

CalWORKs Program Review

El Camino College Compton Community Education Center

April 2, 2007

I. Overview

A. Program Profile

CalWORKs is a California Community College program serving CalWORKs students and their families by providing educational and career opportunities, combined with an array of high-quality support services, that enable students to complete their educational goals, find meaningful employment, and successfully transition into the workplace. Through collaboration and advocacy with college and community partners, CalWORKs prepares a segment of California's workforce by promoting the economic self-sufficiency of CalWORKs students through attainment of higher education. CalWORKs funds are for the purpose of assisting single parents who are receiving Temporary Assistance for Needy Families (TANF) and is the community portion of the California Work Opportunity and Responsibility to Kids Act which is the welfare reform program established by Assembly Bill (AB) 1542.

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:

- Coordination with the local County Welfare Department to document student eligibility and to ensure services are not duplicated and remain consistent with the student's welfare to work plan;
- Provide a program with specialized services that is recognizable and easily identified on campus and in the community;
- Have a system/process in place to track the student's continuing eligibility for program services, progress toward educational goals and tracking of support services, i.e. counseling and academic advisement, child care, job preparation, work study, etc.;
- Have a process in place for collecting and reporting student data;
- Track child care services showing the number of dependents in care, the number of child care hours provided, what type of child care was provided and ensure services are not duplicated and existing services are maximized;
- Have a process in place for tracking the expenditure of CalWORKs funds to comply with legal requirements;
- Have a CalWORKs Director in place to manage the use of funds, ensure coordinated services are provided to students and ensure that reports, forms and program plans are submitted to the Chancellor's office on a timely basis.

Additionally, Education Code Section 79201 language requires the college to submit an annual plan to the Chancellor's Office that must include:

- Evidence that the curriculum will prepare students for an occupation that is in demand or an emerging field in the local labor market with documented potential;

- Collaboration with the County Welfare Department to establish or redesign programs to provide CalWORKs students with the training and experience necessary to secure employment;
- Evidence of collaboration with local partners, such as employers, Workforce Investment Boards, One Stops etc. in the development and redesign of curriculum;
- Procedures to monitor CalWORKs recipients upon completion and transition into employment;
- A description of new courses for CalWORKs recipients that are designed to aid with job-related advancement.

B. Status of Previous Recommendations

On August 28, 2006 Compton College entered into a cooperative agreement with El Camino College (ECC) to provide instructional services at the Compton campus and is now known as the El Camino College Compton Community Educational Center. Under Assembly Bill (AB) 318, approved on June 29, 2006, El Camino College District is authorized to continue to provide educational programs and services at the Compton Center campus to address financial hardships and accreditation challenges including categorical programs such as CalWORKs. Through this partnership, El Camino College and Compton Community College Districts are two separate districts working together under El Camino College District to provide continuity in the provision of student services.

Currently there are no records available of prior program reviews or recommendations to the CalWORKs program. A recent Student Services Program Review and Technical Assistance Site Visit Model pilot, completed in January 2007 as a joint effort between the El Camino College District and Compton Community College District categorical programs, is the most recent program review conducted of this program.

Below are areas of concern identified through the study cited in the previous paragraph. It is important to note that all attempts to improve CalWORKs program effectiveness, at the El Camino College Compton Community Educational Center, take place within a campus community that has been severely impacted by prior mismanagement resulting in the Compton Institution's current loss of accreditation. Recovery efforts are hampered by staff turnover, lack of familiarity with newly acquired systems and procedures, and community perceptions contributing to a loss in enrollment. Needed change is often slow to implement and frequently on and off campus resources are negatively impacted.

Areas of concern regarding program effectiveness include:

- Funding to maintain the CalWORKs program at it's current level:
 1. The CalWORKs funding allocation formula, from the State Chancellor's Office, is changing in 2007-2008 and will be based on numbers of students served without the 95% funding protection previously offered. CalWORKs enrollment, like all program enrollment at the Compton Center, has dropped and therefore places the program at risk.

