

# Student Services – 2021-2024 CalWORKs Comprehensive Program Review

## Section 1: Program Information

### A. Members: List all staff in your department or program.

- Lelaine Arredondo, Counselor
- Connie Caballero, Administrative Clerk II
- Ida Esquivel, Administrative Secretary I
- Sara Gonzales-Tapia, Director of EOPS/CARE/NextUp and CalWORKs

### B. Organization Chart

- Director of EOPS/CARE/NextUp and CalWORKs (1 – 100%)
  - Administrative Secretary I (1 – 100%)
  - Administrative Clerk II (1 – 100%)
  - Counselor (1 – 100%)
  - Student Aide (1-15 hours)

### C. Briefly describe your program, including program components and function.

The California Work Opportunity and Responsibility for Kids (CalWORKs) program at Citrus College is responsible for providing support services to students who are recipients of Temporary Assistance to Needy Families (TANF). Through collaboration and advocacy with college and community partners, the program prepares a segment of California's workforce by promoting the economic self-sufficiency of CalWORKs students through the attainment of higher education.

The CalWORKs program focuses on providing students with academic, personal, and career counseling. Additional services include direct aid to students in the form of transportation cards and grants when funding is available. CalWORKs students are also eligible to receive CalWORKs work-study, which aides them in finding employment on campus.

### D. Describe how your program interacts or collaborates with other on- and off-campus programs.

The CalWORKs program interacts with many on- and off-campus programs to ensure that students are provided with a wealth of resources. The collaboration amongst programs provides an opportunity to educate staff and faculty on how to better serve the CalWORKs population.

Frequent on campus interaction occurs with the Extended Opportunity Programs and Services, Cooperative Agencies Resources for Education and NextUp (EOPS/CARE/NextUp) program since we serve the same student population. Students might apply to one program, but a referral is always made to the other program so that students receive as many services as possible. Staff from both programs work together to reduce duplication of services. Close interaction also occurs with the financial aid office, as many of our students are eligible for additional financial aid because they are student-parents and may also qualify for CalWORKs work-study. The director works closely with various staff in the financial aid office to award CalWORKs work-study and resolve any financial aid issues CalWORKs students might be experiencing. The director also receives monthly reports that identify which CalWORKs students have not applied for financial aid and the CalWORKs counselor contacts those students to see if they need assistance.

The CalWORKs program receives a work-study allocation and it is used to pay for the earnings CalWORKs students receive from on-campus job placements through CalWORKs work-study. The director works with

many employees across campus to refer CalWORKs students to open student aide positions. CalWORKs students have been placed at jobs in Admissions and Records, Counseling and Advisement, the warehouse, the Learning Center, the Career/Transfer Center, and the Career Technical Education program to name a few. This ongoing collaboration is vital to CalWORKs students who are hoping to gain job skills while attending college.

As low-income students, the CalWORKs population faces many financial obstacles that affect their success in college. To help alleviate these stressors, CalWORKs works closely with the Basic Needs office and the Student Wellness Center to provide students with on-time supports and referrals to community resources. Additionally, the CalWORKs program has established a partnership with the Harriet Buhai Center for Family Law, a non-profit organization dedicated to providing free legal aid and education to low-income residents of Los Angeles County experiencing family law problems. Legal advocates from the Center have provided workshops to CalWORKs students over the last year. Another off-campus partnership is with the Soroptimist International Organization, which offers a scholarship every year to women who provide the primary financial support to their families. The CalWORKs program works closely with the Azusa/Glendora chapter of the organization and through this collaboration, CalWORKs students have been awarded this scholarship for over ten years.

CalWORKs students are referred to Citrus College by their county service worker through the Department of Public Social Services. The goal of this partnership is to provide welfare recipients with access to education, training, and job skills. The CalWORKs faculty and staff work closely with the county service workers to make sure the student is complying with county requirements and is receiving the supportive services they are entitled to including child care, book and supply funds, and transportation assistance.

**E. How is your program funded?**

The CalWORKs program is categorically funded and receives its allocations directly from the State Chancellor's Office. The funding is both state and federal, with TANF being the federal funds. The state funds are separated into three allocations that consist of Proposition 98 dollars, childcare, and work-study. Because Citrus College no longer has a childcare center on campus, the childcare allocation is transferred to the Proposition 98 budget.

