



# LINKAGES: LEVERAGING FUNDING TO ENHANCE OUTCOMES

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Trainee Workbook



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## Agenda

- Review of Materials
- Linkages background and overview
- Funding sources
- How to access the funds
- Identifying resources
- Exercises and Scenarios
- Putting your own plan together
- Key takeaways

# Learning Objectives

## Knowledge

- K1 – Identify and describe available; federal, state, and local funding streams, use of realignment funds and allocations for Child Welfare and CalWORKs.
- K2 – Participants will gain an understanding of how to leverage fund sources to serve children and families under Linkages.
- K3 – Coordinate service delivery between Child Welfare and CalWORKs.
- K4 – Identify key resources and information available for Linkages.

## Skills

- S1 – Identify Linkages supportive funding options for supportive services.
- S2 - Utilize examples and scenarios to apply interdisciplinary collaboration steps to design and implement new funding approaches.
- S3 – Share concepts/knowledge of fiscal strategies with other Child Welfare and CalWORKs staff/management.
- S4 – Apply principles of braided/blended funding to Linkages.
- S5 – Identify key county fiscal partners and leaders to support Linkages.

## Values

- V1- Cultivating teamwork and engagement among Child Welfare and CalWORKs staff.

# Activity: Getting Started

Take time to reflect on and think about the following questions, considering how this applies to your role and how you can use the information from today's training to support linkages work in your county.

1. How do you feel your county is doing with leveraging funds to support linkages?
2. What is it that you hope to learn from today?

# Overview of Linkages

## Key Legislation

**AB 429:** Allows continuation of CalWORKs services for the parent or parents of children who have been removed from the home. If the county determines that services are necessary for Family Reunification (FR), AB 429 provisions allow the parent(s) to receive CalWORKs Welfare- to-Work (WTW) Supportive Services (i.e., WTW plan), substance use disorder, and behavioral health services, if it is determined that such services are necessary for family reunification.

**AB 135:** Authorizes the provision of cash aid and childcare services to families participating in CalWORKs Family Reunification (FR) as part of their reunification plan for up to six months.

**AB 2085:** Passed in 2023- Revised the definition of general neglect under Child Abuse and Neglect Reporting Act (CANRA) in California, clarifying that a child must be “at substantial risk of suffering serious physical harm or illness” to fall within the definition of ‘general neglect’ and that this cannot be simply due to a parent’s economic disadvantage.

**SB 1085:** California state bill that aims to redefine neglect in the context of child welfare. This bill seeks to protect vulnerable families by ensuring that conditions such as a partially empty refrigerator or temporary inability to afford childcare won’t alone result in child removal. It emphasizes that poverty and lack of resources should not be grounds for separating families.

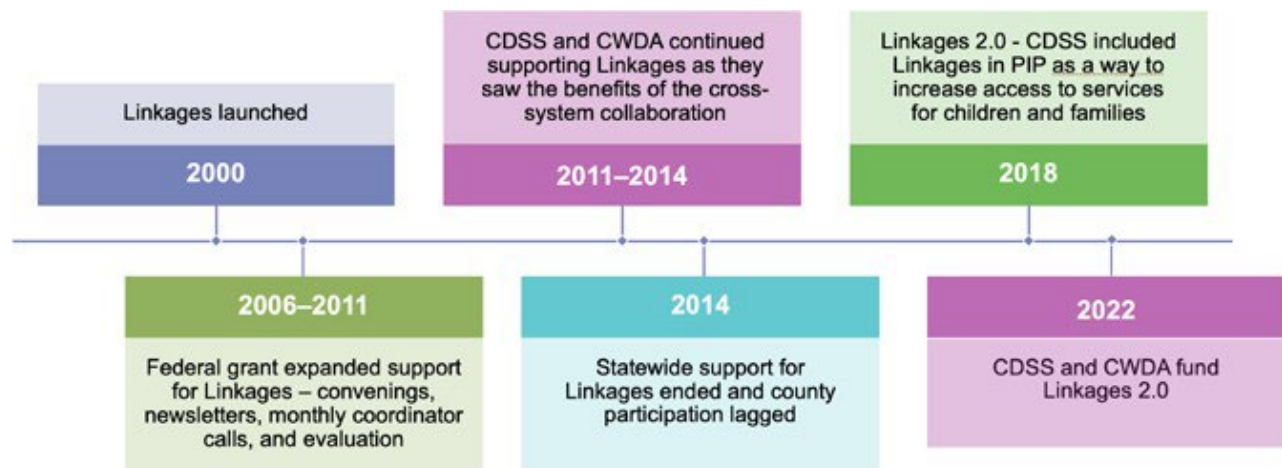
### **WIC 18951**

WIC 18951 provides the legal definitions and framework for addressing child abuse and neglect in California, focusing on multidisciplinary collaboration and support services for children and families.

### **WIC 830**

WIC 830 focuses on the confidential exchange of information among members of a multi- disciplinary team working on the prevention, identification, management, or treatment of child abuse or neglect.

## Linkages Timeline



## Why Linkages?

### Linking Poverty and Child Maltreatment

Research underscores the profound impact of poverty on the likelihood of child maltreatment. Economic stressors create conditions where neglect, in particular, becomes prevalent, with over 60% of substantiated CPS responses nationally involving neglect alone. Neglect, a broad category encompassing various circumstances, often intersects with issues such as substance abuse and intimate partner violence, exacerbating the risk to children.

- **Understanding Neglect:** Neglect encompasses a spectrum of situations, from parental substance use to homelessness and food insecurity. Recognizing the multifaceted nature of neglect is essential in addressing the root causes and providing targeted support to families.
- **Intersectionality of Issues:** Poverty intersects with other social determinants of well-being, amplifying the risk of child maltreatment. Linkages acknowledges the interconnectedness of economic, social and health disparities, advocating for comprehensive interventions that address underlying systemic inequalities

## Linkages Prevention Framework

Linkages is a collaboration between CalWORKs and Child Welfare to serve families who are involved with CalWORKs and also involved with Child Welfare or at risk of future involvement with Child Welfare. Linkages operates through the synergy of CalWORKs and Child Welfare staff, leveraging their combined expertise to address the complex needs of shared families. By bridging economic assistance and social services, Linkages ensures a holistic approach to family support.

### Primary/Prevention Strategies

- Target Population: All Applicants of CalWORKs not involved in CWS to provide support and education before problems occur.
- Linkages Activity: Provide information and materials to promote child and family wellbeing.

