the vision/mission, role/responsibility, and inter-face between the many collaborative bodies in the county would be beneficial. Despite a realization of this need several years ago little progress has been made in this area. Additionally, primary funding streams have been reduced causing cutbacks in the ability of some partners to attend collaborative meetings. An increase in the number of staff services analysts has allowed the department to develop a stronger process for monitoring contracts and quality assurance for services delivered by the multiple agencies and community based organizations. However, the department is just beginning to truly implement performance-based contracting and there is a significant amount of work to be done in this area.

2. Interaction with Local Tribes

Social workers are aware of ICWA and its provisions and know how to access tribal information in the computer system. CWS has a protocol in place for identifying American Indian children and linking them to tribes for additional services and support.

American Indian children within the Probation System who become involved with local tribes often experience significant improvements. Connecting with his/her American Indian heritage and gaining continued support from the tribe can result in a child experiencing increased stability, success in school, and improved relationships. Although the outcomes for parents

may or may not be substantially changed, for children to feel a part of family by belonging and being included in a tribe can make a huge difference.

The strength of CWS relationships with local tribes lies in the support of community and Rancheria-based programs that provide services to the American Indian families and children. The only local tribe does not have a social services component that takes children into care and/or handles child welfare issues. Northern Valley Indian Health Center offers medical, dental, behavioral health services, and substance abuse counseling. Greenville Rancheria offers various services, including a counselor who is available to meet the mental health needs of families. CWS hopes to reinvigorate efforts to work more closely with the local Tribal Council, as discussed above, to link local American Indian families and children to community-based services and tribal support systems.

Although it is a goal for CWS to work more closely with local tribes and ICWA workers, interest on the part of the tribes to work more closely with Tehama County CWS is not clear at this point, and needs to be re-explored. Efforts to improve performance in meeting ICWA's notice and placement requirements have been successful.

As already mentioned, there are an insufficient number of tribal foster homes in the county. However, the number of Native American children who come into the CWS is very small so the lack of tribal homes does not impact many children. Regardless, it remains a goal to recruit more Native homes and/or place more Native children with family/tribal members.

H. Local Systemic Factors

Tehama County is located along the I-5 corridor, which makes it accessible in terms of recreation and transportation, and delivery of goods. However, it also makes the county accessible in terms of a drop off place for people who may be transient, and in need of aid. It also is convenient for those who run drugs, adding to a prevalent drug problem, primarily meth, but more recently prescription drugs.

Tehama County is at the lower end of the socio-economic spectrum. Wages are generally lower here than in other counties, specifically in social services, child welfare in particular. Unemployment in Tehama County exceeds the state average. This places a burden on the local welfare system.

Geographically, Tehama County has several rural, isolated areas, for example, Rancho Tehama, Payne's Creek, and Manton. It is difficult for people who live in those areas to access services, which are mostly located in Red Bluff, and increasingly in Corning. There is no public transportation to those outlying areas.

Tehama County has only one zip code, which makes geo-mapping difficult. CWS relies on school districts, of which there are 19, to determine a family's neighborhood. Having 19 separate school districts presents its own special challenge, in terms of reaching consistency in working with the schools, on child abuse issues, i.e. mandated reporting, as well as coordinating services for children in care.

The county's system of government, for example the Board of Supervisors, is fairly conservative, as is the court system. This makes the acceptance and development of innovative programs and services, such as Team Decisionmaking and Equine Assisted Learning, difficult. CWS faces challenges, therefore, in their attempts to utilize programs such as TDM with fidelity without interference from the Court, and to promote alternative therapeutic services with fiscal approval from the county's administration and board of supervisors.

The people in Tehama County, for example those who work in retail stores, or other agencies, are generally very friendly and willing to help. One can cross the street in Tehama County without much fear of being run over by a passing vehicle and people stop at crosswalks to allow one to pass. This friendly attitude makes Tehama County a comfortable and positive place to live and work.

IV. COUNTY-WIDE PREVENTION ACTIVITIES AND STRATEGIES

A. County-wide Primary Prevention Efforts

Tehama County has a number of primary prevention programs and early intervention strategies to improve outcomes for at risk children and families. Within CWS, early prevention strategies are initiated at the time of referral.

