

Santa Rosa Junior College

Program Resource Planning Process

Community Education 2014

1.1a Mission

The mission of the Community Education Department is to provide the District's residents with life-long learning opportunities (not-for-credit) through high quality courses, programs and events. Community Education strives to offer a wide array of topics and instructors to meet the diverse needs of the community and to expand class locations in the community.

1.1b Mission Alignment

The Community Education Department reflects the District's mission to promote personal and professional growth and lifelong learning. Community Education supports the District's 2014 goals to:

- Promote teaching excellence
- Engage students and spark intellectual curiosity
- Meet the lifelong educational and career needs of our communities
- Establish programs to improve the health and wellness of students and employees
- Pursue alternative funding sources
- Continuously improve institutional effectiveness

Community Education serves the District in a variety of ways to provide:

- Venue for offering enrichment classes to residents who neither need nor want credit
- Way to promote District programs via free advertisements in the CE bulletins, e.g. credit courses, Older Adults Program, Shone Farm, Culinary Arts, SRT and more
- Discounted wellness classes for employees
- Flexible way for KAD, Theater Arts and other departments to offer camps, clinics and other classes that require special registration
- Co-enrolled classes so credit students who have reached their maximum repeatability can continue to enroll in the credit class as a not-for-credit student
- Venue to offer credit enrichment courses in a modified format that have been cut in academic departments. This began in 2009 with one course and by Fall 2011 there were fourteen credit courses that moved to Community Education. Overall, thirty one credit courses have moved over to Community Education through Fall 2012; not all of them are taught every year.

1.1c Description

The Community Education Department provides:

- Not-for-credit enrichment courses in which individuals can explore new interests, learn new skills, share fun activities with family and friends, start a hobby, enjoy staying fit and pursue professional and personal development.
- Court mandated educational programs (Alive at 25 and Traffic Violator School)
- Enriching cultural experiences through the Arts & Lectures and the Chamber Concerts Series
- Online education through a partnership with Ed2Go
- International educational travel programs through a partnership with Collette Travel
- Wellness classes for SRJC employees at Santa Rosa and Petaluma campuses
- Special registration for not-open-to-the public classes for KAD, Theater Arts, and other departments
- Co-enrolled courses for credit students who have maxed their repeatability option

Courses and events are open to the public and the public served is primarily made up of residents of the District. While the majority of the participants are 18 years of age or older, Community Education does include minors ages 15 - 17, if the instructor feels the subject is appropriate.

1.1d Hours of Office Operation and Service by Location

The employees work from 8am to 5pm, however the hours the office is open to the public is 9am-12:30pm and 1:30-5pm, Monday through Friday. The additional hour in the morning allows staff to catch up on paperwork and complete the deposit of the previous day's receipts and have a staff meeting one day per week. There is not sufficient staff to cover the lunch hour with staggered shifts, so the office closes for lunch. The closure was set to allow members of the public who had lunch from 12-1pm or 1-2pm to still be served during their lunch hours.

These hours continue in the summer when the college is closed on Fridays, but the staff come to work before 8am and stay past 5pm.

The Community Education Office moved in August 2013 from Pioneer Hall to Analy Village, Building C.

The majority of Community Education classes are held during the evenings and on the weekends at SRJC's Santa Rosa and Petaluma campuses, the SW Santa Rosa Center, and various other off-campus facilities. Staff work evening and weekend hours to provide services at Chamber Concerts and Arts & Lectures events.

1.2 Program/Unit Context and Environmental Scan

In 2012-13, Community Education offered 429 sections. The staff is small and handles inhouse most of the duties required for the community to enjoy these classes. Duties such as selecting courses, hiring instructors and aides, preparing contracts, rosters and evaluations, registering students, reconciliation of accounts, schedule development including data entry for schedule production, layout/design, and coordination of bulletins' printing and mailing services.

Community Education requires a different level of customer service---no one "needs" a Community Education class. Returning customers and word-of-mouth advertising depends on people receiving excellent customer service and making those services as accessible as possible. Community Education department depends on its students having both discretionary time and income, so it's affected by the cycles of the economy.

