

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
ACTION AGENDA SUMMARY

DEPT: Community Services Agency

BOARD AGENDA # *B-2

Urgent Routine

AGENDA DATE July 01, 2014

CEO Concurs with Recommendation YES NO
(Information Attached)

4/5 Vote Required YES NO

SUBJECT:

Approval for the Community Services Agency to be the Fiscal Agent for the County Welfare Directors Association (CWDA) Linkages Program Activities on Behalf of the California Counties and Approve the Agreement with Child and Family Policy Institute of California

STAFF RECOMMENDATIONS:

1. Approve the Community Services Agency as the Fiscal Agent for the County Welfare Directors Association (CWDA) Linkages Program Activities.
2. Authorize the Community Services Agency Director, or her Assistant Director Designee, to sign the agreement with Child and Family Policy Institute of California for Linkages Program Activities not to exceed the total contract amount of \$249,700 for the period of July 1, 2014 through June 30, 2015.

FISCAL IMPACT:

The total amount of the agreement is \$249,700. Federal and State CalWORKs Single allocation in the amount of \$249,700 will fund 100% of the costs for this agreement. Appropriations and estimated revenue will be included in the Departments Fiscal Year 2014-2015 Final Budget submission. There is no additional General Fund requirement beyond the maintenance of effort already provided through the Department's Fiscal Year 2014-2015 Proposed Budget.

BOARD ACTION AS FOLLOWS:

No. 2014-341

On motion of Supervisor Chiesa, Seconded by Supervisor Withrow

and approved by the following vote,

Ayes: Supervisors: O'Brien, Chiesa, Withrow, Monteith, and Chairman De Martini

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) Approved as recommended

2) Denied

3) Approved as amended

4) Other:

MOTION:

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

Approval for the Community Services Agency to be the Fiscal Agent for the County Welfare Directors Association (CWDA) Linkages Program Activities on Behalf of the California Counties and Approve the Agreement with Child and Family Policy Institute of California

Page 2

DISCUSSION:

The County Welfare Directors Association (CWDA) is a non-profit association representing the human services directors for each of California's 58 counties. The Association's mission is to promote a human services system that encourages self-sufficiency of families and communities, and protects vulnerable children and adults from abuse and neglect.

The Child and Family Policy Institute of California (CFPIC) is a private non-profit organization incorporated in 2004 as a 501 c 3 entity designated under the auspices of the CWDA. The purpose of CPIC is to advance the development of sound public policy and promote program excellence in county Human Services Agencies through research, education, training and technical assistance. CPIC is the only agency providing the expert technical assistance and training to support the 58 California Counties.

Counties with Linkages Programs utilize blended funding for services under specific circumstances when a child is involved with the Child Welfare System and the CalWORKs Welfare to Work System. Linkages requires coordination between CalWORKs and Child Welfare Services to access Welfare to Work activities, including mental health and substance abuse treatment services or any other activities allowed under CalWORKs, and supportive services. Under the terms of this agreement CPIC will work with participating counties to expand activities to include coordination of services for families who are dually involved with Child Welfare Services and county Human Services Benefits programs

The CWDA has partnered with CPIC to provide the information and training to Counties to promote a consistent statewide approach to the Linkages Program. It is necessary for one County to become the fiscal agent and administer an agreement on behalf of all California Counties. Stanislaus County Community Services Agency (CSA) was recommended for the fiscal agent assignment.

As the fiscal agent for the CWDA Linkages Program activities, the Department has established the agreement with Child and Family Policy Institute of California to provide training and technical assistance to support the Linkages practice throughout the State, in addition to an evaluation strategy to measure the effectiveness of these services. As part of the scope of work, the contractor will work with Counties to survey existing practice and provide informational media and forums with the goal for expansion of the Linkages Program to include benefit access for other programs like CalFresh, Medi-Cal, and Tribal Temporary Assistance for Needy Families (TANF) in all Counties.

Approval for the Community Services Agency to be the Fiscal Agent for the County Welfare Directors Association (CWDA) Linkages Program Activities on Behalf of the California Counties and Approve the Agreement with Child and Family Policy Institute of California

Page 3

Through the CWDA Linkages Program Initiative Counties will improve their ability to serve families that have been in contact with county Human Services Benefits programs and Child Welfare programs by implementing practices being shared through webinars, coordinator calls, the annual convening as well as information from a Linkages Tool Kit and through the development of a robust evaluation strategy.

The Department recommends the Board of Supervisors approve for the Community Services Agency to be the fiscal agent for the County Welfare Directors Association (CWDA) Linkages Program Activities on behalf of the California Counties and approve the agreement with Child and Family Policy Institute of California.

POLICY ISSUES:

Approval for the Community Services Agency to be the Fiscal Agent for the County Welfare Directors Association (CWDA) and Approve the Agreement with Child and Family Policy Institute of California for Linkages Program Activities on behalf of the California Counties supports the Board's priorities of Efficient Delivery of Public Services by working through partnership with the CWDA to provide Fiscal Agent support on behalf of all California Counties.

STAFFING ISSUES:

Community Services Agency staff are available to support the administration of the agreement with Child and Family Policy Institute of California.

CONTACT PERSON:

Kathryn M. Harwell, Director 558-2500

**OCOUNTY OF STANISLAUS
COMMUNITY SERVICES AGENCY
AGREEMENT TO PROVIDE
TECHNICAL ASSISTANCE AND EVALUATION SERVICES
FOR THE STATEWIDE LINKAGES PROJECT
JULY 1, 2014 THROUGH JUNE 30, 2015**

This AGREEMENT FOR INDEPENDENT CONTRACTOR SERVICES (the "Agreement") is made and entered into by and between the COUNTY OF STANISLAUS ("County") and **CHILD AND FAMILY POLICY INSTITUTE OF CALIFORNIA** ("Contractor"), a California non-profit with an effective date of July 1, 2014.

