

# CalWORKs County System Improvement Plan (Cal-SIP) Report

**County: Humboldt**

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# Executive Summary

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

The goal of CalWORKs is self-sufficiency, by connecting clients with ongoing community supports, providing meaningful employment opportunities, removing barriers, and supporting education. The hope is families will be successful in achieving their self-sufficiency goals. Humboldt chose performance measures to directly support these program goals.

**Post-CalWORKs Employment Rate:** Focus group participants were in favor of considering this performance measure and had several suggestions regarding post-aid supports believed to be of assistance in retaining employment stability. The data suggests there may be opportunity to consider efforts to increase long-term (one year later) post-CalWORKs Employment Rates for the Hispanic and Native American/Pacific Islander populations as compared with the Asian, Black, and White populations.

**Wage Progression:** Successful efforts to increase wage progression has the potential to reduce recidivism but more importantly also has the potential to improve family well-being by increasing economic stability. Efforts to help families increase wage progression may help female clients who, the data shows, are more likely to stay in lower paid employment longer than their male counterparts. The data shows female clients have much lower median earnings upon entry to CalWORKs, as well as, two and four quarters after exit as compared to their male counterparts.

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

Humboldt county seeks to improve their performance by implementing the following strategies:

### *Post-CalWORKs Employment Rate*

Goal 1: Improve the performance measure related to Post-CalWORKs Employment Rate through implementation of Strategy 1: Adopt Welfare-To-Work (WTW) exit planning process (With 3 Action Steps); and Strategy 2: Develop and link clients to post aid supports (With 4 Action Steps); and,

### *Wage Progression*

Goal 2: Improve the performance measure related to Wage Progression through Strategy 1: Increasing client knowledge of career pathways (With 4 Action Steps); and Strategy 2: Strengthening supports for clients that encourage the ability to successfully engage in promotional opportunities (With 5 Action Steps).

## **Introduction**

The CalWORKs Outcome 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**

The Cal-OAR team consisting of the CalWORKs Program Manager, Welfare-to-Work (WTW) Program Manager, three Staff Services Analysts, and a WTW Supervisor started the Cal-SIP by analyzing the Cal-CSA and information gathered from collaborators and partners to determine what focus areas were the most discussed to show the most interest and importance and what were potentially achievable within the Cal-SIP timeline. The team ranked the performance measures and held meetings to narrow them down. A draft Cal-SIP was developed using initial goals, strategies, and action steps for the chosen areas. This was refined in meetings by rewriting goals, strategies, and action steps and looking at the goals through an equity lens to determine where there could be a meaningful equity focus. The draft Cal-SIP was provided first to Imperial County with peer review conducted virtually over two days in September 2023. Feedback was reviewed and the draft Cal-SIP was refined. Peer review with Mendocino County was held over two days in October 2023 reviewing the draft Cal-SIP. After peer review, meetings were scheduled each week with the Cal-OAR team. The Cal-SIP was revised through discussion using peer counties feedback. The revised draft Cal-SIP was presented to the Social Services management team and then to Employment and Training Workers to inform these groups of the effort. Employment Training (ET) was involved in discussions to consider action steps where ET staff would be involved. Weekly SIP meetings were conducted in November. The team used the Road Map tool to further explore and review strategies and action steps and drafted content for the remaining Cal-SIP tabs.

