

RESOLUTION No. 24-191

OF THE BOARD OF SUPERVISORS OF THE COUNTY OF NEVADA

RESOLUTION APPROVING AND ACCEPTING THE CALWORKS SYSTEM IMPROVEMENT PLAN (CAL-SIP) REPORT

WHEREAS, the CalWORKs Welfare to Work (CW WTW) Program provides support to families receiving cash assistance so they can attain self-sufficiency through job and skills training, subsidized employment and other services and supports to provide stabilization to the family; and

WHEREAS, California Outcomes and Accountability Review (Cal-OAR), established by CA Welfare and Institutions Code section 11523, is a new data-driven program that facilitates continuous improvement of county CW WTW programs by collecting, analyzing, and disseminating outcomes and best practices; and

WHEREAS following an extensive assessment of our program, the State requires a System Improvement Plan be created and implemented and approved by the Nevada County Board of Supervisors.

NOW, THEREFORE, BE IT HEREBY RESOLVED by the Board of Supervisors of the County of Nevada, State of California, that the CalWORKs System Improvement Plan (Cal-SIP) Report be and hereby is approved, and that the Chair of the Board of Supervisors be and is hereby authorized to accept the report on behalf of the County of Nevada.

PASSED AND ADOPTED by the Board of Supervisors of the County of Nevada at a regular meeting of said Board, held on the 14th day of May 2024, by the following vote of said Board:

Ayes: Supervisors Heidi Hall, Edward C. Scofield, Lisa Swarthout,
Susan Hoek and Hardy Bullock.

Noes: None.

Absent: None.

Abstain: None.

Recuse: None.

ATTEST:

TINE MATHIASSEN

Chief Deputy Clerk of the Board of Supervisors

By: 


Hardy Bullock, Chair

CalWORKs System Improvement Plan (Cal-SIP) Report

County: Nevada

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Executive Summary

1. Please summarize the performance measures selected for improvement.

Sanction Resolution Rate

In partnership with both internal and external collaborators, the County of Nevada Social Services has identified a specific performance measure for enhancement during the CalWORKs Outcomes and Accountability Review (Cal-OAR) Cycle spanning from July 2021 to June 2026. The chosen focus for improvement is the Sanction Resolution Rate.

Anticipating positive results, the county and Cal-OAR Team are committed to implementing and improving on technological advancements, customer incentives, and an equitable distribution of services. These strategic investments are envisioned to elevate customer service, consequently yielding improved sanction rates and outcomes for CalWORKs families in Nevada County.

The Cal-OAR Team will vigilantly monitor outcomes and data, aiming to not only enhance the Sanction Resolution Rate but also to identify and address any existing disparities. Furthermore, the team is dedicated to integrating services seamlessly to provide a comprehensive and streamlined experience for the benefit of all customers. Continuous assessment will guide the identification of additional opportunities for improvement throughout the implementation period.

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

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

Strategy 1: Review sanctioned caseload quarterly with the team to identify cases for possible sanction resolution. (With 3 Action Steps); Strategy 2: Improve Outreach and Engagement Efforts (With 5 Action Steps)

Nevada County will review our active and sanction caseloads quarterly and assign a worker to contact those customers in a sanction status to explain the benefits of the program and begin the re-engagement process. We will discuss our incentive policy with customers to continue to entice participation and we will use a whole person approach offering them other services and supports as necessary. We will also review our policy to determine if there are any additional incentives we can offer that may be useful in curing sanctions.

We will offer incentives to parents for attending Orientation, OCAT (Assessment Tool), and assessment sessions. Once assigned to these activities, customers are eligible for additional incentives upon participation in Job Readiness activities. Most Job Readiness activities are conducted with our contractor, Connecting Point, who also offers incentives. Since implementing our incentive policy, our attendance rate has increased by 10%.

We will also begin tracking the sanction rate among our Spanish speaking customers to ensure services are being offered and utilized equitably.

Nevada County has very strong partnerships and good processes in place to work with our customers. We are confident that by improving our Sanction Resolution Rate we will see increased positive outcomes for our customers.

Introduction

The 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

Nevada County assembled a group of core internal staff to complete the Cal-SIP. This group consisted of a program manager, a supervisor and two lead workers; these same staff were integral to completing the Cal-CSA, or county self-assessment. Other essential staff, such as social workers and eligibility staff participated as needed. We met twice a month beginning in September of 2023, after the final CSA was accepted. The purpose of these meetings was to complete the sections together, discuss approaches and plan for improvement strategies. We utilized this time to review peer feedback and the available data that informed the SIP. These meetings were opportunities to share, discuss, redirect our approach, or affirm we were on the right path to optimize our plan and goals. Core partners were engaged through meetings as needed to gather input and collaborate on strategies as well. Nevada County also participated in the support trainings and meetings that were offered by the State leading up to the due date.

2. Briefly describe past and current system improvement efforts.

In 2020, the Eligibility and Employment Team reorganized. Prior to the reorganization we had separate supervisors overseeing each program and then it was separated again by intake and continuing cases; this includes CalWORKs, Welfare to Work, Clerical, General Assistance, Medi-Cal, and CalFresh. Management created co-supervisor teams that included intake and continuing and promoted the concept of staff having a variety of program knowledge despite their assigned team. We cross-trained staff to increase our capacity by increasing our overall knowledge and skills across all programs. In addition, in 2020, we created a Training Team so that we can provide new staff training faster and more efficiently and offer continuous training to existing staff.

