



# LINKAGES II

**A CONFERENCE ON COORDINATING  
CALWORKS AND CHILD WELFARE SERVICES  
TO SUPPORT FAMILIES**

THURSDAY

OCTOBER 28, 2004

9:00 A.M. - 4:00 P.M.

*(Registration begins at 8:00 a.m.)*

SACRAMENTO CONVENTION CENTER  
SACRAMENTO, CALIFORNIA

HOSTED BY



CalWORKs/Child Welfare  
Partnership Project



**CCRWF**  
CALIFORNIA CENTER FOR RESEARCH  
ON WOMEN & FAMILIES

THURSDAY, OCTOBER 28, 2004

8:00 – 9:00 **REGISTRATION**

9:00 – 9:45 **WELCOME & PROJECT OVERVIEW**

Kate Karpilow, Executive Director, California Center for Research on Women and Families  
Linda Orrante, Deputy Director, Child Welfare Services, Solano County Health and Social Services Dept.  
(Ms. Orrante served as Partnership Project Coordinator from 12/00 - 9/04.)  
Teri Kook, Senior Program Officer, Stuart Foundation  
Charr Lee Metsker, Acting Deputy Director, Welfare to Work Division, California Department of Social Services  
Bruce Wagstaff, Deputy Director, Children and Family Services Division, California Department of Social Services

9:45 – 11:00 **HOW LINKAGES HELPS FAMILIES – TWO CASE STUDIES**

Two county leaders will give you an inside view into how Linkages works and how it helps families.

Moderators: Kate Karpilow and Linda Orrante  
Michael Riley, Director, Children and Family Services, Orange County Social Services Agency  
Ana Pagan, Director, Merced County Human Services Agency

11:15 – 12:30 **WORKSHOP SESSIONS ON LINKAGES: THE BASIC BUILDING BLOCKS**

Understand the critical components you must address to plan and implement Linkages for families. These sessions offer specific guidelines, tools, and examples for coordinating CalWORKs and CWS. Hear counties' implementation challenges and how they overcame them.

**WORKSHOP 1: LEADERSHIP AND STRATEGIC DIRECTION** (Room 204)

Hear from county leaders how their vision has made a difference – and the approaches and tools they have used to successfully plan and implement Linkages.

Moderator: Larry Lobre, Professional Services Manager, Center for Human Services, UCD Extension  
Debby Jeter, Deputy Director, Children and Family Services, San Luis Obispo County Dept. of Social Services  
Ana Pagan, Director, Merced County Human Services Agency

**WORKSHOP 2: IDENTIFYING, SCREENING, AND TRACKING LINKAGES CLIENTS** (Room 104)

One key to the success of Linkages is to identify the families you want to serve. County leaders will share lessons about identifying and screening target populations and describe how families can benefit from Linkages services. Hear how CWS staff can screen a family for CalWORKs eligibility and how eligibility staff can identify CalWORKs families in need of CWS prevention and AB 429 services.

Moderator: Terry Luna, CWS/CMS Project Specialist, Central California Training Academy  
Nenita Eballa-Dean, Manager III, StanWORKs Division, Stanislaus County Community Services Agency  
Tomy Joseph, Linkages Coordinator, San Francisco City and County Dept. of Human Services

**WORKSHOP 3: COORDINATED CASE PLANNING (CCP) AND INFORMATION-SHARING** (Room 202)

Learn how your county's CalWORKs and CWS staff can coordinate assessments, case plans, and home visits. Also hear county leaders discuss client confidentiality, information-sharing, and strategies for effective team communication.

Moderator: Deborah K. Yip, Director, Resource Center for Family-Focused Practice, Center for Human Services, UCD Extension  
Debbie Powell, Social Worker Supervisor, Child Welfare Services, Yolo County Dept. of Employment and Social Services  
Pamela Boozan, Program Manager II, CalWORKs, Orange County Social Services Agency  
Ray Gallagher, Program Manager, Children and Family Services, Orange County Social Services Agency  
Cindy Nott, Division Chief, Child Welfare Services, Santa Barbara County Dept. of Social Services

#### **WORKSHOP 4: TRAINING FOR LINKAGES** (Room 203)

What kind of staff training supports Linkages? Learn how counties developed their training plans, and hear about the “basic orientation” which helps prepare staff to work with the “other” program. Participate in a cross-training exercise to help staff identify common values.

Moderator: Soledad Caldera-Gammage, Curriculum and Evaluation Specialist, Central California Training Academy  
Mari Solis, Manager/Program Coordinator II, Staff Development Division, San Luis Obispo County Dept. of Social Services  
Carolyn O’Neal, Manager III, Child Welfare Services, Stanislaus County Community Services Agency  
Albert B. Raddi, Program Manager, Adult and Children’s Services, Del Norte County Dept. of Health and Social Services  
Lisa Hardy, Staff Services Analyst, Del Norte County Dept. of Health and Social Services  
Aaron Crutison, Social Services Administrator, Employment/Eligibility Services, Solano County Health and Social Services  
Robbie Wilson, Social Services Manager, Child Welfare Services Division, Solano County Health and Social Services

#### **WORKSHOP 5: FLEXIBLE FINANCING** (Room 103)

State and county leaders will outline how your county can use existing, matched, and new resources to finance coordinated services for Linkages families.

