

REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 1  
EFFECTIVE: 09-23-2021

I. BACKGROUND

When a family has an open CalWORKs case and the parents are working with Children & Family Services (CFS) to improve their parenting capabilities while the children remain safely at home, service coordination can be critical to their success. Streamlining case plan activities, eliminating redundancy, accessing available resources from CFS and CalWORKs and jointly monitoring progress creates a more realistic, responsive and coordinated service experience for the family. Within Linkages, a number of family engagement strategies are employed in this coordinated effort. This Department Manual Section will apply to CalWORKs clients who are currently eligible for Assessment & Intensive Services (AIS) who have a “Crossover” case with Children & Family Services in the Intensive Family Services (IFS) Program.

II. DEFINITIONS

Linkages

Linkages is the term used by Contra Costa County to name the philosophy and working partnership between CalWORKs, Children & Family Services and community based partners. Linkages is a practice, not a program. It enhances connections to agency and community services and resources that provide a network of support for the family.

CalWORKs

The California Work Opportunity and Responsibility to Kids (CalWORKs) program is a time-limited program that provides financial assistance to eligible needy families with (or expecting) children to help pay for housing, food, utilities, clothing, medical care, and other necessary expenses. Additional services available to families with barriers to self-sufficiency include mental health, substance abuse and domestic violence.

Children & Family Services

Children & Family Services (CFS) protects children from abuse and neglect and promotes the well-being of children and their families in their communities. CFS also ensures safety and permanence of children and youth under our care and supervision. As a result of our Linkages coordinated case plan we work with CalWORKs staff to encourage family stability and self-sufficiency by connecting families to resources and services.

Pre-Linkages Team Meeting (PLTM)

This meeting occurs as soon as possible prior to the Linkages Team meeting. This meeting does not include the family and the primary focus is logistics.



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 2  
EFFECTIVE: 09-23-2021

Linkages Team Meeting (LTM)

This meeting brings together a team of support for the family. Throughout the meeting process family's case plans are coordinated and streamlined. In addition to the coordination of case plans, the Linkages Team meeting provides access to other resources in the community, public agencies and/or community based organizations.

Assessment and Intensive Services (AIS) /Family Stabilization (FS)

The AIS/FS program provides intensive case management services to clients engaged in education or training and/or those that have been assessed for mental health or substance use treatment. AIS/FS is designed to ensure a basic level of stability within a family prior to, or concurrently with, participation in Welfare-to-Work (WTW) activities. The primary goal of AIS/FS program is to provide the support necessary to assist the participant and their family reach self-sufficiency. The AIS/FS Social Worker (SW), in partnership with the participant, will assist with setting life/career goals while building skills necessary to obtain/retain employment for the participant and their family. CalWORKs recipients are eligible to participate in AIS/FS if a county determines that a family is experiencing an identified situation and/or crisis that is destabilizing the family and would interfere with adult clients' ability to participate in WTW activities and services.

Intensive Family Services – Refer to MS 31-087

Intensive Family Services (IFS) allows children to remain safely in their home by using strengths of families and communities to prevent or address neglect and abuse. IFS provides time limited services to children and families whose children are in potential danger of abuse, neglect or exploitation. The family must be willing to accept services on a voluntary basis in order for their children to remain in their home. If such services fail the necessary protection for the children by Juvenile Court intervention may be necessary.

III. POLICY

Linkages is being implemented with the goal of assisting families to achieve self-sufficiency and to promote child safety, permanency and well being. To achieve this goal a working relationship between Workforce Services and Children & Family Services is critical to provide services and resources to support the family.

A. Eligibility

1. All families who have an open CalWORKs case and are eligible to Welfare to Work Services (Refer to WTW MS 42-700 dated 1-10-18 for eligibility criteria) in addition to an open IFS case are eligible to Linkages.

CHILDREN AND FAMILY  
SERVICES HANDBOOK



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 3  
EFFECTIVE: 09-23-2021

B. Identifying Potential Linkages Cases

1. At Screening Intake a clearance is completed for CalWORKs activity and is noted in the Screener alert field.
2. When a referral is received in the Emergency Response Unit, the unit clerk completes a clearance for CalWORKs activity. If the case is active to CalWORKs, the case is flagged with the XOVER 1 form.
3. If a CFS case is opened, the IFS Supervisor completes another clearance to verify continued CalWORKs activity. The IFS Supervisor distributes the XOVER 1 form to the following:
  - IFS Supervisor
  - AIS/FS Social Worker and Supervisor
4. Repeat Step 3 anytime there is a change of assignment.