Prior to the Training Team, we were dependent on a contractor to offer our desired training, and this delayed new learner training and created a longer period of time before a new staff person could process cases and assist our customers efficiently.

Nevada County continues to run a robust and successful Housing Support Program. This program provides support to families so that they can maintain or find stable housing. We recognize without basic shelter a family's ability to engage in supportive services is a significant challenge. In FY 23-24 Nevada County supported 66 families with permanent housing and 43 families with transitional housing.

In February of FY 21/22 Nevada County implemented a new Incentive Policy. This was an attempt to motivate and engage customers. Although we see a high engagement rate overall, we adjusted our policy to include new activities to incentivize, and increased incentive amounts with the goal of increasing long-term engagement, decreasing recidivism, and reducing sanctions.

In FY 20/21 Nevada County implemented its first Home Visiting Program (HVP) in partnership with our Public Health Team; we have an MOU with our Public Health Department to deliver the direct services. We believe this is a crucial service as it provides in home support to our most vulnerable families who need extra services for their children to assist with family stability. We have served a small number of customers over the life of the program to date and believe this is in part due to COVID and Good Cause. We also had a declining CalWORKs caseload at the time HVP was implemented in Nevada County. Statewide, participation in HVP has been low, although for the families we have served it has been beneficial.

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

Since the reorganization of our team, we have been more nimble and able to train more staff in cash aid programs allowing us increased flexibility to address our customer's needs. The incentive policy started in February of 2021, which is also when we started sanctioning people. Although our engagement rate went up, we believe it may have to do with the threat of the sanction rather than the incentive. We continue to review the effectiveness of our incentive policy. Participation in HVP is low, as it is statewide, and we know customers staying engaged with the additional support from our visiting nurse has been beneficial.

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

N/A

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.

Selecting sanction resolution rate was determined using several considerations. This goal is attainable and a measure we believe we can improve with targeted strategies. Sanctions within welfare-to-work programs can have serious consequences for individuals and families, often leading to financial hardship. Many welfare-to-work programs are subject to compliance standards and regulatory requirements. A high sanction resolution rate is an indicator of a customer-centric CalWORKs 2.0 approach. Resolving sanctions promptly is essential for participants to maintain their eligibility and make progress towards self-sufficiency. The sanction resolution rate is a concrete and measurable metric. By selecting the sanction resolution rate as the goal for improvement we are prioritizing the well-being of program participants. This aligns with our mission to support families in their goals to self-sufficiency and overcoming barriers to employment.

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

Our partners are Connecting Point and Sierra College. Direct feedback from our partners and collaborators agreed Sanction Resolution Rate was an area of concern that should be focused on during this period using the available data. This measure will be an on-going priority for our county. Our partners did not have any additional priorities for this measure.

3. Describe any anticipated interactions with other measures.

The measures are connected, and we anticipate changes with other measures as there will be more engaged participants. We anticipate the following measures to be impacted primarily; Employment Rate: anticipated increase due to participation in WTW leading to employment, Sanction Rate: will decrease as reengagement increases, Engagement Rate: will increase as re-engagement increases: Childcare Access rate will increase as reengaging customers will need access to childcare, Ancillary Service Access Rate: there will be more participants in the program.

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

(List the process for monitoring data, including frequency of review and the data sources to be reviewed - this should include the Cal-OAR Data Dashboard but may also include other ad hoc reports, surveys with internal/external partners and current or former clients, or other methods of data collection, such as focus groups)

We will use information from the Cal-OAR Data Dashboard and we have created an internal Excel tracking spreadsheet. We will review the spreadsheet quarterly to evaluate ongoing progress and update the sanction caseload. We will collaborate with our team and partners to solicit feedback for further enhancement.

Part 2: Goal-level Descriptions

Goal 1

Increase Sanction Resolution Rate to 10% from 5%. Review using Data Dashboard improving by 2.5% every 12 months within 2 years (for a total of a 5.0% improvement).

Strategy 1: Review sanctioned caseload quarterly with the team to identify cases for possible sanction resolution.

Strategy 2: Outreach and Engagement Efforts

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

We employed a needs gap analysis to pinpoint measures performing below the statewide average. After identifying potential options, we concluded that sanction resolution rate is a measure where we can take actionable steps and track our progress.

2. What led the CWD to these improvement strategies?

Our peer reviews, as well as our partner meetings, helped guide our decision and our strategies for improvement. We brought our findings to the WTW team and collaboratively discussed and developed our tracking tool and customer outreach initiative.

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

Per information provided from CW 2.0, sanctioning is ineffectual. "Research shows that sanctioned recipients are often those who face the most barriers to employment and do not fully understand the sanctions process due to limited education, learning disabilities, or mental health problems Rachel Kirzner, TANF Sanctions: Their Impact on Earnings, Employment, and Health (Center for Hunger-Free Communities, Drexel University, March 23, 2015) Reforming CalWORKs Sanctions Can Better Support Children and Families April 2023, By Sara Kimberlin and Monica Saucedo." Some actions we will be implementing to reduce and avoid sanctions will include re-engaging monthly calls as staff time allows, explaining the sanction process thoroughly during the intake and providing training to intake staff. We will explore the continuation of exemptions and encourage the good cause as appropriate.

