



# Board of Supervisors Family & Social Services Cluster Agenda Review Meeting

**DATE:** June 5, 2024

**TIME:** 1:30PM – 3:30PM

**MEETING CHAIRS:** Susan Kim & Lizzie Shuster, 3<sup>rd</sup> Supervisorial District

**CEO MEETING FACILITATOR:** Claudia Alarcon

**This meeting will be held in hybrid format which allows the public to participate virtually, or in-person, as permitted under the Board of Supervisors' March 19, 2024 order**

To participate in the meeting in-person, the meeting location is:

Kenneth Hahn Hall of Administration

500 West Temple Street

Los Angeles, California 90012

Room 140

To participate in the meeting virtually, please call teleconference number

1 (323) 776-6996 and enter the following 995 916 944# or

[Click here to join the meeting](#)

**For Spanish Interpretation, the Public should send emails within 48 hours in advance of the meeting to: [ClusterAccommodationRequest@bos.lacounty.gov](mailto:ClusterAccommodationRequest@bos.lacounty.gov)**

Members of the Public may address the Family & Social Services Cluster on any agenda item during General Public Comment.

The meeting chair will determine the amount of time allowed for each item.

**THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS. PLEASE DIAL \*6 TO UNMUTE YOUR PHONE WHEN IT IS YOUR TIME TO SPEAK.**

- I. **Call to Order**
- II. **Consent Item(s)** (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):
  - a. **Aging and Disabilities Department:** Request for Approval to Extend Adult Protective Services Home Safe Program Subaward for Fiscal Year 2024-25.
- III. **Presentation/Discussion Items:**
  - a. **Department of Public Social Services:** Request to Approve the California Work Opportunity and Responsibility to Kids Outcomes and Accountability Review CalWORKS System Improvement Plan Report.
- IV. **Public Comment**

- V.** Standing item(s) and those continued from a previous meeting of the Board of Supervisors or from a previous FSS Agenda Review meeting.
- VI.** Adjournment

**BOARD LETTER/MEMO  
CLUSTER FACT SHEET**

Board Letter

Board Memo

Other

<b>CLUSTER AGENDA REVIEW DATE</b>	6/5/2024	
<b>BOARD MEETING DATE</b>	6/25/2024	
<b>SUPERVISORIAL DISTRICT AFFECTED</b>	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 <sup>st</sup> <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> 3 <sup>rd</sup> <input type="checkbox"/> 4 <sup>th</sup> <input type="checkbox"/> 5 <sup>th</sup>	
<b>DEPARTMENT(S)</b>	Aging and Disabilities (AD)	
<b>SUBJECT</b>	Approval to Extend Adult Protective Services (APS) Home Safe Program Subaward for Fiscal Year 2024-25	
<b>PROGRAM</b>	Adult Protective Services (APS) Home Safe Program	
<b>AUTHORIZES DELEGATED AUTHORITY TO DEPT</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>SOLE SOURCE CONTRACT</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No  If Yes, please explain why: The term expires on June 30, 2024, and there are no more options to extend the term under the existing contract. The sole source subaward amendment with LAHSA satisfies the County’s conditions for entering into a sole source agreement under Board Policy 5.100 because: 1) it enables AD to comply with the applicable statutory and/or regulatory provisions; 2) it enables AD to comply with State and/or federal programmatic requirements; and 3) services are provided by other public or County-related entity.	
<b>SB 1439 SUPPLEMENTAL DECLARATION FORM REVIEW COMPLETED BY EXEC OFFICE</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No – Not Applicable	
<b>DEADLINES/ TIME CONSTRAINTS</b>	In accordance with Board policy 5.100 (Sole Source Contracts), AD provided advance notification to your Board on April 25, 2024, of its intent to extend the Home Safe subaward with LAHSA on a sole source basis as the current subaward expires on June 30, 2024, and there are no more optional renewals.	
<b>COST &amp; FUNDING</b>	Total cost: \$ 12,000,000	Funding source: APS Home Safe funds
	TERMS (if applicable): Initial eleven (11) months term, effective July 1, 2024 through May 31, 2025, with an optional one (1) year extension, effective June 1, 2025 through May 31, 2026.	
	The projected contract amount for FY 2024-25 is \$12,000,000 in Home Safe funds, contingent upon the availability of funds. AD has a financial Memorandum of Understanding (MOU) with the Department of Public Social Services (DPSS) for APS Home Safe Program, which provides the funding to administer the Program. There is no net County cost associated with this program.	
<b>PURPOSE OF REQUEST</b>	To extend the current APS Home Safe Program subaward with LAHSA, effective July 1, 2024 through May 31, 2025 with an option to extend for one (1) year, effective June 1, 2025 through May 31, 2026. The current subaward will expire on June 30, 2024, and there are no more optional renewals.	
<b>BACKGROUND (include internal/external issues that may exist including any related motions)</b>	The current Subaward expires on June 30, 2024, with no more options to extend. The sole source amendment will allow AD to fully utilize available Home Safe grant funds in FY 2024-25, which is in alignment with the State’s authorization of Home Safe funds through June 30, 2025.	