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

In the past, the County put a plan in place to use Pay for Performance incentives to encourage services with Community Based Organizations (CBO). Services were mainly located in Eureka, so effort was made to expand services to outlying areas to mitigate transportation barriers. There was outreach to sanctioned clients to increase engagement. The County developed satellite offices based on community need. The County contracted with Exemplar for several years to track data and inform ETWs on metrics to improve service delivery. WTW focused on WPR by pushing various process changes over the years in an attempt to meet federal requirements. Ultimately, Humboldt pivoted and was an early adopter of CalWORKs 2.0 participating in the pilot and the goal-achievement framework was incorporated into all aspects of WTW. Humboldt began offering incentives to clients for achieving goals. New ETW training was revamped by developing resources and training materials to support ETW learning and service delivery. Humboldt participated in the Innovation Initiative with Mathematica to learn how to be nimbler in decision making and program improvement. Employment Training was merged into the Social Services Branch (SSB) and Housing, Outreach and Mobile Engagement (HOME) was co-located on the SSB campus to improve service integration. The evolution from paper-based case files and physical paperwork to system-based and electronic forms caused WTW to review processes and paperwork leading to the elimination and integration of approximately 100 forms. Given flexibilities with good cause in response to the COVID-19 pandemic the County largely moved from sanctions to good cause.

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

The County entered into a contract with the Humboldt Network of Family Resource Centers and developed a regional office in McKinleyville, Rraninou'Waduk, The Center. Development of training modules and efficiencies in processes and paperwork improved ETW training and service delivery. Training resources were used to write task guides for staff to standardize process and data entry aligning processing between WTW units. The merger of ET into SSB and the co-location with HOME to the same campus allowed for further development and streamlining of service integration. The shift to goal-achievement and usage of good cause flexibilities has led to worker-reported improved client relationships. Exemplar did not get widely embraced but encouraged usage of data for program decisions. The ability to use data metrics and initiatives to innovate laid the groundwork for the County embracing Cal-OAR and Continuous Quality Improvement.

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

Department of Health and Human Services:

Vision: People helping people live better lives.

Mission: To reduce poverty and connect people and communities to opportunities for health and wellness.

# 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.**

Humboldt selected the Employment and Wage Progression programmatic grouping of performance measures, specifically, Post-CalWORKs Employment Rate and Wage Progression. Opportunities to increase the performance measures are anticipated as Humboldt is positioned to see an influx in higher paying jobs when several high-profile economic development projects come to fruition. Additionally, the data indicates that while the county is split nearly evenly between males and females, females are overrepresented in CalWORKs by a large margin - 89% - to males 11%. By improving Wage Progression for all CalWORKs participants, Humboldt can have an impact on gender equity. Post-CalWORKs Employment Rate is another area where Humboldt is well positioned to offer current educational opportunities to participants through connection with local colleges and SB 1232 which encourages WTW participation in educational pursuits. These efforts will support anticipated job growth. The data suggests there may also be opportunity to increase long-term (four quarters) post-CalWORKs Employment Rate for Hispanic and Native American/Pacific Islander populations.

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

Yes, partners and collaborators were in favor of considering the Employment and Wage Progression programmatic grouping of performance measures and had many concrete suggestions regarding post-aid supports believed to be of assistance in retaining employment stability. Focus groups discussed performance measures, including Employment and Wages and found the following:

- Clients now have more support with their educational goals, including trades, which could lead to increases in this area.
- There are jobs available in the community, but many are not being filled. Perhaps there are contextual factors which need to be explored or other remote income possibilities.
- Wage Progression may have been impacted due to increased Unemployment Benefits, stimulus payments, eviction protections, and rental subsidies. Employers also raised wages to attract staff, which may have led to higher reported incomes, although Humboldt wages are lower than statewide affecting median comparisons.

- Wages in Humboldt are low but there are opportunities for higher wages in healthcare and government. The county should support increasing clients' abilities to attract higher wages.

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

Humboldt has determined all performance measures are interconnected and focus on certain measures may positively or negatively impact other measures. Efforts to increase Post-CalWORKs Employment Rate should work to reduce Rate of Reentries After 12 Months as WTW will be offering post-aid support and connecting clients to community resources. However, increasing retention services will also increase workload and the length of time cases are held by ETWs which could negatively impact measures such as OCAT/Appraisal Completion Timeliness Rate. Humboldt will need to take care to observe changes in all measures and effects to workflow to determine impacts across the program adjusting where needed.

