



County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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**ADOPTED**

BOARD OF SUPERVISORS  
 COUNTY OF LOS ANGELES

46 June 25, 2024

Board of Supervisors

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June 25, 2024

EDWARD YEN  
 EXECUTIVE OFFICER

The Honorable Board of Supervisors  
 County of Los Angeles  
 383 Kenneth Hahn Hall of Administration  
 500 West Temple Street  
 Los Angeles, California 90012

Dear Supervisors:

**REQUEST TO APPROVE THE CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO  
 KIDS OUTCOMES AND ACCOUNTABILITY REVIEW CALWORKS SYSTEM IMPROVEMENT  
 PLAN REPORT  
 (ALL DISTRICTS – 3 VOTES)**

**SUBJECT**

The Department of Public Social Services (DPSS) seeks the Board of Supervisors (Board) approval of the California Work Opportunity and Responsibility to Kids (CalWORKs) Outcomes and Accountability Review (Cal-OAR), CalWORKs System Improvement Plan (Cal-SIP).

**IT IS RECOMMENDED THAT THE BOARD:**

Approve the Department’s Cal-SIP report (Enclosure). The Cal-SIP report outlines how the Department plans to increase participation of CalWORKs recipients in Welfare-To-Work (WTW) activities.

**PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

CalWORKs Outcomes and Accountability Review (Cal-OAR) is a data-driven State Continuous Quality Improvement (Cal-CQI) process implemented locally to facilitate continuous improvement of County CalWORKs/WTW Programs by collecting, analyzing, and disseminating outcomes and best practices. State law requires that the Cal-OAR Continuous Quality Improvement cycle consist of a County CalWORKs County Self-Assessment (Cal-CSA) and a CalWORKs System Improvement Plan (Cal-SIP). After receiving approval of the Cal-SIP from the California Department of Social Services (CDSS), CDSS requires the County to obtain approval of the Board of Supervisors and return the approved document and adopted Board Letter to CDSS.

## Cal-SIP DEPARTMENTAL GOAL

The Cal-CQI process (which includes the Cal-CSA and Cal-SIP) will take place over five-year cycles. The first Cal-OAR cycle commenced on July 1, 2021, with the performance indicators (measures) component. The second component consisted of the Cal-CSA completed in August 2023. The Department is working on the third component which is the Cal-SIP. For the Cal-SIP process, the Department is required to improve one of the indicators (performance measures) reviewed and analyzed during the Cal-CSA. After the indicators' outcomes were discussed and analyzed, the Department agreed to focus its efforts on improving the rate of participation of CalWORKs recipients in WTW activities, which in Cal-OAR is the Engagement Rate measure. The Engagement Rate is defined as the percentage of CalWORKs participants who are engaged in WTW activities. The attached Cal-SIP report outlines the goal, strategies, and action steps that the Department plans to implement to improve the Engagement Rate. The departmental goal is to achieve a 40 percent Engagement Rate by June 2026, which is the end of the first Cal-OAR five-year cycle.

The Cal-SIP report serves as an outline of the goal the Department seeks to achieve throughout the remainder of this current cycle. While the goal selected will remain in place, the Department's strategies may be revised during the progress report phase of the Cal-OAR cycle if it is found that steering in a different direction will yield better results. If the Department decides to pivot, both the California Department of Social Services (CDSS) and departmental internal leadership will be made aware during the submission of each annual Progress Report.

### **Implementation of Strategic Plan Goals**

Implementation of the Cal-SIP strategies are consistent with the 2024-2030 Los Angeles County Strategic Plan, North Star 1, Make Investments That Transforms Lives, Focus Area B: Employment and Sustainable Wages, and with North Star 3, Realize Tomorrow's Government Today, Focus Areas C: Equity-Centered Policies and Practices and E: Data Driven Decision Making. The Cal-SIP strategies will increase engagement in CalWORKs WTW activities, reducing barriers to employment and increasing access to education and job opportunities. Outreach strategies will be data-informed with equity and access in mind, including input from community partners.

