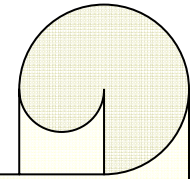


Child Welfare System Improvement  
The Community Plan ~ 2008 – 2013  
The County of Santa Cruz



***Summary of Local Goals***

**Safety**

- A. Reduce and prevent parental substance abuse and domestic violence.
- B. Improve parenting skills.
- C. Prevent child abuse.

**Permanency**

- D. Improve family connections.
- E. Improve youth and families socio-economic capacity.

**Well-Being**

- F. Improve children's health.
- G. Improve educational success of children and youth.

**System Enhancements**

- H. Improve communication.
- I. Establish an effective quality assurance system.
- J. Ensure equitable decision-making.

***Implementation Principles***

- Ensure practice is culturally competent.
- Ensure practice is evidence informed.
- Engage stakeholders who are diverse in age, culture, gender and ethnicity in planning processes.

# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach | Strategy - Years 1, 2, 3 | Lead | \$ | State SIP | Strategy - Years 4, 5, 6 | Lead | \$ |
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|               |
|---------------|
| <b>Safety</b> |
|---------------|

|   |
|---|
| <b>A. Reduce and prevent parental substance abuse and domestic violence</b> |
|---|

|  |   |                                      |    |   |   |                                      |    |
|--|---|--------------------------------------|----|---|---|--------------------------------------|----|
| <b>Substance abuse services</b>                | 1. Expand and enhance capacity of Dependency Drug Court (DDC). This includes improving and increasing assessment, advocacy and treatment (outpatient and inpatient) availability for parents in DDC.                                      | Health Services - Alcohol & Drug     | \$ | √ | Identify new funding to support these services and continue implementation. | Health Services - Alcohol & Drug     | \$ |
|  | 2. Identify new funding to expand substance abuse treatment for parents in CWS and implement services.  | Health Services - Alcohol & Drug     | \$ |   | If funded, implement services   | TBD                                  | \$ |
|  | 3. Develop a new Sober Living Environment (SLE) that houses parents and their children involved with child welfare services.  | Human Services – Administration      | \$ |   | If funded, implement services   | TBD                                  | \$ |
| <b>Data sharing &amp; service coordination</b> | 4. Document in an MOU the roles and responsibilities of Health Services Agency – Alcohol and Drug and Human Services staff in ensuring clients have access to substance abuse assessment and treatment. Implement and monitor procedures. | Human Services – Family & Children's |    | √ | Continue  | Human Services – Family & Children's |    |
|  | 5. Redesign slots management system to automate data regarding date of assessment, authorized treatment, and recommended level of care, and integrate this data set with existing data on client treatment services.                      | Health Services - Alcohol & Drug     |    |   | Continue  | Health Services - Alcohol & Drug     |    |
|  | 6. Identify adults who are in CWS and in Probation and improve service coordination.  | Probation                            |    |   | Continue  | Probation                            |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach                            | Strategy - Years 1, 2, 3   | Lead                                 | \$ | State SIP | Strategy - Years 4, 5, 6  | Lead                                 | \$ |
|-------------------------------------|--|--------------------------------------|----|-----------|---|--------------------------------------|----|
| <b>Wrap around services</b>         | 7. Assess feasibility to develop capacity for wrap-around services for families with at a least one adult on Probation and whose children are in placement or at risk of placement. If funded, implement.  | Probation                            | \$ |           | Continue  | Probation                            |    |
| <b>Safety &amp; discharge plans</b> | 8. Document and implement a protocol for Child Safety and/or Discharge Plans prior to the closure of an investigation or a case. Safety plans should address relevant safety issues related to substance abuse, violence, or mental health issues. Discharge plans will incorporate safety plans and on-going participation in community services. | Human Services – Family & Children's |    |           | Continue  | Human Services – Family & Children's |    |
| <b>B. Improve parenting skills</b>  |  |                                      |    |           |   |                                      |    |
| <b>Peer mentor</b>                  | 9. Identify successful models of employing parents previously involved with CWS as parent mentors.   | Human Services – Family & Children's | \$ |           | Develop sustainable funding plan and if funded, hire parent(s). | Human Services – Family & Children's |    |
| <b>Outcome monitoring</b>           | 10. Conduct a quality review of parent education services contracted by FCS and the parent education services families are referred to regularly. Specify the use of evidence informed models in CWS parent education contracts and create a protocol for referrals.   | Human Services – Family & Children's | \$ |           | Monitor best practice evidence and local outcomes               | Human Services – Family & Children's |    |
| <b>Information &amp; Training</b>   | 11. Educate providers and FCS social workers on screening and community services for post partum depression.   | Parents Center                       |    |           | Continue  | Parents Center                       |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

