

Program Review
CalWORKs Program
Fall 2008

Area 1. CURRICULUM *(if applicable)*

Course Development

- 1.1 The curriculum supports the educational objectives of the program/discipline. New and revised courses address changes in the discipline or industry and specifically address student needs.**

N/A

Course Revision

- 1.2 All courses are reviewed within a six-year cycle per Title 5, Section 55210(b)(3).**

N/A

Other Curriculum Matters

- 1.3.1 Courses which have not been taught within a three-year academic period are obsolete and have been removed from the college catalog. Courses which have not been taught within a two-year academic period are inactive and have been identified.**

N/A

- 1.4 Where appropriate, courses address issues related to diversity and/or multicultural perspectives.**

N/A

Program Development and Revision

- 1.5 New programs developed during the period under review meet students' needs and are consistent with the college mission and ILOs.**

N/A

- 1.6 Existing programs are revised as needed.**

1.7 N/A

Instruction

- 1.7 Courses are taught within the parameters described in the outline of record.**

N/A

- 1.8 Faculty and staff provide innovative strategies to meet student needs and staff development supports the development of these strategies.**

N/A

Scheduling

- 1.9 Course scheduling provides students with reasonable access to meet their educational objectives and promotes strong enrollment patterns.**

N/A

Course and Program Support

- 1.10 Faculty and staff are familiar with and work closely with other Student Services and Academic Affairs faculty and staff in program development and student referral.**

N/A

- 1.11 Recent developments in instructional technology have been incorporated into courses and student support services consistent with the objectives of the programs and services.**

N/A

Articulation

- 1.12 Courses are articulated with institutions of higher education and local high schools.**

N/A

College Mission

- 1.13 The courses and/or program meet one or more of the primary goals articulated in the College Mission Statement.**

N/A

- 1.14 The courses and/or program meet one or more of the college's ILOs.**

N/A

- 1.15 The courses and/or program are consistent with plans articulated in the Educational Master Plan.**

N/A

Area 2. STUDENT SUPPORT AND DEVELOPMENT

- 2.1 The institution publishes admissions policies consistent with its mission and appropriate to its programs and follows practices that are consistent with those policies.**

N/A

2.2 The institution provides all prospective and currently enrolled students with current and accurate information about its programs, admissions policies, graduation requirements, social and academic policies, and refund policies, student conduct standards, and complaint and grievance procedures.

The CalWORKs Program provides all prospective and currently enrolled students with up-to-date and accurate information about its programs, admissions policies, graduation requirements, social and academic policies, refund policies, student conduct standards, and complaint and grievance procedures.

The CalWORKs Office provides several mediums for students to access CalWORKs information. Basic information is published in the college catalog and class schedule, and intermediate information can be found in the CalWORKs *Handbook* which is readily available from the CalWORKs Office. Often this information is delivered in person through case management which is provided to all prospective students.

The CalWORKs program distributes a range of state and federal publications designed to increase student awareness and provide accurate information about the CalWORKs program.

The CalWORKs Office is open Monday through Friday, 8 a.m. to 4:30 p.m. Staff is available during these times both in person and on the phone to provide information on CalWORKs services.

Prospective students can access general CalWORKs information through the AVC website. In addition, current CalWORKs students can receive updated CalWORKs/GAIN information through the myAVC portal. Information is also available at various CalWORKs workshops and through outreach efforts as described in Area 7.

The current communication plan consists of a series of letters mailed to students, including basic letters such as a welcome letter, a follow up letter, and a satisfactory academic progress letter, as well as, letters specific to a student's CalWORKs situation. Due to increasing printing and mailing costs and the inaccuracy of address information, the future goal is to deliver these communications via email and using the SARS tracking system. This system provides not only the opportunity to email students but to have a voice broadcast system to students to help keep them informed.

2.3 The program identifies the educational support needs of its student population and provides appropriate services to address those needs.

The mission of the CalWORKs program is to assist the students in their educational and personal goals. CalWORKs students are provided education and job preparation training to enhance their marketable skills that are necessary to make a smooth transition from welfare dependency to long-term self-sufficiency.

Through collaboration and advocacy with college and community partners, students are prepared for the workforce by promoting self-sufficiency through the attainment of a higher education. The CalWORKs department strives to provide quality service to students, the community and colleagues with integrity and compassion. Through the encouragement of teamwork, cooperation and innovation as well as the pursuit of increased knowledge, the staff is dedicated to helping students fulfill their academic goals by assisting them with their CalWORKs needs. In addition to gaining access to CalWORKs, the staff strives to ensure that students have an understanding of the CalWORKs process and the relationship between CalWORKs and their academic success.

The staff is knowledgeable about other programs and services available on campus and refers students to these services when appropriate. Other services include:

- Disabled Student Services
- Extended Opportunity Programs and Services
- GED
- Transfer Center
- Career Center
- Job Placement Center
- Student Development and College Activities
- Counseling
- Student Transition and Retention (S.T.A.R.)
- Assessment
- California Work Opportunities and Responsibility to Kids
- Outreach
- Learning Center
- Enrollment Services
- Veteran's Affairs

The staff understands the importance of these services to CalWORKs students and is expanding and improving the coordination with these areas.

Federal and county CalWORKs regulations require that CalWORKs students maintain satisfactory academic progress toward their educational goals. The CalWORKs student must meet the standards for academic progress for Antelope Valley College. To help ensure that students are successful, the CalWORKs program strongly encourages students to meet with an academic counselor twice during the semester to develop or update an educational plan and discuss educational support needs.

2.4 The program involves students, as appropriate, in planning and evaluating student support and development services.

Students are surveyed at the CalWORKs counter and during their case management session. These surveys include various topics related to CalWORKs services and program issues. Results and feedback provided by students is used to improve services. Questionnaires for CalWORKs can be found in **Appendix A**.

Overall the students feel that the CalWORKs staff is very friendly and courteous. The services that they feel were most helpful were:

- Two counseling contacts
- Case management
- Book requests
- Work study.

The students also indicated that they want more workshops, a mentor program, college visits and field trips.

To ensure that the material produced is easily understood by students, the current student assistants in the office are frequently asked to review CalWORKs forms and publications to gauge student perspective and understanding. This helps to reduce confusion and the number of questions generated by students.