2. The Los Angeles County Department of Public Social Services (DPSS) Contracts Division is questioning the continuation of a three-year grant supporting Compton Center CalWORKs student support services and coordination activities. This is based on the Compton Center's loss of accreditation, questions surrounding program effectiveness and the partnership with El Camino College. The Compton CalWORKs program has been audited yearly and has had prior year funding renewed.
- Recruitment activities and CalWORKs program enrollment:
 1. The CalWORKs Program needs to maintain its current staffing but reorganize in order to meet supportive services and tracking/reporting requirements in a responsible manner and within fiscal limitations.
 2. A staff position with recruitment responsibilities is needed to conduct outreach activities, on and off campus, to increase enrollment.
 - Counseling support/academic and career advisement/tracking:
 1. The current ten-month counselor contract leaves CalWORKs students without specialized assistance during crucial times of the year.
 2. Student academic progress and completion rates indicate a need for a second CalWORKs counselor to expand career and academic advisement to CalWORKs students currently underserved.
 - Employability skills training for students:
 1. The lack of employability skills training for students hampers job placement opportunities and retention of CalWORKs students in the workplace.
 2. Human Development classes are needed to address career exploration and to build employability skills for CalWORKs students.
 - Open entry/open exit bridge activities and vocational programs with VESL:
 1. To increase Los Angeles County DPSS referrals the Compton Center CalWORKs program must offer more flexible and versatile vocational training opportunities.
 2. This type of programming, i.e. Open Entry/Open Exit, was available prior to the partnership but was then eliminated as they did not mirror the programs offered at El Camino College.
 - Partnership with Los Angeles County Department of Public Social Services (DPSS):
 1. Outreach efforts need to be increased to promote referrals.
 2. An on-site DPSS-GAIN County Services Worker is needed to enhance staff effectiveness and services to students.

C. Continuing Recommendations

In the summer of 2007 the State Chancellor's Office CalWORKs Program conducted their first state-wide peer review of CalWORKs Program Plans, submitted for 2006-2007, and shared the findings with program Directors. The Compton Center CalWORKs Program scored 39 and 27 out of a possible 100 points by two readers who were also Directors of CalWORKs programs at their respective colleges. The following improvements and effective practices were then implemented:

Partnerships: Just prior to the release of these findings, El Camino College and the Compton Center took proactive steps and arranged for an Interim Director to assume leadership of the Compton Center CalWORKs Program. Over the following six months a number of effective practices were introduced to address some of the identified program implementation shortfalls. A series of staff development activities were initiated between the Compton Center CalWORKs staff and El Camino College staff allowing several cross-training opportunities on both campuses between September 2006 and January 2007. Additionally, the on campus Compton Center GAIN office merged with the CalWORKs office. As a result, outreach was begun with the three DPSS-GAIN Regions serving the Compton Community College District (Regions IV, V and VI) to reestablish contact and student referrals.

MIS Reporting: Student intake forms were modified to capture MIS data for the new CalWORKs data elements being implemented statewide in 2006-2007. This process included establishing criteria and procedures to verify CalWORKs student eligibility each semester. In addition, child care assistance documents were created and a child care provider reimbursement process set up with the Compton Center Business Office. The CalWORKs work study and job placement procedures were revised to include: employer contracts, Memorandums of Understanding with public agencies, Individual Employment Plans for students including meaningful learning objectives tied to career and workplace goals, and job development practices to enhance off-campus placements tied to the student's field of study.

Evaluation: Evaluation of the Compton CalWORKs Program, gleaned from the peer review process established by the State Chancellor's Office, indicated that basic program policies as well as new legislation were not fully understood and therefore impacted accountability in the areas of budget expenditures, provision of student support services and student tracking. The Interim Director has made extensive revisions to the current budget; updated and expanded staff duties to bring the program into alignment with approved statewide practices and implemented an on-line student database. Staff meetings are used as staff development opportunities for review of the CalWORKs program handbook, to share exemplary practices to strengthen case management activities and to brainstorm strategies to improve on and off campus partnerships. The 2006-07 Program Plan has been revised and was submitted to the State Chancellor's Office in February 2007 to document current practices.

II. Program Data

A. Student/Client Satisfaction

There is not a student satisfaction survey instrument being used to analyze the Compton Center CalWORKs program at this time. The student survey used by El Camino College, originally composed with the assistance of their Office of Institutional Research and Planning, is currently being reviewed.