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

Connecting Point is our Employment Services/OCAT facilitator contractor and Sierra College is our local community college. We will develop a warm handoff procedure for when our partners, Connecting Point and Sierra College, encounter a participant who is currently sanctioned and expresses an interest in engaging with our program. We will also work with Connecting Point and Sierra College partners on how we can leverage our incentives policy to assist.

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

CWD will hold a refresher CW 2.0 training and highlight good cause and customer centric approaches. No technical assistance is needed currently.

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

One internal challenge is the increasing caseload size for the WTW social workers. We investigated additional staffing resources such as Interns, temporary staff, and an additional social worker. Our budget process is in progress, and we will know in June if we are able to add more staff resources. The proposed California Budget is also a threat to our programs and supportive services. Good cause being used liberally to re-engaged sanctioned participants has not been a focus and we will encourage using this practice. Transportation is an external barrier, and we will continue to offer virtual options to reengage in the program as appropriate, provide transportation benefits as appropriate, and we will provide additional education to customers of the public and community transportation opportunities.

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 spreadsheet has been created to track the sanctioned caseload for potential sanction resolution. We will use this as a tool to make progress in our sanction resolution rate by assigning these cases to staff to reengage customers. Lead staff members will review and assign out the cases. The Cal-OAR designated staff (One Program Manager, one Supervisor, and two Leads) will meet quarterly to review progress and discuss potential need for improvements or changes. This team will discuss if our rates have increased or decreased and use a CQI tool such as a Needs-Gap Analysis to help us identify any gaps. With our goal in mind of decreasing our sanction rate by 1% a year this team will meet every 6 months to evaluate our progress.

Section 2: Peer Review

Peer county/ counties selected for collaboration and consultation:

Peer County 1: Tehama

Peer County 2: Sierra

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

The peer review process positively impacted our Cal-SIP development. It provided insightful feedback, promoted collaboration, fostered mutual learning, and ensured transparency and accountability. It strengthened our plan's quality and effectiveness. Sharing best practices and identifying effective strategies together was incredibly helpful. Nevada County also reviewed Sierra County's plans, which was facilitated by UC Davis. Although Sierra did not review our plan, we found the time together to also be beneficial.

2. Discuss steps taken to conduct peer review.

(Discuss frequency and relative timeframe for meeting with peer counties; list a few reasons why you chose to partner with your selected peer counties - geography, county size, similar organizational structure, etc.; did you meet in person or remotely?)

We determined the scope of the review, using the Peer Review Toolkit, and identified key areas to be assessed. Tehama was chosen as a partner due to its similar size and demographic. Tehama traveled to Nevada County for a day, where we reviewed each other's CSA and sharing best practices. We then spent time sharing which measure we aimed to improve and the strategies we would use to for better outcomes. This was a very useful part of the process.

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

The suggestion of creating an Excel spreadsheet was offered and we used this as an action item to begin tracking the sanction caseload. Peer review partners provided encouraging feedback in the strategy we aimed to implement.

Section 3: Target Measure Summary

Goal 1:

Increase Sanction Resolution Rate to 10% from 5%., Review using Data Dashboard improving by 2.5% every 12 months within 2 years (for a total of a 5.0% improvement).

Performance Measure:

Sanction Resolution Rate

Baseline Result: 5%

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: review sanctioned caseload quarterly with the team to identify cases for possible sanction resolution.

Action Steps:

- Review CalSAWS data of sanctioned cases to identify cases for potential reengagement
- Assign out to staff to attempt to reengage customers.
- Workers can offer incentives for activity completion to encourage sanction resolution

Strategy 2: Improve outreach and engagement efforts

Action Steps:

- Review CalSAWS data to identify Spanish speaking customer population.
- Use Cal-OAR data dashboard to track sanction resolution rates.
- Lead staff will review CalSAWS data of sanctioned cases to identify cases for potential reengagement quarterly
- Lead staff will assign out 3 sanctioned cases each month from the report to designated staff
- Assigned staff will reach out via phone, email, and a letter to attempt to reengage and use incentives as appropriate.

Tracking Improvement

A spreadsheet has been created to track the sanctioned caseload for potential sanction resolution. We will use this as a tool to make progress in our sanction resolution rate by assigning these cases to staff to reengage customers. Lead staff members will review and assign out the cases. The Cal-OAR designated staff (One Program Manager, one Supervisor, and two Leads) will meet quarterly to review progress and discuss potential need for improvements or changes. This team will discuss if our rates have increased or decreased and use a CQI tool such as a Needs-Gap Analysis to help us identify any gaps. With our goal in mind of decreasing our sanction rate by 1% a year this team will meet every 6 months to evaluate our progress.

