

CalWORKs County System Improvement Plan (Cal-SIP) Report

County: Kings

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Executive Summary

1. Please summarize the performance measures selected for improvement.

Kings County Human Services Agency (KCHSA) has selected First Activity Attendance Rate as the performance measure for improvement for this Cal-OAR cycle. This initial engagement measure was selected due to an observable change in the First Activity Attendance Rate resulting from the COVID-19 pandemic and subsequent changes in county business processes. There was also a high turnover of staff during the pandemic which resulted in a high number of staff who do not have a full understanding of the pre-pandemic processes. Staff also experienced difficulties re-engaging clients, especially as many clients have preferred to continue to primarily engage remotely. Ultimately, the initial contact made with clients sets the foundation for future programmatic success and continued engagement throughout the client journey.

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

KCHSA has identified four strategies to improve the First Activity Attendance Rate to 62% from 57% over the next two years. The first strategy that will be implemented is to capitalize on the benefits of the Welfare-to-Work (WTW) program. The second strategy that will be employed is to increase knowledge of program requirements among staff, clients, and partners. The third strategy is to enhance and strengthen the relationship between Employment and Training Workers and clients, building rapport with clients and amplifying the CalWORKs 2.0 approach. KCHSA also wants to ensure that we are supporting equitable outcomes across our client population by addressing the accessibility of services for the county's Spanish-speaking population. This will be addressed in our fourth strategy of enhancing Spanish services.

Goal 1: Increase First Activity Attendance Rate to 62% from 57%.

Strategy 1: Capitalize on benefits of the WTW program.

Action Steps:

- Increase staff knowledge around all of the services available in the county and provide training of techniques to help them better inform clients when marketing the WTW program.
- Assess the orientation program materials and the Welfare to Work Handbook during the WTW redesign to ensure that these materials align with goal-oriented focus of CalWORKs 2.0
- Create engaging outreach materials for clients that highlight WTW program benefits
- Utilize various marketing vehicles (e.g. word of mouth, County Welfare Department information on the HSA website, creative ads, social media, publicly celebrating client milestones, etc.) to promote the benefits of the program.

- Have staff participate in public events in order to expose the program benefits to our internal and external partners.

Strategy 2: Increase knowledge of program requirements.

Action Steps:

- Provide specialized training to Employment & Training Staff (ETS) that addresses universal engagement requirements
- Outline a clear path for clients to complete program steps by developing creative reminder handouts/marketing tools
- Provide clients with reminders for program requirements through various modalities such as calls, text, emails, and BenefitsCal

Strategy 3: Enhance and strengthen the relationship between Employment & Training Worker (ETW) and clients.

Action Steps:

- Implement continuous CalWORKs 2.0 training for ETS staff to strengthen mentorship and coaching strategies
- Redesign Peer Coach strategies to ensure that staff are providing optimal customer service and enhancing their case management skills
- Establish face to face appointments for those individuals that fall under the categories: those not in activity, activity ending in the month; those who need concurrent hours to meet participation requirements; and/or those who request it
- Allow preferred method of communication as hybrid phone interaction for those who fully engage and meeting WTW requirements
- Encourage staff to implement a more robust, personalized approach for clients who are not engaging in their first activity

Strategy 4: Enhance Spanish services (Equity Goal).

Action Steps:

- Identify Spanish language needs across WTW services and the clients who would utilize services
- Collaborate with community partners to facilitate communication and resources in Spanish
- Develop and establish bilingual workshops for job readiness and job retention
- Develop and promote subsidized and unsubsidized employment placements with employers who speak Spanish, highlighting the opportunities in rural communities with high Spanish monolingual population
- Leverage our partnership with WHC for their adult center as they offer English as Second Language (ESL) classes and citizenship classes.

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 CWD will develop a plan for improving their CalWORKs program. The Cal-SIP will select 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

Kings County Human Services Agency (KCHSA) used the tools provided by the California Department of Social Services (CDSS) and its CalWORKs Outcomes and Accountability Review (Cal-OAR) website, as well as CDSS Cal-OAR Phase 1 trended reports to create the CalWORKs System Improvement Plan (Cal-SIP) report. KCHSA customized these tools to fit their specific needs, such as their internal timelines, work plan, partner and collaborator identification, mapping, data analysis, and engagement processes. KCHSA also used documents shared during the Peer Review process to facilitate discussions and inform the development of SMART Goals. KCHSA approached the Cal-SIP as an opportunity to examine the CalWORKs program, its services and supports, comprehensively and holistically, while focusing on specific performance measures that would provide the best outcomes for the current continuous quality improvement (CQI) cycle.

Kings County identified a central project lead to develop the methodology for handling the completion of the Cal-SIP. An internal workgroup was developed comprising 10 internal Kings County staff members across all ranks (Office Assistants, Eligibility Workers, Supervisors, and Employment & Training Workers). KCHSA conducted focus group interviews to develop strategies and action steps to achieve the department goal of improving First Activity Attendance Rate. In addition to the weekly workgroup meetings, a smaller core team met weekly to identify tasks and timelines, as well as review and approve the construction of the various sections of the Cal-SIP report.

An external workgroup of key partners and collaborators that Kings County subcontracts key client services out to (e.g., childcare, job training, community college, behavioral health, etc.) met after the initial development of goals, strategies, and action steps to

provide feedback. Partner and collaborator engagement resulted in ongoing relationship for continuous quality improvement and ongoing feedback from which to gather additional information.

2. Briefly describe past and current system improvement efforts.

One of the largest changes made by KCHSA over the last five years has been the full embrace of CalWORKs 2.0, a customer-led case management approach, focused on being client-led and goal centered. CalWORKs 2.0 has led to a culture shift in the organization and has helped the WTW program improve efforts in engaging the family holistically.

Activities offered internally, like client workshops, were restructured with changes in format, content, and time. Initial changes were based on feedback from client surveys. Instead of making the workshops an additional responsibility of Case Managers, the responsibilities were shifted to a contractor, Reading and Beyond.

Another major effort adopted by KCHSA is the use of client-driven Action Plans. Each Action Plan includes a short-term goal (to be accomplished in fewer than six months), a long-term goal (to be accomplished between 6-12 months), and an employment goal (the result of the short-and long-term goals). Action Plans are written in first-person and allow the client to take control of their growth within Welfare-to-Work.