## Section 2: Mission

**A. Citrus College Mission Statement**

Citrus College provides students with quality educational experiences and support services that lead to the successful completion of degrees, transfer, certificates, career/technical education and basic skills proficiency. The college fosters academic and career success through the development of critical thinking, effective communication, creativity, and cultural awareness in a safe, accessible and affordable learning environment. In meeting the needs of our demographically diverse student population, we embrace equity and accountability through measurable learning outcomes, ethical data-driven decisions and student achievement.

**B. Provide your program's mission statement and purpose.**

The Citrus College California Work Opportunity and Responsibility to Kids (CalWORKs) program is committed to providing CalWORKs students a variety of comprehensive counseling and supportive services, which are necessary for students to overcome personal barriers and transition off of public assistance. The CalWORKs program fosters the belief that education and training are the best solutions for welfare recipients so they may gain economic stability for themselves and their families.

**C. How does your mission statement and purpose align with Citrus College's mission?**

The CalWORKs program supports the college's mission by providing support services that lead to the successful completion of the student's educational goal. These services include a dedicated counselor to assist with their

academic and career needs, work-study, and resources for student-parents. CalWORKs faculty and staff provide a safe, welcoming, and positive environment for students and their children and advocate on the student's behalf to ensure they receive appropriate services from the county.

### Section 3: Student Experience

**A. Summarize the survey results from the SSPR Survey (see Appendix A). Please focus on trends and address student feedback/comments.**

The CalWORKs program survey was distributed to 154 students. A total of 20 students participated in the survey. The response data was collected during both the summer and fall semesters. The first collection period spanned from July 22 to August 9, 2024, and the second from September 17 to October 8, 2024, resulting in a survey response rate of 13%.

Students were asked a total of 13 questions, three of which were additional questions tailored for the CalWORKs program. Eight of the standard questions asked of all student service programs are measured on a Likert scale and ask students to select their level of agreement with the questions. The majority of CalWORKs students answered strongly agree (89% average) or agree (10% average) to these questions. The two open-ended standard questions ask students to state what services provided by the program are most helpful and what can the program do to help students be successful. Sixteen students answered the first open-ended question and provided responses regarding counseling, financial assistance, support for parents, and academic supports. Eleven students answered the second open-ended question and the themes that emerged from their responses included continued support, access to resources, and hiring more staff. One of the CalWORKs specific questions asked students to state their preferred method for receiving important information from the CalWORKs program. The majority of students, 80%, indicated email as the preferred method and 20% indicated text messaging. The two remaining CalWORKs specific questions focused on the effects of participating in the CalWORKs program and were also measured on a Likert scale. Students were asked if their participation in CalWORKs helped motivate them to complete their degree and if they felt more confident in advocating for themselves with their county worker. Of the 20 students that responded the majority selected strongly agree (85% for the first question and 75% for the second question) or agree (15% for both questions) as their responses.

**B. Compare these survey results with results from previous program review.**

This is the first year administering the survey and will serve as the base line year for comparison for future comprehensive program reviews.

### Section 4: Program Analysis and Planning

**A. Describe the population you serve and analyze the trends in enrollment, success, retention, etc.**

The Office of Institutional Research provided data comparing the ethnicity, age, and gender of CalWORKs students versus the college-wide population. The largest ethnic group served by CalWORKs is Latinx, which is the same as the college. In terms of gender, both CalWORKs and the college serve more females than males. It is notable to highlight however, that the percentage of females served by CalWORKs on average is 93% versus the college's average of 55%. The age group statistics is also remarkably different. At 57%, CalWORKs is serving more students in the 30 to 49 age group, whereas the college's largest age group is 19 or less.

Additional data provided by the Office of Institutional Research is the enrollment, retention, and success rates for CalWORKs students. The CalWORKs program serves credit and non-credit students. Most students typically

enroll part-time in credit courses. In fall 2021, CalWORKs credit students enrolled in an average of 9.9 units and had a retention rate of 84% and a success rate of 66%. In fall 2022, CalWORKs credit students enrolled in an average of 11.1 units and had a retention rate of 87%, with a 60% success rate. The enrollment, retention and success rate in fall 2023 of CalWORKs credit students remained very similar to the previous two fall semesters with an average number of enrolled units of 10.8, a retention rate of 85%, and a 65% success rate. Due to the many responsibilities CalWORKs students have, the trends in enrollment, success and retention are not surprising. For student-parents, balancing school, work, and family responsibilities is a challenge every semester. Many of the students do not have the time to participate in success strategies such as, attending office hours, studying in the library, or receiving tutoring due to the time constraints they face as student-parents.