### **FISCAL IMPACT/FINANCING**

Funding for the implementation of the Cal-SIP strategies is included within the CalWORKs Single Allocation WTW budget, and no additional funding will be required.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

DPSS drafted the Cal-SIP to meet applicable State requirements and programmatic goals. DPSS submitted the draft to CDSS and received comments which were incorporated into the final version of the Cal-SIP in alignment with the Cal-OAR process. As per State requirements, DPSS is now submitting the final Cal-SIP to the Board for approval. Once approved, it will be re-submitted to CDSS for publication.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

The Honorable Board of Supervisors

6/25/2024

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The purpose of the Cal-SIP goals and strategies is to improve the engagement of CalWORKs participants in WTW activities.

**CONCLUSION**

Upon Board approval, the Executive Office, Board of Supervisors, is requested to return one adopted Board Letter to DPSS.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Jackie Contreras".

JACKIE CONTRERAS, Ph.D.

Director

JC:mqn

Enclosures

c: Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel

# CalWORKs System Improvement Plan (Cal-SIP) Report

**County: Los Angeles**

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# Executive Summary

## 1. Please summarize the performance measures selected for improvement.

Los Angeles County selected the Engagement Rate as the CalWORKs System Improvement Plan (Cal-SIP) performance measure for improvement. After discussion with County administrators, staff, community partners, and collaborators, Los Angeles County agreed to focus efforts on improving client engagement so that more individuals can better benefit from the Welfare-To-Work (WTW) Program. All county stakeholders agreed that improving the Engagement Rate will simultaneously reduce financial sanctions, while positively impacting several Phase 0, Phase 1, and Phase 2 CalWORKs Outcomes and Accountability Review (Cal-OAR) performance measures. In summary, by improving WTW engagement, Los Angeles County expects that participants will make efficient use of the program services to improve their job and educational skills, become employed, and achieve the goal of self-sufficiency.

## 2. Please provide a comprehensive list of improvement strategies identified within the Cal-SIP.

Los Angeles County seeks to improve their performance by implementing the following strategies:

### Strategy 1: Staff Development

- Action Step 1: Create and expand on Cal-OAR training guides and training material. Publish articles with Cal-OAR reminders, tips, and best practices in the bi-monthly GAIN Division Newsletter.
- Action Step 2: Create and maintain staff Cal-OAR webpage which houses training material and staff resources.
- Action Step 3: Create Cal-OAR Ad-Hoc reports and utilize existing California Statewide Automated Welfare System (CalSAWS) Business Intelligence reports to identify training needs.
- Action Step 4: Conduct additional training roadshows. Continue to offer in-person and virtual trainings for WTW staff.

### Strategy 2: Enhance Supportive Services and Supportive Services Awareness

- Action Step 1: Explore marketing methods that better inform our internal and external stakeholders of the available GAIN supportive services. To ensure equity, marketing will be advertised in all Los Angeles County threshold languages. The Cal-OAR Core Team will review the Cal-OAR Data Dashboard quarterly to monitor increases in engagement per subpopulation type (ethnicity, language) based on new marketing strategies. The identified data variances between sub-groups will be targeted for process improvements to maintain equity across CalWORKs populations.
- Action Step 2: Review and assess whether public transportation rates may be increased.

- Action Step 3: Provide a new array of ancillary supportive services, such as Laptops, Modem/Internet equipment, Internet fee payments, and computer related equipment to lessen the digital divide.

### **Strategy 3: Provide Incentives for Participant Engagement**

- Action Step 1: Issue incentives to participants who successfully complete WTW activities.
- Action Step 2: Issue incentives for obtaining and retaining employment.

### **Strategy 4: Expand Engagement Opportunities**

- Action Step 1: Create new WTW activities that meet the needs of the participant.
- Action Step 2: Offer technical preparation courses that train participants on key software programs building basic computer literacy skills to decrease the digital divide.

### **Strategy 5: Streamline Business Processes**

- Action Step 1: Simplify Appraisal/Online CalWORKs Appraisal Tool (OCAT) process and eliminate unnecessary local forms.
- Action Step 2: Explore automating certain CalSAWS system functions to decrease the number of manual tasks WTW staff must complete.

