COMMUNITY ACTION PARTNERSHIP *OF* KERN
BOARD OF DIRECTORS MEETING

5005 Business Park North, Bakersfield, CA
September 28, 2016
12:00pm

AGENDA

I. Call to Order

a. Moment of Silence/Pledge of Allegiance *(Please Stand)*

b. Reading of the "Promise of Community Action" *(Please Stand)*

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

c. Roll Call

Garth Corrigan	*Curtis Floyd*	*Fred Plane*	*Warren Peterson*
Don Bynum	*James Camp*	*Jose Gonzalez*	*Craig Henderson*
Mike Maggard	*Tony Martinez*	*Yolanda Ochoa*	*Kathy Philley*
Ana Vigil	*Ashley Womack*	*Charlie Rodriguez*	

d. Acceptance of Resignation of Board Member Ashley Womack, Policy Council Representative – ***Action Item (p. 1)***

II. Approval of Agenda

III. Approval of meeting minutes

a. Minutes of August 24, 2016 Board of Directors meeting – ***Action Item (p. 2-8)***

IV. Introduction of Guests/Public Forum:

(The public may address the Board of Directors on items not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.)

V. Special Presentations

a. Presentation by Bakersfield College

VI. New Business

a. Agencywide Strategic Plan 2016-2021 – Ralph Martinez, Director of Community Development – ***Action Item (p. 9-86)***

b. Employee Health Insurance & Benefit Plan Renewal for Calendar Year 2017 – Michele Nowell, Director of Human Recourses – ***Action Item (p. 87-94)***

c. Resolution to Approve the Submission of the San Joaquin Early Head Start Refunding Application – Yolanda Gonzales, Director of Head Start/State Child Development – ***Action Item (p. 95-98)***

d. Early Head Start Partnership Agreement with Bakersfield College – Yolanda Gonzales, Director of Head Start/State Child Development – ***Action Item (p. 99-118)***

e. Proposed Revisions for the 2016-2017 Policy Council Bylaws – Janelle Gonzalez, Program Governance Coordinator – ***Action Item (p. 119-134)***

f. Authorize Aggregate Limit of Preferred Vendor "Game Time" – Emilio Wagner, Director of Operations – ***Action Item (p. 135)***

g. 211 Request for Private Non-Profit (PNP) Applicant's Authorized Agent Resolution from California Office of Emergency Services in regards to the Erskine Fire – Romala Ramkissoon, Director of Community Services – ***Action Item (p. 136-137)***

h. Resolution to Approve the Submission of the 2017 Low-Income Home Energy Assistance (LIHEAP) Contract (#17B-3012) – Romala Ramkissoon, Director of Community Services – ***Action Item (p. 138-151)***

i. Approval to Use Funds from Wells Fargo Bank for a Microloan and Financial Literacy Pilot Program – Ralph Martinez, Director of Community Development – ***Action Item (p. 152-153)***

VII. Committee Reports

a. Program Review & Evaluation Committee Report – Ralph Martinez, Director of Community Development – ***Info Item (p. 154)***

b. Budget & Finance Committee Report – Christine Anami, Director of Finance – ***Action Item***
   i. Minutes of September 21, 2016 ***(p. 155-160)***
   ii. Discretionary/Fund Raising Fund ***(p. 161)***
   iii. Addition of Business Analyst Position to the Energy Organizational Chart ***(p. 162-170)***
   iv. Agreement with United Way of Stanislaus County to Provide 211 Call Handling Services ***(p. 171-174)***
   v. Application Status Report and Funding Requests ***(p. 175-182)***
   vi. Head Start and Early Head Start Budget to Actual Reports ***(p. 183-191)***
   vii. Agency Financial Statements, August 2016 **(Section 3 of binder)**

VIII. Advisory Board Reports

a. Head Start Policy Council Report – Janelle Gonzalez, Program Governance Coordinator – ***Action Item (p. 192)***
   i. Minutes of August 25, 2016 ***(p. 193-196)***

b. Friendship House Advisory Report – Ralph Martinez, Director of Community Development – ***Action Item***
   i. Verbal Report

IX. Executive Director Report – Jeremy Tobias, Executive Director – ***Action Item***

a. Update on Food Bank Solar Project

X. Board Member Comments

XI. Closed Session

a. Employee Evaluation – Executive Director (Government Code Section 54957)

b. Reconvene into Open Session

XII. Close Session Report

XIII. Next Scheduled Meeting

Board of Directors Meeting
Wednesday, October 26, 2016
12:00 p.m.
5005 Business Park North
Bakersfield, CA 93309

XIV. Adjournment

This is to certify that this Agenda notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00pm, September 23, 2016. Amanda Norman, Assistant to the Executive Director

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Yolanda Gonzales, Director of Head Start/State Child Development

Date: September 28, 2016

Subject: *Agenda Item I(d):* Acceptance of Resignation of Board Member Ashley Womack, Policy Council Representative – Action Item

Ashley Womack has resigned as Policy Council Chair as she has moved out of the State and is no longer eligible to be the Policy Council Representative on the Board of Directors.

The Policy Council By-Laws state in Article IV: Section 1. Officers of the Policy Council

(h.) If the Chairperson resigns or is removed from his/her office, the Vice Chairperson will assume the office of Chairperson for the remainder of the term of office.

Jason Warren, PC Vice Chairperson will assume the office of the Chairperson as of September 29, 2016. Due to Jason's work obligations this would create a hardship to take time off in the middle of the day to attend the board meeting.

Jason Warren will appoint a Policy Council member to fill the Board of Directors Representative seat at the Policy Council meeting on September 29, 2016. The appointed Policy Council member will attend the October 26, 2016 Board of Directors Meeting.

Recommendation:

Staff recommends the Board of Directors approve the resignation of Ashley Womack as the Policy Council Representative on the Board of Directors and accepts the appointed Policy Council member to represent the Policy Council on the Board of Directors.

COMMUNITY ACTION PARTNERSHIP *OF* KERN
BOARD OF DIRECTORS MEETING

Friendship House Community Center
2424 Cottonwood Road, Bakersfield, CA
August 24, 2016
12:00pm

I. Call to Order

Garth Corrigan called the meeting to order at 12:00pm at the Friendship House Community Center, 2424 Cottonwood Road, Bakersfield, CA.

a. Moment of Silence/Pledge of Allegiance *(Please Stand)*
b. Reading of the "Promise of Community Action" *(Please Stand)*
c. Roll Call

Roll Call was taken with a quorum present:

Present: Garth Corrigan, Curtis Floyd (left at 1:42pm), Fred Plane, Warren Peterson, Craig Henderson, Mike Maggard, Tony Martinez, Yolanda Ochoa, Ana Vigil, Ashley Womack and Charlie Rodriguez

Absent: Don Bynum, James Camp, Jose Gonzalez and Kathy Philley

Others Present: Jeremy Tobias, Executive Director; Christine Anami, Director of Finance, Yolanda Gonzales, Director of Head Start/State Childcare; Michele Nowell, Director of Human Resources; Ralph Martinez, Director of Community Development; Emilio Wagner, Director of Operations; Romala Ramkissoon, Director of Community Services; Carmen Segovia, Director of Health and Nutrition; other CAPK staff.

II. Approval of Agenda

Motion was made and seconded to approve the Board of Directors meeting agenda for August 24, 2016. Carried by unanimous vote. (Henderson/Martinez)

III. Approval of meeting minutes

a. Minutes of June 29, 2016 Board of Directors meeting – ***Action Item***

Motion was made and seconded to approve the minutes of June 29, 2016 Board of Directors meeting. Carried by unanimous vote. (Plane/Martinez)

IV. Introduction of Guests/Public Forum:

(The public may address the Board of Directors on items not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.)

No one addressed the Board.

V. Special Presentations

a. Recognition to Center Director, Simitrio Garza, for Publishing a Children's Book – Yolanda Gonzales, Director of Head Start/State Child Development

Yolanda Gonzales introduced and acknowledged Head Start employee and Center Director, Simitrio Garza, for publishing his first book. She stated he has been with the agency for over 16 years and has a passion to work with children.

Simitrio Garza stated it took him a long time to complete the book. His goal was to work hard to become an author and stated he has dedicated the book to his son.

VI. New Business

a. Strategic Plan Update – Ralph Martinez, Director of Community Development – ***Info Item***

Ralph Martinez stated the agency is in the process of updating its Strategic Plan and a committee of 19 members has been established that includes three (3) Board members. He stated there are some operational standards the agency must adhere to and Lisa Watson was hired as a consultant to help with the process.

Lisa Watson stated the strategic plan sets a clear direction for the organization, improves performance, helps resolve current challenges and avoid future problems, and provides a framework for decision-making. As the agency is in Phase II of the process, the Board of Directors are to review the "draft" strategic plan which is being presented today. She stated the committee has come up with a "revised" Vision and Mission statement. The Vision statement is "At CAPK we envision a future where communities are economically stable centers of potential with abundant resources for all people." The Mission statement is "Community Action Partnership of Kern shall provide and advocate for resources that will empower members of the communities we serve to be self-sufficient". The committee also came up with newly established value statement; Leadership, Commitment, Respect and Honor, Quality Service Delivery and Communication. She stated the agency conducted a community needs assessment in 2015 and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. Six (6) focal points for action were identified in the plan as goals to achieve over the next five (5) years; CAPK will develop an agency-wide understanding of the needs of its priority populations and develop organizational goals that unify the efforts of programs throughout the agency; CAPK will establish a system so that individuals can easily access the full spectrum of CAPK services; There will be a general understanding of CAPK which drives people to access and support the efforts of the organization; CAPK will actively advocate on behalf of issues affecting its target population; CAPK will have an engaged and retained workforce; and CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial

position. She stated the next steps is the implementation plan that will begin in October 2016.

Mike Maggard asked if this is part of certain standards that need to be met and Jeremy stated yes, besides being good business practice it is required to be completed as part of the new Operational Standards developed nationally for all Community Action agencies.

Curtis Floyd stated it takes a lot of time to follow up and he recommended to have the board and upper management involved and maybe next time bring parents, staff and he didn't see one African American throughout the presentation and that stood out to him. He feels that there would be a broader perspective if all mentioned are involved.

Fred stated as a member of the team, he felt everyone was open, honest and the meetings have been productive.

b. Update on Employee Health Plan by Wells Fargo Insurance – Michele Nowell, Director of Human Resources – ***Info Item***

Michele Nowell introduced Steve Hulbert, broker for Wells Fargo Insurance to give an overview of the employee health insurance plan renewal and proposals to the Board.

Steve Hulbert stated the Employee Health Plan will renew on January 1, 2017. The agency has 762 full time employees who are eligible for benefits. He stated of this total approximately 492 (65%) employees participate in the medical plan and 536 (70%) participate in the dental plan. The total employee benefit cost for 2016 is $4.8 million; Blue Shield Medical - $4.5 million, MetLife Dental - $190,000 and Hartford Life & Disability $46,000. He stated employees pay approximately 30% of the total benefit costs and the net annual cost of employee benefits for CAPK was approximately $3.4 million in 2016. He stated the preliminary Blue Shield Renewal cost is proposed at a 9% increase. They expect the renewal to fall by 1% to 2% through direct negotiations. They also expect to modify the plan design slightly to further reduce the impact of the 2017 renewal. Wells Fargo conducted a benchmarking analysis of the CAPK plan and found that the plan could be modified in the following ways; proposal to add a $250/admission copayment for hospitalizations; proposal to add a $50 copayment for outpatient surgeries; office visit copayment increased to $30 for specialist visits; and proposal to increase the $100 ER copayment to $200. He stated employee contributions will be modified slightly with an emphasis on keeping the costs for the Trio HMO as low as possible. He anticipates that the final employee benefits renewal for 2017 for CAPK will end up between 5% and 7%.

Mike Maggard asked if the agency is in a position to negotiate a better rate directly under the contract and Steve stated the agency is not.

Curtis Floyd stated if the agency is large enough to go directly to GemCare and cut out the middle man and Steve stated the agency is not able to do that.

Yolanda Ochoa asked in regards to the benchmarking analysis of the plan, are the employees going to be notified beforehand and Steve stated the information will be communicated to the employees, as is done every year, about changes to the plan and payroll deductions.

Jeremy Tobias stated this is only an update, and this item will be brought back next month to the Board for action, and staff will make their recommendation for approval.

VII. Committee Reports

a. Executive Committee Report – Jeremy Tobias, Executive Director – ***Action Item***
   i. Minutes of July 13, 2016
   ii. Selection of Workers Compensation Insurance Coverage for 2016-2017
   iii. Approval of Two Percent Cost of Living Adjustment (COLA) to Employee Wage Rates
   iv. Close Out of the CAPK HIV Prevention and Testing Program
   v. Employee Satisfaction Survey Summary Report
   vi. 2016-2017 Early Head Start and Head Start School Readiness Goals
   vii. Application Status Report and Funding Requests
   viii. Head Start and Early Head Start Budget to Actual Reports
   ix. Discretionary/Fund Raising Funds Analysis, June 2016
   x. Financial Report, June 2016

Jeremy Tobias stated the Executive Committee met on July 13th and selected the workers compensation insurance coverage for 2016-2017. He stated the committee approved the 2% Cost of Living Adjustment (COLA) for the remaining employees that the Board had previously approved. The employee satisfaction survey was reviewed, and Christine Anami gave the financial report for June 2016.

Motion was made and seconded to approve the Executive Committee Report. Carried by unanimous vote. (Plane/Henderson)

b. Program Review & Evaluation Committee Report – Ralph Martinez, Director of Community Development – ***Info Item***

   Ralph Martinez stated the Program Review and Evaluation Committee did not meet due to lack of quorum.

c. Budget & Finance Committee Report – Christine Anami, Director of Finance – ***Action Item***
   i. Minutes of August 17, 2016
   ii. Discretionary/Fund Raising Fund

iii. Indirect Fund Budget Approval, Mid –Year Budget Update and Budget Amendment to Approve the Addition of Three New Positions
iv. 2016/2017 Agency-wide Budget
v. 2015-2016 Head Start Federal Financial Report
vi. Application Status Report and Funding Requests
vii. Head Start and Early Head Start Budget to Actual Reports

viii. Agency Financial Statements, July 2016

Christine Anami introduced Jeffry Looker who is the new Assistant Director of Finance and the Board welcomed him to the agency.

Chris stated the agency had a net gain in the unrestricted fund of $55,000. The committee approved the indirect fund budget that included the mid-year budget amendment with the addition of three (3) positions. The agency wide budget was approved and does include the 2% Cost of Living Adjustment (COLA).

Motion was made and seconded to approve the Budget & Finance Committee Report. Carried by unanimous vote. (Martinez/Henderson)

VIII. Advisory Board Reports

a. Head Start Policy Council Report for June and July – Ashley Womack, Policy Council Representative – ***Action Item***
    i. Minutes of June 30, 2016
    ii. Minutes of July 28, 2016

Ashley Womack stated the Policy Council met on June 30, 2016 and quorum was established. The Policy Council approved the 2016-2017 Kern Head Start/Early Head Start budget revision, San Joaquin's 2016-2017 budget revision, the Early Head Start Child Care Partnerships 2015-2016 budget revision and the Early Head Start Partnerships carryover request. She stated the Policy Council met on July 28, 2016 and quorum was established. The Policy Council approved the 2016-2017 School Readiness Goals. Ashley stated the next Policy Council meeting will be held on Thursday, August 25, 2016 in the Board room starting at 5:45pm.

Motion was made and seconded to approve the Head Start Policy Council Report for June and July. Carried by unanimous vote. (Martinez/Maggard)

b. Friendship House Advisory Report – Ralph Martinez, Director of Community Development – ***Action Item***
    i. Verbal Report

Ralph Martinez stated a lot of activities are taking place and the summer program ended a couple of weeks ago. He stated Jewelle Scales, from the Friendship House Advisory Board is here to give the Board some information about their upcoming event.

Jewelle Scales thanked the board for the opportunity to speak. She invited the Board to the Advisory Board's Friendship House Mixer and More event that will be held on Thursday, October 27, 2106. She stated the event will be held at the Metro Galleries located at 1604 19th Street with a VIP reception at 5:30pm and general admission will be from 6:00pm – 8:30pm.

Motion was made and seconded to approve the Friendship House Advisory Report. Carried by unanimous vote. (Plane/Floyd)

IX. Executive Director Report – Jeremy Tobias, Executive Director – ***Action Item***

Jeremy Tobias stated CAPK 211 has been approached by the United Way of Stanislaus County and they would like a full proposal to provide call services, and this item will be reviewed by the Program Review & Evaluation (PRE) Committee meeting next month.

Jeremy stated he appreciates the Board for coming out and supporting the Friendship House Community Center.

Motion was made and second to approve the Executive Director Report. Carried by Unanimous Vote. (Plane/Henderson)

X. Board Member Comments

No comments were made.

XI. Closed Session

Motion was made and seconded to move the Board into closed session at 1:41pm. Carried by unanimous vote. (Henderson/Ochoa)

a. CONFERENCE WITH LABOR NEGOTIATORS

Agency designated representatives: Jeremy Tobias, Executive Director; Michele Nowell, Director of Human Resources; Yolanda Gonzales, Director of Head Start; and Che Johnson with Liebert, Cassidy & Whitmore.

Employee Organization: SEIU Local 521 representing Head Start Employees.

The Board reconvened into open session from closed session at 1:49pm.

XII. Close Session Report

Board Chair Corrigan stated the Board met with the labor negotiation team and the Board voted unanimously to approve a new 3 year contract with the employees represented by

SEIU Local 521. The contract will now be sent for signatures and copies of the final contract will be available at the CAPK Human Resources Department.

XIII. Next Scheduled Meeting

Board of Directors Meeting
Wednesday, September 28, 2016
12:00 p.m.
5005 Business Park North
Bakersfield, CA 93309

XIV. Adjournment

The meeting adjourned at 1:50pm

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Ralph Martinez, Director of Community Development

Date: September 28, 2016

Subject: *Agenda Item VI(a):* Agencywide Strategic Plan 2016-2021 – Action Item

A recent draft of the CAPK 2016-2021 Strategic Plan was presented by consultant Lisa Watson to the CAPK Board of Directors at the August 24th Board meeting. Some revisions (listed below) were made to that version, resulting in this latest version being presented to the board.

9/16/2016 REVISIONS TO

Draft CAPK Strategic Plan 2016-2021

Page	Section	Revision
8	MCAP	Last sentence has been revised.
20	Critical Issues, Goal 2.1	"using CAP60" replaces "211 Kern County as the entry point."
30	Objective 3.3, Strategy 3.3.3	Replaced previous language.
33-35	Lead Staff Members	"Division Directors" and "Human Resources Division" used to be consistent with other numbered Objectives "Lead Staff Members."
59	Births to Adolescents, end of 3rd line	2013 (corrected typo).
65	Internal Strengths, Central Kitchen (bottom of page)	Added two internal strengths: "Strong internal communication" and "Training opportunities."
44-75	Footer	Page numbering error fixed and Table of Contents updated.

Recommendation:
Staff recommends the Board of Directors approves the CAPK Agencywide Strategic Plan 2016-2021.

Attachments: CAPK Strategic Plan 2016-2021



Strategic Plan 2016-2021

Community Action Partnership of Kern

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Executive Summary

Community Action Partnership of Kern (CAPK) is the official anti-poverty agency for Kern County and has been working to provide an integrated network of services since 1965. One of more than 1,000 community action agencies nationwide, CAPK is one of Kern County's largest nonprofit 501(c)(3) corporations. Through a variety of programs and in collaboration with other community service agencies, CAPK helps participants pursue their educational goals, secure and retain employment, maintain adequate housing, receive medical services, obtain energy subsidy and weatherization assistance, encourages parent participation, counteracts hunger and malnutrition, provides child care and preschool education, and other personal and family development opportunities to build and achieve individual and family self-sufficiency.