	<p>AD has referred over 2,700 older and dependent adults at risk of homelessness. Many of these referrals are a result of older or dependent adult abuse, neglect, self-neglect, or financial exploitation. Home Safe provides supportive services such as short-term rental and utility assistance, legal assistance, and intensive case management to help ensure APS clients can maintain their homes.</p> <p>The proposed Subaward amendment with LAHSA will strengthen shelter and homeless services for an estimated 525 APS clients and will enable the County to utilize grant funds from the State to provide prevention and rapid rehousing services for APS clients.</p> <p>Should the Subaward not be extended, the funds available in FY 2024-25 will go unused and client services will have to be terminated, affecting the APS clients' ability to remain housed or be rehoused. This may also impact future awards.</p>
<b>EQUITY INDEX OR LENS WAS UTILIZED</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:
<b>SUPPORTS ONE OF THE NINE BOARD PRIORITIES</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please state which one(s) and explain how:
<b>DEPARTMENTAL CONTACTS</b>	Name, Title, Phone # & Email: Ashley Liang, Executive Assistant, at <a href="mailto:ALiang@ad.lacounty.gov">ALiang@ad.lacounty.gov</a> or at (213) 880-4158

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Holly J. Mitchell

Lindsey P. Horvath

Janice Hahn

Kathryn Barger

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Los Angeles, CA 90020

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June 25, 2024

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

Dear Supervisors:

**APPROVAL TO EXTEND ADULT PROTECTIVE SERVICES  
HOME SAFE PROGRAM SUBAWARD FOR FISCAL YEAR 2024-25  
(ALL SUPERVISORIAL DISTRICTS) (3 VOTES)**

**SUBJECT**

The County of Los Angeles (County) Aging & Disabilities (AD) Department seeks delegated authority to extend the current Adult Protective Services (APS) Home Safe Program Subaward (Subaward) with Los Angeles Homeless Services Authority (LAHSA) for an initial eleven (11) months effective July 1, 2024 through May 31, 2025 with an optional one (1) year extension from June 1, 2025 through May 31, 2026. The APS Home Safe Program provides prevention and rapid rehousing services for APS clients who are homeless or at risk of homelessness.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of AD, or designee, to extend the term of the current Subaward with LAHSA for an initial term of eleven (11) months effective July 1, 2024 through May 31, 2025 with an optional one (1) year extension from June 1, 2025 through May 31, 2026 for an extended maximum period of up to two (2) years in the estimated annual amount of \$12,000,000 in APS Home Safe grant funds, contingent upon the availability of funding.
2. Approve and authorize the Director of AD, or designee, to execute amendments with the Subrecipient, which serves the best interests of the County, during the Subaward term as follows: 1) add new, relevant, or updated State, and/or County Subaward terms and conditions; and 2) increase or decrease the Subaward amounts (including but not limited to baseline funds, one-time only funds, and/or supplemental monies), which may exceed ten percent (10%) of the Maximum Subaward Sum, in response to the availability of funding and/or based on Subrecipient's performance, provided that: (a) the total allocation does not exceed funding availability; and (b) AD obtains County Counsel approval as to the form of the amendment prior to any such amendment.