## Introduction

The CalWORKs Outcomes and Accountability Review (Cal-OAR) is a local, data-driven program management system that facilitates continuous improvement of County CalWORKs programs by collecting, analyzing, and disseminating outcomes and best practices. As required by Welfare and Institutions Code (WIC) 11523, Cal-OAR consists of three core components: performance indicators, a County CalWORKs Self-Assessment (Cal-CSA), and a CalWORKs System Improvement Plan (Cal-SIP).

The Cal-OAR Continuous Quality Improvement (Cal-CQI) process (which includes the Cal-CSA and Cal-SIP) takes place over five-year cycles. The first Cal-OAR cycle commenced on July 1, 2021, with the implementation of Cal-OAR. The Cal-SIP is the second component of the Cal-OAR CQI process. The Cal-SIP is based on the information gathered and reported from the Cal-CSA, wherein each County Welfare Department (CWD) will develop a plan for improving their CalWORKs Program. The Cal-SIP selects a measure or set of measures for focused improvements and development to improve the selected performance measures while pairing each Cal-SIP goal with an equity goal and/or strategy.

### 1. Describe your approach to the Cal-SIP Report

The Los Angeles County Department of Social Services (DPSS) took a series of steps to complete the CalWORKs System Improvement Plan (Cal-SIP) Report.

**Data Review** - The Los Angeles County Cal-OAR Core Team (CCT) reviewed the data provided by the California Department of Social Services (CDSS) to determine how well the County was performing for each of the Phase 1 performance measures. After review and analysis, it was determined that the County needed to focus on improving the Engagement Rate. During the review period from April 2021 through September 2021, the Engagement Rate averaged five percent. This rate was not a reflection of true engagement in the County, but the result of the methodology used by CDSS to measure engagement. Unfortunately, the methodology used by CDSS did not align to the way Los Angeles County was measuring engagement. Even though the rate was not as low as indicated in the data provided by CDSS, Los Angeles County CCT concluded that the measure, which was severely impacted by the COVID-19 Pandemic, had room for improvement.

**Data Tools** - The CCT developed Ad-Hoc reports to validate, track, evaluate, and improve the County's performance measures including Cal-OAR engagement. The Ad-Hoc reports assisted the CCT in finding areas where business processes needed to be reviewed/adjusted to properly reflect outcomes. The reports were also helpful in determining policy areas that needed reinforcement and areas where additional training is needed.

**Partner Engagement** - The CCT met with program administrators, supervisors, workers, participants, former participants, advocacy groups, providers, and peer counties to assess the current state of participant engagement. The result of these meetings includes a list of findings regarding barriers that interfere with engagement, as well as ideas that, if implemented, will improve participation in the program.

## **2. Briefly describe past and current system improvement efforts.**

Once the methodology used to compile the Cal-OAR measures was reviewed, the CCT created a plan to align business processes to properly reflect the County's WTW Program outcomes. During this process, CCT developed updated policy instructions, created checklists, guides, newsletters, and a Cal-OAR Intranet page to inform staff of how to populate records in CalSAWS. The written material was accompanied by training for staff in the regional offices. Frequent meetings were conducted with case management staff via Microsoft Teams to inform on changes needed in business processes to address the Cal-OAR requirements.

To increase WTW participation and eliminate participation barriers, Los Angeles County has made meaningful changes during the last few years. Policy for new activities has been enhanced. Activities, such as Short-Term Vocational Training, Family Stabilization, Youth Tutoring Program, etc. have been added as alternatives for participants who need additional support to comply with WTW requirements.

Supportive services have been enhanced to facilitate participation in activities. The policy has been released on the issuance of Laptops, Modem/Internet equipment, Internet fees, clothing allowance for employed participants, car seats, personal protective supplies (facemasks, gloves), and an increase to the mileage reimbursement rate for participants who use their own vehicles.

In addition, Los Angeles County introduced telephonic signature and telephonic interviews, allowing for more accessibility to program services without an in-person appointment. With the implementation of the telephonic signature project, participants do not need to scan or mail documents to their WTW worker since most forms may be telephonically signed.