**B. Based on your analysis, what is the future plan for your program?**

*Consider the following questions in consultation with the Office of Institutional Research, Planning & Effectiveness:*

- i. How many students are served in your program?*
- ii. How do your students compare to the overall student population at Citrus College?*
- iii. Include other qualitative or quantitative information about your population.*

The CalWORKs program is rebounding from the significant loss of enrollment due to the pandemic. The county has returned to requiring students to participate in welfare-to-work activities to receive their monthly benefits. This policy change has led to the increase of the CalWORKs population at Citrus College as seen in the table below that highlights the enrollment over the last three academic years. The lowest enrollment was in academic year 2021-2022 with 62 students participating in the program. In the following academic year, 2022-2023, the program served 105 students. In the 2023-2024 academic year, the program grew to 148 students. Over the course of the two years, CalWORKs grew by 139%.

CalWORKs Status Summary Report	Annual 2021-2022	Annual 2022-2023	Annual 2023-2024
	Student Count	Student Count	Student Count
Citrus CCD Total	62	105	148

*California Community Colleges Chancellor's Office, Data Mart*

All of the CalWORKs students are parents and many are first-generation college students. They have a low socio-economic background, which qualifies them for cash-aid from the state. The data tells us that they are non-traditional adult learners, whose primary focus is certificate and associate degree completion. To help continue the growth of the CalWORKs program, staff will increase the marketing of Citrus College's programs and services to county officials that refer students to the CalWORKs. Additionally, efforts to improve the persistence and success rates of CalWORKs students starts with focused counseling supports that incorporate a balanced class schedule, mid-semester check-ins and promotion of remote success strategies such as online tutoring.

**C. PLO/SLO Assessment: Describe how your program has assessed program learning outcomes and student learning outcomes over the last three years and what you found from these assessments. Attach any relevant reports or other evidence to substantiate your narrative analysis. Include reflections and recommendations based on your analysis of the findings.**

**CalWORKs Student Learning Outcome (SLO) 1:**

**Students will understand the rules of their county approved educational employment contract Welfare to Work (WTW) plan and the requirements to meet their academic goals. Students will know their personal eligibility requirements and time limits for benefits.**

**CalWORKs Student Learning Outcome (SLO) 2:**

**Through counseling and case management, students will acquire knowledge of CalWORKs and Greater Avenues for Independence (GAIN) documentation and community resources.**

In academic year 2021-2022 SLO 1 was assessed. Students received various tools such as step-by-step guides and instructional videos to increase their comfort level with online services including completing county documents and obtaining eligibility verification online. A survey was administered at the end of fall to assess their comfort level with online resources. The criteria for success was that 75% of students would report increased frequency and improved comfort in using online resources.

The survey results were very favorable with 100% of respondents saying that the guides/videos were extremely or somewhat useful. All respondents also said that as a result of the guides/videos, they are more comfortable using the resources and would do so more frequently. Additionally, as a result of student feedback, the CalWORKs counselor created a scholarship guide to assist CalWORKs students in applying to the Foundation scholarships.

In academic year 2022-2023 SLO 1 was assessed again, however the assessment changed. In that year Senate Bill 1232 (SB 1232) was signed into law. The bill made fundamental changes to CalWORKs regulations; therefore, information sessions were created and all students were required to attend. The following was measured in the SLO: "Assess students' comprehension of their rights under Senate Bill 1232 by creating a PowerPoint that compares the policies prior to SB 1232 and the new policies. Students will take a quiz at the end of viewing the PowerPoint." The criteria for success was defined as 80% of the students would answer the questions correctly and we exceeded that number with 98% of students answering all questions correctly.

As the number of new students participating in CalWORKs increased in academic year 2023-2024, faculty and staff felt it was important to assess students' understanding of the CalWORKs program in general especially since many changes had occurred due to SB 1232. A new assessment for SLO 2 was created that focused on assessing students' understanding of program requirements and services at orientation. A questionnaire was developed and administered at the end of the orientation. The criteria for success was defined as 80% of the students would answer the questions correctly. Ninety-two percent of the students who completed the new student orientation were successful in understanding their welfare-to-work requirement, new SB1232 policy changes and their Citrus College CalWORKs program requirements.

