

Santa Rosa Junior College

Program Resource Planning Process

CalWorks 2022

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 Counseling at the Petaluma campus when needed • Collaboration with Counseling to improve CalWORKs orientation to meet new matriculation guidelines • New student orientations and tours of the campus • 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
<p>Increase retention and academic progress through student engagement with: academic and student services, faculty and staff, and campus and community activities</p>	<p>The outreach, access, case management and retention and success strategies developed and implemented by the SRJC CalWORKs 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> <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

	<ul style="list-style-type: none"> • 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 personel counseling through Student Health Services • 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>This year we are increasing the number of Spanish-speaking counselors to support our Spanish-speaking students. 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>B. Foster Learning and Academic Excellence Foster learning and academic excellence by providing effective programs and services</p>	

<p>Support and promote teaching excellence across all disciplines</p>	<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
<p>Engage students and spark intellectual curiosity in learner-centered environments</p>	<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 skills, interview practice, career prep, time management. These skills can also be applied to student's academics
<p>Integrate academic and student support services across the college</p>	<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 • 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"> • All staff/faculty attend equity trainings to support diverse students • 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"> • Collaborate with EOPS and the Southwest Center, which has a predominantly Latino population • Plan for small group meetings and recognition of ESL students • Provide workshops, advising and counseling support in Spanish
<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"> • 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 • All staff and faculty advocate and partner with services such as Financial Aid and Disability Resources Department, EOPS/CARE, Child Development Center and Student Health Services • Employment Services, Counselors, and Advisors assist with the career goals of all CalWORKs Students
<p>Provide relevant career and technical education that meets the needs of the region and sustains economic vitality</p>	<ul style="list-style-type: none"> • CalWORKs program works with needs of employers to place applicants who meet their expectations, provide supervision support, and financial support • Employee Services, Work study on and off campus, placement, Career Workshops, and Financial Aid
<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</p>	<ul style="list-style-type: none"> • Provide access to computers and printers. • Transitioned from paper forms and applications to digital documents

<p>learning and working environments</p>	<ul style="list-style-type: none"> • 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
<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 • 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 • Advisors- Vouchers, expense authorizations and additional resources • 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>	
<p>Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives</p>	<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
<p>Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees</p>	<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
	<ul style="list-style-type: none"> • Provide student and staff workshops on nutrition, housing, and financial health

Establish robust programs to improve the health and wellness of students and employees	<ul style="list-style-type: none"> • Encourage the use of on-campus and community resources to students and staff
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 Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability.</p>	
Increase the amount of discretionary, unrestricted general fund local revenue.	<ul style="list-style-type: none"> • Sonoma WORKS fund- established relationship allowing for continued and increased funding each year
Increase and maintain the District reserves above the state requirements.	<ul style="list-style-type: none"> • N/A
Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students.	<ul style="list-style-type: none"> • Solicit donations from local merchants • Applications for scholarships, grants, help with financial aid applications • Technical assistance in the completion of applications • Additional funding for workshops for staff and students from CCC CWA
Manage enrollment and course offerings to maximize apportionment funding.	<ul style="list-style-type: none"> • Manage enrollment through continued communication with Sonoma WORKS • 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 • 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 • 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 • Sharing of current policies with other community colleges • Community partnership with SonomaWORKS

	<ul style="list-style-type: none"> • Attendance at CalWORKs Association and CO Regional Meetings • 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 • Contacting students via email for better response • Case notes in SIS

1.1c Description

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SRJC CalWORKs served 112 student parents on TANF (cash aid) during the 2021-2022 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. 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 decline in student enrollment these past few years. 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

	17/18	18/19	19/20	20/21	21/22	
Number of Students	216	156	98	115	112	

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 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.

Coordination between college programs remains a priority for CalWORKs. 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. 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.

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:

An on-campus Student Employee can work up to 25 hours per week. SRJC CalWORKs Work Study pays up to 75% of the wages. Students are paid from special college timesheets designated for CalWORKs funding.

