

Attachment A

<b>FY 2010-11: Children's Network Accounting of PSSF, CAPIT, CBCAP, Children's Trust Fund Revenue and Distribution</b>										
<b>Service/Contractor</b>	<b>PSSF: Time Limited FR</b>	<b>PSSF: Family Preservation</b>	<b>PSSF: Adoption Promotion/Support</b>	<b>PSSF: Family Support</b>	<b>Total PSSF</b>	<b>CBCAP</b>	<b>CTF</b>	<b>(MAA)</b>	<b>Total Contract Amounts</b>	<b>CAPIT</b>
<b>CWS Flex Fund:</b> Youth Resource Bank		\$33,687			\$33,687				\$33,687	
<b>Adoption Promotion and Support:</b> Cabrillo College			\$33,687		\$33,687				\$33,687	
<b>Supervised Vistation:</b> Parents Center	\$48,000				\$48,000				\$48,000	
<b>Differential Response:</b> SC4		\$11,746		\$33,687	\$45,433		\$58,683	\$7,895	\$112,011	\$75,000
<b>CAPC Prevention Campaign:</b> United Way					\$0		\$15,000		\$15,000	
<b>Children's Network Staff:</b> United Way					\$0	\$16,991			\$16,991	
<b>Total Funds Distributed</b>	\$48,000	\$45,433	\$33,687	\$33,687	\$160,807	\$16,991	\$73,683	\$7,895		
<b>Allocation</b>					\$160,807					\$ 75,000
<b>Remaining funds</b>					\$0					
<b>% of PSSF</b>	30%	28%	21%	21%						

## **Santa Cruz County Family and Children's Services Parents' Bill of Rights and Responsibilities**

### **What are my rights related to being investigated by Family and Children's Services?**

If your family is investigated by Family and Children's Services, you have the right to the following:

- Not to be discriminated against based on disability, age, race, sex, religion, ethnic origin, economic status, or sexual orientation.
- Know about the report that was made to the Department and why an investigation is happening, but not the name of the person who made the report.
- Know the outcome of the investigation.
- Have an emergency Detention hearing if your child is moved out of your home.
- Have your name removed from any central registry if the complaint of abuse or neglect is unfounded.
- Request Family Maintenance services to strengthen and support your family.
- Participate in services to help your family.
- Be present, bring witnesses, and have your say in all hearings about your child.
- Choose to have a lawyer represent you (one will be provided to you if you qualify financially).
- Appeal a Department finding of abuse or neglect.
- Make a complaint or raise any concerns you might have to the social worker, supervisor, and/or program manager.

### **What are my rights related to case plans?**

You have the right to do the following:

- Participate in creating your family's and child's case plan.
- Sign the case plan and be provided with a written copy.
- Receive the services that are described in the plan.
- Be informed of the actual services your child receives.
- Be informed of any changes in your case plan.
- Ask your social worker to coordinate your case plan with any other service plans in which you or your children are involved.
- Receive information about your case plan requirements in your own language.
- Review information written by the social worker about you or your child.

- If you so desire, have someone else present who can help you understand what is taking place and support you in advocating for yourself and your family.

## **What are my rights related to out-of-home placement of my child?**

If your child is removed from your home, you have the right to the following (unless otherwise limited by the Court):

- Know why your child is placed in out-of-home care.
- Know exactly what needs to happen for your child to return home.
- Suggest the names of relatives who might care for your child.
- Have your child be placed with a relative if there is a relative who can care for him or her safely.
- Develop a visitation plan, and visit and communicate with your child regularly.
- Be informed about the progress your child is making or not making while in out-of-home care.
- Be consulted and make decisions about things such as your child's religion, health care, and education.
- Be informed about the people and/or services involved with your child such as the school, teacher, medical doctor, dentist and CASA.
- Go with your child to medical or dental appointments.
- Be notified of any medical emergencies your child may have.
- Inform the social worker about any problems with your child's placement.
- Report to the child abuse hotline if you suspect your child is being abused or neglected by the current caretaker.
- Request an informal placement agreement without relinquishing legal custody if your child needs placement for mental health or substance abuse services.
- Insist that any informal placement agreement state specifically when and under what circumstances your child may come home.
- Receive the needed services and supports that will help your child return home. Know how much time California law allows you to reunify with your child and under what circumstances these timeframes may be altered.
- Know the risks to not completing the necessary changes in the time allowed by California law, including having your parental rights terminated.
- Inform the Department, your lawyer, and the Court if the Department has not provided the services listed in your case plan.
- Know if and how concurrent planning (a back up plan for your child should you not reunify) is being used with your child and family.
- Have your child return home after the conditions required by the Court and your case plan have been met.