3. Delegate authority to the Director of AD, or designee, to terminate Subaward with Subrecipient upon their request, upon closure or default of their Subaward requirement, or for the convenience of the County, provided: a) County Counsel approval is obtained prior to termination of the Subaward, and b) Director of AD, or designee, notifies the Board and the CEO in writing within ten (10) business days after such termination.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The current Subaward expires on June 30, 2024, with no more options to extend. The proposed amendment to the existing contract will allow AD to fully utilize available Home Safe grant funds in FY 2024-25, which is in alignment with the State's authorization of Home Safe funds through June 30, 2025.

AD has referred over 2,700 older and dependent adults at risk of homelessness. Many of these referrals are a result of older or dependent adult abuse, neglect, self-neglect, or financial exploitation. Home Safe provides homeless prevention services, which is a combination of direct services and limited financial assistance, to APS clients who are homeless or at imminent risk of being homeless. Homeless prevention services include housing stabilization services through housing-focused case management to identify housing resources and promote long-term housing stability. Housing stabilization services may include home visits, information and referrals, assistance with budgeting/money management, and assistance with County and other mainstream benefits and services provided by community partners. A housing stability plan is created for the client to include a range of activities including, but not limited to, crisis intervention, physical and mental health care, substance abuse treatment, education, life skills, legal services, employment services, vocational training, credit counseling, financial literacy training, transportation, reunification, tenancy rights and responsibilities, and landlord relations to help ensure APS clients can maintain their homes.

### **Statute**

Pursuant to Assembly Bill 1811 (Chapter 35, Statutes of 2018), the State of California Department of Social Services (CDSS) established the Home Safe Program in FY 2018-19 to provide housing related assistance to older and dependent adults who are homeless or at imminent risk of homelessness due to abuse, neglect, self-neglect, or exploitation (California Welfare and Institutions Code Sections 15770 and 15771).

The Home Safe statute mandates that individuals who require supportive housing be referred to the local homelessness Continuum of Care (CoC) (a regional body that coordinates housing and services for homeless families and individuals) for long-term services to promote housing stability. CDSS required counties in receipt of Home Safe funding to partner with CoCs or other regional efforts to create and participate in the homeless Coordinated Entry System.

The former Workforce Development, Aging, and Community Services (WDACS), which has since dissolved as a County department and succeeded by AD, had identified LAHSA as its collaborative partner because a condition of receiving the State's initial Home Safe grant was that counties partnered with their corresponding CoC agency and be referred to their Coordinated Entry System of which LAHSA has lead oversight. Extending this Subaward will ensure LAHSA remains the CoC agency for the County.

### **Joint Powers Authority (JPA)**

LAHSA was created in 1993 as an independent joint powers authority (JPA) by the Board of Supervisors, and the Los Angeles Mayor and City Council and has decades of established experience and knowledge in providing services to the homeless population. The organization's infrastructure supports Home Safe through

its network of more than 100 nonprofit partner agencies that assist people experiencing homelessness to obtain emergency, transitional, and permanent housing.

LAHSA's existing partnerships with homeless service organizations enable the agency to provide financial assistance, shelter, or other resources to prevent or address homelessness among APS clients. Furthermore, LAHSA offers unique tools and resources that make collaboration with the agency beneficial. This includes the population-specific Homeless Prevention Targeting Tool that assists in verifying eligibility for homelessness prevention assistance, and in identifying vulnerable households at risk for homelessness. LAHSA also uses the Homeless Management Information System (HMIS) to collect client-level data on the provision of housing and services to homeless individuals, families, and persons at risk of homelessness. The extension with LAHSA will provide AD continued access to HMIS to monitor and provide data to the State monthly.

