

Santa Rosa Junior College

Program Resource Planning Process

CalWorks 2021

1.1a Mission

MISSION STATEMENT

The CalWORKs program inspires and empowers students to soar toward their dreams and set a new standard of growth and freedom for themselves and generations to come.

VISION STATEMENT

To create an environment in which all CalWORKs students can find the guidance and support needed to achieve their academic goals, sustain motivation and self-confidence, and learn new life skills.

SERVICE AREA OUTCOMES

1. Students feel acknowledged, respected and experience holistic family-oriented services that create a sense of connection and belonging. (Invited & Welcomed)
2. CalWORKs staff members are accessible, compassionate, dedicated and meet students without judgement when providing intentional individualized support, resources, coaching and guidance. (Guided & Supported)
3. Students cultivate self-knowledge, confidence and a belief in their abilities to utilize resources, advocate for their needs, and pursue their chosen opportunities and goals. (Engaged & Empowered)
4. Students demonstrate increased self-understanding, improved independence, resilience and self-reliance and the ability to move forward more knowledgeably and confidently in all of their chosen pursuits. (Succeeding & Completing)

1.1b Mission Alignment

<p>The CalWORKs Program is fully aligned with the District's Goals and Strategic Objectives</p> <p>Strategic Plan: Goals and Objectives</p>	<p>CalWORKs alignment with Strategic Plan</p>
<p>A. Support Student Success: Support Development of the whole student from early college awareness through successful completion of educational and career goals.</p>	
<p>Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies</p>	<p>SRJC CalWORKs is a key player in a broad partnership of agencies supporting clients in the welfare to work program. Closely linked to the Sonoma County Human Services Employment and Training Division, Sonoma WORKS, SRJC CalWORKs also works with programs such as Job Link, the Department of Rehabilitation, Public Health, Sonoma County Mental Health, Sonoma County Alcohol and Other Drug Services, Teen Parent Connections, Legal Aid, Restorative Resources, the Sonoma County Child Care Planning Council, and a network of community-based organizations that serve the clientele. A small number of students from Marin County CalWORKs are being served through SRJC CalWORKs; referrals are also coming from Solano County, Contra Costa, Mendocino and Lake County in very small numbers.</p> <p>CalWORKs staff provides limited outreach services to TANF recipients involved in services at community-</p>

	<p>based organizations, providing information regarding opportunities to include work as a part of their welfare to work activities.</p> <ul style="list-style-type: none"> • Providing telephone appointments to distance education students or students who are unable to travel to campus due to transportation, or other issues • Reaching out to student attending Petaluma classes only to provide Advising and/or Counseling at the Petaluma campus when needed • Provide Peer Advisors and Interns to assist with additional resources necessary to students to be able to attend class • Creating an Intake Specialist position to assist the Student advisor in processing new student referrals • Collaboration with Counseling to improve CalWORKs orientation to meet new matriculation guidelines • New student orientations and tours of the campus • CalWORKs Peer Advisors implementing projects such as the Clothing Closet to assist students in job readiness • Employment Services staff assisting students in resume development, interview skills and career knowledge • Providing necessary supplies (back packs, flash drives, bus passes and book vouchers) so that students are prepared for classes • The Student to Student Intern program supports additional resources such as referrals to food banks, housing and child care centers
<p>Increase retention and academic progress through student engagement with: academic and student services, faculty and</p>	<p>The outreach, access, case management and retention and success strategies developed and implemented by the SRJC CalWORKs</p>

<p>staff, and campus and community activities</p>	<p>program have increased student participation, work study opportunities and wages as well as student completion and persistence rates. These highly vulnerable students would not likely attend or succeed in college without the efforts of an access and support program with a dedicated partnership with the county.</p> <p><u>During the 2014-15 academic year, a CalWORKs Counselor is teaching one section of the following:</u></p> <p>Summer 14 : COUN 270, 1 unit</p> <p>Fall 14: COUN 53, 3 units COUN 93, 3 units</p> <p>Spring 15: COUN 93, 3 units COUN 94, 3 units</p> <ul style="list-style-type: none"> • CalWORKs Academic Counselors meet with students to discuss academic plans that meet the requirements of their Welfare to Work plan according to Program guidelines • Increases retention & academic progress because the vision of the end goal becomes clearer • Employs Advisors, Counselors and Employee services • Student engagement, Student services
<p>Increase the number of students who complete their educational plans and goals</p>	<ul style="list-style-type: none"> • Supporting students in rough times by listening to student needs and offering academic support and resources for personal counseling through Student Health Services

	<ul style="list-style-type: none"> • Early bird counseling for eligible students
<p>Enhance cultural competency to better serve all student populations with a focus on first generation college students and the increasing Latino/a population</p>	<p>SRJC CalWORKs is the point of access for TANF recipients referred to the college. Data from 2013-2014 indicates that 15.61% of CalWORKs students disclose that English is not their primary language (down from last year's 16.24%); however, 3.76% of CalWORKs students enrolled in ESL classes (down from last year's 4.57%). A striking 66.18% of CalWORKs students are enrolled in basic skills courses; this is up slightly from last year's 61.19%. The number of CalWORKs students with a substantial disability rose from the 2012-2013 rates of 9.14% to 10.69% in 2013-14; while the CalWORKs population seems to have become younger with 48.5% of students between 20-29 years of age and 46% of CalWORKs students are between the ages of 30 and 50. These student parents face many barriers and require a great deal of contact with the staff to support their retention and success in transitioning into the workforce and as they try to navigate the county and college systems.</p> <ul style="list-style-type: none"> • Taking time to discuss student's backgrounds more in depth and placing them where they will be most understood/ accepted • Increased staff, bilingual support, discussions/ case reviews of cultural needs of students in conjunction

	with county workers and other partnering agencies
<p>C. Foster Learning and Academic Excellence Foster learning and academic excellence by providing effective programs and services</p>	
Support and promote teaching excellence across all disciplines	<ul style="list-style-type: none"> • Encourage students to email or meet with their instructor or counselor when they're unsure of what to do with their class and progress • Counselors and Instructors are very knowledgeable on classes and resources and how to direct students
Engage students and spark intellectual curiosity in learner-centered environments	<ul style="list-style-type: none"> • Foster Learning and Academic Success by encouraging professional development through Workshops, Internships, Work-study/Employment Services • Work experience partnership-seminars student employees. Student support services. Using flyers and emails to encourage students to come to workshops • Developing 21st century skills, interview practice, career prep, time management. These skills can also be applied to student's academics • Peer Advisors engage students and spark intellectual curiosity in learner-centered environment
Integrate academic and student support services across the college	<ul style="list-style-type: none"> • Director, Employment Services and other staff frequently meets with different departments such as Career Development Center, Work Experience and EOPS/CARE • Classified Staff Representative on Institutional Planning Committee to bridge Academic Affairs and Student Services • Collaborate between CalWORKs and Work Experience for Human Services internships, and general work experience

<p>Identify and implement responsive instructional practices that increase the learning and success of our diverse students</p>	<ul style="list-style-type: none"> • Through students, reading, and workshops gathering information on how to support students outside of just American Culture • Advocate for time for students to study, use tutoring, and cohort groups • Census, Midterms and Grades reporting to ETC's
<p>C. Serve our Diverse Communities Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership</p>	
<p>Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population</p>	<ul style="list-style-type: none"> • Serve our diverse communities. • Working with EOPS (Advisory Board), which has a predominantly Latino population • Plan for small group meetings and recognition of ESL students • Encourage participation of Latino Service Provider
<p>Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts</p>	<ul style="list-style-type: none"> • Peer Advisors, Counselors, Intake Specialist, Director, Employment Services Advisor, and Bi-lingual Intake Specialist • Promote/ announce (multi-cultural) seminars/ activities on campus
<p>Meet the lifelong educational and career needs of our communities (e.g. seniors, emerging populations, veterans, re-entry students)</p>	<ul style="list-style-type: none"> • Collaborate with other student services to serve CalWORKs students who are seniors, 1st generations, Veterans, former foster youth or re-entry students • Meet lifelong educational and career needs of our community • Director being in constant communications with services such as Financial Aid and Disability Resources Department, EOPS/CARE, FKCE, Child Development Center and Student Health Services • Employment Services, Counselors, Advisors and Intake Specialist assist with the career goals of all CalWORKs Students
<p>Provide relevant career and technical education that meets</p>	<ul style="list-style-type: none"> • CalWORKs program works with needs of employers to place

