



I'M STUCK!

How to Get Your Team Going





PRESENTERS

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County of Fresno:

- Roselinda Torres Rolph, WTW Program Specialist
- Lindsay Harris, Social Services Program Supervisor, Outreach & Community Engagement






WORKSHOP OBJECTIVES

Bring back ideas to
get Linkages on
track in their county

Connect with other
Coordinators to create
a peer support around
their strategy

Use a Work Plan to
identify what, who and
when Next Step will
take place



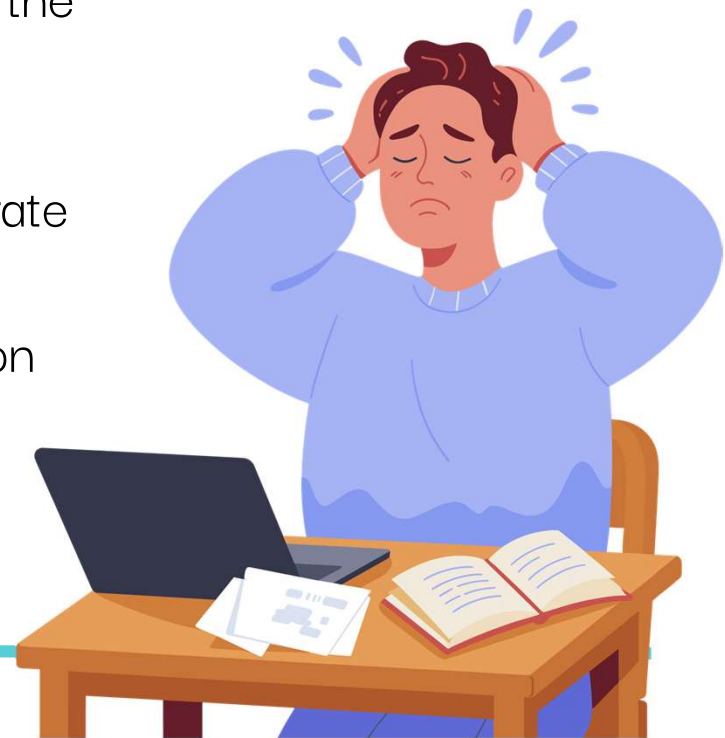
TODAY'S AGENDA

- Identify common barriers that stall team momentum
 - Explore practical strategies to overcome them
 - Consider approaches to re-energize their team, foster collaboration, and move local Linkages efforts forward effectively.
 - Hear how Coordinators from Fresno County re-launched Linkages in their county.
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I'M STUCK!

- So many priorities – staff feel spread thin
- New Leadership – doesn't see how Linkages benefits the Agency
- Child Welfare staff not fully on Board – don't attend implementation meetings – don't have time to collaborate with CalWORKs staff
- CalWORKs not on Board – don't attend implementation meetings –and skeptical about working with child protective services



FINDING THE ROOT CAUSE

Find the hook for Linkages Implementation

- **Hook:** It is an initiative/strategy/best practice or a pressure point for your Agency that is already in progress.
- **Consider:** What's happening in my County now that I can "make the case" that Linkages can and should be an integral part of that process? Note that on the "capture sheet" provided.

Make sure Leadership supports Linkages

- **Leadership:** One of the things we know from our own experience and evaluation is that leadership is extremely important to successful implementation of any initiative. Linkages requires that for both "sides of the house" – Self-Sufficiency (aka the welfare side) and Child Welfare (aka child protective services).
- **Consider:** Where are my Leaders in support of Linkages implementation?

Accountability

- Regular meetings
- Use a Work Plan to track – who does what and when

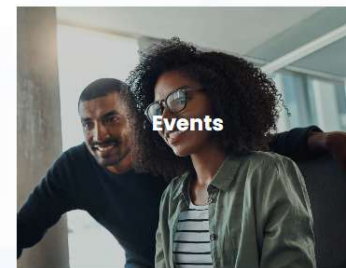
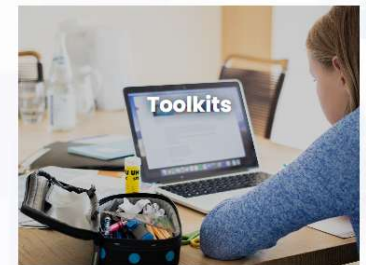
WHAT TO DO

- Find your “hook” - how would Linkages fit into it?
- Cross “training”, Meet & Greet, Road Shows – educating staff about Linkages –
- Find Champions – can lead some of the above
- Leadership – get on Agenda to provide a showcase
- Include Lived Experience parents on your Planning Committee ad for “training”
- Use materials on the [CFPIC website under Linkages](#)



The Linkages Project

Linkages 2.0 is a continuum of approaches to coordination including collaborative prevention and early intervention strategies between CalWORKs, Child Welfare, and community partners to promote family and community strengthening activities, support healthy families, and prevent child removal.





CELEBRATE
WINS!