In reviewing the 2019 CalWORKs Comprehensive Program Review the SLOs that were developed at that time focused on in-person interaction and paper documentation. They did not account for the remote setting we all shifted to when the pandemic occurred, which also resulted in less paper and more electronic submission of documents. Additionally, SB 1232 significantly changed CalWORKs procedures at the county/state level, which then trickled down to the CalWORKs programs at community colleges. As a result, CalWORKs SLOs were adjusted and SLO 2 no longer was relevant. The team will rewrite the SLOs so that they are more applicable to today's CalWORKs policies and procedures.

**D. Document accomplishments and/or improvements since your last program review.**

### Scholarships

Assisting students with scholarship applications is an important support provided by the CalWORKs program. The CalWORKs counselor developed a scholarship guide that assists students in writing their personal essays. Through our partnership with Soroptimist International and various CalWORKs organizations, CalWORKs students have received thousands of dollars in scholarship awards. Every year Soroptimist International offers the “Live Your Dream” scholarship and on average, three CalWORKs students are selected for this award. This scholarship varies from \$1,500 to \$2,000. Additionally, the CalWORKs Association offers an annual scholarship through their “Student Voices” campaign. CalWORKs students have been featured in the Student Voices publication yearly and have also won a \$500 scholarship. Additional scholarships that CalWORKs students have received are the LAC-5 scholarship and various Citrus College Foundation scholarships.

### Family friendly programming

At the heart of the CalWORKs program are the children of our student-parents. We understand the tremendous responsibility our students have in this dual role and we strive to provide family-friendly programming so we may include their children at our events. The holiday events we offer annually consist of Halloween activities, Thankful Thoughts at Thanksgiving time, and Adopt an Angel. At Halloween time, the CalWORKs program has offered a Zoom Halloween family game night and most recently coordinated Trick-o-Treating in the Student Services building for student-parents and their families the Friday before Halloween. Through support from the Citrus College Foundation and generous donations from the local Albertsons, CalWORKs students have received \$100 grocery gift cards and, in some years, full meals to support their Thanksgiving holiday. Our annual Adopt an Angel event is the largest family programming we offer in that approximately 80 children receive gifts and books from the generous donations provided by Citrus College employees. Lastly, the CalWORKs department hosted a summer kick-off day for CalWORKs students and their families. The students and children were given a campus tour of important areas on campus including those in the Student Services building, tutorial services, the STEM Center and the Hayden Memorial Library. At the end of the tour, the students and their children could enjoy the library's family area to read books and a popsicle in the grassy area near the campus mall.

### Technology and furniture need

Since the last comprehensive program review, CalWORKs advanced significantly in the use of technology. Because we had to immediately make the shift to remote learning due to COVID, we were able to identify gaps in services for online students that included software, lack of fillable forms, paper files, and remote communication. CalWORKs was one of the first programs on campus to establish a Zoom virtual lobby that was monitored by a staff person. This became the closest method we had to greeting and assisting someone as we did in our office. CalWORKs faculty and staff responded by developing numerous tools for our students that included creating videos and step-by-step guides for completing county documents and obtaining eligibility verification online, using Sway to produce a new student orientation, producing a recognition video for CalWORKs graduates, developing and implementing the CalWORKs chatbot and converting the most used forms into fillable documents.

In addition to improving office procedures, the CalWORKs counselor ensured students received additional support online. Open forums, support groups, and registration assistance workshops were offered through Zoom. The counselor also assessed each students' needs for technology, Wi-Fi, and counseling support. She made sure all eligible CalWORKs students requested a laptop from their county worker.

Upon return to the office post-pandemic, technology and furniture needs were addressed. Two technology needs requested from the previous comprehensive program review were fulfilled. The EOPS/CARE and

CalWORKs conference room received upgraded audio/visual equipment that eliminated the need to setup portal equipment each time a meeting was held in there. Additionally, a business center for students was created when the program received an all-in-one copy/fax/scanning machine. This was a need identified before the pandemic due to the volume of documents students had to send to their county workers. Lastly, redesigning the study space in the office was a recommendation and goal in the previous comprehensive program review. Funding was received to expand this space by transforming unused cubicles into additional computer stations. Five computers were also purchased, which doubled the number available to students. Comfortable seating was also included in the redesign and bean bags and lounge chairs with charging stations were also purchased.