RECITALS

WHEREAS, the County has a need to provide technical support and evaluation services for the statewide Linkages Project; and

WHEREAS, the Contractor is specially trained, experienced and competent to perform and has agreed to provide such services; and

NOW, THEREFORE, in consideration of the mutual promises, covenants, terms and conditions hereinafter contained, the parties hereby agree as follows:

TERMS AND CONDITIONS

1. SCOPE OF WORK

- 1.1 The Contractor shall furnish to the County, upon execution of this Agreement or receipt of the County's written authorization to proceed, those services and work set forth in EXHIBIT A, attached hereto and, by this reference, made a part hereof.
- 1.2 All documents, drawings and written work product prepared or produced by the Contractor under this Agreement, including without limitation electronic data files, are the property of the Contractor; provided, however, the County shall have the right to reproduce, publish and use all such work, or any part thereof, in any manner and for any purposes whatsoever and to authorize others to do so. If any such work is copyrightable, the Contractor may copyright the same, except that, as to any work which is copyrighted by the Contractor, the County reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, and use such work, or any part thereof, and to authorize others to do so.
- 1.3 Services and work provided by the Contractor at the County's request under this Agreement shall be performed in a timely manner consistent with the requirements and standards established by applicable federal, state and County laws, ordinances, regulations and resolutions.

2. CONSIDERATION

- 2.1 County shall pay Contractor as set forth in EXHIBIT A.
- 2.2 Except as expressly provided in EXHIBIT A of this Agreement, Contractor shall not be entitled to nor receive from County any additional consideration, compensation, salary, wages or other type of remuneration for services rendered under this Agreement.

Specifically, Contractor shall not be entitled by virtue of this Agreement to consideration in the form of overtime, health insurance benefits, retirement benefits, disability retirement benefits, sick leave, vacation time, paid holidays or other paid leaves of absence of any type or kind whatsoever.

- 2.3 County shall not withhold any Federal or State income taxes or Social Security tax from any payments made by County to Contractor under the terms and conditions of this Agreement. Payment of all taxes and other assessments on such sums is the sole responsibility of Contractor. County has no responsibility or liability for payment of Contractor's taxes or assessments.
- 2.4 Pursuant to Penal Code section 484b and to Business and Professions Code section 7108.5, the Contractor must apply all funds and progress payments received by the Contractor from the County for payment of services, labor, materials or equipment to pay for such services, labor, materials or equipment. Pursuant to Civil Code section 1479, the Contractor shall direct or otherwise manifest the Contractor's intention and desire that payments made by the Contractor to subcontractors, suppliers and materialmen shall be applied to retire and extinguish the debts or obligations resulting from the performance of this Agreement.
- 2.5 Payment of all services provided in accordance with the provisions of this Agreement is contingent upon the availability of County, state and federal funds.

3. TERM

- 3.1 The term of this Agreement shall be from the effective date of this Agreement until completion of the agreed upon services unless sooner terminated as provided below or unless some other method provided for in this Agreement.
- 3.2 Should either party default in the performance of this Agreement or materially breach any of its provisions, the other party, at that party's option, may terminate this Agreement by giving written notification to the other party.
- 3.3 This Agreement shall terminate automatically on the occurrence of (a) bankruptcy or insolvency of either party, (b) sale of Contractor's business, (c) cancellation of insurance required under the terms of this Agreement, and (d) if, for any reason, Contractor ceases to be licensed or otherwise authorized to do business in the State of California, and the Contractor fails to remedy such defect or defects within thirty (30) days of receipt of notice of such defect or defects.
- 3.4 The County may terminate this Agreement upon thirty (30) days prior written notice to the Contractor. Termination of this Agreement shall not affect the County's obligation to pay for all fees earned and reasonable costs necessarily incurred by the Contractor as provided in paragraph 2 herein, subject to any applicable setoffs.
- 3.5 County shall notify Contractor in writing within thirty (30) days of any potential Federal or State audit exception. Where findings indicate program requirements are not being met and Federal and/or State participation in this program may be imperiled, written notification shall constitute County's intention to terminate this Agreement in the event corrections are not accomplished within thirty (30) days.

- 3.6 This Agreement may be terminated by County upon the giving of thirty (30) days' notice of such termination because the services as determined by the Director of Stanislaus County Community Services Agency are inadequate, poorly performed, or improperly supervised. Within the thirty (30) day period, Contractor may appeal the decision of the Director of the Community Services Agency to the Board of Supervisors of Stanislaus County. The determination by the Board as to the termination shall be final.
- 3.7 Notwithstanding any other provisions of this Agreement, County may terminate the Agreement immediately:
- A. Upon receipt of evidence of probable unsafe and/or hazardous practice in the provision of services; or,
 - B. Upon loss of any license(s) required for lawful operation of Contractor's business; or,
 - C. Upon an unauthorized decrease in the required insurance in force; or,
 - D. Upon failure to make payroll payments; or,
 - E. Failure to remit payroll deductions in a timely manner to the appropriate State and Federal government; or,
 - F. Upon failure to substantially meet other financial obligations; or,
 - G. Upon service or a writ of attachment by creditors of Contractor.
- 3.8 This Agreement may be terminated by either party without cause when a thirty (30) day written notice is provided to the other party.

4. WORK SCHEDULE

Contractor is obligated to perform in a timely manner those services and work identified in EXHIBIT A. It is understood by Contractor that the performance of these services and work shall require the Contractor to perform the services and work in conformance with the schedule set forth in EXHIBIT A, if any, and, if there is no schedule, the hours and times for completion of said services and work are to be set by the Contractor; provided, however, that such schedule is subject to review by and concurrence of the County.

5. REQUIRED LICENSES, CERTIFICATES AND PERMITS

Any licenses, certificates or permits required by the federal, state, county or municipal governments for Contractor to provide the services and work described in EXHIBIT A must be procured by Contractor and be valid at the time Contractor enters into this Agreement. Further, during the term of this Agreement, Contractor must maintain such licenses, certificates and permits in full force and effect. Licenses, certificates and permits may include but are not limited to driver's licenses, professional licenses or certificates and business licenses. Such licenses, certificates and permits shall be procured and maintained in force by Contractor at no expense to the County.

6. OFFICE SPACE, SUPPLIES, EQUIPMENT, ETC.

Unless otherwise provided in EXHIBIT A, Contractor shall provide such office space, supplies, equipment, vehicles, reference materials and telephone service as is necessary for Contractor to provide the services identified in EXHIBIT A to this Agreement. County is not obligated to reimburse or pay Contractor for any expense or cost incurred by Contractor in procuring or maintaining such items. Responsibility for the costs and expenses incurred by Contractor in providing and maintaining such items is the sole responsibility and obligation of Contractor.

