

# CAL WORKS Program Review

2011-2012

## 1. Program Description

### A. Description

CalWORKS (California Work Opportunity and Responsibility to Kids Act) is California's welfare reform program designed to help families become self-sufficient through a variety of educational and work-related activities, including attendance at Ventura College. A leader in higher education, Ventura College provides individuals with the opportunity to obtain new job skills or enhance existing skills through a variety of state-of-the-art programs.

### B. Service Unit Outcomes:

1. CalWORKS students will demonstrate their understanding and compliance with external regulations affecting their participation in the program.
2. CalWORKS students will develop a Student Educational Plan with a counselor that is consistent with their Welfare-To-Work Plan Activity Assignment that they have completed with their Welfare-To-Work Worker.
3. CalWORKS students will maintain satisfactory academic progress.

### C. College Level Student Learning Outcomes:

1. Information Competency
2. Critical Thinking and Problem Solving
3. Social Interaction and Life Skills

### D. Vision

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

### E. Mission

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills; programs for students seeking an associate degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. It is a leader in providing instruction and support for students with disabilities. With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College is committed to continual assessment of learning outcomes in order to maintain high quality courses and programs. Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

### F. Core Commitments

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Ventura College is dedicated to following a set of enduring Core Commitments that shall guide it through changing times and give rise to its Vision, Mission and Goals.

- Student Success
- Respect
- Integrity
- Quality
- Collegiality
- Access
- Innovation
- Diversity
- Service
- Collaboration
- Sustainability
- Continuous Improvement

## G. What services are provided by the program?

The CalWORKs program receives state categorical funding to assist students who are currently welfare recipients to transition off of welfare and achieve long term self sufficiency through coordinated student services offered at Ventura College in coordination with the county welfare office. Ventura College offers CalWORKs students the ability to gain direct work experience through their participation in the work study program. Currently, CalWORKs funds 75% of student's work study, with the employer paying the additional 25%. Placements are available both on and off campus. CalWORKs also offers counseling to students from 8 – 20 hours per week.

## H. What are the strengths, successes, and significant events of the program?

The CalWORKs program assists students to break the cycle of poverty by providing educational opportunities and job training. Budget cuts have significantly affected the CalWORKs program. During the last budget cuts, CalWORKs staff was reduced from a 100% position to one 40% position. The Program Placement Specialist for CalWORKs is limited to 16 hours per week. The services at Ventura College CalWORKs are therefore inadequate to serve the needs of the students. At Ventura College, the CalWORKs budget has been cut more than 55% since 2009 which limits what services students can access. Monthly meetings are held between Oxnard and Ventura College staff and county staff. County staff members have expressed concerns regarding the lack of services offered at VC compared to OC.

## I. Organizational Structure

President: Robin Calote

Executive Vice President: Ramiro Sanchez

Dean: Victoria Lugo

Instructors and Staff

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<b>Name</b>	Dennis Harvey
Classification	Placement Project Specialist (40%)
Year Hired	Ventura College, 2010, Moorpark College, 2007
Years of Industry Experience	30
Degrees/Credentials	B.A. Sociology

<b>Name</b>	Carolyn Russell
Classification	Part time counselor
Year Hired	1998
Year of Industry Experience	13
Degrees/Credentials	Licensed MFT, M.A. Clinical Psychology, BA in Physical Education

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## 2. Performance Expectations

### A. Service Unit Outcomes

Students utilizing this service will be able to:

1. CalWORKs students will demonstrate their understanding and compliance with external regulations affecting their participation in the program.

***Performance indicator:*** After attending a CalWORKs orientation, 80% of students surveyed will respond yes to the question “I understand that I must comply with both college and county regulations. Noncompliance may affect my status in the CalWORKs program.”

2. CalWORKs students will develop a Student Educational Plan with a counselor that is consistent with their Welfare-To-Work Plan Activity Assignment that they have completed with their Welfare-To-Work Worker.

