

CalWORKs System Improvement Plan (Cal-SIP) Report

County: Napa

Contents

Executive Summary	2
Introduction	4
Section 1: Measures for Improvement and Strategies	7
Part 1: Measure and Goal Narrative	7
Part 2: Goal-level Descriptions	9
Section 2: Peer Review	18
Section 3: Target Measure Summary	20

Executive Summary

1. Please summarize the performance measures selected for improvement.

The performance measures that were selected by the Napa County Health and Human Services Agency (NCHHSA) for the Cal-OAR System Improvement Plan are as follows:

- Sanction Resolution Rate
- Rate of Program Reentries after Exits with Earnings
- Engagement Rate for Individuals Under 35 Years Old

While evaluating the Cal-OAR data we found that these selected measures are identified areas where our programs and services could be improved so our customers can most benefit from participating in our Welfare-to-Work program.

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

Napa County seeks to improve performance by implementing the following strategies:

Goal 1 – Increase Sanction Resolution Rate to 10% from 4%.

Strategy 1 – Develop Sanction Outreach Team and Increase Outreach (With 5 Action Steps)

Strategy 2 – Develop Induction and Ongoing Staff Training Plan for Eligibility and Employment Services Staff (With 3 Action Steps)

Strategy 3 – Research Sanction Population (With 3 Action Steps)

Strategy 4 – Increase inter-departmental communications (With 3 Action Steps)

Goal 2 – Decrease Rate of Program Reentries after Exits with Earnings to 9% from 12%.

Strategy 1 – Enhance Job Retention Services (With 5 Action Steps)

Strategy 2 – Research Customer Reasons for Returning to Aid (With 2 Action Steps)

Strategy 3 – Develop a CalWORKs Post Aid Support Group (With 2 Action Steps)

Strategy 4 – Implement Long Term Goal Planning (Individualized Plans) for CalWORKs Post Aid Customers (With 2 Action Steps)

Goal 3 – Increase Engagement Rate to 67% from 54% for individuals 35 years of age and younger.

Strategy 1 – Increase usage of technology in the Welfare-to-Work Program (With 4 Action Steps)

Strategy 2 – Increase Work Experience and Subsidized Employment placements (With 2 Action Steps)

Strategy 3 – Obtain stakeholder feedback from individuals under 35 years old (With 2 Action Steps)

Strategy 4 – Increase collaboration with Napa Valley College (With 3 Action Steps)

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

Napa County continues bi-weekly meetings with the internal Cal-OAR team to review all aspects of the Cal-SIP process, including Cal-CSA, Cal-OAR data and to discuss next steps. Additional key internal stakeholders were included during the Cal-SIP process which included CalWORKs eligibility analyst and supervisor. The SIP Toolkit was reviewed. The Cal-SIP report was completed by the Cal-OAR analyst and reviewed by all key internal stakeholders prior to submission. The Cal-OAR analyst has attended all Cal-OAR state meetings and Cal-SIP trainings. Facilitated tools were not utilized in completion of this Cal-SIP; however, the County Road Map concept was utilized in developing the goal strategies and action steps.

Internal stakeholders were engaged in a brainstorming activity to gather information as to why our performance levels were where they were at and what strategies / action steps may be taken to improve our performance. Additionally external stakeholders have been engaged during monthly to quarterly contract and coordination meetings to discuss how these organizations can participate in strategies for improvement as well as to determine agreement with the goals Napa County has identified.

2. Briefly describe past and current system improvement efforts.

Napa County has not previously made improvements with an identified continuous quality improvement project. Some of the program improvements that have been implemented, without the continuous quality improvement process, in the past five years include:

Workload Restructure – WTW and CW eligibility are separate functions, however each

WTW worker carried a case from CW granting until CW discontinuance. This required that each WTW worker be responsible for understanding and supporting their customers through each different type of WTW activity and barrier. While allowing workers to have a broad knowledge of all activities, it also did not allow staff to gain expertise in any area. To improve service Napa restructured our WTW workers workloads to assign customers on current need or activity. This workload restructure included identifying non-case carrying workers to dedicate time in Career Services for job readiness related activities. Other workers were assigned specialized caseloads where they were able to focus on students, WTW intake (appraisal), and barrier removal.