CAPK embarked upon a strategic planning process to effectively guide agency efforts to transform its service area into an economically stable environment and centers of potential for all Kern County residents. As an initial step in the process, CAPK leadership confirmed the Vision and Mission of the organization. It also established guiding principles that all CAPK staff members strive to use when making decisions, interacting with others and conducting their day to day work.

Vision



At CAPK we envision a future where communities are economically stable centers of potential with abundant resources for all people

Mission



*Community Action Partnership of Kern shall **provide** and **advocate** for resources that will **empower** members of the communities we serve to be **self-sufficient**.*

Guiding Principles



Leadership

Commitment *Quality Service Delivery*

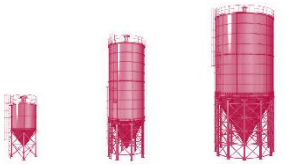
Respect & Honor *Communication*

Following the affirmation of these foundational pillars of the agency, CAPK conducted a scan of the environment in which services are being provided. Organizational leadership completed a SWOT analysis within each facet of agency operations. Additionally, existing organizational documents and statistics regarding community characteristics were reviewed.

The results of the environmental scan led to the identification of five critical issues requiring action.

FAMILY

1. ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.



CAPK programs are currently working in silos, impacting the organization's ability to strategically deploy resources in a manner that helps it achieve its organizational vision and mission. This type of work environment leaves employees unaware of the comprehensive needs of the communities they serve and unable to connect the work they do to the larger anti-poverty goals of the organization. It also prevents families from accessing the full range of CAPK services in a manner that is streamlined.

COMMUNITY

2. COMMUNICATION EFFORTS ARE INADEQUATE.



Employees, key stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of CAPK services or how the organization is structured. As a result, people who are eligible may not be receiving services, and misconceptions about the organization reduce opportunities to strengthen systems and to partner effectively.

3. ORGANIZATION DOES NOT PROACTIVELY ADVOCATE FOR POLICIES OR FUNDING.



External policies and funding don't sufficiently support the ability of individuals (service recipients) to achieve self-sufficiency or the organization (CAPK) to adequately respond to community needs. Advocacy that has been conducted has largely been responsive to possible cuts, positioning the organization to consistently function in a survival mode.

AGENCY

4. ORGANIZATION SUFFERS FROM HIGH TURNOVER AND LOW MORALE.



The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.

5. INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.



Most CAPK services are dependent upon public and private funding, which is becoming more competitive and constrained, while the demand for services continues to increase. The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding were to occur.

Following the identification of critical issues, goals and objectives were developed to guide organizational efforts over the next 5 years.

FAMILY

Goal #1: CAPK will develop an agency-wide understanding of the needs of its priority populations and develop organizational goals that unify the efforts of programs throughout the agency.

- By June 2017 – Review and analyze the needs of our target populations.
- By March 2018 – Develop organizational goals and shared outcomes among CAPK programs.

Goal #2: CAPK will establish a system so that individuals can easily access the full spectrum of CAPK services.

- By December 2019 – Establish a single point of entry for all CAPK services.

COMMUNITY

Goal #3: There will be a general understanding of CAPK which drives people to access and support the efforts of the organization.

- By September 2017 – Establish a communications plan that directs how CAPK will proactively communicate with its employees, the public, partner agencies, and key community stakeholders.
- By December 2017 – Implement internal communication activities to support knowledge transfer.
- By December 2016 – Implement external communication activities to increase awareness of and support for CAPK among all community stakeholders (clients, partners, funders, etc.).

Goal #4: CAPK will actively advocate on behalf of issues affecting its target populations.

- By June 2017 – Track and respond to changes in local, state, and federal legislation affecting our service populations.
- By December 2017 – Proactively develop and implement an advocacy agenda.
- By March 2018 – Identify, formalize, nurture, and maintain relationships with key policy stakeholders.



AGENCY

Goal #5: **CAPK will have an engaged and retained workforce.**

- By June 2018 – Develop an organization-wide talent management plan.
- By June 2018 – Develop the internal systems necessary to recruit the best people and place them in the right positions.
- By June 2018 – Establish an onboarding process that positions new employees for success.
- By January 2019 – Create a consistently applied process for developing employees.
- By June 2019 – Establish a culture of talent appreciation that recognizes the contributions of all CAPK employees.
- By June 2019 – Create and share a succession strategy that will reward employees for advanced placement.

Goal #6: **CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial position.**

- By September 2018 – Develop a long-range financial plan.
- By December 2018– Establish financial practices which provide CAPK with better budget flexibility.

This plan will be used as a management tool with progress reviewed monthly and updates established annually, as needed.



Introduction

Since 1965, Community Action Partnership of Kern (CAPK) has been working to provide an integrated network of services as the official anti-poverty agency for the county of Kern. One of more than 1,000 community action agencies nationwide, CAPK is Kern County's largest nonprofit 501(c)(3) corporation. Through a variety of programs and in collaboration with other community service agencies, CAPK helps participants pursue their educational goals, secure and retain employment, maintain adequate housing, receive medical services, obtain energy subsidy and weatherization assistance, encourages parent participation, counteracts hunger and malnutrition, provides child care and preschool education, and other personal and family development opportunities to build and achieve individual and family self-sufficiency.



Purpose of the Plan

CAPK has established this Strategic Plan to effectively guide its efforts to transform its service area into an economically stable environment and centers of potential for all Kern County residents. This document outlines the issues currently facing the organization as well as the plan to address those issues. It is not a business or financial plan, but rather a framework for making policy decisions, setting priorities, and most effectively allocating resources.

Organization of the Report

The report is comprised of six sections in addition to the executive summary and this introduction.

Organizational Overview: In this section, information is presented to provide a general understanding of CAPK, to include the vision and mission of the organization, current services, and recent organizational accomplishments.

Methods & Approach: This section outlines the methods and the approach to the strategic planning process through each phase of development.

Situational Analysis: In this section, the current reality for the residents of Kern County is described as well as what issues are facing CAPK as an organization, including internal strengths and areas to improve, external opportunities and threats.

Critical Issues: Critical Issues as identified through the situational analysis are prioritized and presented for action in this section of the report.

Strategic Plan Goals & Objectives: This section describes the short-term goals that the organization will embark upon between 2016 and 2018.

Evaluating & Updating the Plan: This section describes how the organization will measure and report on its success and lessons learned.

Organizational Overview

Strategic Framework

The promise of Community Action Agencies is to change people's lives, embodying the spirit of hope, and improving communities to make America a better place to live. Community Action organizations care about the entire community and are dedicated to helping people help themselves and each other. Community Action Partnership of Kern (CAPK) operates within this framework as well as its specific vision and mission as provided below.



CAPK has established a set of guiding principles that shape and influence the way in which we fulfill our mission. These principles guide the way we make our decisions and carry out our actions every day.

Leadership. We recognize that each of us leads by the examples we set. As leaders, we seek to find and offer solutions for the problems and challenges that emerge.

Commitment. We honor and uphold our commitments to this agency, our colleagues, and the children and families we serve.

Respect & Honor. We treat the families we serve and one another with respect and honor. We recognize that the individuality and uniqueness of each person makes this organization strong.

Quality Service Delivery. The degree to which each of us meets our responsibilities impacts the quality of work we produce and the services we offer. We define quality for our programs, evaluate program and agency effectiveness, and continually improve service delivery.

Communication. We communicate with families, colleagues, and the community in an open and clear manner that enhances understanding. We respect and protect confidentiality and hold ourselves to the highest professional standards.



Current Services Provided

CAPK services focus on empowering clients with the skills and support necessary to enable them to transition out of poverty and become self-sufficient providers for themselves and their family. Our current services structure includes a variety of programs aimed at increasing early childhood development, providing health and nutritional supports, and serving families, youths, and the community.

Head Start & State Child Development	Health and Nutrition Services	Community Services	Community Development
• Head Start • Early Head Start	• Food Bank • Central Kitchen • Women, Infants and Children (WIC) • East Kern Family Resource Center (EKFRC) • Migrant Childcare Alternative Payment Program (MCAP) • HIV Prevention & Testing	• 211 Kern County • Energy • Volunteer Income Tax Assistance (VITA)	• Friendship House Community Center • Shafter Youth Center

The graphic on the following page provides additional information about each service.

Head Start/State Child Development

Head Start provides high quality, early childhood education to children from prenatal to five years old through part-day, full-day and home-based options. The program takes on a holistic approach by not only addressing the needs of the child, but by teaching parents to become advocates and self-reliant providers for their children through its Parent Policy Council and Family Engagement programs. CAPK offers Head Start and Early Head Start throughout Kern County and Early Head Start in four San Joaquin County communities.



Central Kitchen prepares and delivers breakfast, lunches and snacks for all children enrolled in CAPK's Head Start/State Child Development programs. During the summer, Central Kitchen coordinates the Summer Food Services Program, providing free, nutritious meals to youths ages 18 years and under.

Central Kitchen

Women, Infants and Children (WIC)

The WIC program provides nutrition education, breast feeding support and food vouchers for families with infants, and children ages 0-5 years, and women who are pregnant, postpartum or breast-feeding. CAPK operates 21 WIC sites throughout Kern County, five locations in San Bernardino County, and a mobile clinics.

MCAP

MCAP is a voucher-based child care program that allows parents to choose the best option for their situation. The program enrolls migrant families in Kern, Kings, Madera, Merced, Tulare and Fresno Counties and assists families as they migrate throughout the state.



Volunteer Income Tax Assistance (VITA)

VITA offers free tax preparation and e-filing for low-to- medium income individuals and families. VITA also assists eligible clients to take advantage of the Earned Income Tax Credit (EITC), thereby increasing the amounts of their tax returns and boosting the local economy. All VITA services are provided through trained IRS-certified staff and community volunteers.

CAPK provides HIV prevention education and testing to at-risk clients in recovery at county methadone maintenance residential, and outpatient substance abuse programs. The program works to provide prevention education and HIV oral swab tests through 20 sites under the Kern County Mental Health Department's System of Care.

HIV Prevention & Testing

Food Bank



CAPK's Food Bank supports a network of over 100 partnering food distribution sites throughout kern County to provide food assistance to low-income families and individuals. The Food Bank also offers the BackPack Buddies program during the school year at several elementary schools to provide low-income students with nutritious, ready-to-eat food items for the weekends and school holidays.

East Kern FRC

East Kern FRC is the regional service center based in Mojave that assists individuals and families residing in eastern Kern County. The program focuses efforts on early intervention to prevent child abuse/neglect and preparing children to enter kindergarten.



211 Kern County

211 Kern is a 24/7 information and referral service that provides local residents with comprehensive information and linkage to community services. 211 Kern has a database of 1,500 social service agencies that is available to the public through the CAPK website.

Energy

The Energy program assists income-eligible Kern County residents with utility bill payment, free weatherization, and energy education, at no cost to the participant. Weatherization services include weather stripping, repair or replacement of windows and doors, heating/cooling appliances, stoves, and refrigerators, and more.



Friendship House

Friendship House, located in Southeast Bakersfield, serves children, adults, and families through after-school, summer and pre-employment programs, parenting classes, nutrition education, sports, gang prevention, access to social services and more.

Shafter Youth Center

The Shafter Youth Center provides educational and support services to children and adults in Shafter, including parenting classes, summer and after-school programs with a focus on nutrition, recreation, and healthy living.



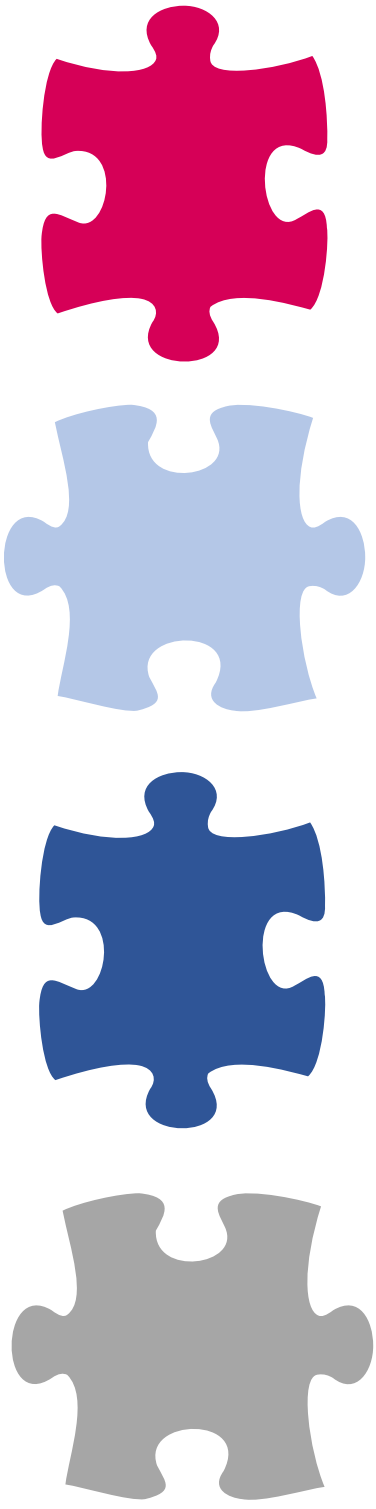
Adaptability to Changing Conditions

Since its inception over 50 years ago, CAPK has undergone considerable change, challenges, and growth. Five years ago, CAPK was faced with the realization that the agency had become stagnant, mired in silos, and operating under outdated policies and systems. CAPK's 2010-2012 Strategic Plan outlined objectives that would help the organization grow, become efficient, and meet the needs of its clients, employees, and other stakeholders.

In 2011 CAPK leadership committed to initiate a Strategic Transformation to create a culture of innovation and operational excellence. Under the guidance of Wipfli, one of the nation's top accounting and business consulting firms, CAPK created a Guiding Change Coalition composed of members representing the Board of Directors, leadership, and staff from throughout the agency. The purpose of the Guiding Change Coalition was to identify immediate and future challenges to CAPK, identify training needs so that all management staff became effective leaders, and set short- and long-range goals to transform CAPK into a highly effective poverty fighting machine.

The Guiding Change Coalition developed a *Burning Platform* approach (Appendix D), which inspired the deployment of agency-wide activities to address the dire conditions that were impacting so many people in Kern County. The *Burning Platform* signaled that CAPK must and would transform into a more effective change agent, and that maintaining the status quo was no longer an option.

As a result of this mandate, the following initiatives were set into motion:



Commitment to a continuous state of improvement. To accomplish transformative goals, CAPK began a long-term effort to establish goals and change the culture of CAPK. The *Burning Platform* was shared with the Board of Directors, all employees, CAPK's partners, and stakeholders in the community. CAPK Division Directors are engaged in continuous training to improve communication and work effectively as a cohesive group.

Investment in professional development. With over 800 well-trained employees who are committed to the *Burning Platform*, CAPK becomes a tremendous force able to positively impact the Kern County community. Head Start employees regularly participate in extensive training; CAPK volunteers were provided with training on the many programs offered to the community; and specialized supervisory training was provided to all managerial staff. An Employee Recognition Committee has been created to identify strategies to acknowledge outstanding employees.

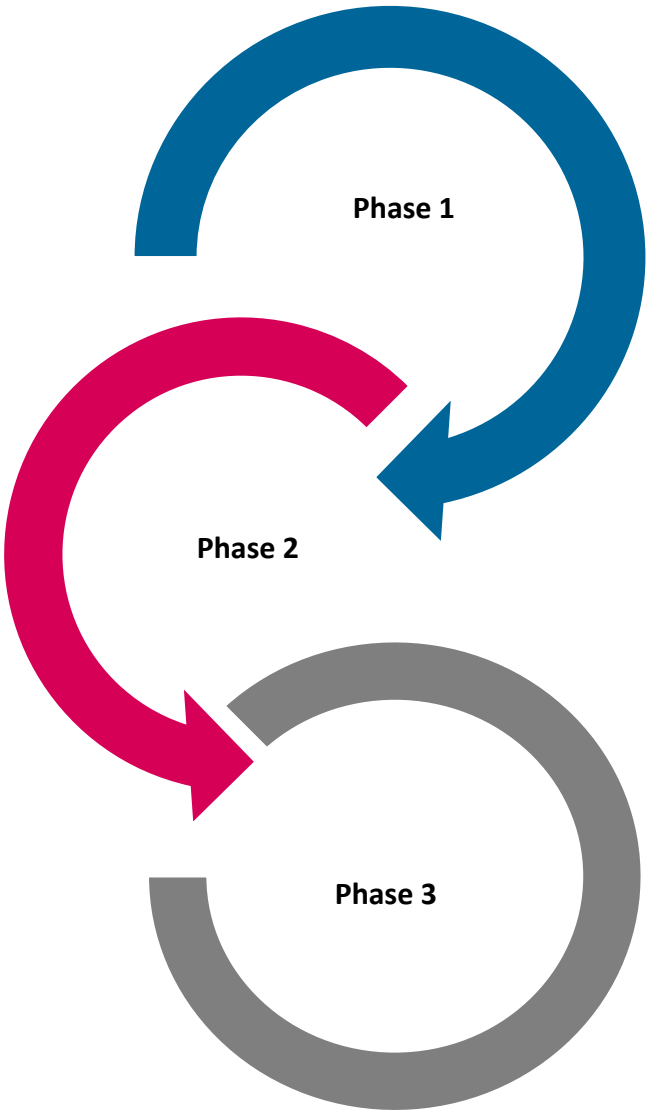
Improvement of systems and policies. Improved the agency's core capacity by upgrading or adopting reporting, tracking and operational systems and software and reorganizing divisions and functions to improve efficiency. CAPK installed new accounting, human resources, and payroll software; streamlined and reorganized the procurement process; reorganized the Information Technology unit and services; adopted an indirect cost rate; updated finance policies and procedures; and strengthened annual audit controls.

Improvement of communication. Improved CAPK's communication capabilities by assigning an Outreach and Advocacy Manager to direct both internal and external communications, which increases the dissemination and consistency of information to employees, clients, stakeholders, and the community.

The 2016-2020 Strategic Plan provides a map of forward-looking goals to guide CAPK on its path to becoming an innovative and effective anti-poverty agency.

Methods and Approach

To develop this strategic plan, a three-phased approach was used to include: Phase 1 – Assessment and Analysis; Phase 2 – Strategic Planning Session; and Phase 3 – Establishing the strategic plan document. The three phases took place between March and July 2016.



Phase I – Assessment and Analysis

Phase I involved the review and collection of data to prepare for strategic planning. Information related to the Strengths, Weaknesses, Opportunities and Threats (SWOT) associated with each organizational department was collected and analyzed. This was combined with existing data regarding community needs and synthesized to establish the situational analysis.

Phase 2 – Strategic Planning Session

A strategic planning session took place on April 18, 2016. During this session, the results of the situational analysis were reviewed and recent organizational accomplishments were identified. Using a blended planning approach (critical issues and goals-driven), a facilitated discussion occurred in which goals and strategies for future implementation were identified.

Phase 3 – Documenting the Plan

Information gathered and decisions made during the strategic planning session were then documented into the strategic plan document. The document was reviewed and feedback was provided by an outside consultant. The draft plan was reviewed by the CAPK board and made available for public comment prior to its adoption.

Situational Analysis

The following situational analysis was completed to assist the organization in understanding the current reality for the residents of Kern County as well as what issues are facing CAPK as an organization, including internal strengths, areas to improve, external opportunities, and threats.