## **3. Briefly describe the success or failure of those efforts at improving service delivery or programmatic outcomes.**

The system improvement efforts described above were, in general, successful in improving the delivery of services. Prior to the COVID-19 pandemic, the engagement was above 50 percent based on Los Angeles County measurement metrics. The COVID-19 pandemic emergency and accompanying State guidelines that allowed participants to request Good Cause, resulted in a severe decrease in participation in the program. With the addition of new activities, enhancement of supportive services, and telephonic signature, the impact of the pandemic was lessened to some extent. Participant engagement has gradually increased since the emergency measures were lifted in



May 2022. According to CDSS's methodology, which measures engagement based on the number of participants who have attendance hours recorded in CalSAWS, the engagement rate as of March 2023 (latest month reported) was 28.4 percent. The rate of engagement in Los Angeles County based on the number of participants attending activities, regardless of whether the activity attendance hours recorded in CalSAWS, was 37.3 percent for the same month (March 2023). Los Angeles County is working with CDSS to align the method of capturing engagement since not all activities require that the participant report attendance hours to their worker on a monthly basis, in order to close the Engagement Rate measurement gap.

#### **4. An overview of the CWD's organizational vision and mission (optional).**

The Los Angeles County Department of Public Social Services' organizational vision is to "transform lives through economic stability, equity, and inclusion." The Los Angeles County mission is that "together, we connect individuals and families to social services that promote lasting economic mobility and well-being."

# **Section 1: Measures for Improvement and Strategies**

## **Part 1: Measure and Goal Narrative**

### **1. Describe the reason for selecting the measure or programmatic grouping of measures.**

The Engagement Rate measure was selected by Los Angeles County because this rate has the greatest potential for improvement and actions to improve the Engagement Rate will positively impact other measures. The COVID-19 pandemic severely impacted engagement as many participants opted out of participation when they were informed that requesting Good Cause was allowed by the State. This option, combined with the closure of businesses and schools, lack of efficient telework options by employers and/or providers, and safety concerns from participants who were leery to leave their homes, decreased engagement to very low levels. Los Angeles County started re-engagement efforts, but more work is needed to increase the rate to pre-COVID-19 levels. Selecting the Engagement Rate as the measure targeted for improvement aligns with the County's re-engagement efforts.

### **2. Do partners and collaborators agree this is a measure or programmatic grouping of measures that should be focused on at this time?**

County community partners and collaborators agreed on the importance of improving engagement so more participants can benefit from the services the WTW Program offers. Partners agreed that by remaining engaged, participants will make efficient use of the program services to improve their job and educational skills, become employed, and achieve the goal of self-sufficiency. The Los Angeles County and the community partners also concur that effective strategies to improving engagement will entice participants to remain in the program and avoid financial sanctions. Implementation of efficient strategies will also motivate participants exempted from participation to volunteer and benefit from the services this program offers.

### **3. Describe any anticipated interactions with other measures.**

Strategies to increase the Engagement measure will lead to better outcomes for the other Cal-OAR measures. If the County's Engagement Rate improves, several of the Phase 0 and Phase 1 performance measures will also improve.

An increase in participant WTW engagement will simultaneously increase the Appraisal Attendance Rate, and Appraisal Timeliness Completion Rate, First Activity Attendance Rate, and the Sanction Resolution Rate. Improvement of WTW engagement will also reduce the number of participants financially sanctioned.

Improving the Engagement Rate will also help participants find better paying jobs and remain employed. This will result in a higher employment rate for participants, higher earnings, higher exits with earnings, and fewer CalWORKs program reentries.

#### **4. Describe how the CWD will track performance measure improvement.**

Los Angeles County will continue to track the outcomes of the efforts to improve the Engagement Rate by using internal Ad-Hoc reports and CDSS' Cal-OAR data. Internal Ad-Hoc reports are, and will continue to be, reviewed monthly and shared with the WTW regional offices for close monitoring. The reports will also be shared with County Sections tasked with monitoring performance measures. These Sections analyze and chart the data and distribute the trends/outcomes in CalWORKs Steering meetings, and other forums where performance measures are discussed.

### **Part 2: Goal-level Descriptions**

#### **Goal 1: Increase Engagement Rate to 40 percent from 5 percent.**

Review using Cal-OAR Data Dashboard, County Ad-Hoc reports improving by 11.7 percent every 12 months within three years (for a total of a 35.0 percent improvement).