First, the screener assesses the situation to determine whether the information meets the required level of care for CWS. Children and families that have safety issues are deemed high risk or moderate risk. The screener also evaluates each family's history to determine if there is any prior CWS involvement. The Structured Decision-Making (SDM) Hotline and Response Priority and Path Decision making tools are utilized for all referrals to help determine safety first and then risk, response priority and path recommendation. Finally, supervisors meet to triage referrals for disposition.

Differential Response has now been used by Tehama County for several years. Referrals that do not meet the W&I Code definition of abuse/neglect but that contain information about children at risk of child abuse/neglect, albeit low risk, and for whom there are community services available to assist families, are referred to several different community partners for a "community response". These are Path I referrals. The community partners meet with one of the CWS screeners one time every two weeks.

Team Decision meetings have been implemented for emergency placement and imminent risk (aka "up front") placement decisions, to determine if a child should be placed into foster care and if so where the child can be safely placed that best meets their needs for well-being and security. Decisions could be to remain/return home if there are sufficient safety and protective factors and if sufficient supports can be wrapped around the family; or placement with a family member or non-related extended family member; or other placement. The family, support people of their choice, potential relative/NREFM placements, and appropriate service providers that may offer something to assist the family are invited to the TDM.

The variety of community prevention programs available in Tehama County are described below. These include services through Tehama County Health Service Agency (TCHSA) Drug and Alcohol and Mental Health divisions, in-home parenting, alternative court procedures, and early law enforcement intervention.

The Tehama County Health Services Agency, Drug and Alcohol Division has a number of primary prevention programs for at risk children and families. Prevention activities for school-age children and adolescents are facilitated through a partnership with Tehama County Department of Education and include Friday Night Live, Club Live, Mentoring, youth development programs and a variety of other school based prevention projects. The Drug and Alcohol Division also provides prevention and positive skill development education programs in area middle and high schools. Students in need of drug and alcohol treatment are referred to county TCHSA Drug & Alcohol for services.

The Drug and Alcohol Division also has a perinatal day-treatment program (Passages) for mothers parenting children ages 0-18. Passages provides a four month program which women attend 3hr/day, 4day/week. Passages offers a parenting group and parent/child lab where women learn positive parenting techniques as well as receiving feedback on their parenting skills. In Passages, women are taught nutrition, shopping, budgeting, and other essential skills. In addition, they learn clean and sober life skills, relapse prevention and receive comprehensive case management. These services assist them with placing their children as the highest priority in their lives. Women with less intensive needs are enrolled in the Moms Outpatient Program. Groups include drug/alcohol education and information, relapse prevention, life skills, accessing community resources, and other related topics. The Dads Program provides similar services for men who are parenting children under the age of five.

The Drug and Alcohol Division also has a co-educational treatment program for individuals who are not enrolled in Passages, Moms or Dads. The co-ed program provides drug and alcohol information and education, outreach, referral, individual and group counseling. Aftercare services are provided for everyone who completes drug and alcohol treatment services.

The Tehama County Department of Education administers a countywide mentoring program for children ages 5-18. This program places at-risk children with a positive older role model, either an adult or high school aged student. These mentoring relationships help provide the child with a positive role model and gives these at-risk children an opportunity to develop important community linkages that can help them make positive choices. Several mentoring options are available to meet the community's needs, including a "Lunch Buddies" program, where an adult can have lunch with a child at the school one day a week. They also have a Mentoring Moms component that matches an adult woman with a pregnant or parenting teen to help prevent future unintended teen pregnancies

The Department of Education also supports a number of other programs for youth. They have a Friday Night Live youth development program with different prevention activities and leadership development. A drug and alcohol counselor is assigned to work in the schools to assist with prevention program implementation and referral of students to treatment services. The Department of Education also offers mental health counseling services to students at five high priority elementary schools who do not have or qualify for Medi-Cal, Healthy Families, or other mental health services.

The Department of Education offers a Safe Education Recreation for Rural Families (SERRF) program. This is an after school program that is available at 24 school sites and provides academic support, recreation, and family and child centered activities. However, the program will be losing one site in the 09/10 school year so it will then be at 23 school sites. These programs are grant based and are similar to the Family Resource Center model, providing support and activities for families.