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

The recommended actions support the Countywide Strategic Plan as follows:

Priority 4: Homeless Initiative; North Star 1:

- Focus Area Goal: C. Housing and Homelessness; Strategy iii (3) Homelessness (HI Framework); and
- Focus Area Goal: D. Support Vulnerable Populations; Strategy vii. Older Adults & People with Disabilities

### **FISCAL IMPACT/FINANCING**

AD has a financial Memorandum of Understanding (MOU) with the Department of Public Social Services (DPSS) for the APS Home Safe Program, which provides the funding to administer the Program. The Home Safe funds originate from CDSS and are passed through to DPSS.

The anticipated FY 2024-25 contract funding amount is \$12,000,000 in Home Safe funds. The funding amount will be included in the Department's FY 2024-25 Final Adopted Budget. Final funding allocation is subject to change as it is contingent upon the availability of funds.

There is no net County cost associated with this program.

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

In accordance with Board Policy 5.100 (Sole Source Contracts), AD notified your Board on April 25, 2024, to provide advance notification of the Department's intent to extend the Subaward with LAHSA.

LAHSA is a current contractor, and the Subaward is not subject to the requirements for Proposition A in which living wage laws would be applicable. AD will obtain County Counsel's approval as to the form of the Subaward amendment prior to execution.

The Home Safe Program is a County and/or tribal-administered program that provides housing-related supports to APS clients who are homeless or are at imminent risk of homelessness as a direct result of abuse, neglect, self-neglect, or exploitation (California Welfare and Institutions Code Sections 15770 and 15771).

## **CONTRACTING PROCESS**

On June 11, 2019, the Board adopted the Home Safe Subaward with LAHSA. The Subaward was awarded through a noncompetitive procurement for the term of July 1, 2019 through June 30, 2021, pursuant to CDSS All County Welfare Directors Letter (ACWDL) dated September 21, 2022, and the ACWDL dated October 15, 2021.

On June 22, 2021, the Board passed the motion to accept Home Safe grant funds from CDSS through FY 2023-24 and extend Home Safe through June 30, 2024, through the execution of amendments.

The sole source Subaward amendment with LAHSA satisfies the County's conditions for entering into a sole source agreement under Board Policy 5.100 because: 1) it enables AD to comply with the applicable statutory and/or regulatory provisions; 2) it enables AD to comply with State and/or federal programmatic requirements; and 3) services are provided by other public or County-related entity. See Attachment I.

## **MONITORING REQUIREMENTS**

Administrative, programmatic, and fiscal monitoring of LAHSA will be conducted on an annual basis to ensure Subaward compliance. Administrative and programmatic monitoring are completed by AD's Contract Compliance Division. Fiscal monitoring is conducted by an approved vendor procured through the Los Angeles County Auditor-Controller's Master Agreement for As-Needed Contract Audits/Studies.

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

The proposed Subaward amendment with LAHSA will strengthen shelter and homeless services for an estimated 525 APS clients and will enable the County to utilize grant funds from the State to provide prevention and rapid rehousing services for APS clients.

Should the Subaward not be extended, the funds available in FY 2024-25 will be redistributed to other counties who need funding and client services will have to be terminated, affecting the APS clients' ability to remain housed or be rehoused. This may also impact future awards.

## **CONCLUSION**

Upon your approval of the recommended actions, the AD Director, or designee, will proceed to execute the Subaward amendment, and any future amendments as noted herein. Should you have questions, please contact Ms. Ashley Liang, Executive Assistant, at [ALiang@ad.lacounty.gov](mailto:ALiang@ad.lacounty.gov).

Respectfully submitted,

Dr. Laura Trejo, DSW, MSG, MPA  
Director

LT:LCS:DL  
WC:MT:hk

C: Executive Office, Board of Supervisors  
Chief Executive Office



The Honorable Board of Supervisors

June 25, 2024

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County Counsel

## SOLE SOURCE CHECKLIST

Department Name: Aging and Disabilities Department

New Sole Source Contract

Sole Source Amendment to Existing Contract

Date Existing Contract First Approved: Board adopted on 6/11/19.