Warm Hand Off at CalWORKs Intake – Once the CalWORKs Eligibility Specialist (EW) completes the CalWORKs intake and if the customer is identified as a potential WTW customer, the CW EW will reach out to a WTW worker to come speak to the customer (if meeting in person) or transfer the phone so that the WTW worker can explain the WTW program and answer any questions the customer may have about their responsibility for participating in WTW once granted with CW. This allows for customers to obtain information up front and engage early in our program if they choose to volunteer to do so.

Remote Appointments – With the onset of the COVID 19 emergency, Napa County implemented the ability to complete some activities as well as worker meetings and appointments through remote means. Remote appointments are at the discretion of the customer and are not mandatory. A customer may choose to continue to participate or meet in person. Once Napa starting to re-engage participants after lifting blanket good case, WTW Orientation moved back to in-person meetings unless a customer requested to be seen virtually.

Case Conference – Meetings were set up on a consistent basis to allow for WTW workers to discuss cases where assistance may be needed on how to proceed with the customer to move them forward towards self-sufficiency. This process was also utilized to discuss cases where an individual was sanctioned to see if there were strategies, based off the case knowledge, that would help encourage these individuals to participate.

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

Workload Restructure – The biggest success we have seen with the caseload restructure is around career services. WTW participants work with WTW workers who are specialized in career readiness activities. Through this process we have seen an increase in individuals participating in job search and resume building activities.

Warm Hand Off at CalWORKs Intake – There has been some success with the warm

handoff. Napa is finding that more individuals are going into the Orientation and Appraisal process more informed. We have seen an increase in the number of individuals who are participating in the Orientation process as Early Engagement.

While the intention of the warm hand off is to ensure that a staff person is readily available to speak to the customer, Napa has found that customers at times will have to be informed that we will reach back out within a 24-hour period to make contact. With the need to reach out later and not a direct warm hand off, there are participants who are unable to be reached which makes it less successful than when a warm hand off occurs.

Remote Appointments – There has been no significant change in WTW participation due to remote appointments. Most specifically with Virtual Orientations. Therefore in-person orientations are once again being offered and if a customer is unable to participate in-person a remote option is made available. While there is not an increase in customer participation noticed, Napa will continue to provide the virtual options, when able, to support the needs of the customers.

Case Conference – Adding sanctioned customers to a case conference did not see much change to our overall sanction rate. However, we did see some minimal improvement in these customers engaging which over time could lead to sanction removal.

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

Napa County Health and Human Services Agency (HHSA) works in partnership with our community partners to serve our community and support its health and well-being. The Self Sufficiency Services Division (SSSD) of HHSA provides social safety net programs that are essential for lifting families and individuals out of poverty and improving their health, employment, and educational outcomes. Our dedicated staff provide services with compassion to realize our vision of a community in which ALL people have the opportunity to experience fulfilling lives.

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.

Napa County has chosen to select the following three measures for our Cal-SIP process:

- Sanction Resolution Rate
- Reentry After Exit with Earnings
- Engagement Rate

While Napa County's sanction rate is higher than the statewide average, Napa chose to focus on improving our ability to remove customers from sanction when they become sanctioned. Although focusing on customers never becoming sanctioned is important, there are customers that will enter the sanction process regardless of attempts to engage and encourage these customers to participate. Focusing on improving our sanction resolution rate, allows Napa to increase processes and activities that assists customers who become sanctioned, to not remain without needed aid for long periods of time.

Reentry after exit with earnings was selected because while our average rate was not inconsistent with the statewide average, this measure is a true reflection to providing services that have led customers towards self-sufficiency. Ensuring a participant and their family is stable enough to not need to return to services in a years' time is ultimately the goal of our entire program. This measure was chosen because we felt it would be the most impactful to our customers.

Engagement rate was selected to address a difference in age groups who are engaged. Napa County's overall engagement rate is higher than the statewide average, however there was an identified gap in participation based on an age group. Individuals under 35 years old were participating at a lower rate than individuals who are 35 years of age and older. This identified gap is even greater with participants under the age of 25 years old.

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

External program partners and collaborators were not engaged in a discussion of the programmatic grouping of measures during the Cal-CSA process. Since submission of the Cal-CSA and while developing the Cal-SIP, external program partners and collaborators have been engaged in conversation around our overall Cal-OAR data and the measures that the county had identified as goals. Program partners and collaborators have agreed that the measures selected will benefit Napa County's

customers and provide the most impact.

Internal stakeholders identified the measures as being impactful to the overall goal of leading to self-sufficiency.