- Strategy 1: Staff Development
- Strategy 2: Enhance Supportive Services and Supportive Services Awareness
- Strategy 3: Provide Incentives for Participant Engagement
- Strategy 4: Expand Engagement Opportunities
- Strategy 5: Streamline Business Processes

#### **1. Explain the reasoning or methodology which was used to determine this goal.**

Los Angeles County reviewed CDSS' Cal-OAR data to determine the measure with the lowest rate. As part of this process, the County also validated data for accuracy by looking at detailed raw files for the period of April through September 2021. For a more comprehensive review, local data requests were submitted, and once reports were made available, the data was analyzed further. The CCT also met with program administrators, supervisors, workers, participants, former participants, providers, and other County agencies to discuss the performance measures. From the review of CDSS data and internal data, and discussions with all partners, the CCT concluded that the rate with the highest priority and with a higher potential for improvement was the Engagement Rate.

#### **2. What led the CWD to these improvement strategies?**

During discussions with staff and partners, the main challenges that participants and program staff face were identified. The most relevant challenges observed were the lack of staff trainings, lack of participant's interest/motivation, lack of activities that fit all populations served, and cumbersome, and outdated business processes, among other barriers. While the Los Angeles County's WTW caseload size is a huge challenge, it is out of the purview of the CCT to make changes in this area.

Los Angeles County analyzed the challenges and brainstormed ideas, with the help of partners, on ways to address those challenges. All these efforts led the County to work

on a plan that includes staff development, incentives, supportive service enhancements, engagement opportunities expansion, and streamlining of business processes.

**3. Discuss any research or literature that supports the strategies chosen. Cite reference.**

During the CDSS Cal-OAR trainings, the Mathematica trainers and consultants introduced a "human centered design" which focused on people, seeking to understand the root of their problems to solve issues. Several human centered design tools and strategies were shared with the counties to facilitate meaningful discussions with county community partners and collaborators. During focus group meetings, Los Angeles County and community partners and collaborators brainstormed ideas that could better serve the needs of WTW participants. Most of the system improvement strategies explore methods to attract participant interest in the WTW Program. Los Angeles County seeks to enhance the WTW Program experience for the participants. An example of this is the County's idea of exploring ways of increasing the transportation supportive services rates for those who use public transportation.

**4. Describe the roles of other partners and collaborators in implementing the strategies.**

The CCT will rely on internal partners to assist in implementing each one of the strategies outlined in the Cal-SIP. Partners within the Department will be included in designing and implementing specific actions within each strategy. Collaboration from the Department's training academy will be required for training material and classes. The Department's Financial Management Division will be included in the discussions and actions leading to the issuance of incentives and additional supportive services the CCT plans to enhance. Partners and providers will assist with new activities that offer other options for participants. The Department's Business Intelligence Section and the CalSAWS Consortia will be asked to assist with data and automation of business processes.

There are also efforts that will be coordinated with other partners, such as the distribution of new Cal-OAR related materials and resources. Administrative partners will ensure that staff incorporate Cal-OAR case management strategies in their daily work efforts. In addition, the WTW administrators will continue to review and distribute the monthly engagement data Ad-Hoc reports to their staff as needed. The CCT will collaborate with the Department's Communications Section, and Program partners to distribute WTW outreach materials to participants.

**5. Identify any staff education and training needs, and include any technical assistance needed to implement strategy and achieve goal.**

Los Angeles County case workers will need training on the different strategies listed in the Cal-SIP. Staff will be trained on the purpose and importance of Cal-OAR requirements since Cal-OAR is a way of tracking County performance. Training will be needed on new procedures that will facilitate the alignment of the method the data is captured by the County and CDSS. Training will be provided on new business processes that maximize

the use of time used in case management. Also, staff will be trained on the new procedures of issuing new supportive services (e.g., incentives, transportation). CCT will continue to develop instructional material, such as tools, guides, and handbooks, to assist staff with implementing the changes that will allow the successful completion of the strategies.