***Performance indicator:*** 80% of students will: develop a Student Educational Plan with a counselor that is consistent with their Welfare-To-Work Plan Activity Assignment

3. CalWORKs students will maintain satisfactory academic progress.

***Performance indicator:*** 80% of CalWORKs students will maintain a GPA of 2.0 or above.

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### B. Program Operating Outcomes (Budget, Facilities, scheduling, equipment and technology – hardware/software)

Currently, CalWORKs only offers services for 16 hours per week. This is not enough time to provide students with the complement of services CalWORKs is obligated to provide to students. CalWORKs currently occupies two small offices in the Educational Assistance Center (EAC). This space is inadequate for CalWORKs students to have access to computers and results in a difficult work environment. CalWORKs is scheduled to move into the space currently occupied by the Ventura College Foundation (Diana Dunbar and staff). This move will enable the CalWORKs staff and students to have a more professional and ample work space. The program has sufficient equipment and technology to operate effectively.

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## 3. Operating Information

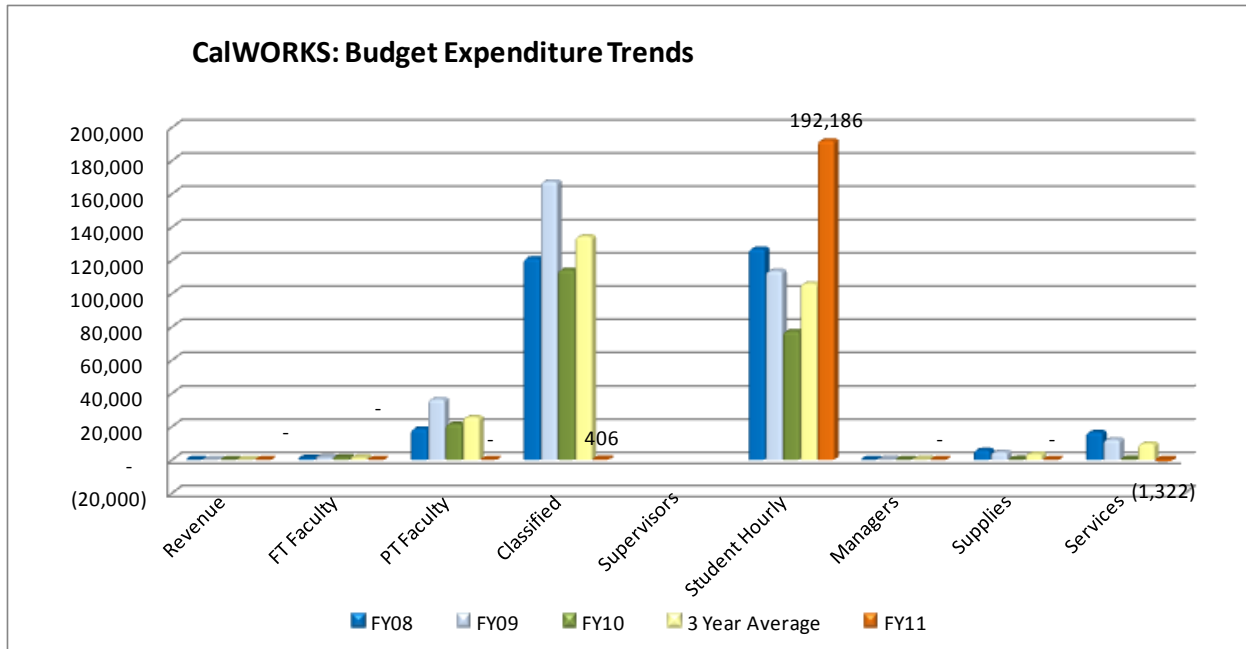
### A1: Budget Summary Table

To simplify the reporting and analysis of the Banner budget detail report, the budget accounts were consolidated into nine expense categories. The personnel categories include employee payroll expenses (benefits). The “3 Year Average” was computed to provide a trend benchmark to compare the prior three year expenses to the FY11 expenses. The “FY11 College” expense percentages are included to provide a benchmark to compare the program’s expenses to the overall college expenses.