Increasing revenue to cover costs of the Community Education department can be done in several ways: increasing course fees, increasing the number of classes offered and/or adding new programs.

- For the first time in the last three years, we will begin raising fees as the economy improves.
- Because of reduced staff, it is difficult to increase the number of courses and still provide the necessary customer service
- Expand the Ed2go online offerings to include certificate programs. There has been some resistance by the academic deans to support this expansion. The quality of the program is excellent and with little marketing we have seen enrollments increase. In the first year 2008-09 we generated 99 enrollments; in 2012-13 there were 204 enrollments. There is minimal staff time invested in this program.
- Expand the travel programs through our educational travel partnership with Collette Travel. This company has been in business more than 90 years and provides outstanding travel experiences. Between Fall 2009 - Spring 2014, 147 individuals have participated in the travel programs, generating more than \$54,749. We believe there is a larger market of those who can afford to travel internationally, however staff time is limited to producing the current number of travel programs per year.

The CE staff supports non-revenue producing events for the District, e.g. the Arts & Lectures program, individual events like the free concert for Jon Jang. There are also low revenue producing District programs that CE coordinates, e.g. the Chamber Concert Series, Employee Wellness Campaign, Employee fitness classes. CE's time to administer the Arts & Lectures Series averages 12 hours per week and CE's time to administer the Chamber Concert Series averages 10 hours per week.

Current projects required to improve the department's infrastructure:

- Due to CPI compliance, redesign registration procedures and forms to eliminate credit card information being written on registration cards.
- Research a new information system to replace SIS.
- Implement changes in DMV regulations affecting the Traffic Violator School and Alive at 25 programs
- Switch to a new website

- Create a new voice mail phone tree system

2.1a Budget Needs

This section is for budget requests for the 4000s and 5000s including copying, supplies, equipment maintenance, staff travel and professional services. (It does not include 1000s, 2000s, 3000s and 6000s.

The Community Education Department is not requesting any additional funds in the 4000s and 5000s.

2.1b Budget Requests

Rank	RS	ACTV	Object	Location	SP	M	Amount	Brief Rationale

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Asst. III	40	12	New hire started Oct 7, 2013. Under general direction the AAIII coordinates the courses and schedule development for the three bulletins; contract management for more than 600 contracts per year; budget control for CE; coordinates the Collette trips; monitors changes for department website; provides administrative support for Director's responsibilities.
Administrative Asst. I	40	12	Handles primary responsibility for the Traffic Violator School, including renewing the District's license, scheduling instructors, issuing certificates of completion entering information in the DMV database and preparing quarterly reports for the Sonoma County Courts and the California Traffic Safety Institute; registers CE students, mails registration confirmations and provides reception support as needed; prepares and keeps track of all deposits for Community Education classes; sets up course supply lists and location information in the CE database system; handles lecturer agreements for Arts & Lectures programs; and is the bookkeeper for Chamber Concert Series.
Administrative Asst. I	30	12	New hire started on September 5, 2014. This AAI handles phone and in-person registrations for Community Education classes and TVS and Alive at 25 classes; prepares packets (and rosters) for Community Education classes; produces completion certificates for Alive at 25 program; answers email inquiries sent to Community Education website; contacts instructors regarding enrollments and class status; extracts addresses from SIS for Bulletin mailings 3 times per year; Responsible for all Constant Contact emails; exports from SIS the weekly Enrollment Report.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Community Education	40	12	Has primary administrative responsibility for

			direction and oversight of: Community Education Department (fee supported classes), Arts & Lectures Series, Chamber Concert Series, Alive at 25 (court mandated), Traffic Violator School (court mandated), Ed2Go, Pepperwood Preserve and Collette Vacations Educational Travel Programs. Maintains relationships with all academic departments as needed.
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2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC Administrative Assistant I	24	12	Current employee was hired Sept 9, 2013. Responsible for customer contact: registration, answering phone calls and serving walk-ins. Processes requisitions and time sheets; office duties including filing, copying; takes minutes at staff meetings; FaceBook updates; Chamber Concert duties:correspondence with artist's manager, hotel reservations, processes maintenance service requests, printing programs, scheduling uhsers; other duties as assigned.
Student worker	24	12	Since June 2013, there has been one student worker who assists with reception and office duties. Takes phone and in-person registrations for Community Education classes, Traffic Violator School and Alive at 25 programs; creates Alive @ 25 certificates; prepares instructor packets; linputs data from student evaluations; maintains databases; updates all Community Education mailing lists; does daily/weekly filing; updates glass cases around campus; replenishes paper in printers and copier and empties shredder; performs other duties as assigned.