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

Humboldt is developing an Excel tracking sheet to track implementation strategies and timelines. A survey will be provided to staff to determine what program supports and strategies are currently in use and what they know to be available in the community at the outset and periodically to measure progress over the SIP implementation timeframe. Utilization of CalSAWS ad-hoc reports to measure degrees of change are being looked into including tracking specific associated activities. State-supplied data reports will be analyzed to determine if there is an increase to the percentage over time for the specific performance measures listed.

## Part 2: Goal-level Descriptions

**Goal 1:** Increase Post-CalWORKs Employment Rate to 38% from 36%. Review using state-supplied data reports improving by 1.0% every 12 months within 2 years (for a total of a 2.0% improvement).

**Strategy 1:** *Adopt Welfare-To-Work (WTW) exit planning process.*

**Strategy 2:** *Develop and link clients to post aid supports.*

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

Humboldt's Cal-OAR Team considered all of the programmatic groupings of performance measures carefully weighing the pros and cons of each and considering the input of partners and collaborators in making a decision. Partners and collaborators viewed this performance measure as important to the mission on CalWORKs as a division supporting families in achieving goals to reduce recidivism. They also provided concrete suggestions on improvement strategies.

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

Post-Employment Wage Progression was selected as having the most impact on CalWORKs families. Linking families to services post-aid through ET is value-added to the services CalWORKs already provides. Additionally, partners and collaborators identified areas of growth in planning for families exiting aid to bolster and smooth the transition into the community.

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

The Cal-OAR team reviewed literature around chosen performance measures to support and inform our equity goal to target services to the female population to improve employment retention and progression of wages for this population. Gender inequity in employment is a nationwide issue and the Cal-OAR team found current literature and programs designed to bring light to and address the disparity.

Humboldt has several large infrastructure projects on the horizon including an on-shore fish farm and off-shore wind farm. Employment in these fields and prospects in supporting industries could support CalWORKs clients in securing long-term employment with promotional opportunities.

[Monitoring Outcomes for Los Angeles County's Pre- and Post- CalWORKs Leavers: How Are They Faring?](#)

Center on Poverty and Inequality - Georgetown Law: [More Lessons Learned From 50 Years of Subsidized Employment Programs: An Updated Review of Models](#)



[US Department of Labor Awards \\$1.3M Grant to State of Illinois to Accelerate Gender Equity, Inclusion in Infrastructure Workforce](#)

[New TANF Employment Outcomes Rules: What States Should Know](#)

Tools For Building An Equitable Infrastructure Workforce: Gender Equity Strategies as a Model a US Dept of Labor Women's Bureau September 2023 by Elyse Shaw states "Women are vastly underrepresented in critical infrastructure fields such as manufacturing, construction and clean energy. Research also shows that there are pay disparities for women in these fields, and for some, particularly women from underserved communities, these pay disparities can be significant."

"Additionally, the construction, manufacturing, and clean energy industries need to rapidly hire a skilled workforce across the United States."

"Women are severely underrepresented and underserved in the construction, manufacturing, and clean energy sectors. Despite being almost 50% of the workforce, women make up only 10.9% of the construction workforce – with only 4.2% of those working in skilled construction trades occupations – and 29.3% of the manufacturing workforce. Moreover, women in construction and manufacturing are overrepresented in lower-wage occupations. In order to meet the workforce demands, workforce development plans must center equity for all women. Advancing equity in these jobs requires partnerships, intentional investments in workforce development, and a commitment to diversity, equity, inclusion, and accessibility (DEIA) at all levels."

[Tools For Building An Equitable Infrastructure Workforce: Gender Equity Strategies As A Model](#)

The Fiscal Responsibility Act of 2023 (FRA) requires implementation of a pilot program to promote accountability by measuring employment and earnings outcomes as well as additional indicators of family stability and well-being for TANF recipients. The two goals Humboldt has chosen, Post-CalWORKs Employment Rate and Wage Progression align with two of the proposed measurements for the pilot program. If California is chosen as a pilot state with the proposed measurements, Humboldt will be well positioned for this effort through early implementation of strategies to support these measurement areas.