The most frequently asked questions directed to staff at the front counter by students are discussed at weekly staff meetings. This information is used to improve services. The CalWORKs web page is in the process of being updated to include these most frequently asked questions as well.

Some of the CalWORKs students are involved in the Associated Student Organization (ASO) and the staff is looking into ways to incorporate the ASO into the planning and evaluating of services.

2.5 Admissions and assessment instruments and placement practices are designed to reduce bias and are regularly evaluated to assure effectiveness.

The CalWORKs Office uses the college COMPASS test results for placement purposes for all students within the counseling sessions. Additionally, the vocationally assessed students are referred from the county with a vocational career assessment plan which predetermines their educational goals. To determine if the student is eligible for Financial Aid, the Department of Education, who sets the cut scores, allows the Financial Aid Office to use the Ability to Benefit (ATB) test to ensure that students without a high school diploma can receive financial aid if they score high enough on the test.

2.6 The program provides appropriate comprehensive, reliable, and accessible services to its students regardless of service location or delivery method.

The CalWORKs program information is available to students in person, on the phone, and on the web via the myAVC portal. Due to the federal regulations regarding confidentiality, the most comprehensive service available is in person.

Of the current students (2007-2008), 58% of the students live in Lancaster while 37.1% live in Palmdale. The remaining students live in the surrounding communities. With such a large population of students in Palmdale, there is a need to provide in-person CalWORKs services to students who attend the Palmdale site. Since myAVC offers a secure log in, all students are able to access

information specific to their CalWORKs record online. This need was identified in the Educational Master Plan as well.

Services to students begin with helping them become an AVC student by completing an application and the COMPASS assessment. Once these are complete, the student returns to CalWORKs and a file is created. A counseling appointment is scheduled so that an educational plan and the goals of the student are determined. The initial intake eligibility process and case management service begins after the counseling appointment. During case management, proper paperwork verification is assessed and processed to ensure the student receives all services that they are entitled to receive. The student is scheduled for an orientation workshop and a work-study workshop, if applicable. Follow up on all paperwork, such as, book requests, transportation, supply requests, and other ancillary services are conducted, as well as, student contact to ensure student success is reached.

Another service provided is the AVC CalWORKs Child Care program. This program assists over 1100 eligible CalWORKs students each semester with verifications of enrollment which certifies them with child care funding agencies to be eligible for subsidized child care assistance. These services are available to students in person or by phone. To assist students who have limited transportation, the Child Care Resource Center (CCRC) transports training verification forms to the Antelope Valley College CalWORKs office for the CalWORKs staff to provide eligibility and enrollment verification of enrolled students. These are picked up by the Child Care Resource Center when the forms are completed. Training verification forms are submitted to the AVC CalWORKs office by fax and when completed, are returned by fax or picked up by the funding agency staff.

Individuals opening a new CalWORKs case with the county who have been determined by the DPSS to be eligible to receive CalWORKs benefits and are awaiting benefits to be released can receive temporary child care assistance. They must provide the name and license of the childcare provider and the fee for child care. Enrollment at AVC must be verified by the CalWORKs office. To certify eligibility and enrollment, DPSS is also contacted to verify the student's sanction status. If a student has been sanctioned, they are determined ineligible for Temporary CalWORKs Child Care Assistance.

Eligibility criteria through CalWORKs requires one parent in the family must need child care services because of participation in an "approved work activity" as contained in the parent's welfare-to-work plan. Such activities include, but are not limited to:

1. unsubsidized employment
2. subsidized private sector employment
3. subsidized public sector employment
4. work experience
5. on-the-job training
6. grant-based-on-the-job training

7. supported work or transitional employment
8. work-study
9. community service
10. adult basic education
11. job skills training directly related to employment
12. vocational education and training
13. job search and job search assistance
14. education directly related to employment
15. satisfactory progress in training secondary school or in a course of study leading to GED
16. mental health, substance abuse, and domestic violence services
17. other activities necessary to assist an individual in obtaining unsubsidized employment.

The income eligibility requires the family income must be at or below 75% of the state median income.

Students who have no sanctions, are progressing satisfactorily and are enrolled in work experience, work study, adult basic education, vocational education and training, or GED may be eligible for Temporary Child Care Assistance.

Temporary child care assistance is provided to eligible students on a temporary basis until the child care funding agency approves the student for child care funding. At that time the student is no longer eligible for temporary child care assistance through the AVC CalWORKs Program.

2.7 The institution, in keeping with its mission, creates and maintains a campus climate that serves and supports diverse student population:

Over recent years the CalWORKs Office has seen a steady increase in students primarily due to the change in the economy, a better working relationship with Los Angeles County Department of Public Social Services and MAXIMUS/JVS, and the successful advocacy and outreach to CalWORKs students.

CalWORKs serves 3.4% of the student population and has seen a steady increase in students served with a significant increase in 2007-2008. The department continues to serve all ethnic groups but has seen an increase in African American and Hispanic students. There are more females than males but there was a significant increase in males in 2007-2008. As it relates to age there has been a steady distribution across age groups but in 2007-2008 there was a shift to serving more students in 35-39 and 40-49 age groups.

Table 1: Ethnicity

	African American	%	Native American	%	Asian	%	Hispanic	%	Caucasian	%	Other Unknown	%	Total
2004-2005	395	52.18%	8	1.06%	20	2.64%	140	18.49%	153	20.21%	41	5.42%	757
2005-2006	315	49.92%	6	1.00%	18	2.85%	134	21.24%	119	18.86%	39	6.18%	631
2006-2007	244	42.21%	10	1.73%	15	2.60%	150	25.95%	121	20.93%	38	6.60%	578
2007-2008	314	44.5%	8	1.1%	8	1.1%	215	30.5%	130	18.4%	31	4.4%	706
Grand Total	1,268	47.46%	32	1.20%	59	2.21%	639	23.92%	523	19.57%	149	5.58%	2,672

Table 2: Gender

	CalWORKs Female	%	CalWORKs Male	%	CalWORKs Unknown	%	Total	AVC Population	Total CalWORKs %
2004-2005	674	89.45%	78	10.30%	5	0.66%	757	18,237	4.15%
2005-2006	572	90.68%	57	9.03%	2	0.32%	631	17,814	3.54%
2006-2007	515	88.02%	60	10.38%	3	0.52%	578	19,320	2.99%
2007-2008	611	86.50%	89	12.61%	6	0.85%	706	21,553	3.28%
Grand Totals	2,372	88.77%	284	10.63%	16	0.60%	2,672	76,924	3.47%