<p>the needs of the region and sustains economic vitality</p>	<p>applicants who meet their expectations, provide supervision support, and financial support</p> <ul style="list-style-type: none"> • Employee Services, Work study on and off campus, placement, Career Workshops, and Financial Aid • Director, Budget Specialist, Employment Services Advisor, Intake Specialist, Peers, Advisors, and Career Center
<p>D. Improve Facilities and Technology Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation</p>	
<p>Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments</p>	<ul style="list-style-type: none"> • Constant checking of paper, ink, toner, staples, calendar, and all student supplies in lobby • Timekeeper, Library-supervised study • Best practices for learning: Plasma Screen with messages, mass emails inviting everyone to events, small workshops, and discussions for CalWORKs
<p>Improve and sustain infrastructure, facilities, and technology to proactively support our diverse learning community</p>	<ul style="list-style-type: none"> • Kiosk computers with front desk support in setting up emails, applying, registering, and navigating
<p>Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness</p>	<ul style="list-style-type: none"> • Members of staff serving on various District wide committees • Director, Budget Specialist, Peer Advisors, Employment Services Advisor and Student Advisors
<p>Provide effective facilities and technology technical training for all employees to ensure operational effectiveness</p>	<ul style="list-style-type: none"> • Effective training for employees; College wide lectures- First Oaks. • Orientation to Student Workers & new staff includes SARS, SIS, and equipment • Improve Facilities and Technology: Purchasing Laptops, Student computer areas, Flash drives, Programs linked to other departments- SIS, Financial Aid, Career Development Services and Counseling

<p>E. Establish a Strong Culture of Sustainability Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity</p>	
<p>Expand, support, and monitor district-wide sustainability practices and initiatives</p>	<ul style="list-style-type: none"> • Promote a strong Culture of sustainability by encouraging staff and students to: • Recycle various office recycleables • Move to e-files for student documents • Students Clothes Closet • Scholarships
<p>Infuse sustainability across the curriculum and promote awareness throughout District operations</p>	<ul style="list-style-type: none"> • Provide workshops for students and staff on sustainability options and programs throughout the community
<p>Promote social and economic equity in the communities we serve</p>	<ul style="list-style-type: none"> • Represent CalWORKs at community meetings & committees, advocating for student equity for low income, single parents, homeless, refugees, ESL and LGBTQ and trans-gendered students • Promote social and economic equity through book vouchers, expense authorizations and resources for other possible assistance • Employment Services
<p>Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing to the economic growth of the region</p>	<ul style="list-style-type: none"> • Contributing to economic growth- students receiving certificates, A.A's and transfers • Counselors- Academic Plans • Student Advisors- Vouchers, expense authorizations and additional resources • Peer Advisors- Encouragement of peers through social interaction, workshp and networking activities with community organizations and businesses • Partner with community organizations by having staff representative on SC Planning Council

	<ul style="list-style-type: none"> • Upstream Investments, Latino Services Program, and other community committees • Contribute to economic growth of community by placing volunteers, Interns, and paid students in career-oriented jobs and funding them 25-75% • Leverage CalWORKs funding with other departments and offer campus employers to provide job placement opportunities for students
<p>F. Cultivate a Healthy Organization Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality</p>	
Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives	<ul style="list-style-type: none"> • Treat each person with respect • Provide training, modeling, and mentoring of staff and students on the culture of respect, teamwork, and quality service and support
Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees	<ul style="list-style-type: none"> • Employ CalWORKs Students on and off campus • staff regularly attends or presents at various PDA programs • Staff is encouraged to take part in hiring committees
Establish robust programs to improve the health and wellness of students and employees	<ul style="list-style-type: none"> • Provide student and staff workshops on nutrition, housing, and financial health • Encourage the use of on-campus and community resources to students and staff • Regular Team Building/Staff Retreats and program celebrations
Increase safety planning, awareness and overall emergency preparedness	<ul style="list-style-type: none"> • Designated safety leader, training in emergency safety plan and in-service on how to maintain security in the office • Use of the key work "Sally" • Phrase "Sally canceled her appointment today", making staff aware of possible situation
<p>G. Develop Financial Resources</p>	

<p>Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability.</p>	
<p>Increase the amount of discretionary, unrestricted general fund local revenue.</p>	<ul style="list-style-type: none"> • Sonoma WORKS fund- established relationship allowing for continued and increased funding each year
<p>Increase and maintain the District reserves above the state requirements.</p>	<ul style="list-style-type: none"> • N/A
<p>Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students.</p>	<ul style="list-style-type: none"> • Solicit donations from local merchants • Applications for scholarships, grants, help with FASFA's, Bog Fee Waiver, handouts to students • Technical assistance in the completion of applications • Student clothes closet • Various grant applications submitted, none funding in the 14/15 FY • Advocacy with CO for additional funding • Additional funding for workshops for staff and students from CCC CWA
<p>Manage enrollment and course offerings to maximize apportionment funding.</p>	<ul style="list-style-type: none"> • Manage enrollment through continued communication with Sonoma WORKS • Student Advisor-out reach to community agencies
<p>H. Improve Institutional Effectiveness Continuously improve institutional effectiveness in support of our students, staff, and communities.</p>	
<p>Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation.</p>	<ul style="list-style-type: none"> • Case files on all students to track services, progress and needs, with CalWORKs SIS database to make information accessible • Track no shows for employment services and report to ETC to keep current on student's status

	<ul style="list-style-type: none"> • Facilitate between ETC and students, or student and community resources to reduce barriers • Provide reminder calls for student appointments • Advisor Manual itemizes job tasks and processes for consistency and training purposes • Teach and practice strength-based approach at all staff and faculty levels. • Work with county liaison to improve communication, efficiency, and service to clients with high needs • Cards to students to congratulate on achievements and good news, or sympathy • Annual retreat to review practices, provide training, set goals, check in's, and improve teamwork • Focus groups and student surveys • Attend ETC meetings to receive feedback on systems and problem solve gaps or desired improvements • Have occasional staff morale days which then uplifts students- hat day, dress-up, or holiday craft day • CalWORKs staff participates in various standing committees, including: Strategic Planning Task Force, Student Services Accreditation work group, Institutional Planning Council, Classified Senate, and Student Services Council • The CalWORKs program has identified and implemented a cycle of assessment for program Student Learning Outcomes and meet bimonthly to improve communication between partnering agencies, staff and students
<p>Enhance internal and external communication systems to ensure effectiveness.</p>	<ul style="list-style-type: none"> • Focus groups formed with current/former CalWORKs students • Student panel presentations at CalWORKs Association Trainings

	<ul style="list-style-type: none"> • Sharing of current policies with other community colleges • Community partnership with SonomaWORKS • Attendance at CalWORKs Association and CO Regional Meetings • Director encourages release time for staff and student workers to access training, conferences, and workshops • Advisor meetings once a week for 30 minutes to enhance communication about clients and events • Frequent contact with ETC's at county to track progress of students and collaborate on goals • Outreach to employers in community to create job placement partnerships • Site visits to employees to screen work sites for appropriateness • Host statewide regional meetings to exchange ideas, attend statewide conferences • Electronic files/ forms to county rather than paper • Workroom calendar of all vacations, events, academic calendars, meetings, and semester planning tasks • Contacting students via email for better response • Case notes in SIS • Sponsor special presentations- "Girls on the Wall"

1.1c Description

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SRJC CalWORKs served 346 student parents on TANF (cash aid) during the 2013-2014 year. We currently have an agreement with Sonoma WORKS to also participate in outreach activities to potential CalWORKs participants, as well as serving refugees who are not yet eligible for cash aid but need social service support. In addition, approximately 20-30 students per year are served by CalWORKs but do not meet the criteria to be included in MIS numbers used to determine our allocation for the following year. Students on TANF are often first generation college students who live in poverty, parent their children alone, and are often under-prepared for college. Many are recovering from substance abuse and may also have mental health issues. SRJC CalWORKs students may also be homeless, recent refugees, or older students attempting to re-enter the work force for additional training in a second career. Additionally, the program is serving a newer population of the long-term unemployed, including many two-parent families who never thought that they would find themselves without work and in need of government support to sustain their families.

CalWORKs and TANF

The California Community College CalWORKs and TANF funds are used for specific coordinated student services as detailed in the budget act. These comprehensive support services are designed to assist welfare recipient student parents obtain the educational level they need to transition off of welfare and ultimately achieve long-term self-sufficiency for their families. These funds enable the community colleges to be a full partner in the statewide welfare reform system by requiring the colleges to provide the following direct student support services: service coordination; curriculum development and redesign; work-study; subsidized child care; and job development and job placement.

Federal TANF regulations place a significant burden on counties to raise their “work participation rates” by “fully engaging” welfare recipients in a combination of work and/or training activities. This means that most single TANF parents at SRJC must participate in a minimum of 32 hours per week of work and/or training activities; most must complete a “core” of 20 hours of work per week in addition to their education. By providing a package of 25 hours of subsidized work-study along with a related educational program, the CalWORKs program helps students meet these challenging requirements. Counties and states that do not meet required work participation rates face severe fiscal penalties.

SRJC CalWORKs had experienced significant growth until the last two years, when changes in eligibility regulations and time limits impacted the amount of TANF recipients referred for vocational training. Despite the decrease in referrals, the families referred continue to have challenging and complex needs that can only be addressed by integrated case management and coordination with county workers and various community agencies. The increase in homelessness and poverty among those students impacted by the economic downturn has increased staff time in providing case management services and referrals. In addition, ever changing regulations have increased requirements for documentation and data collection. Finally, CalWORKs serves many students who are referred but do not enroll in classes or drop classes unexpectedly due to family crises. These students may see a CalWORKs counselor for an academic plan, apply to the college, attend a CalWORKs advising orientation, and even be provided case management services, but if they do not attend class beyond first census in the current semester, they will not be counted in the MIS data reporting that determines allocations.