The Department of Education is continuing with their Foster and Homeless Youth program to assist in the educational success of students in the foster system or those who have been identified as homeless. The program has been so successful and such a need for this support has been demonstrated that a second Foster & Homeless Youth Services Coordinator position was added in 2008. The Foster and Homeless Youth Services Coordinators work closely with CWS to assist in adhering to the McKinney-Vento ruling and other educational laws relating to foster and homeless youth and serve as resources to school districts to ensure students are appropriately placed and receive credit for their participation in school.

Law Enforcement and the Police Department collaborate on a number of programs. For example, the Police Activity League (PAL) provides sports equipment and uniforms to children whose families cannot afford to pay for the sporting goods. Police officers also help coach teams and participate in martial arts programs and other hobbies to promote positive choices for after school activities.

First 5 Tehama invests in several primary prevention and early intervention programs based on proven practices and all grantees are required to participate in local collaborative meetings and conferencing that promote coordination of programs and services. First 5 Tehama funded programs and services include:

- Child Care Referral and Education (CCRE) Partners for Quality Child Care
- Family Start Prevention Project
- Tehama County Department of Education
 - Comprehensive Approaches to Raising Educational Standards (CARES) for the Early Learning Workforce & the Annual Provider Recognition Event
 - School Readiness Program - operates the First Steps Family Resource Center in Los Molinos which offers center activities, the 'Parents as Teachers' home visiting program, advocacy and case management services, Families and Schools Together (FAST), Kindercamp, and is a member of the Family Resource Center Network.
- Tehama County Health Services Agency
 - Perinatal Substance Abuse Program (PSAP)
 - DADS program – a partnership with TCHSA Drug & Alcohol to support men parenting children 0-5 years of age that have substance abuse issues
 - Mobile dental unit (MDU) – a tri-county collaboration
 - Tehama County Health Partnership (TCHP)

First 5 Tehama also provides support to the county's annual Children's Fair, the Corning Family Resource Center (operated by Northern Valley Catholic Social Services), and the Nurturing Parenting parent education program.

Girls Inc. provides "Will Power, Won't Power" pregnancy prevention groups for girls in a couple of local middle schools, which focus on building self-esteem and developing tools with the girls for enhancing self-determination and the power to make positive choices for themselves. Girls Inc. also runs the "Creceer Juntas" (Growing Together) program for Hispanic mothers and pre-teen daughters.

Family Resource Centers

There are three Family Resource Centers (FRCs) in Tehama County, located in Red Bluff, Los Molinos and Corning. The Los Molinos FRC is school based and funded by First Five monies; the other two are run by Northern Valley Catholic Social Services (NVCSS). These programs provide the opportunity to bring a number of programs and services together to support families and provide activities to promote positive family relationships. The FRCs are very active and provide a safe and supportive environment for families to receive assistance. Parenting skills, employment resources, and life skills education classes are available. These programs are extremely helpful in providing the support and assistance to families to help prevent child abuse and neglect.

Family Resource Centers house the Playtime Pals program, originally funded by First 5 Tehama, then funded by the local CAPCC, and now run independently. The group is led by a former recipient of the Playtime Pals and current coordinator of the Child Abuse Prevention Council, this program offers many activities including parenting skills, parent support, and a natural support group for high-risk families. This successful grassroots service plans to expand to neighborhoods and communities based on the need in those geographic locations.

At the Red Bluff and Corning Family Resource Centers, a number of prevention programs are being offered. First, in conjunction with Child Welfare Services, AmeriCorps members are stationed at the FRCs receive Path One referrals and establish contact with the families. Once assessed and depending on their degree of need, families are either absorbed into existing support services through the FRC such as parenting classes, life skills classes, help with paperwork and appointments, and/or referred to partner agencies who are able to offer service and resources specific to the families' needs.

The Corning FRC offers similar services, however, with the ability to provide bi-lingual services to a large Hispanic population. Services are delivered by bi-cultural and bi-lingual staff. In addition, the Corning FRC operates a small computer lab of eight computers and frequently offers basic computer classes to the community. Also in Corning, "feeder classes" such as a beading class, quilting, or other craft classes are offered to the community. These classes are attended by mothers and their children who are then able to be introduced to local resources, referrals, presentations, etc. The Corning FRC, through being successfully awarded a grant from the Cowell Foundation, will soon also be able to provide comprehensive after care services to Child Welfare clients in the south county area.