### Early Intervention/Secondary Prevention Strategies

- Target population: Applicants for/recipients of CalWORKs with identified risk factors/service needs who may/may not have been referred to CWS, but CWS case has not been opened.
- Families in need of support to alleviate identified problems and prevent escalation.
- Hotline/ER/Family Stabilization/Home visiting/Differential Response
- Linkages Activity: Align and coordinate early intervention services and supports.

### Mutual Client Coordination/Tertiary Prevention Strategies

- Target Population: Families who are open to CalWORKs and CWS. (Family Maintenance, Family Reunification)
- Linkages Activity: Provide interventions for children experiencing maltreatment. Coordinate joint services, supports and resources to prevent re-entry to CWS and alleviate economic stressors.



# Funding Terms to Know

**Blended Funding** – Refers to wrapping funds from two or more funding sources together to fund a specific program or initiative. In a blended funding model, costs are not necessarily allocated and tracked by individual fund source.

**Braided Funding** – Braided funding models are those that use one or more sources of funding in a coordinated fashion to support a program or initiative. Funds must be tracked separately and reported to each fund source.

**Supplanting Funds** – Supplanting federal funds occur when a state or local government reduces its own funds for an activity because federal funds are available to fund the same activity.

**Supplementing Funds** – To add or build upon; funds are used to expand the level of services or populations served.

**Dedicated Fund Source** – Funds exclusively used for Child Welfare e.g., Title IV-E and Title IV-B Subpart I & II.

**Non-Dedicated Fund Source** – Can be used for Child Welfare but are not dedicated solely for Child Welfare purposes (can be used for a wider range of services), like TANF, SSBG, SSI, and Medicaid.

**Allocation** – A distribution of funds for a program or activity. An allocation methodology (factors such as caseload, time, amount, one-time funding vs. on-going), may be used and agreed upon before a county receives an allocation.

**Draw Down** – refers to the investment of funds in a particular project that will result in additional funds becoming available from another source.

**Overmatch** – refers to the practice of spending more local dollars than necessary to

meet the state funding costs share ratios in order to draw down additional funds from another source.

**Capped Funding Source vs. Uncapped** – A capped funding source limits the amount of funds available for a specific time. An uncapped funding source means states or counties can receive federal funding for eligible costs without a *limit* as to the number of children that can be served.

**Maintenance of Effort (MOE)** – A requirement that a state or county must spend a certain minimum amount of their own funds to receive federal funding, like TANF.

**Funding Share Ratios** – The agreed upon division of costs when costs are shared by more than one funding entity. Example, share of costs for federal, state, health, or county.

# Program Code Descriptions

Program Code Descriptions - To help understand how resources are allocated and used, the California Department of Social Services (CDSS) uses Program Code Descriptions to classify and track social service programs and activities.

## Child Welfare

### **CODE 00771 CHILD WELFARE SERVICE (CWS) BASIC NONFEDERAL**

This includes activities performed on behalf of non-federal Title IV-E eligible child, the child's family or the child's foster family, and non-federal eligible activities on behalf of federally eligible and non-federal eligible children. This includes all services: documentation of services in the case plan, investigative activities and case management activities for children, when these activities do not meet the Title IV-E requirements and are not specific to the CWSOIP. The range of services and activities shall include but not be limited to the following: prevention and early intervention services, permanency and youth services, and other activities to better serve children and families that are not eligible for Title IV-E funding and cannot be claimed to PC 1460 – CWS – Services/non-federal.

### **CODE 14811 CWS CASE MANAGEMENT – PREPLACEMENT PROGRAM**

#### **CODE 14821 CWS CASE MANAGEMENT– FAMILY MAINTENANCE PROGRAM**

Activities claimed to this code can only be performed on candidates for foster care who are at serious risk of removal from home as evidenced by the state agency either pursuing his/her removal from the home or making reasonable efforts to prevent such removal and (1) have a defined case plan which clearly indicates that, absent effective preventive services, foster care is the planned arrangement for the child, (2) an eligibility determination form which has been completed to establish the home. (Evidence of AFDC eligibility in and of itself is insufficient to establish a child's candidacy for foster care.), or (3) evidence of court proceedings in relation to the removal of the child from the home, in the form of a petition to the court, a court order, or a transcript of the court proceedings. Activities may include the development of the case plan, which indicates specific services necessary to meet the protective needs of the child. The following are allowable activities:

- Assessing the child's/family's needs and developing a case plan as indicated in regulations.
- Referrals to services when necessary.
- Arranging for preplacement visits.
- Working with foster parents to prepare them to receive a child.
- Monitoring progress in meeting case plan objectives and updating the case plan.
- Management and supervision of the case, participation in case conferences, permanency planning meetings, and administrative review.

- Travel time associated with any of the above activities.
- Do not include court document preparation or petition filing, these are Code 1471114741 (CWS Court Related Activities).

### **CODE 14831 CWS CASE MANAGEMENT – FAMILY REUNIFICATION PROGRAM**

### **CODE 14841 CWS CASE MANAGEMENT – PERMANENT PLACEMENT PROGRAM**

Includes activities directed to a specific child when the child is in out-of-home placement, including relative placements and emergency shelter care. Included is the development of the case plan, which indicates specific services necessary to meet the protective needs of the child.

The following are allowable activities:

- Assessing the child's/family's needs and developing a case plan as indicated in regulations.
- Referrals to services when necessary.
- Arranging for preplacement visits.
- Working with foster parents to prepare them to receive a child.
- Monitoring progress in meeting case plan objectives and updating the case plan.
- Management and supervision of the case, participation in case conferences, permanency planning meetings, and administrative review.
- Recruitment activities, developing and distributing resource materials, consulting and coordinating with service providers and community-based organization.
- Credit check of youth in care age 16 and older (SB 1521).
- Visits for nongroup home foster care placements (i.e., relatives and foster family homes). See TSC 05771 for visits related to children in group home placements.
- Travel time associated with any of the above activities.
- Do not include court document preparation or petition filing, these are Code 1470114741 (CWS Court Related Activities).

### **CODE 01751 FAMILY PRESERVATION PROGRAM SERVICES/NONFEDERAL**

Services include, but are not limited to, counseling, parenting, Respite, day treatment, transportation, and homemaking.