For technical assistance, the CCT will continue to rely on internal and external partners. The CCT will also request technical assistance from the CalSAWS Consortia, CalSAWS Business Intelligence Section, CalSAWS committees, and WTW policy analysts. Collaboration will be needed from these partners to move forward with CalSAWS system enhancements that will automate system functions and minimize staff workload. Staff development will be a continuous process during the full Cal-OAR cycle.

**6. Describe how the CWD plans to mitigate and/or address both known internal and external barriers [to achieve the goal].**

To improve the Engagement Rate, Los Angeles County will work on maximizing the participant's experience from the point of CalWORKs approval. The plan is to establish a process that facilitates a smooth transitioning from CalWORKs to WTW. Engaging participants early in employment, training, and educational activities, and providing comprehensive services, will allow participants more opportunities for professional development. This will provide participants with a greater set of skills and increase their likelihood of finding employment.

Los Angeles County's primary barrier is the high staff caseloads and the high rate of staff turnover. The staff's workload is compounded by the frequent changes in State policy that must be immediately implemented. The counties must interpret the new State policies, revise the local policies and procedures, and train the staff, within a short period of time. This barrier will be partially addressed by streamlining business processes and providing adequate staff training to reduce work fatigue.

Los Angeles County will continue to push for a more efficient way of automating processes in CalSAWS. The process to complete system changes is lengthy and time-consuming. Since automation would provide needed relief and improve efficiency of the program, the CCT will continue to look for avenues to enhance the process.

**7. Describe how your facility will continuously evaluate each action step taken to see if improvement is being achieved. (e.g., tracking tools, meetings, monitoring, etc.) Include who will be responsible for follow up and compliance.**

Los Angeles County has created reports that will be used to track progress in the development of each step during completion of each strategy. Some of the reports will be enhanced to provide all the tools needed for monitoring. Additional reports will also be designed/requested as needed. The CCT and a team of liaisons in each office will review the reports and distribute tasks to the regional offices so they take corrective action when issues are found. Policy reinforcement and additional training will be provided to staff to facilitate the completion of tasks and to stay on track towards the Cal-SIP goal of

improving engagement. The Department's Management Information and Evaluation (MIE) and DPSS Total Accountability, Total Success (DPSSTATS) Sections will periodically track and create trend charts showing progress and deviations in performance. The findings will be presented to the Regional Administrators during monthly CalWORKs Steering Committee meetings, periodic DPSSTATS meetings, and in reports to the Department's Executive staff.

## **Section 2: Peer Review**

### **Peer county/ counties selected for collaboration and consultation:**

Peer County 1: Riverside

Peer County 2: San Bernardino

#### **1. Discuss how the Peer Review process impact Cal-SIP development.**

The Peer Review process was a very productive forum for Los Angeles County. The CCT approached the peer review meetings eager to learn the WTW processes from their peer counties and hear their concerns pertaining to Cal-OAR implementation, more specifically, the Engagement measure.

During the peer meetings, Los Angeles County shared the findings from the data review, and the feedback provided by the community and partner collaborators with the peer counties. The counties involved discussed and shared each other's challenges that hinder the effective delivery of WTW services. Counties also shared draft Cal-SIP strategies and action steps that will be implemented to increase the measures selected for improvement. Overall, the peer review meetings were a positive experience and the lessons learned from the conversations with other counties validated the ideas and strategies Los Angeles County will implement in the Cal-SIP.

#### **2. Discuss steps taken to conduct peer review.**

In review of the Peer Characteristics Matrix provided by CDSS, Los Angeles County selected Riverside and San Bernardino counties as peers because of their size and proximity. Before the peer review meetings, a kick-off meeting was scheduled (by Riverside County) to plan the Peer Review process. During this meeting, the decision was made to conduct meetings in person with the option of providing video conferencing capabilities for team members who could not attend in person. The counties also decided to host one meeting each. Riverside County volunteered to host the first meeting.

In anticipation of the Peer Review meetings, the counties shared internal tools developed during Cal-OAR implementation, such as guides, checklists, charts, etc. The counties also share their finalized CalWORKs Self-Assessment (Cal-CSA). Video conference rooms were arranged so teams not able to travel would be able to fully participate in the meetings. Also, agendas, maps, and guest Internet access were arranged prior to the meetings.