Check (✓)	<b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS</b>
	<b>Identify applicable justification and provide documentation for each checked item.</b>
	> Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A monopoly is an <i>“Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist.”</i>
✓	> Compliance with applicable statutory and/or regulatory provisions.
✓	> Compliance with State and/or federal programmatic requirements.
✓	> Services provided by other public or County-related entities.
	> Services are needed to address an emergent or related time-sensitive need.
	> The service provider(s) is required under the provisions of a grant or regulatory requirement.
	> Additional services are needed to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.
	> Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 12 months from the expiration of an existing contract which has no available option periods.
	> Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/ system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
	> Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
	> It is more cost-effective to obtain services by exercising an option under an existing contract.
	> The contractor was selected through a competitive solicitation process conducted by an outside entity (e.g. other municipalities, public agencies, State/federal government or non-profit organizations).
	> It is in the best economic interest of the County (e.g., significant costs to replace an existing system or infrastructure, administrative cost savings and excessive learning curve for a new service provider, etc.). In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.

Michael Martinez  
Chief Executive Office

5/21/2024

Date

## **APS Home Safe Program Sole Source Justification**

- 1. Compliance with applicable statutory and/or regulatory requirements.**
- 2. Compliance with State and/or federal programmatic requirements.**

As a recipient of the Home Safe Program funds, the County of Los Angeles was required to implement the Home Safe Program, which provides housing-related support to Adult Protective Service (APS) clients who are homeless or at imminent risk of homelessness as a direct result of abuse, neglect, self-neglect, or exploitation (California Welfare Institutions Code 15770 and 15771).

The Home Safe statute (Assembly Bill (AB) 1811 (Chapter 35, Statutes of 2018) mandates that individuals who require supportive housing be referred to the local homelessness Continuum of Care (CoC) for long-term services to promote housing stability. The State of California Department of Social Services (CDSS) requires counties in receipt of Home Safe funding to partner with CoCs or other regional efforts to create and participate in the homeless Coordinated Entry System. Los Angeles Homeless Services Authority (LAHSA) is the CoC entity for Los Angeles County and provides access to the Coordinated Entry System and broader local homeless response system.

**On January 17, 2019, the California Department of Social Services (CDSS) announced that it would allow Counties to enter Home Safe contracts without a procurement.** To ensure program implementation by July 1, 2019 as required by CDSS, the former Workforce Development, Aging, and Community Services (WDACS), which has since dissolved as a County department and succeeded by Aging & Disabilities (AD), had identified LAHSA as its collaborative partner since a condition of receiving the State's Home Safe grant was that Counties partner with their corresponding CoC agency and be referred to their Coordinated Entry System of which LAHSA had lead oversight. Extending this Subaward will ensure LAHSA remains the CoC agency for the County.

- 3. Services provided by other public or County-related entities.**

**LAHSA is an independent joint powers authority (JPA) created in 1993 by the Los Angeles County Board of Supervisors and the Los Angeles Mayor and City Council.** For decades, LAHSA has established experience and knowledge in providing services to individuals and families in desperate need of housing (i.e., the homeless population). LAHSA already possesses the infrastructure needed to support the Home Safe Program through its existing network of more than 100 nonprofit partner agencies that assist people experiencing homelessness achieve housing through its emergency shelters, transitional and permanent housing, and supportive services.

LAHSA's vast housing resources include the population-specific Homeless Prevention Targeting Tool, which makes collaboration with the agency beneficial. LAHSA also uses the Homeless Management Information System (HMIS), a streamlined local information technology (IT) system used to collect client-level data and data on the provision of housing and services to homeless individuals, families, and persons at risk of homelessness. The extension with LAHSA would enable AD to continue accessing HMIS to monitor and provide data to the State monthly.