7. INSURANCE

7.1 Contractor shall take out, and maintain during the life of this Agreement, insurance policies with coverage at least as broad as follows:

7.1.1 General Liability Insurance: Comprehensive general liability insurance covering bodily injury, personal injury, property damage, products and completed operations with limits of no less than One Million Dollars (\$1,000,000) per incident or occurrence. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to any act or omission by Contractor under this Agreement or the general aggregate limit shall be twice the required occurrence limit.

7.1.2 Automobile Liability Insurance: If the Contractor or the Contractor's officers, employees, agents, representatives or subcontractors utilize a motor vehicle in performing any of the work or services under this Agreement, owned/non-owned automobile liability insurance providing combined single limits covering bodily injury, property damage and transportation related pollution liability with limits of no less than One Million Dollars (\$1,000,000) per incident or occurrence.

7.1.3 Workers' Compensation Insurance: Workers' Compensation insurance as required by the California Labor Code. In signing this Agreement, the Contractor certifies under section 1861 of the Labor Code that the Contractor is aware of the provisions of section 3700 of the Labor Code which requires every employer to be insured against liability for workmen's compensation or to undertake self-insurance in accordance with the provisions of that code, and that the Contractor shall comply with such provisions before commencing the performance of the work of this Agreement.

7.2 Any deductibles, self-insured retentions or named insured must be declared in writing and approved by County. At the option of the County, either: (a) the insurer shall reduce or eliminate such deductibles, self-insured retentions or named insured, or (b) the Contractor shall provide a bond, cash, letter of credit, guaranty or other security satisfactory to the County guaranteeing payment of the self-insured retention or deductible and payment of any and all costs, losses, related investigations, claim administration and defense expenses. The County, in its sole discretion, may waive the requirement to reduce or eliminate deductibles or self-insured retentions, in which case, the Contractor agrees that it shall be responsible for and pay any self-insured retention or deductible and shall pay any and all costs, losses, related investigations, claim administration and defense expenses related to or arising out of the Contractor's defense and indemnification obligations as set forth in this Agreement.

7.3 The Contractor shall provide a specific endorsement to all required insurance policies, except Workers' Compensation insurance and Professional Liability insurance, if any, naming the County and its officers, officials and employees as additional named insured

regarding: (a) liability arising from or in connection with the performance or omission to perform any term or condition of this Agreement by or on behalf of the Contractor, including the insured's general supervision of the Contractor; (b) services, products and completed operations of the Contractor; (c) premises owned, occupied or used by the Contractor; and (d) automobiles owned, leased, hired or borrowed by the Contractor. For Workers' Compensation insurance, the insurance carrier shall agree to waive all rights of subrogation against the County and its officers, officials and employees for losses arising from the performance of or the omission to perform any term or condition of this Agreement by the Contractor.

- 7.4 The Contractor's insurance coverage shall be primary insurance regarding the County and County's officers, officials and employees. Any insurance or self-insurance maintained by the County or County's officers, officials and employees shall be excess of the Contractor's insurance and shall not contribute with Contractor's insurance.
- 7.5 Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the County or its officers, officials, employees or volunteers.
- 7.6 The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- 7.7 Each insurance policy required by this section shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party except after thirty (30) days prior written notice has been given to County. The Contractor shall promptly notify, or cause the insurance carrier to promptly notify, the County of any change in the insurance policy or policies required under this Agreement, including, without limitation, any reduction in coverage or in limits of the required policy or policies.
- 7.8 Insurance shall be placed with California admitted insurers (licensed to do business in California) with a current rating by Best's Key Rating Guide acceptable to the County; provided, however, that if no California admitted insurance company provides the required insurance, it is acceptable to provide the required insurance through a United States domiciled carrier that meets the required Best's rating and that is listed on the current List of Eligible Surplus Line Insurers maintained by the California Department of Insurance. A Best's rating of at least A-VII shall be acceptable to the County; lesser ratings must be approved in writing by the County.
- 7.9 Contractor shall require that all of its subcontractors are subject to the insurance and indemnity requirements stated herein, or shall include all subcontractors as additional named insured under its insurance policies.
- 7.10 At least ten (10) days prior to the date the Contractor begins performance of its obligations under this Agreement, Contractor shall furnish County with certificates of insurance and with original endorsements effecting coverage required by this Agreement, including, without limitation, those effecting coverage for subcontractors of the Contractor. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements shall be received and, in County's sole and absolute discretion, approved by County. County reserves the right to require complete copies of all required insurance policies and endorsements, at any time.
- 7.11 The limits of insurance described herein shall not limit the liability of the Contractor and Contractor's officers, employees, agents, representatives or subcontractors.

7.12 If any insurance coverage required hereunder is provided on a "claims made" rather than "occurrence" form, Contractor agrees to maintain the required insurance coverage for a period of three (3) years after the expiration of this Agreement (hereinafter "post agreement coverage") and any extensions thereof. Contractor may maintain the required post agreement coverage by renewal of purchase of prior acts or tail coverage. This provision is contingent upon post agreement coverage being both available and reasonably affordable in relation to the coverage provided during the term of this Agreement. For purposes of interpreting this requirement, a cost not exceeding 100% of the last annual policy premium during the term of this Agreement in order to purchase prior acts or tail coverage for post agreement coverage shall be deemed to be reasonable.