3. Describe any anticipated interactions with other measures.

All improvement strategies are connected in that any strategy developed to improve the chosen measures will ultimately impact the performance in other measure areas.

Focusing on the sanction resolution rate will not only help improve a customer from no longer being sanctioned, it will also improve the overall engagement rate, potentially employment rate, sanction rate and perhaps indirectly improve exit and reentry rates.

Focusing on improving the age gap in engagement rate will also improve the engagement rate, potentially employment rate and indirectly improve exit and reentry rates.

All program improvements should further support the ultimate goal of limiting intergenerational CalWORKs enrollment rate.

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

Napa County will be tracking Cal-OAR performance measures using the Cal-OAR data provided to the county from CDSS and on the Cal-OAR data dashboard. Data will also be pulled from CalSAWS reports or ad-hoc reporting. Some manual tracking will be required and will be maintained in Excel Spreadsheets for information that cannot live within the CalSAWS system.

To obtain more customer centered information, customer surveys will be developed and utilized as well as one-on-one discussions with customers and/or focus groups.

Discussions on strategies and action steps will be conducted at minimum once monthly during Cal-OAR team meetings. Additionally, data will be extracted to review on a quarterly basis.

Part 2: Goal-level Descriptions

Goal 1: Increase Sanction Resolution Rate to 10% from 4%. Review using Cal-OAR data & CalSAWS reports improving by 0.7% every 3 months within 2 years (for a total of a 5.6% improvement).

Strategy 1: Develop Sanction Outreach Team and Increase Outreach

Strategy 2: Develop Induction and Ongoing Staff Training Plan for Eligibility and Employment Services staff

Strategy 3: Research Sanction Population

Strategy 4: Increase Inter-Departmental Communication

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

While Napa County's sanction rate is considered higher than the statewide rate, this may also be attributed to the fact that many counties maintained blanket good cause for a period longer than Napa County did. Although sanctions occur, are not always avoidable, and some individuals show little interest in having their sanction removed, it is identified that there are likely barriers that go unaddressed that cause customers to enter sanctions and not leave a sanction.

To assist individuals towards self-sufficiency it is imperative that processes be in place to continue to engage individuals once they become sanctioned so that they do not continue to live with long-term penalties. It is anticipated that any work towards improving this measure will likely impact the number of customers who enter a sanction in the first place.

2. What led the CWD to these improvement strategies?

Three key components were identified that led to these improvement strategies. These strategies were developed based on stakeholder feedback as well as looking at promising practices.

First, while Napa County has information on the reasons someone becomes sanctioned (sanction reason), Napa has not completed a deep dive investigation on the true reasons that customers are not willing to participate or become sanctioned. Without this deeper understanding we cannot truly determine how to ensure our program is designed and ran with equity and inclusion in mind, whether the issues lie with county practices or state mandates, or if further training is needed by staff.

Second, Napa County has determined that the only way to identify proper barriers and encourage customers to cure their sanction is to ensure that we are doing intensive

case management and/or outreach services. At times these cases are deprioritized to focus on assisting customers who are engaging or attempting to engage. Developing specific processes around sanction outreach will assist in attempting to prevent these customers from being overlooked.

Lastly continuing to educate and train staff on how to motivate customers to participate and how to engage the “hard to engage” is an effort that needs to be considered. Without proper skill sets for all workers, it will be hard to expect good outcomes with customers who do not self-resolve the issue.

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

Some of the literature utilized when developing strategies included.

“Using Work-Oriented Sanctions to Increase TANF Program Participation” 2007 Completed by Mathematica Policy Research Inc. identifies strategies to re-engage sanctioned participants. Some of those strategies include:

- Intensive efforts to identify and resolve barriers to participation.
- Employment programs or policies to engage sanctioned clients in work activities.
- Organizational strategies to support re-engagement initiatives."

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

Internal partners like the CalWORKs eligibility team will be instrumental in providing sanction outreach and connection to our sanctioned customers.

Additionally working closely with our external partners, especially barrier removal services, such as behavioral health, will be needed to participate to start addressing unidentified barriers. These external partners will be valuable in case conference discussions and Multi-Disciplinary Team approaches.

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

Technical assistance will not be needed to implement and achieve this goal. Napa will continue to seek out promising practices in this area as well as work directly with counties that show positive results in this category.