B. Student/Client Outcome Data

The student outcome data, from the ECC Student Satisfaction Survey instrument, is collected through questions based on the following performance criteria:

Please rate the CalWORKs OFFICE on the following items:

☐Excellent ☐Good ☐Fair ☐Poor ☐Not Applicable

1. Hours of operation
2. Office facilities (appearance, comfort)
3. Timelines of response to your request(s)
4. Procedures clear and easy to follow
5. Quality of materials received
6. Knowledge & Helpfulness of Front Desk
7. Helpfulness & Knowledge of Counselors
8. Knowledge & Helpfulness of Case Advisors
9. Helpfulness & Knowledge of Job Developers
10. Confidentiality of private information maintained
11. Overall quality of service

Please indicate the extent to which you agree with the following statements about the CalWORKs Office:

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree ☐ Not Applicable

12. When talking to staff at the CalWORKs Office I feel I have enough privacy to discuss my concerns.

13. I would be very likely to use the CalWORKs Office during evening hours (after 5:00 PM).

14. I can attend special workshops from 12 NOON – 1:00 PM with an option to bring my lunch.

15. I received or was referred to career counseling, so I could explore my interest and plan the best program of study at the Compton Community Educational Center.

16. How do you retrieve marketing information? (i.e. Newspaper, radio, Internet, cable, library, etc.)

Please give names of organizations _____

17. How often do you check your email? _____

18. Comments/Suggestions/Concerns: _____

The use of a similar survey for the ECC-Compton Center CalWORKs program, to begin during the Summer 2007 semester, is being researched. This data will be available for trend analysis and program improvement recommendations in the future.

C. Campus/Community Collaboration

Collaboration with the local County Welfare Department:

The ECC-Compton Community Educational Center is located just blocks away from the Region V Greater Avenues for Independence offices (GAIN – provider of Los Angeles County CalWORKs educational support services) making it very convenient for participant referrals. Additional referrals are also made from GAIN Regions IV and VI. There are six GAIN regions within the Los Angeles County Department of Public Social Services (DPSS). A CalWORKs recruiter is needed to network more closely with the DPSS-GAIN Regions, and other community agencies, to enhance referrals to the Compton Center CalWORKs program.

Until last September most of the GAIN paperwork, to be completed by the Compton Center for CalWORKs participants, was directed to a GAIN office on campus that was separate from the CalWORKs office. These two offices have since been merged to provide a more seamless and one stop approach for services to CalWORKs students. Recently, it was determined that the Compton Center CalWORKs office could make space available for a full-time Los Angeles County DPSS GAIN worker (GSW) and is hopeful to have a GSW on-site beginning Fall 2007. Meanwhile, telephone contacts are the primary means of coordinating services with the GAIN Services workers. A GAIN Region V Supervisor also serves as a contact liaison regarding case management issues and concerns requiring more in-depth attention.

The Compton Center CalWORKs personnel, acting as advocates for the students, have started attending the quarterly GAIN Regional Education and Training (GRET) meetings for the three Regions mentioned above. This is an opportunity to share program information and vocational training information with DPSS staff and other community partners in attendance. Additionally, the CalWORKs Director attends quarterly CalWORKs Education, Training and Employment Partnership (CWETEP) meetings, with upper level management from the six GAIN Regions and community partners, to discuss policy implementation and initiate collaborations with all of Los Angeles County. Further collaboration occurs during yearly career fairs and during the monthly Los Angeles County Community College CalWORKs Consortium (LAC-5) meetings. This is when the 22 local community college CalWORKs programs meet with DPSS - GAIN representatives, community agency advocates and the state colleges to discuss issues of mutual concern.

The ECC – Compton Center has also been the recipient of a grant from Los Angeles County DPSS, for several years, to strengthen coordination and case management services to CalWORKs students.

Collaboration with Community Partners:

The Compton community and surrounding cities including Lynwood, Paramount, Carson, Long Beach and Southgate are all active partners with the Compton Community College District. The local South Bay Workforce Investment Board, Work Source Centers (formerly known as One-Stops), employers and businesses, and community based organizations collaborate with the Compton CalWORKs program to address the career and long term self-sufficiency needs of CalWORKs students.