CalWORKs Growth

	08/09	09/10	10/11	11/12	12/13	13/14
Number of Students	508	644	624	537	394	346

Coordination

Coordination at SRJC CalWORKs consists of several components. CalWORKs and TANF funds, along with match dollars from the District and a contract with the county's Sonoma WORKS Program, fund the activities that make up "Coordination".

The SRJC CalWORKs Program coordinates with the county Human Services Department, Employment and Training Division to meet the needs of students. The Sonoma WORKS Program facilitates the initial and on-going eligibility determination, proper implementation of students' Welfare-to-Work Plans, joint planning and training opportunities, and coordination of funds.

The SRJC CalWORKs Counselor serves as a regular member of the Counseling Department faculty with an assignment to the CalWORKs Program. CalWORKs counselors assist in the development and delivery of counseling services to students interested in transfer and vocational/occupational programs and academic skill development. They also provide academic, vocational and career counseling to Temporary Assistance for Needy Families (TANF) recipients. CalWORKs counselors work closely with and serve as liaisons to county offices and community based organizations in support of students in the welfare to work program. This includes direct services to students and staff at the county welfare department twice per month. CalWORKs counselors also carefully monitor student caseloads to ensure compliance with TANF guidelines and that students are obtaining the educational level necessary to transition off of welfare and ultimately achieve self-sufficiency. These counselors teach counseling classes, lead workshops and seminars, assist in developing and implementing retention programs, and monitor student progress. CalWORKs counselors are advocates for CalWORKs students who have specific barriers to academic success and must learn to navigate through a variety of complicated systems.

The SRJC CalWORKs Student Advisor performs a broad range of duties with the purpose of providing a comprehensive system of service delivery to students. CalWORKs advisors draw upon the resources of the department, the college, governmental bodies, and community agencies, while being responsive to changing program needs and regulations. Advisors may provide guidance and crisis intervention to assist students in meeting their academic and career goals; assist students with the registration process, financial aid and all other SRJC forms and procedures; and establish and document student's eligibility for programs based upon knowledge of changing governmental, college, and departmental regulations. Advisors provide orientations to campus life and services, authorize vouchers for books and supplies, and provide case management services for students identified as having language, cultural, disability, mental health or other barriers to engaging in campus life and classes. Student advisors are a vital part of collaboration with the County Health and Human Services Departments, and serve on multi-disciplinary and case review teams to improve coordinated service delivery to SRJC students.

The SRJC CalWORKs Employment Services staff coordinates a wide range of district activities designed to provide a comprehensive system of employment services to assist TANF students to enter the workforce, improve career options and achieve family self-sufficiency. Employment Services staff may help students to research occupations and industries in demand in the local labor market, monitor employment opportunities, establish relationships with area-wide business and industry, and work with employers to identify career ladder information. They may also assess student needs and discuss possible job goals and work history and evaluate a student's job readiness. This position is also responsible for identifying potential barriers to employment and work in cooperation with college, community and county staff when TANF

students have significant employment barriers. The Employment Services staff refers qualified CalWORKs applicants to employers for placement consideration and develops career positions for CalWORKs Program completing students.

A case management approach is utilized by all staff members to ensure that students are supported and issues are addressed as needed. The SRJC CalWORKs Counselors, Student Advisors and Employment Services staff currently uses a Student Information System (SIS); utilized by other college programs, to track information about students, document eligibility, itemize expense authorizations, log case notes, and more. In addition, a case file is maintained for each student in the program. Staff consults regularly with one another to help ensure that the students' needs are met. Student Case Review meetings are scheduled as needed to allow staff members to discuss students who are facing difficulties in their coursework and/or their lives. A county Employment and Training supervisor is assigned as the liaison to the SRJC CalWORKs Program and attends these meetings on an as-needed basis. The Employment and Training Counselor assigned to the student is also contacted to discuss concerns. Information regarding students is recorded as confidential case notes in the database.

Data collection is integrated into the staff's daily contact with students. Information entered in to SIS includes eligibility documentation; intake information; SRJC CalWORKs Work Study employment services, jobs and wages; information on learning disabilities; enrollment information by semester; expense authorizations; short and long term educational goals; Welfare-to-Work Plan information; and information needed to track the Chancellor's Office SRJC CalWORKs Program required MIS data elements.

During the 2011-2012 year, CalWORKs and IT staff worked together to design a CalWORKs module in SIS. The new module was tested with real data during June 2012 with great success and the Access database was discontinued and replaced by a fully functioning CalWORKs SIS on July 1, 2012.

Coordination between college programs remains a priority for CalWORKs. Beginning in 2009-10, CalWORKs Study was designated as a part of the financial aid package for students. CalWORKs Study awards are reported to the Financial Aid Director each semester and tracked to avoid the possibility of over-awarding. CalWORKs Study Employment Advisors collaborate with the Career Center, Work Experience and Student Employment to place and supervise CalWORKs Study students who find on-campus jobs. In addition, CalWORKs staff members supervise unpaid interns in the CalWORKs office who are required to complete internships for their Human Services or Business major.

Further collaboration includes working with a liaison from Disability Resources who is assigned each year to coordinate intake and service delivery to the CalWORKs students identified with learning or other disabilities. CalWORKs also provides eligibility documentation to the EOPS/CARE program serving TANF students. Additional coordination with the Bookstore,

Accounting, Admission and Records, Student Affairs, Financial Aid, etc. is done on a regular basis to facilitate service delivery to the students.

Job Development and Job Placement

The Employment Services Advisor (ESA) provides job development and placement services for students in the CalWORKs Work Study Program as well as those seeking unsubsidized work while in school or at training completion. Students work with the ESA to develop resumes, learn interview techniques and prepare for active job search. The ESA first provides a group orientation to the SRJC CalWORKs Work Study Program, then works individually and in groups with the students to identify ideal job sites. The ESA then assists students in applying for positions and continues to support them throughout employment. When the program grew significantly in 2008-09, a part time STNC staff member was hired in April 2009 to complete complex paperwork, and manage data and tracking tasks required for program operation. A full-time ESA position was requested and approved for spring 2012 to replace this STNC position. As the student numbers for the work study area of this program have not decreased, nor the workload, and job placement efforts are increasingly difficult due to the poor economy, two full-time ESA positions are necessary to address the increased workload. We have also found it necessary to hire an STNC to keep up with the paperwork required to place and track students in work study positions.

The ESA provides a range of services that are tailored to the individual student's needs. Services include: assessing each student's employment readiness skills; providing information on the range of training-related jobs available within the community; providing career ladder information; resume development, writing cover letters, resources for job search (web-based, newspaper, job postings, etc.); completing cold calls to targeted employers; accessing career assessment software; assisting students in utilizing the resources of the Career Center and the college's Student Employment Office; interview preparation and assisting ex-offenders in overcoming barriers to employment.

The ESA also contacts potential employers and explains the work-study program to them. Employers are provided with a detailed SRJC CalWORKs Work Study Employer brochure that outlines that program's objectives, guidelines and wage subsidy information. Off-campus employers sign an annual contractual Agreement with the college's Purchasing Department that outlines the responsibilities of each party; an Addendum is completed each semester for each student hired by the employer. Students can be hired as student workers on campus as well. On-campus departments sign an Agreement each semester for the students who are working in their area. The ESA completes a Verification Form when a student becomes

employed, changes their hours or wage, or leaves a job. These forms are sent to the student's county (welfare) Employment and Training Counselor as documentation of work participation hours and to the designated liaison in the county's eligibility services, so that the wages are appropriately documented as exempt for TANF income purposes.

The Employment Services staff also utilizes group activities to support the job search process and connect students with peers who share similar goals and experiences. Additional group orientations and job clubs are scheduled during peak busy periods; these groups also create cohort/peer support opportunities that support retention.

Work Study

SRJC CalWORKs Work Study supports students in meeting their required work participation rates, especially when 20 hours of core activity are required. The Student Advisor reviews the Welfare-to-Work Plans to determine if work is needed to meet the required hours, and then refer eligible students to the Employment Services Advisor (ESA) services. The ESA works with the student to find employment and maintains on-going contact with the county Employment and Training Counselor to share the student's progress in job search. Written verification is sent to the county at intake and at job placement and when any changes occur. This is also documented in SIS and in the case file.

Students benefit from participating in the SRJC CalWORKs Work Study Program by developing job search skills, obtaining work skills by utilizing a career ladder model, increasing their hours to meet work participation requirements and by earning additional money that does not count as income against the TANF grant. SRJC CalWORKs Work Study provides students with opportunities for CalWORKs Work Study in both on- and off-campus jobs. The job categories and current payment rates* for the positions funded with the Chancellor's Office CalWORKs program funds are as follows:

1. An on-campus Student Employee can work up to 25 hours per week. SRJC CalWORKs Work Study pays 50% of the wages. Students are paid from special college timesheets designated for CalWORKs funding.
2. An off-campus Employee can work up to 25 hours per week. SRJC CalWORKs Work Study will reimburse the employer for 25% of the wages. Off-campus students are paid by the employer who then submits a monthly claim for the 25% reimbursement. Annual contractual Agreements with off-campus employers are processed by the college's Purchasing Department and assigned a vendor number for payment purposes.