Both FRCs offer very popular monthly family events - Family Fun Night and Movie Night. Family Fun Night includes a meal for the families and activities for the children as well as whole family interaction. In addition, both FRCs offer free community space to other agencies to conduct workshops, classes, and other activities of benefit to the community. The county's only domestic violence program, Alternatives to Violence (ATV), and the Community Housing Improvement Program (CHIP) are part of the Corning Family Resource Center. Recently, the Family Resource Center has been working more closely with the immigrant community, particularly those who are undocumented. They work closely with the Mexican Consulate in Sacramento to provide training and resource services. Also, several people are in the process of becoming certified to provide limited legal services to immigrants.

Both FRCs experience a high number of "walk-in" clients, who are usually in need of emergency services such as food, housing, medical needs, mental health services, and other financial needs. Both FRCs assess the client and assist, refer and advocate. Both FRCs also handle a large number of phone calls from the community requesting assistance or direction with various life situations.

Being “vehicles for change”, Family Resource Centers are a crucial component in delivering prevention and intervention services. Families are quicker to trust a non-county agency and are more willing to allow an FRC worker or AmeriCorps member into their lives as opposed to a county social worker. With that trust intact FRCs can be the bridge that connects clients to their social worker. Currently, CWS is working closely with NVCSS to develop an aftercare program for CWS clients in the Red Bluff office, to mirror the program being developed in Corning that is funded through the FRCs Cowell Foundation grant. However since there is not the grant funding available for the Red Bluff office as there is in Corning creative solutions are being sought.

The TCHSA - Public Health Division has three programs that can assist children and families: the Adolescent Family Life Program (AFLP), the Perinatal Substance Abuse (PSAP) program, and California Children Services (CCS).

AFLP has drug and alcohol counselors/case managers who visit pregnant and/or parenting teens. The counselor visits the home, provides case management and determines if the family needs additional assistance through other ongoing programs. Goals of the program include helping the teen parent and child access medical care, helping the teen to obtain high school graduation, providing intervention and referral regarding substance use/abuse, providing parenting education, and decreasing the incidence of repeat teen pregnancy. This is an excellent prevention program, helping to identify family needs at the earliest stages.

PSAP has a drug and alcohol counselor and public health nurse who provide drug and alcohol interventions and intensive in-home medical case management, respectively to pregnant women and mothers of infants. Substance abuse treatment is a required program component. The primary goal of PSAP is to assist these clients in obtaining a clean and sober lifestyle through education, referrals to community resources, and advocacy. A secondary goal is to provide these women with the skills to raise their children in a safe, supportive and drug free home.

CCS offers medical case management and treatment for children 0 to 21 years of age who have significant health issues. Nurses are available through the program, for home visitation and to provide education related to the health condition. The program also provides transportation and lodging assistance when families need to travel out of the area to obtain specialty medical care for their children. Occupational and physical therapy is provided free of charge, at local school settings, for CCS children in need of these services. Public Health staff collaborates with State CCS staff, to ensure that these children receive the medical care that they require.

Many of the services mentioned above provide services to high-risk families before entering the CWS system. For example, SERRF, PALs, Mentoring, Family Resource Centers, including the smaller FRC in Los Molinos that has an emphasis on families with children ages 0-5/ in the rural communities of Los Molinos and Gerber, all offer some level of support and services to high-risk families.

Unfortunately, there are limited services for families needing mental health services because of limited funding. Family members who meet medical necessity criteria are able to receive mental health services, but preventive counseling is limited to a few community organizations. TCHSA - Mental Health provides school-based prevention/early intervention services at two schools in the county by way of a group for middle school youth and another group for high school youth that are facilitated by a mental health therapist and a drug/alcohol counselor that addresses many issues that confront youth and can lead to or contribute to mental health issues and/or substance abuse. A third group of this kind is provided to the youth in the juvenile hall. Mental Health hopes to expand this service, as well as other early intervention services provided to/at schools throughout the community through the Mental Health Services Act (MHSA). Mental Health is involved in contracts with two local providers that provide school-based MediCal counseling services at most of the public schools in Red Bluff and several in Corning. Additionally, Mental Health will be providing staff at primary medical care providers in an effort to reach those that are uncomfortable accessing services at the Mental Health offices. Mental Health also intends to increase their outreach and community education regarding mental health issues.

Families who have key risk factors for child maltreatment are referred to domestic violence programs, drug and alcohol programs, and mental health services. The Alternatives to Violence is a community-based domestic violence agency that provides case management, counseling, anger management skills and a safe environment for families. There are groups for both the perpetrator and the victim.