1. An off-campus Employee can work up to 25 hours per week. SRJC CalWORKs Work Study will reimburse the employer for up to 75% of the wages. Off-campus students are paid by the employer who then submits a monthly claim for the % reimbursement. Annual contractual Agreements with off-campus employers are processed by the college's Purchasing Department and assigned a vendor number for payment purposes.

*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 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.

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:

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**

1. 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.

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. This year we 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.

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

This contract has been in place for over 30 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.

1.1d Hours of Office Operation and Service by Location

The SRJC CalWORKs Program shares offices with EOPS at the Santa Rosa and Petaluma campuses.

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

Mondays - Fridays, 9 am to 5 pm

1.2 Program/Unit Context and Environmental Scan

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There have been a number of program and budget changes over the past two years that have impacted CalWORKs;

- 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.
- New Senate Bill (SB) 1232 took into effect on January 1, 2021 and reflects a significant policy change impacting the areas of supportive services, participation hours and homework time in education, the WTW flow of activities, and county interaction with clients.

2.1a Budget Needs

Interpretation and Clarification of Core Data

- With a decrease in students enrolling in CalWORKs, we are transitioning from one full-time Academic Counselor who was assigned to SRJC CalWORKs and paid through the Counseling Department, to five Academic Counselors providing a total of .50 FTE counseling support. The counselors are diverse and some are bilingual.

- 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.
- 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.
- 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	Budget development and oversight; oversee child care contract and payments; expense journals;
1.5** FTE Program Developer	40.00	12.00	Provide employment services to students and maintain paperwork/tracking requirements of wage subsidy program; monitor and calculate work study claims and timesheets for payment;
1.5** FTE Student Advisor	22.00	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 EOPS and Foster Youth staff & faculty.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Student Support Programs	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 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
0001	Santa Rosa	01	02	CalWORKs Program Developer	CalWORKs Coordinator	Classified

2.3a Current Contract Faculty Positions

Position	Description
.10 FTE Academic Counselor	Assigned to CalWORKs and is paid through Counseling; anchor position since 1990; core to service delivery
.10 FTE Academic Counselor	Provide CalWORKs counseling, paid through TANF Funds
.10 FTE Academic Counselor	Provide CalWORKs counseling, paid through TANF Funds
.10 FTE Academic Counselor	Provide CalWORKs counseling, paid through TANF Funds

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 and EOPS.

2.3c Faculty Within Retirement Range

None.

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

It is imperative that CalWORKs/EOPS maintain the anchor position of a full-time District funded Academic Counselor assigned to the programs.

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

N/A

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
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2.5b Analysis of Existing Facilities

CalWORKs moved into the beautiful new Bertolini Student Services Center in January 2010. CalWORKs is now 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. 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.

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

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 three bilingual counselors and two 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 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:

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.

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.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	CalWORKs	Spring 2012	Summer 2012	Fall 2012
Service/Program	CalWORKs	Spring 2008	Fall 2008	Spring 2009
Service/Program	CalWORKs	Spring 2008	Fall 2008	Fall 2008
Service/Program	CalWORKs	Spring 2008	Fall 2008	Fall 2008
Service/Program	CalWORKs	Spring 2008	Fall 2008	Fall 2008
Service/Program	CalWORKs	Spring 2008	Fall 2008	Fall 2008
Service/Program	CalWORKs	Spring 2010	Spring 2010	Fall 2010
Service/Program	CalWORKs	Spring 2011	Spring 2011	Summer 2011
Service/Program	CalWORKs	Spring 2012	Spring 2012	Fall 2012
Service/Program	CalWORKs	Spring 2013	Spring 2013	Fall 2013
Service/Program	CalWORKs	Fall 2013	Spring 2014	Summer 2014
Service/Program	CalWORKs	Spring 2016	Spring 2016	N/A

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
Academic Counseling	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Advising		X		X	X	X	X	X	X	X	X	X	X	X	X	X
Case Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Coordinate w/college	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Coordination w/cty		X		X	X	X	X	X	X	X	X	X	X	X	X	X
Employment Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

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.

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	on-going	staff time
0002	Other	01	02	Outreach to Southwest Center	provide necessary services to student attending SWC campus	on-going	staff time and space availability
0003	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

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	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