CAPK has and will continue to identify opportunities to expand its service reach in communities outside of Kern County. When necessary, CAPK customizes its service approach when the service population and needs differ significantly than those of Kern County. This situational analysis includes a review of these communities' various needs appropriate to the level of services offered.

Kern County

Kern County is located in Central California at the southern end of the San Joaquin Valley and is the state's third-largest county by land area. At 8,172 square miles, Kern is larger than the states of Massachusetts, New Jersey, and Hawaii. Terrain varies dramatically within the county, from the valley lowlands, to the mountain peaks of the southern Sierra Nevada, to arid stretches of the Mojave Desert. Because of this geographic diversity, the county has a wide range of climates, determined largely by elevation and precipitation. Summer temperatures often reach over 100 degrees during the summer on the valley floor and in the Mojave Desert, and winter temperatures drop into the teens in the higher mountains.

Demographic Information

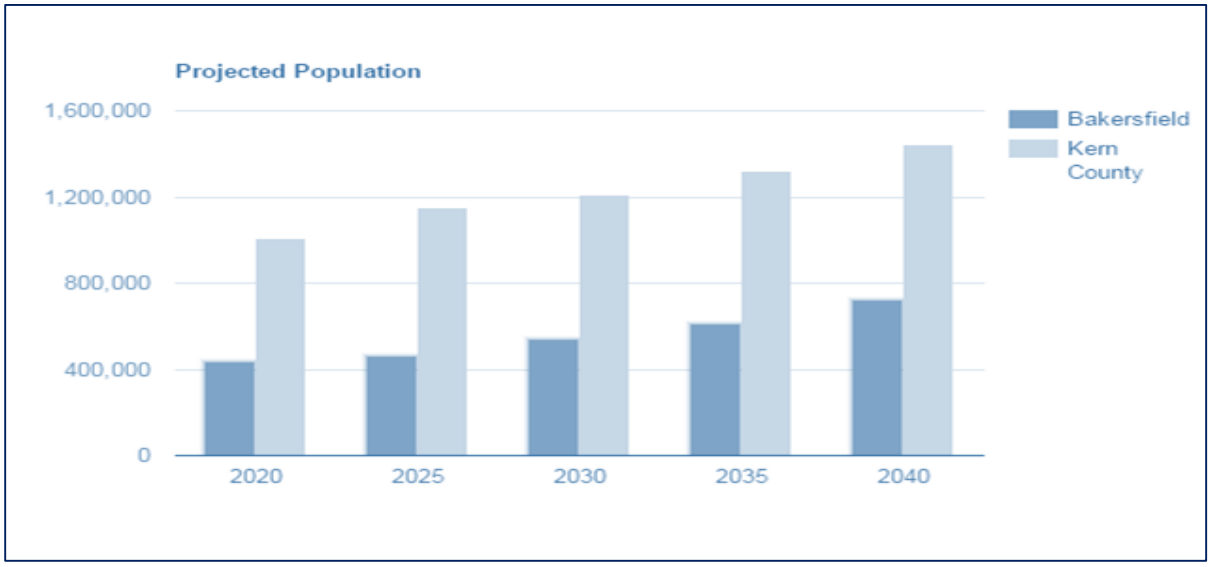
The following table represents the demographics of Kern County (2010 U.S. Census Bureau). As identified in the table, over half (51.6 percent) of the population in Kern County are male and 48.4 percent are female. The largest age group in Kern County consists of adults between the ages of 35-54 years (25.9 percent), followed by children ages 0-14 years (25.1 percent), and adults between the ages of 20-34 years (22.4 percent). The majority of Kern County residents are White (59.5 percent), with the second largest group being Hispanic/Latino (49.2 percent).

Gender											
Male				Female							
Number (#) of Population		Percent (%) of Population		Number (#) of Population		Percent (%) of Population					
433,108		51.6		406,523		48.4					
Age											
0-14		15-19		20-34		35-54		55-59		60+	
#	%	#	%	#	#	#	%	#	%	#	%
210,052	25.1	72,493	8.6	187,385	22.4	216,979	25.9	43,233	5.1	109,489	13.1
Race/Ethnicity											
White		Black/African American		American Indian		Asian/Pacific Islander		Hispanic / Latino			
#	%	#	%	#	%	#	%	#	%		
499,766	59.5	48,921	5.8	12,676	1.5	34,846	4.2	413,033	49.2		

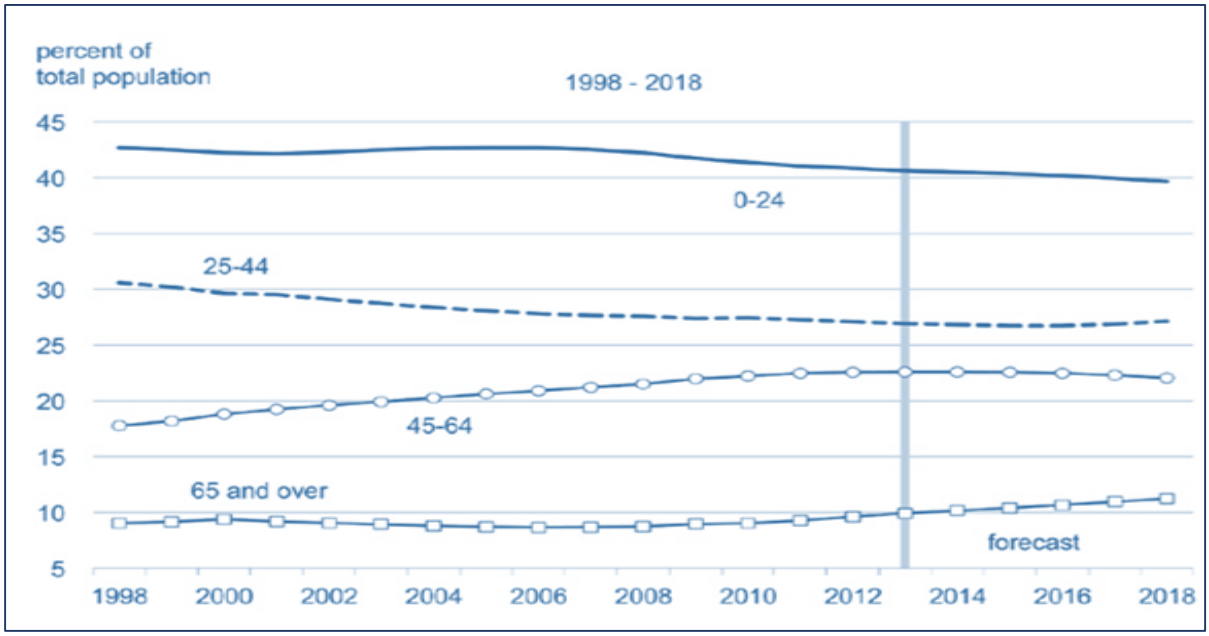
Population Projections

According to the Kern Economic Development Corporation, the population of Kern County is expected to reach 1,010,800 individuals by 2020. Between 2015 and 2020, it is anticipated that more than 136,536 people will become residents of the county, representing an annual average increase of 1.8%.[1]

PROJECTED POPULATION INCREASE



PROJECTED POPULATION INCREASE BY AGE



In 2013 children under the age of 18 represent a large percentage of the population in Kern County at an estimated 30% of the total county population, with 8.6% of children 0-5 years of age. At 30%, this is one of the highest percentages for that age group compared to other counties and much higher than the state with 24% of residents under the age of 18.

[1] Retrieved on April 13, 2016 from: http://kedc.com/community-profile/demographics/demographic-forecast/

County Snapshot

The *County Health Rankings* measure the health of nearly all counties in the nation. The data is compiled using county-level measures from a variety of national and state data sources. The data represented in the chart below are taken from the most recent data available (2004-2011). These measures are standardized and combined using scientifically-informed weights[2].

The table below provides a snapshot of how Kern County characteristics compare to the state of California as well as their placement in relationship to nationally established benchmarks. The information provided lends to an understanding that a number of co-existing factors are affecting Kern County residents. Families are struggling with financial insecurity as they suffer from high unemployment rates, low educational attainment, and inadequate social associations. The number of people reporting poor physical health as well as unhealthy behaviors (obesity and alcohol consumption) exceeds that of statewide averages and falls far from meeting national benchmarks. Additionally, a fifth of county residents are uninsured and are limited in their access to primary or dental care.

Community Characteristics		Kern County	California	National Benchmark
Quality of Life Rank: 51 of 57	Poor or Fair Health (percent of adults reporting fair or poor health)	21%	18%	12%
	Poor Physical Health Days (average number in past 30 days)	4.2	4.0	2.9
	Poor Mental Health Days (average number in past 30 days)	4.0	3.6	2.8
	Low Birth Weight (percent of live births with weight <2500 grams)	7%	8%	6%
Health Factors Rank: 51 of 57	Adult Smoking (percent of adults that smoke)	17%	13%	14%
	Adult Obesity (percent of adults that report a BMI >= 30)	29%	23%	25%
	Physical Inactivity (percent of adults that report no leisure time physical activity)	22%	17%	20%
	Excessive Drinking (percent of adults who report heavy or binge drinking)	19%	17%	12%
	Teen Birth Rate (per 1,000 females ages 15-19)	58	32	19
Clinical Care Rank: 50 of 57	Uninsured (percent of population < age 65 without health insurance)	20%	19%	11%
	Primary Care Physicians (ratio of population to primary care physicians)	2,030:1	1,270:1	1,040:1
	Dentists (ratio of population to dentists)	2,150:1	1,260:1	1,340:1

[2] Retrieved on April 8, 2016 from: http://www.countyhealthrankings.org/app/california/2016/rankings/kern/county/outcomes/overall/snapshot

Community Characteristics		Kern County	California	National Benchmark
Social & Economic Factors Rank: 54 of 57	High School Graduation (percent of ninth grade cohort that graduates in 4 years)	82%	85%	95%
	Some College (percent of adults aged 25-44 years with some post-secondary education)	47%	62%	72%
	Unemployment (percent of population age 16+ unemployed)	10.4%	7.5%	3.5%
	Children in Poverty (percent of children under age 18 in poverty)	33%	23%	13%
	Income Inequality (ratio of household income at 80th percentile to income at 20th percentile)	4.9%	5.2%	3.7%
	Social Associations (number of associations per 10,000 population)	4.5%	5.8%	22.1%
	Children in Single-Parent Households (percent of children that live in single-parent household)	38%	32%	21%
	Violent Crime Rate (violent crime rate per 100,000 population)	561	425	59
	Injury Deaths (number of deaths due to injury per 100,000 population)	63	46	51



Community and Client Needs Assessment

CAPK conducted a community needs assessment in 2015 to identify the needs and resources available throughout Kern County. The assessment utilized a number of tools and data sources to include:

- A resident needs survey (214 responses)
- A community service provider survey (14 agency participants)
- Data from 211 Kern County call center
- Existing community health needs assessment information

Some of the major findings according to that needs assessment include:

Employment Readiness

- The resident survey, service provider survey, and health needs assesment indicate that many Kern County residents lack the training, specialized skills and/or education to prepare them for the workforce. Services such as employment counseling and training programs were identified as significant needs in the community.

Unemployment

- The resident survey, service provider survey, and health needs assesment indicate that unemployment is a major issue facing Kern County residents. Residents indicate the need for job opportunities and access to child care to support their ability to become employed.

Access to Health Care

- Both the service provider survey and the health needs assessment indicate that it is difficult for Kern County residents to access health care and behavioral health care services. Additionally, the resident survey indicates that the biggest health care concern is the lack of its affordability.

Basic Needs

- According to the 211 Kern County call statistics, and results from the community service providers survey, many low-income Kern County residents lack the most basic needs such as secure housing, utilities, food and clothing.

SWOT Analysis

Each division within CAPK and members of the Board were asked to identify the strengths, weaknesses, opportunities and threats (SWOT) facing the organization. CAPK, like all organizations, has a mix of strengths and weaknesses, affected by significant external pressures and internal factors. The SWOT analysis, presented below, is the result of a highly participatory process, and thus contains contradictory views, or differences of opinion and perception about the organization's current strengths, weaknesses, opportunities, and threats. The information provided is essentially a snapshot in time that is most useful as a short term reflection of perceptions and opinions. Its intended use was to identify opportunities to leverage, issues to address, and circumstances to anticipate throughout the development of the strategic plan.

Strengths:

The assets, resources, or capabilities that have the greatest positive impact on the success of the organization and its ability to achieve its mission.

- Staff are knowledgeable and committed to the service population.
- Board and executive leadership are strong.
- Programs have been flexible to changes in the environment.
- Organization is able to meet contractual obligations and has some systems in place to manage risk.
- Families receive high quality services.
- Organization is knowledgeable and responsive to the needs of families.
- Partnership with other service providers.
- Provision of services in rural and "hard to reach" populations where limited access exists.
- Long history of service to the community.
- Good contract compliance and strong relationships with funders.

Weaknesses:

The aspects of the organization that are considered to be important internal weaknesses– deficiencies in resource or capabilities, or other liabilities, that are hindering the ability of the organization to achieve its mission.

- Organization tends to operate in silos, focused on divisional objectives without understanding the connection to the broader mission.
- There are insufficient resources to support organizational activities (lack of funding, technology tools/capabilities, low staff resources, lack of appropriate facilities and supplies).
- The organization does not have a strategic approach to talent management, resulting in high staff turnover and low employee morale.
- There are not consistently applied communication efforts to ensure that knowledge is shared appropriately throughout the organization.
- Lack of a diversified funding stream leaves the organization at risk.
- The organization needs time to plan and organize its system to develop further efficiencies in its work processes.

Opportunities:

The external factors that offer a genuine opportunity to benefit the organization. This may include environmental factors that allow the organization to expand its services, or apply its capabilities to benefit a different part of the community.

- Opportunity to be a capacity builder for smaller nonprofit organizations throughout Kern County.
- Building alignment between our services/goals and other providers to increase partnerships, services, outreach efforts, expand best practices and improve funding opportunities.
- Opportunity to build upon the local, state, federal and private sector support for improvement in the areas of workforce development, education, health, and well-being.
- Opportunity to position the organization as a leader in discussions around poverty and how to eradicate it.
- Expansion of the geographic areas served.
- Use of social media/technology to create workplace efficiencies and increase our outreach efforts.

Threats:

The external conditions, trends, and other forces that could potentially impact the organization in some manner if not addressed.

- Lack of sufficient resources to respond to agency, family, and community needs.
- Reliance upon state and federal funding streams which are not always stable.
- Increasing competition related to funding.
- Local, state, and national politics and its impact on agency operations (e.g., transitional kindergarten).
- Lack of community awareness about CAPK and its role, responsibilities, and reach in the community amongst policy makers, stakeholders, and the general public. Perceptions associated with organization/name/ brand can sometime act as a hindrance to efforts.
- Workforce issues: competition for workforce, lack of skills, etc.

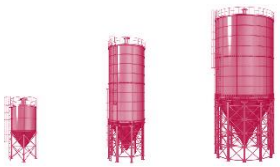
Division-specific SWOT information can be found in the Appendix C of this document.

Critical Issues

Five critical issues emerged from a review of the environmental scan, community needs assessments as well as the SWOT analysis. These issues were discussed and validated during the strategic planning session attended by CAPK leadership, Executive Staffing, and Board Members.

FAMILY

1. ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.



CAPK programs are currently working in silos, impacting the organization's ability to strategically deploy resources in a manner that helps it achieve its organizational vision and mission. This type of work environment leaves employees unaware of the comprehensive needs of the communities they serve and unable to connect the work they do to the larger anti-poverty goals of the organization. It also prevents families from accessing the full range of CAPK services in a manner that is streamlined.

COMMUNITY

2. COMMUNICATION EFFORTS ARE INADEQUATE.



Employees, key stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of CAPK services or how the organization is structured. As a result, people who are eligible may not be receiving services, and misconceptions about the organization reduce opportunities to strengthen systems and to partner effectively.

3. ORGANIZATION DOES NOT PROACTIVELY ADVOCATE FOR POLICIES OR FUNDING.



External policies and funding don't sufficiently support the ability of individuals (service recipients) to achieve self-sufficiency or the organization (CAPK) to adequately respond to community needs. Advocacy that has been conducted has largely been responsive to possible cuts, positioning the organization to consistently function in a survival mode.

AGENCY

4. ORGANIZATION SUFFERS FROM HIGH TURNOVER AND LOW MORALE.



The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.

5. INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.



Most CAPK services are dependent upon public and private funding, which is becoming more competitive and constrained, while the demand for services continues to increase. The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding were to occur.

Goals and Objectives

The critical issues, as described in the previous section, were used as the basis for developing the following goals and objectives for CAPK. These goals and objectives shall serve as a road map to focus CAPK's efforts over the next three to five years toward achieving results that promote self-sufficiency among families and the development of thriving communities. The plan guides limited staff resources at a strategic level and establishes a framework to assist CAPK in measuring progress toward meeting its goals and holding itself accountable for the work that it does.

CRITICAL ISSUE: ORGANIZATION CURRENTLY FUNCTIONS IN PROGRAMMATIC SILOS.

The Issue: CAPK programs are currently working in silos, impacting the organization's ability to strategically deploy resources in a manner that helps it achieve its organizational vision and mission.

Goal #1: CAPK will develop an agency-wide understanding of the needs of its priority populations and develop organizational goals that unify the efforts of programs throughout the agency.

1.1 By June 2017 – Review and analyze the needs of our target populations. → Research and/or review current and past CAP reports for Kern County as well as other areas served, identifying trends and issues that affect priority populations.

1.2 By March 2018 – Develop organizational goals and shared outcomes among CAPK programs. → Develop organizational goals which tie program activities to the organization's mission. Develop shared outcomes among CAPK programs and share this information agency-wide.

Goal #2: CAPK will establish a system so that individuals can easily access the full spectrum of CAPK services.

2.1. By December 2019 – Establish a single point of entry for all CAPK services. → Develop a leadership team to develop, implement, and refine a single point of entry into CAPK services, using CAP60.

CRITICAL ISSUE: COMMUNICATION EFFORTS ARE INADEQUATE.

The Issue: Employees, key stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of CAPK services or how the organization is structured.

Goal #3: There will be a general understanding of CAPK which drives people to access and support the efforts of the organization.

3.1 By September 2017 – Establish a communications plan that directs how CAPK will proactively communicate with its employees, the public, partner agencies, and key community stakeholders. → Develop a Communications committee to establish a comprehensive communications plan which includes internal and external communication practices, tools, and techniques (ex: key messages.)

3.2 By December 2017 – Implement internal communication activities to support knowledge transfer. → Implement strategies for internal communications as specified in the communications plan.

3.3 By December 2016 – Implement external communication activities to increase awareness of and support for CAPK among all community stakeholders (clients, partners, funders, etc.). → Implement proactive external communication activities which may include newsletter distribution, press releases and community outreach events.



CRITICAL ISSUE: ORGANIZATION DOES NOT PROACTIVELY ADVOCATE FOR POLICIES OR FUNDING.

The Issue: External policies and funding don't sufficiently support the ability of individuals (service recipients) to achieve self-sufficiency or the organization (CAPK) to adequately respond to community needs.

Goal #4: CAPK will actively advocate on behalf of issues affecting its target populations.

4.1 By June 2017 – Track and respond to changes in local, state, and federal legislation affecting our service populations. → Using resources such as Virtual CAP, CalCAPA, national CAP, and NASCSP, CAPK will track changes which may affect CAP agencies and consider action. CAPK will also respond to requests from partner agencies regarding letters of support for mission-aligned issues.