During each meeting, each County walked through their County's Cal-CSA report findings and discussed barriers and gaps that impacted County performance measures and how they would be addressed in their respective Cal-SIP. The meetings took place as planned with full participation of the three counties.

### **3. Briefly summarize observations and action items from Peer Review process.**

During the Peer Review process, the counties shared challenges they face in the administration of the WTW Program. The common challenges are the slow transition from CalWORKs approval to WTW engagement, the lack of adequate staff training, the lack of comprehensive WTW reports, the time constraints preventing effective case management, and the slow process of requesting and completing CalSAWS system enhancements.

Regarding supportive services, there are disparities regarding how counties provide services to their population. While in Los Angeles County, staff take a proactive approach and issue most services in advance, Riverside County expects participants to contact workers before services are issued. Los Angeles County has worked towards closing the digital divide by providing Laptops and Internet payments. Peer counties are working toward similar services in the near future. Los Angeles County included WTW incentives as a strategy to improve engagement. San Bernardino already has experience with incentives since they have issued them in the past.

Also, there are significant differences in caseload size. Riverside County's maximum caseloads range from 65 to 80 cases per worker, and San Bernardino County workers have approximately 75 to 80 cases per worker. In contrast, Los Angeles County's caseloads are as high as 200 cases per worker. Caseload size certainly impacts how WTW services are delivered by the staff to the participants. Regrettably, there is less time to focus on the engagement, coaching, and mentoring of participants by the WTW staff. Also, Los Angeles County's high caseload count is the primary reason why there are a large number of CalSAWS enhancement requests submitted. At the meetings, the counties agreed to share tools used for training staff and other resources that facilitate monitoring of the Cal-OAR measures. The counties also agreed to work together toward the automation of business processes, which are essential to achieve positive outcomes in larger size counties.

Los Angeles County found that participating in these peer county meetings was an effective vehicle to establish partnerships with neighboring counties and will facilitate open dialogue in future projects.



## Section 3: Target Measure Summary

**Goal 1:** Increase Engagement Rate to 40 percent from five percent. Review using Cal-OAR Data Dashboard, County Ad-Hoc reports improving by 11.7 percent every 12 months within three years (for a total of a 35 percent improvement).

**Performance Measure:** Engagement Rate

**Baseline Result:** 40 percent

<b>Cal-SIP Start Date:</b>	<b>Progress Report #1:</b>	<b>Progress Report #2:</b>	<b>Cycle End Date:</b>
1/12/2023	5/9/2025	6/12/2026	6/30/2026

### Strategies, Action Steps, and Tracking Improvement:

#### Strategy 1: Staff Development

##### *Action Steps:*

1. Create and expand on Cal-OAR training guides and training material. Publish articles with Cal-OAR reminders, tips, and best practices in the bi-monthly GAIN Division Newsletter.
2. Create and maintain staff Cal-OAR webpage which houses training material and staff resources.
3. Create Cal-OAR Ad-Hoc reports and utilize existing CalSAWS Business Intelligence reports to identify training needs.
4. Conduct additional training roadshows. Continue to offer in-person and virtual trainings for WTW staff.

#### Strategy 2: Enhance Supportive Services and Supportive Services Awareness

##### *Action Steps:*

1. Explore marketing methods that better inform our internal and external stakeholders of the available GAIN supportive services. To ensure equity, marketing will be advertised in all Los Angeles County threshold languages. The Cal-OAR Core Team will review the Cal-OAR Data Dashboard quarterly to monitor increases in engagement per subpopulation type (ethnicity, language) based on new marketing strategies. The identified data variances between sub-groups will be targeted for process improvements to maintain equity across CalWORKs populations.
2. Review and assess whether public transportation rates may be increased.
3. Provide a new array of ancillary supportive services, such as Laptops, Modem/Internet equipment, Internet fee payments, and computer related equipment to lessen the digital divide.

### Strategy 3: Provide Incentives for Participant Engagement

#### *Action Steps:*

1. Issue incentives to participants who successfully complete WTW activities.
2. Issue incentives for obtaining and retaining employment.