## **What are my responsibilities as a parent involved with the child welfare system?**

You have the responsibility to do the following:

- Participate in creating your family's and child's case plan.
- Share important information about your child.
- Participate in the services that are offered.
- Keep appointments.
- Make the agreed upon changes in your behaviors or circumstances that led the Department to be concerned about your child's safety.
- Do your part in helping your child return home (if that is the goal).
- Visit and communicate with your child as agreed upon.
- Participate in your child's care as agreed upon.
- Stay in regular contact with the social worker.
- Provide information about your progress and changes in your life.
- Communicate any concerns that you have to the social worker and/or your lawyer.
- Practice honesty as the Department is unable to assist you without knowledge and understanding of your needs.

# **Santa Cruz County Family and Children's Services Parents' Bill of Rights and Responsibilities**

## **Addendum**

In September 2007, the Santa Cruz County Child Welfare System Improvement Steering Committee adopted the following foundational assumptions regarding the relationship between families and the child welfare system.

- Most parents want to act in their child's best interests, although some are unable to do so due to circumstances beyond their control.
- Child safety from child maltreatment takes precedence over parental rights.
- A child is entitled to live in the least restrictive, most family-like and community-based setting that can meet the child's needs for safety and developmental support.
- Children should be removed from their homes as a safety intervention only when safety cannot be assured in the home.
- Involuntary governmental child welfare service interventions should be limited to instances in which family circumstances present a moderate to severe risk of harm to the child.
- Different forms of maltreatment have different causes that imply differentiation of assessment and intervention approaches.
- Change is more likely when outcomes are clear and mutually agreed upon.
- A focus on strengths and solutions is more likely to achieve desired outcomes than a focus on deficits and problems.
- In child maltreatment cases, the time allowed for change in the family is determined by the developmental needs of the child.

In order to ensure that parents are able to achieve success with respect to safely caring for their children, a mutually respectful and collaborative relationship between the Human Services Department and parents must be established and maintained. To this end, the Department, County Counsel, and parent representatives have worked together to develop this Santa Cruz County Parents' Bill of Rights, which was approved by the Board of supervisors on \_\_\_\_\_.

## **Attachment C: Santa Cruz County Family and Children's Services Resource Parents' Bill of Rights**

### **Preamble**

In September 2007, the Santa Cruz County Child Welfare System Improvement Steering Committee adopted the following foundational assumptions regarding the role of resource parents (foster and kinship parents) in the child welfare system.

- The primary role of a resource parent is to meet the child's basic needs in the areas of health, development, emotional support, safety and socialization toward adulthood.
- During reunification services, it is the resource parent's role to assist the child, birth family and service providers in working toward reunification. If reunification fails, the resource parent should assist the child in adapting to the alternative plan for permanency. This may or may not include the resource parent serving as the permanent plan by adopting the child after services are terminated.
- Outcomes are enhanced for the child and birth family when the resource parent works as a partner with the agency in meeting the child's needs for permanency.
- A resource parent contributes to positive outcomes for the child when s/he supports the child's continuing relationship with the birth family. (Outcomes are improved for the child when the birth family perceives the resource parent as a support in meeting the child's needs)

In order to ensure that resource parents are able to perform their critical role of caring for children, supporting reunification, and promoting permanency, a mutually respectful and collaborative relationship between the Human Services Department and resource parents must be established and maintained. To this end, the Department, County Counsel, and resource parent representatives have worked together to develop this Santa Cruz County Resource Parents' Bill of Rights, which was approved by the Board of supervisors on \_\_\_\_\_.