The Compton Career Link Workforce Center provides job leads and opportunities for student employment. The State of California Employment Development Department (EDD) provides economic and educational resource information contributing to employment opportunities and career exploration regarding local businesses and industry. Human Potential Consultants are another local firm providing job placement services in surrounding communities. Currently, the Compton Center CalWORKs program has a contract with the South Bay Workforce Investment Board to provide 20 Compton students for placement in local businesses such as the Los Angeles County Office of Education and the Los Angeles Unified School District as part of a county-wide effort to strengthen off campus employment opportunities for CalWORKs students.

The Compton Center CalWORKs program now has a Memorandum of Understanding (MOU) with the local Lynwood Chamber of Commerce regarding job development and placement opportunities specifically for CalWORKs students. CalWORKs staff persons attend Chamber of Commerce mixers in the cities of Lynwood and Compton. Local employers who have signed employment agreements with the Compton CalWORKs program include: Celestial Studios, Expressions to Wear, Cisco Realty, Amos Construction, H&R Block, Quinn's Exterminator, New Vision Pacific Commercial Construction, Fred Kennedy and Associates, Arc Mid Cities, the Compton Chamber of Commerce and a number of local child care agencies.

Job Link Classifieds, a Los Angeles advertising firm that publishes a national magazine targeting college students for employment opportunities, partnered with the Compton Center CalWORKs program to host a large Career Fair on campus in March 2007. This firm is provided free advertising for the Center and community partners in their magazine and is coordinated radio spots in local communities. Job Links Classifieds referred business clients and contacted community based organizations for client referrals. Additionally, the on campus vocational and technical programs Career Center invited local employers and the Los Angeles DPSS Regional offices referred employers and clients. The local Employment Development Department (EDD), Compton Career Link and Human Potential Consultants also participated on the planning committee. Seniors from local high schools were bused in to attend the Career Fair and an Open House that offered financial aid workshops and campus tours.

Additionally, the California First Lady Maria Shriver held a Community Resource Tax Fair on the Compton Center campus in conjunction with the March Career Fair and Open House. It is hoped that this partnership will continue in the future as the campus computer labs provided the ideal setting in a community that can greatly benefit from free financial services. The CalWORKs program participants are one example of this population who may underutilize the Earned Tax Credit among other benefits.

Community based organizations that partner with the Compton Center CalWORKs program include: Neighborhood Legal Services, the Legal Aid Foundation of Los Angeles and the Western Center on Law and Poverty regarding legal assistance and referrals; Harbor Interfaith Services for transitional housing, assistance for domestic violence victims and other supportive services; the Housing Authority providing information on affordable housing and special programs; Harriet Buhai Center for Family Law to assist with issues such as child support and child custody; and LIFETIME to advocate for economically and academically disadvantaged women in education.

D. Program Data Recommendations

Below are recommendations for program improvement in the area of campus/community collaboration:

1. To better analyze and assess student satisfaction with CalWORKs program services it is recommended that a survey instrument be developed for use beginning the Fall 2007 semester.
2. To enhance recruitment and outreach efforts to the Los Angeles DPSS-GAIN offices, and other community agencies, it is recommended that a recruiter be hired as part of the Compton Center CalWORKs staff.
3. To strengthen activities with GAIN Regions IV, V and XI it is recommended that a full-time GAIN Services Worker be housed in the new Compton Center CalWORKs office once that move is completed in August 2007.

III. Program Requirements

A. Program Support

The Compton Center CalWORKs program works collaboratively with all campus departments and services to meet the needs of CalWORKs students. The Director attends weekly Student Affairs Manager's Meetings, lead by the Dean of Student Affairs, where issues pertinent to CalWORKs and the general student population are discussed with the Directors and Coordinators from Admissions, Assessment, Enrollment Management Services, Transfer Center, Special Programs and Services, Student Outreach and Recruitment, Financial Aid, EOP&S/CARE, TRIO, DSPS, Student Athletics and Counseling Services.