The KCHSA also created a proactive layer for the Intake Process that has improved the warm handoff process from Eligibility Worker (EW) to Employment & Training Worker (ETW), allowing for the Welfare-to-Work (WTW) staff to engage families more quickly. This change allows the WTW team to begin working with clients even though they are in pending status in the CalWORKs system. The updated process has led to the KCHSA meeting their internal timeliness measures and gives families the upfront support that they need.

Finally, clients have been provided with a more direct option to funding supportive service needs (applies to all except housing payments). The previous process would require that supportive services be paid directly to the vendor, but now the money for those services is provided directly to the client on their Electronic Benefit Transfer (EBT) card. This process change has increased trust between staff and clients and has allowed clients to receive their benefits more quickly.

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

Clients, partners, and CWD staff have all reported benefits of the full implementation of the CalWORKs 2.0 framework in Kings County. Moving from more punitive approaches to a client-centered approach has allowed clients to focus on their goals and develop a personalized path to success. While the transition to CalWORKs 2.0 has been positive,

overall, KCHSA is still making efforts via training and coaching to ensure that staff are clear on the requirements of the WTW program.

While the redesigned workshops showed initial promise, longer-term results have not met the KCHSA's internal goals of raising attendance and completion rates. Another survey will be provided to staff and clients to determine the root cause of current attendance and completion rates.

Action plans have made clients feel more empowered and have given them more visibility to the steps that they have to take to meet their CalWORKs/WTW goals. One challenge has been ensuring that, once created, the plan is regularly updated. The CWD leadership has addressed this issue by adding a section to report on the status of action plans in the case management tool that staff update monthly.

The warm handoff from EW to ETW has proven to help engage clients faster with an ETW; however, the current warm handoff process requires some improvement and training due to staff turnover. Both departments used to be co-located but post-pandemic processes have revealed an opportunity for improved communication between departments. Additional training for EW and ETW's in the importance of the intake process will help performance rates increase.

The changes in the payment process for supportive services has had positive results for the KCHSA. Staff have found the centralized process to be easier and increased trust between them and clients.

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

The Kings County Human Services Agency aims to create a Healthy, Safe, and Thriving Community. Our mission is to work hand in hand with the community to enhance independence while ensuring that the basic human needs and safety of the people of Kings County are fulfilled. We prioritize the needs of the people that we serve with HOPE:

- Honoring their current and changing needs.
- Offering solutions and removing barriers.
- Promoting workforce excellence and a culture of learning; and
- Encouraging collaboration across all programs with the community partners and those they serve.

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.

Participating Cal-CSA partners and collaborators identified initial engagement efforts as a key area of improvement through the analysis of the Cal-OAR data measures. The initial contact made with clients sets the foundation for future programmatic success and continued engagement; if clients are not successfully engaged at the start of their CalWORKs journey, any intervention taking place after initial engagement would have limited impact. Review of Kings County's CalWORKs business processes, as well as discussions around the area where KCHSA might have the most impact in the client journey, narrowed focus to First Activity Attendance Rate.

There was a change in First Activity Attendance Rate resulting from the COVID-19 pandemic and subsequent changes in county business processes. Internal data showing program participation percentages comparing participation in 2018 and 2021 indicates a significant decrease in early engagement activities between the two periods. During the pandemic, KCHSA transitioned to remote services and some activities were modified or suspended for the period. For instance, KCHSA had to initially suspend all workshops because they were unable to be offered remotely. Also during this period, educational activities went from in-person to virtual, mental health services were transitioned from in-person to phone, and many employers that participated in the subsidized employment program had to modify their employment environments to adjust to Covid-19. When the blanket good cause ended, clients were not engaging in initial activities and workshops at the same level as they had prior to the pandemic.

Another likely reason for the change in First Activity Rate was the high turnover of staff during the pandemic. Staff members that were hired in the blanket good cause environment did not have a full understanding of the pre-pandemic processes. Staff also experienced difficulties re-engaging clients, especially as many clients have preferred to continue to primarily engage remotely. Partners and collaborators expressed the need for greater consistency in working with clients, and this kind of consistency is built in the foundational initial 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?

Focus groups were conducted with the partners and collaborators during the Cal-CSA development process and as part of the Cal-SIP to garner their perspective on the measures selected for targeted improvement strategies. During the Cal-CSA process partners and collaborators noted that client expectations of hybrid engagement with services had been a challenge for them, as successful utilization of their services more often requires in-person engagement. The focus groups conducted as part of the Cal-SIP revealed similar support of Kings County's efforts to increase First Activity Attendance Rates.

3. Describe any anticipated interactions with other measures.

Increasing the First Activity Attendance Rate will mean an improvement in other initial engagement efforts, specifically Orientation Attendance Rate and OCAT/Appraisal Completion Timeliness Rate. The rise in First Activity Attendance Rate is also expected to have a positive interaction with Ongoing Engagement Rate and is expected to lower levels of client non-compliance (Sanction Rate) for the CWD. Successful client engagement with first activity is foundational to clients' continued engagement in the Welfare-to-Work (WTW) program and, ultimately, their journey to self-sufficiency.

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

KCHSA will track improvement with our targeted measure quarterly and will compile the first progress report by May 9, 2025. Improvements will be measured using the CDSS dashboard in conjunction with related internal reporting using the available data in CalSAWS. All report sources will be closely monitored at the aggregate and disaggregate levels. Any noticeable differences in outcome measures for specific sub-populations will be flagged and examined for targeted process improvements in accordance with Kings County's commitment to providing equitable services to our families.

Part 2: Goal-level Descriptions

Goal 1: Increase First Activity Attendance Rate to 62% from 57%. Review using Cal-OAR Data Dashboard, county adhoc reports, and individual-level data, improving by 1.3% every 6 months within 2 years (for a total of a 5.0% improvement).

- Strategy 1: Capitalize on benefits of the WTW program
- Strategy 2: Increase knowledge of program requirements
- Strategy 3: Enhance and strengthen the relationship between ETW and clients
- Strategy 4: Enhance Spanish services (Equity Goal)

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

The pandemic significantly changed how KCHSA's workers, partners, and clients experienced the WTW program. During the pandemic, KCHSA transitioned to remote services and some activities during the period were modified or suspended. Clients also reported communication and coordination breakdowns among internal and external partners. The pandemic also brought high turnover to the county and new staff was not able to implement what they learned during training due to blanket good cause; this gap in being able to employ the skills learned during training has led to some confusion and the need to retrain workers.