[Request for Information: Temporary Assistance for Needy Families \(TANF\) Implementation of Sections 302 and 304 of the Fiscal Responsibility Act of 2023](#)

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

This work on the Post-CalWORKs Employment Rate is encouraged by ET and will be partially implemented by that DHHS division. Employment development is a function of ET and CalWORKs will rely on their support in developing subsidized employment opportunities. Staff, during focus groups, identified strategies to better align with newer generational thinking and habits, connecting clients to support groups and peer

coaches, expanding retention services, implementing new exit strategies, and leveraging partner programs. Community based organizations, such as, Family Resource Centers already assist in supplying supports to families and will be informed of the CalWORKs strategy and goals to bolster post-aid services.

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

Joint training for CalWORKs and ET staff is needed to increase communication and align strategies. Training by divisions on each other's programming is also required. Staff will need training on supports post-aid, and methods of linking clients to those supports, as well as, exit planning.

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

Staffing issues may interfere with the ability to increase efforts at exit planning. The county is currently attempting to change the method of hiring to increase employment rate. A process for linking post-aid families to ET has not yet been developed and will require ongoing discussions between divisions. Encouraging reluctant clients to engage in subsidized employment opportunities. Marketing subsidized employment as a dynamic training opportunity may increase participation and lead to more post-CalWORKs employment. Internal client surveys may be used to identify barriers to participating in, or accessing, subsidized employment.

**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.**

CalWORKs will manually track clients linked to ET for post-aid services and followed to determine if the client subsequently returns to cash aid. CalWORKs tracks subsidized employment participants in ClientTrack software that will be used to determine if increases occur over time. WTW staff will manually track clients having received WTW exit planning to determine if the client subsequently returns to cash aid.

**Goal 2:** Increase Wage Progression 2% (\$5,980) from 0% (baseline at \$5,863 quarterly average). Review using state-supplied data reports improving by 1.0% every 12 months within 2 years (for a total of a 2.0% improvement).

**Strategy 1:** *Increase client knowledge of career pathways.*

**Strategy 2:** *Strengthen supports for clients that encourage the ability to successfully engage in promotional opportunities.*

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

Wage progression, in concert with post-CalWORKs employment rate, was chosen in consultation with our partners and collaborators as a way in which to support families to increase economic stability and decrease the potential for returning to cash aid. Efforts to increase wage progression has the potential to reduce recidivism but more importantly also has the potential to improve family well-being by increasing economic stability. Also, inflation is outpacing wages and Humboldt hopes to narrow that gap. Increasing wage progression may additionally help mothers who, the data shows, are more likely to stay in lower paid employment longer than their male counterparts. The majority of the CalWORKs population are female even though Humboldt County demographics indicate approximately one half the population is female.

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

These strategies support the mission of CalWORKs in promoting self-sufficiency. Humboldt is committed to furthering equity by having created a department dedicated to diversity, equity, and inclusion. In addition, the county has created a racial equity strategic plan. Increasing wage progression aligns with Humboldt's goal achievement framework that opens doors to connect clients to careers as opposed to jobs. SB 1232 which encourages clients to pursue higher education also aligns with these improvement strategies: wage progression, career pursuit, and higher-paid employment with promotional opportunities. Humboldt has some exciting economic opportunities that may also play into wage growth. Staff are particularly interested in focusing on wage progression to better support clients once aid ends.

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

The Cal-OAR team reviewed literature around chosen performance measures to support and inform our equity goal to target services to the female population to improve employment retention and progression of wages for this population. Gender inequity in employment is a nationwide issue and the Cal-OAR team found current literature and programs designed to bring light to and address the disparity.