8. DEFENSE AND INDEMNIFICATION

- 8.1 To the fullest extent permitted by law, Contractor shall indemnify, hold harmless and defend the County and its agents, officers and employees from and against all claims, damages, losses, judgments, liabilities, expenses and other costs, including litigation costs and attorneys' fees, arising out of, resulting from, or in connection with the performance of this Agreement by the Contractor or Contractor's officers, employees, agents, representatives or subcontractors and resulting in or attributable to personal injury, death, or damage or destruction to tangible or intangible property, including the loss of use. Notwithstanding the foregoing, Contractor's obligation to indemnify the County and its agents, officers and employees for any judgment, decree or arbitration award shall extend only to the percentage of negligence or responsibility of the Contractor in contributing to such claim, damage, loss and expense.
- 8.2 Contractor's obligation to defend, indemnify and hold the County and its agents, officers and employees harmless under the provisions of this paragraph is not limited to or restricted by any requirement in this Agreement for Contractor to procure and maintain a policy of insurance.
- 8.3 To the fullest extent permitted by law, the County shall indemnify, hold harmless and defend the Contractor and its officers, employees, agents, representatives or subcontractors from and against all claims, damages, losses, judgments, liabilities, expenses and other costs, including litigation costs and attorney's fees, arising out of or resulting from the negligence or wrongful acts of County and its officers or employees.
- 8.4 Subject to the limitations in 42 United States Code section 9607 (e), and unless otherwise provided in a Scope of Services approved by the parties:
- 8.4.1 Contractor shall not be responsible for liability caused by the presence or release of hazardous substances or contaminants at the site, unless the release results from the negligence of Contractor or its subcontractors;
- 8.4.2 No provision of this Agreement shall be interpreted to permit or obligate Contractor to assume the status of "generator," "owner," "operator," "arranger," or "transporter" under state or federal law; and
- 8.4.3 At no time, shall title to hazardous substances, solid wastes, petroleum contaminated soils or other regulated substances pass to Contractor.

9. STATUS OF CONTRACTOR

- 9.1 All acts of Contractor and its officers, employees, agents, representatives, subcontractors and all others acting on behalf of Contractor relating to the performance of this Agreement, shall be performed as independent contractors and not as agents, officers or employees of County. Contractor, by virtue of this Agreement, has no authority to bind or incur any obligation on behalf of County. Except as expressly provided in EXHIBIT A, Contractor has no authority or responsibility to exercise any rights or power vested in the County. No agent, officer or employee of the County is to be considered an employee of Contractor. It is understood by both Contractor and County that this Agreement shall not be construed or considered under any circumstances to create an employer-employee relationship or a joint venture.
- 9.2 At all times during the term of this Agreement, the Contractor and its officers, employees, agents, representatives or subcontractors are, and shall represent and conduct themselves as, independent contractors and not employees of County.
- 9.3 Contractor shall determine the method, details and means of performing the work and services to be provided by Contractor under this Agreement. Contractor shall be responsible to County only for the requirements and results specified in this Agreement and, except as expressly provided in this Agreement, shall not be subjected to County's control with respect to the physical action or activities of Contractor in fulfillment of this Agreement. Contractor has control over the manner and means of performing the services under this Agreement. Contractor is permitted to provide services to others during the same period services are provided to County under this Agreement. If necessary, Contractor has the responsibility for employing other persons or firms to assist Contractor in fulfilling the terms and obligations under this Agreement.
- 9.4 If in the performance of this Agreement any third persons are employed by Contractor, such persons shall be entirely and exclusively under the direction, supervision and control of Contractor. All terms of employment including hours, wages, working conditions, discipline, hiring and discharging or any other term of employment or requirements of law shall be determined by the Contractor.
- 9.5 It is understood and agreed that as an independent contractor and not an employee of County, the Contractor and the Contractor's officers, employees, agents, representatives or subcontractors do not have any entitlement as a County employee, and do not have the right to act on behalf of the County in any capacity whatsoever as an agent, or to bind the County to any obligation whatsoever.
- 9.6 It is further understood and agreed that Contractor must issue W-2 forms or other forms as required by law for income and employment tax purposes for all of Contractor's assigned personnel under the terms and conditions of this Agreement.
- 9.7 As an independent contractor, Contractor hereby indemnifies and holds County harmless from any and all claims that may be made against County based upon any contention by any third party that an employer-employee relationship exists by reason of this Agreement.

10. RECORDS AND AUDITS

- 10.1 Contractor shall prepare and maintain all writings, documents, and records prepared or compiled in connection with the performance of this Agreement for a minimum of five (5) years from the termination or completion of this Agreement or until such records and their

supporting documentation are released due to closure of Federal/State audit, whichever is longer. This includes any handwriting, typewriting, printing, photostatic, photographing, and every other means of recording upon any tangible thing, any form of communication or representation including letters, words, pictures, sounds, or symbols or any combination thereof.

- 10.2 Records shall be destroyed in accordance with California Department of Social Services (CDSS) Manual of Policy and Procedures (MPP) Division 23, Section 350.
- 10.3 Any authorized representative of County shall have access to any writings as defined above for the purposes of making audit, evaluation, examination, excerpts, and transcripts during the period such records are to be maintained by Contractor. Further, County has the right at all reasonable times to audit, inspect, or otherwise evaluate the work performed or being performed under this Agreement.
- 10.4 County shall have the right to audit all billings and records of the Contractor related to this Agreement as required by State law. County may appoint an independent public accountant.
- 10.5 Contractor agrees that its financial records shall contain itemized records of all costs and be available for inspection in Stanislaus County within three (3) working days of the request by the County, state or federal agencies.
- 10.6 Monitoring by County may be accomplished by the following means: field reviews, audit claims, monthly review of records, etc.
- 10.7 Contractor shall be responsible for the procurement and performance of a fiscal and compliance audit annually for agreements over \$45,000. Further, entities receiving in excess of \$500,000 in Federal funds must comply with the Single Audit Act of 1984, PL 98-502 and the Single Audit Amendments of 1996, P.L. 104-156. All audits must be performed in accordance with Government Audit standards as set forth in the Guidelines for Financial and Compliance Audits for Federally Assisted Programs, Activities, and Functions, and the provisions of OMB Circular A-133 as this applies to the auditing of states, local governments, institutions of higher education and non-profit.
- 10.8 The annual audit requirement is replaced with a biennial audit covering the most recent fiscal year if all of the following apply:
 - A. The total County Agreement expenditures, from all funding sources, during the fiscal year, are less than \$100,000
 - B. The Contractor is in compliance with all other Agreement requirements
 - C. An audit was performed on one of the preceding two (2) years in accordance with Government Auditing Standards and a copy of the report and any management letter has been submitted to County
 - 1) The auditor's opinion on the financial statement and the schedule of federal awards (if applicable) were unqualified
 - 2) There were no deficiencies in internal control over financial reporting that were identified as material weaknesses under the requirements of Government Auditing Standards

- 3) None of the state or federal programs had audit findings in the preceding year that were classified as:
 - a. Material weaknesses in the internal control over compliance
 - b. Noncompliance with the provisions of laws, regulations, contracts, or grant agreements that had a material effect on the program
 - c. Known or likely questioned costs
- D. The audit must be conducted in accordance with Government Auditing Standards and the statements must be prepared in conformity with generally accepted accounting principles.