### **CODE 01771 FAMILY PRESERVATION PROGRAM PREPLACEMENT PREVENTION CASE MANAGEMENT**

Includes activities directed to a specific child when the child remains in the home to prevent out-of-home placement. This code does not include time associated with the delivery of or documentation of family preservation preventative services. Included with this code is the development of the case plan which indicates specific services necessary to meet the protective needs of the child.

The following are allowable case management activities:

- Assessing needs and developing a case plan as required.
- Referrals for services.
- Monitoring the case plan.
- Management and supervision of the case.

FPP Training is for people employed or preparing for employment in all classes of positions by the State or local agency administering the program. Training includes the administration of the foster care program such as referral to services, case plan development, case management and supervision.

(A separate code for the FPP case management was established only for State budgeting purposes. Activities in this code duplicate those of TSCs 14811-14841 and enable counties to access funds the State budgets in a separate line item only.)

**CODE 01791 FAMILY PRESERVATION PROGRAM CASE MANAGEMENT: FOSTER CARE**

Includes activities directed to a specific child when the child is in out-of-home placement. Also, includes development of the case plan, which indicates specific services necessary to meet the protective needs of the child. Activities include but are not limited to:

- Assessing the needs and developing a case plan as required.
- Referrals for services.
- Monitoring the case plan.
- Management and supervision of the case.
- Working with foster parents to receive the child.
- Arranging preplacement visits.

## Promoting Safe and Stable Families (PSSF)

**CODE 05151 PSSF FAMILY PRESERVATION SERVICES**

Activities include, but are not limited to, services designed to help families alleviate crises that might lead to out-of-home placement of children; services that maintain safety of children in their home; services that support families preparing to reunite or to adopt a child; information and referral services.

**CODE 05161 PSSF FAMILY SUPPORT SERVICES**

Family support activities include, but are not limited to, home visitation, parent education, information and referral services, family counseling services, respite care for parents and other caregivers, early development of children to assess the needs of children, literacy services, and health education for children and parents.

**CODE 06761 PSSF – TIME-LIMITED FAMILY REUNIFICATION**

This includes activities that are provided to a child who is removed from the child's home and placed in a foster family home or a childcare institution or a child who has been returned home and to the parents or primary caregiver of the child, in order to facilitate the reunification of the child safely and appropriately within a timely fashion and to ensure the strength and stability of reunification. These services are also for the parents or primary caregiver of such a child, in order to facilitate reunification of the child safely and appropriately, but only during the 15month period that begins on the date that the child returns home.

Services include but are not limited to individual, group and family counseling; inpatient, residential or outpatient substance abuse treatment services; mental health services; assistance to address domestic violence; temporary childcare and therapeutic services for families,

including crisis nurseries; and transportation to and from any of the above services.

## CalWORKs

Includes information and referral, eligibility determinations and grant maintenance functions for the CalWORKs Program; Medi-Cal and CalFresh functions for linked cash grant CalWORKs cases; Welfare to Work (WTW) activities; voter registration activities; Income and Eligibility Verification System (IEVS) functions including inquiries, matches, fraud referrals, and follow up; preparing and/or presenting a case for hearing; and modified Quality Control Information System (QCIS) activities for CalWORKs

General WTW caseworker activities include: determining exemptions; arranging for the participant's entry into the WTW component; referring clients to the tribal TANF program; assessing the need for, and arranging of supportive services, other than childcare; calculating supportive service overpayments (OP); completing OP Notices of Actions; coordinating OP grant adjustments with CalWORKs caseworker; tracking and monitoring participant activities; securing and referring participants to job interviews; arranging for or providing employment or training related counseling; completing subsequent WTW plans; coordinating grant based OJT with the CalWORKs caseworker; conducting good cause and compliance determinations; determining the need for, and coordinating, sanction activities with the CalWORKs caseworker; preparing, for and presenting, information at hearings; providing client services, and referrals to mental health/substance abuse services. WTW caseworker activities listed within each WTW Code listed below are in addition to the general WTW caseworker activities listed above.

### **CODE 06641 INFORMATION AND REFERRAL**

This includes providing applicants with information regarding programs and services available within the California Department of Social Services: and referrals to community agencies. Activities include explaining support services for employed persons, diversion program, childcare program, Welfare to Work Supportive Services, CalLearn program, CalFresh Program, voter registration, etc.

### **CODE 06201 WTW PREASSESSMENT**

Includes providing a CalWORKs applicant/recipient with WTW Program appraisal orientation, which may include use of the Online CalWORKs Appraisal Tool (OCAT), for the WTW program and available supportive services; advising the client of his/her rights and responsibilities; conducting activities associated with the Welfare Opportunity Tax Credit (WOTC) Program; administering the basic skills screening tests; developing and documenting the preliminary employment goal; completing General and Initial Activity Agreement; referring participant to the initial assignment or WTW Assessment; and activities prior to and after assessment related to one-week job readiness workshop and activities related to supervised or unsupervised job search. This includes Job Club Case Management (CM) and Program Operations, Supervised Job Search CM and Program Operations, and Other Job Search Services CM activities.

**CODE 06211 WTW POST ASSESSMENT: COMMUNITY SERVICE**

Includes any activities performed relating to the provision of community service assignments to WTW program participants who are participating in Community Service activities prior to reaching the 18 or 24 month time limit as well as those who have reached their time limit (18th month or 24th month, as applicable) and have not found unsubsidized employment sufficient to meet required minimum hours of participation.

**CODE 06221 WTW POST ASSESSMENT: OTHER**

This includes any WTW post-assessment activities other than those related to either Vocational Education or Community Service WTW components.

**CODE 06231 WTW POST ASSESSMENT: VOCATIONAL EDUCATION**

This includes job specific training in a classroom or onsite setting and other college training, including post-secondary education and self-initiated programs.

**CODE 06241 WTW ASSESSMENT**

Includes activities related to a participant's entry into the component; amended WTW plans; third party assessment; vocational assessment; evaluation of participant's education and employment history and need for supportive services; evaluation and completion of the participant's WTW plan; and reappraisals.

**CODE 06781 WTW TWO-PARENT FAMILIES: PRE ASSESSMENT**

This includes WTW preassessment activities for State Only Two-Parent families. Allowable activities are the same as those under TSC 06201 (WTW Pre-Assessment).

**CODE 06791 WTW TWO-PARENT FAMILIES POST ASSESSMENT: COMMUNITY SERVICES**

This includes WTW community service activities for State Only Two-Parent families. Allowable activities are the same as those under TSC 06211 (WTW Community Service).