Staff education and training will be needed to be trained in new county processes around some of the strategies as well as it has been identified that additional training would be beneficial for staff in the areas of engagement strategies, such as:

- How to identify barriers
- Engagement strategies

- How to engage the hard to engage"

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

The biggest barrier to achieving this goal is not having enough knowledge of the reasons behind customers being sanctioned to properly design and implement other strategies and action steps. While the strategies developed are believed to be methods to improve on this measure, these strategies and processes will need to be flexible to incorporate changes as we gain more knowledge on the reasoning behind customers becoming sanctioned.

To mitigate this barrier, all strategies will be designed to be flexible and piloted so that as more information is gained or as results are not obtained, there is an easy ability to pivot into a new direction. This may include developing new strategies and/or training staff in different areas.

With consistent performance monitoring this will allow for Napa County to identify when strategies are not showing positive improvement.

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.

A strategy plan / action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 0.7% every 3 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented."

Goal 2: Decrease Rate of Program Reentries after Exits with Earnings to 9% from 12%. Review using Cal-OAR Data and CalSAWS Reports improving by 0.5% every 6 months within 3 years (for a total of a 3.0% improvement).

Strategy 1: Enhance Job Retention Services

Strategy 2: Research Customer Reasons for Returning to Aid

Strategy 3: Develop a CalWORKs Post Aid Support Group

Strategy 4: Implement Long Term Goal Planning (Individualized Plans) for CalWORKs Post Aid Customers

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

Napa's performance in this measure is lower than the statewide average in all quarters in our measurement period. Even if our performance was average or higher than average, this measurement is a true testament to providing self-sufficiency for our customers, which is the goal of Napa's CalWORKs program.

Identifying strategies to prevent reentry into CalWORKs once a customer has earnings should lead to overall improvements in all reentries as well as our employment rates, post-employment rates, and exits with earnings measures.

2. What led the CWD to these improvement strategies?

Two key components were identified that led to these improvement strategies. These strategies were developed based on stakeholder feedback as well as looking at promising practices.

First, Napa County is aware that seasonal employment is one reason that customers tend to re-enter the CalWORKs program. Napa has not done further research into other reasons why customers would re-enter into CalWORKs after exiting with earnings. Further investigation into the reasons that customers re-enter the program as well as identifying barriers to seasonal employees obtaining non-seasonal based work is needed to further develop improvement in this area.

Secondly, while Napa County has a Job Retention program, the program needs further development to ensure proper stability, resources, and planning to assist individuals in finding ways to maintain self-sufficiency once exiting the program. It was identified that just providing supportive services is not sufficient to prevent someone from re-entering and additional case management as well as resource and long-term goal planning may also be needed.

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

Some of the literature utilized when developing strategies included.

"How Can We Encourage Job Retention and Advancement for Welfare Recipients" 2001 by Harry J. Holzer and Douglas Wissoker published by the Urban Institute. This literature provides information on how successful welfare recipients perform and retain their jobs. It also provides some strategies for Improving Retention. Some of these strategies include:

- Work Supports and Benefits

- Job Mentoring
- Peer Support
- Counseling
- Education and Training

“Staying Employed After Welfare” 2002 by Heather Boushey posted by the Economic Policy Institute. This article provides information on reasons that welfare recipients struggle with retaining employment long term. Some of the strategies to improve retention mentioned include:

- Finding ways to balance life’s responsibilities
- Access to retain childcare
- Quality of first job
- Work Supports

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

Internal and external partner feedback was utilized in development of the strategies to decrease reentries after exiting with earnings. Continuous check-ins with our internal and external partners and collaborators will transpire which includes discussing implementation process and accepting feedback as well as surveying staff and customers throughout the process.

While most of our strategies do not currently identify direct partnerships with outside agencies, there are some aspects of these strategies that will have Napa County looking for where additional connections can be made to strengthen our overall outcomes.

Potential partnerships include working closely with a Community Based Organization or financial institution to create Financial Literacy workshops and train Welfare-to-Work staff to facilitate these workshops. Implementing a Job Coach will be from current Welfare-to-Work staff after receiving necessary job coaching training. Lastly a facilitator for a post aid support group will be pulled from internal Welfare-to-Work Social Worker or potentially an MOU with our agency Behavioral Health Division.

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

Napa County will need technical assistance in this area around data obtainment and analysis. Napa will continue to seek out promising practices in this area as well as work directly with counties that show positive results in this category.