4.2 By December 2017 – Proactively develop and implement an advocacy agenda. → Review and assess the policies and issues most important to target population, identifying areas in which CAPK will take proactive legislative action.

4.3 By March 2018 – Identify, formalize, nurture, and maintain relationships with key policy stakeholders. → Implement key policy stakeholders and develop mechanisms and opportunities to increase understanding and support for CAPK efforts.







CRITICAL ISSUE: ORGANIZATION SUFFERS FROM HIGH TURN-OVER AND LOW MORALE.

The Issue: The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.

Goal #5: CAPK will have an engaged and retained workforce.

5.1 By June 2018 – Develop an organization-wide talent management plan.	Explore what positions are needed based on organizational and programmatic goals/objectives. Conduct a gaps assessment and identify top talent management goals.
5.2 By June 2018 – Develop the internal systems necessary to recruit the best people and place them in the right positions.	Establish job descriptions, screening tools and recruitment strategies which are aligned with the talent management plan.
5.3 By June 2018 – Establish an onboarding process that positions new employees for success.	Develop onboarding practices which includes orientation, training plan development, and access to peer support.
5.4 By January 2019 – Create a consistently applied process for developing employees.	Establish a performance approval process and tools to ensure that each staff member's performance is regularly assessed and professional development plans are established.
5.5 By June 2019 – Establish a culture of talent appreciation that recognizes the contributions of all CAPK employees.	Establish an Employee Recognition Committee to survey employees to identify their recognition preferences and develop a system which recognizes employees' efforts and their impact on the organization's success.
5.6 By June 2019 – Create and share a succession strategy that will reward employees for advanced placement	Develop a strategy to identify talent within staff/volunteers and provides opportunities for growth and promotion.

CRITICAL ISSUE: INSUFFICIENT ORGANIZATIONAL RESOURCES TO MEET COMMUNITY NEED.

The Issue: The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding was to occur.

Goal #6: CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial position.

6.1 By September 2018 – Develop a long-range financial plan. → Explore funding needs, resources secured, and gaps based on current service delivery. Identify alternative funding mechanisms which may support addressing resource gaps. Also, develop a plan for responding to possible funding cuts.

6.2 By December 2018 – Build upon financial practices which provide CAPK with better budget flexibility. → Use the long-range financial plan as the basis for developing annual budgets. Also regularly use budget monitoring tools to ensure budgets are on track or whether adjustments are needed.



Evaluating and Updating the Plan

This plan will be used as a management tool with ongoing implementation, quarterly progress reviews, and updates established annually, as needed.

Ongoing implementation

Implementation of each goal will be driven by the strategy lead identified in the plan. Implementation efforts will be customized according to what works best for the people in each implementation team.

Implementation efforts will begin in September 2016.

Quarterly review

A review of each active strategic goal/objective will occur on a quarterly basis during strategic plan implementation meetings. Status updates will be prepared by strategy leads with the expectation that information shared will be disseminated throughout the organization. This structure will ensure that staff at every level, and within each division/program of the organization, are informed of progress being made, and will offer an opportunity for those not directly associated with objective activities to provide assistance and input.

The quarterly reviews will be documented to capture the accomplishments and lessons learned throughout the process.

Quarterly reviews will begin in January 2017.

Annual Update

CAPK will conduct a comprehensive annual review of the strategic plan.

- Goals and objectives will be updated as needed based on achievement, changing circumstances, and staff feedback.
- Revisions to the strategic plan will be presented to the board for review and adoption.
- The updated strategic plan will be distributed to internal and external stakeholders.

Annual reviews will take place during the summer of every year covered by this plan.

Annual Implementation Plan

An annual implementation plan will be established by CAPK leadership to guide the activities associated with each year covered by this strategic plan document.

The implementation plan will be established following the annual update and will be completed by September 1 of each year covered by this plan.

Appendix

Appendix A: Implementation Plan

Family	**Critical Issue: Organization currently functions in programmatic silos.** CAPK programs are currently working in silos, impacting the organization's ability to strategically deploy resources in a manner that helps it achieve its organizational vision and mission.

Goal 1. CAPK will develop an agency-wide understanding of the needs of its priority populations and develop organizational goals that unify the efforts of programs throughout the agency.

Objective	Strategies	Timeline for Completion	Lead Staff Members
Objective 1.1: **Review and analyze the needs of our target populations.**	1.1.1 Identify and prioritize needs of our target population by using information contained in the CAPK 2016-2017 Community Action Plan (CAP).	September 2016	Community Development Division
	1.1.2 Conduct annual surveys of CAPK clients, employees, partner agencies, and the general public to identify and prioritize agency and programs' needs.	March 2017	Community Development Division/Division Directors
	1.1.3 Key information collected in Strategies 1 and 2 above will be shared with all agency employees.	June 2017	Community Development Division/Division Directors
	1.1.4 Train all staff on agency mission, vision, values, and programs/services. Also use various modes of communications (e.g., videos, meetings, printed materials, site visits, etc.).	December 2017 and ongoing thereafter	Division Directors/Human Resources Staff/Outreach & Advocacy Staff
Objective 1.2: **Develop organizational goals and shared outcomes between CAPK programs.**	1.2.1 Use National Performance Indicators (NPIs) as a basis to establish organizational goals and how each program contributes to meeting the goals (i.e., client self-sufficiency, improved living conditions, low-income people are stakeholders, community-wide partnerships, increased agency capacity, and strengthening families and supportive environments).	Phase 1: March 2017 Phase 2: March 2018	Division Directors

Objective 1.2: (CONT) **Develop organizational goals and shared outcomes between CAPK programs.**	1.2.2 The agency-wide task force (identified in Objective 2.1.1 below) will identify tools or software (e.g., CAP60) that will enable the various software used by CAPK programs (e.g., ChildPlus) to "talk to each other" so that all client data can be shared within the agency. The task force will also work with the IT unit to recommend, secure, and implement appropriate tools or software.	December 2019	Division Directors/IT Unit
Goal 2. CAPK will establish a system so that individuals and families can easily access the full spectrum of CAPK services.			
Objective	**Strategies**	**Timeline for Completion**	**Lead Staff Members**
Objective 2.1: **Establish a single point of entry for all CAPK services.**	2.1.1 Establish an agency-wide task force to develop central intake and case management systems to ensure clients receive holistic, integrated, and seamless services that meet their needs and provide follow-up services. The task force will be called the CAPK Intake Committee. The committee will gather information about data collection practices, software used, data export capability, data security requirements, ability to link database systems, and determine the impact of future system upgrades.	December 2016	Division Directors/IT Unit
	2.1.2 The CAPK Intake Committee will determine the various methods of data acceptance during the intake process (in person, phone, online, other) and the initial universal questions.	December 2016	Division Directors
	2.1.3 The CAPK Intake Committee, with the help of CAPK IT, will determine the base level of family data that can be shared with other CAPK programs.	December 2016	
	2.1.4 To the extent feasible and practical, CAPK will implement a Central Intake system by the end of 2019.	December 2019	

Community	**Critical Issue: Communication Efforts are Inadequate.** Employees, key stakeholders, other community-based organizations, and the general public do not have adequate information about the spectrum of CAPK services or how the organization is structured.		
Goal 3. There will be a general understanding of CAPK which drives people to access and support the organization's efforts.			
Objective	**Strategies**	**Timeline for Completion**	**Lead Staff Members**
Objective 3.1: **Establish a communications plan that directs how CAPK will proactively communicate with its employees, the public, partner agencies and key stakeholders in the community.**	3.1.1 Maintain existing external communications efforts.	Ongoing	Outreach & Advocacy Manager/Division Directors/Program Managers
	3.1.2 Develop a customized communications plan (internal and external) for CAPK (using Virtual CAPK's online resources), and share with all CAPK employees and Board Members.	September 2017	Outreach & Advocacy Manager
	3.1.3 Assess the structure of internal resources tasked with implementing the communications plan and make any adjustments needed to ensure appropriate implementation, e.g.: a. Respond in a more focused way to the needs of the various programs; b. Interact with the various program outreach teams to strategize and roll out a more cohesive branding strategy considering the individual programs and their place within the CAPK umbrella; c. Look for or access new opportunities for outreach, including testimonials from clients and staff); d. Implement an employee recognition committee to acknowledge various employees' milestones (anniversary dates, accomplishments, etc.)	September 2016	Executive Director/HR Director/Outreach & Advocacy Manager

Objective 3.2: **Implement internal communication activities to support knowledge transfer.**	3.2.1 Maintain use of existing internal communications efforts.	Ongoing	Outreach & Advocacy Manager/211 Program Manager
	3.2.2 Schedule time during staff professional development meetings for representatives from each CAPK program to share the purpose and new projects each program has.	September 2017 and ongoing thereafter	
	3.2.3 Continue holding monthly joint Managers/Directors meetings to provide a forum for sharing of information.	June 2016 and ongoing thereafter	Executive Director/Division Directors/Program & Support Managers
	3.2.4 Revamp CAPK's Intranet so that: a. It is a user-friendly and interactive information hub for employees; b. It is easy to use for a number of administrators/editors who will be empowered to post and update useful information from their own departments designed to facilitate communications and work efficiencies for all; c. The upkeep thereof is a SHARED responsibility for the sake of continuity and the safeguarding of agency information (contingency planning).	September 2017	Division Directors/Program & Support Managers
	3.2.5 Create a new employee orientation video designed to introduce the various programs of CAPK to employees as they are on-boarded.	December 2016	Outreach & Advocacy Manager/HR Director
Objective 3.3: **Implement external communication activities to increase awareness of and support for CAPK among all community stakeholders (clients, partners, funders, etc.).**	3.3.1 Develop communications content items (include press releases, letters to the editor, and human interest stories) to share with external audiences.	December 2016	Outreach & Advocacy Manager
	3.3.2 Identify and attend networking events throughout CAPK's service area.	September 2016 and ongoing thereafter	Division Directors/Program Managers & Outreach Teams
	3.3.3 Use social media to increase awareness of CAPK's programs, i.e., launch Facebook Page for East Kern Family Resource Center as a viable resource for CAPK information in East Kern County.	September 2016	Health & Nutrition Division Director/EKFRC Site Supervisor/Outreach & Advocacy Manager

Community	**Critical Issue: Organization does not proactively advocate for policies or funding.** External policies and funding don't sufficiently support the ability of individuals and families (service recipients) to achieve self-sufficiency or the organization to adequately respond to community needs.

Goal 4. CAPK will actively advocate on behalf of issues affecting its target populations.

Objective	Strategies	Timeline for Completion	Lead Staff Members
Objective 4.1: **Track and respond to changes in local, state, and federal legislation affecting our service populations.**	4.1.1 Identify mechanisms within National CAP, NASCSP, and CAPLAW to track legislation, policies, and initiatives that affect CAP agencies.	March 2017	Executive Director/ Community Development Division Director
	4.1.2 Actively participate within CalCAPA's Legislative Committee to identify national and state legislations, regulations, and initiatives that affect California CAPs.	June 2017	
	4.1.3 Monitor local legislations or regulations that affect our service population.	June 2017	
	4.1.4 Assign staff to respond to legislation and regulations that affect CAPs and our service population.	June 2017	
Objective 4.2: **Pro-actively develop and implement an advocacy agenda.**	4.2.1 Assign staff to spearhead the development of a special Advocacy unit.	June 2017	Executive Director/ Community Development Division Director/Outreach & Advocacy Manager
	4.2.2 Develop a business plan for the Advocacy unit, identifying staff, resources, strategies, and advocacy goals for CAPK.	September 2017	
	4.2.3 Establish priorities and implement CAPK's Advocacy agenda.	December 2017	

Objective 4.3: **Identify, formalize, nurture, and maintain relationships with key policy stakeholders.**	4.3.1 Identify local, state, and federal policy stakeholders and research how they impact the work of CAPK and our service population.	September 2017	Executive Director/ Community Development Division
	4.3.2 Develop individual strategies to recruit, inform, and/or educate stakeholders. Prepare presentation materials for in-person visits to policy stakeholders. Develop monthly or bimonthly schedule to correspond individually to elected officials and feature elected officials in CAPK newsletters.	March 2018	Executive Director/ Community Development Division Director/Outreach & Advocacy Manager
	4.3.3 Schedule in-person meetings with stakeholders to discuss the importance of collaboration and how it is an effective strategy in meeting the needs of the people we serve. Maintain annual calendars to meet regularly with each stakeholder.	March 2018	

Agency	**Critical Issue: Organization suffers from high turnover and low morale.** The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.

Goal 5. CAPK will have an engaged and retained workforce.

Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 5.1: **Develop an organization-wide talent management plan.**	5.1.1 Begin with a critical review of current positions; evaluating positions with an emphasis on scope of work, balance of work load, and the end product being a revised/final organizational chart. Divisions review grant's scope of work, performance standards and other regulations to determine and develop positions, with appropriate job descriptions to best accomplish the task. Revise organizational structure to efficiently accomplish the mission of the agency.	April 2017	Division Directors
	5.1.2 Job description review that brings consistency in format, an expectation that follows a "position not person" mentality , qualifications, wage analysis, requirements for testing	June 2017	Division Directors
	5.1.3 Provide revised job descriptions to each Division Director who then signs off for finalization.	September 2017	Division Directors
	5.1.4 Talent Management Plan: maintain, regularly evaluate, follow same process for new positions.	Annually June 2018 June 2019 June 2020 June 2021	Division Directors

Objective 5.2: **Develop the internal systems necessary to recruit the best people and place them in the right positions.**	5.2.1 Develop an efficient ADP electronic application system inclusive of an integrated online recruitment method for web-based sites such as: EDJOIN, Indeed, etc. The system would include an electronic basic skills testing based on position requirements and data gathering capability to assist in the sharing of applicants' qualifications to recruit for other open positions throughout the agency.	June 2018	Human Resources Division
	5.2.2 Evaluate screening process of applications to ensure consistency for all recruited positions. Applications would be screened for meeting the minimum qualifications for education and level of experience; being reviewed by HR and program management.	June 2018	Human Resources Division
	5.2.3 Evaluate and revamp the current interview process. The interview process elicits specific information that will determine which candidate is most qualified to accomplish the scope of work of the position. The interview process will be based on the needed competencies specific to each position. These competencies will be based on the job descriptions developed to ensure that the scope of work dictated by each grants is efficiently and effectively accomplished.	June 2018	HR/Attorney/Focus Groups/Division Directors
	5.2.4 Create position-specific electronic competency testing to assist in determining qualifications of applicants.	June 2018	Division Directors
Objective 5.3: **Establish an onboarding process that positions new employees for success.**	5.3.1 Develop "new" CAPK orientation process. The orientation process should the first stepping stone to establishing the culture of the agency. Orientation should instill pride in the agency and emphasize the privilege it is to be able to assist in the furtherance of our mission, as well as completion of required information and documentation needed for employment.	June 2018	Human Resources Division
	5.3.2 Division-level Orientation: basic expectations of position, training plan orientation, peer resources.	June 2018	Division Directors
	5.3.3 Monthly CAPK Training: safety, program overview.	June 2018	Division Directors

Agency	**Critical Issue: Organization suffers from high turn-over and low morale.** The organization has struggled with workforce issues which stem from the size of the organization, the variety of different employee incentive structures (based on funding stream), and the lack of a strategic approach to talent management. The results are high turnover and low employee morale.

Goal 5. CAPK will have an engaged and retained workforce. (CONT.)

Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 5.4: **Create a consistently applied process for developing employees.**	5.4.1 Division/Position 6 Month Training Plan development for new hires and EEs entering into a new position to include: Civility Training, retention testing, follow up plan, and an auditing or compliance system to ensure managers are monitoring the success of the training. Develop written training plans for 6 month introductory period. All training plans need to be specific to position with documented timelines and follow up to ensure that all employees receive training to be competent in the essential functions of their position. Management accountability to ensure the completion of all training plans on a consistent manner at all levels of employment.	January 2019	Division Directors
	5.4.2 Develop Performance Evaluation tools based on needed competences of each position. Develop calibration methods that establish constancy in the evaluation of employee performance. Develop supervisorial accountability to ensure all employees are fairly evaluated (goal driven/non-subjective) and delivered in a timely manner.	January 2019	
	5.4.3 Develop an Employee Feedback Survey to monitor training effectiveness, EE retention, and any needed revisions.	January 2019	

Objective 5.5: **Establish a culture of talent appreciation recognizes the contributions of all staff.**	5.5.1 Establish and Employee Recognition Committee to support a Recognition Program for improved EE morale.	April 2019	Division Directors
	5.5.2 Develop an Incentive/Reward System that holds an intrinsic in value for EEs and encourages camaraderie amongst the team.	April 2019	
	5.5.3 Establish and issue a feedback mechanism to identify any shifts in organizational culture related to talent appreciation.	June 2019 and annually thereafter	
Objective 5.6: **Create and share a succession strategy that will reward employees for advanced placement.**	5.6.1 Identify potential through tracking/documenting EE evaluations with "Above Standard" ratings to receive advantages in promotion.	June 2019	Division Directors
	5.6.2 Introduction to preferred positions for cross training that involves evaluating education requirements and strategies to reach goals of promotion (Professional Growth Plan)	June 2019	
	5.6.3 Promotion: Policy to enable promoting successful candidates to be placed in positions without going through the interview process.	June 2019	

Agency	**Critical Issue: Insufficient organizational resources to meet community need.** The organization does not have a proactive planning approach to diversifying its funding stream or a designated plan of action in the event that a major cut in funding were to occur.

Goal 6. CAPK will develop a strategic financing framework to ensure it is prepared for the future and has an adequate understanding of its financial position.

Objective	Strategy	Timeline for Completion	Lead Staff Members
Objective 6.1: **Develop a long-range financial plan.**	6.1.1 Identify all costs and projected revenue associated with ongoing support for each division within CAPK over a 5-year period of time.	December 2017	Finance Division/Division Directors
	6.1.2 Develop a formal, comprehensive cost/benefit analysis for all expansion/capital projects, to include initial costs, ongoing maintenance budgets and potential benefits/revenue.	December 2017	Finance Division/Division Directors
	6.1.3 Combine data collected in strategies 6.1.1 and 6.1.2 to develop a 5-year projected revenue and anticipated expense financial plan framework.	March 2018	Finance Division/Executive Director
	6.1.4 Develop written guidelines for implementing financial plan and addressing funding changes, near-term and long-term.	April 2018	Finance Division
	6.1.5 Identify and explore programs with an opportunity to develop enhanced and/or new revenue streams.	July 2018	Finance Division/Division Directors/Executive Director
	6.1.6 Establish a robust committee to develop opportunities to generate $1MM in the discretionary fund as an initial tier goal.	September 2018	Finance Division/Division Directors/Executive Director

Objective 6.2: **Build upon financial practices which provide CAPK with better budget flexibility.**	6.2.1 Provide training to managers and/or designees to facilitate (program, division) budget development utilizing the financial plan.	June 2018	Finance Division/Division Directors
	6.2.2 Create a formalized process for budget adjustments.	June 2018	Finance Division
	6.2.3 Perform quarterly reviews of budget to actuals, making necessary changes and reporting to the CAPK board.	December 2018 and quarterly thereafter	Finance Division/Division Directors

Appendix B: CAPK Community Needs Assessment 2015

The CAPK Community Assessment for the 2016-2017 CAP Report consists of a combination of the following activities to provide a review of the needs and resources within the agency's service area.

- Community and Resident Needs Surveys;
- Participation in other agencies' needs assessments, including the City of Bakersfield Consolidated Plan and Kern County Consolidated Plan;
- Evaluation of unmet needs from the 211 Kern County helpline program; and
- Collection of poverty and demographic data.