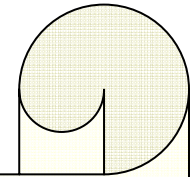
## **Santa Cruz County Family and Children's Services Resource Parents' Bill of Rights**

1. The right to be treated with dignity, respect, trust and consideration as a provider of resource parenting and a member of the professional team caring for foster/kincare children;
2. The right to receive from the Department information about available training and support for the purpose of improving skills in providing daily care, meeting the special needs of the child in foster/kincare and understanding the rights and responsibilities of the resource parent;
3. The right to be provided a current explanation of the role of the Human Services Department and a means by which the foster/kincare parent(s) can contact the Department twenty-four (24) hours a day, seven days a week for the purpose of receiving Department assistance;
4. The right to work with the Department to facilitate the placement of a child who can participate in and benefit from the resource parent's family customs and routines;
5. The right to refuse placement of a particular child within their home;
6. The right to receive the child's Needs and Services Plan and Health and Education Summary within 30 days of a first placement and 48 hours on subsequent placements. In addition, the Department will endeavor, prior to placement, to provide available information about the child's characteristics and behaviors that may assist the resource parent in meeting the child's needs and safeguarding the health and safety of the resource parent and family;
7. The right to receive timely financial reimbursement as per state rate-setting guidelines found in the State Department of Social Services Manual of Policies and Procedures section 45.303.1 for the care of a child in foster/kincare;
8. The right to be provided by the Department a copy of the child's written case plan with timely updates as the plan evolves, including, but not limited to, all available information regarding the child's contact with the child's birth family;
9. The right to provide input to the Department concerning the child's case plan, including issues of safety, permanency and well-being and the right to have that input considered in the Department's ongoing development of the child's case plan;
10. The right to be invited and encouraged by the Department to actively participate in the case planning and decision-making process regarding the child in

foster/kinicare. This includes attending Team Decision Making Meetings and other meetings as appropriate;

11. The right to be permitted by the Department to communicate pertinent information pertaining to a child in their care with professionals who work with the child, including the child's doctors, dentists, school personnel, and any other professionals approved by the Department;
12. The right to be provided a current explanation and understanding of the role of the Human Services Department and the role of the members of the child's birth family in the child's foster care/kinicare with updates as the child's case plan evolves;
13. The right to be notified by the Department of all court hearings pertaining to the child. This notification shall include, but is not limited to, notice of the date, time, and location of the hearing, the court case number and the caretaker statement form. Such notification shall be made according to the time frames required by law, and at the same time that notification is issued to birth parents;
14. The right to be considered by the Department for permanent placement for the child, who, after being in the resource parent's home becomes free for adoption or permanent foster/kinicare;
15. The right to request training, counseling or other assistance to preserve the child's placement, because "any change in living environment is traumatic for any child," as the State Legislature articulated in AB 458 (2003);
16. The right, after the family's and Department's joint efforts to preserve the placement have failed, to request, upon seven days notice to the Department, the removal of a child for good reason;
17. The right to be provided by the Department timely notification of changes and/or termination of the placement and the reasons for the changes or termination of placement, except in instances of immediate response for the protection of the child or in compliance with orders of the court;
18. The right to receive from the Department seven (7) days notice of termination of foster/kinicare placement unless the child is physically or psychologically endangered, the court orders removal, a parent or guardian in a voluntary placement orders removal, there is a signed waiver from the resource parent or removal is from an interim placement directly into an adoptive home. In addition, the right of the resource parent to utilize the Department's grievance procedures to request a hearing on the reasons for termination of the placement;

19. The right to be considered as the fourth in line for placement (after a previous noncustodial parent, a family member, or a non-relative extended family member) when a former foster/kinship child, formerly placed with the resource parent, is to be re-entered into foster care;
20. The right to receive from the Department, upon request, copies of documents contained in the Department's licensing file kept regarding the foster/kinship home except those that are deemed confidential by State law (unless released pursuant to court order);
21. The right to confidentiality regarding contact information in the resource parent family home unless disclosure is ordered by the court;
22. The right to be free from discrimination (as defined by Welfare and Institutions Code section 16013), coercion, and retribution by the Department; and
23. The right, if a child abuse/neglect investigation against the resource parent ensues, to have the investigation initiated within 10 days of the Department's receipt of the allegation, and the right to be kept informed of the status of the investigation;
24. The right to be advised by the Department of complaint and grievance procedures;
25. The right to file a complaint or, where applicable, grievance in response to any violations of this Bill of Rights using the Department's established complaint/grievance procedures.



### ***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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## Safety

### A. Reduce and prevent parental substance abuse and domestic violence

<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

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

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

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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 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

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

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

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

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