C. Confidentiality, Communication, Collaboration and Coordination between bureaus.

1. The sharing of information between CalWORKs and CFS is permitted through the process of obtaining a signed release of information (Refer to Form WTWCC 10B located in STARS) from the family. Securing the family's permission for sharing information related to meeting their service needs across CFS and CalWORKs is an essential part of establishing the trust and respect needed for meaningful engagement.
2. CFS and CalWORKs staff will share information concerning case activities and requirements on a need to know basis, for the purposes of case planning and/or case conferencing.
3. The purpose of effective communication, collaboration and coordination between CFS and CalWORKs is to achieve positive outcomes for the family with the following as goals:
  - Simplifying communication
  - Consolidate decisions for coordinated case plans
  - Monitor and if necessary modify completion of time sensitive family and agency goals
  - Coordinate supportive services to avoid duplication

DMCL # 21-69

CHILDREN AND FAMILY  
SERVICES HANDBOOK



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 4  
EFFECTIVE: 09-23-2021

- Improve successful service delivery
  - Achieve common as well as individual agency outcomes
4. Only relevant information necessary to complete the Linkages coordinated case plan or to deliver services to children and their families shall be shared between CFS, CalWORKs and meeting participants. The discussion must be limited to information that is necessary to develop the Linkages coordinated case plan or to provide services. If a meeting participant has information about a past occurrence with the family it must not be discussed unless it has particular relevance.
5. For mutual activities between CFS and CalWORKs to be successful it is critical to have effective communication. Examples of mutual activities are listed below:
- Prevention
  - Early intervention
  - Identification of mutual cases
  - Identification of participants for meetings
  - Development of the Linkages coordinated case plan
  - Joint resource and needs identification
  - Joint case management activities

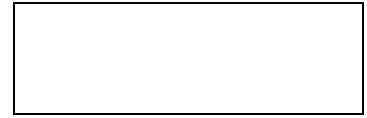
D. Pre-Linkages Team Meeting (PLTM)

A PLTM occurs as soon as possible prior to the Linkages Team meeting (LTM). Once a request is received the PLTM is scheduled by the CFS SW or AIS SW. PLTM's **do not** include family representation because it is primarily focused on logistical issues. It is not a meeting to talk about how to coordinate the Linkages coordinated case plan, nor is it an opportunity to talk about the family without the family present. The PLTM ensures that all key parties have communicated prior to the actual LTM to ensure a smooth and productive case coordination meeting process. If necessary or desired, the PLTM may be held via telephone conference to ease communication.

PLTM's and are held for the purpose of clarifying meeting logistics, such as:

- Family's willingness to participate in a Linkages Team meeting and to develop the Linkages coordinated case plan.
- Who should be invited/present at the Linkages Team meeting.
- The date/time/location of the Linkages Team meeting with the family.

DMCL # 21-69



REPLACES:

SECTION: 31-090

PAGE NO.:

ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090

PAGE NO.: 5

EFFECTIVE: 09-23-2021

- What are we worried about, issues/concerns such as the safety of children and the resources needed for support of those needs.
- To identify who will ensure that the family understands the purpose of the Linkages Team meeting, location, etc.
- To identify special needs/accommodations e.g., language, travel, phone arrangements for an incarcerated parent.

E. Linkages Team Meeting (LTM)

1. The Linkages Team meeting shall take place within one week after the IFS agreement has been signed or soon after the Pre-Linkages Team meeting.
2. The parent/family is present and involved in the meeting. The parent/family must be an active participant in the developing their Linkages coordinated case plan using a solution focused, needs driven and strength based approach. In addition to the family the meeting includes the required following participants:
  - CFS Social Worker
  - AIS/FS Social Worker

Optional participants include but are not limited to the following:

- Meeting Facilitator
- CalWORKs Eligibility Worker
- CalWORKs EW Supervisor
- WTW Employment Specialist (ES)
- WTW/AIS/SW Social Worker
- WTW/ES Supervisor OR WTW/AIS/FS SW Supervisor
- Parent Partner
- IFS SW Supervisor
- Domestic Violence Liaison
- Public Health Nurse
- School representative
- Public agency representative with case plan involvement
- Community based organization representative with case plan involvement
- Family identified support person



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 6  
EFFECTIVE: 09-23-2021

3. During the meeting the discussion typically includes the following topics:

- Reason for the meeting
- Identify family strengths, needs and goals
- Concerns such as WTW sanctions, drug testing, housing etc.
- Service plan requirements for both CFS and CalWORKs/WTW
- Parent's current status
- Child/children's current status

4. At the close of the LTM all parties agree to and receive a signed copy of the Linkages coordinated case plan, which outlines the coordinated case plan goals, timelines and any other action items. Decisions made at the meeting are documented on the back page of the Linkages Coordinated Case Plan as the Family Plan Summary and the form is signed by the CFS SW, AIS SW and the parents/family to indicate agreement.

F. Linkages Coordinated Case Plan (LCCP)

Families attempting to manage two separate case plans can be overwhelmed by conflicting timelines, service gaps or duplication and an overload of expectations. By working together and streamlining plans, CFS SWs and AIS SWs both can help families be more effective in meeting their goals. For streamlining purposes the LCCP will be coordinated into the existing case plan format.