**CODE 06801 WTW TWO-PARENT FAMILIES POST ASSESSMENT: VOCATIONAL EDUCATION**

This includes WTW vocational education activities for State Only Two-Parent families. Allowable activities are the same as those under TSC 06231 (WTW Vocational Education).

**CODE 06811 WTW TWO-PARENT FAMILIES: ASSESSMENT**

This includes WTW assessment activities for State Only Two-Parent families. Allowable activities are the same as those under TSC 06241 (WTW Assessment).

**CODE 06821 WTW TWO-PARENT FAMILIES POSTASSESSMENT OTHER**

This includes WTW post assessment activities for State Only Two-Parent families. Allowable activities are the same as those under TSC 06221 (WTW Post Assessment: Other).

**CODE 06851 CALWORKS DOMESTIC VIOLENCE SERVICES**

Includes time spent by county staff in direct provision of domestic violence services. These

services may include but are not limited to: community domestic violence services; individual counseling of the participant and children; group counseling; parenting skills training; independent living skills training.

#### **CODE 08841 FAMILY STABILIZATION FEDERAL CASE MANAGEMENT**

This includes time spent providing Family Stabilization intensive case management to federally eligible WTW participants or potential WTW participants, prior to signing a WTW plan. This includes but is not limited to: identification of barriers that prevent the work eligible adult from being successfully engaged in WTW activities; arranging for services to support the family in overcoming an identified situation or crisis that is destabilizing; and time spent on providing additional outreach to clients who are in noncompliance or sanctioned.

#### **CODE 08851 FAMILY STABILIZATION NONFEDERAL CASE MANAGEMENT**

This includes time spent providing Family Stabilization intensive case management to non-federally eligible WTW participants or potential WTW participants, prior to signing a WTW plan. This includes but is not limited to: identification of barriers that prevent the work eligible adult from being successfully engaged in WTW activities; arranging for services to support the family in overcoming an identified situation or crisis that is destabilizing; and time spent on providing additional outreach to clients who are in noncompliance or sanctioned.

The nonfederal population is only the recent noncitizen entrant population where the individual has resided in the country for less than five years and is ineligible to receive Temporary Assistance for Needy Families (TANF) assistance and services. Under federal law, persons who legally entered the United States are ineligible for any means-tested public benefit for a period of five years, unless that person meets an exception based on his/her immigration status (i.e., this excludes refugees and asylees).

#### **CODE 04081 CALWORKS HOUSING SUPPORT FED ADMINISTRATION]**

This code includes activities necessary for the proper administration and coordination of the HSP on behalf of the federally eligible population (i.e., general administration, which includes salaries and benefits of staff for time performing administration and coordination functions of monitoring programs and projects, landlord recruitment, developing marketing/outreach materials, data collection, etc.). This also includes the establishment of contracts and data sharing agreements between the CWD and a third-party entity for federally eligible HSP clients.

#### **CODE 06981 CALWORKS HOUSING SUPPORT NON-FED ADMINISTRATION**

This code includes activities necessary for the proper administration and implementation of the HSP on the behalf of the non-federally eligible population (i.e., general administration, which includes salaries and benefits of staff for time performing administration and coordination functions of monitoring programs and projects, landlord recruitment, developing marketing/outreach materials, data collection, etc.). This includes the establishment of contracts and data sharing agreements between the CWD and a third-party entity for non-federally eligible HSP clients.



# Direct Charge Codes

1. What codes “overlap” or can be used from CalWORKs for Child Welfare workers for the same activities?
2. Are there activities for these mutual clients that could be time studied differently to allow the county to draw down other funding?

## Purpose of Direct Charge Codes

Counties use Direct Charge Codes for billing and accounting purposes when they provide services to individuals and/or families. Direct Charge Codes help track and allocate fund for various services such as therapy, foster care placements, or case management.

## Type of Expense Codes (updated 3/24)

As identified in the County Expense Claim: Guidelines and Procedures Manual, the Type of Expense (TOE) codes are an “activity or service provided, generally, directly to a recipient represented by a two-digit number used in conjunction with a program code.” Not every TOE code is associated with every program code.

Code	Code Title	Code Description
01	<b>Contracted Activities</b> <b>Administrative Activities</b>	Temporary Assistance for Needy Families (TANF) administrative activities performed by a contractor that are not incidental to the provision of program services. These include, but are not limited to, contracted: <ul style="list-style-type: none"><li>▪ Eligibility determinations</li></ul>

		<ul style="list-style-type: none"> <li>▪ Public relations work</li> <li>▪ Program monitoring</li> <li>▪ Fraud detection and mitigation</li> </ul>
<b>02</b>	<b>Emergency Shelter Care</b>	<p>Contract costs associated with emergency shelter care services. This TOE can be used to track emergency shelter care regardless of the duration of the services, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Retainer fees paid to a home or homes for a specific number of beds for the purpose of providing emergency shelter during an emergency situation.</li> <li>▪ Payment for actual use of contracted emergency shelter care facilities.</li> </ul>
<b>03</b>	<b>Transportation – Unemployed</b>	<p>Costs associated with providing client transportation.</p> <ul style="list-style-type: none"> <li>▪ Transporting children to and from court proceedings, medical appointments or services, or parental/relative visitation.</li> <li>▪ Transportation costs for unemployed (assistance) eligible participants (i.e., lodging and mileage).</li> </ul>
<b>04</b>	<b>Health Related Non-Medical</b>	<p>Costs associated with providing health-related activities/services/classes.</p> <ul style="list-style-type: none"> <li>▪ Health insurance, medical emergencies, home health and safety management.</li> <li>▪ Also includes: nutrition, family planning, parenting skills, sexuality and sexual behavior, drug/alcohol/smoking use, prenatal drug/alcohol exposure, eating disorders hygiene and personal care.</li> </ul>
<b>05</b>	<b>Housing Assistance</b>	<p>Costs associated with providing housing assistance services for recipients, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Monthly rent, rental or utility deposits, monthly utility charges and emergency assistance.</li> <li>▪ Food for Independent Living Program (ILP) youth recipients only.</li> </ul>
<b>06</b>	<b>Aftercare</b>	<p>Costs associated with providing aftercare support services, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Education assistance and counseling, job placement and retention training, vocational training, crisis counseling, and legal assistance.</li> </ul>
<b>07</b>	<b>Third Party Provider</b>	<p>Fifty percent reimbursement for eligible administrative costs of third party providers operating a CalFresh Employment &amp; Training program.</p>
<b>09</b>	<b>Direct Costs – TANF Administration</b>	<p>This TOE may be used to capture direct costs related to the general administration and coordination of TANF funded programs (as defined by Title 45 Code of Federal Regulations 263.0[b]) if there is no other specific TOE code associated with a program code to capture that cost.</p>