Staff education and training will be needed to be trained in new county processes around some of the strategies as well as it has been identified that additional training would be beneficial for staff in the areas of Job Retention such as:

- Job Coaching
- Employer Engagement
- Financial Literacy

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

One identified barrier that Napa County will need to work through is seasonal employment. Napa County intends to attempt to mitigate this by providing Welfare-to-Work services that will improve skill enhancement of customers while still on aid. Continued surveying of customers to understand types of seasonal employment and reasons for participating in seasonal employment will need to be completed to further develop strategies to enhance this plan.

To mitigate any barrier, all strategies will be designed to be flexible and piloted so that as more information is gained or as results are not obtained, there is an easy ability to pivot into a new direction. This may include developing new strategies and/or training staff in different areas.

With consistent performance monitoring this will allow for Napa County to identify when strategies are not showing positive improvement.

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.

A strategy plan / action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 0.5% every 6 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented.

Goal 3: Increase Engagement Rate to 67% from 54%. Review using Cal-OAR Data & CalSAWS Reports increasing by 1.0% every 3 months within 3 years.

Strategy 1: Increase usage of technology in the Welfare-to-Work Program

Strategy 2: Increase Work Experience and Subsidized Employment placement

Strategy 3: Obtain stakeholder feedback from individuals under 35 years old

Strategy 4: Increase collaboration with Napa Valley College

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

While Napa Counties engagement rate was higher than the statewide average, it was identified that individuals under 35 years old were participating at a lower rate than those individuals that are 35 years old and older. Participants under the age of 25 even slightly lower participation rate. When under 35-year-olds participation was compared to the overall statewide rate, the statewide rate showed only a 1/3 of a percent difference in under age 35 participants to the age 35 and over participants. Napa County identified that this is an area where our program may need to be evaluated and improvement made so that regardless of age, consistent participation exists.

2. What led the CWD to these improvement strategies?

Two key components were identified that led to these improvement strategies. These strategies were developed based on stakeholder feedback as well as looking at promising practices.

First, Napa County has identified the need to increase our usage of technology. While technology is not always the answer for addressing younger generations, it is imperative to ensure we have a program designed to accommodate generations that grew up utilizing and appreciating more technology-based programs and interactions. This includes creating more online, self-paced type programs, enhanced usage of virtual meetings, and easier ways to communicate directly to customers.

Secondly, Napa County really needs to ensure that our program designs are designed more with voices from the age groups in which we want to ensure participates. This includes identifying what would encourage those under 35 to want to participate and what activities are most important for them and how they access those activities and services. Adding in connections from our local community college as well as our youth non-profit will ensure that we are being inclusive of all age range voices.

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

No research or literature was utilized in support of the strategies identified. Napa County will continue to seek out best or promising practices as we continue through the Cal-OAR process.

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

Internal and external partner feedback was utilized in development of these strategies. Continuous check-ins with our internal and external partners and collaborators will transpire which includes discussing implementation process and accepting feedback as well as surveying staff and customers throughout the process. Some of these external partners may include VOICES Youth Program, Workforce Innovations and Opportunity Act (WIOA), and Napa Valley College.

VOICES Youth Program, which is a program of On the Move, has a Youth Engagement Model which has proven that empowering youth to design and lead the programs meant to meet their needs results in better outcomes. This organization may be able to provide participants assistance in developing or improving our Welfare-to-Work programs.

WIOA program has an already developed youth-based program to improve jobs skills and lead into higher quality jobs and careers. As another employment-based program, our program goals are aligned in a way that there is mutual benefit in assisting those that qualify for both programs.

Napa Valley College (NVC) currently has a CalWORKs program on campus. While working with this program and encouraging more collaboration, Napa seeks to encourage Welfare-to-Work participants to engage in education and/or skill building courses to further their ability in becoming self-sufficient.

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

Technical assistance will not be needed to implement and achieve this goal. Napa will continue to seek out promising practices in this area as well as work directly with counties that show positive results in this category.

Specific training identified as needed for these strategies include:

- How to assist customers in applying for scholarships, college applications, and financial aid
- DocuSign or e-signature-based program training
- Policy Update trainings"

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

The one identified barrier to this goal is the number of young child exemptions that this population has in comparison to our over 35 years old age group. To mitigate this, Napa County will invest attention into our exemption volunteer program. Napa County has identified a max number of families that can be served in the CalWORKs Home Visiting Program due to the current allocation. Napa County is not currently at max capacity in our CalWORKs Home Visiting Program and therefore will continue to outreach to reach capacity as a means of engaging families who are pregnant or have young children and often qualify for the young child exemption.

