



# County of San Mateo

## Inter-Departmental Correspondence

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**Department:** HUMAN SERVICES AGENCY

**File #:** 23-1018

Board Meeting Date: 12/12/2023

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**Special Notice / Hearing:** None  
**Vote Required:** Majority

**To:** Honorable Board of Supervisors  
**From:** Claire Cunningham, Director, Human Services Agency  
**Subject:** Cal-OAR System Improvement Plan

**RECOMMENDATION:**

Adopt a resolution authorizing a System Improvement Plan for the period of December 2023 to June 2026, a component of the CalWORKs Outcomes and Accountability Review mandated under Senate Bill 89.

**BACKGROUND:**

California Work Opportunity and Responsibility to Kids (CalWORKs) is a public assistance program that provides cash aid and services to eligible families that have a child(ren) in the home. The program serves all 58 counties in the state and is operated locally by county welfare departments.

The purpose of CalWORKs Outcomes and Accountability Review (Cal-OAR) is to establish a local, data-driven program management system that facilitates continuous improvement of county CalWORKs programs by collecting, analyzing, and disseminating outcomes and best practices. Cal-OAR is designed to promote critical reflection of the CalWORKs program in order to better engage CalWORKs clients.

Cal-OAR consists of three main components: performance measures, a CalWORKs county self-assessment process, and a county CalWORKs system improvement plan (Cal-SIP), including a peer review component. The process of engaging these components is called Continuous Quality Improvement (Cal-CQI).

As an administrator of the CalWORKs program, the Human Services Agency (HSA)'s, Employment Services (ES) branch recently engaged in Cal-CQI, resulting in a Cal-SIP report.

As part of the Cal-SIP plan, ES reviewed available data to identify trends as they relate to the Cal-OAR performance measures to further examine the current CalWORKs Welfare to Work (WTW) program, its services and supports, and strategies to enhance employment services to the community. In addition, ES contracted with Public Consulting Group (PCG) to facilitate focus group

interviews and the Peer Review as part of the County's Cal-OAR process and SIP plan. ES, as well as PCG's reports regarding findings/themes identified during the focus groups and peer reviews were reviewed to assist in identifying the strategies to focus on to achieve our goal of improving engagement rates for the Cal-SIP report.

The results of this Cal-SIP identified a goal for the next two years, which is to increase the client engagement rate from 12% to 20%, which is in alignment with the Statewide average. Five strategies with action steps have been identified within the report to meet these goals, which include additional staff training, improving partnerships, improving data collection to understand underserved populations, increasing client access to services, and refining the process and guidance when utilizing appraisal tools to provide an in-depth look at client strengths and barriers to employment.

**DISCUSSION:**

The Cal-SIP has been reviewed and certified by the California Department of Social Services (CDSS). HSA recommends the Board approve the SIP as required by CDSS.

County Attorney has reviewed and approved the resolution as to form.

**FISCAL IMPACT:**

There is no fiscal impact associated with the System Improvement Plan.