3. During the 12/13 FY the CalWORKs program also received \$4,000 from the Women in Philanthropy (WIP) group through the SRJC Foundation to support difficult to place students in employment opportunities. These funds are in place of the employer portion of the student salary and are used to subsidize the 25-50% of the students' salary as the CalWORKs program is not able to fund a student work study position 100%. (We have received \$6,000 for the 13/14 FY.)

*Note that as per Chancellor's Office guidelines, the percent of wages paid may vary up to 75%, depending on the availability of funds.

Wages are set by the District for on-campus employment and by the employer for off-campus employment. The wages paid are the same as those paid for any individual working in a non-subsidized position. SRJC CalWORKs will only cover a portion of the wages of a CalWORKs Work Study student; benefits and other costs are the responsibility of the employer. Timesheets and claims are submitted to the CalWORKs Budget Specialist for review and signed by the Director on a monthly basis. The college's Student Employment Specialist verifies eligibility for the Federal Work Study match on each timesheet.

Community Colleges have been experiencing severe budget cuts since 2009-10. CalWORKs programs have been targeted over the last few years for radical cuts and regulatory changes in attempts to address the California budget crisis, yet the most devastating cuts have been turned back by advocacy efforts each year. Although the SRJC CalWORKs allocation has been reduced over the years, the program has been able to compensate with decreases in student and office supplies, and reassigning child care dollars to be used for work study and other fiscal needs.

During the 2010-2011 year, the Work Study program implemented a waiting list for Work Study subsidies due to increased job placement success, particularly in on-campus jobs. The waiting list ranged from 3 to 7 students waiting at any given time, with a wait-time of 2 weeks to a few months. This process has been very helpful in determining the number of employers needed for student positions as well as providing information to county workers to advise of the students participation hours. In the 2011-2012 year, the CalWORKs program was fortunate to receive \$4,000 in additional funding from the "Women in Philanthropy" group through the SRJC Foundation. These funds have been used for students who have been difficult to place due to lack of experience or language barriers. The CalWORKs program will use these funds at a split of 75% CalWORKs funding and 25% WIP funding to increase the number of students who will be eligible for use of these funds.

Those who are enrolled in the Work Study program are required to meet eligibility and enrollment requirements to participate. The Student Advisors determine eligibility by reviewing the Welfare-to-Work Plan, the student's enrollment and semester eligibility. A Referral to the SRJC CalWORKs Employment Services form is completed and forwarded to the Employment Services Advisor. This triggers the start of job search activities. The Director signs off on all work-study forms regarding eligibility and employer agreements. All new students attend an orientation to the program as the first step in their participation. The program's goal is to place all participating students in "training-related" jobs. Jobs must meet one of the two following criteria for the wage subsidy to apply:

1. The employment is directly related to and in furtherance of the student's educational goals. The employment will provide the student with work experience that will make her/him more employable when finished with her/his educational program **OR**
2. The student is unable to qualify for/secure employment that is directly related to her/his educational goals so will utilize this employment opportunity as a short-term career step. Students who qualify under #2 agree to work towards goals that will help them prepare for future training-related employment.

The SRJC CalWORKs Program coordinates CalWORKs Work Study earnings with the Financial Aid Department. Prior to 2009-10, it was jointly agreed that CalWORKs Work Study wages earned in one year would be reported as income for financial aid purposes in the following year. Due to a new interpretation of the federal requirements for work study dollars, the Chancellor's Office directed CalWORKs Programs across the state to initiate a change by including CalWORKs Work Study wages as a part of the financial aid package. To plan for this conversion, The CalWORKs Director and several CalWORKs staff worked with the Financial Aid Director to become familiar with the award process, learn how to utilize the password-protected Financial Aid Management System (FAMS) and create a process for notifying the Financial Aid Director about each semester's CalWORKs Study award amounts. The new process was initiated in summer of 2009 and has worked well to date.

The CalWORKs Budget Specialist processes the timesheets and claims, the Director reviews and signs them, and they are then forwarded to Payroll (on-campus positions) or to the Accounting office (off-campus positions). Federal Work Study funds are often used as match for the on-campus student employee positions; college Student Employment staff review and approve student eligibility for these funds as match. Documentation of eligibility and payments for both on- and off-campus work-study are maintained in an annual CalWORKs Work Study binder by the CalWORKs Budget Specialist. Student and Employer information is also kept in the student case file.

CalWORKs Work Study Student Participation and Work Study Wages Expenditures

	08/09	09-10*	10-11	11-12	12-13	13-14		
Number of Students	118	101*	86	66	83	95		
Work Study Wages	\$191,236	\$100,873*	\$122,240	\$114,846	\$120,056.95	\$158,375		

*In the spring of 2010, the Chancellor's Office allocated One-Time Supplemental TANF Work Study/Job Placements funds to CalWORKs Program across the state. SRJC received \$89,093 for one-time, short-term work study position for eligible students. These funds are not included here.

In 2009-10 the Chancellor's Office CalWORKs Program created new expenditure guidelines to emphasize needed growth in the work study programs across the State. SRJC CalWORKs responded and has increased participation in the program by an estimated 71% increase in participating students and a 157% increase in wages over a four year period, reflecting both the increase in student numbers and a greater emphasis on high paying jobs. SRJC currently exceeds the minimum requirement for CalWORKs study expenditures.

Child Care

Child care is coordinated with the county as well as with community-based agencies providing Stage II, III and other subsidized child care programs. EOPS also partially funds several slots in the college's child development center which SRJC CalWORKs/EOPS students can access. In Sonoma County, TANF recipients' child care needs are met as soon as the parent selects care. In Spring 2008, the decision was made to reallocate the child care funds to work study, as the students child care needs could be met with other resources. The change was invisible to the students, as the staff worked with the county and child care agencies to seamlessly transfer the cases to other funding sources. This transfer of funds to work study is a common practice throughout the state at this time due to the emphasis on work study to help meet work participation hours. In 2009-10, the Chancellor's Office modified the annual budget plan to allow for an "automatic" transfer of child care dollars to work study or program as needed by each college. SRJC CalWORKs has requested a transfer to both work study and program in previous years as child care needs could be covered with other resources.

Post-Employment

In the past, the county program provided support for post-employment education to former TANF recipients for up to one year after leaving aid if they were working a minimum of 20 hours per week. Effective in the summer of 2009, the county made the decision to stop enrolling participants into this program due to the reduction in funding for these county services. As a result, SRJC CalWORKs served only a few of these students in 09-10, and there are currently no post-employment students being served. To continue to serve post-employment students, the CalWORKs Program would need to dedicate funds to cover the cost of books, supplies and child care that the county is no longer covering. At this time it is not realistic to divert funds from the primary population of current TANF recipients. The SRJC CalWORKs Program will continue to offer counseling services to former CalWORKs students as needed by our District funded Counselor.

Instruction and Curriculum Development

No activities are funded in these approved areas at this time; however, it may become necessary to create “bridging activities” for students between semesters when classes are not offered to give students the necessary activities required to fulfill their individual welfare to work plans. The CalWORKs program currently has faculty who have the curriculum in place to provide such activities and additional staff may need to be hired in the future to assist. The County has increased our grant by \$18,000, since 2011, to include more hours for a staff to conduct these bridging activities to better fit the needs of the students.

Sonoma County, Human Services Department, Employment and Training Division, Sonoma WORKS Contract

This contract has been in place for 26 years, signifying the long and valuable partnership between Santa Rosa Junior College and the County of Sonoma. The contract funds .50 FTE of the SRJC CalWORKs Director position, 1.0 FTE of a Student Advisor, Categorical Programs, and provides funding for Adjunct Instructional Faculty to lead Basic Computer Literacy workshops for TANF recipients at Goodwill Industries of the Redwood Empire. Services included in this contract are the computer workshops, shared case management and the payment of ancillary costs for students including fees, books, supplies and parking. The funds from this contract augment the daily operations of the program and provide match to help draw down the CalWORKs funds from the Chancellor's Office. The County has recently increased the contract by \$18,000 over the last several years to include more hours for staff members to conduct

bridging activities necessary for students to meet their welfare to work requirements during the periods when classes are not in session.

1.1d Hours of Office Operation and Service by Location

The SRJC CalWORKs Program has one location on the Santa Rosa campus.

The office is currently open for student appointments during the following days/hours:

Monday, Tuesday, Thursday and Friday, from 9 AM to 3 PM

Wednesday from 9 AM to 6 PM

During the summer, the office is closed on Fridays in June and July (as per District policy). During the past two years, the campus was closed for two weeks during winter break and one week during spring break due to mandatory time off policies. Office coverage is manageable as long as staff positions are fully funded according to need, and there is sufficient funding for student employees to manage the reception area. A minimum of two staff (or one staff and one student employee) are in the office at all times during the days and hours of operation. Generally, counselors, advisors and the employment services advisor are available on a daily basis for appointments with students and drop-in visits.

At this time, there are periodic SRJC CalWORKs services provided on the Petaluma campus on an as needed basis (see 1.1b, II: Multi-Campus Coordination for additional information).