The Police Department makes some referrals when they respond to a domestic violence call in the community and there are children in the home. CWS and law enforcement need to provide more training to officers to maintain these referrals on an ongoing basis.

Tehama County also has a Child Abuse and Treatment grant (CHAT), however Medi-Cal eligible foster youth cannot access this program.

Other Tehama County community services and resources include the Child Abuse Prevention Coordinating Council, the Tehama County Injury Prevention Task Force, the Saint Elizabeth Community Hospital's Women's and Children Center, and the local Comprehensive Perinatal Services (CPSP) Providers. The CPSP program providers offer prenatal assessments, health education, nutrition education and psycho-social interventions, for pregnant and postpartum women, through local obstetrical offices. These services are available in both Red Bluff and Corning. A Perinatal Education program is offered in Red Bluff and Corning. Additionally, SECH has adopted Catholic Healthcare West's universal toxicology screening policy, where all pregnant women receive a toxicology screening upon admission, even if they are not in labor. With this tool in place Tehama County has been able to obtain early detection and refer patients to the Perinatal Substance Abuse Program (PSAP) that was established through the community collaborative. The PSAP program includes a public health nurse and drug and alcohol counselor being able to do home visits to try and assist these patients with recovery and education in an effort to prevent delivering a drug-exposed/addicted infant that could be at risk.

B. Prevention Partnerships

There are several agencies that address preventive measures of child maltreatment within this community. They include First 5 Tehama, the Child Abuse Prevention Coordinating Council, Head Start, Public Health, WIC, and Department of Social Services.

At the time of this report, there are several Community Based Organizations (CBO) and public agencies to which the CWS screeners may refer a family for services. Families with very low risk would be referred to the community for further determination for services. The CBOs and agencies that are currently available to Tehama County include:

- Alternatives to Violence
- North Valley Catholic Social Services
- Family Resource Centers
- First 5 Tehama
- New Directions to Hope
- Police Activities League (PAL)
- School Attendance Review Board (SARB)
- Department of Education (Project Connect, Friday Nite Live, Mentoring, other prevention or support programs)
- SERRF (Safe Education Recreation for Rural Families)
- S.H.A.R.P (Self Help Assessment & Referral Program)
- Tehama County Health Services Agency - Mental Health, Drug and Alcohol, and/or Public Health Divisions
- Home Help For Hispanic Mothers
- Head Start and Family Start, both part of Northern California Child Development, Inc.
- Other agencies that may fit a specific need of the family.

All referrals are communicated to the appropriate agencies or person for follow-up. However, currently there is an opportunity to enhance collaboration and communication within these agencies in order to strengthen strategic partnerships that can address low risk, non-safety issues with families.

As part of the redesign, CWS had developed a Child and Family Leadership Team (CFLT) to provide a vision for countywide collaboration. Countywide collaboration at this point has become a reality and an established culture in Tehama County. Efforts at this time are to continue to enhance this collaboration, and build on it to create new possibilities for serving families, despite the dissolution of the CFLT.

C. Strategies for the Future

Tehama County Child Welfare continues to propel forward in strengthening existing programs/strategies and incorporating new research based curriculums.

To better serve our emancipating youth, Tehama County Child Welfare has begun “family finding” efforts in searching for family members of the youth for current support and for after the youth leaves the system. Social workers, social service aides and clerical staff take on duties of searching the internet for family members. To improve family finding efforts in the future, Child Welfare will organize a system to provide more swift and thorough results. This would be accomplished by a designated team to provide this service. Specific family finding programs will be assessed and one or more may be purchased to simplify these efforts.