Table 3: Age Group

	1 < 18	%	18-19	%	20-24	%	25-29	%	30-34	%	35-39	%	40-49	%	50+	%	Total
2004-05	1	0.0%	37	4.9%	238	31.4%	155	20.5%	130	17.2%	95	12.6%	95	12.6%	6	0.8%	757
2005-06	1	0.0%	27	4.3%	192	30.4%	146	23.1%	108	17.1%	72	11.4%	76	12.0%	9	1.4%	631
2006-07	1	0.0%	21	3.6%	175	30.3%	133	23.0%	96	16.6%	69	11.9%	70	12.1%	13	2.3%	578
2007-08	1	0.0%	38	5.4%	202	28.6%	153	21.7%	114	16.2%	90	12.7%	92	13.0%	15	2.1%	706
Grand Totals	4	0.1%	123	4.6%	807	30.2%	587	22.0%	448	16.8%	326	12.2%	333	12.5%	43	1.6%	2,672

Table 4 Child Care. This table refers to the category and number(s) of AVC students served who are CalWORKs and non CalWORKs students.

Year	CalWORKs students	Non CalWORKs students	Total Students Served
2004-05	782	694	1,476
2005-06	751	610	1,381
2006-07	534	326	860
2007-08	846	241	1,087

Table 5 Children Served. The number of **children** served within each category.

Year	CalWORKs Children	Non CalWORKs Children	Total Children Served
2004-05	985	656	1,641
2005-06	1,419	456	1,875
2006-07	1,087	511	1,598
2007-08	1,572	384	1,956

Table 6 Age groups of children served with CalWORKs funding:

Aided Child Care Populations	Age Groups
Infants	6 Months – 12 Months
Toddlers	12 Months – 2 Years
Preschool	3 Years – 4 years
School age	5 Years - 12 years

Another aspect of the CalWORKs program is to provide child care services to students who are not receiving CalWORKs, but are receiving CCRC services. AVC verifies that the student meets the attendance criteria.

Services to Non-CalWORKs Students

The CalWORKs Program Coordinator determines eligibility for a number of non-CalWORKs students each semester. The Program Coordinator certifies and verifies enrollment for these non-CalWORKs students who are seeking child care assistance from agencies who work with non-CalWORKs students.

The CalWORKs Program Coordinator serves as a liaison between the AVC CalWORKs students and the funding agency case manager, assisting students who experience difficulty in getting child care payments approved and/or authorized, by communicating on a regular basis and maintaining relationships with community child care funding agencies. The coordinator stays current with program rules and regulations that impact students and child care funding through information provided by CCRC and other child care funding agencies.

2.8 The institution supports a co-curricular environment that fosters intellectual, ethical, and personal development for all of its students and encourages personal and civic responsibility.

Although CalWORKs students are not required to participate in student activities, CalWORKs students can and often get involved in various student activities, sports and hold office through the Associated Student Organization (ASO) and other campus activities which promote a co-curricular environment that fosters

ethical and personal development for all students and encourages personal and civic responsibility.

2.9 Student records are maintained permanently, securely, and confidentially, with provision for secure back up of all files, regardless of the form in which those files are maintained.

Student records are maintained permanently, securely, and confidentially, with provision for secure back up of all files, regardless of the form in which those files are maintained. The CalWORKs Program Handbook requires the CalWORKs Office to keep student records for a minimum of three years unless a longer period of record retention is stipulated by the state or Antelope Valley College district. Filing cabinets are locked at night. However, the front counter area has no locking drawers to secure confidential paperwork at the front counter, therefore, the information is secured at night in the locked file room.

As space becomes a bigger issue, the need to transition to document imaging increases. Document imaging was implemented in 2006 but implementation has significantly slowed due to college priorities. Clearly, imaging and storing student files electronically would help to resolve this space problem. Area 5 will discuss this in more detail.

CalWORKs has local Network to store student data and files. The CalWORKs program is scheduled for implementation of the college Banner Imaging by the end of the 09-10 school year. Files are kept in a separate room which is locked each night.

2.10 The program systematically evaluates the appropriateness, adequacy, and effectiveness of its student services and uses the results of the evaluation as a basis for improvement.

The staff reviews and evaluates the feedback received from the survey turned into the CalWORKs office weekly during staff meetings. Process improvements are discussed and implemented. Annual goals are developed and reviewed to improve processes.

Since state and federal guidelines are heavily regulated and CalWORKs rules and regulations frequently change, some staff members have attended conferences and workshops on a regular basis. Information gathered at these events is brought back so that new policies and procedures can be implemented in a timely manner in order to stay in compliance. Greater efforts will be made to ensure that all CalWORKs staff members are afforded the opportunity to attend these conferences and workshops.

The information from this program review along with other planning documents such as the Educational Master Plan and the Categorical Technical Assistance Site Visit Report will be used during the annual goal setting process.

2. A Summary of findings and significances

Over recent years the CalWORKs Office has seen a steady increase in CalWORKs students primarily due to the change in the economy, a better working relationship with Los Angeles County Department of Public Social Services and MAXIMUS/JVS, and the successful advocacy and outreach to CalWORKs students. The number of CalWORKs student has increased significantly. The CalWORKs Office maintains services which support a diverse student population, with information being provided in multiple languages and staff available to accommodate Spanish speaking students.

The CalWORKs Office provides multiple methods for students to obtain both personal and general information relating to CalWORKs, and also maintains a diligent communication plan to keep students informed and up-to-date. The primary communication method is to email student and a voice broadcast system using the SARS appointment system. The staff is working to improve the web site so that students will have more information available.

Student evaluations are used regularly to receive feedback to enhance services. There is a desire to make the survey available on line to increase the number of students who complete the survey.

Student records are maintained in a secure and confidential manner with the use of locked filing cabinets for paperwork, and protected electronic files which are regularly backed-up. The staff is moving to document imaging since space is of a premium.