**BOARD OF SUPERVISORS**

- Hilda L. Solis
- Holly J. Mitchell
- Lindsey P. Horvath
- Janice Hahn
- Kathryn Barger

**EXECUTIVE LEADERSHIP**

- Dr. Laura Trejo  
*Director*
- Lorenza C. Sánchez  
*Chief Deputy Director*

**Mike Tsao**  
*Administrative Deputy II*

**Anna Avdalyan**  
*Assistant Director*

**Winna S. Crichlow**  
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**Jerrell D. Griffin**  
*Acting Assistant Director*

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April 24, 2024

TO: Supervisor Lindsey P. Horvath, Chair  
 Supervisor Hilda L. Solis  
 Supervisor Holly J. Mitchell  
 Supervisor Janice Hahn  
 Supervisor Kathryn Barger

FROM:   
 Dr. Laura Trejo, Director

**SUBJECT: ADVANCE NOTICE OF INTENT TO EXTEND (SOLE SOURCE) ADULT PROTECTIVE SERVICES (APS) HOME SAFE PROGRAM SUBAWARD FOR FISCAL YEAR 2024-25**

This is to provide the Board advance notification that Aging and Disabilities Department (AD) intends to enter negotiations to extend the current subaward with Los Angeles Homeless Services Authority (LAHSA) for the continuation of the APS Home Safe program for an initial eleven (11) months effective July 1, 2024 through May 31, 2025 with an optional one (1) year extension from June 1, 2025 through May 31, 2026. APS Home Safe is designed to provide short-term homelessness and homelessness prevention services to APS clients who are homeless or at risk of homelessness. Short term services may include housing stabilization, housing search and placement, income stabilizations, landlord mediation, reunification assistance and housing related financial assistance.

The current subaward expires on June 30, 2024, and the sole source amendment will allow AD to fully utilize available Home Safe grant funds in FY 2024-25, which is in alignment with the State's authorization of Home Safe funds through June 30, 2025.

Board Policy No. 5.100 requires written notice of a department's intent to enter sole source negotiations for Board-approved Subawards at least six (6) months prior to commencing negotiations.

Background

The Home Safe subaward with LAHSA was sole sourced through a noncompetitive procurement and awarded on July 1, 2019 through June 30, 2021, pursuant to State of California Department of Social Services (CDSS) All County Welfare Directors Letter (ACWDL) dated September 21, 2022, and the ACWDL dated October 15, 2021. On June 22, 2021, the Board passed the motion to accept Home Safe grant funds through FY 2023-24 from CDSS and extend Home Safe through June 30, 2024 through the execution of amendments.

All Home Safe grantees are required to coordinate with the broader local homelessness response system, including the local Continuum of Care (CoC). CoC is an integrated system of care that guides and tracks



homeless individuals and families through a comprehensive array of housing and services designed to prevent and end homelessness. LAHSA, as the CoC entity for Los Angeles County, provides access to the Coordinated Entry System and broader local homeless response system. In 2023, the CoC Homeless Count estimated that over 25% of people experiencing homelessness in the County are over the age of 55. In addition, studies show that a tenth of adults 60 years or older will have been exposed to some form of elder abuse in the past year, and a tenth of those victims will be at risk of losing their homes. Elder abuse most commonly occurs at the hands of a caregiver, family member or trusted individual and many cases go unreported. For decades, LAHSA has established experience and knowledge in providing services to individuals and families in desperate need of housing (i.e., the homeless population).

LAHSA's vast housing resources include the population-specific Homeless Prevention Targeting Tool, which would make a collaboration with the agency beneficial. LAHSA also uses the Homeless Management Information System (HMIS), a streamlined local information technology (IT) system used to collect client-level data and data on the provision of housing and services to homeless individuals, families, and persons at risk of homelessness.

AD has a financial Memorandum of Understanding (MOU) with the Department of Public Social Services (DPSS) for APS Home Safe Program, which provides the funding to administer the Program.

#### Justification

1. The Home Safe statute mandates that individuals who require supportive housing be referred to the local homelessness CoC for long-term services to promote housing stability. CDSS requires counties in receipt of Home Safe funding to partner with CoCs or other regional efforts to create and participate in the homeless Coordinated Entry System. LAHSA is the CoC entity for Los Angeles County and provides access to the Coordinated Entry System and broader local homeless response system. Furthermore, LAHSA is an independent joint powers authority (JPA) created in 1993 by the Los Angeles County Board of Supervisors and the Los Angeles Mayor and City Council. LAHSA, as a JPA, possesses the infrastructure to continue to support the Home Safe Program through its existing network of more than 100 nonprofit partner agencies that assist people experiencing homelessness achieve housing through its emergency shelters, transitional and permanent housing, and supportive services. The extension will continue to positively impact the 525 APS clients already receiving services through LASHA and its contracted service providers while maximizing use of existing funds.
2. It is in the best interest of the County to extend the existing subaward with LAHSA as it is more cost-effective to continue services by exercising an option under an existing contract. The intent of the extension is to allow the Department to carryover unexpended grant funds into FY 2024-25. There will be no financial impact as this is a time only extension to enable utilization of existing grant funds.