After the end of the blanket good cause, KCHSA struggled to get clients to fully re-engage in activities. Therefore, we have decided to address various barriers to client engagement in activities. First activity was chosen as the improvement measure

because client engagement at the start of the WTW program is key for any later engagement.

2. What led the CWD to these improvement strategies?

In order to increase the First Activity Attendance Rate, KCHSA looked for ways to better inform clients of the services available in the county and to increase their awareness of WTW program requirements. The ultimate aim is to better engage clients around their own unique goals and to help clients understand what is in it for them. The strategies were developed to ensure that KCHSA is utilizing various marketing vehicles to communicate to clients how the CWD can help them meet their goals. Additionally, KCHSA wants to ensure that we are supporting equitable outcomes across our client population by addressing the accessibility of services for the county's Spanish-speaking population.

To reach this goal, KCHSA will have to equip staff with the information that they need to effectively communicate it to clients. The majority of the WTW staff were hired during the pandemic and staff need to be (re)trained to ensure alignment around program requirements. KCHSA also wants to build and maintain strong, trusting relationships between staff and clients to increase client engagement in the program.

3. Discuss any research or literature that supports the strategies chosen. Cite reference(s), if applicable.

The literature suggests that the most effective engagement strategies combine human capital development (HCD) and labor force attachment (LFA) approaches and includes education and training along with job search support (Vu et al., 2009). KCHSA has a comprehensive support system for clients that include both HCD and LFA approaches and plans to amplify these supports with the strategy of capitalizing on the benefits of the program to improve First Activity Attendance Rate.

In order to successfully implement an increase in program participation, KCHSA will have to increase knowledge of WTW program requirements among staff, clients, and community partners. While there was no available research on the importance of client and community partner understanding of WTW program requirements, there has been some scholarship on the impact of staff knowledge on program service delivery. Research examining the first five years of implementing welfare reform in eleven California county social service agencies (1998-2002) highlighted that staff knowledge and skills is among the several factors that impact service delivery (Austin et al., 2009).

A strong relationship between ETWs and our clients is key to initial engagement and their completion of activities in the WTW program. Prior research has highlighted the importance of the relationship between human service workers and clients as essential in the effort of social workers to empower clients to make changes in their support team are central to their views of welfare services, and research has found that clients who

view their worker as interested, caring, and helpful tend to experience less psychological distress (Anderson, 2001; Hill & Cain, 2012).

A body of scholarship has indicated that immigrants spend lengthier amounts of time on welfare than U.S. natives, largely because of barriers to employment that include limited English proficiency (Brady et al., 2002; Chung & Bemak 1996; Tumlin & Zimmerman, 2003). Enhancing Spanish language services will help address those gaps and lead to more equitable outcomes in First Activity Attendance Rate for Spanish speaking clients.

Alexander, C., & Charles, G. (2009). Caring, mutuality and reciprocity in social worker-client relationships: Rethinking principles of practice. *Journal of Social Work*, 9(1), 5-22. <https://doi.org/10.1177%2F1468017308098420>

Anderson, S. G. (2001). Welfare recipient views about caseworker performance: Lessons for developing TANF case management practices. *Families in Society*, 82(2), 165-174. <https://doi.org/10.1606%2F1044-3894.204>

Austin, M.J., Johnson, M.A., Chow, J.C-C., De Marco, A., & Ketch, V. (2009). Delivering Welfare-to-Work services in county social service organizations: An exploratory study of staff perspectives. *Administration in Social Work*, 33(1), 105-126. DOI: 10.1080/03643100802508668.

Brady, H.E., Clune, M.S., Elms, L., Mathur, A.K., Nayeri, K., Stiles, J., & Weinstein, J.W. (2002). California's immigrant households and public-assistance participation in the 1990's Berkeley, CA: California Policy Research Center, University of California.

Chung, R.C. & Bemak, F. (1996). The effects of welfare status psychological distress among southeast Asian refugees. *The Journal of Nervous and Mental Disease* 184(6), 346-353.

Hill, T.D., & Cain, D.S. (2012). Perceived welfare caseworker support and psychological distress among low-income urban women with children. *Social Work*, 57(4), 353-360. <https://doi.org/10.1093/sw/sws011>

O'Leary, P., Tsui, M. S., & Ruch, G. (2013). The boundaries of the social work relationship revisited: Towards a connected, inclusive and dynamic conceptualization. *British Journal of Social Work*, 43(1), 135-153. <https://doi.org/10.1093/bjsw/bcr181>

Tumlin, K.C. & Zimmermann W. (2003). Immigrants and TANF: A look at immigrant welfare recipients in three cities. Washington, D.C. The Urban Institute.

Vu, C. M., Anthony, E.K., & Austin, M. J. (2009). Strategies for Engaging Adults in Welfare-to-Work Activities. *Families in Society*, 90(4), 359-366. <https://doi.org/10.1606/1044-3894.3929>

4. Describe the roles of each partner and collaborator in implementing the selected strategies.

Partners and collaborators will provide support for the implementation of strategies to increase First Activity Attendance Rate through various partnership efforts. One theme that emerged during the focus group of external partners was that they wanted to be utilized to the fullest extent possible to help meet the needs of individuals and families in the community. They are invested in seeing clients succeed and want to use the relationships that they have built with their clients to help them meet their WTW goals. KCHSA will continue to work to establish strong communication and collaboration with partners so that they can work towards the shared goal of individual and family success.

To assist KCHSA in capitalizing the benefits of the WTW program, partners say they can act as an additional arm of the various marketing vehicles that KCHSA will employ to promote the benefits of the WTW program. One way they will do this is by promoting the WTW program at community outreach events. Some partners, like 211, already provide information about the WTW program at community events when asked about the resources available in the county and these efforts can be increased as other partners incorporate this referral process into their own community outreach efforts.

Another way that partners and collaborators can more actively promote the WTW program is by making sure that their current clients are aware of the program. Partners suggested they could incorporate questions into their own intake or regular contacts with their clients to raise awareness of the program. In relevant cases, the partners can provide a referral to the WTW program.