Community and Client Needs Surveys

CAPK developed and distributed Community Needs Surveys in English and in Spanish for Kern County residents and public and nonprofit service agencies. These surveys were created and made available through SurveyMonkey.com, an online survey tool that creates surveys, collects responses, and analyzes data as well as in paper form for those who do not have computer access. Paper survey responses were manually entered into SurveyMonkey.com for analysis.

The purpose of the survey was to provide a snapshot of residents' opinions regarding poverty, their personal socioeconomic conditions, programs and services recently accessed, and perceived needs in the future. The survey consisted of multiple-choice questions which measured the level of needs for family, youth, and community services, health and nutrition services, employment services, and early childhood education services. The community needs survey was made available to residents and social service agencies throughout the county, but the instrument was not designed to collect a statistically significant sampling of the agency's service area population.

Survey Distribution Methodology

During the period April 29, 2015, to May 8, 2015, the online surveys were promoted via CAPK's Web site, Facebook page, and e-mail blasts to CAPK employees, partner agencies, volunteers, local policymakers, and other residents. For the full survey and results, see Appendix A.

Resident Survey Summary Narrative

A total of 214 responses were received and analyzed. Surveys were available in English and Spanish. Availability of jobs, jobs programs, employment training, and basic educational opportunities are viewed by the majority of survey participants as priority community needs. Other priority needs include youth services, anti-gang programs, and nutrition and health education programs. Affordable health care and health insurance were among the primary health-related needs. The following is a summary of survey questions and priority need areas identified by respondents.

Poverty (Question #1): The highest percentage of survey respondents believe that the lack of job training or specialized skills is the primary cause of poverty in their community (23.9%). Of the 18

persons who wrote comments for "Other," two felt that "All of the above" contributed to poverty and four stated that drugs were the primary cause. Eight people stated that the cause of poverty was due to personal characteristics of impoverished persons such as laziness or poor work ethic.

Employment (Question #2): Similarly, the highest percentage of survey respondents believe that the primary reason it is difficult to get a job in their community is that there simply are no jobs available (21.9%). Child care (20.8%) was the second reason cited. There were 22 written responses for "other." Of those, 8 wrote in answers that were already in the selection such as child care or lack of training. Of the remaining 14 written responses, 9 people said that the question was not applicable to them or they had a job. There were three responses that implied that the reasons people did not have jobs was due to personal characteristics such as laziness or lack of work ethic.

Youth (Question #3): With respect to programs for young people, the highest percentage of respondents (35.6%) believed that jobs programs are the most needed.

Housing (Question #4): Both English and Spanish language respondents indicated that the change that would most improve housing would be more affordable rent or mortgage (51.6%).

Health (Question #5): In spite of the roll out of the Affordable Care Act/Covered California in 2013, the highest percentage of respondents to this question cited the lack of affordable health services/medicine as their greatest health concern (44.5%).

Public Services (Question #6): Employment services are viewed as the most important type of public service needed (30.6%).

Jobs/Employment (Question #7): The highest percentage of respondents (39.49%) indicated that skilled employment training programs (welding, air conditioning repair, and auto mechanics) are jobs/employment programs most needed.

Emergency/Basic Needs (Question #8): Survey participants were asked to identify the greatest priority needs (top two) that their families have had during the last 12 months. The priority needs with the greatest percentages were assistance with paying utility bills 40.1%) and help finding a job (24.9%).

Residence (Question #9): Of the individuals who responded to this question, 73% resided in metropolitan Bakersfield.

Race/Ethnicity (Question #10): Of the individuals who responded to this question, 4% were White, 8.8% were Black/ African American, and 45.1% were Hispanic or Latino (of any race).

Age (Question #11): The two largest age groups of respondents to this question were 30-40 (29%) and 50-65 (20%).

Gender (Question #12): Female survey respondents far outnumbered males, representing 79.9% of all survey participants who responded to this question. One response received was from a self-identified gender fluid individual.

Income (Question #13): The highest percentage of individuals who responded to this question had family incomes in the $20,000-$30,000 per year range (22.5%), and $60,000+ per year (22%).

Table 1: Resident Survey Summary

Survey Question	Response with Highest %
1. What do you think is the main reason for poverty in your community?	Lack of job training or specialized skills (23.9%)
2. What is the main reason it is difficult for you or your family to get a job?	No jobs available (21.9%) Child care (20.8%)
3. What type of program is most needed for young people in your community?	Jobs programs (35.6%)
4. What change would most improve housing for you and your family?	More affordable rent or mortgage (51.6%)
5. What is the biggest health concern for you and your family?	Lack of affordable health services/medicine (44.5%)
6. What type of public services do you think your community most needs?	Employment services (30.6%)
7. What jobs/employment program do you think your community most needs?	Skilled employment training programs (39.5%)
8. During the last 12 months, which of the following have you or your family most needed (top2 most important needs.	Assistance with paying utility bills (40.1%)
9. In which community do you live?	Bakersfield (73%)
10. What is your racial/ethnic background?	White (44%); Hispanic or Latino (any race) (45%)
11. What is your age group?	30-40 (29%)
12. What is your gender	Female (79.9%)
13. What is your family's income per year?	$20,000-$30,000 per year (22.5%)

Agency Survey Summary

Of the 14 agencies responding to the Client Needs Survey, all served ages 18-30, 78.6% served ages 30-40, and 78.6% served ages 40-50. The largest percentage of agencies served families/individuals at all income levels (46.2%) and 0-$20,000/year (46.2%) (Questions #10 & #11).

While it is recognized that there is no single cause of poverty, 37.3% of agencies that responded to Question #1 indicated that **insufficient education** is the primary cause of poverty for their clients. Of the agencies responding to Question #2, 46.2% believe that the most significant barrier to employment is **lack of training or specialized skills**, and 50% consider vocational skills programs to have the greatest impact on improving the lives of young people (Question #3). The majority of agencies (53.9%) believed that an **increased supply of affordable housing** would be the factor that would most increase the suitability/livability of housing for their clients (Question #4).

Regarding the most significant health obstacle for their clients (Question #5), 38.5% of the agencies responding believed that **affordability/accessibility to mental health services** was the greatest obstacle for their clients. With respect to the public services with the most beneficial impact on the well-being of clients (Question #6), 64.3% believe that **employment services** would create the most impactful. Of the agencies that responded to Question #7, 42.9% believed **that Employment Counseling Programs** would have the most impact, followed **by Skilled Employment Training Program** (35.7%).

In response to Question #8 regarding clients' two most frequently requested services during the last 12 months, the highest percentage of responses were **employment/job training (continuing education)** and **help finding a job** (42.9% each). Safe and affordable housing (35.7%) was the second highest percentage.

Table 2: Resident Survey Summary

Survey Question	Response with Highest %
1. Which of the following do you consider to be the primary cause of poverty in your community?	Insufficient education (64.3%)
2. Which of the following do you believe is the most significant barrier to employment for your clients?	Lack of training or specialized skills (46.1%)
3. What type of program do you believe has the greatest impact on improving the lives of young people in your community?	Vocational skills programs (50%)
4. What factor would most increase the suitability/livability of housing for your clients?	Increase supply of affordable housing (53.9%)
5. What is the most significant health obstacle for your clients?	Affordability/accessibility to mental health services (38.5%)
6. What type of public services would most improve the well-being of your clients?	Employment services (64.3%)
7. Which of the following jobs/employment programs would have the greatest impact for your clients?	Employment Counseling Program (42.9%)
8. During the last 12 months, which of the needs have been most requested by your clients? (Select the top 2 most frequently requested services)	Employment/job training (42.9%); Help finding a job (42.9%); Safe and affordable housing (35.7%)
9. Which communities does your agency serve? (Select all that apply)	Bakersfield (78.9%)
10. What age group(s) does your agency serve? (Select all that apply)	18-30 (100%); 30-40 (78.6%); 40-50 (78.6%)
11. If your agency provides public services to families/ individuals, what income level(s) are served? (Select all that apply)	0-$20,000 (46.2%) All (46.2%)

Health Needs Assessments

CAPK staff participated in the countywide Healthy Kern Community Health Needs Assessment in October 2012. The assessment resulted in publication of the 2012/2013 Kern County Community Needs Assessment, which combines quantitative and qualitative information based on review of health and quality of life data and interviews with community leaders and representatives of local agencies. The main purpose of this report is to gain insight into current conditions and trends of various health indicators and to identify areas for improvement.

The 2012/2013 assessment is a collaborative effort of Delano Regional Medical Center, Dignity Health (Mercy and Memorial Hospitals), Kaiser Permanente, and San Joaquin Community Hospital. The 2012/2013 report is also linked to Healthy Kern County, which is a Web site designed to provide a one-stop source of nonbiased data and information about community health in Kern County. It is intended to help planners, policy makers, and community members identify issues and devise solutions. Healthy Kern County includes comprehensive local data, Healthy People 2020 Progress Tracker, news, informative articles, and a community activities calendar.

The top four priority areas identified in the 2012/2013 Kern County Community Needs Assessment include:

1. Obesity
2. Basic Needs: Poverty and Unemployment
3. Educational Attainment
4. Access to Health Care

The collaborative created a set of interview questions and obtained input from key stakeholders in the community to validate the top issues, identify gaps, and suggest evidenced- based and/or promising practices to address the issues.

Public Hearing

CAPK held a public hearing at its administrative offices on Wednesday, May 20, 2015, to provide an opportunity for members of the community to learn about Kern County's needs, the purpose of the Community Action Plan and its areas of focus, and to comment and provide input on the draft CAP in an open discussion format.

The following is a list of attendees (Appendix C, Sign in Sheet) and comments:

- Brady Bernhart
- Ana Vigil
- Frank Ramirez
- Dennis Hendrix
-
- Patricia Mallard
- Rosanna Esparza
- Ralph Martinez

Comment 1: CAPK would find oil and gas facilities disproportionately located where poverty exists. There is a negative impact to those in poverty from industrial operations. Children attending the Lost Hills Child Development Center are at risk from the close proximity of oil and gas operations. There is

no health clinic in Lost Hills and Omni Health couldn't find a doctor to serve the area. Consider approaching Paramount Farms for help recruiting medical services. CAPK should use the EPA GIS mapping system during the decision making process, it is greatly improved due to recent upgrades. Ensure translation of public documents when needed for non-English speakers (e.g., Spanish, Mixtec, Punjabi, and others).

Comment 2: Consider a program like Parents on a Mission.

Comment 3: Consider youth mentorship programs as one way to fill the gap to serve kids needing assistance through the education process or in job training programs.

Comment 4: Strengthen the partnerships with Clinica Sierra Vista, especially in the area of health services. There is a need for more intensive mentoring during the career readiness process.

211 Kern County Unmet Needs

The 211 Kern County program is a community referral telephone helpline. In 2014, 211 Kern documented 1,999 unmet needs from callers. Of those, the most calls for needs that weren't met were for Utility Service Payment Assistance. The top five unmet needs are in the table below:



Table 3: Top Five 211 Kern Unmet Needs, 2014

Need	Count	% of Total
Utility Service Payment Assistance	878	43.9
Rent Payment Assistance	419	21.0
Clothing	147	7.4
Food Pantries	140	7.0
Food Stamps/SNAP	80	4.0

"Client ineligible for services" was the most common reason that the need wasn't met (36.5% of the total unmet needs). This was followed by "no financial assistance available." The following table contains all the reasons needs weren't met.

Table 4: Reasons for 211 Kern Unmet Needs, 2014

Reason	Count	% of Total
Client ineligible for services	730	36.5
No financial assistance available	475	23.8
Client withdrew	236	11.8
No agency open at this time	211	10.6
Caller refused referral	119	6.0
No program found to meet need	75	3.8
Agency full waiting list	55	2.8
Other	48	2.4
No transportation	25	1.3
Agency resources depleted	12	0.6
Client has used all available services	6	0.3
Client cannot afford the service	1	0.1

Kern County Poverty and Key Indicators Compared to California

Population

As reported by the U.S. Census Bureau, in 2014 Kern County had an estimated population of 873,092. This figure represents a 1.4% increase over the estimated population of 861,164 for 2013. In comparison, the population of the state of California increased from 37,984,138 for 2013 to an estimated 38,340,074 for 2014.

In 2013 children under the age of 18 represent a large percentage of the population in Kern County at an estimated 30% of the total county population, with 8.6% of children 0-5 years of age. At 30%, this is

one of the highest percentages for that age group compared to other counties and much higher than the state with 24% of residents under the age of 18.

With respect to estimated population changes from 2013 to 2014 for incorporated cities within Kern County, only Tehachapi reported no population growth. As shown on the following table, most of the populations of other Kern County cities and communities had slight to moderate growth with McFarland showing the highest growth at 8.9%.

Table 5: Kern County City Population Estimates with Annual Percent Change, 2013-2014

Area	Total Population		Change (%)
	2013	2014	
California	37,984,138	38,340,074	0.9
Kern County	861,164	873,092	1.4
Arvin	20,037	20,226	0.9
Bakersfield	360,633	367,315	1.9
California City	13,197	13,276	0.6
Delano	52,134	52,591	0.9
Maricopa	1,169	1,180	0.9
McFarland	12,624	13,745	8.9
Ridgecrest	28,461	28,638	0.6
Shafter	17,096	17,461	2.1
Taft	8,936	8,942	0.1
Tehachapi	13,348	13,346	0.0
Wasco	25,793	26,159	1.4
Balance of County	307,736	310,213	0.8

Households and Families

According to the U.S. Census American Community Survey, in 2013 there were an estimated 12,460,542 households in the state of California with an average household size of 2.94 persons. Of all households in the state, 32.7% had children under the age of 18. By comparison, the estimated total

number of households in Kern County was 255,271 for the same period, with an average household size of 3.19. Of all Kern County households, 75.1% were families, and of these, 39.9% had (their own) children under the age of 18 years. Of all households, 22% have one or more persons 65 years and over. Nonfamily households in Kern County constituted 24.9% of all households and most of these reported were people living alone. Some of these were single head of households; however, many were households in which no one was related.

Grandparents

Multigenerational households continued to be prevalent as a household type in Kern County with an estimated 28,000 grandparents living with their grandchildren (under 18 years of age) in 2013. Of these grandparents, 34% also had financial responsibility for their grandchildren.

Native and Foreign Born

Of Kern County's 2013 population, 78.5% (665,865) were born in the United States, and 20.6% (174,673) were foreign born. Of the population who were born outside of the United States, 97.3% entered before 2010. Of the county's foreign-born population, 80.7% came from Latin America.

Language

Data for 2013 indicated that in Kern County, a large percentage (42.1%) of the population five years and older spoke a language other than English at home, and 18.1% reported that they spoke English less than "very well." Of the population that spoke a language other than English at home, 37.4% spoke Spanish. By comparison, 43.7% of California's population 5 years and older speak a language other than English at home, and 19.4% indicated they spoke English less than "very well." Of the population that spoke a language other than English at home, 28.8% spoke Spanish.

Geographic Mobility

In 2013, 80.4% of all persons 1 year and over in Kern County resided in the same house as they did in 2012, and 14.2% of those who lived in a different house, moved within the last year and from within Kern County, and 5% moved to Kern County during the last year from a different county in California.

Persons with Disabilities

Among the civilian noninstitutionalized population in Kern County in 2013, an estimated 11.8% reported a disability2. The likelihood of having a disability varied by age, from 3.1% of people under 18 years old, 11.7% of people 18 to 64 years old, and 41.3% of those 65 and over. For the December 1, 2013, reporting cycle, there were 2,073 children ages 0-5 years who were enrolled in Special Education Programs in Kern County.

Poverty Guidelines

Guidelines for determining the number of people living in poverty in the U.S. are published annually by the Federal Register. Poverty guidelines are a simplified version of the federal poverty thresholds and

are used for administrative purposes such as determining financial eligibility for certain federal programs. They are issued each year in the *Federal Register* by the Department of Health and Human Services (HHS).

Table 6: Poverty Guidelines, 2015

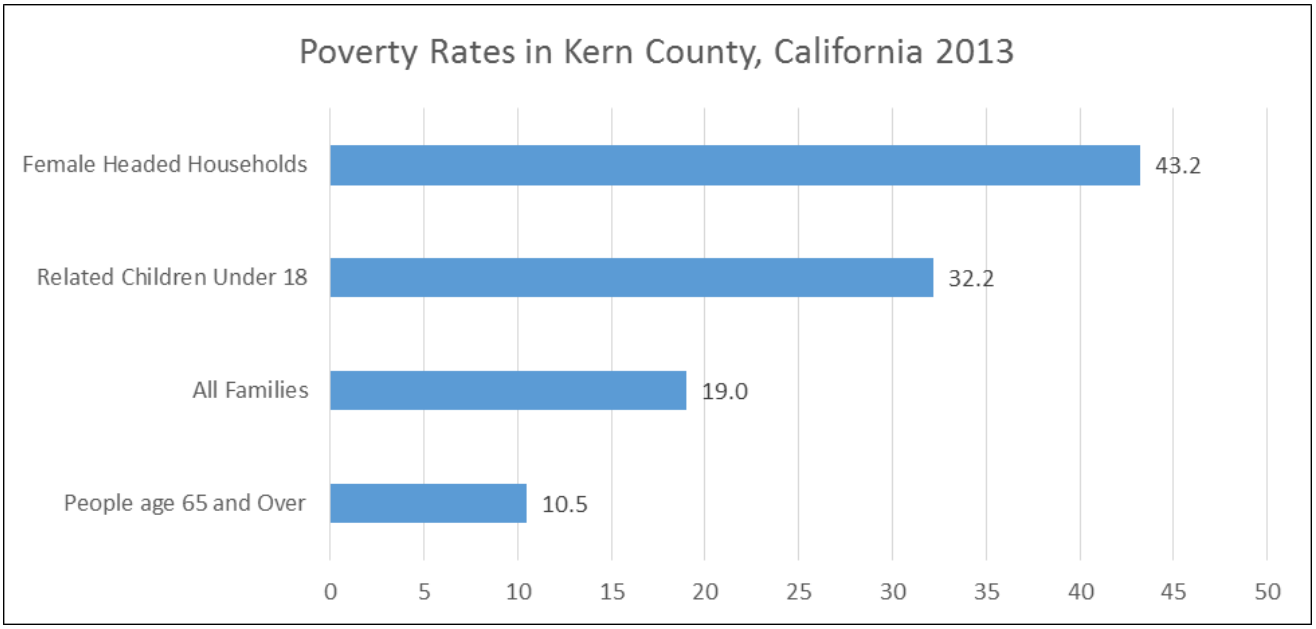
2015 POVERTY GUIDELINES FOR THE 48 CONTIGUOUS STATES AND THE DISTRICT OF COLUMBIA	
Persons in Family/Household	**Poverty Guideline**
1	$11,770
2	$15,930
3	$20,090
4	$24,250
5	$28,410
6	$32,570
7	$36,730
8	$40,890
For families/households with more than 8 persons, add $4,160 for each additional person.	

Poverty

For 2013, the estimated median household income in Kern County was $48,552, up from the 2012 estimate of $45,910, and $12,542 less than the California median household income of $61,094. In 2013, 19% of all families in Kern County had incomes below the poverty level, roughly the same as the 2012 estimate of 20%. Although rates for all families did not have a significant change, poverty rates increased by 3.8% for families with children under the age of 5 years. In 2013, 25.8% of all families with children under 5 years of age had incomes below the poverty level, compared to the 2012 rate of 22%. Poverty rate estimates for female-headed households was the highest of all groups living in poverty at 43.2%, followed closely by people with related children under age 18.