2.2d Adequacy and Effectiveness of Staffing

•How do your program/unit ratios and statistics compare to the district-wide range?

It is important to note that all of the accounting, registration, evaluations, and faculty contracts for the Community Education classes are handled in-house by CE staff, including reconciling of deposits and credit card charges. The Community Education bulletin which is mailed 3 times annually is also prepared in-house (then sent out for printing).

In the 2012-13 academic year 6,320 Community Education students generated 7,376 enrollments (this total does NOT include students who registered through the department's online courses with Ed2go or the students who participated in the Community Education international travel programs). During the same academic year, we advertised 429 different sections with 376 (or 87.6%) being held.

•Does the program have adequate classified, management, STNC staff, and student workers to support its needs?

The fee-supported part of the Community Education Department (the not-for-credit classes, including Traffic Violator School and Alive at 25 classes) is designed to be self-supporting.

Class fees are set at a level to ensure that the direct costs (instructors' salaries, aides, class supplies, facilities, and the printing and mailing of the Community Education bulletins) and indirect staff and overhead costs are covered. In addition to the direct and indirect costs, each course fee also includes a 25% district charge to help cover the costs of the Director and AIII salaries which histroically have not been charged to the self-supporting CE budgets.

Up until 2010-11, there were three full-time classified staff (AAllI, AAll,AAI), one nine month STNC AAI and two student employees. By the end of 2010-11, the STNC position was eliminated and the AAll position was reduced to a 70% AAI position. The loss of the AAll position has added a burden to the AAllI position. In 2012-13, the office operated with a Director, an AAllI, and two AAI's (one fulltime and one 70%) and three students.

The department relied heavily on the student employees to perform the Administrative Assistant duties, however it was felt that this was inappropriate work for students to perform. In 2013-14, the three student positions were reduced to one student position and one STNC AAI position was added. Also in 2013-14, the District began limiting the STNCs and students to 25 hours per week. (In the past, students were allowed to work up to 40 hours/week when classes were not in session.) As a result of all of these reductions, Community Education has lost 50 staff hours/per week since 2010-11.

Community Education is a small staff and with the loss of these hours, the staff is stretched thin and the Director has assumed the coordinator duties for Arts & Lectures and Chamber Concerts.

In section 2.2e *Staffing Requests*, we are requesting to reinstate 35 of the 50 lost hours by:

- 1. Increasing the AAI 70% position from 30 to 40 hours**
- 2. Adding a second student position during the peak registration times and increasing the Federal Work Study funds from \$1,616 to \$7,056.**

•Are current classified and management employees being used effectively?

Yes. We are cross training staff and providing staff development as needed in order to maximize efficiency. As much as possible, we assign duties (within job categories) to maximize the skill set of each employee.

2.2e Classified, STNC, Management Staffing Requests

Rank	RS	ACTV	Location	SP	M	Current Title	Proposed Title	Hrly	Type	Salary Increase	Benefits Increase	Total Increase
0001	79	6824	Santa Rosa	08	06	AAI (75%)	AAI (100%)	\$20.27	Classified	\$10,542.00	\$6,084.00	\$16,626.00
0002	79	6824	Santa Rosa	08	06	FWS Student Employee	FWS Student Employee	\$9.00	Student	\$5,440.00	\$481.00	\$5,921.00

2.3a Current Contract Faculty Positions

Position	Description
	N/A for the Community Education Program. All of our instructors are hired as either STNC employees or independent contractors. We have no full time or regular part time faculty.

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
	0.0000	0.0000	0.0000	0.0000	N/A to Community Education; no full time faculty

2.3c Faculty Within Retirement Range

N/A for Community Education because we have no full time faculty.