10.9 Contractor shall include in all fiscal audit reports an opinion which indicates whether program expenditures are allowable pursuant to the provisions of 45 CFR, Part 74, and all applicable State and Federal guidelines, policies and procedures.

10.10 Expenses incurred by Contractor to provide for the performance of an audit to satisfy said requirements are an allowable Agreement cost. Contractor is responsible for ensuring that the appropriate portion of audit costs are included with its total executed Agreement funds.

10.11 Contractor is responsible for submitting to County an audit report, prepared in accordance with said requirements, within one hundred twenty (120) days of the end of the Contractor's fiscal year.

11. CONFIDENTIALITY

Contractor shall comply and require its officers and employees to comply with the provisions of Section 10850 of the Welfare and Institutions Code (WIC) and Division 19 of the California Department of Social Services Manual of Policies and Procedures to assure that:

11.1 Any and all information pertaining to the administration of public social services, for which grants in aid are received shall be confidential and will not be open to examination for any purpose not directly connected with the administration of public social services.

11.2 No person shall publish or disclose, or use or permit, or cause to be published, disclosed or used, any confidential information pertaining to an applicant or recipient.

11.3 Contractor shall inform all of its employees, agents, subcontractors and partners of the above provision and that any person knowingly and intentionally violating the provisions of said state law is guilty of misdemeanor.

12. NON-DISCRIMINATION

12.1 During the performance of this Agreement, Contractor and its officers, employees, agents, representatives or subcontractors shall not unlawfully discriminate in violation of any Federal, State or local law, rule or regulation against any employee, applicant for employment or person receiving services under this Agreement because of race, religious creed, color, national origin, ancestry, physical or mental disability, medical condition, genetic information, pregnancy related condition, marital status, gender/sex, sexual orientation, gender identity, gender expression, age (over 40), political affiliation or belief, or military and veteran status. Contractor and its officers, employees, agents,

representatives or subcontractors shall comply with all applicable Federal, State and local laws and regulations related to non-discrimination and equal opportunity, including without limitation the County's non-discrimination policy; the Fair Employment and Housing Act (Government Code sections 12900 et seq.); California Labor Code sections 1101, 1102 and 1102.1; the Federal Civil Rights Act of 1964 (P.L. 88-352), as amended; and all applicable regulations promulgated in the California Code of Regulations or the Code of Federal.

12.2 Contractor shall include the non-discrimination and compliance provisions of this clause in all subcontracts to perform work under this Agreement.

12.3 Contractor shall provide a system by which recipients of service shall have the opportunity to express and have considered their views, grievances, and complaints regarding Contractor's delivery of services.

13. ASSIGNMENT

13.1 This is an agreement for the services of Contractor. County has relied upon the skills, knowledge, experience and training of Contractor and the Contractor's firm, associates and employees as an inducement to enter into this Agreement. Contractor shall not assign or subcontract this Agreement without the express written consent of County. Further, Contractor shall not assign any monies due or to become due under this Agreement without the prior written consent of County.

13.2 Any working agreements, memoranda of understanding, or subcontracts let as a result of this Agreement shall adhere to the terms contained in this Agreement and shall be submitted to County prior to their commencement.

14. WAIVER OF DEFAULT

Waiver of any default by either party to this Agreement shall not be deemed to be waiver of any subsequent default. Waiver or breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach, and shall not be construed to be a modification of the terms of this Agreement unless this Agreement is modified as provided below.

15. NOTICE

Any notice, communication, amendment, addition or deletion to this Agreement, including change of address of either party during the term of this Agreement, which Contractor or County shall be required or may desire to make shall be in writing and may be personally served or, alternatively, sent by prepaid first class mail to the respective parties as follows:

To County: County of Stanislaus
Community Services Agency
Attention: Contracts Manager
PO Box 42
Modesto, CA 95353

To Contractor: Child and Family Policy Institute of California
Attention: Stuart Oppenheim
1331 Garden Highway
Sacramento, CA 95833

16. CONFLICTS

Contractor agrees that it has no interest and shall not acquire any interest direct or indirect which would conflict in any manner or degree with the performance of the work and services under this Agreement.

17. SEVERABILITY

If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction or if it is found in contravention of any federal, state or county statute, ordinance or regulation the remaining provisions of this Agreement or the application thereof shall not be invalidated thereby and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.

18. AMENDMENT

This Agreement may be modified, amended, changed, added to or subtracted from by the mutual consent of the parties hereto if such amendment or change is in written form and executed with the same formalities as this Agreement and attached to the original Agreement to maintain continuity.

19. ADVICE OF ATTORNEY

Each party warrants and represents that in executing this Agreement, it has received independent legal advice from its attorneys or the opportunity to seek such advice.

20. CONSTRUCTION

Headings or captions to the provisions of this Agreement are solely for the convenience of the parties, are not part of this Agreement, and shall not be used to interpret or determine the validity of this Agreement. Any ambiguity in this Agreement shall not be construed against the drafter, but rather the terms and provisions hereof shall be given a reasonable interpretation as if both parties had in fact drafted this Agreement.

21. GOVERNING LAW AND VENUE

This Agreement shall be deemed to be made under, and shall be governed by and construed in accordance with, the laws of the State of California. Any action brought to enforce the terms or provisions of this Agreement shall have venue in the County of Stanislaus, State of California.

22. GENERAL ACCOUNTABILITY

22.1 In the event of an audit exception or exceptions, the party responsible for not meeting the program requirement or requirements shall be responsible for the deficiency.

22.2 In the event of any State hearings, cash grant award or lawsuit award resulting from Contractor's failure to perform as required by this Agreement, reimbursement shall be made to the damaged party by Contractor.

22.3 Additional costs to County for maintaining any portion of the Agreement as a result of Contractor's failure to perform, as required by this Agreement, are subject to recoupment by County through withholding from billings or any other form of legal action.