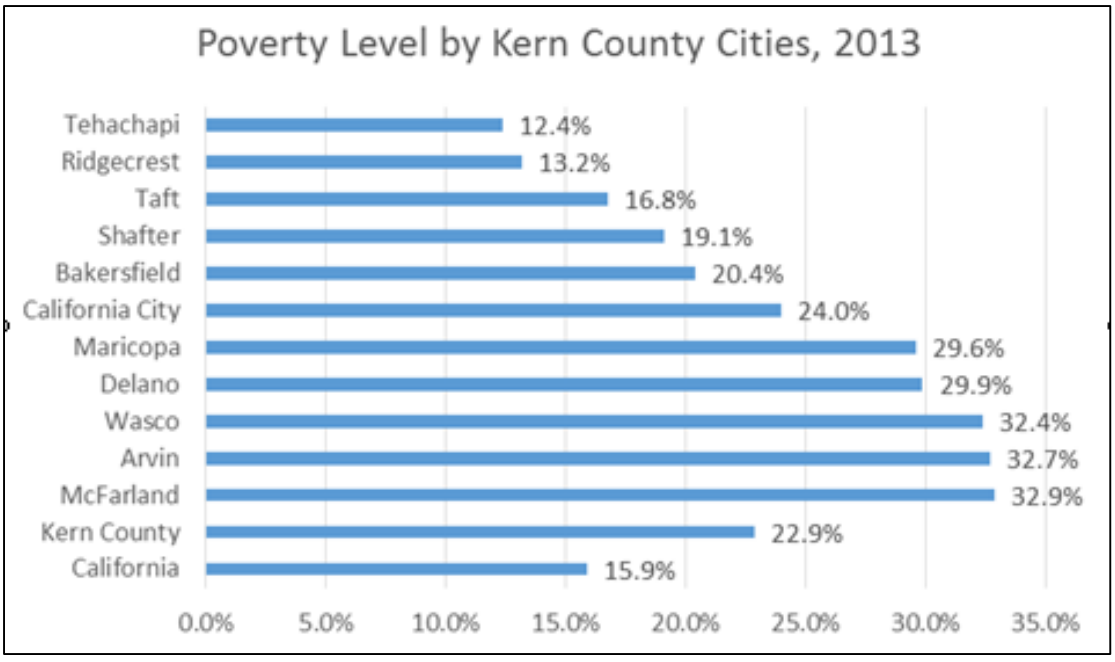


Figure 1: Kern County Poverty Rates by Group, 2013



Most of the cities in Kern County had higher poverty rates than the state of California. As shown in the figure below, the largely rural and agriculturally based cities of Arvin, McFarland, and Wasco experienced the highest level of poverty in 2013 and were well above the state level. Tehachapi, Ridgecrest, and Taft had the lowest rates in the county, with Tehachapi and Ridgecrest below the state poverty rates.

Figure 2: Poverty by Kern County Cities, 2013



Children and Poverty

Research shows that the more time children live in poverty, the more likely it is that they will remain in poverty as adults. According to research conducted by Colombia University's National Center for Children in Poverty, 45% of those who spent at least half of their childhood in poverty were still poor at age 35. This has significant implications when considering the poverty rates for Kern County children.

According to the U. S. Census Bureau, 2013 American Community Survey 1-Year Estimates, there were 28,786 children in Kern County ages 0-5 years whose income in the past 12 months was below the poverty level. There were slightly more females than males in this group.

CAPK GIS Maps

CAPK is currently using Geographic Information Systems (GIS) to map the location of families below poverty with at least one child under 5 years of age. These maps are derived from U.S. Census Bureau, American Community Survey estimates, found in Table B17010, U.S. Census ACS 2009-2013 estimates at the Block Group level. CAPK WIC and Head Start/Early Head Start locations are shown on the maps to better understand service areas and distances to each center.

Poverty and Race

In 2013 poverty rates for people who identify as Black or African Americans and Other Race groups were disproportionately higher than other racial groups. Of the 41,181 Black or African American residents in Kern County, 36.8% were living in poverty, and of the 107,343 Some Other Race group, 28,159 or 26.2% were living in poverty. For the Hispanic or Latino population, 119,570 of 406,288 or 29.4% were living in poverty.

Table 7: Poverty Status in Past 12 Months by Race/Ethnicity, 2013

Race/Ethnicity	Population	Population Below poverty	Percent Below Poverty
Black or African American	41,181	15,166	36.8%
Hispanic or Latino origin (of any race)	406,288	119,570	29.4%
Some other race	107,343	28,159	26.2%
American Indian and Alaska Native	9,462	2,439	25.8%
White	590,711	129,246	21.9%
Two or more races	29,545	6,359	21.5%
Asian	35,432	5,076	14.3%

Working Poor

The face of poverty in the United States has changed greatly over the last decade. In a report presented at the National Community Action Partnership Mega Trends Learning Cluster, Inequality in America, former Secretary of Labor Robert Reich discusses trends of those living in poverty in the U.S. According to Reich, as the median family income continues to drop, an estimated 65% of U.S. families live pay check to pay check. He goes on to say that a significant number of people in poverty are working but are unable to earn enough to lift themselves out of poverty. Reich also claims that about 55% of all Americans aged 25 to 60 years have experienced at least one year of poverty or near poverty (below 150% of the poverty line), and at least half of all U.S. children have relied on food stamps at least once in their lifetime.

This data is supported by the U.S. Bureau of Labor Statistics which reported that in 2011, 41.5% of those who were living in poverty in the U.S. were full-time employees (worked 50+ weeks a year). Americans living below poverty level reflect the following statistics:

- 12.8 million in labor force;
- 2.3 million did not work during the year;
- 10.6 million worked; and
- 4.4 million worked full time more than 50 weeks.

According to the California Budget and Policy Center, *Five Facts Everyone Should Know About Poverty*, the majority of families that live in poverty are working and that 67% of those families have one or more workers supporting them. The key reasons cited for working families remaining in poverty are a lack of good paying jobs and the low minimum wage. In Kern County, an estimated 22.1% of residents who are 16 years of age or over are employed and living in poverty.

Participation in Government Programs

A comparison of participation in government programs from 2012 to 2013, shows that an estimated 7.9% of all households in Kern County received Supplemental Security Income (SSI) in 2012, compared to 7% of households in 2013. For that same period, the percentage of households receiving cash public assistance remained unchanged at 7%. However, the percentage of recipients of Supplemental Nutrition Assistance Program (SNAP/food stamps) benefits more than doubled from 7% in 2012 to 14.7% in 2013. This increase may be due in part to increased outreach, education, and enrollment efforts throughout the state.

Industry and Employment

Kern County census data estimates for 2013 indicate that approximately half of Kern County residents were in the labor force, and of those, 43% were employed. When looking at employment by age, those who are age 45 to 54 have the highest rate of employment for their age group at 64.1%. The following table gives a breakdown of participation in the labor force and employment by age for the county.

Table 8: Kern County Employment by Age, 2013

Age	Participation in Labor Force	Employed
20 to 24 years	68.2%	53.7%
25 to 44 years	73.3%	63.5%
45 to 54 years	72.0%	64.1%
55 to 64 years	56.6%	51.6%
65 to 74 years	22.2%	20.3%
75 years and over	5.7%	5.0%
Total Average	**49.7%**	**43.0%**

An estimated 15.9% of the employed population worked in the agriculture and mining industries in 2013, which was a minor decrease over the 2012 rate of 16.4%. Employment levels in educational services, health care, and social assistance remained relatively unchanged at 19.6% during 2013. Employment in the retail trades industry remained unchanged from 10.5% in 2012, and the construction industry increased slightly to 6.1% from 5.7%.

Kern County is well known for its agricultural and oil industries. The county's total crop value in 2012 ranked Kern County second in both California and the United States. According to the Kern County Farm Bureau 2012 Kern County Agricultural Crop Report, Kern County's top five crops by gross value were grapes, almonds, milk, vegetables, and pistachios.

In addition to agriculture, Kern County leads the state in oil and natural gas production. According to the Greater Bakersfield Chamber of Commerce, Kern produces roughly 75% of California's in-state oil and nearly 58% of the state's total natural gas. California's top five oil-producing fields are located in Kern County, and three of those fields are ranked in the top ten producing oil fields in the nation. In fact, if Kern County were a state, it would rank 4th in the nation for oil production.

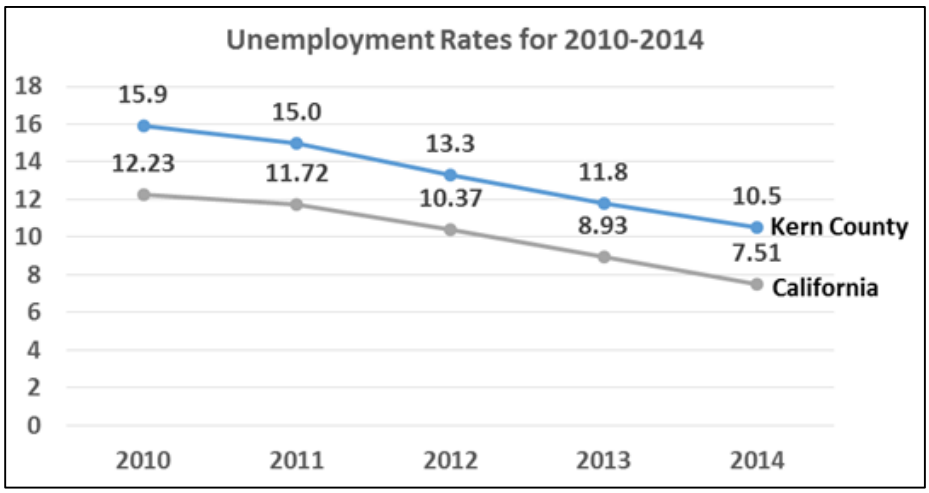
Consistent with its historically natural resource-based economy, Kern County is in the foreground of the alternative energy industry, becoming the site for some of the largest wind farms and solar arrays in the region. The ongoing development and operation of these facilities are expected to provide significant employment opportunities, especially in the eastern region of the county. As a result of the expansion in wind and solar energy, local colleges and vocational institutions are expanding programs in these fields of study.

Unemployment

Although the economy has improved over the last five years, Kern County continues to lag behind in employment compared to the rest of the state. Recent cutbacks in the oil industry and agriculture are

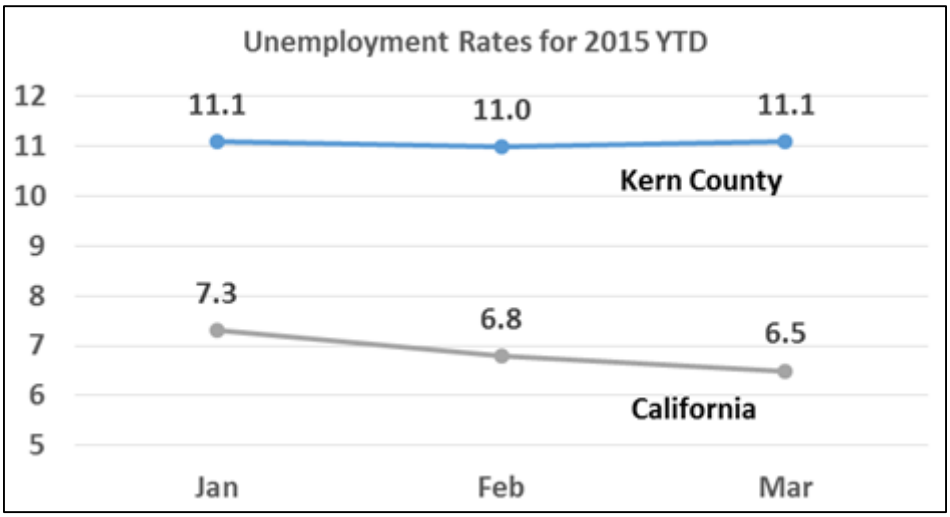
further impacting unemployment in Kern County. According to the California Employment Development Department, the annual average of the civilian workforce that was unemployed in Kern County for 2014 was 10.5%, compared to 7.51% for the state. Kern County unemployment rates are consistently higher than the state rates.

Figure 3: Kern County and California Unemployment Rate, 2010-2014



For 2015 the statewide economic improvements are not shared in Kern County. In January – March 20155, the average unemployment rate for Kern was 11.1% versus 6.9% for California. This may be due to economic issues affecting Kern's largest industries, oil and gas production and agriculture, both of which have seen declines in prices and/or production. Due to the falling oil prices, oil companies have had instituted massive layoffs throughout the country, including Kern County. Also, California is in the midst of a severe drought which has adversely impacted the agricultural industry.

Figure 4: Kern County and California Unemployment Rate, YTD 2015



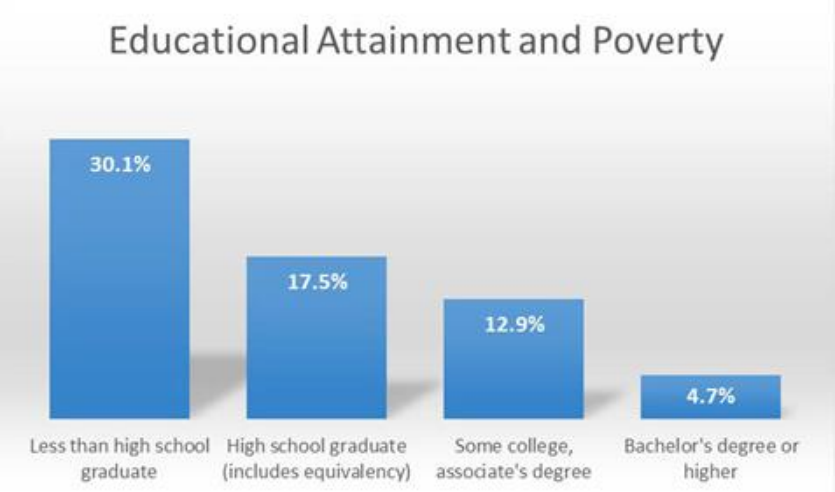
Educational Attainment

According to the U.S. Census Bureau, American Community Survey, estimated educational attainment rates for Kern County residents continue to be lower than for the state of California. In 2013, 72.4% of all residents in Kern County were high school graduates or higher, compared to 81.2% for the state. The following figures compare California residents' educational attainment rates with Kern County residents 25 years and over.

Table 9: Educational Attainment Population over Age 25, 2013

Attainment	Kern	California
Less than 9th grade	14.5%	10.2%
9th to 12th grade, no diploma	13.0%	8.5%
High school graduate (includes equivalency)	26.5%	20.7%
Some college, no degree	23.9%	22.1%
Associate's degree	7.0%	7.8%
Bachelor's degree	9.9%	19.4%
Graduate or professional degree	5.1%	11.2%

The lack of higher educational attainment has far-reaching implications for Kern residents. According to an analysis by The PEW Charitable Trust, *Pursuing the American Dream; Economic Mobility across Generations,* a four-year college degree encourages upward mobility from the lower rungs of society and prevents downward mobility from the middle and top. The report states that about 47% of people who are raised in the bottom quartile of the family income ladder who do not get a college degree stay at that level compared to 10% who have earned a college degree. Also, about 39% of those raised in the middle-income ladder who don't get a college degree move down, while 22% with a degree stay in the middle or advance. According to the U.S. Census Community Data for Kern County, 47.5% of those who are 25 years of age or older and have a high school diploma (includes GED) or less live in poverty compared to 4.7% with a bachelor's degree or higher.



Early Childhood Education

In the Assessment of Early Childhood Education in Kern County 2013-201432, the capacity for Kern County early childhood services were as follows:

- 6,790 spaces in full day, full year nonsubsidized programs;
- 2,182 spaces in full day, full year subsidized programs;
- 322 spaces in part day non-subsidized enrichment programs;
- 4,334 spaces in part day subsidized enrichment programs;
- 7,660 spaces in licensed family child care homes;
- 14,953 spaces in before/after school programs; and
- 4,841 children of low-income families being served through voucher programs.

Early education for children has a great impact on their future by preparing them for success in school and life. However, there has been a decrease in early care for children. As reported by the Early Childhood Council of Kern, a 2014 report released by the California Legislative Analyst's Office, states that between 2008 and 2013, California lost 3,880 (or 10%) licensed family child care homes and 312 nonsubsidized child development centers. In addition, 224 subsidized providers didn't renew their California Department of Education contracts.

Housing

In 2013 there was a total of 285,895 housing units in Kern County. Of these housing units, 255,271 or 89.3% were occupied, and 30,624 or 10.7% were vacant. Of the 285,895 occupied housing units, 58.0% were owner-occupied and 42.0% were renter-occupied.

The demand for affordable housing in Kern County is greater than the available inventory. According to the U.S. Department of Housing and Urban Development, families who pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care11. Based on the 2013 American Community Survey estimates, 30.6% of all Kern County homeowners with a mortgage paid 35% or more of their household income on housing. Renters paid an even higher percentage of their income on housing, with 47.1% paying 35% or more of their household income on rent.

The Housing Authority of the County of Kern indicates that there are 15,134 households in the Kern County and 5,324 households in the city of Bakersfield that have extremely low incomes or very low incomes and have a rent cost burden that exceeds 50% of their income. In addition, there are 28,885 "non-homeless, special needs" households that need housing in Kern County with another 8,837 in the city of Bakersfield. As of January 2013, there were 7,005 households on the Section 8 waiting list and 8,005 on the Public Housing waiting list.



Homelessness

The annual Homeless Census, conducted in a 24-hour period by the Kern County Homeless Collaborative, revealed that on any given night of 2015, there were an estimated 953 people living in homelessness in Kern County, and of those, 150 were children. According to this data, homelessness decreased 4% from 2014 and decreased 38% from 2007. The average length of time that people remain homeless in Kern County is 29 months, with people living in shelters averaging 17 months, which shows that people who access shelters have better housing outcomes than those who live unsheltered.

Substance abuse and health issues continue to be a concern for people living in homelessness with about 50% reporting substance abuse issues and 10% reporting a chronic illness. In addition, at least 20% report having a mental health condition and 60% of people with substance abuse or mental health issues live unsheltered.

One area of concern is the lack of available beds especially in rural areas of the county. There are only two emergency homeless shelters in metropolitan Bakersfield. One shelter is the Mission at Kern County which provides emergency shelter for 200 men, and the other is the Bakersfield Homeless Center, which provides emergency shelter to 170 men, women, and families. With the exception of emergency housing specifically for victims of domestic violence and their children, there are no emergency shelters in the rural areas of Kern County.

Food Insecurity

According to the United States Department of Agriculture, food insecurity occurs when there are reports of multiple indications of disrupted and reduced food intake. The California Food Policy Advocates reports that in 2012, 54% of adults in Kern County were food insecure compared to 42% for the state. The Food Research and Action Center's (FRAC) Food Hardship in America 2012 Report identified Bakersfield as first among the 100 largest metropolitan cities in the U.S. for food insecurity. According to the report, 26.7% of respondents in Bakersfield said they had experienced difficulties feeding themselves or their family. Food inflation was another major factor identified by the authors as contributing to food hardship. The overall inflation rate stayed under control, but the government's cheapest hypothetical diet, the Thrifty Food Plan, was the basis for the Supplemental Nutrition Assistance Program (SNAP) benefits before 2009, whereas the USDA's Low-Cost Food Plan would provide a more appropriate basis for SNAP allotments.