Category	Title	FY08	FY09	FY10	3 Year Average	FY11	FY11 Program	FY11 College
	Revenue	-	-	-	-	-	100%	12%
1	FT Faculty	1,192	1,657	1,545	1,465	-	-100%	-10%
2	PT Faculty	18,761	36,513	21,593	25,622	-	-100%	-1%
3	Classified	121,320	167,465	114,329	134,371	406	-100%	10%
5	Supervisors							7%
4	Student Hourly	126,969	113,679	77,382	106,010	192,186	81%	-8%
6	Managers	-	170	-	170	-	-100%	24%
7	Supplies	5,897	4,683	14	3,531	-	-100%	-17%
8	Services	16,645	12,192	319	9,719	(1,322)	-114%	-42%
	<b>Total</b>	<b>290,784</b>	<b>336,359</b>	<b>215,182</b>	<b>280,775</b>	<b>191,270</b>	<b>-32%</b>	<b>0%</b>

### A2: Budget Summary Chart

This chart illustrates the program’s expense trends. The data label identifies the FY11 expenses (the last bar in each group). The second-to-last bar is the program’s prior three year average.

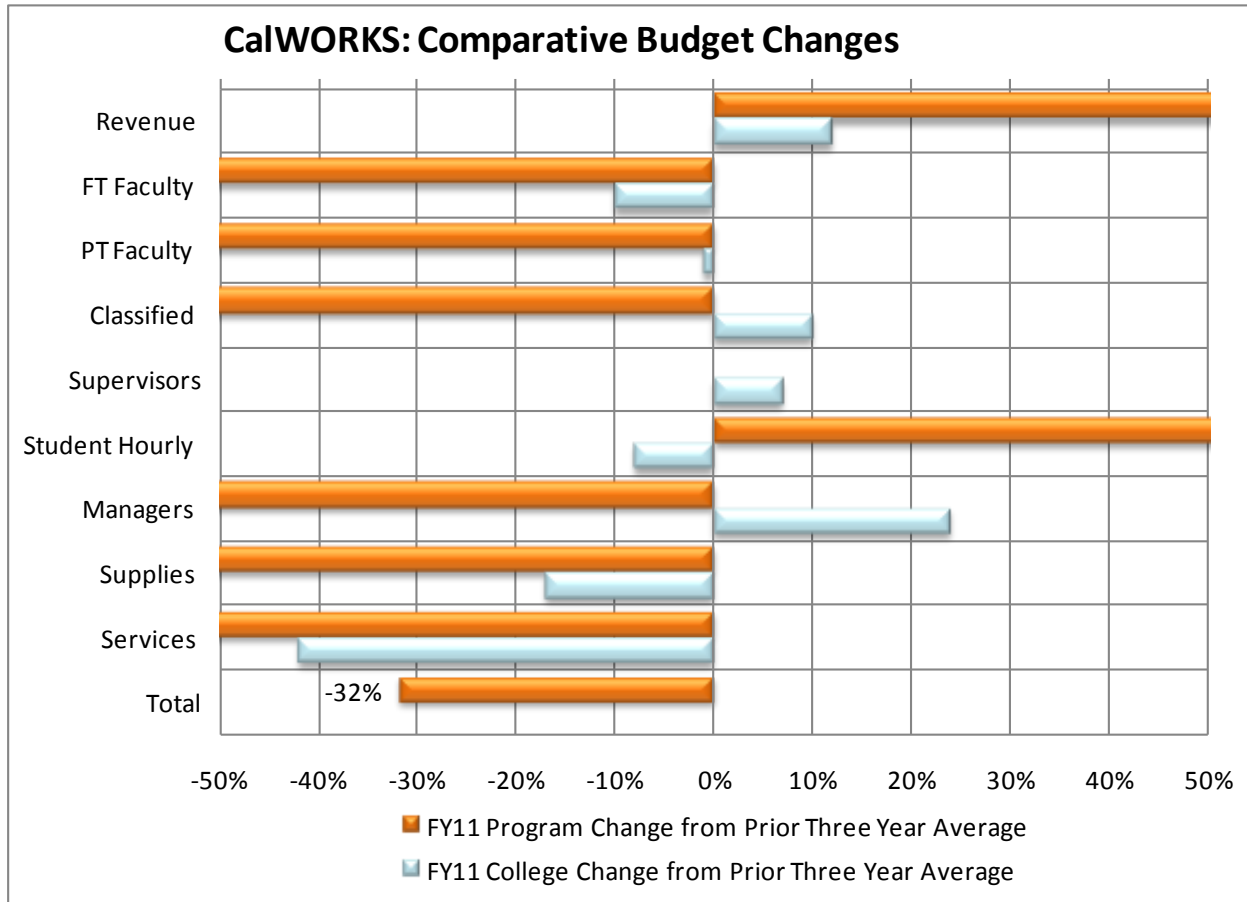


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### A3: Comparative Budget Changes Chart

This chart illustrates the percentage change from the prior three year average expense to the FY11 expenses. The top bar for each budget category represents the program's change in expenses and includes the data label. The second bar represents the college's change in expenses.



### A4: Program Staffing

The following table shows the staffing in the FY12 budget.

One classified staff at 40%; one adjunct counselor at 8-16 hours per week.

### A5: Budget Detail Table

The program's detail budget information is available in *Appendix A – Program Review Budget Report*. This report is a PDF document and is searchable. The budget information was extracted from the District's Banner Financial System. The program budget includes all expenses associated to the program's Banner program codes within the following funds: general fund (111), designated college equipment fund (114-35012), State supplies and equipment funds (128xx), and the technology refresh fund (445). The *Program Review Budget Report* is sorted by program (in alphabetical order) and includes the following sections: total program expenses summary; subtotal program expenses for each different program code; detail expenses by fund, organization and account; and program inventory (as posted in Banner). To simplify the report, the Banner personnel benefit accounts (3xxx) were