The Dean of Student Affairs also meets with managers and their direct reports once a month to share information and activities involving student support services. Often a department will give an overview and update on program services. The CalWORKs program plans to increase collaboration with the EOP&S/CARE programs to enhance activities and services mutually beneficial for CalWORKs students served by both programs. Additionally, the El Camino College Vice President of Student Services holds monthly meetings with managers giving student services programs the opportunity to meet with the college administration on each campus to present updates and discuss concerns.

Each CalWORKs staff serves as a member of campus committees addressing such topics as outreach/recruitment, student intervention, orientation, student services transition and Datatel implementation. This involvement promotes collaboration with other campus departments as well as providing an opportunity to inform other Center personnel about issues specific to CalWORKs students. As mentioned previously, on March 21, 2007 the CalWORKs office is co-hosted a Career Fair, in partnership with a campus Open House and Community Tax resource Fair involving the entire campus community.

Plans are underway to relocate the CalWORKs office to a larger space that will provide more student privacy for individual case management services and counseling as well as computer terminals for student use for career exploration and registration. The office will be shared with Disabled Student Programs and Services (DSPS) who are also in need of increased testing accommodations and computer lab space. It is anticipated that this co-location of the two offices will enhance referrals and increase the awareness and accessibility of CalWORKs services as well as resources and services pertaining to student learning disabilities and other special needs.

B. Facilities and Equipment

As mentioned in the previous section, the CalWORKs program will move into a larger office, in August 2007, that will afford CalWORKs staff and students more privacy -- this being one of the most critical concerns at this time. Currently the front desk area is very small with no space to separate waiting students from the open cubicles where CalWORKs students meet with staff to discuss confidential information. The new office will also be able to accommodate staff in private offices as well as student assistants. There are no student assistants employed at this time due to lack of work space.

It is anticipated that CalWORKs student numbers will steadily grow as the Compton Center student enrollment increases over the next five years. Statistics that were previously published by the Los Angeles County Department of Public Social Services indicate that the Compton Community College District has potentially one of the larger CalWORKs populations among the California community colleges. Given the intense efforts by Los Angeles County Public Social Services to comply with current legislation, to promote higher CalWORKs participation rates, the Compton Center is well positioned to benefit from the increasing number of County referrals.

The current CalWORKs office furnishings are very old and do not meet current standards regarding ergonomic safety for staff. The ECC-Compton Center Student Affairs Office has made some funding available for modifications and furnishing upgrades in the new office space to be shared with the Disabled Students Programs and Services. Additionally, the State Chancellor's Office has made special one-time funding available in 2006-07 to purchase equipment including furniture. The CalWORKs Interim Director requested and received special Proposition 98 funds, from the State Chancellor's Office, to furnish the new CalWORKs office.

C. Staffing

CalWORKs staffing is in need of reorganization to better meet the needs of students, intent of the program and to more closely align itself with ECC CalWORKs model. Future staffing decisions will also be impacted by adjustments in the allocation process that will reduce program funding by 10-15 percent each year, beginning in 2007-08, until recruitment goals are met.

Current staffing recommendations:

- CalWORKs Director: (*Required by CalWORKs state guidelines.) Plans are currently underway to hire a permanent, full-time Director to serve as the primary contact between the Chancellor's Office and the Center, lead the daily operations of the program, oversee program fund expenditures, determine student eligibility for services and coordinate services with the County Welfare departments and on-campus support services.
- CalWORKs Counselor/Recruiter: Plans are currently underway to hire a second full-time CalWORKs Counselor who would also serve as a part-time Recruitment Coordinator to collaborate with campus outreach services and Los Angeles County GAIN to increase enrollment while expanding career and academic advisement to CalWORKs students currently underserved.
- CalWORKs Administrative Assistant: Plans are currently underway to hire a full-time Administrative Assistant to provide the Director with clerical support including reports, office calendar, staff documentation, coordination of staff meetings and conferences, special projects and front desk back-up as needed.
- CalWORKs Front Desk Assistant: Currently this position is filled by a provisional employee until July 1, 2007. After this date a permanent, full-time employee will be hired. This critical position schedules all student appointments on SARS, provides data entry to update the CalWORKs student database, assists in maintaining student files and helps with recruitment efforts as well as the timely dissemination of program information to the students and public.