During the focus group of external partners, attendees suggested that they could also play a role in increasing knowledge of program requirements for KCHSA. One way they suggested this could be accomplished was by serving as coaches for their clients who are participating in the WTW program. In this coaching role, partners would regularly check in with clients about the status of their Action Plans and to help clients understand the program requirements for them to receive benefits. Tapping into the relationship between partners and our clients to support first activity attendance can also strengthen the clients' relationship with their Employment & Training Workers.

Another way that key partners can help in implementing strategies is for KCHSA to strengthen strategic partnerships that they have within partner organizations. For instance, ETS has a liaison that goes to 211 to talk about client needs and provides information about the resources available through the community to meet those particular needs. KCHSA plans to capitalize on the liaison partnerships and ensure that it is being used to address barriers for clients that might get in the way of them participating in WTW program activities.

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

Staff training is a central component to KCHSA increasing First Activity Attendance Rate. During the focus group among KCHSA's external partners, attendees mentioned a number of topics that could be covered with staff to help the agency reach their goal, including: 1) training staff to better understand partner program benefits; 2) training staff to better sell partner programs to clients; 3) training staff how to identify client needs and barriers, and how to communicate those needs to partners; and 4) train staff to build rapport with clients and be highly engaging in their initial interactions with clients. With the ending of COVID pandemic mandates, both KCHSA and their partners have had to adjust processes, engagements, and tools to best meet client needs. KCHSA will provide training that address these new modifications and help staff successfully operate under post-pandemic program requirements.

In order to capitalize on the benefits of the WTW program, workers will be trained in how to market the program. KCHSA employs the CalWORKs 2.0 approach of coaching and mentoring clients to help them chart their own path. Continuously training staff in these techniques will require the development of training materials, along with introductory and refresher training for staff. KCHSA will provide specialized training to staff within the Employment and Training Services (ETS) that addresses universal engagement requirements. ETS aims to provide a standardized and structured training process for its staff, ensuring that they are well-prepared to perform their roles effectively and efficiently. ETS also emphasizes the importance of ongoing training and professional development to keep the staff updated with the latest practices and policies within the organization.

One of KCHSA's strategic partners, 211 trains new WTW staff how to access various resources in Kings County. During the external partner focus group, they suggested that providing a deeper dive into the resources available might help KCHSA reach its goal of increasing first activity attendance.

The client-centered framework employed by KCHSA encourages the removal of barriers to increase client engagement. One of those barriers for client engagement has been the warm handoff process between EW and ETW with the Needs Form. Staff will be (re)trained in the warm handoff process and supervisors will reinforce this training in coaching their staff.

Increasing knowledge of program requirements among staff is key to ensure that the WTW program runs effectively. KCHSA established a Policy Workgroup years ago that is responsible for updating policies and procedures based on All County Letters (ACL). Our established Training & Communications Workgroup develops training for all staff and will be used to develop content to retrain the staff in program requirements in this post-pandemic environment. Staff will ultimately be provided with "how-to" guides and

handouts that they can refer to when they are sharing program requirements with clients.

The continuous CalWORKs 2.0 training will also help KCHSA enhance and strengthen the relationship between clients and their ETW. ETS will update the peer coaching policy and train peer coaches to effectively coach case management skills.

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

There are a number of barriers to improving First Activity Attendance Rate that KCHSA identified in focus groups with staff and is putting processes in place to address these barriers. There is a disconnect in communication between Eligibility Workers and ETS team following completion of the intake interview, likely due to a lack of training among staff who were hired during the pandemic and are unfamiliar with the processes in place to allow for a warm handoff of the Needs Form via email. This process is further complicated when the intake process occurs on the phone (vs. in-person) as the steps that have proved useful in in-person interviews prove harder on the phone where clients appear to be less engaged in learning about the program. KCHSA is working to mitigate these barriers by retraining EW and ETW on the warm handoff process. Supervisors will be sent an email to ensure that staff are aware of this process and will be tasked with reinforcing the training when coaching their team. KCHSA is also encouraging in-person appointments to engage those clients who are harder to reach.

Staff participating in the focus groups also noted that one of the obstacles to the completion of the CalWORKs intake interview is the length of the process. Clients may be coming with children or dealing with immediate personal challenges that need to be immediately addressed. KCHSA plans to address this internal barrier with continuous training around the CalWORKs 2.0 approach that encourages staff to be client-centered and focused on their individual goals. This training will give staff the tools to identify individual client needs (to address immediate barriers) and to provide a more personalized, engaging pitch of the WTW program.

Developing and implementing internal training has its own set of challenges. The development of a new training content, KCHSA will engage their long-standing Policy Workgroup along with the Training and Communication Workgroup to gather, and revise where necessary, the content required to retrain staff on the organization's established business practices. Training is currently held as part of monthly meetings or more frequent if needed and staff are provided with handouts to refer to in their day-to-day operations.

One of the external barriers to improving First Activity Attendance Rate is lack of client participation. KCHSA has fully embraced the CalWORKs 2.0 framework and is working to continuously train staff in the approach, with the goal of building rapport with clients and helping them see what is in it for them to fully engage with the program.

When looking at how to achieve equitable outcomes in First Activity Attendance Rate for Spanish speakers, a key external barrier is the logistics to bilingual workshops. KCHSA will need to find someone to facilitate these workshops, determine a cadence of these offerings, and find a location that best meets the needs of clients who would most benefit from these services. One of the ways that KCHSA will mitigate the logistical barriers is with our contracts with outside vendors. Issues will also be mitigated by identifying the actual needs of Spanish language services and the clients who will utilize these services. KCHSA will survey Spanish-speaking clients to identify needs and how to best meet them.

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.

Strategy 1: Capitalize on benefits of the WTW program.

Action Step 1: Increase staff knowledge of all of the services available in the county and provide training of techniques to help them better inform clients when marketing the WTW program.

1. Track the number of CalWORKs services provided to clients.
2. Supervisor review of internal data to determine if warm handoff between EW and ETW is taking place.
3. Gather feedback from staff about their perspective on training and how they have been able to incorporate learnings into their day-to-day.

Action Step 2: Assess the orientation program materials and the Welfare-to-work Handbook during the WTW redesign to ensure that these materials align with the goal-oriented focus of CalWORKs 2.0.

1. Review data to determine if there is an increase in the number of clients completing orientation and developing their Action Plan.

Action Step 3: Create engaging outreach materials for clients that highlight WTW program benefits.

1. Review data to determine if there is an increase in the number of clients developing their Action Plan.
2. Survey clients for feedback on the newly developed outreach materials (e.g., have they seen the outreach materials, which of the highlighted program benefits caught their attention, etc.).