One area that needs to be served better are the students at the Palmdale site since there are currently no services available. Additional attention needs to be placed on this issue in the future.

2. B List of major recommendations

1. Increase document imaging.
2. Use email more to communicate with students.
3. Update the web site.
4. Provide conference attendance for all full time staff.
5. Provide services at the Palmdale site.
6. Conduct the CalWORKs surveys on line to increase the responses.
7. Secure confidential information at the front counter.
8. Electronic transmission of documents with local agencies, such as CCRC.

Area 3. PROGRAM AND STUDENT LEARNING OUTCOMES

3.1 Expectations for PLOs and SLOs are clearly articulated and are used in assessing the effectiveness of the program and service provided.

The CalWORKs Office was first introduced to the concept of Student Learning Outcomes (SLO) in 2004. Staff members had the opportunity to attend training sessions on SLOs at meetings and workshops sponsored by the AVC.

SLOs for the CalWORKs Office were developed during several staff meetings throughout 2004 and 2005. The first SLOs were finalized during 2005.

The College's ILO 2 "*Value and apply lifelong learning skills required for employment, basic skills, transfer education, and personal development*", was the basis for creating SLOs 1 and 2.

- **SLO 1** Students will demonstrate an increased awareness of their rights and responsibilities as a CalWORKs student.

Program Activity

Provide incoming CalWORKs students with an orientation regarding campus wide programs and services. CalWORKs students are also informed of the importance of positive attendance, submitting required documentation, enrollment verification and remaining in compliance with CalWORKs program rules and regulations in order to continue receiving CalWORKs benefits.

CalWORKs students also receive case management and advocacy information during counseling.

Evaluation/Assessment

Monitor student progress through ongoing case management services. Verify and monitor student progress and attendance. Provide students with timely feedback and support services.

- **SLO 2** Students will understand the importance of developing an educational plan and following it.

Program Activity

Request all CalWORKs students get an educational plan by the beginning of their first semester. Require an educational plan of all students who request an appeal of their financial aid academic standing.

Evaluation/Assessment

Increase number of CalWORKs students with educational plans. Survey students.

The College's ILO 4 "*Solve problems using oral and written communication, critical thinking and listening skills, planning and decision-making skills, information literacy, and a variety of technologies*", was the basis for creating SLOs 3 and 4.

- **SLO 3** Students that are served by CalWORKs program will learn to access the myAVC web site to obtain information regarding registration, financial aid, orientations, workshops and various other college activities.

Program Activity

Provide direction to CalWORKs students to myAVC and the web site to obtain forms and information related to CalWORKs and other college related activities.

Evaluation/Assessment

Services and student success is documented through the CalWORKs database.

- SLO 4 Students will increase awareness of CalWORKs aid rules and policies.

Program Activity

CalWORKs case file is completed during Intake and eligibility appointment. CalWORKs students are scheduled to attend a CalWORKs orientation.

Evaluation/Assessment

During case management appointments students confirm that they understand the program and services provided to them through the CalWORKs office.

Student surveys are an essential element of the CalWORKs assessment/evaluation of students learning outcomes.

Since fall 2005, the department has used CalWORKs SLOs consistently in the assessment of the effectiveness of CalWORKs services. The CalWORKs staff is always seeking and developing new ways to enhance communication to students and to increase their understanding of the CalWORKs process.

3.2 Student evaluations are an integral part of the assessment of program effectiveness.

The CalWORKs office incorporates the use of student evaluations to continually improve services to CalWORKs students. About 60 students completed the survey and the results of the survey reveal that students feel the staff is very friendly and courteous. The services that they feel were most helpful are:

- Two counseling contacts
- Case management
- Book requests
- Work study

The students also indicated that they want more workshops, a mentor program, college visits and field trips.

3.3 Job placement data are an integral part of the assessment for the effectiveness of vocational programs.

As stated in the Educational Master Plan, one of the most important aspects of the CalWORKs program is job placement and job preparation. The purpose of CalWORKs funds for Job Development/Job Placement includes placing

CalWORKs students in work activities that enable the student to meet their work participant requirements for the CalWORKs program. Although most job placements are not in the direction of the student's major or vocational program, the jobs provide the students with practical soft skills and direct work experience that will make them marketable when they complete their educational program. Students learn skills, such as, coming to work on time, getting along with co-workers and supervisors, dressing appropriately for work, dealing with conflicts, etc. Job placement and employment skills are key goals of the CalWORKs office. The CalWORKs staff works very closely with the Job Placement Center in placing students in on and off campus jobs.

3. A Summary of findings and significances

The CalWORKs program has developed and evaluated its SLOs which have been approved by the SLO Committee. Additionally, the staff has used student evaluations to help assess students' needs. One of the key aspects of the CalWORKs program is to provide educational opportunities so that students can move off the welfare rolls and onto gainful employment; therefore, job placement is a critical component to the program. Many students have on or off campus work study jobs which provide valuable work experience.

3. B List of major recommendations

1. Continue using SLOs to improve services to students.
2. Improve the student evaluations and include an on line version.

Area 4. PERSONNEL AND SUPPORT SERVICES

4.1 The ratio of full-time to part-time faculty and staff provides students with a quality of instruction, and services consistent with students' needs and goals of the program.

Although the current CalWORKs staff have attempted to keep up with the current number of CalWORKs students being referred to the office, it has become difficult to manage day-to-day tasks and find time to implement new programs and procedures.

Currently CalWORKs has the following full time positions:

- 1 Director of CalWORKs
- 2 CalWORKs Technician I*
- 1 Technical Analyst
- 1 Education Advisor
- 1 Program Coordinator

*July 1, 2008 the Clerical Assistant II position was reclassified to a CalWORKs Technician I. The staff member who had that position immediately accepted another position in the district and the Technician position has not been filled due

to budget issues. With the reclassification of that position, there is a critical need to have a Clerical Assistant position established.

There was also one full time faculty position, but when the counselor left AVC, about 5 part-time adjunct counselors were hired to help meet the critical need of counseling students and completing their educational plans. There is a desire to fill the full time faculty position again, although in the 2007 Educational Master Plan the request was for two full time counselors. There are two part-time hourly workers in the department to help with case management and file management and all the staff are assisted by about 13 student workers.