1.2 Program/Unit Context and Environmental Scan

1.2 Program/Unit Context and Environmental Scan

There have been a number of program and budget changes over the past two years that have impacted CalWORKs; some of the main changes are summarized below:

In July 2011, Senate Bill 72 (SB 72) created changes within the statewide CalWORKs program moving from a 60 month lifetime limit on welfare benefits for eligible adults to a 48 month lifetime limit. While the overall caseload reported by CDSS increased slightly (0.4%) between December 2012 and January 2013, the changes enacted by SB 72 created a slight decrease in One-Parent (0.7%) and Two-Parent (0.1%) cases but had a significant increase in Child-Only cases (1.5%) and TANF Timed Out cases (0.6%). * As of January 1, 2013, County Welfare Departments (CWDs) put into place additional changes, and new hourly requirements, to the CalWORKs Welfare-to-Work (WTW) program, pursuant to Senate Bill 1041 (SB 1041), which was enacted by the Legislature and signed by the Governor on June 27, 2012 (CDSS All County Letter (ACL) #12-69). The implementation of SB 1041 included programmatic changes such as a new Welfare-to-Work 24-Month Time Clock (ACL 12-67), changes to the young Child Exemptions (AB X4 4) and the Reengagement of clients with Young Child Exemptions that were ending (ACL # 13-01)

(*CDSS Data Systems and Survey Design Bureau: CA 237 CW, Item 8a, March 7, 2013)

Under previous law, CalWORKs eligible single parent families were required to participate in specific activities for 32 hours per week (two-parent assistance units had a requirement of 35 hours per week), with restrictions on those activities as they related to work and job training (referred to as “core” activities) being given different classification, or weight, than education or counseling (referred to as “non-core” activities) for domestic violence or substance abuse.

As of January 1, 2013, SB 1041 amended Welfare & Institution Code Section 11322.8 so that for the first 24 months of participants 48 month time allotted to receive CalWORKs benefits, the adult in the unit may participate in a wider variety of CalWORKs WTW activities needed to lead to self-supporting employment. This period of time is now referred to as the 24-Month Time Clock, a “clock” that can “tick” and “un-tick” at any time during the participants’ 48-Month time clock depending on the activities and the number of hours in which they participate during a given month. CalWORKs clients will be able to participate in WTW activities, consistent with their assessment, without the restriction of the CalWORKs WTW core requirements. Weekly

hours must align with federal hourly requirements (listed below) and must lead to self-sufficiency.

(The following information can also be found in All County Letter (ACL) 12-69 or at the following link: <http://www.dss.cahwnet.gov/lettersnotices/entres/getinfo/acl/2012/12-69.pdf>)

As of January 1, 2013, the hourly participation requirements for both single-parent and two-parent assistance units would be aligned with the federal work requirements as follows:

- 20 hours per week for single parents with a child under six years old
- 30 hours per week for single parents with no child under six years old
- 35 hours per week for two-parent families (hours combined between the two parents)

Allowable CalWORKs Activities within the 24-Month Time Clock are as follows:

- Unsubsidized employment
- Subsidized private or public sector employment
- Work experience
- Community service
- Vocation education
- On-the-job training (OJT)
- Job search
- Job readiness
- Self-employment
- Supported work and transitional employment
- Work study
- Mental health, substance abuse, domestic violence services
- Job skills training directly related to employment
- Education directly related to employment
- Satisfactory attendance in a secondary school or in a course leading to certificate of general equivalence (GED)
- Adult basic education (reading, writing, arithmetic, high school proficiency or GED, and English-as-a-Second-Language)
- Participation required by school to ensure child's attendance
- Other activities necessary to assist in obtaining employment
 - Non-credited study time

After the WTW 24-Month Time Clock has been exhausted, the aided adult(s) must meet all federal work requirements to continue to receive cash aid. All participation hours must be in work activities as identified in WIC Section 11322.85(a)(3) and the hours of participation must meet federal core and non-core requirements according to Section 607(c) of Title 42 of the United States Code. This would change the participants from the preceding weekly participation hours to the federal requirements of core activities as follows:

- 20 hours per week for single parents with a child under six years old
- 20 hours per week for single parents with no child under six years old
- 30 hours per week for two-parent families (hours combined between the two parents)

Federal core activities are limited to the following:

- Unsubsidized employment
- Self-employment
- Subsidized private or public sector employment
- Grant-based on the job training (OJT)
- Work study
- Work experience
- Community service
- Vocational education (12-month lifetime limit)
- OJT
- Job search and job readiness
 - Mental health services
 - Substance abuse services
- Providing child care to a community service program participant

Federal non-core activities

- Job skills training directly related to employment
 - Education directly related to employment (for individuals with no high school diploma or equivalent)
 - Satisfactory attendance in a secondary school or in a GED course
- The Chancellor’s Office CalWORKs Allocation Sub-Committee reconvened in fall 2009 to evaluate the implementation of recent changes made in the funding formula, address the budget cuts anticipated for 09-10, and finalize the last of the recommendations. Beginning in 2010-11 CalWORKs Programs are funded by college rather than by District, with \$125,000 in base funding guaranteed. Additional funds are allocated by student head count with an enrollment record.
 - The State Department of Social Services All-County Letter 09-46 exempted some parents with young children from mandatory participation in the program; volunteers from this group can still be served. At this point in time the college has many “exempt volunteer” students who are continuing to attend school to receive the training they need to reach their employment goals. These parenting students will be “re-engaged” slowly, and at the discretion of the county by January 1, 2015. The impact of this change should continue to be monitored; the minimal reduction in student referrals that CalWORKs experienced in 2010-2011 was due primarily to this exemption option; work study participation was not affected.
 - Effective July 1, 2011, TANF cash aid grants were reduced, and time limits for participants went from 60 months to 48 months. The time limit change made no provision for grandfathering current participants, and many SRJC CalWORKs students had only 30 days’ notice or less before losing their cash aid grant, and CalWORKs eligibility and in some cases their work study job was lost as well. The decrease in referrals during 2011-2012 is due primarily to students being timed off aid sooner than originally planned. The regulatory change impacted CalWORKs students in that many who had educational plans based on a 60 month time limit were suddenly without CalWORKs and cash aid support to finish their programs. SRJC CalWORKs staff worked to identify these students as early as possible and

provide additional counseling and planning in order to support their completion of certificate and degree programs.

- Community Colleges received major funding cuts since 2005-06. In 2009-10 the Statewide the CalWORKs Program experienced an overall 39% reduction in funding which has never been restored. CalWORKs was not included in the “flexibility” category with many other categorical programs.
- Post-employment services have been phased out through the county’s Sonoma WORKS Program due to budget cuts.
- The continuing poor economy and high unemployment rate have changed the profile of CalWORKs students. In the past, most were single mothers. Now there are an increasing number of single fathers and two-parent families participating in the program, including a number of long-term unemployed parents. Due to the economic impact, there are also a higher percentage of families who experience homelessness at some point in their college career.
- SRJC CalWORKs depends on the District and the county Sonoma WORKS funding match to draw down the categorical funding from the Chancellor's Office. As a part of this, the full-time Academic Counselor has been funded through the Counseling Department since 1990; this anchor position is critical to the functions of the program. The District contribution to the program has been maintained in 2012-2013.

2.1a Budget Needs

Interpretation and Clarification of Core Data

The information provided in the Program Unit Review/Employee Data and Calculations section can be incomplete or misleading:

- The one full-time Academic Counselor assigned to SRJC CalWORKs is paid through the Counseling Department so this position is not reflected in the data provided.
- Adjunct faculty includes 1 part-time Instructional Faculty who provide Basic Computer Literacy workshops for TANF recipients at Goodwill Industries of the Redwood Empire through the County SonomaWORKS contract.
- CalWORKs Work Study students who are employed as student employees in departments throughout the District are calculated into the CalWORKs head counts and

FTE totals because they are partially funded with CalWORKs dollars. The correct staffing details for CalWORKs in 2020-21 are included in the review.

- SRJC CalWORKs has limited Federal Work Study and District Student Employment funds that provide the match to allow CalWORKs Work Study students to work as Peer Advisors in the department. An increase in 2360 and 2361 would leverage the use of existing categorical funds and increase the department's ability to provide more direct services to students utilizing peers.

The CalWORKs categorical funding has been less than adequate to meet the needs of the program above what is provided by the District and the County. However, the County Sonoma WORKS Program increased the Contract (in 2012) with SRJC CalWORKs program in order to provide additional needed services. The SRJC CalWORKs Program depends on the contribution from the county, and future cuts could impact the ability to maintain the current contract level (cuts have been made in contracts with other partner agencies). The contract currently pays for .40 FTE of the CalWORKs Director position and 0.95FTE of the Student Advisor position.