Action Step 4: Utilize various marketing vehicles (e.g. word of mouth, CWD information on the HSA website, creative ads, social media, publicly celebrating client milestones, etc.) to promote the benefits of the program.

1. Survey clients for feedback on the marketing initiatives (e.g., how did they learn about the WTW program, what made them sign up for the program, etc.).
2. Review data to determine if there is an increase in the number of clients developing their Action Plan.

Action Step 5: Have staff participate in public events in order to expose the program benefits to our internal and external partners.

1. Gather feedback from partners and collaborators of their awareness of program benefits post-event.

Strategy 2: Increase knowledge of program requirements.

Action Step 1: Provide specialized training to ETS staff that addresses universal engagement requirements.

1. Review pre-and post- training data to determine if the number of cases where staff did not follow engagement requirements have decreased.
2. Gather feedback from staff to ensure understanding of the process post-training.
3. Have Supervisors do monthly case reviews or spot checks, reinforcing learnings in coaching sessions.

Action Step 2: Outline a clear path for clients to complete program steps by developing creative reminder handouts/marketing tools.

1. Review data pre- and post- the development of client tools to determine if the additional tools increased client adherence to program requirements.

Action Step 3: Provide clients with reminders for program requirements through various modalities such as calls, text, emails, and BenefitsCal.

1. Review data pre-and post- the implementation of program reminders to determine if they increased client adherence to program requirements.

Strategy 3: Enhance and strengthen the relationship between ETW and clients.

Action Step 1: Implement continuous CalWORKs 2.0 training for ETS staff to strengthen mentorship and coaching strategies.

1. Collect qualitative feedback from staff about the effectiveness of continuous training in Survey Monkey.

Action Step 2: Redesign Peer Coach strategies to ensure that staff are providing optimal customer service and enhancing their case management skills.

1. Supervisors review data manually compiled from the Case Management Report (CMR), where ETW keep track of their cases, to identify areas where staff are excelling or need improvement.
2. Create a workgroup to look into using CalSAWS to track Case Manager performance (vs. current manual entry described above).
3. Utilize continuous supervisory quality assurance to determine if there is performance improvement among staff.

Action Step 3: Establish face to face appointments for those individuals that fall under categories: those not in activity, activity ending in the month; those who need concurrent hours to meet participation requirements; and or those who request it.

1. Review engagement data to track the number of clients engaging in the WTW program.
2. Track face to face appointments pre-and post- implementation.

Action Step 4: Allow preferred method of communication as hybrid phone interaction for those who fully engage and meeting WTW requirements.

1. Review engagement data to track the number of clients engaging in the WTW program.
2. Track face to face appointments pre- and post- implementation.

Action Step 5: Encourage staff to implement a more robust, personalized approach for clients who are not engaging in their first activity.

1. Review engagement data to track the number of clients engaging in the WTW program.

Strategy 4: Enhance Spanish services.

Action Step 1: Identify Spanish language needs across WTW services and the clients who would utilize services.

1. Track Spanish speaking population on metrics of program participation and program re-entry.

Action Step 2: Collaborate with community partners to facilitate communication and resources in Spanish.

1. Track Spanish speaking population on metrics of program participation and program re-entry.
2. Track successful completion of community partner programs among the Spanish speaking population.

Action Step 3: Develop and establish bilingual workshops for job readiness and job retention.

1. Track website attendance along with class size and completion rates.

Action Step 4: Develop and promote subsidized and unsubsidized employment placements with employers who speak Spanish, highlighting the opportunities in rural communities with high Spanish monolingual population.

1. Track successful completion of subsidized and unsubsidized placements as well as the number that are hired after the contract completion date.

Action Step 5: Leverage our partnership with WHC for their adult center as they offer ESL classes and citizenship classes.

1. Track Spanish speaking population on metrics of program participation.
2. Track successful completion of community partner programs among the Spanish speaking population.

Section 2: Peer Review

Peer county/counties selected for collaboration and consultation:

Kern County

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

The Peer Review process between Kings County and Kern County enhanced an already fruitful partnership between our two counties as there was an exchange of ideas, materials, and best practices. During our time together, we explored some of the similar challenges faced by our clients and the processes that both counties have put into place to address client barriers to successfully reaching self-sufficiency. This process will likely lead to a continued long-term reciprocal partnership beyond the Cal-OAR process.

Our first meeting in the role of Host County brought further clarity around how we can effectively address the Cal-CSA's recommendations to increase the First Activity Attendance Rate in KCHSA. Kern County (the peer County) put forth potential ideas, describing how their processes are set up and also sought clarification on our current and planned processes. Throughout the robust discussion, we also posed questions and sought clarifications on the Peer County's processes.

KCHSA shared several strengths and challenges that our program currently faces with Peer County. We emphasized the benefits of our CalWORKs 2.0 approach, which we implemented in 2018. This approach has allowed us to view families holistically, considering the family as a whole. Our case management staff maintains a generic caseload, with our current goal being to reduce caseloads to approximately 50 cases per worker. We noted that case managers who handle more specialized cases tend to have a lower caseload since these cases tend to require more intensive case management. In addition, KCHSA highlighted our ability to conduct home visits when necessary, meeting clients where they are at, which has been a benefit for both the county and our clients. We also discussed the practice of warm handoffs, ensuring that clients are engaged on the same day they are seen or contacted by the ETW, helping to establish a stronger relationship with the client.

A significant challenge KCHSA has faced is the issue of educational attainment, particularly in an agricultural-based economy. We expressed that many of our clients lack an education due to seasonal employment, posing obstacles to their long-term success. As a byproduct of this, this discussion also revealed that many of our families tend to cycle in and out of CalWORKs to which the Peer County inquired about how we assist these cases in achieving long-term goals. KCHSA acknowledged the complexities involved in program recidivism particularly for seasonal employees, while emphasizing that we do consider clients' desires. Additionally, KCHSA shared that we aim to educate families about potential career changes and the impact on the client's future. We also have observed more success with younger generations who are open to exploring new

opportunities but have also recognized that for some families who have been in this cycle for an extended period, it ultimately remains the client's choice.