Current reorganization needed:

There are two staffed positions that do not fit the CalWORKs model of support services: Supervisor and Instructional Associate. Currently these two positions have been given work study and job development duties under other duties as assigned. It is recommended that these two positions be replaced by those listed below that mirror the ECC CalWORKs model to better meet State mandated CalWORKs program objectives:

- CalWORKs Case Management and Services Coordinator: This classified position would assume coordination responsibility for case management services including;
a) oversight of case management services to students, including meetings with counselors, case advisors and work study/job development personnel, to ensure the effective planning and delivery of services to individual students in partnership with Los Angeles County, community based organizations, employers and on-campus departments and b) tracking of day to day office functions for students to ensure coordination and monitoring of the CalWORKs student database, SARS appointment schedules, work study contracts and direct expenditures to students such as child care, work study and gas cards/ bus tokens, etc.

- CalWORKs Job Developer: This classified position would have experience in and specific responsibility for establishing effective relationships with employers to place students in on and off campus subsidized work study and would meet with students to determine appropriate referrals for placements. Additional responsibilities would include; a) establishing effective relationships with County welfare departments to meet shared CalWORKs student employment preparation objectives, b) establishing effective relationships with on campus departments including Financial Aid, the Career Placement Center and vocational faculty, and c) tracking work study placements and expenditures.

It is anticipated that a second Job Developer will be needed, as student enrollment grows, to successfully meet increased work study and job development services to students. It is expected that State and County mandates will continue to emphasize the importance of off campus work study placements aligned with the student's field of study.

D. Planning

The ECC-Compton Community Educational Center has recently hired an Institutional Research Associate. This individual will be requested to assist the CalWORKs program in gathering and analyzing external and internal information to better assess trends that will impact the program within the next five years. All CalWORKs staff will be included in this decision-making as well as in the budget planning process that will also be driven, in part, by these findings.

While there is a planning process in place through the Student Affairs Division and State Chancellor's Office, as well as informally through the CalWORKs LAC-5 meetings at the County level and staff meetings held bi-weekly on campus, it is recognized that a more formal tracking procedure is needed for tracking stated goals. Currently the ECC-Compton Center Student Affairs Division has identified one Student Learning Outcome (SLO) for each of its thirteen departments:

1. CalWORKs Student Learning Outcome

By participating in the Education to Work activities, created by CalWORKs, students will be able to connect their educational training to direct job skills.

2. Process used to develop outcomes

The CalWORKs staff met and agreed on the following process:

- a. The goal is to provide evidence that learning had occurred through the education to work activities created by CalWORKs.
- b. A distinction will be made between objectives (detailed) and outcomes (overarching).
- c. Criteria will be established to assess the success of the services provided along with how progress is measured.

3. Type of activities being conducted in order to achieve the outcomes

- a. Primary Traits:

- Students will be able to identify three skills training objectives that connect their educational program to practical work experience.
- b. Implementation:
 - Students participating in CalWORKs work study will be given a referral form where the employer, upon hiring the student, will identify workplace skills training objectives for the semester;
 - Students employed, but not participating in CalWORKs work study, will be asked if their employer can be contacted to enhance the placement through subsidized wages and monitoring of student workplace skills training objectives.
- c. Assessment:
 - Each semester the employer/supervisor will complete a Work Study Performance Agreement whereby the student training objectives will be rated, and written comments provided, to evaluate either the successful completion of the objectives or to indicate areas of improvement.
- d. Additional activities will include:
 - Career assessment
 - Job retention activities
 - Employability skills training
 - Employer mentoring opportunities
 - Transportation disbursements for unmet needs

4. Assessing the achievement of the outcomes

- a. Each semester:
 - The tracking of the CalWORKs Student Learning Outcome is tied to the completion of a written evaluation, provided by the employer, which is then shared with the student and CalWORKs staff. This information is placed in the student's file and becomes part of the Individual Employment Plan (IEP) for tracking purposes.
 - The employer and student are encouraged to discuss progress in the workplace throughout the semester as well as contacting the CalWORKs staff whenever necessary. A counselor may be consulted regarding career advisement as well as faculty in the student's area of study. Any prescriptive measures are then taken to ensure student success. This information is also entered into the student's file as part of their IEP for tracking purposes.
- b. Additional assessment will include:
 - The number of work study assignments on and off campus
 - Number and types of jobs obtained
 - Hours worked and salary ranges

5. How assessment information is used to improve services

The following needs have been determined:

- a. A CalWORKs Recruiter position is needed to assist in addressing the goal of recruiting employers in fields that connect student majors to training in their corresponding industry or business fields as well as recruiting CalWORKs students.