- Actual comparisons to District averages are not relevant due to the categorical funding requirements of the program. Additionally, categorical programs experience frequent and unpredictable change which can alter program plans and budgets with little warning.
- The funds are closely monitored to ensure that expenditures meet Chancellor's Office guidelines, and are effectively used to directly support students and maintain the required documentation.
- **The decrease in spending in the 5000s is due to the reduction in off-campus placements for CalWORKs Study students.**
- SRJC CalWORKs depends on the District and the County SonomaWORKS match to draw down the categorical funding from the Chancellor's Office. As a part of this, the full-time Academic Counselor has been funded through the Counseling Department since 1990; this anchor position is critical to the functions of the program.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
1.0 FTE Budget Specialist	40.00	12.00	New hire in January 2018: Budget development and oversight; monitor and calculate work study claims and timesheets for payment; oversee child care contract and payments; expense journals; reports and claims.
1.5** FTE Program Developer	40.00	12.00	Provide employment services to students and maintain paperwork/tracking requirements of wage subsidy program.
1.5** FTE Student Advisor	40.00	12.00	Provide advice and resources to students; determine eligibility; facilitate the payment of school fees, books and supplies and child care; work closely with county staff; participate in case management.**
1.0 FTE Administrative Assistant	40.00	12.00	Office management, support to Director and other staff, supervise Peer Advisors. This position has also taken some of the duties of the currently vacant Intake Specialist position, such as: *group and one on one orientations for new and continuing CalWORKs students; tracking of student progress and retention.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
TBD	16.00	12.00	Responsible for the supervision and administration of all aspects of the CalWORKs Program.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
5.272 Student CWS/District	211.00	12.00	CalWORKs students working in student positions throughout the District. They are employees of the hiring department. The positions are partially/fully funded with CalWORKs work study dollars and may be matched with either District or Federal Work Study funds.

2.2d Adequacy and Effectiveness of Staffing

SRJC CalWORKs is a categorically funded program providing specialized services to a highly at-risk population so a comparison to the District staffing ratios is not appropriate. The program has experienced a decrease in referrals from the county over the last several years. This is due to legislative changes to the CalWORKs program as well as the catastrophic wild fires experienced in Sonoma County in the fall of 2017. In the 3 following years our county has experienced flooding, more devastating fires, power outages, evacuations, and now currently have been in a pandemic shut down since March 17th, 2020. Our students have been doing school online, they have been teaching their children at home, and have lost family members to pandemic. They have also lost jobs. The Also a contributing factor has been the lack of affordable housing and escalating rents in the area forcing participants to move out of the area.

The maintenance of the District and County match for designated positions is critical to maintaining the required staff to student ratio and avoiding supplantation. The SRJC CalWORKs allocation formula rewards growth when compared with other Districts so there is the potential to increase categorical dollars because of the decrease in the CalWORKs population throughout the state which will result in maintaining anticipated funding per student.

Over the past year, there has been a decrease in the cumulative number of County referrals; however, the amount of time that department Counselors and Advisors interact with a student has increased. This increase has been significant and we project that the time necessary will continue increasing. The increase is due to the students' need for encouragement and support; to the proactive intervention by staff to prevent crises before they occur; and, to the department's concentrated effort to build retention and success strategies into all interactions meeting the Strategic Plan 2014 Values, Goals, and Objectives.

To maintain and build upon a long-standing relationship with SonomaWORKS, the department has bi-monthly meetings with County leadership. This assures our connection with a valuable community partnership and provides a venue for discussing policies and procedures to better serve our student-clients. We continue to collaborate with county partners to provide ongoing trainings for staff on both the county and college sides of this equation.

CalWORKs department has defined the following student/staff "ratios" to reflect the intensive case management services required for the welfare population:

Student Advisor, Categorical Programs: 1.0 FTE : 85 students

Academic Counselor, CalWORKs: 1.0 FTE : 100 students

Employment Services Advisor: 1.0 FTE : 40 students (includes contacts with employers/supervisors)

The current staff members are utilized effectively and are often asked to do “more with less” as program demands grow. It will be critical to use whatever resources are available to maintain and improve the increased case management demand, and monitor the counselor and advisor student referrals and appointments to ensure that staffing levels remain workable.

CalWORKs Work Study students who are employed as student employees in departments throughout the District are calculated into the CalWORKs head counts and FTE totals because they are partially funded with CalWORKs dollars.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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2.3a Current Contract Faculty Positions

Position	Description
1.0 FTE Academic Counselor	Assigned to CalWORKs and is paid through Counseling; anchor position since 1990; core to service delivery

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
BOT/BAD	0.2100	0.0000	0.2100	0.0000	The hours reported include assignments to the BOT/BAD departments and are not exclusively those for CalWORKs. The % of adjunct load in CalWORKs varies based on a contract with the Sonoma County Human Services Department. Workshop instructors for the Basic Computer Literacy Program at Goodwill are hired for a specific number of hours each year as specified by the contract; in 15-16 there were 262 paid hours. The activity is ghost load.
Counseling	1.0000	100.0000	0.0000	0.0000	There is one district-funded full time Academic Counselor assigned to CalWORKs. The desired ratio of counselor : students set by SRJC CalWORKs is 1.0 FTE:120. The current ratio is 1.0 FTE : 154

2.3c Faculty Within Retirement Range

None.

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

It is imperative that CalWORKs maintain the anchor position of a full-time District funded Academic Counselor assigned to the program. This position has lead responsibility for the academic planning, retention and success activities in place to support student success. Additionally, coordination with the County SonomaWORKS Program Employment and Training Counselors is critical to the success of students.

Although the CalWORKs program did not utilize adjunct counselors in 20-21; CalWORKs could utilize categorical funds in the future to support additional adjunct Counseling time to respond to student enrollment needs.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

CalWORKs received replacement computers for five student kiosks in the lobby of CalWORKs. Student kiosks are necessary to accommodate students who do not have computers at home, need assistance in completing online applications or registering for classes, and to print course materials. Another critical reason for the kiosks is that students do not have the funds for copy paper or printing charges. We allow students to print any course documents they need, including large documents (often 100 pages or more if the student is in a medical/dental program).

The printers at the kiosks have also recently been replaced.

The CalWORKs program has moved from faxing documents to and from the counties to email and/or scanning documents. We continue to work on moving to a paperless system program wide.

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4f Instructional/Non-Instructional Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	06	06	Urgent	Santa Rosa Bertolini Student Center	4822	\$1,000.00	The lack of natural lighting and the use of fluorescent lights in room 4822 affects staff health and efficiency. This room is often used for meetings and lunches. LED light bulbs are requested to replace the current bulbs used.
0002	Santa Rosa	04	06	Urgent	Santa Rosa Bertolini Student Center	4820 and 4821	\$5,000.00	Two interior offices currently used by the Budget Specialist, advisors and Interns have no outside window or natural light. The lack of natural lighting and the use of fluorescent lights for full days affect staff health and efficiency. This proposal is to add two transom windows near the ceiling in each room that would allow natural light from Room 4817 in to Rooms 4821 and 4822.
0003	Santa Rosa	04	06	1 Year	Santa Rosa Bertolini Student Center	4807	\$500.00	The Administrative Assistant II's office does not have a door. A door would provide the necessary privacy for more productive work and for confidential discussions often needed with the Peer Advisors the AA supervises.

2.5b Analysis of Existing Facilities

CalWORKs moved into the beautiful new Bertolini Student Services Center in January 2010. CalWORKs will now be located on the 2nd floor of Bertolini Student Services Center and will share space with EOPS/CARE/BearCub Scholars and NextUP. This is in effort to work alongside sister programs who are serving many of the same students. CalWORKs has packed and removed all items from the 3rd floor and will be moving into EOPS very soon. A remodel of the lobby in EOPS is being done, as well as additional storage being built and modifications to insure that all program employees and students can achieve maximum success. We are the Student Support Programs on campus and being united in one office can support our most marginalized populations with many services in one place.

The design of the building and offices accommodates students and staff with disabilities. Private offices, an accessible kiosk and a reception counter were also included in the design. A wonderful children's area has been included in the reception area that has created a safe and inviting area for children to play while their parents wait for appointments or use the kiosk computers.

The design of the building and offices accommodates students and staff with disabilities. Private offices, an accessible kiosk and a reception counter were also included in the design. A wonderful children's area has been included in the reception area that has created a safe and inviting area for children to play while their parents wait for appointments or use the kiosk computer.

In an effort to sustain relationships with our community partners and to provide excellent service to our student population, it would be ideal to have office space County staff can use to meet with and/or recertify students in the program. This practice has enhanced continued collaboration with the county and improved services to students who can accomplish multiple appointments in one place on the same day. It also provides students with better opportunities for engagement with CalWORKs and County staff together, and improved case management between the two programs. Currently we have been able to schedule county workers on a variable schedule to utilize one of our smaller inside offices that is used for student study space and Employment Service meetings as well as meetings with students who may have had to bring their children with them. This provides a safe environment for County staff, students and children to complete the necessary paperwork and/or tasks without the need for the student to find childcare.

CalWORKs counselors may recommend sections of Counseling 60 in the fall and spring semesters; however these are not targeted to CalWORKs students but open to the general student population. Offering the classes in Bertolini would support the community/cohort efforts that the program would like to build upon. There is a continued need for adjacent meeting space and access to a classroom in Bertolini.

Additionally, the new collaborations with Student Services programs has provided greater access and convenience for students engaged in multiple programs. This is an area of growth

that CalWORKs has looked forward to for years, as it will further highlight the core purpose of the program – education leading to employment and family self-sufficiency.

3.1 Develop Financial Resources

CalWORKs is a categorically funded program receiving funding from the Chancellor's office and the Sonoma County Department of Human Assistance. These funds support 50% of the Director's salary, 100% of the Student Advisor salary, three adjunct faculty positions at the BCL, and supportive services and supplies for students.