Should the subaward not be extended, the funds available in FY 2024-25 to assist an estimated 525 APS clients will go unused and their services will have to be terminated, affecting their ability to remain housed or be rehoused. This may also impact future awards.

#### Conclusion

If no objection is received from the Board, AD will proceed with the extension agreement with LAHSA as described herein. We will work with County Counsel to prepare the amendment and submit a Board Letter for approval of the award. This memorandum has been reviewed and approved as to form by County Counsel.

Should you have any questions, please contact me directly, or your staff may contact Ms. Ashley Liang, Executive Assistant, at [ALiang@ad.lacounty.gov](mailto:ALiang@ad.lacounty.gov).

LT:LCS:MT  
WC:HK

C: Chief Executive Officer  
County Counsel  
Executive Office of the Board of Supervisors

## BOARD LETTER/MEMO CLUSTER FACT SHEET

 Board Letter

 Board Memo

 Other

<b>CLUSTER AGENDA REVIEW DATE</b>	6/5/2024	
<b>BOARD MEETING DATE</b>	6/25/2024	
<b>SUPERVISORIAL DISTRICT AFFECTED</b>	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 <sup>st</sup> <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> 3 <sup>rd</sup> <input type="checkbox"/> 4 <sup>th</sup> <input type="checkbox"/> 5 <sup>th</sup>	
<b>DEPARTMENT(S)</b>	DPSS	
<b>SUBJECT</b>	Approval of the California Work Opportunities and Responsibilities to Kids (CalWORKs) Outcomes and Accountability Review (Cal-OAR) System Improvement Plan (SIP)	
<b>PROGRAM</b>	California Work Opportunities and Responsibilities to Kids (CalWORKs)	
<b>AUTHORIZES DELEGATED AUTHORITY TO DEPT</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<b>SOLE SOURCE CONTRACT</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
	If Yes, please explain why:	
<b>SB 1439 SUPPLEMENTAL DECLARATION FORM REVIEW COMPLETED BY EXEC OFFICE</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No – Not Applicable	
<b>DEADLINES/ TIME CONSTRAINTS</b>	Approved Cal-SIP due to the California Department of Social Services by June 30, 2024.	
<b>COST &amp; FUNDING</b>	Total cost:	Funding source:
	\$0	
	TERMS (if applicable):	
Explanation:		
<b>PURPOSE OF REQUEST</b>	To approve the Department of Public Social Services CalWORKs System Improvement Plan for the CalWORKs Outcomes and Accountability Review Continuous Quality Improvement cycle.	
<b>BACKGROUND (include internal/external issues that may exist including any related motions)</b>	<p>Senate Bill 89, which was signed into law June 2017, required the California Department of Social Services (CDSS) to implement the California Work Opportunity and Responsibility to Kids (CalWORKs) Outcomes and Accountability Review (Cal-OAR). The purpose of Cal-OAR is the establishment of a Continuous Quality Improvement (CQI) review process by collecting, analyzing, and disseminating outcomes and best practices for the CalWORKs program.</p> <p>There are three main components to Cal-OAR: Performance Measures, the CalWORKs County Self-Assessment (Cal-CSA), and the CalWORKs System Improvement Plan (Cal-SIP).</p> <p>The Performance Measures are the data collection phase of the Cal-OAR cycle. The measures are compiled with data that reflects the outcomes of the administration of services provided to the CalWORKs population through the Welfare-to-Work (WTW) program. Initially, the CQI process was scheduled by CDSS as a three-year cycle. However, due to the COVID pandemic, Cal-OAR was changed to a five-year cycle. This is the first Cal-OAR cycle, which began in July 2021 and will end in June 2026. Board approval of the Cal-SIP is required for all counties.</p>	