At mild to moderate levels, food insecurity results in anxiety, limited nutritional options, and trade-offs between food and other basic needs. More severe cases of food insecurity may result in hunger and extended periods of time without food. To maintain caloric intake, adults who experience food insecurity tend to limit the variety of their food and concentrate on a few low-cost, energy-dense, and nutritionally poor foods such as refined carbohydrates and foods with added sugars, fats, and sodium. Calorie for calorie, these foods cost less than nutritionally rich perishable items such as fruits, vegetables, and dairy products and contribute to instances of obesity and type II diabetes. According

to the California Food Policy Advocates Report, 40,000 individuals in Kern County have type II diabetes, 57.1% of the adult population is overweight or obese, and 11.2% of the child population is overweight for their age.

Identifying solutions to these issues will be a complex process. According to FRAC, economic growth, and job creation, along with better wages, are vital elements to improve food insecurity for lower-income workers. Another key factor is strengthening the SNAP/food stamp program to reach communities that are unaware of the program and its benefits. This is especially important in the quest to end childhood hunger, an issue that negatively impacts what may be the single best path out of poverty—higher educational attainment.

The prevalence of hunger and food insecurity in Kern County is further documented by a 2009 UCLA Center for Health Policy Research, California Health Interview Survey (CHIS), which profiles hunger and food insecurity in California counties. The study found that 33.9% of Kern County adults with income <200% of the Federal Poverty Level were food insecure. Feeding America, a nonprofit anti-hunger organization, estimates that 17.1% of Kern County households experience food insecurity in a given year, which would indicate 143,000 food-insecure individuals.

Such levels of food insecurity and hunger imply public health and economic costs to both communities and individuals through the following conditions:

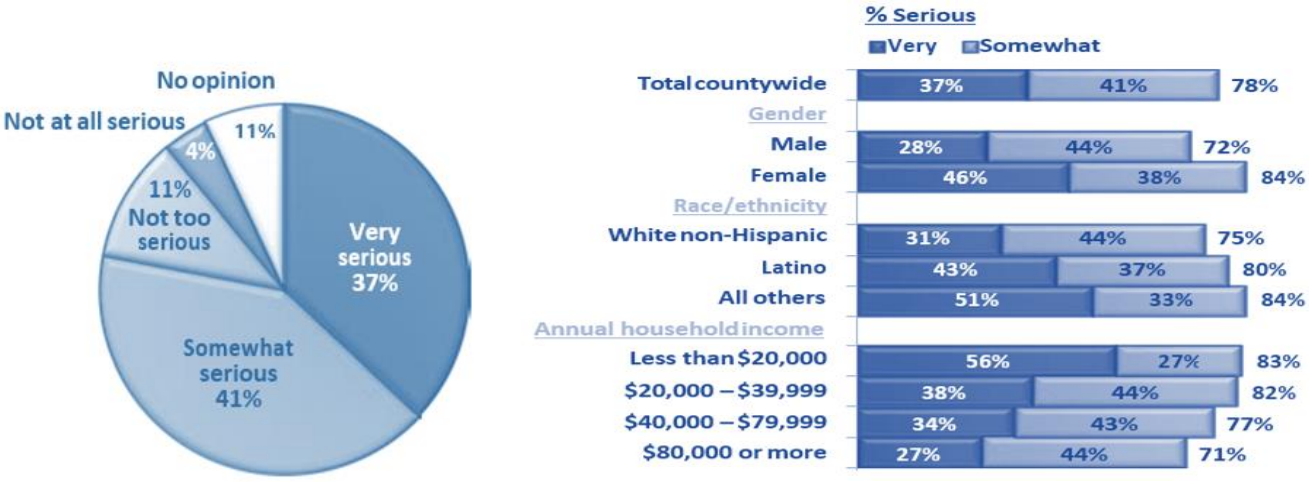
- Lower cognitive development and learning capacity in children;
- Impaired work performance and earnings potential in adults; and
- Lower intake of food energy and key nutrients, leading to increased medical costs, disability, and premature death due to diet-related illnesses.

The Kern Food Policy Council (KFPC) provides a forum for individuals from many sectors of the community food system to promote community-wide healthy eating through education, advocacy, and access. The Council is sponsored by the United Way of Kern County, the California Endowment, and CAPK, with support from many other organizations in the community. The California Endowment, through Field Research Corporation, conducted a poll of 1,200 registered voters to seek information about food insecurity and policy within Kern County. One finding of interest from this poll was the awareness that people in the community have of hunger issues in Kern County. Of those polled, 78% perceived “Families not having enough to



eat" as being a *Somewhat* to *Very Serious* issue. As income increased, the seriousness of the issue decreased. There was also a marked difference in how the issue was perceived by race as represented in the following figure:

Figure 5: Perceived Seriousness of Food Insecurity



CAPK actively participates in the Kern Food Policy Council as a founding member, along with United Way of Kern County, and The California Endowment. CAPK staff drafted the first part of the Community Food Report in 2014. This report provides general food assessment information for Kern County. Some key findings in the report are as follows:

- A recent U.S. Department of Agriculture (USDA) study estimated low-income households with incomes below 185% of the poverty threshold are 34.3% food insecure; that is, they did not have access at all times to enough food for an active and healthy life, with no need for recourse to emergency food sources or other extraordinary coping behaviors to meet their basic food needs.
- Socioeconomic and demographic factors, including 1) household size; 2) homeownership; 3) educational attainment; 4) savings rates; 5) access to credit; and 6) health insurance, have been shown to be important determinants of food security, independent of household income.
- Legislative changes associated with welfare reform and Federal farm supports have created an unfavorable policy environment for SNAP by cutting $8.6 billion over 10 years. These cuts will translate into a loss of about $90 per month for a qualifying family food budget. Funding for school food projects in the 2014 Farm Bill and school garden programs is included.

Births to Adolescents

As reported in the Information and Strategic Planning Guide, in 2012 Kern County had the second highest birth rate for mothers 15 to 19 years of age in the state, ranking 57th of the 58 counties in California. In 2009 there were an estimated 3.7% of births to teenage females and 4.9% in 2013. Among this group, the birth rate was disproportionally high for minorities, as seen in the table on the following page.

Table 10: Births to Adolescent Females aged 15-19 by Race, 2009-2013

Year	All	White	African American	Hispanic/Latino
2013	4.9	3.4	8.0	5.4
2012	4.1	3.2	1.5	5.1
2011	4.6	3.4	8.5	5.5
2010	4.5	3.9	5.8	5.3
2009	3.7	2.8	4.0	4.5

Health

Overall, the health of Kern County residents falls far behind residents of other California counties. According to the County Health Rankings and Roadmaps for 2015, Kern County ranks 51 out of 58 California counties in "Health Outcomes" and 55 out of 58 in "Health Factors." According to this study, health factors that affect the health of people living in Kern County include many of the socio-economic factors previously discussed, such as educational attainment, unemployment, and income inequality.

Table 11: Kern County Ranking for Health, 2015

Health Outcomes	**51**
Length of Life	44
Quality of Life	55
Health Factors	**55**
Health Behaviors	52
Clinical Care	55
Social & Economic Factors	52
Physical Environment	44

The 2015 SocioNeeds Index, created by the Healthy Communities Institute provides correlations between socioeconomic need and poor health outcomes, reported by zip codes. This information is indexed from 1 (lowest need) to 100 (highest need) and then ranked from 1 (lowest need) to 5 (highest need). When looking at Kern County's 40 zip codes in the index, over half are in the 4 and 5 rankings with 7 areas with indexes of 99.2 to 99.7.

The following table found on the following page gives a summary of the socio needs index for Kern County.

Table 11: Socio Needs Index Summary Kern, 2015

Index	Rank	Number of Zips	%
93-100	5	15	37.5
82-92	4	9	22.5
65-80	3	8	20
35-62	2	5	12.5
0-19	1	3	7.5

Environmental Health

According to the American Lung Association's *2015 State of the Air* report, Kern County has some of the worst air quality in the nation. The rankings were based on three types of pollutants:

- Short-term particulate: Episodes of increased particulates caused by events such as wild fires.
- Yea- round particulate: chronic exposure to particulates caused by things like soot, diesel exhaust, chemicals, metals, and aerosols.
- Ozone: mostly attributed to wood burning and auto exhaust.

Kern County ranked as having the second worst short-term and year-round particle pollution and fourth worst ozone pollution in the nation. The current drought exacerbates this problem of short-term particulate matter due to an increase in wildfires and increased weather patterns that trap the pollutants in the lower atmosphere.

These particulates are of special concern for Kern County residents because of the significant health risks. As mentioned in this report, Kern County has significantly high rates of death for respiratory conditions and heart disease, which are known to be related to poor air quality. Also, as noted in this report, Kern has a high poverty rate, especially in our rural farming communities, which is linked to lower access to health care. A last factor to consider is that Kern's main industries, agriculture, and oil, are major contributors to the poor air quality.

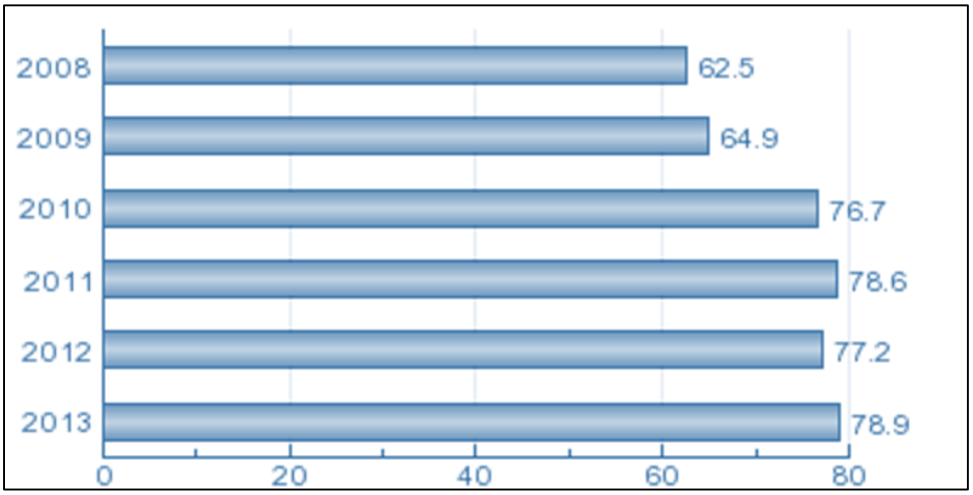
Asthma rates for Kern County are ranked among the highest in the state as indicated by the number of asthma hospitalizations. According to the 2012/2013 Healthy Kern Community Health Assessment, 12.9 per 10,000 people were hospitalized for asthma. Rates for children were especially high with 23.6 per 10,000 children hospitalized and 134.8 per 10,000 children visiting emergency rooms. Children are more vulnerable than adults to the effects of poor air quality due to more permeable skin and fragile systems. Poor air quality also places children at risk of increased cognitive defects and cancer.



HIV

According to Healthy Kern, newly diagnosed HIV cases have shown a steady increase over the last six years. For 2013 there were 78.9 per 100,000 or about 631 people diagnosed.

Figure 6: HIV Prevalence Rate Time Series Cases/100,000 Population



The prevalence of HIV/AIDS has increased over the last few years due to people living longer. Key to living a healthier and longer life with HIV is an early diagnosis. The Centers for Disease Control, however, estimates that 1 out of 5 people with the disease do not know they are infected. People at highest risk of contracting HIV continue to be men of all races who have sex with other men, with African Americans and Hispanic/Latinos disproportionately affected. People in the under-30 age group have the highest occurrence of HIV.

Health Insurance

In 2013, 79.8% of the Kern County civilian noninstitutionalized population had health insurance coverage and 20.2% did not. For those under 18 years of age, 9.8% had no health insurance coverage. There was a slight decrease from the prior year as an estimated 80.7% of all Kern County residents had coverage.

Mortality



According to the California Department of Public Health, the death rate for Kern County is considerably higher than the rate for the state of California. In comparison to other California counties, Kern consistently ranks in the bottom third for leading causes of death. Especially noteworthy are that two of the leading causes of death, coronary heart disease and diabetes, are strong indicators of poor diet and nutrition and which are particularly impactful among low-income populations.

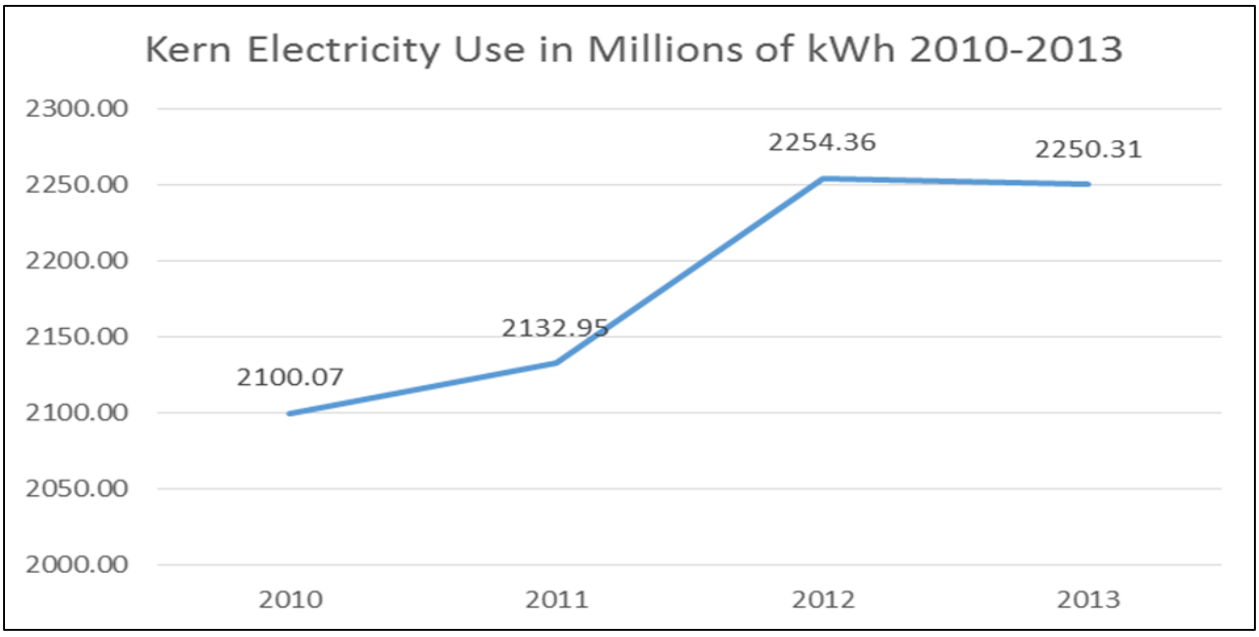
Table 13: Age-Adjusted Death Rates per 100,000, 2009-2011

Area	All Causes	Coronary Heart Disease	Diabetes	Lower Respiratory	Influenza/ Pneumonia
California	654.9	122.4	20.2	37.5	17.3
Kern County	836.5	165.0	32.4	68.4	23.9
County Ranking	46	57	57	54	56

Energy Use

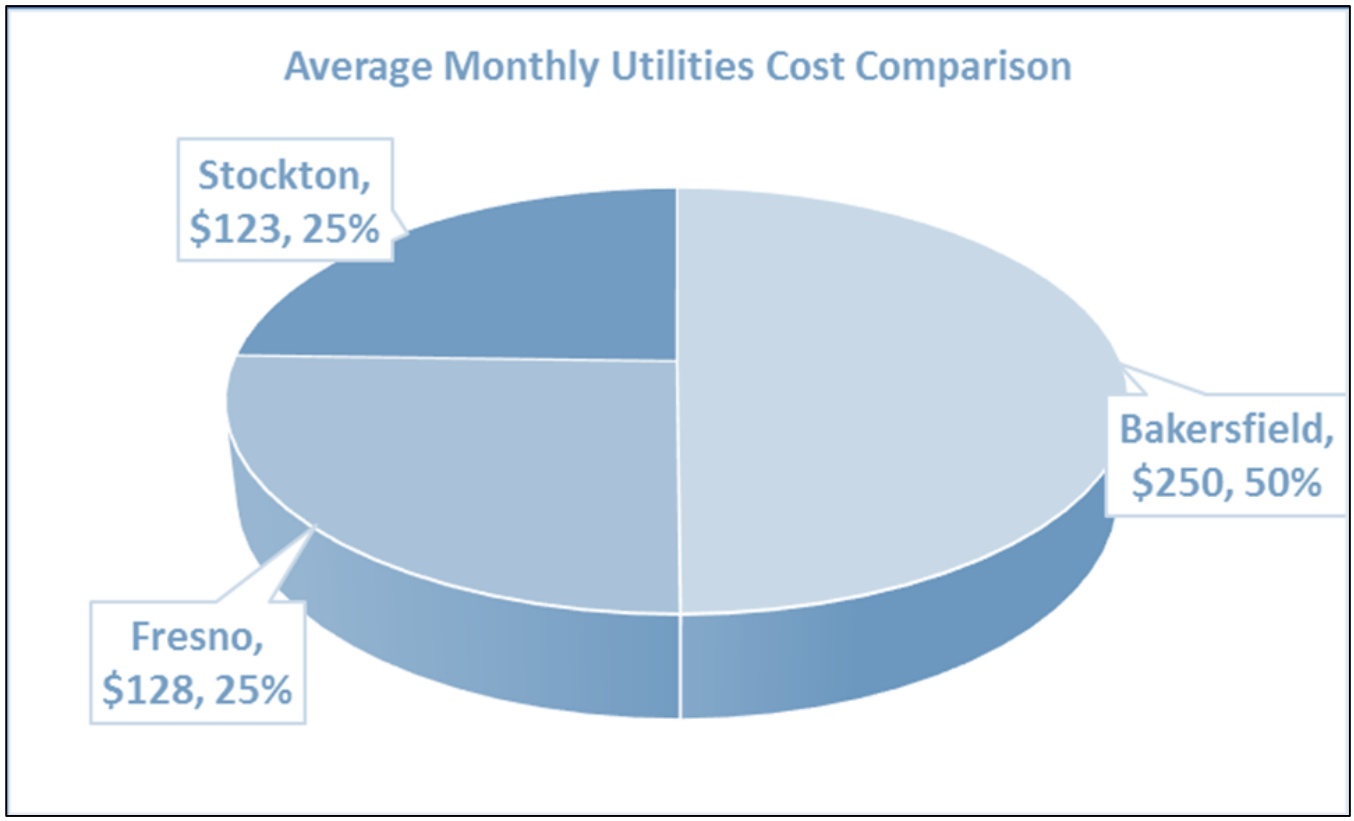
Residents of Kern County use more electricity than most counties in the state with the 11th highest electricity consumption of the 58 counties. Kern has also seen big increases in electricity use over time with a 6.7% increase from 2010 to 2013.

Figure 7: Kern County Electricity Use, 2010-2013



Due to the rate structure of Pacific Gas and Electric Company (PG&E) and Southern California Edison, higher electric use can have a serious effect on low-income families. PG&E uses a tiered rate plan and sets the base rate for customers in the area by overall use as well as individual household use. This higher rate structure is evident when comparing utility costs of Bakersfield, Kern's major metropolitan area, to Fresno and Stockton, the cities closest to Kern in geography and population in the PG&E service area. The average cost of utilities (electric, heating, water, and garbage) is more than twice as high in Bakersfield than the other two cities, as illustrated in the figure on the following page.

Figure 8: Average Monthly Utility Costs, 2015



Juvenile Crime

Crime rates for juveniles who were arrested for felonies is higher for Kern County when compared to the state. In 2013, 8.9% of youth in Kern County were arrested for felony offenses as compared to 7.5% for the state. Gang involvement can greatly increase the chance of youths committing violent crimes. According to the Kern County Superintendent of Schools, there are an estimated 267 gangs in Kern County with over 13,000 validated gang members (including those in prisons) in the county.