FRESNO COUNTY LINKAGES 2.0

Lindsay Harris and Roselinda Rolph





LEADERSHIP STRATEGIES FOR SYSTEM ALIGNMENT

- Established and communicated a unified vision
 - Aligned goals across the department
 - Fostered cross functional collaboration
 - Engaged and empowered employees
 - Integrated systems and processes
 - Monitor and adjust processes
- 

HOW LINKAGES FAMILIES ARE IDENTIFIED

- Self-Disclose
- Job Specialist (JS)
- Social Worker (SW)
- Intake and Ongoing Eligibility Worker (EW)
- Child Match Report (Data from CWS/CMS)
- Child Family Team Meetings (CFTs)



LINKAGES TEAM MEMBERS

All Child Welfare Social Workers

- Make referrals for CalWORKs & Linkages
- Develop Coordinated Case Plan with the Linkages JS

**Specialized
areas**



Linkages Job Specialist (JS)

- Attends CFTs
- Co-located in Child Welfare building
- Drafts CCP with SW

Linkages Eligibility Workers (EW)


- Processes CalWORKs Applications
- Provides Case Management

Support Staff: Office Assistant (OA)

- Maintains Data
- Manages Centralized Mailbox



COORDINATED CASE PLANS (CCP)

- Developed by the SW and Linkages JS based on participant need
 - Establishes a goal for the family
 - Includes activity requirements for Child Welfare and Employment Services
 - Coordinates supportive services needs
 - States reason for Child Welfare involvement and their concern
 - AB135 eligibility is indicated
 - Linkages case is assigned to a specialized EW once CCP is completed
 - Reviewed and amended every 6 months
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MEASURING OUR SUCCESS



Linkages participation and family reunifications increased significantly from 2024 to 2025



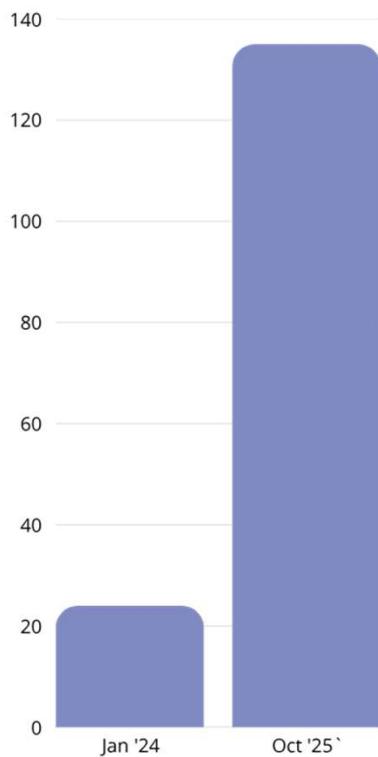
Substantial increase in effective communication



Successful implementation of AB135 attributed to strong communication channels and teamwork



MEASURING OUR SUCCESS



**Increased
Linkages
Cases**

Referral from Child Welfare

- **124** (July 2024 - October 2025)
- **43%** CalWORKs Approval Rate

Outcomes

Reunified


- **57** families
- **144** children

Maintained in the

- **home** **68** families
- **87** children

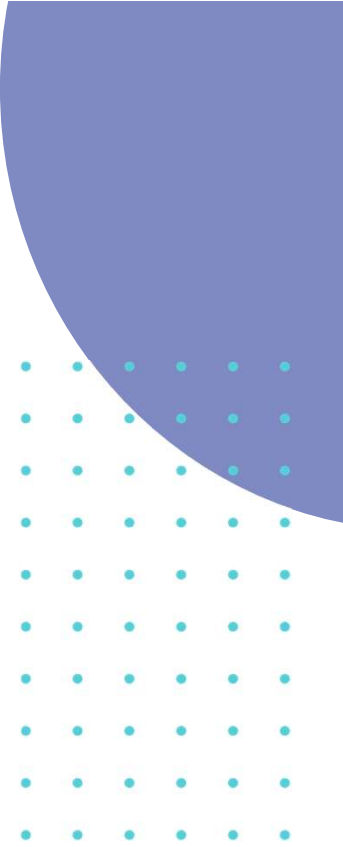


MEASURING OUR SUCCESS

- Post-Implementation meetings (every quarter), review current data, data trends, address any staffing changes
 - Keeping Linkages in the conversation: Continue roadshows for SWs and JSs, Linkages presentations completed when onboarding new SW, JS, EW staff in induction cohorts, annual eLearnings (refresher trainings) for all staff.
- 



[Linkages Success Video - Google](#)
Vids



QUESTIONS



REFLECTIONS



USING A WORK PLAN



Linkages Work Plan Template

| | |
|------------------------|--|
| County: | |
| Contact Person: | |
| Phone: | |
| Email: | |
| Date: | |

Instructions: This customizable template provides a structure for you to create a Work Plan for a 12-month planning horizon.

- Begin by filling out the table above to record who will be your point person. This person will be contacted for updates or feedback about the Work Plan.
- Below in Step #2, you'll see 12 potential topic areas organized into 3 categories of planning. As you consider which topic areas are most relevant for your county to focus on this year, consult with your Linkages Implementation Team and use the guidance in the Linkages Toolkit (Assessment & Planning Toolkit).
- In Step #4, you'll be customizing the template to meet your needs. For each topic area you choose in Step #2, you'll copy & past a table to fill in with information about implementation objectives, action steps and the like. Consider the template a baseline structure from which you can build a work plan to suit your unique needs.
- If your Implementation Team has questions about completing your Work Plan, email Jennifer Marcelli @ Jennifer.marcelli@cfpic.org

Step #1 – Identify the overall result your County wants to accomplish through coordination of CalWORKs and Child Welfare Services over the next 12 months. Write this result as your Linkages Goal into the blank cell below.

| |
|---|
| LINKAGES GOAL for the next 12 months |
| |



THANK YOU & CONTACT INFORMATION

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