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

N/A for Community Education. No adjunct pool. At will employed.

2.3e Faculty Staffing Requests

Rank	RS	ACTV	Location	SP	M	Discipline	SLO Assessment Rationale
0000	00	0000	ALL	00	00		

2.4b Rational for Instructional and Non-Instructional Equipment, Technology, and Software

Two Requests

1) New Community Education Information System

Community Education currently uses SRJC's Student Information System (SIS) as its student information system. SIS was created internally in the 1980s and now decades later, does not offer features that Community Education student expect; a student who shops at Amazon.com, Zappos.com and is expecting a modern user experience – one similar to the applications they use every day in platforms accessible on a smartphone, tablet or Kindle.

Some specific problems that are experienced with SIS include:

- The system is slow
- It crashes often – providing an unpleasant “shopping” experience
- Special characters in class descriptions are changed into symbols when extracting and placing in the bulletin
- We cannot change program functions ourselves, e.g. get information such as instructor names printed on receipts, or extracts to include more information
- During peak registration times, the system is made slower by connection to the credit registration system
- We have to go through A&R to make major student changes, e.g. edit incorrect birthdates, names, duplicate accounts
- It is tailored more for credit courses, so does not meet Community Education needs
- The current ID/PIN system is difficult for students to remember
- Current issues prevent students from signing up at home and require them to make unnecessary trips to the JC during business hours.
- No ability to provide discount codes for classes.

Proposed Plan

Purchase a system that is more than a registration program; that is flexible and can be modified to accommodate evolving department and customer needs; that has a secured encrypted data system, and servers hosted in a secured data center.

Ideally a new system would provide the following features for students:

- Easy navigation for students to find classes, register, and pay fees.
- Communication between instructors and students and Community Education
- Use a username/password system that is easier for students to remember
- Allow students mobile access to see announcements, enroll, etc
- Add customized information to class pages (Instructor email, schedule comments, supply lists, videos).
- Have a staff/instructor directory, for students to contact instructors before registration for questions about class content
- A “conversation room” for students in the same class to chat
- Mobile access
- 24/7 access from home, not limited by office hours on campus or need to drive to campus to register.

Ideally, a new system would provide Community Education the ability to:

- Edit student information without going through A&R
- Customize receipts, class details, student accounts, etc.
- Eliminate system slow down during heavy periods of credit class registrations
- Make certificates, place videos online
- Expand search capabilities, e.g. beyond a semester, search by key word
- Block duplicate accounts from being created and minors from registering
- Tailor rosters to include student email addresses
- Customize and maintain our own website
- Integrate with Moodle
- Send messages to mobile phones, landline phones and email addresses
- Increase staff productivity.
- Develop CE bulletin, promotion of classes.

Financial Resources

- **Purchase a new website/student information system. There are two potential vendors. For budget planning purposes, the highest cost is estimated at: \$30,000 for the initial cost, plus \$4,000 for annual maintenance and \$10-20,000 for annual contract training components (optional).**
- **There will be a cost saving to Community Education, allowing it to become more efficiently funded. Community Education staff will decrease time hand processing registrations and payments as well as taking phone registrations. This process will allow the department to decrease its STNC needs during peak registration.**
- **Community Education will reduce the support it requires from IT and A&R staff, saving the district funds.**
- Environmentally friendly allowing for students to register from home instead of driving to campus.
- Capture of lost revenue - by eliminating challenges with current registrations more students will be able to enroll in classes, increasing revenue to Community Ed.

2) Laptop to allow registration with credit card at classroom

Due to PCI compliance, Community Education students are no longer allowed to enroll at the classroom by writing their credit card information on the registration card. We are requesting a department laptop that could be available for instructors to check out in order to register students with credit cards in the classroom. This will allow students to register and not be turned away.