#### Growth

As expected during the pandemic, the CalWORKs program experienced a significant decline in enrollment. The county laxed its requirement of students needing to participate in welfare-to-work activities to receive their benefits, so many students chose to opt-out of attending school and instead tried to support their own child(ren) with navigating online school. As seen in the table in section 4B, the smallest number of students served was 62 during academic year 2021-2022. Each year after however, the number continued to increase resulting in a 139% increase in two years. During this growth period, the CalWORKs team was present at county career and resources fairs, presented information on Citrus College and CalWORKs at the county regional office to prospective students, and frequently met with county officials to promote Citrus College programs and services.

#### New services to students

Many of the new services provided to students were in the form of monetary support. With more students returning to campus, the director applied for and received additional work-study funding from the Chancellor's Office so that more students could work on campus. Students were also provided with direct aid in the form of unmet need grants and grocery cards. The director also collaborated with the financial aid office to award eligible CalWORKs students the Cal Grant B for students with dependents in the amount of \$6,000 for the year. Other services came from a mini-resource fair in the CalWORKs office during "Fall Fest" and "Welcome Day" events and a Zumba stress relief session held before mid-terms for students one spring semester. In order to promote pride in being a student-parent, sweatshirts were designed with the Citrus College logo that said "Citrus College Student-Parent" and showed a big owl next to a little owl. The sweatshirts were given to CalWORKs students in the winter. Lastly, a significant accomplishment that stemmed from the last comprehensive program review was the development of COUN 105, "Success Strategies for Student-Parents." This is a three-unit course designed to address topics such as healthy relationships, navigating college as a student-parent, and learning about resources for this population. Most importantly, the course provides a setting in which student-parents may network and build supportive relationships.

#### **E. Document program challenges/obstacles since your last program review.**

Although enrollment in CalWORKs continues to increase, there may come a time when it flat lines or begins to decrease. There still is a gap in identifying students that are receiving cash-aid on campus and the county does not provide a direct referral to the CalWORKs program, but instead expects the student to find the program and sign up for services on their own. This presents a challenge because students often do not seek out resources unless they are in dire need. Additionally, there is a high turnover rate among county workers and many do not understand the college matriculation process. Therefore, they are not able to properly guide a student on what to do once they enroll at our campus.

Due to the larger number of students in CalWORKs, same-day counseling appointments are not readily available especially during peak times in the semester. Students that were in the program three years ago could drop-in and be seen, but now there may be a two week wait time during peak periods in the semester. Staff have provided students with detailed instructions on what they need to turn into the office so that they may book an appointment. Also, students are being told how to better prepare for their appointments so they make the most of their time with the counselor.

The CalWORKs program receives a small allocation compared to other categorical programs. Most of the allocation is used to pay salary and benefits, which leaves very little funding to provide direct aid and supplies to students. To offset this, the director explores other funding sources and submits proposals to try to provide CalWORKs students with more direct services.

**F. Summary of Past Recommendations and Goals: Describe the progress made on your recommendations and goals from the last comprehensive program review.**

Progress was made on most of the recommendations from the last comprehensive program review, which included hiring an outreach specialist, developing new partnerships with county officials and creating a space where CalWORKs students could come together to study, connect, and support one another. These recommendations were met by hiring a professional expert to assist with recruitment for a year and a half, attending county meetings, creating the counseling course for student-parents and redesigning the study area in the office. The recommendations that continue to need more attention are recruitment and retaining students and establishing a process to identify Citrus College students that qualify for CalWORKs. And although an outreach specialist was hired on a temporary basis, this may be an ongoing need if program enrollment declines.

The CalWORKs program had 10 goals in the last comprehensive program review. The status of each goal is outlined here:

**CalWORKs Recommendation/Goal 1 (2019-2024): Create a counseling course for students who are parents.** The curriculum would include college success strategies for student-parents, healthy relationships, goal setting, and parenting skills. The course was created and approved in the fall of 2021 and first offered in winter session 2023. The course continues to be offered every semester.

**CalWORKs Recommendation/Goal 2 (2019-2024): Reconfigure office space in order to expand the study area for students.**

The redesign was completed in academic year 2021-2022 and included furniture, new computers, and printers.