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|----------|--------------------------|------|----|-----------|--------------------------|------|----|
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| <b>c. Prevent child abuse and neglect</b> |  |   |    |  |   |   |    |
|---|--|---|----|--|---|---|----|
| <b>Prevention services</b>                | 12. Secure funding to expand Families Together (FT) to serve more families referred to CWS but that do not have open cases.  | Human Services – Administration         | \$ |  | If funded, contract and/or provide services | Human Services – Family & Children’s    | \$ |
| <b>Aftercare services</b>                 | 13. Identify funding for community services after a family exits from the child welfare system to prevent a recurrence of child abuse.                               | Human Services – Family & Children’s    | \$ |  | If funded, contract and/or provide services | Human Services – Family & Children’s    | \$ |
| <b>Policies &amp; protocols</b>           | 14. Update the MOU for communication among specific service providers to allow confidential exchange of information for high risk pregnant women and their children. | Health Services – Public Health Nursing |    |  | Continue communication                      | Health Services – Public Health Nursing |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach | Strategy - Years 1, 2, 3 | Lead | \$ | State SIP | Strategy - Years 4, 5, 6 | Lead | \$ |
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## Permanency

### D. Improve connections

|                          |  |                                      |    |   |                                      |                                      |    |
|--------------------------|--|--------------------------------------|----|---|--------------------------------------|--------------------------------------|----|
| <b>Family to Family</b>  | 15. Implement Family to Family. This will include: <ul style="list-style-type: none"> <li>▪ Establish MOUs and document policies.</li> <li>▪ Train court partners on new protocols.</li> <li>▪ Train staff on enhancing partnerships with mothers, fathers, resource families, and providers.</li> <li>▪ Implement TDM.</li> <li>▪ Train and support caregivers to support sibling connections.</li> </ul> | Human Services – Family & Children’s | \$ | √ | Continue                             | Human Services – Family & Children’s | \$ |
| <b>Kin support</b>       | 16. Develop and implement Kinship Support Services Program.  | Human Services – Family & Children’s | \$ | √ | Continue                             | Human Services – Family & Children’s | \$ |
| <b>Supervised visits</b> | 17. Increase the number of visit monitors to facilitate supervised visits, especially on evenings and weekends.  | Human Services – Family & Children’s | \$ | √ | Assess capacity and modify if needed | Human Services – Family & Children’s | \$ |
|                          | 18. Identify supervised visitation best practices and implement strategies for quality improvement in order to ensure visits are purposeful.   | Human Services – Family & Children’s | \$ | √ | Monitor quality                      | Human Services – Family & Children’s |    |
| <b>Training</b>          | 19. Implement on-going training and supports to assist caregivers with concurrent planning.  | Human Services – Family & Children’s |    | √ | Continue                             | Human Services – Family & Children’s | \$ |