Cal-OAR
California Outcomes and Accountability Review
CalWORKS System Improvement Plan
Using Data to Improve CalWORKS Welfare to Work Outcomes



Background:

The CalWORKs Welfare to Work (CW WTW) Program provides support to families receiving cash assistance so they can attain self-sufficiency through job and skills training, subsidized employment and other services and supports to provide stabilization to the family. Nevada County partners with several local agencies to provide mental health and substance use support, parenting classes, domestic abuse counseling, housing supports, educational support, childcare and more. The CW WTW Program requires families to participate in WTW activities unless there is an exemption. If a customer does not participate without an approved exemption the case will be sanctioned and cash aid will be reduced, per regulation. An exemption may be approved for several reasons. Some examples are due to the need to care for someone at home or if pregnant and a doctor determines they may not participate, or if they are physically or mentally unable to participate. Currently Nevada County has 500 CW cases (8% Eastern, 92% Western) and 250 WTW cases (6% Eastern, 94% Western). Of those cases there are 175 active participants, 69 sanctioned, and 18 good cause.

California Outcomes and Accountability Review (Cal-OAR), established by the CA Welfare and Institutions Code 11523, is a new data-driven program that facilitates continuous improvement of county CW WTW programs by collecting, analyzing, and disseminating outcomes and best practices. Cal-OAR consists of three core components: performance indicators, a county CalWORKs self-assessment (Cal-CSA), and a CalWORKs system improvement plan (Cal-SIP) that must be approved by the Board of Supervisors.

The Cal-OAR continuous quality improvement takes place over five-year cycles. The first Cal-OAR cycle commenced in 2021 and Nevada County began to receive data from the State to review and verify in fall of 2021. This data fed into our self-assessment, which was submitted to the State and approved in September of 2023. Our comprehensive assessment included information on county demographics, our specific agency characteristics such as infrastructure,

partnerships, and resources. It also included stakeholder feedback, and a description of customer engagement and services offered by the county.

Our Cal-SIP Improvement plan serves as a guide to what goal we want to achieve throughout this cycle. While the goal we have selected will remain in place, our strategies may be revised during the progress report phase of our work if we find that pivoting will yield better results. Our improvement plan considers insights that we gained from peers during a required peer review. We partnered with Tehama County and spent a day together sharing best practices and brainstorming strategies to improve customer outcomes. Our first progress report will be due in 2025 and will include the status of strategies detailed in the Cal-SIP, successes, and barriers in reaching performance goals as well as any necessary adjustments to the strategies outlined in the Cal-SIP.

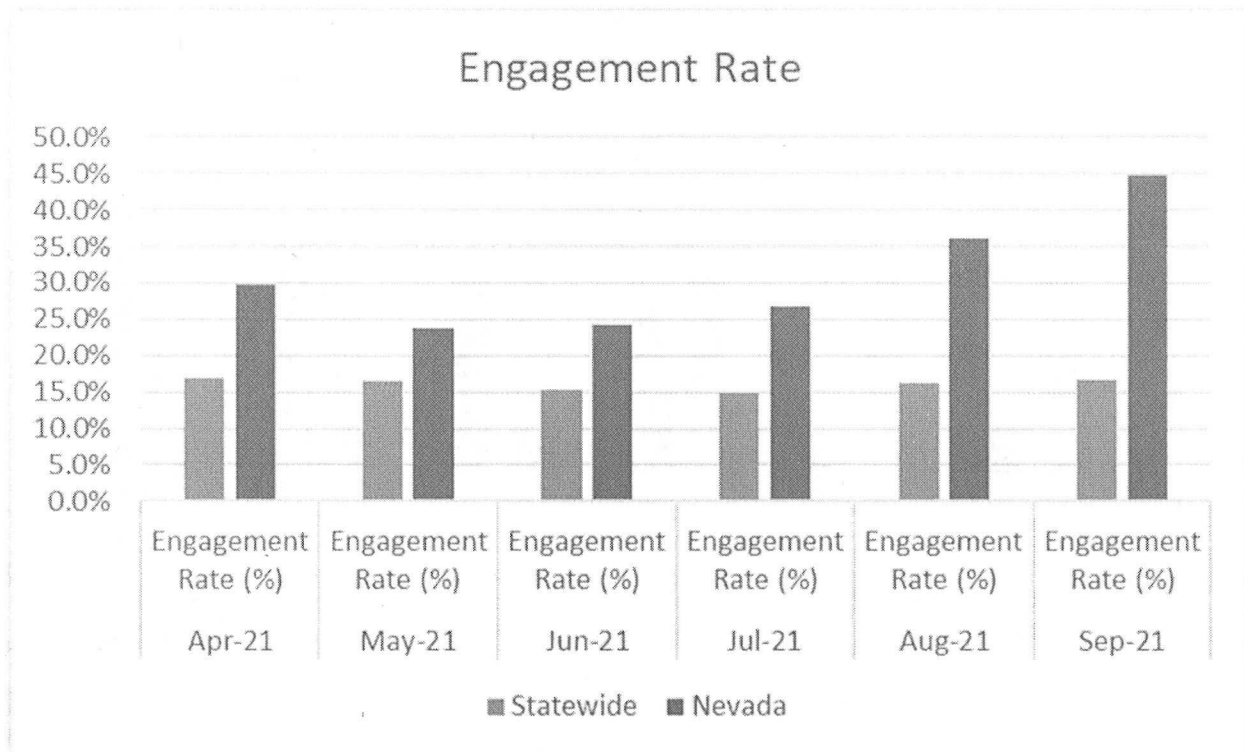
Data Analysis:

The declaration of the Public Health Emergency (PHE) in March 2020 had a dramatic impact on the CalWORKs program. The PHE shutdown led to business closures, employee layoffs and an increase in applications for assistance. Job Centers were intermittently closed, some lobbies were closed and online or self-help measures were emphasized, and WTW Blanket Good Cause was authorized and encouraged by The California Department of Social Services (CDSS) beginning in April 2020. Good cause means that the customer does not have to participate in otherwise mandatory activities, and thus avoid a decrease in their cash assistance. Good cause and exemptions for customers who were experiencing health and economic impacts from COVID-19 were authorized. COVID-19 related Good Cause ended in May of 2023.

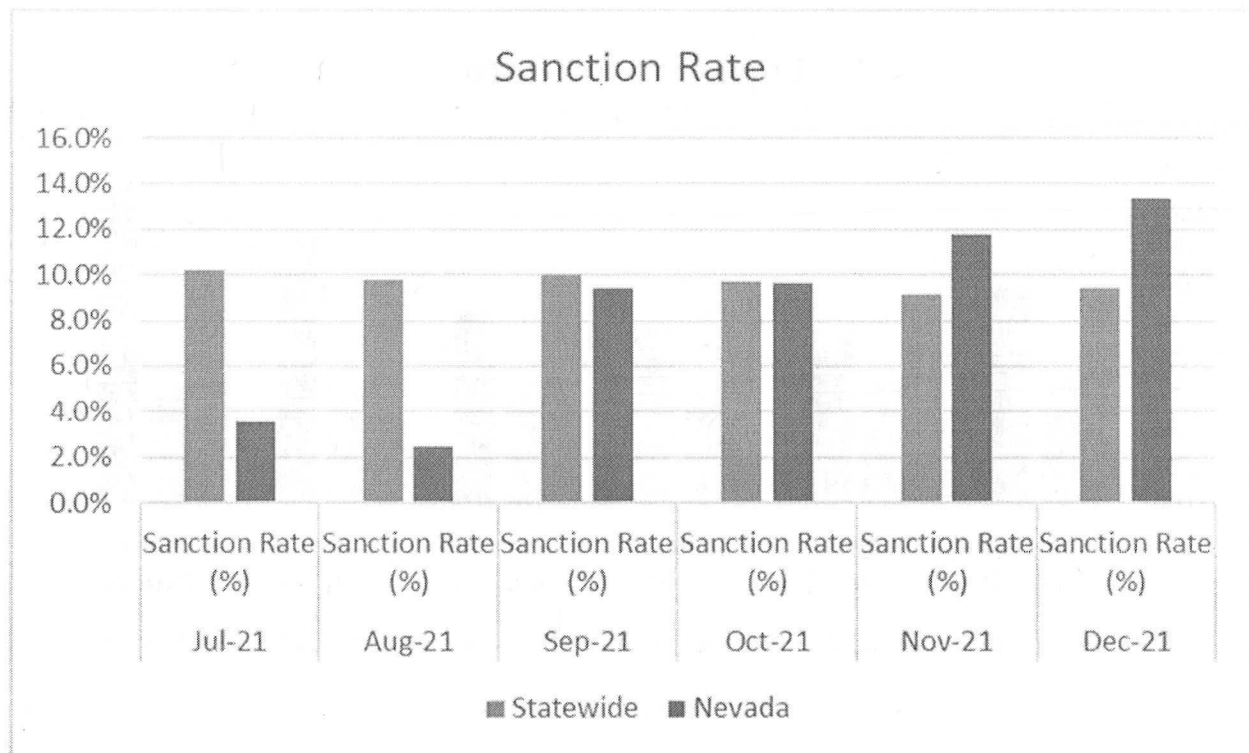
Nevada County received data on specific performance measures, and the charts below demonstrate how we compare to the Statewide average.

The performance measures are:

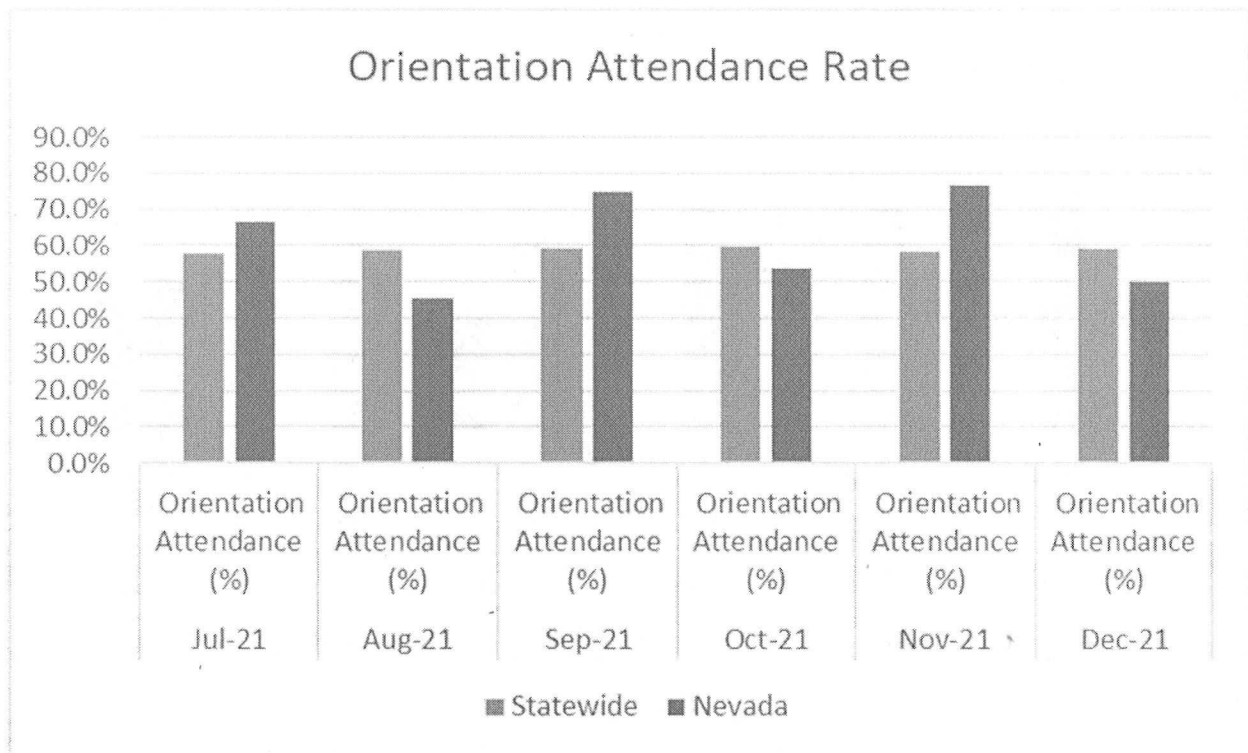
- Engagement Rate
- Sanction Rate
- Orientation Attendance
- OCAT Completion Timeliness
- First Activity Attendance Rate
- Sanction Resolution Rate



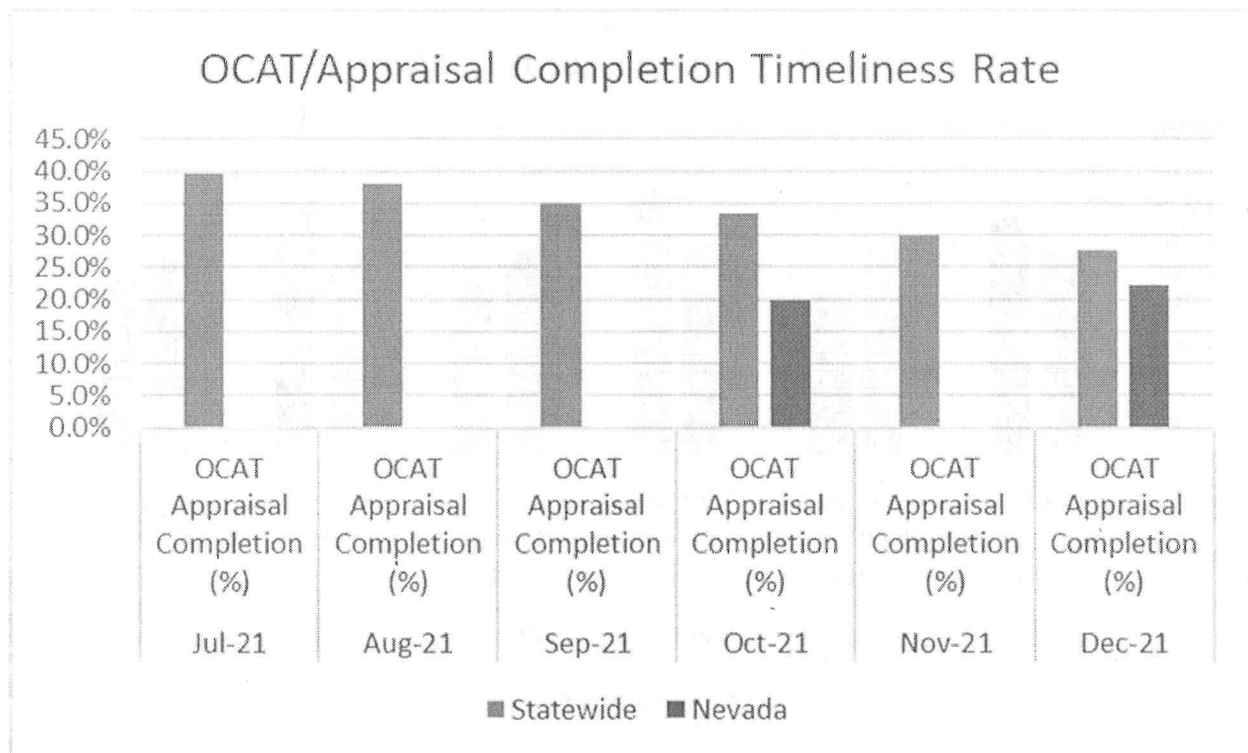
This chart shows that Nevada County performed above the Statewide average for engagement. Engagement means attendance hours which is an indicator of program participation. Several strengths have been instrumental in enhancing our performance, including our staff's highly communicative partnership with Connecting Point, who administers the customer assessment. During this time, we were in the middle of the PHE and so we pivoted to meet the needs of our customers by completing the orientation process over the phone and creating an online orientation.