**CalWORKs Recommendation/Goal 3 (2019-2024): Collaborate with student services programs to establish a career closet for students.**

CalWORKs collaborated with the Office of Student Life and Leadership Development and the Career/Transfer Center to plan and host a Job Prep Pop-Up event. It was held in October of 2019. All CalWORKs students were invited to attend, with special outreach focused on CalWORKs work-study students. The event was not offered again due to the campus closure.

**CalWORKs Recommendation/Goal 4 (2019-2024): Create a parenting support group for CalWORKs students and other student-parents on campus.**

This goal was not completely met although a support group was offered remotely while the campus was closed. Students with children have difficulty in finding time to participate in extra activities since they often have to

leave campus immediately after class to care for their child(ren). For the time being, the counseling course is an alternative to the support group.

**CalWORKs Recommendation/Goal 5 (2019-2024): Establish new partnerships with county agencies that work with individuals receiving cash-aid to promote Citrus College and increase referrals to the CalWORKs program.** The work on this goal began in 2019 with the CalWORKs team regularly attending county meetings at their offices. Once the pandemic hit, the focus shifted to creating partnerships with community partners that include the Coalition of California Welfare Rights Organizations, Prototypes, Foothill Family Services, and Harriet Buhai Family Law Center.

**CalWORKs Recommendation/Goal 6 (2019-2024): Develop a needs assessment survey and administer the survey every two years to CalWORKs students to determine the types of resources they may need.**

The needs assessment survey was administered to students in fall 2020 and spring 2021. The results were very favorable. Students requested assistance with scholarships and that is when the counselor created the scholarship guide. Because the CalWORKs team was assessing student's needs throughout the pandemic, a new assessment was not created in the 2022-2023 academic year.

**CalWORKs Recommendation/Goal 7 (2019-2024): Faculty and staff will participate in ongoing professional development activities that are relevant to the CalWORKs population in order to remain up-to-date with new policies.**

The CalWORKs team attended a variety of online and in-person trainings offered by the Chancellor's Office, the CalWORKs Association, Region VIII, Los Angeles County Department of Social Services and welfare advocates at the state level. These trainings have been critical especially since the implementation of Senate Bill 1232.

**CalWORKs Recommendation/Goal 8 (2019-2024): Develop a partnership with Career Technical Education (CTE) faculty and staff in order to gain knowledge regarding the CTE programs so that the information may be used to advise students and community partners.**

This goal was not completed due to the campus closure and challenges in connecting in the virtual environment. Due to Senate Bill 1232 that was passed in January 2021, CalWORKs students may now choose their program of study without assessment and change their major at any time. The goal became less relevant due to this policy change.

**CalWORKs Recommendation/Goal 9 (2019-2024): Promote Career Technical Education (CTE) programs to county officials to increase referrals to the CalWORKs program.**

Every year, the CalWORKs director and counselor attend several Los Angeles County Department of Social Services meetings throughout the semester. At these meetings we share information regarding CTE Open Houses including Cosmetology and Automotive Technology and also email the supervisors and workers any fliers we receive regarding CTE events.

**CalWORKs Recommendation/Goal 10 (2019-2024): Work with Guided Pathways Student Success teams to ensure CalWORKs students benefit from Guided Pathways and prevent duplication of efforts among support programs.**

The director was a co-lead of one of the Career and Academic Pathways and also a member of several success teams. The CalWORKs counselor also joined a success team. Their participation in these committees provided insight into the needs of student-parents and helped design Banner Communication emails that became an important tool for Guided Pathways.

## Section 5: Ensuring Equity and a Commitment to DEIA+ in Student Services

**A. Describe how your program addresses the needs of underrepresented student populations and delivers equitable student services.**

All of the students served by CalWORKs are underrepresented and the program services are designed to meet their needs as student-parents. In order to qualify for CalWORKs services, the student must receive cash-aid (welfare), have a child, and be enrolled in classes at Citrus College. To maintain eligibility in the CalWORKs program, the student must provide proof that they are receiving cash-aid to continue receiving services every semester. Assessing the student's needs is part of the intake process. The CalWORKs counselor will email the student's county work with requests for additional resources if needed that may include childcare, transportation and housing assistance, mental health services, and increases to CalFresh benefits. Additionally, referrals are often made to the staff in the offices of Basic Needs, Student Health and Wellness, and Financial Aid.