23. CODE OF ETHICS

Contractor shall uphold the following Code of Ethics:

- Professional Conduct: Employees of Contractor shall abide by all applicable laws, regulations, policies and procedures in the delivery of all services. Professional staff of Contractor shall also abide by specific codes of ethics prescribed by the professional organizations which set standards for their profession.
- Quality of Service: Employees of Contractor shall promote the goals of the program, which includes enhancement of participant self-esteem, by providing quality service which demonstrates knowledge of the respect for participant needs.
- Respect and Courtesy: Employees of Contractor shall conduct all activities with respect and courtesy for participants.
- Propriety: Employees of Contractor shall not make use of their position or relationship with clients for personal gain.
- Positive Representation: Employees of Contractor shall not behave in any manner that will bring discredit to his/her professional status and reputation or to the program.

24. COPYRIGHT ACCESS

County, CDSS, and the United States Department of Health and Human Services shall have a royalty free nonexclusive and irrevocable license to publish, translate, or use, now or hereafter, all material developed under this Agreement including those covered by copyright.

25. STATE ENERGY CONSERVATION PLAN

Contractor agrees to recognize the mandatory standards and policies relating to energy efficiency in the State Energy Conservation Plan title 24, California Administrative Code, as required by the U. S. Energy, Policy and Conservation Act (P. L. 94165).

26. CONVICTION OF CRIME

- 26.1 Contractor shall immediately notify County concerning the arrest and/or subsequent conviction, for other than minor traffic offenses, of any paid employee and/or volunteer staff assigned to provide services under this Agreement, when such information becomes known to Contractor.
- 26.2 Contractor agrees not to knowingly employ any person convicted of any crime involving abuse, neglect, violence, or sexual conduct involving or perpetrated upon a minor, or an adult person or who has been convicted of any felony.
- 26.3 Contractor shall establish a procedure acceptable to County to ensure that all employees or agents performing services under this Agreement report child abuse or neglect to a child protective agency as defined in Penal Code Section 11165.1 through 11165.6. Contractor shall require each employee, volunteer, consultant, subcontractor or agency to sign a statement that he or she knows of the reporting requirements as defined in Penal Code Section 11166(a) and shall comply with the provisions of the code section.

27. MATCHING FUNDS

These funds are not available for matching unless certified by County.

28. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION-
LOWER TIER COVERED TRANSACTIONS

28.1 County and Contractor recognize that Federal assistance funds shall be used under the terms of this Agreement. For purposes of this paragraph, Contractor shall be referred to as the "prospective recipient".

28.2 This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

A. The prospective recipient of Federal assistance funds certifies by entering this Agreement, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

B. The prospective recipient of funds agrees by entering this Agreement, that it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Federal department or agency with which this transaction originated.

C. Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this Agreement.

D. The prospective recipient shall provide immediate written notice to County if at any time prospective recipient learns that its certification in paragraph 28 of this Agreement was erroneous when submitted or has become erroneous by reason of changed circumstances.

E. The prospective recipient further agrees that by entering this Agreement, it shall include a clause identical to paragraph 28 of this Agreement and titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transactions", in all lower tier covered transactions and in all solicitations for lower tier covered transactions.

F. The certification in paragraph 28 of this Agreement is a material representation of fact upon which reliance was placed by County when this transaction was entered into.

29. COMPLIANCE WITH FALSE CLAIMS ACT

29.1 Contractor shall notify County immediately upon discovery of any employee of Contractor, any subcontractor, agent or other persons providing services, on behalf of Contractor who are placed on the State's Medi-Cal Suspended and Ineligible Provider List. Any employee


This Agreement has been signed by the parties or their duly authorized representatives to become effective as of the date referenced on the first page.

IN WITNESS WHEREOF, the parties have executed this Agreement in duplicate on the day and year first hereinabove written.

COUNTY OF STANISLAUS

**CHILD AND FAMILY
POLICY INSTITUTE OF CALIFORNIA**

By: 
Kathryn M. Harwell

By: 
Stuart Oppenheim

Title: Director

Title: Executive Director

Dated: 7/7/14

Dated: 6/24/14

**APPROVED AS TO FORM:
COUNTY COUNSEL
JOHN P. DOERING**

By: 

Title: Deputy County Counsel

Dated: 6/19/14

COUNTY OF STANISLAUS

Approved per BOS Item #: 2014-341

Dated: 7/1/14

**Agreement Between
Child and Family Policy Institute of California
and
County of Stanislaus**

The Child and Family Policy Institute of California (CFPIC), 1331 Garden Highway, Sacramento, CA 95833; herein after CPIC, and County of Stanislaus agree as follows:

Purpose of Agreement: The goal of the Linkages Learning Collaborative is to enhance and expand the implementation of Linkages (previously known as the CalWORKs and Child Welfare Collaboration to Improve Outcomes for Children and Families). Linkages has developed specific collaborative strategies to improve service delivery for families being served by both programs, which can be found on the Linkages Toolkit at www.cfpic.org. Beginning on July 1, 2014, support through CWDA will permit continued technical assistance through Webinars, Linkages Coordinators Calls, and the Annual Convening. This work will expand Linkages to include coordination with other benefit programs administered by the Human Services agencies on behalf of vulnerable families known to Child Welfare.

Term: This agreement will commence on July 31, 2014

Participation in the Linkages Learning Collaborative:

The County agrees to conduct the following activities to implement Linkages practices.

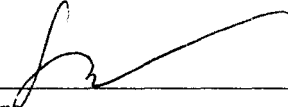
- Continue to designate Linkages Coordinators; preferably one from Child Welfare and one from CalWORKs
- Participate in Webinars and other technical assistance calls, such as Linkages Coordinator Calls.
- Conduct an Annual Self-Assessment on forms that can be found on the Toolkit or another form created by the county.
- Develop a Work Plan focused on the Linkages strategy the county wants to implement or sustain.
- Provide annual information to describe progress on County Work Plan

CFPIC agrees to provide the following:

- Webinars that focus on a variety of topics related to collaboration between CalWORKs and Child Welfare
- Technical Assistance calls, minimally bi-monthly, with Linkages Coordinators to promote collaboration
- Individual county Technical Assistance as requested by the county.
- Implementation of an evaluation plan that will provide intensive support to three counties and additional support to all other Linkages counties to develop self-evaluation strategies
- Promotion of cross-site learning opportunities to help counties expand their Linkages programs to include access to other benefits programs
- Linkages Coordinator Directory updated monthly
- Linkages Toolkit with information to promote Linkages implementation
- Newsletter on a quarterly basis.
- An annual convening to promote shared learning and skill development.