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consolidated into employee type benefit accounts (3xxx1 = FT Faculty, 3xxx2 = PT Faculty, 3xxx3 = Classified, etc.).

FOAP	Title	FY08	FY09	FY10	3 Year Average	FY11
121 37041 1342 649000	Faculty -Office Hours - PT Faculty	-	139	69	-	-
121 37041 1420 631000	Faculty -Non-Instructional - Hourly	18,174	35,169	20,671	-	-
121 37041 2121 647000	Classified Regular	82,854	103,976	75,864	-	-
121 37041 2322 649000	Classified - Overtime	-	4,786	292	375	-
121 37041 2399 080100	Class Jury & WC Abate/Sal Chg Back	(3,700)	(369)	(1,691)	-	-
121 37041 2530 080100	Student Hourly-Non-Instructional	123,677	111,264	74,590	187,702	180,000
121 37041 2826 647000	Provisional, Ltd Term-NonPos Cntrl	-	1,617	-	-	-
121 37041 3XXX0 647000	Benefits Revenue	-	-	-	-	1,240
121 37041 3XXX1 649000	Benefits FT Faculty	1,192	1,657	1,545	-	-
121 37041 3XXX2 631000	Benefits PT Faculty	586	1,205	852	-	-
121 37041 3XXX3 647000	Benefits Classified	42,166	57,455	39,864	30	-
121 37041 3XXX4 080100	Benefits Student Hourly	3,293	2,414	2,792	4,484	3,060
121 37041 3XXX6 647000	Benefits Managers	-	170	-	-	-
121 37041 4200 647000	Office Supplies and Material	3,742	89	-	-	124
121 37041 4300 647000	Computer Software and Supplies	-	135	-	-	-
121 37041 4800 647000	General Supplies & Materials	642	4,459	14	-	-
121 37041 4801 647000	Outreach Supplies & Materials	1,514	-	-	-	500
121 37041 5211 647000	Employee Travel	6,210	1,648	35	-	345
121 37041 5220 647000	Mileage Reimbursement	89	5	-	-	-
121 37041 5850 647000	Postage/Shipping	92	185	-	-	-
121 37041 5870 647000	Printing And Duplicating	200	539	284	-	-
121 37041 5890 080100	Other Expense & Services	10,054	9,816	-	-	-
121 37041 7350 731000	Intrafund Transfer In/Out-Must = 0	-	-	-	(1,322)	-
	<b>Total</b>	<b>290,785</b>	<b>336,359</b>	<b>215,181</b>	<b>280,775</b>	<b>185,269</b>