2.4c Instructional Equipment Requests

Rank	RS	ACTV	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0000	00	0000	ALL	00	00	N/A for Community Education	0	\$0.00	\$0.00			

2.4d Non-Instructional Equipment and Technology Requests

Rank	RS	ACTV	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	79	0110	Santa Rosa	04	07	Community Education Information System	1	\$50,000.00	\$50,000.00	Betsy Roberts	640	Betsy Roberts
0002	79	0110	Santa Rosa	04	07	Laptop for classroom registration	1	\$430.00	\$430.00	Betsy Roberts	640 Analy Village	Betsy Roberts

2.4e Safety, Utility, and ADA Impacts

The new registration system will increase the accessibility of Community Ed programs for disabled students. In our current system, if the registration process crashes (as happened May 27 - 29, 2014 when online registrations were unable to be completed). This happens frequently and requires students to come to campus to complete the registration process. For a student with disabilities this adds an extra burden to what should be a streamlined process.

Additionally, CE has encountered PCI compliance issues with the current registration system, leaving the district and the student vulnerable to credit card fraud (as happened to Target). This issue is a safety concern for both the student and the district.

2.5a Minor Facilities Requests

Rank	RS	ACTV	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	79	0000	Santa Rosa	04	07	Urgent	Analy Village	640	\$3,000.00	The departments remote location on campus creates a security challenge. When relocated from Pioneer Hall, the department lost a third work station and a security door preventing access to the back area and safe. CE is requesting a larger front counter to add a third station, with a security door. A recent office theft of a staff member's cell phone is an example of the challenges of a non secured location. The counter will also have a security gate to prevent the public from acces the back room where the safe is located. A second door is needed or a wall removed to allow for the office area to be secured as well.

2.5b Analysis of Existing Facilities

The department's remote location on campus creates a security challenge. When relocated from Pioneer Hall, the department lost a third work station and a security door preventing access to the back area and safe. CE is requesting a larger front counter to add a third station, with a security door. A recent office theft (May 29, 2014) of a staff member's cell phone is an example of the challenges of a non secured location. The counter will also have a security gate to prevent the public from access the back room where the safe is located. A second door is needed or a wall removed to allow for the office area to be secured as well.

3.1 Diversify Funding - Grants/Contracts

3.2 Cultural Competency

The Community Education Department accepts proposals from the community-at-large. The criteria used to screen proposals ensures that classes selected meet broad categories of community interest. The nature of our program is such that the instructor is hired based on expertise in a specific area.

A limitation is that Community Education classes are only taught in English.

3.3 Professional Development

Classified staff, including STNC's, are encouraged to upgrade their skills by taking SRJC classes and workshops annually. Staff have taken advantage of lynda.com and Ed2Go online courses. We have incorporated professional development into the annual evaluation process and staff meetings.

3.4 Safety and Emergency Preparedness

Community Education's Building Safety Coordinator is the director.

3.5 Sustainable Practices

Community Education's staff incorporate the following sustainable practices:

- Recycle paper and print on both sides
- Reuse old registration cards for scratch paper
- Purchase recycled paper and supplies

- Every station uses a recycle waste basket
- In kitchen, staff places plastic, etc in a recycle bin
- Transitioning to “paperless” – converting office correspondence and fliers to solely digital copies
- New registration system will allow for department to have fewer drive in customers as the process will be easy to access on line, this will reduce carbon emissions and the paper associated with an inperson registration.

4.1a Course Student Learning Outcomes Assessment

In the Community Education new course proposal form, requires the applicant to list a minimum of three Student Learning Outcomes for the course. These SLOs are advertised in the course descriptions. Concerning SLO assessment, after the course ends, the students complete an evaluation form scoring how well the course met the objectives. Based on students' feedback, Community Education staff work with instructors to improve their curriculum. The students' completed evaluation forms are retained to verify their feedback.

4.1b Program Student Learning Outcomes Assessment

N/A

4.1c Student Learning Outcomes Reporting

Type	Name	SLO Identified	SLOs on Web	Assessment Methodology Identified	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented

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
Community Education		X		X	X	X	X	X	X			X	X	X	X	X

4.2b Narrative (Optional)

Community Education classes cover a broad range of topics such as business and professional development; communication; computers (hands-on and online); creative arts; culture, environment, history; dance; dental; financial planning and fundraising; food; homes and gardens; languages; music; parenting; personal development; photography; recreation; staying well/yoga; travel; wine; writing and publishing.