<b>11</b>	<b>Emergency Hotline</b>	Contracted costs associated with retaining an answering service to receive emergency calls 24 hours a day, seven days a week.
<b>14</b>	<b>Medical Related</b>	<p>Costs associated with medical/mental/health examinations related to a program.</p> <ul style="list-style-type: none"> <li>▪ Medical examinations conducted for clients to determine if they should be exempt from participating in employment training programs, medical incapacity examinations.</li> <li>▪ Psychological evaluations for determination of eligibility for public assistance programs and any and/or all costs associated with providing client-focused psychological evaluations.</li> </ul>
<b>15</b>	<b>Incentive Payments</b>	Costs associated with incentive payments made to ILP participants. These incentives are given based on the participant's successful completion of various elements of the ILP.
<b>16</b>	<b>Ancillary-Education – Employed</b>	Costs associated with the education for a program participant providing a professional aid (work boots, uniform). Also, educational activities that are directly related to employment, vocational education training, post-secondary education, adult education, General Education Development and English as a Second Language classes (e.g., books, fees, etc.) for employed eligible participants.
<b>18</b>	<b>Childcare Services – Unemployed</b>	<p>Costs associated with placing a child in the care of a childcare service provider for unemployed participants.</p> <ul style="list-style-type: none"> <li>▪ Services for children who are alcohol or drug exposed, or who test positive for human immunodeficiency virus (HIV), and who are placed in a specialized foster family home.</li> <li>▪ Payments to Stage One childcare providers and participants, tracking and reporting.</li> <li>▪ Registration fees related to placement in childcare services.</li> </ul>
<b>21</b>	<b>Adoption Fees Collected</b>	The collection of fees (an abatement) related to the Independent Adoption Program. This program collects revenues that are returned to the county for continued funding of the county adoption program.
<b>24</b>	<b>Investigations</b>	<p>Contracted costs associated with County District Attorney staff performing fraud investigations, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Welfare fraud investigation, preparing investigative and statistical reports (i.e., activities directly related to clarifying an allegation of fraud or contracted activities performed by the District Attorney's Office).</li> </ul>
<b>25</b>	<b>Issuance</b>	Salary and benefits of staff issuing EBT benefits, including but

		<p>not limited to:</p> <ul style="list-style-type: none"> <li>Costs associated with EBT issuance.</li> </ul>
26	<b>Overtime/Standby</b>	Salary and benefits of staff who respond to the emergency services related to hotline calls.
27	<b>Other County Only</b>	Costs for other county only programs.
28	<b>Work-Related Activities and Expenses – Employed</b>	<p>Costs for work uniforms, training, tools, and parental travel cost for under-aged, unemployed participants attending training, including but not limited to:</p> <ul style="list-style-type: none"> <li>Work activities not reported as education or work subsidies.</li> <li>Related services such as employment counseling, coaching, job development, information and referral, and outreach to business and nonprofit community groups.</li> </ul>
29	<b>Other Supportive Services – Unemployed</b>	Costs for participants that are not employed but need supportive services to participate in other work activities such as job search, community services, education or training or for respite purposes. Do not include transportation, childcare, or other supports provided as a nonrecurring short-term benefit (e.g., applicant job search).
30	<b>CalFresh Third Party Consultant</b>	<p>Access to this TOE code for the reimbursement of third-party consultant costs associated with the CalFresh Program is permitted after notification and approval from CDSS that all activities and deliverables adhere to Federal regulations and policy outlined in the All County Welfare Directors Letter dated May 9, 2016:</p> <ul style="list-style-type: none"> <li>On the first day of the quarter prior to the effective quarter, contracts have been submitted to CDSS and Food and Nutrition Services for review of vendor deliverables.</li> <li>The county will notify CDSS at least 10 days prior to trainings led by the vendor including the date, time, and location.</li> </ul>
31	<b>Contracted Activities – Unemployed</b>	<p>Contracted activities (services/administration) performed in support of a program, including but not limited to:</p> <ul style="list-style-type: none"> <li>Contracted recruitment activities, maintaining provider listings, referrals, activities associated with providing payments to childcare providers and participants, tracking, and reporting.</li> <li>Conducting focus groups, public hearings, orientation meetings, etc.</li> <li>Completion of ongoing plan review, updates, annual reports, fiscal reports, and evaluations.</li> </ul>
32	<b>Contracted Activities –</b>	Contracted activities (services/administration) performed in

	<b>Employed</b>	<p>support of a program for employed participants, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Contracted recruitment activities, maintaining provider listings, referrals, activities associated with providing payments to childcare providers and participants, tracking, and reporting.</li> <li>▪ Conducting focus groups, public hearings, orientation meetings, etc.</li> <li>▪ Completion of ongoing plan review, updates, annual reports, fiscal reports, and evaluations.</li> </ul>
<b>33</b>	<b>Non-SSTRP Direct Costs</b>	Allows non-SSTRP counties' support staff to direct charge to a specific PC for activities performed that directly benefit a specific program when social workers do not time study. This would be in lieu of non-SSTRP counties charging to generic, which allocates support staff costs to all benefitting programs even though the activities do not benefit those programs.
<b>38</b>	<b>Grants and Loans – Unemployed</b>	Cost of grants and loans to California Work Opportunity and Responsibility to Kids (CalWORKs) eligible recipients receiving aid. Must be used for supportive services that are within the parameters established by Temporary Assistance for Needy Families (TANF) and CalWORKs and that comply with cost principles in Office of Management and Budget (OMB) A-87, OMB A-122, and OMB A-21.
<b>39</b>	<b>Grants and Loans – Employed</b>	Cost of grants and loans to CalWORKs eligible recipients not receiving aid. Must be used for supportive services that are within the parameters established by TANF and CalWORKs and that comply with cost principles in OMB A-87, OMB A-122, and OMB A-21.
<b>41</b>	<b>Prosecution</b>	<p>Costs associated with prosecutions related to a program.</p> <ul style="list-style-type: none"> <li>▪ Fraud prosecution.</li> </ul> <p>Contracted activities performed by the District Attorney's Office.</p>
<b>42</b>	<b>Recipient Share of Cost Collection</b>	The revenues collected (an abatement) from income-eligible recipients for their share of the costs of any services rendered.
<b>47</b>	<b>Dependent Care</b>	Costs associated with the reimbursement of dependent care (childcare) for the CalFresh Employment and Training program participants.
<b>48</b>	<b>Timed-Out Childcare Pmts/Cntr</b>	Costs associated with the CalWORKs timed-out population.
<b>50</b>	<b>Foster Parent Respite Care</b>	Costs associated with the purchase of respite care services and for development and maintenance of a Specialized Care Incentives and Assistance Program respite care program.
<b>52</b>	<b>County Counsel Cost –</b>	Costs associated with the termination of parental rights for