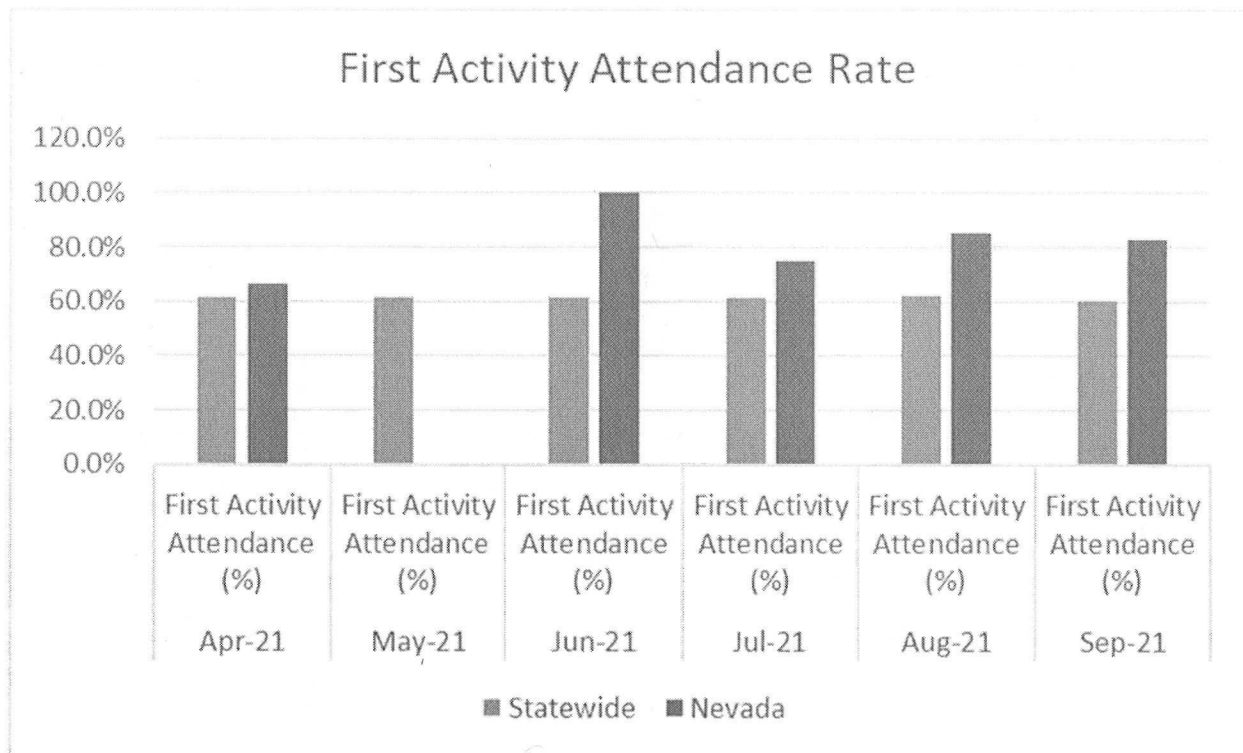
This chart shows that Nevada County’s sanction rate increased from August of 2021 through December, and we were about on trend with the rest of the State. Sanction rate means the customer’s aid was reduced because participation requirements were not met. When Nevada County sanctioned participants again due to the end of COVID-19 Good Cause, we began re-engaging participants and sanctioning those who did not re-engage. The engagement rate began to increase when we implemented re-engagement conversations. Since this time Nevada has continued to be higher than the State average. We believe this can be attributed to several factors and barriers unique to smaller counties, such as transportation barriers and lack of childcare. Mental health services were a barrier to participation, and we contracted with Victor in April of 2023 to meet that need. We also see that single parent customers with a child under 24 months and younger are a larger portion of the sanctioned rate.