**B. How do you serve students regardless of service location or delivery method?**

The CalWORKs program provides students hybrid services. Students may choose to have a counseling appointment in-person, via Zoom, or sometimes over the phone. Staff have found that students respond more when they are called, so direct phone calls are made for all appointments. Staff recently began using Cadence Mongoose to send text messages to students, which also has been effective. Email and Instagram posts are additional communication methods used to inform students of required appointments, program events, and campus activities.

## Section 6: New Program Goals

**A. List 2-4 program goals you wish to accomplish during the next three years. Please connect each goal to at least one campus initiative/plan (Strategic Plan, EFMP, SEAP 2.0, Guided Pathways, Technology Plan, Sustainability Plan, Transfer Plan, Other: \_\_\_\_\_).**

**CalWORKs Recommendation/Goal 1 (2024-2027): Invite county workers to campus and attend their staff meetings.** This goal supports strategies 1.1, 5.2, 9.1, 10.1, and 11.3 of the 2021-2026 Strategic Plan. Additionally, the goal supports the CalWORKs recommendations in the 2020-2030 Educational Facilities Master Plan.

**CalWORKs Recommendation/Goal 2 (2024-2027): Update the CalWORKs resource guide to reflect Senate Bill 1232 policy changes and current off-campus resources.** This goal supports strategy 5.2 of the 2021-2026 Strategic Plan.

**CalWORKs Recommendation/Goal 3 (2024-2027): Improve the use of data collection by reviewing and updating SARS codes.** This goal supports strategy 8.2 of the 2021-2026 Strategic Plan.

**CalWORKs Recommendation/Goal 4 (2024-2027): Increase the use of support services offered to CalWORKs students that includes orientation, priority registration, course planning, and completion of financial aid.** This goal supports strategies 1.2, 2.2, 5.1, 5.2, and 5.3 of the 2021-2026 Strategic Plan.

## Section 7: Budget Planning

**Describe the resources (staffing, facilities, technology and equipment, and professional development) you anticipate needing over the next three years in order to accomplish the goals for your department. Ideally, this will inform the resource requests in the annual updates for each of the next three years.**

**Staffing**

In anticipation of continued growth in the program, consideration may be given to hire a job developer, outreach specialist, and a part-time counselor. The job developer could provide targeted support to CalWORKs students that are looking for employment while attending school. Currently the director is responsible for placing students in work-study positions on campus. An outreach specialist is essential for recruiting students and is especially beneficial with in-reach opportunities since more work needs to be done to identify students that are attending Citrus College and receiving cash-aid. If the program continues to grow at the pace that it has over the last three years, it is projected that a part-time counselor will be necessary in approximately two years so that students receive timely services.

**Facilities**

Furniture needs in the CalWORKs office are periodically reviewed. The current need is to replace the storage cabinets. The cabinets in the storage room came with us when the CalWORKs program moved from the LL building into the SS building. They are over 15 years old and are damaged, get jammed, and some are broken. Replacing the cabinets is a request in the 2024-2025 annual program review.

**Professional Development**

In addition to the annual CalWORKs Association Training, participation in other professional development conferences will benefit the CalWORKs faculty and staff. There is interest from several employees to attend COLEGAS, a conference that focus on cultivating leadership amongst the Latinx community of higher education professionals.

## **Section 8: Program Review Involvement**

**List the names of faculty and staff who participated in the review process.**

Sara Gonzales-Tapia, Director of EOPS/CARE/NextUp and CalWORKs

Ida Esquivel, Administrative Secretary I

Connie Caballero, Administrative Clerk II

Lelaine Arredondo, Counselor

**Describe the involvement of faculty and staff in the program review process.**

Several meetings were held to discuss the comprehensive program review in spring 2024 and fall 2024. At these meetings staff brainstormed the long-term goals, reviewed the sections of the plan, and discussed responses to each section. The director was the primary writer of the plan and each employee contributed content to sections 1A, 1B, 1D, 4A, and E.

## APPENDIX A

### 2024 CalWORKs Program Survey: Descriptive Analysis

Office of Institutional Research, Planning and Effectiveness

October 2024

#### Section 1 Background

Proposed Survey Sample: The CalWORKs program survey was distributed to 154 students. A total of 20 students participated in the survey. The response data was collected during both the summer and fall semesters. The first collection period spanned from July 22 to August 9, 2024, and the second from September 17 to October 8, 2024, resulting in a survey response rate of 13%.