Implementation of the LCCP will focus on coordination of needs, services and costs. CFS and CalWORKs staff will collaborate to develop a LCCP that will prioritize service needs and determine which program will provide services. The completed LCCP will outline the family's responsibilities and goals. Below are examples of the types of services the families may be referred to:

- Drug & Alcohol services
- Mental Health services
- Transportation
- Anger Management classes
- Parenting classes
- Employment Opportunities
- Housing Services
- Food Bank
- Domestic Violence services
- Referral to Ready-to-Work Clothes Closet (VESTIA)

CHILDREN AND FAMILY  
SERVICES HANDBOOK



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 7  
EFFECTIVE: 09-23-2021

- Childcare

Coordinated service has the potential to impact the following outcomes:

- More families achieving self-sufficiency through increased work participation and monthly earnings.
- More CalWORKs sanctions are resolved.
- More children successfully remaining at home with their parents.
- Fewer re-referrals to child welfare.
- Fewer children entering out-of-home placement.
- Fewer children who re-enter out-of-home placement.

**Important:** CFS case plan requirements take priority over CalWORKs plan requirements.

G. Ongoing Case Coordination

Both CFS and AIS staff will monitor compliance and progress with the LCCP.

Scheduling of a LTM/Children & Family Team Meeting should occur whenever a parent is:

- Not meeting requirements for either program
- Due to be discontinued from CalWORKs program
- Anytime CFS or AIS staff feel it is necessary (discuss plan modifications)

**Important:** All IFS cases must be reviewed every three months at Disposition Conference.

IV. PROCEDURES

The following instructions apply to identified Linkages cases.

- A. The Emergency Response (ER) clerk will complete a clearance to determine if the family is in receipt of CalWORKs. If yes, the ER clerk will complete the top portion of the XOVER 1 form and send it to the assigning ER Supervisor.
- B. Once a referral has been identified as an IFS case, the XOVER1 will be completed by the IFS Supervisor and sent to the AIS/FS Supervisor.
- C. Similarly, when a family applies for CalWORKs and the parent self identifies as a CFS client. The clerk will complete the XOVER1 form and send a copy to the CFS staff with responsibility for the case.

DMCL # 21-69

CHILDREN AND FAMILY  
SERVICES HANDBOOK



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 8  
EFFECTIVE: 09-23-2021

- D. Whomever first discovers a potential Linkages case must request the parent sign the **WTWCC 10B – Authorization for Exchange of Information** and explain this exchange of information is intended to prevent duplication in services.
- E. Once the IFS case is assigned to a CFS SW and AIS SW, the PLTM should convene **within one week.**
- F. Required participants and optional participants for the LTM will be identified.
- G. After the LTM all parties will receive a signed copy of the LCCP.
- H. Once the LCCP has been implemented both CFS and **AIS** staff will monitor compliance and progress.

V. RESPONSIBILITIES

A. IFS SW

- 1. After implementation of the LCCP maintain contact as needed with the Linkages Team to discuss the parent's progress and compliance.
- 2. Continue to coordinate with the Linkages Team for the family's services.
- 3. Document all contacts with the Linkages Team into CWS/CMS.
- 4. Arrange for additional LTM's to address issues or concerns.
- 5. Ensure the family is participating in services by assisting family in making arrangements for housing, child care etc.
- 6. Complete monthly face to face visits with the family.
- 7. Notify Linkages Team if there are any significant changes in family structure.

B. Emergency Response (ER) Clerk

- 1. **Perform necessary clearances in the eligibility system.**
- 2. **If the family is in receipt of CalWORKs, the ER clerk will complete the top portion of the XOVER 1 form and send it to the assigning ER supervisor.**

DMCL # 21-69



CHILDREN AND FAMILY  
SERVICES HANDBOOK



REPLACES:

SECTION: 31-090  
PAGE NO.:  
ISSUED/REVISED: 02-01-16

LINKAGES  
INTENSIVE FAMILY SERVICES

SECTION: 31-090  
PAGE NO.: 9  
EFFECTIVE: 09-23-2021

VI. FORMS

LCCP1 - Linkages Coordinated Case Plan  
Linkages Brochure 1  
WTWCC 10B - Authorization for Exchange of Information  
XOVER1 – Children & Family Services/CalWORKs Linkages Cases

VII. REFERENCE

[ACL 14-81 California Work Opportunity and Responsibility to Kids \(CalWORKs\) Program: Clarifying Guidance for the Implementation of the Expanded Subsidized Employment \(ESE\) Program Resulting from the Passage of AB 74 \(Chapter 21, Statutes of 2013\)](#)  
[ACL 14-12 California Work Opportunity and Responsibility to Kids \(CalWORKs\) Family Stabilization Program](#)  
[ACIN I-70-09 Linkages Project and Family Engagement Guidelines](#)  
[DM 42-795 Workforce Services Crossover Procedures](#)  
[DM 42-795.1 CalWORKs Crossover AB 429 Procedures](#)  
[DM 31-087 Intensive Family Services](#)