# Santa Cruz County Child Welfare System Improvement - Community Plan

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|----------|--------------------------|------|----|-----------|--------------------------|------|----|
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| <b>E. Improve socio - economic capacity</b>    |  |                                      |    |   |  |                                      |    |
|--|--|--------------------------------------|----|---|--|--------------------------------------|----|
| <b>Housing</b>                                 | 20. Expand current THP-Plus housing to serve more youth. Assess Host Family Model of THP-Plus housing program and determine feasibility.   | Human Services – Family & Children’s | \$ | √ | If funded, expand THP-Plus housing to serve more youth.                | Human Services – Family & Children’s | \$ |
|  | 21. Target units in affordable housing developments to be dedicated to youth aging out of foster care and families providing permanent homes to foster children.                         | Human Services – Administration      | \$ |   | Continue   | Human Services – Administration      | \$ |
| <b>Financial support</b>                       | 22. Develop a funding plan and identify a community based organization to establish and maintain Individual Development Accounts (IDA) for foster youth.                                 | Human Services – Family & Children’s | \$ |   | If funding established and provider identified, implement IDA program. | TBD                                  | \$ |
| <b>Policies &amp; protocols</b>                | 23. Review existing practice to support successful transition to adulthood and develop and formalize policy and procedures for transition support.                                       | Human Services – Family & Children’s |    |   | Continue   | Human Services – Family & Children’s |    |
|  | 24. Review access barriers to subsidized child care programs. If needed, revise protocols or policies to ensure access to CWS children.  | Human Services – Family & Children’s |    |   | Continue   | Human Services – Family & Children’s |    |
| <b>Data sharing &amp; service coordination</b> | 25. Develop and share a monthly list of active probation cases with child welfare youth to determine youth open to both systems. Ensure that specific officers will monitor these youth. | Probation                            |    |   | Review regular probation/CWS crossover reports.                        | Probation                            |    |
|  | 26. Identify and track crossover cases between Family and Children’s Services and CareerWorks. Implement cross divisional case plans.  | Human Services – Family & Children’s |    |   | Continue cross divisional case tracking and planning                   | Human Services – Family & Children’s |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach | Strategy - Years 1, 2, 3 | Lead | \$ | State SIP | Strategy - Years 4, 5, 6 | Lead | \$ |
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## Well-being

### F. Improve children's health

|   |   |  |    |   |   |  |    |
|---|---|--|----|---|---|--|----|
| <b>Mental and developmental health services</b> | 27. Pilot test FCS Social Workers performing developmental screenings for children (0-3) in CWS. Use results of screening to determine the number of children needing further assessment and treatment. | Human Services – Family & Children's       |    | √ | Expand implementation of screening to include all CWS children under three. | Human Services – Family & Children's       | \$ |
|   | 28. Establish roles and responsibilities of San Andreas Regional Center and Human Services staff to ensure compliance with CAPTA and document procedures in an MOU. Implement procedures.               | Human Services – Family & Children's       |    |   | Continue  | Human Services – Family & Children's       |    |
|   | 29. Develop the program and funding plan for social-emotional and developmental assessment and treatment for young children (0-3). (If funded - contract for services).                                 | Human Services – Planning & Evaluation     | \$ |   | Contract with provider for early mental health assessment and treatment.    | Human Services – Family & Children's       | \$ |
|   | 30. Expand use of Mental Health Screening Tool and referrals, as appropriate, to mental health services for all children (3+) in Family Maintenance (FM).   | Human Services – Family & Children's       |    | √ | Continue  | Human Services – Family & Children's       |    |
|   | 31. Develop a funding plan to provide mental health and substance abuse (outpatient) treatment for children in FM services. If funded, provide services.  | Health Services – Children's Mental Health | \$ |   | If funding is established, provide services                                 | Health Services – Children's Mental Health | \$ |

## Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach                     | Strategy - Years 1, 2, 3   | Lead  | \$ | State SIP | Strategy - Years 4, 5, 6                     | Lead                                 | \$ |
|------------------------------|--|---|----|-----------|--|--------------------------------------|----|
| <b>Public health nursing</b> | 32. Develop a funding plan for a Public Health Nurse program for children in Family Maintenance (FM) services. If funded, provide services.  | Health Services-Public Health Nursing                   | \$ |           | If funding is established, provide services. | Health Services-Nursing              | \$ |
| <b>Training</b>              | 33. Expand marketing and engagement strategies for existing trainings on child development (e.g. prenatal drug exposure and positive attachment).  | Cabrillo College & Human Services – Family & Children’s |    |           | Continue effective engagement strategies.    | Cabrillo College                     |    |
|                              | 34. Identify a lead and funding for training of medical providers on child abuse.  | SIP Committee   | \$ |           | Implement training.                          | TBD                                  | \$ |
| <b>Outcome monitoring</b>    | 35. Identify outcomes and develop and implement standards for reporting outcomes for Health Services – Children’s Mental Health services that utilize Human Services funds. Document procedures for sharing outcome information in an MOU. | Human Services – Planning & Evaluation                  |    |           | Share data and monitor outcomes.             | Human Services – Family & Children’s |    |



# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach | Strategy - Years 1, 2, 3 | Lead | \$ | State SIP | Strategy - Years 4, 5, 6 | Lead | \$ |
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| <b>G. Improve educational success</b> |  |                                      |    |   |                                 |                                      |    |
|---------------------------------------|--|--------------------------------------|----|---|---------------------------------|--------------------------------------|----|
| <b>Court oversight</b>                | 36. Implement evidence-informed practices that will enhance Dependency Court oversight of foster children's educational outcomes.  | Human Services – Family & Children's |    | √ | Review, enhance and continue    | Human Services – Family & Children's |    |
| <b>Support services</b>               | 37. Implement a system of transportation to enable children in foster care to remain in their school of origin.  | County Office of Education           | \$ |   | Continue                        | County Office of Education           | \$ |
|                                       | 38. Develop and implement an assessment tool on the educational needs of foster youth.   | County Office of Education           |    |   | Continue and monitor compliance | County Office of Education           |    |
|                                       | 39. Increase foster youth access to tutoring and other educational support services.   | County Office of Education           | \$ |   | Continue                        | County Office of Education           | \$ |
|                                       | 40. Expand educational resources and advocacy consultation for CASAs and the children they serve.  | CASA                                 | \$ |   | Continue                        | CASA                                 | \$ |
| <b>Policies &amp; protocols</b>       | 41. Define the roles and responsibilities of all parties (schools, placing agencies, caregivers, parents) in ensuring foster youth maintain stable education placements, are in the least restrictive academic placements, and have access to educational resources as specified in AB490. Document these roles in an interagency MOU and implement responsibilities outlined in the protocol. | County Office of Education           |    | √ | Continue implementation of MOU  | County Office of Education           |    |
|                                       | 42. Develop and implement a coordination plan with local and regional higher education institutions to increase foster youth access to higher education opportunities.   | Human Services – Family & Children's |    |   | Continue                        | Human Services – Family & Children's |    |

## Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach                       | Strategy - Years 1, 2, 3  | Lead   | \$ | State SIP | Strategy - Years 4, 5, 6  | Lead                       | \$ |
|--------------------------------|---|--|----|-----------|---|----------------------------|----|
| <b>Training &amp; advocacy</b> | 43. Provide training to school boards and personnel on issues foster children face in the educational system.   | County Office of Education                   |    |           | Review, enhance and continue  | County Office of Education |    |
|                                | 44. Train caregivers and parents about education rights and advocacy.   | Cabrillo College                             |    | √         | Continue  | Cabrillo College           |    |
| <b>Data sharing</b>            | 45. Develop an interagency data sharing procedure including confidentiality protocols that will allow a merge of Education, CWS, and Probation records for foster children allowing for timely sharing of individual information. (Consider better integration with the Kids Database.) | County Office of Education<br>County Counsel |    |           | Develop an interagency data system that will merge Education CWS, and Probation records for foster children allowing for timely sharing of individual information, as well as analysis of aggregate data. | County Office of Education | \$ |
|                                | 46. Develop procedures for preschool data sharing with K-12 education system, child welfare, and caregivers.  | Head Start                                   |    |           | Implement data sharing.   | Head Start                 |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach | Strategy - Years 1, 2, 3 | Lead | \$ | State SIP | Strategy - Years 4, 5, 6 | Lead | \$ |
|----------|--------------------------|------|----|-----------|--------------------------|------|----|
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## System Enhancements

### H. Improve Communication

|                                 |   |                                      |  |   |  |                                      |  |
|---------------------------------|---|--------------------------------------|--|---|--|--------------------------------------|--|
| <b>Policies &amp; protocols</b> | 47. Identify best practices for engaging parents and youth in case planning. Develop and pilot protocols to more effectively engage parents and youth in the development and updating of their case plans.  | Human Services – Family & Children's |  | √ | Assess and enhance policies and protocols. | Human Services – Family & Children's |  |
|                                 | 48. Develop and implement protocols for case consultation with resource parents, CASAs, service providers and attorneys as appropriate. These include: <ul style="list-style-type: none"> <li>▪ MOU on working with CASA (including timely notification of placement changes and social worker changes).</li> <li>▪ Written guidelines regarding when CASAs and attorneys will be included in Human Services – FCS sponsored case consultation.</li> <li>▪ Written standards of practice for all Court partners about changes in recommendations, new information and potential "hot button" issues prior to hearing and trial dates.</li> <li>▪ Written communication protocols between partners to assist in decision-making regarding reunification and concurrent planning activities.</li> </ul> | Human Services – Family & Children's |  | √ | Assess and enhance policies and protocols. | Human Services – Family & Children's |  |

## Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach                          | Strategy - Years 1, 2, 3   | Lead  | \$ | State SIP | Strategy - Years 4, 5, 6  | Lead                                 | \$ |
|-----------------------------------|--|---|----|-----------|---|--------------------------------------|----|
| <b>Information &amp; training</b> | 49. Develop and distribute Bills of Rights for parents, foster youth, and resource families.   | Human Services – Family & Children’s & County Counsel | \$ | √         | Continue distribution   | Human Services – Family & Children’s |    |
|                                   | 50. Develop and disseminate handbooks for resource families.   | Human Services – Family & Children’s                  | \$ | √         | Develop and disseminate handbooks for parents and foster youth. | Human Services – Family & Children’s | \$ |
|                                   | 51. Incorporate guidelines for supporting and communicating with resource families (through reunification and other transitions) into new social worker training.  | Human Services – Family & Children’s                  |    | √         | Continue training   | Human Services – Family & Children’s |    |
| <b>Collaborative meetings</b>     | 52. Create an annual plan and schedule of monthly meetings between CASA and FCS directors/managers. Implement quarterly meetings between CASA and FCS supervisors, as well as occasional meetings between CASA advocates and FCS social workers, to support and coordinate services. | Human Services – Family & Children’s                  |    | √         | Continue  | Human Services – Family & Children’s |    |
|                                   | 53. Establish regular meetings between the Agency and the Judicial Officer assigned to Dependency Court in order to improve communication and problem solving on general work flow and expectations between the Court and the Agency.  | Human Services – Family & Children’s                  |    |           | Continue  | Human Services – Family & Children’s |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

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|----------|--|------------------------------------|----|-----------|--------------------------|------------------------------------|----|
|          | 54. Redesign the structure of Dependency Court Systems meetings to include quarterly topic specific agendas and the use of small workgroups to provide venues for in depth discussions about Dependency System functioning.  | Dependency Court Systems Committee |    |           | Continue                 | Dependency Court Systems Committee |    |
|          | 55. Create a community dialogue to increase shared values, communication and shared definitions of "success" across Child Welfare stakeholders, the court, and treatment providers Identify opportunities to integrate "Foundational Assumptions" into relevant practice and policy issues. Through the SIP Oversight Committee, design public relations strategies to continue education to local community on the "Foundational Assumptions" . | SIP Committee                      |    |           | Continue                 | SIP Committee                      |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

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|----------|--------------------------|------|----|-----------|--------------------------|------|----|
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| <b>I. Establish an Effective Quality Assurance System</b> |  |                                      |  |   |   |                                      |  |
|---|--|--------------------------------------|--|---|---|--------------------------------------|--|
| <b>Policies &amp; Protocols</b>                           | 56. Develop an online practice guide for FCS staff.  | Human Services – Family & Children’s |  | √ | Continue to update and refine policies and protocols.   | Human Services – Family & Children’s |  |
|   | 57. Develop and implement standardized protocols for casework compliance reviews.  | Human Services – Family & Children’s |  | √ |   | Human Services – Family & Children’s |  |
|   | 58. Implement a local concurrent planning policy and procedures.   | Human Services – Family & Children’s |  | √ |   | Human Services – Family & Children’s |  |
|   | 59. Review and revise existing FCS procedures for addressing complaints from parents, youth, and caregivers and train social workers and stakeholders on improved complaint procedures. In addition to the formal complaint protocols, identify and implement alternative pathways such as suggestions boxes and community office hours. Assess effectiveness of complaint resolution system and implement improvements as needed. | Human Services – Family & Children’s |  | √ | Review implementation of complaint procedures. If needed, make revisions in procedures for addressing formal and informal complaints. | Human Services – Family & Children’s |  |
|   | 60. Ensure that social workers have access to information on community services through staff discussion groups, access to on-line resource directories and better linkages with county wide integration efforts.  | Human Services – Family & Children’s |  | √ | Expand access to community resource information through on-line information.  | Human Services – Family & Children’s |  |