Tehama County also began participating in the Families for Life pilot through Casey Family Services in 2008. Families for Life is a method used to facilitate a team of family and friends coming together to develop and sustain support for the child/youth. Many times a youth will exit foster care with no established support system. There is no one for them to go to when they need help or direction, spend holidays with or share their accomplishments with. Families for Life focuses on having the child/youth identify the people in their lives past or present that they see as support people for them and whom they would like to see on their team. This can include family, parents (even if their parental rights have been terminated), past/current foster caregivers, coaches, teachers, neighbors, friends, or anyone the child would want on their team. The social worker meets with each named person individually to lay the groundwork for being a member of the team and to determine their availability and desire to be a support for the child. Subsequently, the social worker will hold a meeting between the youth and each of the named persons to discuss joining the team and how the person can fit into the child/youth's life. Many times there are unresolved issues between the child and the desired support person or between one or more of the identified support persons. These meetings with the social worker, youth and support person, as well as meetings held with the social worker and support persons with any concerns about each other without the child/youth present allow for resolutions to occur. Finally, once a strong foundation has been laid the whole team is gathered to meet and will meet on a regular basis for a period of months to a year or so or until such time as the goals of the team have been reached and the youth's support system is strongly intact. Currently, Tehama County Child Welfare has one social worker and supervisor piloting this model with one youth. The strategy for the future is for that social worker and supervisor to share this program with every social worker and this program to be implemented throughout the CWS division for the specific children who are in need of support into the future.

V. SUMMARY ASSESSMENT

A. Discussion of System Strengths and Areas Needing Improvements

Approximately four years ago Tehama County was selected to become one of the 11 pilot counties in the State's CWS Outcome Improvement Project. Tehama County Child Welfare launched a community involved, strength-based prevention focused strategy to facilitate desired results. The Children and Family Leadership Team (CFLT) was the governing team which functioned under the Tehama County Board of Supervisors. Individual workgroups formed to target components of the multi-faceted Child Welfare System. The CFLT recently decided to dissolve but plans are being developed to ensure that the good work started through this framework continues.

The initial statewide stakeholder workgroups that were the precursor to California's Child Welfare System Outcome Improvement Project (CWS OIP) inspired Tehama County to begin to develop a stronger and more responsive system for keeping children safe and strengthening families and communities. Because program changes that were aligned with the

goals of California Child Welfare Redesign had already begun to be adopted, Tehama County was selected to become one of the pilot counties in the Outcome Improvement Project.

Differential Response is now fully implemented. This program not only has assisted families by providing early intervention/prevention services provided by community-based organizations but has also contributed to a more positive view of CWS amongst the community, service providers and mandated reporters. As with any program/practice, continual quality improvement and refinement is necessary but overall the program is perceived as successful.

Tehama County also began implementing the Family-to-Family model in 2004 at about the same time as the Outcome Improvement Project began. The Recruitment, Development and Support of Resource Families (RDS) strategy continues to develop in its focus to recruit family homes in local communities and increase relative and non-related extended family placements. One of the exciting and novel aspects of this workgroup is that county CWS and foster family agencies in the community are collaborating together in a united effort to recruit families.

The Department of Education's Foster and Homeless Youth Services Coordinators provided training to all 19 school districts/foster youth liaisons in the components of AB 490 and McKinney-Vento, participate in Team Decisionmaking meetings so that education interests for school age children are adequately represented, and work with CWS and the schools to ensure that all aspects of foster youths' education are coordinated and addressed properly.

The Family-to-Family strategy that focuses on Building Community Partnerships (BCP) has been the most difficult both CWS and the community to grasp. There has been turnover in leadership from both sides and the group has struggled to define itself and set goals for implementation. However, in the last several months new workgroup leadership has forged ahead and momentum is gaining. There are a greater number of community members participating and the group seems to be finding its stride.

The Team Decision Making strategy has now been in practice for nearly four years. All types of TDMs have been implemented although refinement of practice continues to be an ongoing effort. Currently, CWS is struggling most with the concept of exit/reunification TDMs and has requested technical assistance from Family-to-Family.

Families with substance abuse issues continue to be a high percent of the families who enter the Child Welfare System. In response to this need, Tehama County CWS invested a significant part of its Cohort 1 Pilot County funds to develop additional community based programs for mothers and fathers for both prevention and intervention, for example Head Start's First 5 collaborative grant providing substance abuse treatment for fathers in or at risk of being in the Child Welfare System. When "Redesign" transitioned to System Improvement/Outcome Improvement, Tehama County worked with partners, such as First 5 Tehama and the Tehama County Health Service Agency, to strategize how to maintain these creative and effective prevention service since the Cohort 1 funding that was no longer able to be used for prevention services.