### A6: Interpretation of the Program Budget Information

Budget cuts have significantly affected the CalWORKs program. During the last budget cuts, CalWORKs staff was reduced from a 100% position to one 40% position. The Program Placement Specialist for CalWORKs is limited to 16 hours per week. The services at Ventura College CalWORKs are therefore inadequate to serve the needs of the students. At Ventura College, the CalWORKs budget has been cut more than 55% since 2009 which limits what services students can access. Monthly meetings are held between Oxnard and Ventura College staff and county staff. County staff members have expressed concerns regarding the lack of services offered at VC compared to OC.

The minimum standards established for CalWORKs by the state Chancellor's office require the following program components:

- A program director/coordinator to manage the use of funds, ensure that coordinated services are provided to eligible students, and ensure that all required reports, forms, and program plans are submitted to the Chancellor's Office on a timely basis. ***The program at VC has a 40% classified staff overseeing CalWORKs.***
- Coordination with the local county welfare department to determine and document the eligibility of each student for community college CalWORKs program services, and ensure that



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services provided are not duplicated and are consistent with the student's welfare-to-work plan. ***Due to the limited availability of staff, this area may not be in compliance. The part time classified staff attends the monthly CORE meetings between the County of Ventura and staff from Oxnard College.***

- A recognizable location on campus that is easily identifiable as a program that provides specialized and comprehensive support services to CalWORKs students. ***This will be attained after the move to the Foundation office.***
- A case management system that tracks each student's continuing eligibility for program services, monitors and supports students' progress in achieving their educational goals, and tracks the support services provided to students (for example, work study, counseling, job preparation, child care, etc.). ***Due to limited staffing, this is an area that is currently lacking in the VC CalWORKs program.***
- A process to collect required data on each student and to report this data to the Chancellor's Office as specified by law and the Chancellor's Office policies. ***John Cooney at the District office currently coordinates this effort. However, limited staffing currently impacts staff ability to enter data into BANNER in a timely manner.***
- A process to oversee the child care services provided to dependents of CalWORKs students. 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. To ensure services are not duplicated and existing resources are maximized, this process must also document that other agencies and/or organizations, such as the county welfare department, were unable to provide child care services. ***This service is provided by the County of Ventura.***
- A process to assign and track students participating in the work study program, including collaboration with the financial aid department to ensure that need-based awards are coordinated (see Appendix B: Resources/Work Study 1). ***This is an area needing attention.***
- A process to approve and track the expenditures of CalWORKs funds to ensure compliance with legal requirements set forth in the Education Code and annual State Budget Act, and in guidelines issued by the Chancellor's Office. ***This is done by the classified staff employee and the Dean of Student Services.***
- A process for providing services to former CalWORKs students to assist them in achieving long-term self-sufficiency. This is provided through optional Post Employment services, and is dependent on the availability of funds. ***There are no available funds to provide this service.***

The current staffing of CalWORKs does not provide students with the wide array of services available to students at similar institutions, in particular Oxnard College. It is recommended that a full time coordinator/director be hired to provide VC students with a CalWORKs program comparable to OC.

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### B1: Program Inventory Table

This chart shows the inventory (assets) as currently posted in the Banner Financial System. This inventory list is not complete and will require review by each program. Based on this review an updated inventory list will be maintained by the college. A result of developing a complete and accurate inventory list is to provide an adequate budget for equipment maintenance and replacement (total-cost-of-ownership). The college will be working on this later this fall.