4.2 The ratio of full-time staff provides adequate personnel responsible for program evaluation and revision.

The rules regarding CalWORKs and eligibility are complex. It is impossible for one person to have thorough knowledge of all CalWORKs rules and regulations. Many procedures are known to only one staff member. At the current staff levels, even minimal cross training is not possible.

There is not adequate full-time faculty and staff to meet program needs. Multi-semester processing (year-round) and registration cycles create peak periods of demand for the staff. The lack of adequate staffing and front counter space hinder the ability to provide quality service in an efficient manner. During these times students have to wait in the lobby shared with the Student Development and College Activities Office, which causes confusion. There is a need to fill the Clerical Assistant position to serve at the front counter and to move the new CalWORKs Technician I which will be hired to do more case management. Even with this position filled, there is lack of case managers which causes students to wait longer than is desirable.

One additional area that CalWORKs has wanted to expand is the job development aspect of the program. Work experience is critical to the CalWORKs program and the students need to have prior training in their fields to be competitive. To expand the number and types of jobs off campus, it would be necessary to hire a Job Developer. This position was requested in the Educational Master Plan as well.

4.4 There is adequate support staff to meet program needs.

As stated above, there is not enough staff to support the growing number of students. One example of this is in the area of child care. The CCRC office has approximately 26 case managers with caseloads of 300 for recertification and case loads of 100 for intake. The Program Coordinator provides enrollment verification and services to all of the 1087 (see page 9) CalWORKs and non CalWORKs students. CalWORKs funding is utilized to serve non CalWORKs students. It is important to note that as large as these numbers are, these numbers do not include services provided to the CCRC office in Van Nuys, Kern County or other child care funding agencies.

In addition to this, the Lancaster CCRC office requests telephone verification of all students whose training verification forms have been completed along with attendance verification and progress reports, in an effort to minimize fraudulent cases. These requests cannot currently be addressed by the Program Coordinator without the assistance of student workers. Recently, the CalWORKs Program Coordinator has been assisted by a CalWORKs student worker who works 20 hours a week, half time with child care and half time in the CalWORKs office.

Support staff and facilities are needed to address child care:

- For evening students.
- For families with children ages 6 to 12 years old (before and after school care).
- For students at the Palmdale site.

Additional staff needs include:

- Clerical Assistant for the front counter
- Clerical Assistant (full time): ½ to assist with child care with intake and processing of child care documents and files; ½ time for general CalWORKs file management
- CalWORKs Technician I (2): one for the main campus and one for the Palmdale site

It is strongly recommended that as many staff members as possible be bilingual in Spanish, especially the staff who work in Palmdale.

4.5 There are adequate staff development opportunities to enhance the effectiveness of all staff in meeting the goals and objectives of the program as well as the professional development of staff.

Many staff members are afforded the opportunity to attend formal training sessions provided by professional organizations, such as, California Community Colleges CalWORKs Partnership Summit, CalWORKs Regional meetings, Los Angeles County Department of Public Social Services, Sungard (Banner Training) Conference, as well as, other CalWORKs partnership conferences and meetings. More effort will be made to ensure that all CalWORKs staff are invited to participate. These workshops and conferences provide training and updated information on state and federal rules and regulations, as well as, associated technology requirements.

More college-wide training is needed for all staff in the use of Banner, Microsoft applications, myAVC, document imaging. Customer service training would enhance professional development and improve program effectiveness.

4.6 Full-time faculties are actively involved in the process of hiring and evaluating faculty.

Since there is no full time faculty in CalWORKs, a full time faculty counselor from general counseling assists the CalWORKs department when hiring and

evaluating adjunct faculty. Since the Director of the CalWORKs program is not able to evaluate faculty, the Dean of Student Development and Services conducts the evaluation of the adjunct faculty per policy.

4.7 The evaluation of staff is systematic and conducted at appropriate intervals. Follow-up to evaluation is timely and systematic.

The evaluation of staff is systematic and conducted at appropriate intervals following the campus guidelines and timelines.

4.8 The evaluation processes assess effectiveness and encourage improvement.

The evaluation procedure is properly followed and improvement plans are developed to encourage employee improvement.

4. A Summary of findings and recommendations

Staffing needs have been identified for both the Lancaster campus and Palmdale site. Additional staff is required in order to meet the needs of students and allow the CalWORKs Office to provide more one-on-one services to students. Bilingual staff is needed to meet the growing needs of Spanish-speaking students.

The CalWORKs program has a Clerical Assistant II position that was reclassified to a CalWORKs Technician I in July 2008. The need to have a Clerical Assistant position work at the front counter of the CalWORKs office is critical in providing services to students, staff and the general public. A number of other positions are also necessary for the CalWORKs Office to function efficiently. These include counselors that are critical to the students' success and a Job Developer to help our students find and learn valuable employment skills.

Based on the number of enrollments and verification in the child care area provided by the CalWORKs Program Coordinator, staff needs to be increased in this area to meet the growing need. An additional classified position is needed, at least on a part-time basis, along with two student worker or hourly dedicated to working at least 20 hours per week who can provide telephone enrollment verification to the CCRC case managers requesting this service in an effort to mitigate fraudulent CalWORKs cases.

There is also a need for staff at the Palmdale site to provide assistance to students in Palmdale and the surrounding areas.

Of course with additional staff comes the need for additional space which will be addressed in Area 5 for both the main campus and the Palmdale site.

4. B List of major recommendations

1. Hire a full time faculty counselor
2. Hire a Clerical Assistant (2)

3. Hire CalWORKs Technician (2)
4. Job Developer
5. Hire classified assistance to help staff child care services at the Lancaster campus and Palmdale site.
6. Consider providing before and after school care services for CalWORKs students at the Palmdale site and main campus.

Area 5. FACILITIES, EQUIPMENT, AND TECHNOLOGY

5.1 Facilities are appropriate for effective teaching, learning, counseling, and/or other services.

The CalWORKs Office shares space with the Student Development and College Activities Office. Since the space is small, this means that there is not adequate space to meet the needs of either program. Additionally, there are very serious privacy and crowding issues.

The Educational Master Plan includes a new Student Services Building that would, as currently designed, address all of the staff facility and infrastructure needs.