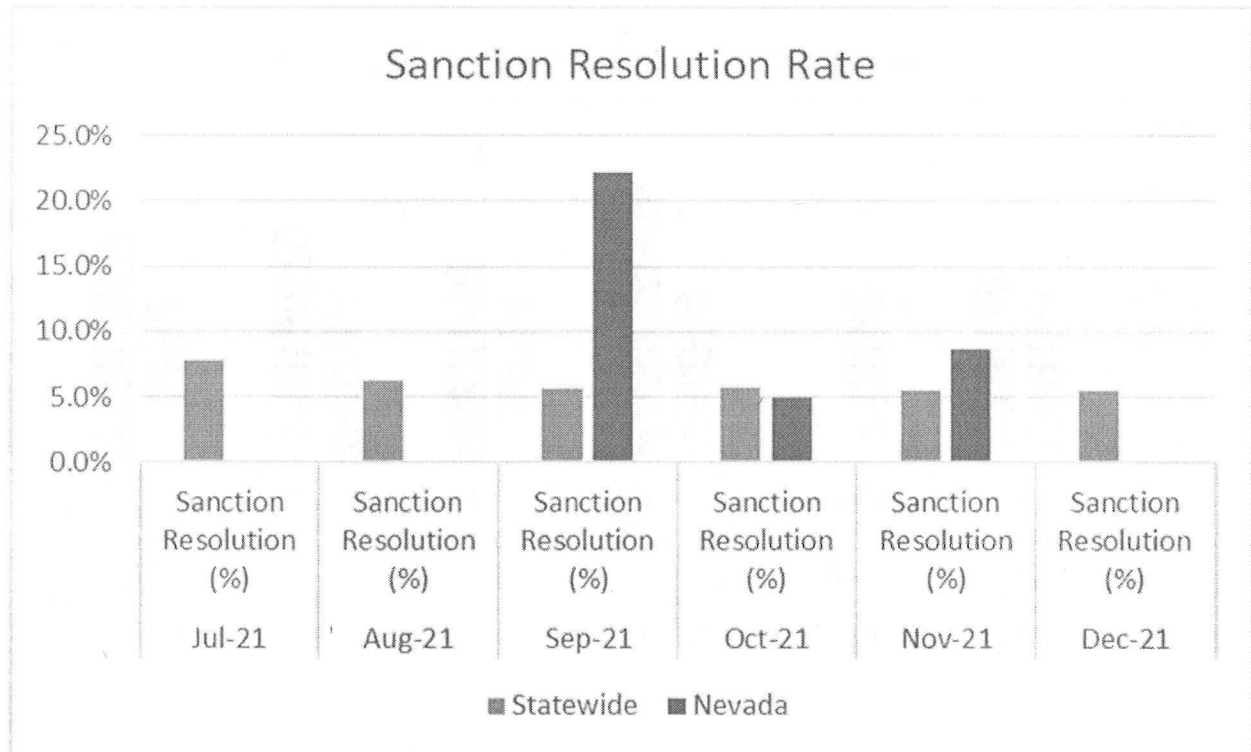
This chart shows that Nevada County's orientation attendance fluctuates greatly from month to month due to our smaller caseload compared to the Statewide average. This rate is measured by how many customers are scheduled for and then complete the required orientation. Again, during this time we provided orientation by phone and online to meet the needs of our customers during the PHE.



This chart shows our OCAT Timeliness Rate has a very small denominator. The completion of OCAT is mandatory for customers as it serves as an assessment tool to evaluate preparedness for employment. There are some months in this date range where Nevada County did not have any participants complete an OCAT; this is due to PHE exemptions that did not require our customers to participate. October of 2021 shows a low completion rate because this was the beginning of the re-engagement period. This rate is measured by customers who were granted aid and completed the required assessment and appraisal within 30 days.



This chart shows that Nevada County was significantly higher than the Statewide average for attendance in a first activity. This rate is measured by customers who were scheduled to complete their first activity and those who participated. The lack of data in May reflects that we didn't have any customers scheduled. It is vital to engage and commence services as soon as practically possible for best outcomes. Our staff was diligent in ensuring a high attendance rate for the first activity by proactively calling and providing options for virtual and online activities, again because of the PHE. We offered virtual engagement activities and employment services classes, and there were numerous open subsidized positions available for customers to pursue.



In WTW, sanctions are financial penalties imposed on customers who don't meet certain requirements, such as job search or participating in training programs. This chart shows Nevada County did not resolve sanctions for a few months and was at or above statewide average for a few months. This measure was chosen to be our focus due to the importance of re-engaging customers in the WTW Program. Improving the sanction resolution rate will improve self-sufficiency outcomes with families.

Nevada County's Self-Improvement Plan Overview: Sanction Resolution Rate

Through our data analysis and self-assessment process, we identified that we could improve our Sanction Resolution Rate by setting intentional goals and strategies. We chose this area to focus on because it aligns with our value of supporting families in their goals, overcoming barriers and gaining self-sufficiency.

Our goal is to increase the resolution rate in the next 24 months with targeted strategies. We aim to increase our resolution rate by at least 5% over the next 2 years of this cycle. We intend to review our active and sanction caseloads quarterly and assign a worker to contact those customers in a sanction status to explain the benefits of the program and begin the re-engagement process. We will discuss our incentive policy with customers to continue to incentivize participation and we will use a whole person approach offering customers other services and supports as necessary. We will also review our policy to determine if there are any additional incentives we can offer that may be useful in curing sanctions.

We will offer incentives to parents for attending Orientation, completing the OCAT (Assessment Tool), and attending assessment sessions. Once assigned to these activities, customers are eligible for additional incentives upon participation in Job Readiness activities. Most Job Readiness activities are conducted with our contractor, Connecting Point, who also offers incentives. Since implementing our incentive policy, our attendance rate has increased by 10%.

We will also begin tracking the sanction rate among our Spanish speaking customers to ensure services are being offered and utilized equitably.

Nevada County has very strong partnerships and good processes in place to work with our customers. We are confident that by improving our Sanction Resolution Rate we will see increased positive outcomes for our customers. We respectfully request the Board of Supervisor's approval of the attached Cal-SIP.

Please see attached full CalWORKS System Improvement Plan Report.