Item	Vendor	Org	Fund	Purchased	Age	Price	Perm Inv #	Serial #
OptiPlex 745 Computer	Dell Computer	37041	121	7/10/2007	4	\$ 1,961	N00018350	CK835D1
#721602, Hitachi CP-X445 Project	CDW Government	37041	121	6/18/2007	4	\$ 2,760	N00018280	F7C004789
Dell Color Laser Printer 3115CN	Dell Computer	37041	121	5/25/2007	4	\$ 1,017	N00018334	GS7DD1544503
Latitude D630 Laptop	Dell	37041					N00018528	
Compaq 2710P Laptop	HP	37041					N00018811	
Inspiron 64000 Laptop	Dell	37041					N00011920	
Optiplex 760 Computer	Dell	37041					N00018870	
Optiplex 760 Computer	Dell	37041					N00025112	
Optiplex 760 Computer	Dell	37041					N00025114	
LaserJet M3027y MFP Printer	HP	37041					N00018781	
						\$ 5,738		

### B2: Interpretation of the Inventory Information

Much of the CalWORKs inventory was purchased between 2003 and 2007. CalWORKs categorical funds can be used to purchase equipment that will be used by students.

### C1: Service Data:

a) *What populations are served by the program?*

CalWORKs serves students on Temporary Assistance to Needy Families (TANF). These students are single parents and mostly females.

b) *How many students, classes, etc. have been served by the program over the last two years (per semester)?*

During the 10-11 academic year, 247 students were served by the program. During the 09-10 academic year, 356 students were served.

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c) *What other operational data is pertinent to your program? Please provide.*

### C2.:Times of Operation (per semester/summer):

*Fall and Spring Semesters:*

*Mondays, 7:30 a.m. to 1:30 p.m.*

*Tuesdays, 7:30 a.m. to 1:30 p.m.*

*Wednesdays, 7:30 a.m. to 11:30 a.m.\**

*\*Time sheets are collected the 1<sup>st</sup> and 16<sup>th</sup> of the month. If the 1<sup>st</sup> or 16<sup>th</sup> falls on a Thursday or Friday we are open that day instead of Wednesday.*

*Summer:*

Same as above

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## 4. Performance Assessment

### A. Service Unit Outcomes

Service Unit Outcome	Performance Indicators
1. CalWORKs students will demonstrate their understanding and compliance with external regulations affecting their participation in the program.	<i>After the CalWORKs Orientation, 80% of CalWORKs students will answer yes to the survey question "I understand my obligations to comply with external regulations that effect my participation in CalWORKs."</i>
<b>Operating Information</b>	
A survey will be developed and disseminated after Spring 2012 orientation	
<b>Analysis – Assessment</b>	
Analysis of survey information	

Service Unit Outcome	Performance Indicators
2. CalWORKs students will develop a Student Educational Plan with a counselor that is consistent with their Welfare-To-Work Plan Activity Assignment that they have completes with their Welfare-To-Work Worker.	<i>40% or higher will: develop a Student Educational Plan with a counselor that is consistent with their Welfare-To-Work Plan Activity Assignment</i>
<b>Operating Information</b>	
During the Spring, 2011 semester, CalWORKs staff reviewed student files for evidence of Student Education Plans	
<b>Analysis – Assessment</b>	
Only 19% of student files contained a copy of their Student Educational Plan in their folder on file in the CalWORKs office. Students will be asked to bring copies of their education plans that are completed by counselors in general counseling, EAC and EOPS.	

Service Unit Outcome	Performance Indicators
3. CalWORKs students will maintain satisfactory academic progress.	80% or higher of CalWORKs students will maintain satisfactory academy progress after Fall 2011 grades have been posted.
<b>Operating Information</b>	
Information will be obtained at the beginning of Spring 2012 semester.	

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B. Operating Goals

<b>Operating Goal</b>	<b>Performance Indicators</b>
1) The CalWORKs office will move into a new facility by the end of Fall, 2011	<i>CalWORKs staff and students will have appropriate space to operate the program.</i>
<b>Operating Information</b>	
Move to be completed prior to the end of Fall, 2011 semester	
<b>Analysis – Assessment</b>	

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## 5. Findings

**Finding 1:** The review of student folders showed that only 19% of students had their educational plan on file in the CalWORKS office. (SUO #2) This could be due to the limited hours (16 hours per week) currently available to CalWORKS students. There are also many other services that are unavailable to CalWORKS students due to lack of full time staff.