Currently the CalWORKs program does not have adequate room for re-design or improvement of space utilization. Until the new Student Services Building is completed, the CalWORKs program either needs additional space adjacent to the current area or needs to move the entire CalWORKs program to another larger location. The new Student Services Building will provide much needed space and is designed to facilitate better service to student. Unfortunately, the wait until the building is built and ready for occupancy is many years off; therefore, more timely solution is needed.

One area that is lacking for CalWORKs is a large group room. CalWORKs and GED orientations and work study mandatory meetings are often difficult to schedule due to room availability. As many offices within Student Services experience this problem, so does CalWORKs; there are only a few large rooms that can be used to hold workshops for students. All of these must be scheduled around classes. The need for a dedicated large group room or more access to the use of a large group room or classroom would be a great help to the CalWORKs program.

The Director and Educational Advisor each have a private office. The CalWORKs office did acquire one additional office as of July, 2008 when the Administrative Assistant to the former dean was moved to another area of the office. Additionally, since a dean's position was eliminated due to budget cuts, the office space became a small group room shared by the current dean and CalWORKs staff. Although the CalWORKs space increased, which it has slightly, it is not sufficient to meet the needs.

A small office space is used for two purposes but cannot be used simultaneously. Twice a week it is used by a GAIN worker who visits campus to see students and serves as the GAIN/AVC liaison. The other three days, the room is used as the scanning room. Although both functions are important, the usage of the room is not the most efficient.

Front Counter

The front counter in the lobby does not meet the current needs. The area needs to be more attractive and student friendly; it does not provide enough functional workspace. The confusion with Student Development and College Activities and students getting their IDs makes for a difficult reception area. Often students come to the office with their small children and there is no place for the children to “play” while the student conducts business.

Technician

The CalWORKs Technician I and hourly case managers currently work in a very noisy area where there is a lot of traffic; this environment is not optimal for their work or privacy. A better solution would be for each technician to have a private office for meeting with students as well as performing verification to determine student eligibility for state, federal and county CalWORKs guidelines. Privacy and confidentiality is a sensitive issue that must be adhered to by the CalWORKs program rules and regulations. Ensuring eligibility is critical since the CalWORKs program cannot provide services to those students that are not eligible; doing so would cause a reduction in CalWORKs funding to the college.

Counselors

Due to the loss of the full time counselor, adjunct counselors have been hired to provide this needed service. There is not enough office space for the adjunct counselors. There is a constant shifting of office space to accommodate the needs of the counselors.

Technical Analyst

The Technical Analyst currently works in the file room, a very noisy area; where there is a lot of foot traffic. This environment is not optimal for the work of collecting and assembling data for the CalWORKs program. There is no room to spread out and too many distractions for staff and other personnel. This has caused a tremendous burden completing reports and keeping data accurate.

Program Coordinator

The Program Coordinator works in an office down the hall, which provides for an optimal environment for collecting and gathering data for MIS for reporting child care data for students and children served and for processing detailed documents for fraud investigations, which sometimes include interviews with other agencies and various representatives, employees and students. The location affords students with privacy, when sensitive information is discussed.

5.2 Equipment and technology are appropriate for effective teaching, learning, counseling and/or other services.

Each workstation has a desktop printer along with access to high-speed printers. There was a recent upgrade of all the computers. Discussions with the ITS department have begun to explore ways to increase the technology services available to the staff so that services are more efficient and enhanced. One of the additional services needed would be the ability to install scanners for the front counter, so that documents could be scanned as they are received and the original paperwork returned to the student. Additional electrical outlets, phone and data lines are also needed.

There is a copier in the main office area. The Program Coordinator's Office needs a copier and a fax to expedite sending and receiving documents to and from outside agencies and students. There is no space for more file cabinets, therefore, it would be beneficial to upgrade to a paperless system.

5.3 Program support space is adequate to ensure the effective operation of the educational program and related support activities.

See 5.1

5.4 The safety of the facilities and equipment are reasonable and adequate.

Safety concerns are as follows:

The design of the front counter is not comfortable for the front counter staff and there is not enough work area for students to complete forms and other paperwork.

The waiting area is not large enough to serve students for the CalWORKs program and Student Development and College Activities Office. During peak times it is overcrowded for all the students that are being served in both areas and often it is quite difficult to move since some of the access areas are blocked.

5. A Summary of findings and significances

Current office space, technology and equipment are insufficient to meet the needs of the CalWORKs staff. Lack of front counter space hinders the processing of paperwork, creates issues of confidentiality and is hazardous to staff. Safety concerns relating to the partial blockage of access points are also noted.

There is a need for improved infrastructure to accommodate the technological necessities of the office. Electrical outlets and space are limited and there are not as many options available due to these issues.

The CalWORKs Office is required to share a waiting area with the Student Development and College Activities Office. The space is inadequate for both programs, does not serve students well, and causes unsafe overcrowding.

5. B List of major recommendations

1. Review the front counter space and the intake process to increase confidentiality and safety.
2. Explore other office space within AVC for possible expansion of CalWORKs prior to moving into the new Student Services Building.
3. Work with the ITS department to explore ways to increase the use of technology and increase efficiency.
4. Explore the need to have more access to a large classroom.
5. Purchase a fax/copier for the Program Coordinator's Office.

Area 6. FISCAL SUPPORT

6.1 During the period under review, resources have been used effectively to support programs and services.

The California Community College CalWORKs program funds are used for specific coordinated student services as detailed in the annual budget act. In fiscal year, 2002-03, due to the state's budget deficit, the community college CalWORKs program saw a significant cut in funding. However, AVC has been able to maintain a strong CalWORKs program in spite of the statewide cuts and has seen an increase in funding each year. AVC receives funds from both CalWORKs and TANF. Additionally, CalWORKs received a grant from Los Angeles County to assist in serving students in the amount of \$146,608 from 2003 to 2008. Unfortunately, this year (2008-09) the amount was reduced to \$130,900. The amounts received from the Chancellor's Office have been:

- 2004-05 = \$609,350
- 2005-06 = \$669,669
- 2006-07 = \$710,903
- 2007-08 = \$869,728
- 2008-09 = \$1,729,267

All staff salaries, supplies, travel are paid through CalWORKs funding. There is no district support for the program. Additional funds come from Los Angeles County to help provide more support to CalWORKs students.