	<b>Adoptions</b>	children in foster care in order to free them for adoption.
<b>54</b>	<b>Nonrecurring Adoption Expenses</b>	Costs associated with nonrecurring adoption expenses for children with special needs, including but not limited to: <ul style="list-style-type: none"> <li>▪ Court costs.</li> <li>▪ Attorney fees and other expenses which are directly related to the legal adoption.</li> </ul>
<b>57</b>	<b>Separate Service Center</b>	Costs associated with county-established Separate Service Centers. <ul style="list-style-type: none"> <li>▪ Space that is located separate and apart from the County Welfare Department (CWD) complex, supplies and required equipment.</li> </ul>
<b>59</b>	<b>Probation Expense</b>	Costs associated with probation department administration and expenditures. <ul style="list-style-type: none"> <li>• Administrative costs related to probation foster care training. <ul style="list-style-type: none"> <li>▪ Probation costs associated with monthly visitation.</li> <li>▪ All statewide Title IV-A Consortium related costs.</li> </ul> </li> </ul>
<b>60</b>	<b>Direct Service Delivery</b>	Salaries and benefits of support staff transporting children to and from the following, including but not limited to: <ul style="list-style-type: none"> <li>▪ Proceedings, adjudication, detention hearings.</li> <li>▪ Visitations, medical appointments, or other service-related appointments.</li> </ul>
<b>64</b>	<b>Non-Recurring Kin-GAP Expenses</b>	Costs associated with obtaining legal guardianship of the child to the extent the total costs do not exceed \$2,000.
<b>66</b>	<b>Personal Service: ESC – County Operated</b>	Costs associated with the salaries and benefits of social work staff working in the shelter.
<b>67</b>	<b>Operating Cost: ESC – County Operated</b>	Costs associated with the salaries and benefits of non-social work staff and costs of running the shelter (space, utilities, supplies, furniture, etc.).
<b>68</b>	<b>Direct Costs</b>	This TOE code may be used to capture direct costs associated with a specific program code, if there is no other specific TOE code under that program code to capture that cost. This TOE code may be used for both TANF and non-TANF funded programs. For TANF funded programs, these include non-assistance direct costs that are non-administrative in nature (i.e., program services or directly related to the delivery of program services).
<b>69</b>	<b>Federal Pass Through</b>	Costs associated with funds which are passed through the County Welfare Departments (CWDs) to programs that maintain memorandum of understandings (MOUs) with the CWDs.
<b>70</b>	<b>Subrecipient Admin</b>	Non-assistance costs of subrecipients administering TANF funded programs that fall under the TANF definition of “administrative costs,” as defined by Title 45 Code of Federal

		Regulations section 263.0(b). These include costs associated with the general administration and coordination of these programs, including associated overhead costs.
<b>71</b>	<b>Subrecipient Non-Admin</b>	Non-assistance costs of subrecipients administering TANF funded programs that do not fall under the TANF definition of “administrative costs,” as defined by Title 45 Code of Federal Regulations section 263.0(b). These include the direct costs of providing program services (including, among other activities, case management) and administration directly associated with the provision of those services.
<b>72</b>	<b>CalFresh Outreach Costs</b>	Costs associated with CalFresh outreach activities. Activities include: <ul style="list-style-type: none"> <li>▪ Hosting outreach exhibits/booths at community events;</li> <li>▪ Conducting outreach workshops with outreach partners/community organizations;</li> <li>▪ Placement of advertisements on radio, television, print or electronic media, including production and distribution of public service announcements;</li> <li>▪ Development of printed educational or informational materials for clients;</li> <li>▪ Use or customization of Food &amp; Nutrition Service outreach materials for clients;</li> <li>▪ Training or train-the-trainer programs for CalFresh outreach partners and community organizations;</li> <li>▪ Translation of materials and bilingual accommodation to convey eligibility requirements and assist persons with limited English proficiency during the application process; and</li> <li>▪ Program access activities.</li> </ul>
<b>74</b>	<b>TANF Probation Services</b>	Costs associated with probation camps, services, and foster care provided at probation camps and ranches under the TANF program.
<b>75</b>	<b>TANF Probation Administration</b>	Administrative, Electronic Data Processing (EDP) equipment or Maintenance and Operation costs associated with the TANF program.
<b>76</b>	<b>Safety Organized Practice</b>	Utilized to capture services expenses as they are directly tied to the Title IV-E Waiver Project key intervention, Safety Organized Practice, and to capture new activities, new contracted service, or delivered service that are purchased as a result of an identified need of the child, youth, and/or family.
<b>77</b>	<b>CalWORKs Diaper Supportive Service</b>	The AB 480 (W&IC section 11323.2[a][2]) specifies the provision of thirty dollars (\$30) per month to assist with diaper costs for each child who is under 36 months of age in the care and control of the CalWORKs adult participating in an assigned