**Finding 2:** CalWORKS current facility is not able to meet student needs. The move to a new facility will provide the program with adequate office space to serve students.

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## 6. Initiatives

**Link to Finding #1:** Hire a full time CalWORKs Coordinator to provide a broader variety of services to students.

**Benefits:** Students will be better equipped to achieve their stated educational goal.

**Request for Resources:** \$100,000.

**Funding Sources:** Funding to come out of CalWORKs/TANF categorical funds

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	x
Requires college equipment funds (other than computer related)	
Requires college facilities funds	X
Requires other resources (grants, etc.)	X

**Link to Funding #2:** Move CalWORKs Office from its current location in the EAC to the Foundation Office.

**Benefits:** Both students and staff will have a more appropriate office/learning environment.

**Request for Resources:** 0

**Funding Sources:** Moving costs through M&O

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6A: Initiatives Priority Spreadsheet The following blank tables represent Excel spreadsheets and will be substituted with a copy of the completed Excel spreadsheets. The program’s initiatives will be entered into the Excel spreadsheets by resource category and consolidated into division and college-wide spreadsheets.

## CalWORKS 2011-12

Line Number	Division Code	Program	Program Priority (0, 1, 2, 3...)	Division Priority (R,H,M,L)	Committee Priority (R, H, M, L)	College Priority (R, H, M, L)	Initiative ID	Initiative Title	Resource Description	
1	35	CalWORKs	1				CW3501	Hire a full time director/coordinator for CalWORKs	Resources to come out of CalWorks/TANF allocation	
2	35	CalWORKs	1				CW3502	Move CalWORKs office from EAC to Foundation Office	M&O staff to support move.	
3										
4										
5										
6										
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18										
19										
20										
		<b>Divisions</b>							<b>Resource Categories</b>	
		Robin Calote	10						No New Resources	
		Dave Keebler	20						Personnel-Faculty	
		Ramiro Sanchez	30						Personnel-Other	
		David Oliver	31						Equipment-Computer	
		Kathy Scott	32						Equipment-Other	
		Gwen Huddleston	33						Facilities	
		Tim Harrison	34						Grants	
		Victoria Lugo	35						Operating Budget	
		Jerry Mortenson	36						Other	
		Karen Gorback	37							



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### 6B: Program Level Initiative Prioritization

All initiatives will first be prioritized by the program staff. If the initiative can be completed by the program staff and requires no new resources, then the initiative should be given a priority 0 (multiple priority 0 initiatives are allowed). All other initiatives should be given a priority number starting with 1 (only one 1, one 2, etc.).

### 6C: Division Level Initiative Prioritization

The program initiatives within a division will be consolidated into division spreadsheets. The dean may include additional division-wide initiatives. All initiatives (excluding the '0' program priorities) will then be prioritized using the following priority levels:

**R:** Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H:** High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**M:** Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**L:** Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

### 6D: Committee Level Initiative Prioritization

The division's spreadsheets will be prioritized by the appropriate college-wide committees (staffing, technology, equipment, facilities) using the following priority levels.

**R:** Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H:** High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**M:** Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**L:** Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

### 6E: College Level Initiative Prioritization

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritize the initiatives using the following priority levels.

**R:** Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H:** High – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**M:** Medium – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

**L:** Low – approximately 1/3 of the total division's initiatives by resource category (personnel, equipment, etc.)

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### 7A: Appeals:

After the service unit review process is complete, your unit has the right to appeal the ranking of initiatives.

If you choose to appeal, please complete the form that explains and supports your position. The appeal will be handled at the next higher level of the review process.

### 7B: Process Assessment

In this first year of service unit review using the new format, units will be establishing performance indicators (goals) for analysis next year. Review will take place annually, but until units have been through an entire annual cycle, they cannot completely assess the process. However, your input is very important to us as we strive to improve, and your initial comments on this new process are encouraged.