CalWORKs receives funding for child care. Since the CalWORKs program does not have an on campus child care facility that uses these funds, the director requests that these funds be reallocated to work study. The needs of the student's child care are addressed directly through the county CalWORKs funds. Therefore, it might be possible that some of these funds could be used to create an evening child care program with AVC's on campus child care center for evening students.

As stated earlier the CalWORKs staff work mostly with CalWORKs students but also work with some non CalWORKs students. Non CalWORKs students receive services through the CalWORKs program for child care verifications and intakes

and the orientation for GED. The CalWORKs program will always have non CalWORKs students to serve because of the how the program is designed. This is why it is imperative that the matter be addressed for some level of district funding to help support the non CalWORKs students served. CalWORKs has been serving this population since 2001.

6.2 Current and anticipated funding is adequate to maintain high quality programs and services.

The current and anticipated funding is inadequate to maintain the quality of programs and services offered by the CalWORKs Office at their existing levels. The increase in students has led to a greater demand for work-study which is vital to the success of most CalWORKs students. The work-study budget for the 2007-2008 school year was exhausted in March 2008. With the anticipated enrollment increases over the forthcoming years, it will not be possible to meet future demands without increasing work-study funds.

Funds are necessary for the purchase of new software (i.e., Appworx and Extender) as it becomes available. The utilization of such products will allow staff to manage their increasing workloads more effectively and eliminate certain time consuming processes. It is imperative that the CalWORKs Office remains conversant with new technology and software availability and has the adequate funding to support the implementation.

Funding from the District needs to support the non CalWORKs students being served in the GED program and receiving child care services to avoid audit exceptions.

6.3 Anticipated funding is adequate for the development of revised and new programs.

Included in the Educational Master Plan and covered in Areas 4 and 5 are a range of personnel positions, facilities and equipment that the CalWORKs Office will need in the near future. The current and anticipated budgetary allowance will not support the proposed staff salaries and benefits or equipment costs.

Proposed positions are necessary to address the understaffing issues and to anticipate the future growth of the program. Office shared space and private offices space will be needed for any new positions filled as well as equipment such as computers, printers and office furniture.

6. A Summary of findings and significances

The CalWORKs program does not receive any funding support from the district. To meet the funding challenges in the future the CalWORKs program must be prudent in the expenditure of its funds.

State budget cuts could severely impact the amount of CalWORKs funding received, so it is imperative AVC review financial support given to the CalWORKs Office. Without adequate funding, the CalWORKs Office's ability to serve CalWORKs students efficiently and effectively will be reduced. Lack of CalWORKs services available to the students significantly impacts enrollment growth.

Additional staffing, facilities and equipment outlined in previous sections are currently not budgeted for.

6. B List of major recommendations

1. Request through the District budget process financial support to help offset the non CalWORKs students served by the program.

Area 7. COMMUNITY OUTREACH AND PROGRAM AWARENESS

7.1 Staff maintains appropriate links with community.

By legislation there are two major components to the coordination of the CalWORKs program that requires links to the community. They are:

AB 1542 (the CalWORKs legislation) delineates several areas where local districts and county welfare departments must interface. These include, but are not limited to the following: coordinating the provisions of campus-based financial aid and publicly-funded resources, establishing procedures where duplication of payments for supportive services is avoided, developing with the county welfare department the list of college programs that lead to employment, developing a county plan for the provisions of educational services for CalWORKs students with other educational providers, coordinating the assessment of the student, defining the community college activities that meet the work requirements for students, and the reporting demographic and outcome data on CalWORKs students. In addition, data coordination between the college and county welfare department(s) is needed to identify CalWORKs students, monitor student progress and services received, and track students into employment.

The second component of coordination is the planning and implementation of the CalWORKs program at the college. CalWORKs coordination comprises representation from all segments of the college and the community. Appropriate college representation includes but is not limited to instruction (basic skills, ESL, vocational education, contract education, etc.) financial aid, EOPS, CARE, DSS, STAR, child care and development programs, career center, job placement, counseling, admissions and records, student government, research and any workgroup related to the Workforce Investment Act, etc.

Services to CalWORKs students at the college must be coordinated to facilitate student success. The college must designate one entry point at the college for

CalWORKs students. A case management service approach is used to ensure that CalWORKs students are provided with any and all appropriate services such as matriculation services for both credit and non-credit students, financial aid, counseling, tutoring, child care, career education or referral to special programs as needed.

One of the most successful outreach activities has been the relationship built with Los Angeles County Department of Public Social Services and MAXIMUS/JVS and the successful advocacy reached. This allows for quick resolution of student issues and complaints in an efficient and expeditious manner. Additionally, MAXIMUS/JVS provides a GAIN worker to work at the AVC CalWORKs Office twice a week to better serve students. All this was made possible due to the positive working relationship with this agency. One area of notice is that there is a high turnover rate with county GAIN officers so the CalWORKs staff is planning a “Day at AVC” to help educate the GAIN workers about what AVC has to offer. Many of these county employees have not been to AVC so when they refer their clients to AVC, they are not aware of what AVC has to offer. This day will hopefully give them a broader perspective about AVC.

The CalWORKs Program Coordinator initiates outreach with CCRC and other child care funding agencies, the domestic violence shelter and family support services.

The CalWORKs Program Coordinator is also knowledgeable about other programs and services available in the community to CalWORKs students and refers students to these agencies. Other agencies include:

- Child Care Resource Center(CCRC)
- Child Care Connection(CCC)
- Mexican American Foundation(MAOF)
- Family Self Sufficiency Program(FSS)
- Department of Education

Another successful outreach effort has been the monthly attendance at the LAC-5 meetings. The LAC-5 was established in 1997-1998 by the community colleges in Los Angeles County. The goal of the LAC-5 is to ensure that the college and Los Angeles County are working together to meet the needs of the students while staying in compliance with federal, state, and county guidelines.

7.2 Staff makes appropriate efforts to inform the community and students about each program and facilitate student participation in those programs.

CalWORKs has developed a brochure that outlines the program. It is used by the staff, as well as, the Outreach Department when they attend community events. When time allows, the staff participates in as many outreach events as possible but there needs to be a stronger link with Outreach to coordinate efforts.