FOR CFPIC:

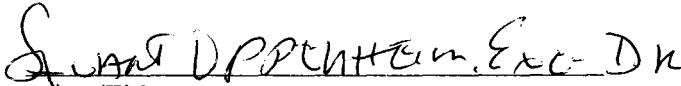
FOR COUNTY:



Signature



Signature



Name/Title

Kathryn Harwell, Director


Name/Title

6/13/14

Date

July 31, 2014

Date

APPROVED AS TO FORM:
STANISLAUS COUNTY COUNSEL
BY 
DATE: 7/29/14

**CHILD AND FAMILY POLICY INSTITUTE OF CALIFORNIA
AGREEMENT TO PROVIDE
TECHNICAL ASSISTANCE AND EVALUATION SERVICES
FOR THE STATEWIDE LINKAGES PROJECT
JULY 1, 2014 THROUGH JUNE 30, 2015**

I. SCOPE OF WORK:

Linkages is a service coordination partnership between Child Welfare Services (CWS) and California Work Opportunity and Responsibility to Kids (CalWORKs) that addresses common barriers limiting parents' ability to work and keep their children safely at home. Linkages families are working toward becoming safe parents with Child Welfare Services while at the same time trying to achieve economic self-sufficiency through the employment services of the CalWORKs program. Linkages is defined by the presence of meaningful service coordination for families who are working toward meeting case goals with both CWS and CalWORKs/Welfare-to-Work. These service coordination efforts can be one-time, episodic or ongoing.

Contractor shall provide the following services:

- A. Provide training and technical assistance to support Linkages Practice throughout the State.
- B. Expand definition of "Linkages" to include benefit access for other programs (CalFresh, MediCal, and Tribal Temporary Assistance for Needy Families (TANF).
- C. Share information on Linkages Activities
- D. Linkages Program Evaluation
- E. Support other statewide efforts
- F. The provision of specific services and time line are described in EXHIBIT C which is hereby incorporated by reference and made a part hereof.

II. INSURANCE:

County shall waive the Contractor's Workers' Compensation Insurance requirement set forth in Section 7.1.3 of the body of this Agreement.

III. COMPENSATION:

Contractor shall be compensated for the services provided under this Agreement as follows:

- A. Costs:
 - 1. The maximum amount of this Agreement for the period July 1, 2014, through June 30, 2015, shall not exceed \$249,700.
 - 2. This is a cost reimbursement Agreement. The costs attendant to the provision of services are described in EXHIBIT B which is hereby incorporated by reference and made a part hereof.

3. Contractor shall not expend any funds provided pursuant to this Agreement except as expressly authorized in EXHIBIT B, or as the budget is thereafter amended or obligated.
- B. Contractor shall make no charge to the recipient and shall collect no share of cost.
 - C. This Agreement shall be effective July 1, 2014, through June 30, 2015.
 - D. Contractor agrees that the costs to be charged to County for contracted services for the term of this Agreement includes all allowable Contractor costs, both indirect and direct, relative to this Agreement.
 - E. Costs must conform with Federal costs regulation: OMB Circular A-87, A Guide for State and Local Government Agencies, 48 CFR, Part 31, Subpart 31.2 (for profit agencies), and OMB Circular A-122 (for nonprofit agencies). All equipment purchased by Contractor must be depreciated in accordance with 45 CFR 95.705. All equipment, materials, supplies or property of any kind purchased from funds reimbursed or furnished by County under the terms of this Agreement shall be fully consumed or aged out in the course of the Agreement/program. County reserves the right to physically reclaim any/all such property at the conclusion of the Agreement in accordance with 45 Code of Federal Regulations, Part 74, Administration of Grants.
 - F. County shall not be required to purchase any definite amount of services nor does County guarantee to Contractor any minimum amount of funds or hours.
 - G. Billings:
 1. Contractor shall submit billings, in a County specified format, within twenty (20) days following the end of service month, for **July 2014 through April 2015 services. Billings for service months of May and June 2015 are as follows:**

May 2015 is due June 5, 2015
June 2015 is due June 12, 2015

Billing requirements are subject to change and the Contractor shall be notified in writing.
 2. Billings shall be submitted to:

Stanislaus County Community Services Agency
Attention: Accounts Payable Supervisor, E2A
P.O. Box 42
Modesto, CA 95353-0042
(209) 558-2217
 3. Supporting documentation shall accompany each invoice: copies of employee time studies/time cards documenting actual time dedicated to these Agreement services, supporting payroll and fringe benefit journals, copies of paid receipts/invoices of all Contractor operational costs billed to this Agreement. Include copies of all travel receipts for travel expenses billed to this Agreement.

H. Payments:

1. If the conditions set forth in this Agreement are met County shall pay, on or before the thirtieth (30th) day after receipt of the billing, the sum of money claimed by the approved billing, (less any credit due County for adjustments of prior invoices). If the conditions are not met, County shall pay when the necessary processing is completed.
2. County shall not pay for unauthorized services rendered by Contractor or for the claimed services which County monitoring shows have not been provided as authorized.
3. Contractor shall be paid in accordance with the Stanislaus County Travel Policy, located at <http://www.stancounty.com/auditor/internal-audit-division.shtm>, which allows for the claim of mileage during the course of business. The County established mileage rate, maintained by the Stanislaus County Auditor-Controller's Office, may be adjusted annually based on the Internal Revenue Service (IRS) stated rate for that year. Incremental IRS rate increases are not automatic.
4. County retains the right to withhold payment on disputed claims.
5. Final payment under Agreement may be held until a termination audit is completed or until receipt of Contractor's annual narrative report.