3.2 Serve our Diverse Communities

3.2 Cultural Competency

Students served by SRJC CalWORKs in 2012-2013 were 4.82% African-American, 3% Asian, <1% Filipino, 36.39% Hispanic, 1% Native American, 1% Pacific Islander, 4% Unknown, 5% multiple ethnicities, and 43% White. This reflects a higher number of students with race/ethnicity other than White enrolled in the program when compared with the District as a whole. The diversity of CalWORKs students remained stable with little change from previous years. The TANF population in Sonoma County also reflects a higher percent of minorities than the county population as a whole. Additionally, 100% of the CalWORKs students live in extreme poverty and all are parents struggling to provide for their families. In CalWORKs, diversity includes class and income level – all of which can impact access, retention and success in the academic environment.

Recruitments for staff include not only the District language regarding diversity, but also reference the special population served, for example “Experience working with the targeted population in an educational or social services setting....provide high quality services to a diverse population of low-income student parents. All recent recruitments included bilingual in English and Spanish as a preferred qualification and the applicants’ diversity statements were included in the scoring of the application materials. Additionally, the supplemental questionnaire included the question, “Describe how your education and work experience have prepared you to work with a diverse group of economically disadvantaged students.”

Full- and part-time faculty selected to work within the SRJC CalWORKs Program come from other disciplines. When recruiting for assignments within CalWORKs the same criteria are evaluated to ensure that the selected candidates are a good match for the student population. The CalWORKs Program currently has one bilingual counselor and one bilingual Student Advisor to accommodate some of the language barriers experienced by our students.

Staff training focuses on working with diverse populations with multiple barriers to success. Additionally, SRJC CalWORKs staff (including the Peer Advisors) reflects the academic, ethnic,

cultural, socio-economic, disability, gender, age and sexual orientation diversity of CalWORKs students. Students are encouraged to interact with all staff members to become comfortable with working in a diverse workforce and to benefit from staff's diversity of disciplines and differing experiences. This interaction establishes a learner-centered environment exposing the student to a variety of cultural differences and it fosters imagination and critical thinking.

3.3 Cultivate a Healthy Organization

CalWORKs offers staff and faculty many opportunities to participate in trainings both on campus and within the community. In-service opportunities are also scheduled within the department. Staff is offered release time to attend relevant trainings.

Staff members attend relevant trainings whenever available. Some of the trainings staff have attended include:

Pathways to Employment; Learning Disabilities; From Jails to Jobs and Second Chance workshops; Security and Safety Preparedness; Career Information Day; CalWORKs New Directors Training; First Aid and CPR; CalWORKs Association 4th Annual Training Institute; On-Campus Resources (SRJC); Off-Campus Resources (at Sonoma WORKS and through community partner's); PDA days; Volunteer Center Training and Path

Staff may also enroll in an appropriate course at SRJC to build their skill level. If approved by the Director, release time is provided.

3.4 Safety and Emergency Preparedness

- Injury and Illness Prevention Program (IIPP)
 - Our area safety coordinator, Amy Ethington, provides a review of the District Policy 6.8.2 and 6.8.2P at the turn of the fiscal year.
 - We review a specific safety topic at each business meeting.
 - Amy recently attended the training provided by EH&S and is First Aid/CPR certified for the next 2 years.
 - Amy plans to schedule a visit from EH&S, as well as from District Police, to meet with the entire department about safety awareness.

Building	BSC Area	ASC	Name	Department	Responsible Area	Management Support
			Amy Ethington	CalWORKs	3 rd Floor Bertolini West	Lauralyn Larsen

3.5 Establish a Culture of Sustainability

CalWORKs is moving from printing hard copies to a paperless process for all documents. This process is in effect with SonomaWORKs and forms are maintained in a Forms Library rather than in multiple hard copies. We continue to develop more interactive forms on an as needed basis.

We are also exploring reducing the amount of paperwork in the CalWORKs Work Study process by streamlining employer agreements.

We have begun to transfer materials for on-campus and off-campus resources to digital formats for display on the plasma monitor in the CalWORKs lobby, which has been purchased using categorical funds.

Our office purchases recycled products whenever possible, recycles printer and toner cartridges and scratch paper for unofficial documents and memos.

4.1a Course Student Learning Outcomes Assessment

NA

4.1b Program Student Learning Outcomes Assessment

The current SLO's are as follows:

1. Students will report that they feel acknowledged and valued, and will gain confidence in their abilities to be successful in a college environment.
2. Students will responsibly and effectively utilize the resources of the CalWORKs office.

3. Students will demonstrate understanding of the requirements of the SonomaWORKS and CalWORKs Programs, as well their rights and responsibilities as participants in a welfare-to-work program.
 4. Students will be able to identify, locate and utilize resources on and off campus.
 5. Students will formulate and implement their educational plans, career choices and options for future advancement.
 6. Students will advocate for themselves and diligently navigate experiences and systems.
 7. Students will demonstrate persistence in their attainment of academic achievement.
 8. Students will achieve and progress in preparation for career-related employment.
- (rev. 10/13)

We will continue to review SLO's one by one utilizing student focus groups, staff retreats and student surveys to update and assess the current list. during the Fall 2015 and Spring 2016 semesters we held two student focus groups to assess CalWORKs SLO's 1, 2 and 3. CalWORKs staff reviewed the outcomes of the student focus groups and will continue discussions on possibly condensing all of the SLO's to make them more user friendly.

SLO Assessment Project 15-16; results from student focus groups:

SLO #1: Students will report that they feel acknowledged and valued, and will gain confidence in their abilities to be successful in a college environment.

- Student responses overwhelmingly reinforce that we are fulfilling our role regarding SLO #1. Students feel welcome, understood, supported, and valued in our office. Students appreciate the comfortable physical environment and the helpful staff reinforces the welcoming atmosphere. Students responded that “everybody knows my name,” so no one feels like “just a number.” Students report that our supportive office does, in fact, increase students’ self-esteem and confidence and they do believe that it improves grades and academic performance. They believe that this confidence benefits them long-term and in their familial, employment, and social futures. Students are often fearful when starting college: our students expressed how well we alleviate these concerns.

SLO #2: Students will responsibly and effectively utilize the resources of the CalWORKs office.

- Our students appreciate the resources that are available in our office and also our assistance when needing outside resources. Our office includes six student kiosks for their use, Time Keeper log-in, and a small office students can use for studying in a more private setting, and peer advisors ready to assist. In addition, we make as many “percs” available as possible including clothing, gift cards, student supplies, and book/expense vouchers. Students report also appreciating that we notify them of deadlines and what is available on campus.

SLO #3: Students will demonstrate understanding of the requirements of the SonomaWORKS and CalWORKs Programs, as well their rights and responsibilities as participants in a welfare-to-work program.

- The majority of students understand the procedures for CalWORKs and the County. A few new students were unclear about some procedures (how and when to complete an attendance record). The comments were mostly directed to County rights and procedures. Students' responses indicated an understanding that they have the right to be treated with dignity and that there is an appeal process should they disagree with a ruling.

4.2b Narrative (Optional)

The SRJC CalWORKs Program works with the “whole” student. Reviewing the student's complete circumstances identifies his or her needs. These needs may include issues that are educational, work-related, cultural, financial, or that involve learning difficulties, parenting, and how to decide on future goals. This broad scope is imperative in a case management approach to providing services to our student population as they work to overcome poverty and establish themselves and their families as self-sufficient. There are many barriers and all must be addressed to support success.

The Institutional Learning Outcomes also address the whole person, which is evidenced by the many matches in the chart above.

5.0 Performance Measures

CalWORKs is the access point for the highly at risk TANF population. These students would very likely not be at the college without the partnership with the county and the intensive case management provided by both partners. CalWORKs staff conducts bi-monthly outreach presentations to Goodwill Industries to speak to TANF parents about the option of including education as a part of their Welfare-to-Work Plans.