The table below displays the number of CalWORKs program service users and non-users, disaggregated by student type.

Have you used any of the following services provided by the CalWORKs program at Citrus College within the past year?	Count	Percent
<b>Yes</b>	<b>19</b>	<b>95%</b>
I'm a new student	1	5%
I'm a continuing student	17	85%
I have graduated in spring 2024/ I'm about to graduate in summer 2024	1	5%
Other	0	0%
<b>No</b>	<b>1</b>	<b>5%</b>
I'm a new student	0	0%
I'm a continuing student	1	5%
I have graduated in spring 2024/ I'm about to graduate in summer 2024	0	0%
Other	0	0%
<b>Total</b>	<b>20</b>	<b>100%</b>

The ensuing sections of the report present tables showcasing outcomes derived from the CalWORKs program survey.

## Section 2 Scale Questions

This section displays results for the Strongly agree – Strongly disagree scale questions where students rated aspects of the CalWORKs program based on their experiences.

	Survey Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable or I don't know
1	<b>The hours of service met my needs.</b>	89%	11%	0%	0%	0%	0%
2	<b>The CalWORKs provided me services in a timely manner.</b>	84%	11%	0%	0%	0%	0%
3	<b>An adequate amount of resources and information about CalWORKs was provided.</b>	89%	11%	0%	0%	0%	0%
4	<b>I understand CalWORKs processes and procedures.</b>	79%	11%	11%	0%	0%	0%
5	<b>The staff in CalWORKs were polite and welcoming.</b>	95%	5%	0%	0%	0%	0%
6	<b>The staff in CalWORKs were helpful.</b>	89%	11%	0%	0%	0%	0%
7	<b>The staff in CalWORKs were knowledgeable.</b>	95%	5%	0%	0%	0%	0%
8	<b>I was satisfied with the services provided by the CalWORKs.</b>	89%	11%	0%	0%	0%	0%

## Section 3 Open-Ended Questions

Q9. What services provided by the CalWORKs program have been most helpful to you?

The 19 CalWORKs program service users were eligible to answer this open-ended question. A total of 16 students shared their feedback.

Here are some themes:

- **Counseling and Support:** Students highly valued the counseling services, especially the personalized support provided by staff. The counselors were described as accessible, supportive, and resourceful.
- **Financial Assistance:** Many students appreciated the program's provision of school supplies such as books and parking permits. They also appreciated information about financial aid and class payment.
- **Support for Parents:** Some students mentioned their appreciation for a program that supports parents.
- **Academic Support:** Students mentioned the assistance with priority registration and the development of their education plans.

Q10. What can the CalWORKs program do to help you be successful?

All of the 20 students (both users and non-users of CalWORKs program services) were eligible to answer this open-ended question. A total of 11 students shared their feedback.

Here are some themes:

- Continued Support: Students appreciated the current level of support.
- Access to Resources: Students expressed a need for additional resources such as school supplies and laptops.
- Improvement in Staffing: Some students suggested hiring more staff dedicated to helping students succeed.

#### Section 4 Additional Questions

All of the 20 students (both users and non-users of CalWORKs program services) were eligible to answer this open-ended question.

Q11. Please indicate your preferred communication method for receiving important information from the CalWORKs program.

Answer Choices	Responses	
Email	80%	16
Phone	0%	0
Text message	20%	4
	<b>Answered</b>	<b>20</b>
	<b>Skipped</b>	<b>0</b>

Q12. As a result of participating in CalWORKs, I am more motivated to complete my degree.

Answer Choices	Responses	
Strongly agree	85%	17
Agree	15%	3
Neutral	0%	0
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	0%	0
	<b>Answered</b>	<b>20</b>
	<b>Skipped</b>	<b>0</b>

Q13. As a result of participating in CalWORKs, I am more confident in advocating for myself with my county worker.

Answer Choices	Responses	
Strongly agree	75%	15

Agree	15%	3
Neutral	10%	2
Disagree	0%	0
Strongly disagree	0%	0
Not applicable / I don't know	0%	0
	<b>Answered</b>	<b>20</b>
	<b>Skipped</b>	<b>0</b>