**CHILD AND FAMILY POLICY INSTITUTE OF CALIFORNIA
 AGREEMENT TO PROVIDE
 TECHNICAL ASSISTANCE AND EVALUATION SERVICES
 FOR THE STATEWIDE LINKAGES PROJECT
 JULY 1, 2014 THROUGH JUNE 30, 2015
 AGREEMENT BUDGET**

<u>BUDGET CATEGORY</u>	<u>TOTAL</u>
Personnel Services:	
Executive Director- Stuart Oppenheim	\$21,000
Project Coordinator- Danna Fabella	\$65,000
Project Associate- Lesile Ann Hay	\$35,000
Meeting Planning and Administrative Support-Cathy Murnigham	\$25,000
Total Salaries and Fringe Benefits (Invoice actual paid only)	\$146,000
Operating Expenses	
Office support	\$12,100
Evaluation Project Subcontractor San Jose State University	\$33,000
Annual Convening	\$40,000
Staff Travel	\$4,000
Operating Expenses Total	\$ 81,000
Indirect (10% of Salaries & Benefits)	\$14,600
TOTAL COSTS	<u>\$249,700</u>

**CHILD AND FAMILY POLICY INSTITUTE OF CALIFORNIA
 AGREEMENT TO PROVIDE
 TECHNICAL ASSISTANCE AND EVALUATION SERVICES
 FOR THE STATEWIDE LINKAGES PROJECT
 JULY 1, 2014 THROUGH JUNE 30, 2015
 WORK PLAN**

Activities/Objective	Timeline	Outcomes and Indicators
<p>Provide Training and Technical Assistance to support Linkages Practice throughout the State</p> <ol style="list-style-type: none"> 1. Determine counties that want to participate in a statewide Linkages Learning collaborative through outreach efforts; letters to Directors and Deputies; requests at CWDA Self-Sufficiency & Children's. 2. Provide Orientation to new Counties. 3. Make site visits to new counties (if interested) to assist in the formation of Linkages teams and facilitate initial steps of Linkages implementation or provide consultation on strengthening or expanding existing Linkages practice. 4. Provide three Webinars on topics to be determined. 5. Provide opportunities for peer sharing/learning on bi-monthly Linkages Coordinators Calls. 6. Facilitate Peer Mentoring Site Visits 7. Provide Annual Convening for Peer Sharing and Skill Building. 8. Review & Update the Linkages Toolkit on a regular basis. 9. Survey participating counties to assess Linkages learning needs to inform goals, activities, content and topics for Linkages Learning collaborative. 	<p>7/1/14 - 9/1/14</p> <p>10/1/14 – 10/31/14</p> <p>10/14-6/15</p> <p>9/14, 1/15, 4/15</p> <p>8/14, 10/14, 12/14, 2/15, 4/15, 6/15</p> <p>7/14-6/15</p> <p>5/15</p> <p>7/14 – 6/15</p>	<p>Counties will improve their ability to serve families that have had contact with Self Sufficiency programs and the CWS programs by implementing practices being shared through the 3 Webinars, 6 Coordinator Calls, the Annual Convening and information from the Linkages Toolkit. We will track:</p> <ul style="list-style-type: none"> • Number of counties/staff participating on Webinars, calls, and the Convening • Tracking the Toolkit usage • Reviewing county Implementation plans

<p>Expand Definition of “Linkages” to Include Benefit Access for Other Programs (CalFresh, Medi-Cal, Tribal TANF)</p> <ol style="list-style-type: none"> 1. Survey Existing Linkages Counties to determine where Linkages has already expanded to other programs 2. Develop a Cohort of Linkages counties to work on Linkages Expansion 3. Share Best Practices through Webinars, Newsletter and Annual Convening 	<p>7/1/14</p> <p>9/1/14-6/30/15</p>	<p>Revised definition of Linkages and documentation of Linkages Expansion, including new portal on website</p>
<p>Share information on Linkages Activities</p> <ol style="list-style-type: none"> 1. Establish an Oversight committee consisting of representatives from the CWDA Self-Sufficiency Committee, the Children’s Committee, and CDSS OCAP and Welfare to Work branches that meets quarterly. 2. Issue a quarterly newsletter sharing information about activities in the counties and topics of interest to staff implementing Linkages. 3. Participate in other statewide Conferences to share Linkages practices. 	<p>8/14,11/14, 2/15, 5/15</p> <p>7/14,10/14, 1/15, 4/15</p> <p>As available</p>	<p>Awareness about the benefits and impact of Linkages will be raised throughout the state as evidenced by participation at the Oversight Committee and dissemination of notes to the CWDA Committees, distribution of the quarterly newsletters to all the counties, and by presentations at Conferences.</p>
<p>Linkages Program Evaluation</p> <ol style="list-style-type: none"> 1. Provide technical assistance resources to assist counties in performing local program evaluation efforts to support Linkages. 2. Facilitate the development of local program evaluation efforts by providing technical assistance and the formation of a Technical Advisory Group composed of county evaluation liaisons, CFPIC staff and technical assistance expert(s). 3. Identify up to three (3) counties to work intensively with the Evaluation Support Team to design and develop a local program evaluation with outcomes. 4. Report on the Evaluation will be provided 	<p>7/1/14-8/30/14</p> <p>9/1/14-5/30/15</p> <p>6/30/15</p>	<p>Demonstrate the results of Linkages for children and families as well as the effects of service collaboration on CWS and Self-Sufficiency staff.</p> <p>Improve the ability of counties to conduct, interpret and disseminate evaluation findings about Linkages.</p> <p>Develop a Template for self-evaluation process that can be shared with other counties</p> <p>A report summarizing the evaluation activities undertaken, and the findings and interpretations of the evaluation support team.</p>

Support Other Statewide Efforts		
<ol style="list-style-type: none"> 1. Work with counties to integrate Linkages practice into CalWORKs Family Stabilization efforts. 	7/14 –6/15	Counties will include the population that has been identified by CalWORKs staff in need of Family Stabilization services and at risk for CWS involvement and engage them as an early intervention target population to receive Linkages practice.
<ol style="list-style-type: none"> 2. Work with CWDA and CDSS to provide Best Practices from Linkages to support the Family Stabilization efforts at the local and statewide level. 	7/14 -6/15	Counties and CDSS will incorporate Linkages principles into their Family Stabilization Efforts.
<ol style="list-style-type: none"> 3. Work with the Core Practice Model Design Team to integrate Linkages principles into the Theories, Values & Principles, and the Practice Behaviors that are foundational to the Child Welfare Core Practice Model. 		Linkages will be incorporated into the Child Welfare Core Practice Model as a strategy consistent with the Model.
<ol style="list-style-type: none"> 4. Work with CWDA and CDSS to explore opportunities to share Linkages Best Practices in the development of additional statewide efforts as they emerge. 		