		WTW activity to accept or retain employment.
82	<b>Childcare Services – Employed</b>	Costs associated with placing a child in the care of a childcare service provider for employed participants. <ul style="list-style-type: none"> <li>▪ Services for children who are alcohol or drug exposed, or who test positive for HIV, and who are placed in a specialized foster family home.</li> <li>▪ Payments to Stage One childcare providers and participants, tracking and reporting.</li> <li>▪ Registration fees related to placement in childcare services.</li> </ul>
85	<b>Foster Care Home Recruitment</b>	Program costs associated with Foster Family Homes.
86	<b>Interest – Recipient</b>	Costs of interest paid to recipients as the result of the settlement of a lawsuit.
87	<b>Emergency Assistance – Crisis Resolution</b>	Services costs associated with the actions taken to immediately resolve family crisis situations identified by a social worker.
88	<b>Operating Cost – Travel</b>	Direct costs for the County Welfare Department (CWD): <ul style="list-style-type: none"> <li>▪ Mileage allowance</li> <li>▪ Parking fees</li> <li>▪ Transportation fares</li> <li>▪ Employee per diem expenses</li> <li>▪ Purchase, rental, or lease of cars</li> <li>▪ Fuel</li> <li>▪ Car maintenance and repair</li> <li>▪ Garaging</li> <li>▪ Car insurance</li> </ul> <i>The county must have a Letter of Intent on file with the State Department of Social Services to use this code.</i>
89	<b>Operating Cost – Space (Non-CCAP)</b>	Direct costs of space (Non-County Cost Allocation Plan [CCAP]). <i>The county must have a Letter of Intent on file with the State Department of Social Services to use this code.</i>
90	<b>Operating Cost – Other Operating</b>	Direct costs of other operating costs. See Countywide Cost Allocation Plan for description. <i>The county must have a Letter of Intent on file with the State Department of Social Services to use this code.</i>
91	<b>Operating Cost – POS (Non-CCAP)</b>	Direct costs that were purchased rather than provided by the county. See Countywide Cost Allocation Plan for description. <i>The county must have a Letter of Intent on file with the State Department of Social Services to use this code.</i>
92	<b>Casework OT/CTO Costs</b>	Salaries and benefits paid to caseworkers performing activities in direct support of a program.
93	<b>Support Staff – OT/CTO Costs</b>	Salaries and benefits paid to clerical and administrative support staff performing activities in direct support of a program.



<b>94</b>	<b>Start Up/Nonrecurring Costs</b>	Direct costs that are expected to be one-time costs at the onset of a program, including but not limited to: <ul style="list-style-type: none"> <li>▪ Telephone installation</li> <li>▪ Facility alterations</li> <li>▪ Approved EDP equipment</li> </ul>
<b>95</b>	<b>Maintenance Payments</b>	Costs associated with assistance payments that are being reported through the county expense claim.
<b>96</b>	<b>COVID-19 Response</b>	This code is used to claim direct costs associated with the response to the Coronavirus Disease 19 (COVID-19) pandemic.
<b>97</b>	<b>Transportation – Employed</b>	Costs associated with providing client transportation. <ul style="list-style-type: none"> <li>• Transporting children to and from court proceedings, medical appointments or services, or sibling visitation.</li> <li>• Transportation costs for employed (non-assistance) eligible participants (i.e., lodging and mileage).</li> </ul>
<b>98</b>	<b>Work Subsidy</b>	Costs for payments to employers or third parties to help cover the costs of employee wages, benefits, supervision, or training.
<b>99</b>	<b>In-Home Supportive Services</b>	Costs associated with providing professional assistance that can help a client remain safely in their home.

# Activity: Identifying Resources and Building a Linkages Team

## Establishing a Team

This information is intended to support counties who are newer to Linkages practice and may not have identified a team. If you have a fully established Linkages team, review this information to examine whether your Linkages team is missing any key people.

**1. When Blending or Braiding Funds for Linkages, identify who needs to be involved. Who, in your county, can help identify the need and possible services? Which external partners should be involved?**

- ✓ County staff involved with families/children
- ✓ Families, children/youth with applicable life experiences and needs
- ✓ County leadership with a dedication to resolving issues
- ✓ Fiscal/Accounting
- ✓ Program Experts
- ✓ Community organizations like Resource Family Centers, CBO's, Providers
- ✓ County Staff to collect and/or assess data
- ✓ Who else?

**2. Who has the authority to make decisions about funding for policies or programs?**

- ✓ Mandated groups with authority and existing funding
- ✓ Voluntary planning groups
- ✓ Partners, providers, or other non-profits who provide direct care/services
- ✓ CalWORKs and Child Welfare Directors
- ✓ County Board of Supervisors
- ✓ Who else?

# Activity: Practice Scenarios

The following scenarios are intended to help you apply what you are learning today and to think about how you might approach various situations to leverage funding to support Linkages practice. As county practices may vary, there is no one right answer. Examples will be provided to help ensure you understand, however you may have other correct answers to the scenarios based on your county funding and practices. Scenarios are followed by example responses for guidance. We encourage you to try to answer the questions before looking at the example responses.

## **Scenario #1: Blending and Braiding Funds**

A dual case – Family with two children have both an active CalWORKs case, and an open Child Welfare case. It has been substantiated both children have been abused and neglected, removed from the home and placed in Foster Care.

- 1. How can blending funds provide additional services for family reunification?**
- 2. Under a Blended or Braided Funding Model, which agency, CalWORKs or Child Welfare, would take the fiscal lead?**

### Scenario #1: Suggested Answers/Considerations

A dual case – Family with two children have both an active CalWORKs case, and an open Child Welfare case. It has been substantiated both children have been abused and neglected, removed from the home and placed in Foster Care.

#### 1. How can blending funds provide additional services for family reunification?

- ✓ To provide additional services, a Linkages team should explore all available funding sources that can be pooled together to serve children and families. Blending funds can increase revenue to either enhance services or to serve more clients who share common needs. Additional revenue may also allow county staff to time study to other funding sources.
- ✓ A Linkages team may want to explore funding from Bringing Families Home (CalWORKs). For family reunification (FR) services, consider Title IV-B Subpart I funds or the use of Title IV-B Subpart II, PSSF.
- ✓ Explore use of county allocations such as Complex Care.
- ✓ Consider where non-federal funds can be used to draw down uncapped federal funding sources, such as Title XIX.

#### 2. Under a Blended or Braided Funding Model, which agency, CalWORKs or Child Welfare, would take the fiscal lead?

There is no correct answer- there may be a lead agency, or roles and responsibilities may be evenly divided on a project. A Linkages team should consider the following factors:

- ✓ Having the bandwidth to monitor and track revenue and expenditures, including development and implementation of contracts/agreements and/or MOU's (contract management).
- ✓ Experience and/or expertise blending/braiding funds.
- ✓ Experience and relationships with community-based providers or non-profit organizations.
- ✓ Staffing resources and impact.
- ✓ Which staff are providing direct services and/or supports to children and families.

### Scenario #2: Coding

A report alleging neglect was received. The family has an active case in CalWORKs. During initial investigation, it is discovered that the family is unhoused due to domestic violence and is currently in the family stabilization program. Please answer the coding questions below, considering the best choice in funding.