Furthermore, Napa County will need to conduct more research on what activities or services will gain the interest of exempt individuals to become volunteers to be successful in gaining more volunteers.

To mitigate any barrier, all strategies will be designed to be flexible and piloted so that as more information is gained or as results are not obtained, there is an easy ability to pivot into a new direction. This may include developing new strategies and/or training staff in different areas.

With consistent performance monitoring this will allow for Napa County to identify when strategies are not showing positive improvement.

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.

A strategy plan / action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 1% every 3 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented.

Section 2: Peer Review

Peer county/ counties selected for collaboration and consultation:

Marin

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

Peer review has provided Napa County with a support system that has encompassed all aspects of the Cal-OAR process thus far. Napa County, working collaboratively with Marin County, has continued to meet on a regular basis to discuss not only individual county activities, but to confer around the process including things such as process expectations, understanding intentions of Cal-OAR segments, as well as discussing means of organizing and developing the overall course of action.

Additionally, Napa County has been able to provide support in CalWORKs and Welfare-to-Work program areas that may be utilized by Marin County in moving forward to develop better processes. Likewise, Marin County has provided Napa with invaluable information on processes that have allowed for Napa to continue to develop improvements in the CalWORKs and Welfare-to-Work programs. This collaboration between the counties, identified by the peer review process, has benefitted the Cal-OAR process as well as has benefits outside of the Cal-OAR process.

2. Discuss steps taken to conduct peer review.

Peer review has provided Napa County with a support system that has encompassed all aspects of the Cal-OAR process thus far. Napa County, working collaboratively with Marin County, has continued to meet on a regular basis to discuss not only individual county activities, but to confer around the process including things such as process expectations, understanding intentions of Cal-OAR segments, as well as discussing means of organizing and developing the overall course of action.

Additionally, Napa County has been able to provide support in CalWORKs and Welfare-to-Work program areas that may be utilized by Marin County in moving forward to develop better processes. Likewise, Marin County has provided Napa with invaluable information on processes that have allowed for Napa to continue to develop improvements in the CalWORKs and Welfare-to-Work programs. Information received from Marin County includes ways to strengthen Welfare-to-Work Leadership Meetings, information on how to strengthen Welfare-to-Work induction training, and new methods for providing sanction outreach to assist in our sanction resolution measures which may also impact our overall sanction rate.

This collaboration between the counties, identified by the peer review process, has benefitted the Cal-OAR process as well as has benefits outside of the Cal-OAR process.

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

During the peer review, our peer counties were able to discuss some implementation ideas within some of the already identified strategies. Additionally, a strategy that has had success in our peer county was identified as an action step idea for Napa County. Communication and the need to improve and increase communication became a significant part of the overall discussion. This discussion led to how both internal and external communication and sharing of program knowledge would help improve our overall effectiveness in our programs that could lead to improvement in our performance areas.

No action items were identified.

Section 3: Target Measure Summary

Goal 1: Increase Sanction Resolution Rate to 10% from 4%., Review using Cal-OAR data & CalSAWS reports improving by 0.7% every 3 months within 2 years (for a total of a 5.6% improvement).

Performance Measure: Sanction Resolution Rate

Baseline Result: 4%

Cal-SIP Start Time:	Progress Report #1:	Progress Report #2:	Cycle End Date:
5/1/2024	5/23/2025	6/26/2026	6/30/2026

Strategies, Action Steps, and Tracking Improvement:

Strategy 1 – Develop Sanction Outreach Team and Increase Outreach

Action Steps:

- Identify key members of the sanction outreach team and their role.
- Develop plan for number of contacts and home/field visits within a given timeframe.
- Develop re-engagement plan with CalWORKs home visiting provider.
- Develop policy for CW Eligibility Workers to provide sanction curing information.
- Review for development of participant incentives.

Strategy 2 – Develop Induction and Ongoing Staff Training Plan for Eligibility and Employment Services Staff

Action Steps:

- Cross train Employment Services and Eligibility staff.
- Identify and provide barrier removal identification training(s).
- Increase quality assurance reviews and develop refresher trainings based on review outcomes.

Strategy 3 – Research Sanction Population

Action Steps:

- Begin collecting racial/ethnic, age, and demographic data on sanctioned individuals to further support programmatic decisions.