<b>EQUITY INDEX OR LENS WAS UTILIZED</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please explain how: DPSS used the equity lens during the review of the performance measure data and the development of the Cal-SIP strategies as per CDSS requirements.
<b>SUPPORTS ONE OF THE NINE BOARD PRIORITIES</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please state which one(s) and explain how:  The strategies in the Cal-SIP support the priority of Poverty Alleviation. The Cal-SIP strategies intend to improve access to Welfare-to-Work services for CalWORKs participants, which provides opportunities that include, but are not limited to, education, Mental Health, Domestic Violence and Substance Use Disorder services and employment.
<b>DEPARTMENTAL CONTACTS</b>	Name, Title, Phone # & Email:  Roxana Molina, Assistant Director (562) 908-8633 <a href="mailto:RoxanaMolina@dpss.lacounty.gov">RoxanaMolina@dpss.lacounty.gov</a>  Luther Evans, Division Chief (562) 908-6348 <a href="mailto:LutherEvansJr@dpss.lacounty.gov">LutherEvansJr@dpss.lacounty.gov</a>  Monica Nguyen, Human Services Administrator III (562) 908-8370 <a href="mailto:MonicaNguyen@dpss.lacounty.gov">MonicaNguyen@dpss.lacounty.gov</a>



JACQUE CONTRERAS, Ph.D.  
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County of Los Angeles  
**DEPARTMENT OF PUBLIC SOCIAL SERVICES**

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Fifth District

June XX, 2024

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

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,

JACKIE CONTRERAS, Ph.D.  
Director

JC:mqn

Enclosure

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**

Required Partners and Collaborators	Affiliation/Organization	Level of Participation/ Description
Barbara Cole	San Bernardino County	Hosted/Attended Peer Review Meeting
Brittany Walbourne	San Bernardino County	Hosted/Attended Peer Review Meeting
Elaine Angely	San Bernardino County	Hosted/Attended Peer Review Meeting
Eric Resendez	San Bernardino County	Hosted/Attended Peer Review Meeting
Esther Fuentes	San Bernardino County	Hosted/Attended Peer Review Meeting
Melissa Mendoza	San Bernardino County	Hosted/Attended Peer Review Meeting
Rhonda Staple	San Bernardino County	Hosted/Attended Peer Review Meeting
Mary Beth Tucker	San Bernardino County	Hosted/Attended Peer Review Meeting
Elizabeth Robertson	San Bernardino County	Hosted/Attended Peer Review Meeting
Thana Ash	San Bernardino County	Hosted/Attended Peer Review Meeting
Enid Hernandez	San Bernardino County	Hosted/Attended Peer Review Meeting
Yvonne McDonald	San Bernardino County	Hosted/Attended Peer Review Meeting
Francine Martinez	San Bernardino County	Hosted/Attended Peer Review Meeting
Rubin Marin	San Bernardino County	Hosted/Attended Peer Review Meeting
Elizabeth Natalizia	San Bernardino County	Hosted/Attended Peer Review Meeting
Yulonda Smith	San Bernardino County	Hosted/Attended Peer Review Meeting
Michael Maniglia	Riverside County	Hosted/Attended Peer Review Meeting
Renee Negrete	Riverside County	Hosted/Attended Peer Review Meeting
Carly Barbata	Riverside County	Hosted/Attended Peer Review Meeting
Monica Montes	Riverside County	Hosted/Attended Peer Review Meeting
Ayesha Morgan-Davis	Riverside County	Hosted/Attended Peer Review Meeting
Rene Lara	Riverside County	Hosted/Attended Peer Review Meeting
Bounlee Lor	Riverside County	Hosted/Attended Peer Review Meeting
Michelle Goodman	CDSS CQI Specialist for Riverside County	Attended Peer Review Meeting

\*Includes county staff that are not a part of your county's Cal-OAR team but were involved in the partner and collaborator phase.

**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.*