Moderator: Stuart Oppenheim, Executive Director, Child and Family Policy Institute of California  
Connie Hamilton, Analyst, Fiscal Policy Bureau, Child Welfare Services, California Department of Social Services  
Alison Glassey, Director, Mendocino County Dept. of Social Services

#### **12:45 – 2:15 LINKAGES LUNCHEON**

Moderators: Kate Karpilow and Linda Orrante

##### **Coordinating TANF and CWS – A National Trend**

Understand California’s leading efforts to coordinate CalWORKs and CWS in the context of the larger national movement. What can we learn about the elements of success?

Rutledge Q. Hutson, Deputy Director, Child Welfare and Mental Health Division, Children’s Defense Fund

##### **Moving Linkages Forward – Lessons Learned**

Hear from the Partnership Project’s evaluator. How have counties successfully implemented coordinated services, and what challenges have they faced? How can Linkages serve as a model for other counties and other major change efforts?

Jill Duerr Berrick, Professor and Co-Director, Center for Child and Youth Policy, School of Social Welfare, UC Berkeley

#### **2:30 – 3:45 PANEL: HOW LINKAGES PROMOTES OPTIMAL OUTCOMES FOR FAMILIES**

Linkages can promote positive outcomes by increasing and improving services for families and children. Learn how your county can reconfigure services to better serve children and families in specific target populations, including TANF child-only cases, transition-age youth, CWS parents who are unemployed or underemployed, TANF-sanctioned cases, Juvenile Probation youth, and CalWORKs families at risk of entering CWS.

Moderator: Linda Orrante

Mari Solis, Manager/Program Coordinator II, Staff Development Division, San Luis Obispo County Dept. of Social Services  
Roy Redlich, Program Development Manager, Economic Assistance, Sonoma County Human Services Dept.  
Denise Irwin, Employment and Training Worker III, Employment Services, Tehama County Dept. of Social Services  
Albert B. Raddi, Program Manager, Adult and Children’s Services, Del Norte County Dept. of Health and Social Services  
Pamela Boozan, Program Manager II, CalWORKs, Orange County Social Services Agency

#### **3:45 – 4:00 MOVING FORWARD: PHASE TWO FOR LINKAGES**

Hear and discuss plans for the Project’s next phase and the training designed for counties interested in launching or continuing Linkages services.

Kate Karpilow, Executive Director, California Center for Research on Women and Families  
Sarah Boehm, Project Coordinator, Outcomes Evaluation Project  
Linda Orrante, Deputy Director, Child Welfare Services, Solano County Health and Social Services Dept.

#### **4:00 ADJOURNMENT**

October 28, 2004

Dear Colleagues:

LINKAGES II culminates four years of leadership and innovation by county, state, and nonprofit leaders to redesign social services systems in California counties to better serve families. What a journey!

The overriding goal that has united us is our desire to help families involved in both CalWORKs and Child Welfare Services become self-sufficient and provide safe environments for their children.

We started from a simple observation: Families in crisis are not well served when faced with two service delivery systems, two sets of workers, two case plans, and sometimes conflicting goals and requirements.

For families involved in both CalWORKs and CWS, we learned that Linkages services can reduce the burdens of bureaucracy and heighten opportunities for success. Today, we know that when we work *together*, we work more effectively to help families succeed.

The goal for today is to share the philosophy and vision of Linkages – and to provide you with specific *approaches and tools* to help you design and implement Linkages programs that coordinate CalWORKs and CWS. We do this by showcasing the incredible work of county leaders from the 13 counties who participated in the CalWORKs/Child Welfare Partnership Project. What have they learned? What strategies do they recommend? What challenges might you avoid? Consider how you might jumpstart or expand your own Linkages program, sparked by the vision of these leaders and modifying the tools they have already designed.

While a primary focus for today is to share success stories and make available specific tools – leadership strategies, coordinated case planning models and protocols, confidentiality policies, and more – the unifying purpose behind all of our work is our approach to families: Their needs are central and we work *together* to help them.

This family-centered way of doing business would not have been possible without the support of the Stuart Foundation, which made a major philosophical and financial commitment to fund the CalWORKs/Child Welfare Partnership Project. Thanks especially to Pat Reynolds-Harris, former Program Officer, who launched the program, and Teri Kook, current Program Officer, who continues that support. Thanks also to leaders from the California Department of Social Services, the Resource Center for Family-Focused Practice, the Zellerbach Family Foundation, and the Central California Training Academy. A special note of appreciation goes to the many county leaders who, despite the competing demands of downsized budgets, growing caseloads, and other initiatives, participated in months of work groups and led the way for two years as grantee counties. All of these leaders have been dedicated and delightful colleagues, and they have given real meaning to the name of our initiative, the “Partnership Project.”

Such a sustained effort would not have been possible without the commitment of a superlative group of professionals who provided outstanding training and technical assistance, and always cheered on the work of the counties as they planned and implemented Linkages. My profound thanks to Linda Orrante, Project Coordinator from the start of the Project through September 2004; Sarah Boehm, Coordinator of the Outcomes Evaluation Project; and Alix Barbey, Research Assistant. Leslie Ann Hay of Hay Consulting also has our thanks for her many contributions, as does Professor Jill Duerr Berrick and her team of evaluators. Throughout the Project, we have appreciated their collegial approach and insights.

Linkages II not only culminates and showcases the extraordinary work of 13 counties, it marks the transition of a “pilot project” to a proven way of doing business available to counties throughout California and the nation. We hope that you find the information and tools to be of value, and we thank our current and future partners – not only for their leadership, but also for their compassion for the families they serve.

Sincerely,

A handwritten signature in black ink that reads "Kate Karpilow". The signature is written in a cursive, flowing style.

Kate Karpilow, Ph.D.  
Executive Director  
CCRWF