KCHSA expressed our primary focus in the Cal-SIP to be the improvement of the First Activity Attendance Rate. Several key considerations were discussed regarding this goal and shared with the Peer County. To enhance this rate, we recognize that consistency in orientation and the Online CalWORKs Appraisal Tool (OCAT) is crucial. By engaging clients effectively and encouraging their participation in various activities, we shared that we aim to have more families attend and seek assistance.

For new cases, a one-time assessment is mandatory, encompassing goal setting, mental health services, employment, education, Career Connections workshops, job skills, and work experience. Although our rate is higher than the state's average, we acknowledged data skewing due to COVID and Blanket Good Cause and recognized where our focus should lie. Elevating this rate will not only benefit our First Activity Attendance Rate but also positively impact the initial two measures of orientation and OCAT, potentially creating a snowball effect of improvement.

During the discussion, the Peer County posed a question around who conducts the assessment, especially since OCAT and orientation are distinct activities. In response, KCHSA clarified that we conduct assessments ourselves at two scheduled dates and times per week, held in conference room. Case managers are responsible for administering the assessment, utilizing CASAS testing as a tool, with additional support from the online resource "My Next Move" to guide clients in exploring career opportunities based on their interests.

KCHSA detailed our planned strategies and their associated action steps to the Peer County in pursuit of achieving our Cal-SIP goal. We initially described our first strategy and its associated action steps, which revolves around maximizing the advantages of the WTW program.

We emphasized that our strategies are rooted in a relationship-based approach, emphasizing the significance of building and sustaining collaborations with both internal and external partners while striving to understand the needs of our population and clients. We highlighted our commitment to a more comprehensive approach to capitalize on the benefits of the WTW program, aiming to achieve this by engaging clients and allowing them to take the lead. We acknowledged that resources constraints make it challenging to provide incentives and additional funding, pushing us to creatively help clients recognize the program's benefits. The Peer County commended our close collaboration with Eligibility Worker expressing their interest in adopting a similar approach. They mentioned that their EW staff face high workloads but aspire to have their EWs engage clients and promote the WTW program's benefits, similar to our approach.

The Peer County acknowledged our commitment to CalWORKs 2.0 and sought to understand how we successfully implemented this approach. KCHSA's response

indicated that resistance had diminished over time, with the approach becoming the standard way of doing business. We shared our adaptation to new staff who had not experienced the previous approach, and we emphasized the importance of understanding the workload's impact on eligibility. We mentioned our efforts to simplify the process and minimize workload impact, highlighting the success we had achieved.

The Peer County disclosed that they had implemented a triage tool from CalWORKs 2.0 but faced challenges as it was eventually abandoned. They inquired if there was a straightforward solution to move forward with their commitment to supporting clients while addressing staffing issues in eligibility and making WTW promotion an integral part of the EW's responsibilities. KCHSA's response confirmed the validity of their concerns, acknowledging that changes during the COVID-19 pandemic had caused some practices to be overlooked. We explained the necessity of identifying these gaps, initiating conversations, retraining staff, and maintaining consistent communication to ensure that these practices are integrated successfully. We emphasized the role of consistency in achieving the desired outcomes.

Regarding priorities, the Peer County observed that making these changes appeared to be a top priority for KCHSA's Management Team, recognizing that different programs may have varying priorities. They affirmed their commitment to continuing their efforts to promote their program during screening appointments. In response, KCHSA explained that buy-in was primarily achieved by demonstrating the program's benefits from the outset. By promptly addressing clients' needs and barriers such as child-care and transportation, we were able to showcase these successes to Management and gain their support, emphasizing our collective goal of assisting clients in achieving self-sufficiency.

KCHSA proceeded to discuss our second strategy and its associated action steps with the Peer County. We clarified that this strategy revolved around enhancing awareness of program requirements. We emphasized the key distinction between the first and second strategies: while the first strategy aimed to maximize the program's advantages, the second strategy focused on ensuring that staff and clients comprehend the ongoing program requirements. We stressed that we did not want to disregard these requirements but instead aimed to approach them creatively. Our approach aims to empower clients, allowing them to set their own goals while still adhering to program requirements.

In response to the Peer County's question about engagement and requirements, we explained that we are now adopting a client-centered goal-oriented approach intended to lead towards self-sufficiency. For example, a client might initially focus on their short-term goal and gradually work their way up to their long-term goal and employment goal. During the COVID-19 pandemic and due to "Good Cause" considerations, we temporarily suspended participation requirements, which caused confusion among clients and staff. We are now working to guide clients toward a position where they can

meet these requirements while providing education and implementing the second strategy.

The Peer County then inquired if KCHSA was developing internal procedures for handling non-compliance with CalSAWS. We responded by confirming that we have established a procedure and initiated its implementation as of September 1, 2023. We acknowledged that it is a relatively new process and stressed that we do not anticipate implementing sanctions within the first few months. Our primary objective is to encourage client engagement and allow them to start at their current level without facing penalties. The Peer County agreed that sanctions and non-compliance should be considered a last resort. They expressed an interest in receiving details about our non-compliance and sanction procedures, to which we agreed to share this information with them.

KCHSA then presented our third strategy primarily aims to strengthen the relationship between Employment & Training Worker and clients. We emphasized that, while we have fully implemented CalWORKs 2.0 across our operations, a critical area for improvement is the training of new staff, particularly given the challenges associated with re-engaging clients. Implementing this strategy involves providing ongoing training to all staff, which is especially crucial now as re-engaging clients has proven to be quite challenging.

The Peer County raised a question regarding an action step related to revamping Peer Coach strategies to ensure excellent customer service and enhance case management skills. They inquired about the role of Peer Coaches within the lead worker unit. In response, KCHSA confirmed that we have a Peer Coach, and the intention is not punitive. Instead, the Peer Coach, who is a Lead or an ETW II, partners with ETWs who are on probation, experiencing performance issues or who request peer support. The Peer Coach observes the interaction between the client and the ETW during actual appointments, taking detailed notes in a "fly on the wall" capacity, focusing on specific aspects. After the client leaves, this process allows for peer-level conversations between the Peer Coach and ETW whereby the Peer Coach has the opportunity to highlight the ETW's strengths and share areas for improvement observed during the appointment. A summary of this observation and conversation is also shared with the assigned supervisor. KCHSA aims to leverage the case management aspect, recognizing that some case managers face challenges in administrative areas of the jobs.