- b. Additional support is needed to align a student's job search activities with their major such as Human Development classes that include career advisement.
- c. Employability workshops to enhance on-the-job retention.
- d. More focused efforts are needed to develop additional off campus work study placements.
- e. Increasing coordination with Financial Aid for Federal Work Study Placements will enhance job opportunities for CalWORKs students.

E. Program Requirement Recommendations

Below are recommendations for program improvement in the areas of Program Support, Facilities and Equipment, Staffing and Planning:

1. Program Support:

- To better coordinate services to CalWORKs students shared by both programs, it is recommended that the CalWORKs and CARE programs increase collaborative activities.

2. Facilities and Equipment:

- It is recommended that the CalWORKs program proceeds with the scheduled move to the new office space and acquire funding for refurbishing of the office.

3. Staffing:

- It is recommended that the CalWORKs program proceed with the hiring of staff listed below:
 - a) CalWORKs Program Director
 - b) CalWORKs Counselor/Recruiter
 - c) CalWORKs Administrative Assistant
 - d) CalWORKs Front Desk Assistant
- To better meet stated program objectives, mirror the ECC CalWORKs model and accommodate anticipated funding changes, reorganization is recommended to include:
 - a) Case Management and Services Coordinator position
 - b) Job Developer position
- Reorganization recommendations propose to discontinue:
 - a) Supervisor position
 - b) Instructional Associate position

4. Planning:

- To increase the successful retention of students in the workplace, it is recommended that the CalWORKs program enhance Education to Work activities to include additional employability skills training through workshops and Human Development classes as well as increased coordination with the Financial Aid office.

IV. Recommendations

Below is a prioritized list of recommendations made in this document. The CalWORKs Program will utilize the services of the new Institutional Research Associate to develop strategies for achieving these recommendations including creating objective statements and success indicators for each recommendation as well as access to and training on planning software for tracking purposes:

1. It is recommended that the CalWORKs program proceed with the hiring of staff listed below prior to July 1, 2007:

- a) CalWORKs Program Director
- b) CalWORKs Counselor/Recruiter
- c) CalWORKs Administrative Assistant
- d) CalWORKs Front Desk Assistant

It is recommended that reorganization of staff occur in light of stated program objectives, to facilitate alignment with the ECC CalWORKs model and best meet anticipated funding changes by adding the following positions:

- e) Case Management and Services Coordinator
- f) Job Developer

Reorganization recommendations include discontinuing the following positions:

- g) Supervisor position
- h) Instructional Associate position

2. To enhance recruitment and outreach efforts to Los Angeles DPSS – GAIN offices, other community agencies and prospective employers it is recommended that a recruiter (listed above) be hired as a new addition to the Compton Center CalWORKs staff prior to the end of the Spring 2007 semester.
3. To increase the successful retention of students in the workplace, it is recommended that CalWORKs program enhance Education to Work activities, during the 2007-2008 fiscal year, to include additional employability skills training through workshops and Human Development classes as well as increased coordination with the Financial Aid office.
4. To strengthen activities with GAIN Regions IV, V and IV it is recommended that a full-time GAIN Services Worker be housed in the new Compton Center CalWORKs Office once that move is completed in August 2007.
5. It is recommended that the CalWORKs program proceeds with the scheduled move to the new office space in August 2007 and acquire funding for refurbishing of the office.
6. To better serve CalWORKs students shared by both programs, it is recommended that the CalWORKs and CARE programs increase collaborative activities during the 2007 –2008 fiscal year.
7. To better analyze and assess student satisfaction with CalWORKs program services it is recommended that a survey instrument be developed for use by the Fall 2007 semester.