### Strategy 4: Expand Engagement Opportunities

#### *Action Steps:*

1. Create new WTW activities that meet the needs of the participant.
2. Offer technical preparation courses that train participants on key software programs building basic computer literacy skills to decrease the digital divide.

### Strategy 5: Streamline Business Processes


#### *Action Steps:*

1. Simplify Appraisal/OCAT process and eliminate unnecessary local forms.
2. Explore automating certain CalSAWS system functions to decrease the number of manual tasks WTW staff must complete.

**Appendix A: Signature Page**

**CAL-OAR REPORT SIGNATURE**

For submittal of:  Cal-CSA  Cal-SIP  Cal-SIP Progress Report

<b>County</b>	Los Angeles County
<b>Submission Date</b>	01/23/24
<b>Cal-CQI Cycle</b>	2021-2026 Cycle
<b>County Welfare Director</b>	
<b>Name</b>	Dr. Jackie Contreras
<b>Signature</b>	
<b>Phone Number</b>	562-908-8383
<b>Board of Supervisors (BOS) Representative Signature – For Cal-SIP Approval Only</b>	
<b>BOS Approval Date</b>	
<b>Name</b>	
<b>Title/Position</b>	
<b>Signature</b>	

**Contact Information**

<b>County Cal-OAR Contact</b>	<b>Name and Title</b>	Monica Nguyen, WTW Program Director
	<b>Phone &amp; E-mail</b>	(562) 908-8370; monicanguyen@dps.lacounty.gov

**Sign, scan, and submit the Signature Sheet along with the Cal-OAR Report to your county's SFT site.**

**Appendix B: Cal-OAR Team and Partners and Collaborators**

Below serves as a template to be included as Appendix B in the Cal-OAR Cal-CSA and Cal-SIP reports. Additional information can be found in [ACL 19-108](#) and the [Partner and Collaborator Engagement Toolkit](#) on our Cal-OAR website. This also includes analysis tools, budgeting and planning tools, engagement tools, and overcoming obstacles tools in engaging your partners and collaborators.

**LIST OF PARTNERS AND COLLABORATORS AND THEIR ROLE IN ENGAGEMENT**

The CWD shall list the Cal-OAR team members and partner and collaborators, affiliation, and a brief description of their participation in the Cal-CSA and Cal-SIP reports. This is the team that worked collaboratively throughout the CQI cycle.

County Cal-OAR Team Members	Title	Level of Participation/ Description
Monica Nguyen	Bureau of Program & Policy (BPP) Welfare-to-Work (WTW) Director	Cal-OAR Dept. Lead, report author, host/attend peer meetings
Julie Arnold	BPP WTW - Deputy Director	Cal-OAR Team lead, report author, host/attend peer meetings
Magin Argueta	BPP WTW - Manager	Ancillary SME, report author; host/attend peer meetings
Nathan Che	BPP WTW - Manager	Report author; sanction policy SME; host/attend peer meetings
Leonardo Brambila	BPP WTW - GAIN Services Supervisor (GSS)	Report author; appraisal policy SME; host/attend peer meetings
Sonia Gutierrez	BPP WTW - GAIN Services Supervisor (GSS)	Report author; host/attend peer meetings
Sharlene Chamchuen	BPP WTW - Program Assistant	Report author; host/attend peer meetings

Other staff, group, local/relevant partners, and/or consultation	Affiliation/Organization	Level of Participation/ Description





**Appendix B: Cal-OAR Team and Partners and Collaborators**

**INDICATE WHETHER ALL THE REQUIRED PARTICIPANTS WERE INVOLVED IN THE REPORT DEVELOPMENT.**

<p>Did all the required local partners and collaborators participate in the development of the Cal-CSA and Cal-SIP?</p> <p>(This includes county CalWORKs administrators, supervisors, caseworkers, current and former CalWORKs clients, and county human services agency partners.)</p>	<p>Yes/No; if No, please explain the circumstances as to why the required partners were not able to participate.</p>
<p>(Yes/No)</p> <p>Yes</p>	<p>(If No, please explain)</p>

*The Appendix can be used to capture additional detailed information not already captured in the Cal-CSA report.*