Humboldt has several large infrastructure projects on the horizon including an on-shore fish farm and off-shore wind farm. Employment in these fields and prospects in supporting industries could support CalWORKs clients in securing long-term employment with promotional opportunities.

[Monitoring Outcomes for Los Angeles County's Pre- and Post- CalWORKs Leavers: How Are They Faring?](#)

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[Request for Information: Temporary Assistance for Needy Families \(TANF\) Implementation of Sections 302 and 304 of the Fiscal Responsibility Act of 2023](#)

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

DHHS Employment Training (ET) has already committed to assisting CalWORKs families through the assessment process and the subsidized employment process. During the planning phases ET will be invited for input, training needs, and implementation on promulgating career pathways particularly with promotional opportunities. CalWORKs may look to partners and collaborators such as the Workforce Development Board, the Employment Development Department, Local Higher Educational Institutions, Community Education, Humboldt County Economic Development, and Labor Unions for local and regional opportunities to identify the latest career opportunities and positions that offer promotional advancement.

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

Staff will need education and training on labor market information and how to identify opportunities uniquely accessible to the CalWORKs target population. There may be a need to train staff on outreach as it applies to particular groups of people. Staff may need support in training on technology and software usage. Training may be needed on appropriate community supports for families that would assist to help lay the foundation for successful wage progression.

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

Staffing issues may interfere with the ability to increase efforts at training positions on career pathways and developing client capacity to seek promotional opportunities. Increasing retention services may increase caseloads. Humboldt is recruiting to fill positions allocated in the current budget cycle to ensure caseloads are reduced or are at least stable. The county is currently working to change the method of hiring to increase its own employment rate. A planning process with DHHS-Employment Training has not yet been determined and needs to be developed rapidly to train staff and implement. Encouraging clients to engage in career pathways and promotional opportunities may be difficult if in the early stages of the goal-achievement framework clients are unable to sustain executive functioning and career planning. Mitigation efforts include meeting clients "where they are" and layering on skills to develop client capacity.

**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**

Humboldt plans to use PDSA: Plan, Do, Study, Act to continuously evaluate strategies and make adjustments. There will be regular meetings between partners and collaborators with the intent to develop plans that will include project leaders and methods to ask questions during supervision to determine if processes are implemented and the results. The results will be communicated back during the regular standing meetings and data compared to performance measure outcomes. Data will be gathered from partners and in-house to identify compliance with action steps over which each have authority. Adjustments will be considered consistent with the aims of each strategy.

## **Section 2: Peer Review**

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

- Imperial
- Mendocino

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

The peer review process provided valuable insight into our Cal-SIP by providing an alternative viewpoint from those knowledgeable about the program outside of Humboldt. The Cal-OAR Team was able to glean suggestions and best practices from peer counties. In one instance a SIP strategy was reevaluated and removed, moving the ideas behind the strategy to other strategies and action items. The Cal-OAR Team learned new ways to use funding and found areas where we shared common program processes and struggles. At times discussions were philosophical in nature about the intent of program services and how to achieve program goals. Hearing different perspectives informed how the SIP was designed.

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

When Humboldt was thinking of peer review county partner selection it was thought a similar county in size, demographics, and geography would be advantageous. Mendocino was thought of as an appropriate peer review partner due to these similarities and networking in Cal-OAR meetings leading up to peer review selection. Imperial County approached Humboldt requesting to be a peer county. Imperial shares similar characteristics (size, rural, transportation concerns) to Humboldt and the hope was they would offer a new perspective on program design, management, and philosophy that could be of benefit as Humboldt had not partnered with them in the past. They are in a different part of the state with their own unique strengths and challenges. The host county created an agenda and PowerPoint to share with the peer county for each peer review. Two days were set aside: one to act as host county with the second day to act as peer county. The meetings were scheduled for five hours and were performed virtually. The host county would share a PowerPoint going over their data and SIP goals, and the peer county would provide feedback.