- Survey sanctioned individuals to identify reasons customers are sanctioned.
- Survey individuals leaving sanction as to what motivated them to participate again.

Strategy 4 – Increase inter-departmental communications

Action Steps:

- Include CW eligibility staff on internal Multi-Disciplinary Team (MDT) meetings.
- Enhance topics and agenda items for quarterly CW/WTW staff meetings.
- Evaluate current communication flow between eligibility and employment services to identify where improvement is needed.

Tracking Improvement:

A strategy plan/action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 0.7% every 3 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented.

Goal 2: Decrease Rate of Program Reentries after Exits with Earnings to 9% from 12%, Review using Cal-OAR Data and CalSAWS Reports improving by 0.5% every 6 months within 3 years (for a total of a 3.0% improvement)

Performance Measure: Rate of Program Reentries after Exits with Earnings

Baseline Result: 12%

Cal-SIP Start Time:	Progress Report #1:	Progress Report #2:	Cycle End Date:
5/1/2024	5/23/2025	6/26/2026	6/30/2026

Strategies, Action Steps, and Tracking Improvement:

Strategy 1 – Enhance Job Retention Services

Action Steps:

- Assign Job Coach to retention cases.
- Increase number and frequency of contacts by Job Coach or case manager throughout retention period.
- Develop Job Retention workshops, including Financial Literacy.
- Enhance County website to include easily accessible resources for customers.
- Research Wrap Around Service concepts and how to Incorporate into Job Retention.

Strategy 2 – Research Customer Reasons for Returning to Aid

Action Steps:

- Develop data collection process to track reasons customers return to aid and length of time off aid.
- Begin collecting racial/ethnic, age, & demographic data to further support programmatic decisions.

Strategy 3 – Develop a CalWORKs Post Aid Support Group

Action Steps:

- Identify facilitator, target audience, schedule, and topic items for support group.
- Implement outreach to post aid customers.

Strategy 4 – Implement Long Term Goal Planning (Individualized Plans) for CalWORKs Post Aid Customers

Action Steps:

- Develop policy for completion of assessments at periodic intervals.
- Develop a Long-Term goal Individualized planning document.

Tracking Improvement:

A strategy plan/action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review

all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 0.5% every 6 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented.

Goal 3: Increase Engagement Rate to 67% from 54%, Review using Cal-OAR Data & CalSAWS Reports increasing by 1.0% every 3 months within 3 years

Performance Measure: Engagement Rate

Baseline Result: 54%

Cal-SIP Start Time:	Progress Report #1:	Progress Report #2:	Cycle End Date:
5/1/2024	5/23/2025	6/26/2026	6/30/2026

Strategies, Action Steps, and Tracking Improvement:

Strategy 1 – Increase usage of technology in the Welfare-to-Work Program

Action Steps:

- Implement usage of DocuSign or e-signature-based program.
- Increase availability and usage of virtual meetings and appointments.
- Develop self-paced, non-instructor led job readiness workshops.
- Provide additional resource information on County Website and outreach access to these materials.

Strategy 2 – Increase Work Experience and Subsidized Employment placements

Action Steps:

- Study barriers to customers participating in Work Experience or Subsidized Employment to review for program changes.
- Collaborate with the Workforce Innovation and Opportunity Act (WIOA) youth program.

Strategy 3 – Obtain stakeholder feedback from individuals under 35 years old

Action Steps:

- Collaborate with Voices Youth Program (CBO) to obtain youth voice in program design.
- Survey customers or create focus groups to determine what will encourage individuals under 35 to participate.

Strategy 4 – Increase collaboration with Napa Valley College

Action Steps:

- Implement tours of the community college with participant(s) and the Employment Services Worker.
- Conduct on-site meetings at the community college with participant to increase comfort at community college.
- Train Employment Service Workers to be able to assist in applying for scholarships, college applications, and financial aid.

Tracking Improvement:

A strategy plan / action step spreadsheet will be developed to list all action steps needed, who will take the lead in implementing the action step, who will be assisting in the implementation process and timelines for implementation.

The Cal-OAR analyst will conduct monthly meetings with the Cal-OAR team to review all data surrounding the implementation of each action item and ensuring that implementation is on track.

While setting a target to increase our resolution rate by 1% every 3 months, this is an average percentage increase. Therefore, we anticipate lower than expected improvement in the beginning, as strategies are implemented.