Several Outcome Improvement Project activities were identified in 2006 and proposals for competitive funding for the 06/07 State Fiscal Year were submitted to CDSS. These proposals included:

Continuing already began activities:

- Staff Services Analyst
- SafeMeasures

New activities:

- Aftercare program
- Co-location of a Juvenile Probation Officer at CWS
- Home-based services program
- Residential treatment for CWS clients
- Full-time TDM Facilitator
- Treatment liaison

Some of these remain as gaps in services. Others have been created/sustained in other ways. For example, Tehama County assumed responsibility for SafeMeasures and for sustaining the Staff Service Analyst position that serves as coordinator to the Family-to-Family project and Children and Family Leadership Team (CFLT). One social worker position was added so that there is the capacity to have a social worker be a full time TDM facilitator. CWS funds a home-based services program with CBCAP/CAPIT funds and pays for residential treatment for clients as appropriate and affordable. A drug and alcohol counselor is co-located at CWS through the PSSF Meth Regional Partnership Grant.

B. Areas for Further Exploration through the Peer Quality Case Review (PQCR)

Placement stability was the focus of Tehama's 2008 Peer Quality Case Review (PQCR) and its importance was identified and established throughout. Children who are in the Child Welfare system are negatively impacted in many ways by multiple placement moves. Below is a discussion of the outcomes, all of which are related to children/youth in long-term foster care, which CWS has tentatively decided to focus on in its 2009-2012 System Improvement Plan and the identified correlations between them and what was learned during the 2008 PQCR process. As a reminder the outcomes tentatively selected for the SIP are:

- Adoption within 12 months (17 Months in Care) - Children in foster care for 17 continuous months who were then adopted within 12 months. (Measure C2.3)
- Exits to Permanency (24 Months in Care) - Children discharged to a permanent home (reunification with parents or primary caretakers, discharge to guardianship, or discharge to adoption) prior to turning 18, who had been in foster care for 24 continuous months or longer. (Measure C3.1)
- In Care 3 Years or Longer (Emancipated/Age 18) - Children in foster care for 3 years or longer who were then either discharged to emancipation or turned 18 (aka "aged-out") while still in foster care. (Measure C3.3,)
- Placement Stability (At Least 24 Months in Care) - Children with two or fewer placements who have been in foster care for 24 months or more. (Measure C4.3)
- Youth Transitioning to Self-Sufficient Adulthood – Children aging-out of foster care with one or more of the following - a high school diploma; enrollment in College/Higher Education; received Independent Living Skills Program (ILP) Services; completed vocational training; employed or have other means of support. (Measure 8A)

The benefits of placement stability for children in foster care, and by extension their families are many. Placement stability greatly reduces the likelihood of developing insecure attachments to their primary caretaker or other emotional distress that can be a result of instability. Research also shows for young children experiencing placement instability can result in significant stress that can adversely affect physiological changes in the brain (Fisher et al., 2006).

One way of reducing the incidences of children experiencing multiple placements is by consistently and adequately utilizing permanency planning. Permanency planning, including concurrent planning, is a practice intended to help children move out of substitute care into permanent family homes as quickly as possible. In 1980 permanency planning became part of legislation and while there is not a universal definition of permanency planning, it is generally considered to be a "philosophy highlighting the value of raising children in a family, preferably their biological families, [and] a theoretical framework stressing the stability and continuity of relationships to promote children's growth and functioning" (Fein et al.). When return to the biological family cannot occur then adoption by a family member, a non-related extended family member (NREFM) or an identified adoptive family can provide the child with the stability and permanence necessary.

Further, children who have stability through permanency are more likely to have positive outcomes in academic achievements, secure attachments, and emotional health. Studies show that children who languish in the foster care system without the permanence of a guardianship or adoptive family do poorly when they “age-out” of the foster care system. It is known from research that children who “age-out” of foster care are much more likely to become involved with the criminal justice system, face homelessness, involvement with the CWS system and are less likely to continue their education to name just a few. Youth who have permanency through placement stability and have established a secure attachment to their care giver have a much greater chance of involvement in completing and/or furthering their education, establishing housing and employment.

The link between placement stability and permanency was highlighted as the POCR was researched, prepared for, and conducted and thus a consideration of the above outcome measures in the 2009-2012 SIP seemed a natural and appropriate choice.

A focus on decreasing re-entry, which Tehama CWS was informed may be encouraged by CDSS for the 2009-2012 SIP, would still be complimentary to these efforts in that multiple removals from the child’s family/home would indeed constitute placement instability in and of itself.