Even though Community Education classes are designed for personal, business, professional development, or life-long learning we believe institutional learning outcomes are being met. Often Community Education is the first step for students who then have the confidence to take credit programs at SRJC.

5.0 Performance Measures

Community Education measures the success of the classes on number of course offerings, enrollment generated, income received, and student satisfaction (tallied from evaluations). Enrollment and course offerings data for 2012-13 are below:

	X12	F12	S13	Total
# Sections offered	108	150	171	429
Cancelled Sections	11	21	21	53
% Cancelled	10.19%	14.00%	12.28%	12.35%
#sections held	97	129	150	376
Total Enrollments	1569	2499	3308	7376
Total Cancelled Students	46	107	139	292
Cancellation Rate	2.93%	4.28%	4.20%	3.96%
Total Dropped Students	89	155	223	467
Drop rate	6%	6%	7%	6%
Unduplicated Students	1420	2143	2757	6320

Web Enrollments				4071
% Web Enrollments				55.19%
Web Drops				156
% Web Drops				33.40%
Collette Enrollments	0	6	17	23
Ed2Go Enrollments	65	61	78	204

The Community Education Program also maintains statistics on:

- revenue and attendance at Chamber Concerts
- attendance at Arts & Lectures events

Because much of the work for our classes (schedule development, contracts, publicity (printing & mailing the bulletin and course flyers) is done before the class is offered, it is in our best interest to hold a class, even with low enrollments, so we can recoup some of our costs through enrollment fees. We look at enrollment history and terminate classes which have had lower-than-minimum enrollments.

The fee-supported part of the Community Education Department (the not-for-credit classes, including Traffic Violator School and Alive at 25 classes) is designed to be self-supporting. Class fees are set at a level to ensure that the direct costs (instructors' salaries, aides, class supplies, facilities, the printing and mailing of the Community Education bulletins) and indirect staff and overhead costs are covered. In addition to the direct and indirect costs, each course fee also includes a 25% district charge to help cover the costs of the Director and AAIII salaries which historically have not been charged to the self-supporting CE budgets.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Santa Rosa	04	07	Moved department to Analay Village		June 2014	Completed
0002	Santa Rosa	08	07	Replaced AAIII (100%) and trained new employee		October 2013	In progress
0003	Santa Rosa	08	07	Replaced AAI (30%) and trained new employee		September 2013	In progress
0004	ALL	04	07	CPI compliance resolution		June 2014	In progress
0005	ALL	03	04	Researched offering Co-Enrollment classes		June 2014	Completed
0006	ALL	06	04	Launched the Employee Wellness Campaign		January 2014	Completed

6.2a Program/Unit Conclusions

Location	Focus Areas & Questions

6.2b PRPP Editor Feedback - Optional

Betsy and her team have done an incredible job with the transition to new space, hiring and training of new staff and implementation of new revenue sources this last year. By launching co-enrollment in credit classes and adding staff fitness programs, they have branched out of the usual and into more community responsive programming. I would like to commend all of them for the work put in to the department to make these changes happen. Great Job!

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	Santa Rosa	04	07	Purchase new Information System	Go through RFP process and select best vendor	June 2015	Bond funds, IT support
0002	Santa Rosa	07	04	Expand Ed2Go to include certificate programs	Receive support from deans and sign contract with Ed2Go	June 2015	Staff time
0003	Santa Rosa	04	06	New website	Create text, select images and have staff trained	June 2015	Staff time, IT support
0004	Santa Rosa	04	07	Implement new voice mail phone tree system	Streamline phone calls by having callers select the specific program they are interested in.	December 2014	Staff time and IT support
0005	ALL	03	04	Develop Co Enrollment program	1. . Develop process for CE Co enrollment 2. Identify courses for co-enrollment, 3. Launch program to district and community.	Summer 2014	Staff time, Committee time, IT support
0006	ALL	03	04	Certificate program for Vets	1. Research other CCC offerings 2. Contact the County Vet Coordinator 3. Analyze the results.	2015-2016	Staff time