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

After reviewing the hosts county PowerPoint, the peer county provided general observations and specific suggestions. Information was shared after the peer review process which opened communication channels for continued information sharing. Observations by Humboldt's host counties included information on retention and contracting expanded subsidized employment. Specific suggestions were to combine some of the action items that seemed redundant or even fold some into other strategies.

One suggestion was to create a resource list to share with clients for post aid support. Another was to train staff to perform an exit interview. One suggestion was to perform surveys six and twelve months after cash aid discontinuance to gather data on post-CalWORKs employment. Another was to create a list of pay scales for occupations to provide to clients when making decisions related to promotional opportunities.



## Section 3: Target Measure Summary

**Goal 1:** Increase Post-CalWORKs Employment Rate to 38% from 36%. Review using state-supplied data reports improving by 1.0% every 12 months within 2 years (for a total of a 2.0% improvement).

**Performance Measure:** Post-CalWORKs Employment Rate

**Baseline Result:** 36%

<b>Cal-SIP Start</b> Time: 05/01/2024	<b>Progress Report #1:</b> 05/09/2025	<b>Progress Report #2:</b> 06/12/2026	<b>Cycle End Date:</b> 06/30/2026
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### Strategies, Action Steps, and Tracking Improvement:

**Strategy 1:** Adopt Welfare-To-Work (WTW) exit planning process.

#### *Action Steps:*

- Survey staff on current WTW exit planning.
- Survey clients on what would support them upon exit from WTW.
- Develop resources and processes to support conversations with clients regarding exit planning.

**Strategy 2:** Develop and link clients to post aid supports.

#### *Action Steps:*

- Identify current WTW retention services and current post aid supports.
- Identify post aid supports to meet the needs of Hispanic and Native American/Pacific Islander populations.
- Involve DHHS-Employment Training (ET) in developing additional WTW retention services and post aid supports.
- Implement expanded WTW retention services and internal and external post aid supports.

### Tracking Improvement:

CalWORKs will manually track clients linked to ET for post-aid services and followed to determine if the client subsequently returns to cash aid. CalWORKs tracks subsidized employment participants in ClientTrack software that will be used to determine if increases occur over time. WTW staff will manually track clients having received WTW exit planning to determine if the client subsequently returns to cash aid.

**Goal 2:** Increase Wage Progression to 2% (\$5,980) from 0% (baseline at \$5,863 quarterly average). Review using state-supplied data reports improving by 1.0% every 12 months within 2 years (for a total of a 2.0% improvement).

**Performance Measure:** Wage Progression

**Baseline Result:** 0% (\$5,863)

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

**Strategies, Actions Steps, and Tracking Improvement:**

**Strategy 1:** Increase client knowledge of career pathways.

*Action Steps:*

- Review current processes and opportunities to expand understanding of career pathways.
- Meet with program partners to develop plan to increase knowledge of career pathways.
- Reinforce staff ability to explore career pathways with clients.
- Use technology to promote career pathways.

**Strategy 2:** Strengthen supports for clients that encourage the ability to successfully engage in promotional opportunities.

*Action Steps:*

- Develop and bolster connections to behavioral health supports and services.
- Increase offerings that target clients' capacity to take advantage of promotional opportunities.
- Use a variety of modalities to support access to services.
- Connect clients to community supports to grow social network.
- Develop unique supports for female clients to encourage career growth.

**Tracking Improvement:**

Humboldt plans to use PDSA: Plan, Do, Study, Act to continuously evaluate strategies and make adjustments. There will be regular meetings between partners and collaborators with the intent to develop plans that will include project leaders and

methods to ask questions during supervision to determine if processes are implemented and the results. The results will be communicated back during the regularly standing meetings and data compared to performance measure outcomes. Data will be gathered from partners and in-house to identify compliance with action steps over which each have authority. Adjustments will be considered consistent with the aims of each strategy.