CalWORKs Student Progress 2013-2014

2013-2014 Student Services Program Review	Unit No.'s	District No.'s	Unit %	District %
GENERAL DATA				
Total Students	346	45710	100.00%	100.00%
Enrolled in CREDIT	307	37631	86.10%	82.33%
Enrolled in NON CREDIT	258	17566	72.57%	38.43%
<i>ESL</i>	13	2417	4.57%	5.29%
<i>Citizenship</i>	0	0	0.00%	0%
<i>Basic Skills</i>	229	9734	67.43%	21.30%
<i>Health & Safety</i>	11	521	2.86%	1.14%
<i>Disabled Students</i>	37	1647	9.52%	3.60%
<i>Parenting</i>	0	95	0.00%	.21%
<i>Home Economics</i>	0	0	0.00%	0%

<i>Older Adults</i>	0	3581	0.00%	7.83%
<i>Vocational</i>	1	341	0.19%	.75%
Is English Primary Language?				
YES	292	35220	82.67%	77.05%
NO	54	9859	17.33%	21.57%
Unknown	0	631	0%	1.38%
ENROLLMENT LOCATION				
Online Courses only	3	2033	95%	4.45%
Santa Rosa Campus ONLY	188	23520	66.29%	51.45%
Petaluma Campus ONLY	4	4157	3.62%	9.09%
Other ONLY	8	8607	2.48%	18.83%
Santa Rosa & Petaluma	72	4983	14.67%	10.9%
Santa Rosa & Other	69	1694	10.86%	3.71%
Pet & RP or Pet & Sonoma	2	9	0.00%	.02%
SR, Petaluma, Other	5	510	.95%	1.12%
ACCESS				
Gender				
Female	460	24941	87.62%	54.56%
Male	57	19758	10.96%	43.22%
Unknown	8	1011	1.52%	2.21%
Age Group				
< 20	46	9479	8.76%	20.74%
20 - 24	102	12224	19.43%	26.74%
25 - 29	107	5819	20.38%	12.73%
30 - 34	104	3547	19.81%	7.76%
35 - 39	83	2480	15.81%	5.43%
40 - 49	76	4251	14.48%	9.30%
50 +	7	7910	1.33%	17.30%

Unknown	0	0	0.00%	0.00%
Race/Ethnicity				
African-American	30	1097	5.71%	2.40%
Asian	7	1584	1.33%	3.47%
Filipino	6	337	1.14%	0.74%
Hispanic	139	8358	26.48%	18.28%
Native American	10	394	1.9%	0.86%
Other Non-White	3	181	.57%	0.40%
Pacific Islander	4	206	0.76%	.045%
White	243	25949	46.29%	56.77%
Multiple Ethnicities	65	3457	12.38%	7.56%
Unknown	18	4147	3.43%	9.07%
Disability				
Primary Disability	52	2896	9.9%	6.34%
Secondary Disability	32	1999	6.1%	4.37%
Dept. of Rehab.	1	86	.19%	0.19%
Financial Aid				
Not Received	30	33504	5.71%	73.30%
Received	495	12206	94.29%	26.70%
BOG Waiver	494	12046	94.1%	26.35%
PELL Grant	264	4464	50.29%	9.77%
Other	122	1682	23.24%	3.68%
PROGRESS				
PERSISTENCE				
Enrolled in Fall	397	30873		
Persisted to Spring	330	21313	83.12%	69.03%
COURSE COMPLETION				
Degree Applicable				

Attempted	1918	129219		
Successful	1283	91722	66.89%	70.98%
Basic Skills				
ESL				
Attempted	72	2247		
Successful	54	1699	75%	75.61%
English				
Attempted	93	1894		
Successful	63	1250	67.74%	66.00%
Math				
Attempted	97	2041		
Successful	65	13048	67.01%	63.89%
ACADEMIC SUCCESS				
Degree	17	1163	3.24%	2.54%
Certificate	16	470	3.05%	1.03%
WORKFORCE DEVELOPMENT				
Apprenticeship				
Attempted	0	419		
Successful	0	392	0.00%	93.56%
Adv. Occupational				
Attempted	17	1830		
Successful	14	1454	82.35%	79.45%
Clearly Occupational				
Attempted	963	33791		
Successful	669	25762	69.47%	76.24%
PETALUMA CAMPUS UNIT BREAKDOWN				
.5 - 3.0 units	22	3660	51.96%	37.13%
3.5 - 6.0 units	9	2193	21.57%	22.25%

6.5 - 9.0 units	9	1113	13.73%	11.29%
9.5 - 12.0 units	10	711	1.96%	7.21%
12.5 - 15.0 units	2	499	3.92%	5.06%
15.5 - 18.0 units	0	324	.98%	3.29%
18.5 - 21.0 units	2	305	.98%	3.09%
21.5 - 24.0 units	2	234	0%	2.37%
24.5 - 27.0 units	0	186	.98%	1.89%
27.5 - 30.0 units	1	110	0.00%	1.12%
30.5 +	0	49	0.00%	0.50%
12.0-21.0	7	1340	5.88%	13.60%
21.5+	3	579	.98%	5.87%

Persistence:

83.12% of SRJC CalWORKs students persisted from Fall to Spring as compared to the District rate of 69.03%. CalWORKs students face significant barriers to success. Most of them have part-time jobs, all of them are parents, and many face other issues such as substance abuse, domestic violence, homelessness or mental health issues as well as severe poverty. The percentage of CalWORKs students with a primary disability is 9.9% compared to the District's 6.34%; and 6.1% of CalWORKs students have secondary disabilities compared to the District's 4.37%. The collaboration between the CalWORKs Program, the county and other Student Services Programs (such as Disability Resources) is critical in maintaining persistence. This rate of persistence is definitely a success for CalWORKs and is a reflection of the deep dedication these students have to making a better life for their families.

Completion of Degree Applicable and English Courses:

66.89% of CalWORKs students attempting degree applicable courses successfully completed them – this rate has increased since last year, yet is still less than the District's rate of 70.98%. 67.74% of CalWORKs students attempting English courses successfully completed them which is significantly higher than last year's 59%, and higher than the District's rate of 66%. These success rates remain significant when considering the lack of preparation and the need for remediation for TANF students. (67.43% - a significant increase over last year - of CalWORKs students enrolled in noncredit classes are studying Basic Skills, compared to the 21.3% for District students in the same category.) Unmet remediation needs due to time limits on education for TANF recipients can mean that students attempt coursework that is too difficult for them. Processes to increase the level of assessment by the county have been established to help in the development of more realistic Welfare-to-Work Plans, however, the time-pressure of this work first program play a key role in moving students through their educational programs as rapidly as possible.

Completion of Math Courses:

67.01% of CalWORKs students attempting Math courses successfully completed them, compared to 63.89% for the District as a whole. This success rate has been steadily climbing over the last two years; CalWORKs staff has focused on supporting students with difficulties in Math by encouraging study skills, tutoring and building confidence for those who express Math anxiety.

Completion of ESL Courses:

75% of CalWORKs students attempting ESL courses successfully completed them in comparison to the District rate of 75.61% for the District as a whole. This rate has lowered since last year, and may be attributed to several new trends: 1.) the influx of students who are recent refugees and have had no exposure to English previously; 2.) the placement of students in classes that exceed their capacity to achieve in one semester; 3.) the limited exposure these students have to venues to practice English in between classes. The successful completion of ESL is of high importance to the CalWORKs Program as this creates a foundation for college success. Further support is needed for these students to progress through ESL courses.

Completion of Degrees:

3.24% of CalWORKs students successfully completed degrees, reflecting a slightly higher success rate than 2.54% for the District.

Completion of Certificates:

3.05% of CalWORKs students successfully completed certificates reflecting a slightly higher success rate than 1.03% of all students in the District; this may be due to the vocational training focus of the CalWORKs Program.

Financial Aid

94.29% of CalWORKs students received financial aid, including 94.1% receiving The BOGG and 50.29% receiving Pell grants. This is significantly higher than the District total of 26.70% receiving financial aid. CalWORKs must continue to work closely with Financial Aid to encourage all students to complete Financial Aid applications.

Comments regarding student success:

CalWORKs students face federal time limits that often limit their access to Basic skills remediation and long-term education; there is concern that the students may not achieve family self-sufficiency with limited education. Additionally, CalWORKs is now serving many of the long-

term unemployed who have lost their wages and benefits and turned to welfare to sustain their families. With Statewide trends moving toward shortening time on aid and colleges limiting the number of available classes and sections, there is a concern that CalWORKs students will not have adequate time and support to complete their educational and career goals. More focus is now being placed on defining realistic short-term goals that a student can complete in two to four years. This will be challenging for those in Basic Skills and ESL classes.

For these and many other CalWORKs students, jobbing-out can be a success, even if the job is not in the student's chosen major. Because there are fewer entry-level jobs available in our community and higher competition for those jobs that are available, TANF recipients who may have preferred to work and do not have a high interest in education are being sent to the college as an activity because paid work is unavailable; this can, of course, impact motivation and ultimately, success. There are also a number of students who are referred to the college but do not enroll or make first census due to multiple barriers.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Petaluma	01	02	Outreach to Petaluma Campus	Develop data on students who are only on the Petaluma campus to provide necessary services	ongoing	staff time
0002	Other	01	02	outreach to Southwest Center	provide necessary services to student attending SWC campus	2018-2019	staff time and space availability
0003	ALL	01	01	update program outcomes as new legislation is introduced that may require changes to the CalWORKs program	staff trainings; student workshops; continuous communication with County Partnering agencies	ongoing	staff time
0004	ALL	01	02	Uniting with EOPS/CARE/BearCub Scholars and NextUP	unified to serve many of the same students, in one location	ongoing	remodel happening and uniting soon 7/1/21 to 8/1/21

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	Petaluma	01	02	Outreach to Petaluma Campus	Develop data on students who are only on the Petaluma campus to provide necessary services	ongoing	staff time
0002	Other	01	02	outreach to Southwest Center	provide necessary services to student attending SWC campus	2018-2019	staff time and space availability
0003	ALL	01	01	update program outcomes as new legislation is introduced that may require changes to the CalWORKs program	staff trainings; student workshops; continuous communication with County Partnering agencies	ongoing	staff time
0004	ALL	01	02	collaboration with SonomaWORKS, CalWORKS, and Southwest Center	serve and support our ESL students as efficiently as possible, from all locations	2021 forward	communication and collaboration