Additionally, the GED program has developed a brochure that describes the program and how to initiate its matriculation process. Since the CalWORKs program conducts the intake for the GED students, the CalWORKs Office is listed as the contact information to students. This brochure is also used by the Outreach Department at community events.

7.3 Where appropriate, advisory committees meet regularly and support the development of programs and services.

The CalWORKs Advisory committee meets every spring semester. Members of the advisory include:

- AVC staff and students
- Los Angeles County DPSS
- MAXIMUS/JVS
- Antelope Valley Adult School
- Antelope Valley ROP
- One-Stop Palmdale
- One-Stop Lancaster
- Local business representatives
- CCRC

7. A Summary of findings and significances

The CalWORKs staff currently participates in several outreach events during the year to educate prospective and current students about the program and services. Some of these events are the Antelope Valley Fair and Cash for College. The success at these events has led to a significant increase in enrollment at AVC. Most of the CalWORKs outreach to students is conducted by the Outreach Department.

The CalWORKs Program Coordinator initiates outreach with CCRC and other child care funding agencies, the domestic violence shelter and family support services.

7. B List of Major Recommendations

1. Create a “Day at AVC” for the county GAIN workers.
2. Participate in more community outreach events to showcase the successes of the CalWORKs program.
3. Create a better coordinated outreach effort by all staff members.

Area 8. STATE AND FEDERAL COMPLIANCE

8.1 Program adheres to all state and federal guidelines.

The CalWORKs program is in compliance with all federal, state and county regulations. State and county agencies conduct program reviews and audits

periodically to ensure compliance. Non-compliance can result in substantial loss in funding to the CalWORKs program.

The legislative intent, as specified in the Education Code and Budget Act language for the California Community Colleges CalWORKs program, is that funds are appropriated to provide special services to CalWORKs students. Specifically, the community college CalWORKs program receives funding to assist students who are current welfare-recipients or who are in transition off of welfare to achieve long-term self-sufficiency through coordinated student services offered at community colleges, including: work-study, other educational related work experience, job placement services, child care services, and coordination with county welfare offices to determine eligibility and availability of services (State Budget Act 2004-05, 6870-101-0001,14).

The Education Code Section 79201 language requires colleges to submit an annual plan to the Chancellors Office that must include:

- a) Evidence that the curriculum will prepare students for an occupation that is in demand in the local labor market or that is in an emerging field that has documented employment potential.
- b) Participation by the county welfare department to establish that the programs being developed or redesigned will provide CalWORKs students with the training and experience necessary to secure employment.
- c) Evidence of collaboration with local partners, such as employers, private industry councils, regional occupational programs, adult education providers, and affected counties in the development and design of the curriculum.
- d) Procedures to monitor CalWORKs students who complete the new curricula and transition into employment.
- e) A description of new courses for CalWORKs students that are designed to aid with job related advancement.

In addition, the annual State Budget Act language requires community colleges receiving CalWORKs funding to provide special services to CalWORKs student recipients to assist them in transitioning off of welfare so that they may achieve long-term self-sufficiency through the coordinated student services offered at the community college. CalWORKs submits reports, as required, to the Chancellor's Office to provide data on the funded program components.

A community college CalWORKs program must have the following essential program elements in place in order to meet the intent of the law for the use of these funds:

- a) The community college CalWORKs program must coordinate with the local County Welfare Department to determine and document the eligibility of the student for community college CalWORKs program

services, ensure that services provided are not duplicated and are consistent with the student's welfare-to-work (W-T-W) plan.

- b) The community college CalWORKs program must be recognizable on campus and in the community and easily identifiable as a program that provides specialized and comprehensive support services to CalWORKs student-recipients.
- c) The community college CalWORKs program must have a system/process in place for case management to track a student's continuing eligibility for program services, progress made in achieving their educational goals, and tracking the services provided to support the student (for example, work-study, counseling, job preparation, child care, etc.)
- d) The community college CalWORKs program must have a process for collecting data on each student-recipient it provides services to and must report this data to the Chancellor's Office as specified by law and the Chancellor's Office policies.
- e) The community college CalWORKs program must have a process in place to track the child care services provided to dependents of CalWORKs student-recipients. This process must include tracking continuing eligibility, the number of dependents in care, the number of hours of child care provided, and what type of child care was provided (campus versus voucher). To ensure services are not duplicated and existing resources are maximized, this process must also document that other agencies and/or organizations, like County Welfare Department, were unable to provide child care services.
- f) The community college CalWORKs program must have a process tracking the expenditure of CalWORKs funds, to ensure expenditures comply with legal requirements set forth in the Education Code and annual Budget Act language, and in guidelines issued by the Chancellor's Office.
- g) The community college CalWORKs program must have a program coordinator or director in place to manage the use of funds, ensure coordinated services are provided to students, and to ensure that reports, forms, and program plans are submitted to the Chancellor's Office on a timely basis.

The CalWORKs program is audited annually by an independent audit firm. Since the last audit in 2008, the CalWORKs Office has not received any audit findings. The CalWORKs staff works diligently to stay in compliance with federal, state and county rules and regulations.

8.2 Program adheres to all college policies and procedures.

The AVC CalWORKs program is and remains in compliance with college policies and regulations. New information is disseminated via the web, workshops, orientations and staff meetings to ensure that staff members are keep current and communicate these to student when appropriate.

8. A Summary of findings and significances

The CalWORKs Office maintains strict compliance with federal, state, and county guidelines and regulations. All college, state, federal and county policies and procedures are adhered to and communicated to the CalWORKs staff and students.

8. B List of major recommendations

1. Continue monitoring compliance on federal, state and county levels with the support of the CalWORKs staff and administration.
2. Continue to provide information regarding CalWORKs policies and procedures to students in an efficient and effective manner.

C. A list of recommended changes to the Educational Master Plan. The Educational Master Plan should be reviewed and revised to:

The Educational Master Plan is not as comprehensive as it could have been. As the CalWORKs staff assesses the services they provide to students, and increase the use of technology into their daily operation, it will be necessary to revisit the Educational Master Plan. The facilities needs are listed in this document, while none are listed in the Educational Master Plan. The support from district funds are addressed here, but were not included in the Educational Master Plan. The staff needs requests have increased in this report from what was requested in the Educational Master Plan.