- 1. What program codes can be used for the Social Worker's time study when they are working with a local shelter to provide domestic violence counseling and other services?**
  
  
  
  
  
  
  
  
  
  
- 2. What program codes can be used for the Social Worker's time study when assisting with finding the family affordable housing (both temporary and permanent)?**
  
  
  
  
  
  
  
  
  
  
- 3. What are some direct charge (PIN) codes that can be used to pay for counseling for this family?**

## Scenario #2: Suggested Answers

A report alleging neglect was received. The family has an active case in CalWORKs. During initial investigation, it is discovered that the family is unhoused due to domestic violence and is currently in the family stabilization program. Please answer the coding questions below, considering the best choice in funding.

**1. What program codes can be used for the Social Worker's time study when they are working with a local shelter to provide domestic violence counseling and other services?**

- ✓ CODE 06851 CALWORKS DOMESTIC VIOLENCE SERVICES
- ✓ CODE 06761 PSSF -TIME LIMITED FAMILY REUNIFICATION

**2. What program codes can be used for the Social Worker's time study when assisting with finding the family affordable housing (both temporary and permanent)?**

- ✓ CODE 08951 CALWORKS HOUSING SUPPORT FEDERAL
- ✓ CODE 08941 CALWORKS HOUSING SUPPORT NON-FEDERAL
- ✓ CODE 04961 BRINGING FAMILIES HOME
- ✓ CODE 06981 CALWORKS HOUSING SUPPORT NON-FED ADMINISTRATION

**3. What are some direct charge (PIN) codes can be used to pay for counseling for this family?**

- ✓ CODE 01751 FAMILY PRESERVATION PROGRAM - SERVICES/NON-FEDERAL
- ✓ CODE 05161 PSSF - FAMILY SUPPORT SERVICES

**4. What direct charge (PIN) codes can be used to pay for the parent to take the bus to search for permanent housing?**

- ✓ Transportation Non-federal WTW
- ✓ Transportation WTW General
- ✓ CalWORKs Housing Support Federal

### Scenario #3: Coding 2

As part of the Welfare to Work pre-assessment process and in coordination with CWS primary prevention, the County has decided to contract with a vendor to provide training regarding financial budgeting, communication skills and coping with stress. There is an additional course option of enhancing parenting skills. Consider the following questions:

- 1. Which funding sources can assist with this contract?**
  
  
  
  
  
  
  
  
  
  
- 2. Which direct coding (PIN) can be used to pay for this contract?**

### Scenario #3: Suggested Answers

As part of the Welfare to Work pre-assessment process and in coordination with CWS primary prevention, the County has decided to contract with a vendor to provide training regarding financial budgeting, communication skills and coping with stress. There is an additional course option of enhancing parenting skills. Consider the following questions:

**1. Which funding sources can assist with this contract?**

- ✓ Title IV-B PSSF funds
- ✓ Parenting Skills Training - CODE 06851 CALWORKS DOMESTIC VIOLENCE SERVICES

**2. Which direct coding (PIN) can be used to pay for this contract?**

- ✓ CODE 10001 CWD CAPACITY BUILDING – FEDERAL



# Blended/Braiding Funding Considerations

## Consider the following:

- **Eligibility Criteria** – Analyze which populations are eligible under each funding stream.
- **Services** – Assess if services covered by different funding sources align with the identified service gap and needs of children and families. Refer out, purchase, or provide?
- **Funding Goals** – From the start, identify what you hope to accomplish by blending or braiding funds. Clearly define project goals and outline what you will be funding.
- **Reporting Requirements** – Know the specific rules and reporting requirements for each funding source to ensure compliance.

# Activity: Crosswalk Exercise- Funding Collaboration

## FUNDING COLLOBORATIVE WORKSHEET

Column A		Fund Source B	Fund Source C	Fund Source D	Fund Source E
	<b>EXAMPLE</b>	<i>CalWORKs</i>	<i>Title IV-B Subpart II</i>	<i>County Wraparound Trust Fund Account</i>	<i>Title IV-E</i>
What population do we need to serve?	<i>Foster children in out-of-home care/parents receiving CalWORKs</i>				
What are eligible populations?	<i>Children 0-5 yrs</i>				
What are eligible services/supports?	<i>Case management, transportation, referrals, visitation, etc.</i>				
What funding sources have shared outcomes?	<i>Identify funding sources</i>				
Who will deliver the services?	<i>Local Community Based Organization (CBO)</i>				
Where are we delivering services?	<i>Local Family Resource Center</i>				
Funding source capped or uncapped?		Capped	Capped	Capped	Uncapped

## Activity: Questions to Explore/Creating Your Plan



1. **Questions to Explore:** Write down any questions you may have. Also consider who in your county may have answers for you. Who is the subject matter expert in that area? Write down who you will ask.
2. **Creating Your Plan:** What next steps do you need to take to support your county's Linkages efforts by leveraging funding?
3. **Impact:** How do you envision these efforts positively impacting families in need?

# Helpful Links

## Program Code Descriptions

- ✓ [https://cdss.ca.gov/Portals/9/Additional-Resources/Letters-and-Notices/CFLs/2022/PCD\\_Dec2024.pdf](https://cdss.ca.gov/Portals/9/Additional-Resources/Letters-and-Notices/CFLs/2022/PCD_Dec2024.pdf)

## County Fiscal Letter Allocations & Claiming

- ✓ <https://cdss.ca.gov/inforesources/letters-regulations/letters-and-notices/county-fiscal-letters/county-fiscal-letter-by-years>

## Family Stabilization County Letters and Forms

- ✓ <https://www.cdss.ca.gov/inforesources/cdss-programs/calworks/welfare-to-work/family-stabilization/county-letters-and-forms>

## Linkages Guidelines for Enhancing Family Engagement

- ✓ [https://linkages.cfpic.org/wp-content/uploads/2023/03/Linkages-Family-Engagement-Guidelines\\_WEB.pdf](https://linkages.cfpic.org/wp-content/uploads/2023/03/Linkages-Family-Engagement-Guidelines_WEB.pdf)

## CFPIC Linkages Toolkits

- ✓ <https://linkages.cfpic.org/linkage-toolkits/assessment-planning-toolkit/program-design-road-map/#linkagesCollab>

## Welfare to Work Program

- ✓ <https://www.cdss.ca.gov/inforesources/cdss-programs/calworks/welfare-to-work>