Focusing on the first and third action steps for the third strategy (i.e., implementing continuous CalWORKs 2.0 training for ETS staff to strengthen mentorship and coaching strategies and to establish face-to-face appointments for those individuals that are not in activity, the activity is ending in the month, those who need concurrent hours to meet participation requirements or those who request it), the Peer County expressed that case managers need to be approachable and engaging while also fulfilling their documentation requirements. They acknowledged that some employees struggle with

the technical and customer service aspects of their roles. KCHSA then explained that transitioning to face-to-face approach does not necessarily mean in-office meetings. Instead, it signifies conducting appointments wherever the client is comfortable, be it at their home, place of employment, or another location with privacy.

This approach aims to facilitate meaningful conversations, with specific guidelines for when these face-to-face meetings should occur. The goal is to make it easier for clients and case managers to engage in conversations. By doing so, a strengths-based approach can be established early, rapport can be built, and the human aspect comes into play. This approach accommodates clients' preferred communication methods, and for those not meeting Welfare-to-Work (WTW) requirements, it takes a more robust approach. In cases of tardiness or missed appointments, the plan is to immediately schedule an announced home visit within 10 days, ensuring clients are informed of the actions to be taken. They will have the opportunity to reschedule the appointment if the initial date, time, or location does not work for them, maintaining a level of client control while conveying that if they are not able to make the appointment, then we can go to them.

The Peer County expressed interest in tracking the effectiveness of virtual versus in-person services, particularly for initial appointments. They were concerned that moving away from virtual orientations might negatively impact the orientation rate due to the challenges clients face when participating in-person. They acknowledged the importance of keeping virtual options available, as they have faced issues in their county with orientation attendance. The virtual option helps mitigate concerns related to childcare and transportation. Although they would prefer to conduct one-on-one orientations, they understood and respected the direction taken by KCHSA. They emphasized the importance of retaining virtual options within KCHSA's structure.

KCHSA responded by acknowledging the concept of retaining virtual options and noted that while ideas might sound great in theory, implementation sometimes faces challenges. However, we committed to keeping the concept of virtual options in mind for the future. The Peer County requested KCHSA to share what they learn from this strategy, to which KCHSA assured them we would, and that close monitoring of this approach would be necessary. Moreover, KCHSA recognized the importance of keeping caseloads as low as possible and mentioned the need for ongoing strategy development as we proceed with implementation.

Finally, KCHSA introduced our fourth and final strategy to the Peer County. This strategy aims to enhance Spanish services by developing and establishing bilingual workshops for job readiness and job retention. We plan to leverage our partnership with West Hills College (WHC) for their adult center, which offers English as a Second Language (ESL) classes and citizenship classes. Additionally, we will collaborate with community partners to facilitate communication and provide resources in Spanish. To address the needs of Spanish-speaking communities, we intend to promote and develop subsidized and unsubsidized employment placements with employers who speak Spanish,

focusing on rural areas with a high Spanish monolingual population. We emphasized that this strategy is geared toward equity and shared some existing approaches.

Our current practices include producing notices and flyers in both English and Spanish. We assign cases to staff who are fluent in the client's monolingual language, but we recognize that there are still gaps in our service. Although we offer workshops for job readiness and retention, these are currently available only in English. Developing bilingual workshops will be a significant step forward, especially in areas where our offices serve a high monolingual population. As mentioned previously, we will leverage our relationship with WHC as it will allow us to connect monolingual clients to additional resources, apart from the GED services we currently provide through their adult center. We further mentioned that we have several community partners capable of providing resources in Spanish, but we aim to strengthen this network to enhance communication and support for the monolingual population. Additionally, we have initiated subsidized and unsubsidized employment placements and established an Memorandum of Understanding (MOU) with the Job Training Office (JTO) to assist in developing these sites. We plan to promote these placements with employers who speak the language, ultimately helping clients find and retain employment, fostering success and opportunities for advancement.

The Peer County suggested that, based on their experience with another agricultural community, they have had success by exploring alternative career paths. In their case, they focused on career development for young people to help them consider other professions instead of following in their parents' footsteps in agriculture. They believed this approach could be effective in Kings County, given the success they have witnessed.

They also mentioned an initiative in their county that aimed to assist field workers who were monolingual and wanted to work while learning English. The program combined vocational ESL with paid vocational education while on the job, targeting an older population. It provided a potential pathway for workers to transition into managerial roles. KCHSA found this idea appealing and asked about the obstacles encountered in its implementation. The Peer County explained that identifying employers willing to partner on such programs was challenging, as paid vocational education was a key component, and not all employers were enthusiastic about it. They suggested starting with community partners who are already on board with the idea and gaining their support.

KCHSA responded by stating that we already provide payment through subsidized programming, where employers do not have to cover the client's wages, which serves as a significant incentive. This could be explored initially, and success stories from the subsidized employment experience might encourage unsubsidized employers to join the program. The Peer County pointed out that the impact might be more significant on the younger population, emphasizing the importance of targeting them from the start.

The Peer County also mentioned the generational divide and the need to work on bridging the gap between different generations. KCHSA acknowledged this challenge and shared that younger generations often prioritize work-life balance. We recognized the need to be creative in meeting the needs of older generations while making the workplace appealing to the younger generation. The Peer County added that younger generations often respond better to text messages than phone calls.

The Peer County expressed an interest in understanding why clients cycle in and out of Job Search. KCHSA explained that we had recently implemented a new MOU with JTO in July 2023 to address this issue. The MOU allows for interventions when clients do not get placed within a certain time frame, ensuring that they can understand the barriers to success. These intervention meetings help identify reasons for cycling in and out and provide support to clients, as everyone is working toward a common goal.

Regarding Paid Work Experience (PWEX), the Peer County asked if the JTO handles both paid and unpaid placements. KCHSA clarified that the JTO handles only paid work experience, and the intervention meetings have brought focus to the client's needs and success, aligning the processes in an unexpected but beneficial way. We also noted that KCHSA develops unpaid work experience sites in-house.

The Peer County commended our strategies and expressed their perspective on home visits. They suggested that if home visits are used sparingly, it is better, as these visits often require significant resources, and ensuring that the clients are receptive to such visits is essential. They pointed out that the costs may outweigh the benefits, based on their experience. KCHSA explained that we previously conducted unannounced home visits, but clients were often unprepared for such visits. We now conduct announced home visits, and although this approach may lead to more phone calls, it may examine the data to determine the long-term viability of this approach.