## Santa Cruz County Child Welfare System Improvement - Community Plan

| Approach                          | Strategy - Years 1, 2, 3  | Lead                                 | \$ | State SIP | Strategy - Years 4, 5, 6                                   | Lead                                 | \$ |
|-----------------------------------|---|--------------------------------------|----|-----------|--|--------------------------------------|----|
| <b>Staffing levels</b>            | 61. Increase social worker staffing in order to reach recommended caseload standards in the SB 2030 Workload Study.   | Human Services – Family & Children’s | \$ |           | Maintain staffing  | Human Services – Family & Children’s | \$ |
| <b>Information &amp; Training</b> | 62. Provide periodic training to court partners regarding evidence-informed practices related to permanency for young children. (Include discussion on local practices, permanency barriers, and utilization of alternative dispute resolutions processes).   | Human Services – Family & Children’s |    |           | Continue   | Human Services – Family & Children’s |    |
|                                   | 63. Provide a training to Court partners regarding the nature of substance abuse and its impact on children as it relates to families in the Child Welfare system, as well as evidence informed practice standards for duration, intensity and quality of treatment services for parents in the system. | Human Services – Family & Children’s | \$ |           | Continue   | Human Services – Family & Children’s |    |
|                                   | 64. Develop mechanisms to communicate outcomes and data trends to FCS staff and engage staff in discussions of practice implications.   | Human Services – Family & Children’s |    |           | Develop and implement on-going training to Court partners. | Human Services – Family & Children’s |    |

# Santa Cruz County Child Welfare System Improvement - Community Plan

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| <b>J. Ensure equitable decision making</b> |  |   |  |   |  |   |  |
|--|--|---|--|---|--|---|--|
| <b>Studies</b>                             | 65. Explore the reasons for the decreasing reunification rates of Hispanic families with young children and overrepresentation of Hispanic and African-American children in the child welfare system through case abstraction and data analysis. Make recommendations for practice modifications to improve equity in decision making and implement these changes. | Human Services – Planning and Evaluation        |  | √ | Implement necessary changes and monitor data trends. | Human Services – Family and Children’s Services |  |
|  | 66. Analyze screening decisions, completion of assessment tools, case opening decisions, and placement decisions using CRC standard and ad hoc reports. Make recommendations for further exploration or practice changes if needed.  | Human Services – Family and Children’s Services |  | √ | Implement necessary changes and monitor data trends. | Human Services – Family and Children’s Services |  |
|  | 67. Conduct research on Voluntary Family Maintenance (VFM) cases to explore decision-making processes and the possible relationship between VFM cases and recurrence of maltreatment. Identify practice implications.  | Human Services – Planning and Evaluation        |  |   | Implement necessary changes and monitor data trends. | Human Services – Family and Children’s Services |  |



# Santa Cruz County Child Welfare System Improvement - Community Plan

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|---|--|------------------------------------|----|-----------|--------------------------|------------------------------------|----|
| <b>Advocacy for Court Modifications</b> | 68. Advocate with the AOC for reduced child attorney caseloads.  | Dependency Court Systems Committee |    |           | Continue advocacy        | Dependency Court Systems Committee |    |
|   | 69. Request that the Santa Cruz County Superior Court assign a judicial officer to the Dependency Court for a period of no less than 3 years in order to maximize the knowledge and experience of judicial officers who make decisions about the lives of children and families. |                                    |    |           |                          |                                    |    |
|   | 70. Consult with the Santa Cruz County Superior Court regarding prioritizing Dependency Court contested hearings.  |                                    |    |           |                          |                                    |    |

## Additional Strategies

Additional strategies were brainstormed in the strategic planning process and were not prioritized to initiate in the next six years. In an effort to retain these strategies for future consideration they are listed below by the primary reason they were excluded from the six year plan.

### ***Strategies without viable leads or resources***

- Create a supervised visitation center where visits can take place.
- Expand services for perpetrators of domestic violence (not on probation) with a focus on the impact of domestic violence on children.
- Develop new innovative strategies to assist child welfare involved families in accessing adequate and affordable housing (e.g work with business community to create rental/buying programs).
- Create viable career paths for families involved with child welfare.
- Expand mentoring opportunities for youth.
- Develop and implement a Delancy Street model of housing, employment, and child care for child welfare involved families.
- Identify and implement strategies to increase access to services and resources for undocumented families involved with CWS and where children are receiving child only Calworks benefits.
- Expand youth access to AOD treatment, especially residential.1