The Peer County expressed interest in learning from our experiences with home visits. KCHSA mentioned that our population is smaller than the Peer County's, which might make implementing this approach easier.

All in all, the exchange was beneficial for both counties as through the discussion and ideas exchanged there were some important lessons learned. This Peer Review discussion covered a wide range of strategies and initiatives, with a particular focus on addressing Cal-CSA's recommendations, improving the First Activity Attendance Rate, enhancing awareness of program requirements, and strengthening the relationship between Employment & Training Workers and clients.

Learning and insights were shared regarding the importance of relationship-based approaches, flexibility in engagement, and promoting buy-in from both staff and clients. The implementation of bilingual workshops and strategies for addressing the unique needs of agricultural-based communities was also discussed, demonstrating a commitment to equity and service improvement. Finally, considerations for home visits and the balance between virtual and in-person services were explored, keeping the

client's best interests and service efficiency at the forefront. These discussions laid a strong foundation for continued collaboration and innovation for both our counties.

2. Discuss steps taken to conduct peer review.

Kings County decided to partner with Kern County in the Cal-SIP process because both counties shared similarities in their WTW populations. Both counties have experienced challenges associated with being agricultural communities and felt that the Peer Review process would give them the opportunity to learn from one another. Following the submission of the Cal-CSA, Kings County connected with our peer partners at Kern County to discuss the Peer Review process. The initial communication covered a review of the peer review required activities such as relevant Cal-CSA sections with data measures and a report on the Cal-SIP template. The initial peer review outreach included email exchanges to coordinate the review. Additionally, the established peer review meeting methodology was chosen as virtual, and a clear timeline was discussed in terms of next steps and meeting cadence.

The Peer Review meetings were scheduled where each county served as both "Host County" and "Peer County" to review each of the Cal-CSA reports. Ahead of each meeting, each county sent forth an agenda, shared key materials review that included the CSA and drafted SIP sections for review, and requested the other county to bring their questions and insights. The Peer County reviewed materials and prepared notes of their observations, questions, and feedback.

Kings County participated as the first Peer County with Kern County taking on that role the next day. The agenda included the following: welcoming remarks; an overview of the County and the performance measures that were chosen based on the Cal-CSA; a review of the County's WTW program's strengths and challenges; an assessment of the proposed County strategies for improvement; a discussion of best practices; and a discussion of next steps. Both two-hour meetings were engaging and informative for both counties as ideas were exchanged, and important considerations were put forth for Cal-SIP development.

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

The Peer Review process further assisted Kings County in pursuing four key areas of exploration for the Cal-SIP process in addressing the First Activity Attendance Rate:

1. Retaining virtual options for initial appointments while transitioning to more face-to-face interactions to mitigate engagement barriers such as childcare and transportation along with tracking the effectiveness of virtual versus in-person services.
2. Balancing the costs and benefits of home visits to determine the long-term feasibility of this approach.

3. Considering the concept of vocational ESL combined with paid vocational education for older populations through an established community partner with a shared interest in providing this service; and
4. Adapting engagement efforts to the different populations serviced through the program to meet clients' unique needs (e.g., younger populations' responsiveness to text messages rather than phone calls).

Kings County plans to take these aspects back to our Managers and key stakeholders to translate these ideas into SMART goals.

Section 3: Target Measure Summary

Goal 1: Increase First Activity Attendance Rate to 62% from 57%. Review using Cal-OAR Data Dashboard, county adhoc reports, individual-level data improving by 1.3% every 6 months within 2 years (for a total of a 5.0% improvement).

Performance Measure: First Activity Attendance Rate

Baseline Result: 57%

Cal-SIP Start	Progress Report #1:	Progress Report #2:	Cycle End Date:
Time: 05/01/2024	05/09/2025	06/12/2026	06/30/2026

Strategies and Action Steps:

Strategy 1: Capitalize on benefits of the WTW program.

Action Steps:

- Increase staff knowledge around all of the services available in the county and provide training of techniques to help them better inform clients when marketing the WTW program
- Assess the orientation program materials and the Welfare to Work Handbook during the WTW redesign to ensure that these materials align with goal-oriented focus of CalWORKs 2.0
- Create engaging outreach materials for clients that highlight WTW program benefits
- Utilize various marketing vehicles (e.g. word of mouth, CWD information on the HSA website, creative ads, social media, publicly celebrating client milestones, etc.) to promote the benefits of the program
- Have staff participate in public events in order to expose the program benefits to our internal and external partners

Strategy 2: Increase knowledge of program requirements.

Action Steps:

- Provide specialized training to ETS staff that addresses universal engagement requirements
- Outline a clear path for clients to complete program steps by developing creative reminder handouts/marketing tools
- Provide clients with reminders for program requirements through various modalities such as calls, text, emails, and BenefitsCal

Strategy 3: Enhance and strengthen the relationship between ETW and clients.

Action Steps:

- Implement continuous CalWORKs 2.0 training for ETS staff to strengthen mentorship and coaching strategies

- Redesign Peer Coach strategies to ensure that staff are providing optimal customer service and enhancing their case management skills
- Establish face to face appointments for those individuals that fall under the categories: those not in activity, activity ending in the month; those who need concurrent hours to meet participation requirements; and/or those who request it
- Allow preferred method of communication as hybrid phone interaction for those who fully engage and meeting WTW requirements
- Encourage staff to implement a more robust, personalized approach for clients who are not engaging in their first activity

Strategy 4: Enhance Spanish services (Equity Goal).

Action Steps:

- Identify Spanish language needs across WTW services and the clients who would utilize services
- Collaborate with community partners to facilitate communication and resources in Spanish
- Develop and establish bilingual workshops for job readiness and job retention
- Develop and promote subsidized and unsubsidized employment placements with employers who speak Spanish, highlighting the opportunities in rural communities with high Spanish monolingual population
- Leverage our partnership with WHC for their adult center as they offer ESL classes and citizenship classes

CAL-OAR REPORT SIGNATURE

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

County	
Submission Date	
Cal-CQI Cycle	2021-2026 Cycle
County Welfare Director	
Name	
Signature	
Phone Number	
Board of Supervisors (BOS) Representative Signature – <u>For Cal-SIP Approval Only</u>	
BOS Approval Date	
Name	
Title/Position	
Signature	

Contact Information

County Cal-OAR Contact	Name and Title	
	Phone & E-mail	

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