Part of the gang culture is to recruit young new members. According to the *California Healthy Kids Survey 2009-2011*, 8.4% of Kern County children in the 7th grade identified themselves as gang members. Of those children in high school, 9.0% of 9th grade and 8.2% of 11th-grade students identified themselves as gang members. Although only a small percentage of students identified themselves as gang members, gang involvement and influence pose a threat to Kern County's children. In fact, most violent crimes committed by youths are committed by those involved in gangs. Gang involvement is also disproportionate by race, as seen in the table on the following page, with African American/Black youths more than twice as likely as White youths to be gang involved.



Table 14: Youth Gang Involvement by Race

Race/Ethnicity	Percent
African American/Black	12.5%
Native Hawaiian/Pacific Islander	12.3%
American Indian/Alaska Native	10.8%
Multiracial	9.3%
Hispanic/Latino	9.2%
Other	8.9%
Asian	6.3%
White	5.8%

There are multiple reasons that youths join gangs. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) cites the following as the most common reasons youths join gangs: protection, enjoyment, respect, money, and/or because a friend is in a gang. Strategies to prevent gang involvement should include building communities that strengthen families and schools, improve supervision, improve teacher and parent training to manage disruptive youths, and improve interpersonal skills for youths.

Appendix C: Comprehensive SWOT Analysis

Internal Strengths		
Community Development Division	• Staff diversity/experience. • Good relationships with division directors. • Strong understanding of community demographics and needs.	• Good relationships with local media. • Effective at meeting goals and deadlines. • Perceived as a division that is knowledgeable and engaged as well as able to network.
Operations Division	• Adaptable to changes in funding regulations • Strong compliance mechanisms • Complete projects accurately.	• Ability to identify risks and implement corrective action.
Health and Nutrition MCAP	• Adaptability to changing regulations, family needs, and staffing changes • Strong accountability mechanisms in place. • Extensive provider lists.	• Well versed in regulations • Staff are provided significant training opportunities • Good internal communication strategies • Positive work culture: team oriented, open-minded, positive, strong customer service
Health and Nutrition East Kern FRC	• Dedicated staff • Collaborate and communicate well internally as well as with partner agencies	• Engagement • Consistency • Follow-through
Health and Nutrition Food Bank	• Efficient warehouse operations • Flexible to respond to unscheduled tasks	
Health and Nutrition HIV Testing	• Collaborations • Quality of services provided • Deep understanding of clients' needs	• Connecting prevention education to other chronic issues in service provision.
Health and Nutrition WIC	• Service area – serves the rural areas which are the hardest to reach and which often have the fewest resources. • Staff are identified as experts in their field and the main source for breastfeeding support. • Work hours accommodate the needs of staff and clients.	• Compliant with state regulations. • Integrate child development and parenting information in the education provided to parents. • Food vouchers allow clients to use educational information provided and support change. • Dedicated staff. • Use of a statewide database.
Health and Nutrition Central Kitchen	• Written, standardized procedures. • Excellent reviews from Environmental Health. • Support from HS/EHS programs • Consumer satisfaction with food.	• Staff: Cross-trained, dedicated, good attitude. • Strong internal communication • Training opportunities.

Internal Strengths (Cont.)		
Community Services Division 211	• Service sufficiency - Ease of accessing resource (3 digit number is easy to remember) - Linking residents to community services - 24/7 availability	• Centralized database of community resources • Ability to provide prenatal and children 0-5 follow-up
Community Services Division Energy	• Services are needed and beneficial to the community. - Homes are more energy efficient - Help residents avoid disconnection or get reconnected.	
Community Services Division VITA	• Service Provision - Offer free tax preparation - Hours of operation responsive to client's needs (late/weekends) - Serve outlying areas.	• Good relationship with IRS (local/federal) • Recognized as a model site with the state and the IRS • Ability to use 211 to make appointments.
Head Start	• Commitment to quality through attention to outcomes, professional development, partnerships/alignment with schools • Good record keeping systems • Compliant monitoring reviews and audits • Policy Council Members are knowledgeable of their roles and responsibilities	• Staffing: - Strong & creative leadership - Knowledgeable about policies/regulations - FSW's know families can tell their story • Partnerships with other organizations to serve specific target populations. • Technology: web-based, access anytime, anywhere
Human Resources	• Good systems in place to reduce risk (of lawsuits) to the organization. • Strong use of and understanding of technology/software programs. • Provision of reports that are useful to other divisions. • Good relationships with employees of the organization. • Good systems for record keeping.	• Staffing: - Highly qualified and knowledgeable about federal, state, county, city laws. - Commitment to employees, provision of good customer service. - Strong work ethic. - Strong teamwork, high morale
Governance	• Paperwork processes are strong. • Financial systems are strong. • Communication with the board is strong. • Delivery of high quality programs to clients. • Committed board membership. • Knowledgeable staff.	• Positive relationship with funders. • Strong leadership in ED. • Willingness to look at a new way of doing things. • Facilities.

Internal Weaknesses		
Community Development Division	• Lack of strategic focus (which leads to chasing dollars) • Divisions function in silos • Technology is outdated (?)	• Lack of written policies and procedures. • Lack of innovation in program design. • No agency-wide data management system
Operations Division	• Communication efforts – need to develop a more proactive approach. • Long response time may lead other divisions to problem solve independently.	• Low staffing levels - May impact quality of service delivery - Impacts response time to resolve issues.
Health and Nutrition MCAP	• Lack of sufficient funding: - Under-staffed for extended period of time. - Inadequate/outdated equipment - Inadequate software - Deferred training of line staff	• Lack of interagency communication systems • Outdated regulations – income guidelines are not current • Service supports vary based on program (we don't offer client incentives). • Competing priorities due to lack of adequate staffing.
Health and Nutrition East Kern FRC	• Limited Staffing • HIPPA compliance • Unreliable technology	
Health and Nutrition Food Bank	• Lack of flexible funding • Inexperienced workforce. • Fleet expense	
Health and Nutrition HIV Testing	• Organizational capacity for testing – enhanced technologies needed. • Ability to track full scope of services provided. • Lack of a diversified funding stream/sustainability plan.	• Targeting at-risk populations given that risk is not always obvious without engagement. • Program Collaboration & Service Integration short and long term plan. • Organization works in silos.
Health and Nutrition WIC	• Service population is dispersed over a large geographic area - Stretches staff and resources thin - Makes communication difficult - Supervision/oversight is difficult • Wait time in receiving IT assistance when system goes down • Lack of medical component within CAPK for WIC to partner with.	• IT technology is difficult in rural areas • Lack of EBT technology • Staff retention – compensation and benefits structure makes this difficult. • Lack of communication, coordination, and integration with other CAPK programs/services. • Constant need to recruit clients.
Health and Nutrition Central Kitchen	• Lack of sufficient technology • Lack of service integration amongst CAPK programs. Working in silos. • Lack of communication throughout CAPK. • Need for updated equipment/vehicles/ staff compensation	• Infrastructure – - Facility doesn't always support loading/unloading during bad weather. - Workflow not optimal due to facility. • Property is not secured.

Internal Weaknesses (Cont.)		
Community Services Division 211	• Lack of sufficient resources - For services - For staffing	• Staff retention/turnover
Community Services Division Energy	• Need to have various licenses that are needed to perform weatherization work.	• Staff retention- low wages. • Requirements restrict access.
Community Services Division VITA	• Lack of sufficient funding for staffing. • Reliance on volunteers/lack of sufficient volunteer pool. • Need to do more community outreach.	• Need for enhanced technology, resources, locations, and internet accessibility to provide services.
Head Start	• Inadequate compensation for employees • Lacking a new employee orientation/training process • Lack of training facilities	• Need to Increase outreach and education activities in low-income communities to increase knowledge and awareness of the benefits of HS/EHS programs and services
Human Resources	• Limited staff resources which results in: - Inability to be proactive - Lack of follow-up with employees - Work-related errors due to rushing - No time to conduct audits or participate in CQI processes - No time to train employees adequately - Inability to cross-train • Dependent on other divisions to process time-sensitive issues. • Lack of written procedures for the division. Need written procedures or updated procedures for the entire division. • Need to develop clear and accurate job descriptions throughout organization. Need to ensure job descriptions adequately document expectations of employee so that HR can recruit appropriately. • Inadequate talent management system throughout the organization (onboarding, training, recognition, rewards.) leading to turn-over.	• Significant time spent providing assistance for issues that should be known by employees (how to complete time cards, benefits, FMLA, password retrieval.) • Need to develop an ongoing communication mechanism within the division to ensure everyone knows what is going on. • No document management system. Too many paper processes in the department. • Lack of sufficient work space. • Need to develop a time to plan appropriately to prioritize/organize workload. • Organization is not seizing opportunities to grow/expand. • Inadequate onboarding process which affects employee satisfaction/retention. • Management does not take training seriously which creates exposure to lawsuits and added expenses (legal fees, settlement fees, etc.).

Internal Weaknesses (Cont.)		
Governance	• Need to identify the happy medium between process and effective service delivery. • Need to simplify our systems so they are not overly burdensome. • Need to break down program and division silos.	• Head Start staffing compensation (real or perceived). • Organization is too paper driven. • Need to develop/adhere to budgets within divisions. Need budget training. • Need to improve our technology.

External Opportunities		
Community Development Division	• Efforts could be made stronger through additional partnerships. • Identify and engage resources to improve communication efforts.	
Health and Nutrition MCAP	• Identification of alternative funding streams that could supplement our services (basic/essential needs) • Coordinate outreach efforts with other programs/partner agencies.	• Expansion of our geographic area of services.
Health and Nutrition East Kern FRC	• Outreach • Social Media • Collaboration into networking	
Health and Nutrition Food Bank	• Good distribution network. • Donations available from multiple sources. • Could develop local agricultural donors.	
Health and Nutrition HIV Testing	• Building alignment between our services/goals and other providers in order to improve services, expand best practices and improve funding opportunities.	• Positioning the organization as a capacity builder for service providers. • Leadership changes which may impact policies. • Access to data/reports available from state sources has improved.
Health and Nutrition WIC	• Opportunity to co-locate with community partners.	• Opportunity to expand services to include breastfeeding and nutrition education if alternative funding were available
Health and Nutrition Central Kitchen	• Opportunity to use facility for other purposes during down times. • Market services to external vendors to enhance funding.	

External Opportunities (Cont.)		
Community Services Division 211	• Expand Services: - Developmental Screenings - Case Management - Eligibility Determination	• Collaborate with other providers to solicit joint funding opportunities.
Community Services Division Energy	• Drought Water Assistance Program helps residents with employment, water bills, and installation of temporary water tanks.	
Head Start/Early Head Start	• Opportunity to develop monitoring and data collection compliance team • Open opportunity to convert Head Start slots to Early Head Start slots • Opportunity to decrease Head Start funded enrollment slots and use cost savings to improve program quality (staff salary increases) • Funding opportunities for expansion of services and Early Head Start partnerships	• Community need for infant care • Expand Services: - Center-based, home-based, and family child care options - Locally established options - Expand geographic areas served • Local, state, federal, and private sector support/ resources for families raising young children and concerted effort toward improvement in the areas of education, heath, and well-being.
Human Resources	• Use of technology to: - Provide training opportunities to staff - Promote online self-service options for employee benefits, etc.	
Governance	• Can market our “product” to smaller agencies needing assistance. • We have many opportunities to capture additional outside contracts. • We have an opportunity to position ourselves as a leader in discussions around poverty and how to eradicate it. • Utilize our professional, certified 211 program, as a professional "call center" for small non-profits and government agencies to utilize.	• Leverage our Energy weatherization program into contracts to assist other agencies (e.g., current water tank installation program). • Need to partner with other nonprofits to create efficiencies. • We could share our knowledge with other agencies. • Host a “summit” of local nonprofits to discuss ideas for collaboration and partnership.

External Threats		
Community Development Division	• Reduced public/private funding available • Increased competition for existing funds • Dependency on federal and grant funding (not diversified enough)	• Local, state, and national politics and its impact on agency operations.
Operations Division	• Reduction in funding	
Health and Nutrition MCAP	• Reduced services to families leading to reduction in outcomes. • Weather patterns affect our clientele • Low client participation at meetings/events • Transitory nature of clientele makes it hard to "earn" our contract.	• Program name – external audience interprets the term "migrant" as meaning temporary, sub-par, and/or unstable (funding). • Staff safety is a concern in rural areas.
Health and Nutrition East Kern FRC	• Funding • Only resource center in town.	• HIPPA violations could lead to losing clients, impacting the quality of work.
Health and Nutrition Food Bank	• Lack of community awareness – Who is the Food Bank? • End to DEFAP uncertain.	• Uncertainty around grant funds • Increased operating costs with diminished funding.
Health and Nutrition HIV Testing	• Larger is better, one-stop service provision. • Lack of cultural competency in the community.	• Working with other providers who may have organizational capacity concerns/needs impacting quality.
Health and Nutrition WIC	• Clients' comparison of WIC voucher to SNAP (WIC more restrictive) leads to missed appointments. • Delay in state reimbursement. • State WIC policies increase difficulty and expense of providing services. • Tactics used by other provider affects our ability to keep clients.	• Politics: - Some states are requiring WIC agencies to collect immigration info. - Support for WIC is dependent upon congressional support. • Unable to amend budget more than once per year.
Health and Nutrition Central Kitchen	• Unstable food costs. • Union • Lack of sufficient funding.	
Community Services Division 211	• Lack of community resources hinders the program's ability to connect individuals with services that meet their needs (homeless/housing assistance) - Wait times for HEAP	• Lack of available funding • Competing help-line (Google) • Inability to keep up with technology (smart phones)

External Threats (Cont.)		
Community Services Division Energy	• Competing providers drive workforce away due to fewer paperwork requirements and a higher rate of pay.	• May have to compete for funding in the future.
Head Start/Early Head Start	• New regulations • Competitors • Landscape of the early childhood education field is changing in ways that directly impact Head Start services • Impact of Transitional Kindergarten (TK) programs: affecting enrollment numbers for Head Start program • Lack of facilities; upkeep of facilities • Market demand: IT developments	• Workforce Concerns: - Lack of qualified workforce - Turnover/retention - Competitive pay • Environmental effects: Seasonal weather effects' Economy; Political effects, legislative effects • Kern County struggles with high rates of unemployment and poverty, low educational attainment, language barriers, food insecurity, obesity and air quality.
Human Resources	• Gap between the need for technology and the skills (related to technology) of our workforce. • Workforce Issues: - Cannot compete with other employer wages/benefits - Limited pool of qualified applicants	• State and Federal regulations are constantly changing; difficult to stay abreast of those changes. Possible threats include noncompliance or audit findings and penalties. It can even lead to law suits. • Increased costs of employee benefits. HR needs to stay current on what is happening in the industry.
Governance	• Budget concerns at the state and federal level (budget cuts, budget restrictions) • Reputation – the use of the term "war on poverty" may have an impact on our reputation if people perceive it as our responsibility to end poverty.	• Perception by the public that we can shift funding, when in reality our contracts don't allow that. •

Ideas		
Community Development Division	• Develop division goals • Develop internal/external communication plan • Increase partnerships and collaboration with other agencies	• Develop programs that are innovative and at least partially self-sustaining.
Health and Nutrition MCAP	• Getting involved in budget discussions • Building relationships with other internal programs (WIC, 211, Food Bank)	• Increase staff training opportunities.

Ideas (Cont.)		
Health and Nutrition Food Bank	• Increase fresh produce and fruit	
Health and Nutrition HIV Testing	• Developing the capacity to track full scope of service provision to demonstrate the need for additional funding.	
Health and Nutrition WIC	• Use text messaging as a mechanism to communicate with clients. • Use of online learning opportunities for staff.	• Share similar tasks with other CAPK programs like outreach efforts.
Health and Nutrition Central Kitchen	• Use of Central Kitchen by other CAPK programs.	
Community Services Division 211	• Expand use of technology to support service delivery – use of chat and texting functions. • Expand number of locations	• Conduct community outreach
Human Resources	• With more staffing, would like to initiate: - Proactive assistance to employees - On-site services to staff - Training - Coaching/mentoring related to appropriate staff supervision and support. • Provision of onsite ADP training.	• Ensure that we are being thoughtful and strategic in our policy development. Analyze whether each policy is fulfilling its ultimate goal (example: sick leave pay-out) • Conduct an analysis of our competitive positioning regarding employment. Communicate to staff the benefits of working at CAPK.
Governance	• Keep ahead of new technology for efficient and effective administrative processes. • Track service delivery trends. • Public outreach • More leadership training. • Greater education and awareness of how our organization is structured and funded. • Greater advocacy with State and Federal legislators on the importance of what we do	• Need to establish a solitary vision within the organization – no more silos. One company, one mission. • Diversify our funding stream. • Rethink our brand/messaging. • Approach the state CAP organization to develop a resource pool to help other agencies and share successes and failures to learn from each other.

Appendix D: Burning Platform

In our great country, there are those that fall through the cracks and have difficulty accessing the "American Dream." Our society is predicated on a system of fairness, opportunity and justice. Those that are successful must ensure the continuance of the system. This is accomplished through engagement and action in the community, while working towards a community that offers hope and opportunity to everyone.

Our community continues to be negatively impacted by harsh economic downturns, high levels of poverty, manifested by food insecurity, inadequate housing, poor health conditions, elevated crime rates, and low educational attainment.

According to American Fact Finder (U.S. Census), the poverty rate of Kern County residents was 24.5% in 2011. This means approximately 208,669 people live in poverty in Kern County; of which 73,660 are children. Despite the fact that we are one of the world's most productive agricultural communities, Bakersfield ranks highest among major cities in the United States for food hardship, and over 162,000 individuals face food insecurity in Kern County. In addition, the adult obesity rate in Kern County is 29%, or 173,077 individuals, compared with a national rate of 25%. Diabetes in Kern County has a rate of 9%, or 70,200 individuals, as compared to a 7% rate nationally. During the 2010-2011 School year, 36,789 7th, 8th, and 9th graders completing the California Physical Fitness testing had unhealthy body composition base on Individual Body Mass Index. That is 49.5% of those tested were at an unhealthy level. In Kern County for 2011 there were 17,988 children reported for suspected child abuse, a rate of 70.8 children per 1,000, compared to the state rate of 51.2 per 1,000. For substantiated rates of child abuse Kern's rate was 17.2 per 1,000 as compared to a rate of 9.1 for the state of California. In Kern County, 72.8% of adult residents have a high school diploma or equivalent and 14.8% have a four-year college degree or higher. This compares to state rates of 81.1% for high school diplomas and 30.3% for college degrees.

This is not acceptable. We can and must do better.

Our Food Bank staff have witnessed former volunteers, who had previously assisted in distributing food to those in need, show up on distribution days lines, seeking emergency food assistance for themselves and their families. It is a perilous line that many face between being self-sufficient today and being in need of assistance tomorrow due to a job loss, foreclosure, or illness in the family.

We are committed to alleviating the needs of our most vulnerable residents. We believe in providing services that will improve the quality of life and offer individuals opportunities for growth and self-sufficiency. Recent economic challenges have resulted in drastic budget reductions to many of the programs offered by CAPK and others. In order to continue our efforts, it is imperative that we review how we operate, re-examine our priorities and strategies, and be innovative in the use of our

resources and delivery of services. We must explore new opportunities within our core programs. We must call upon community leaders from the private sector, government, and philanthropy to take action and become engaged in solving our community issues together.

As an organization, CAPK is committed to refocusing our strategies so that we can continue to meet families and children at their point of need and provide them with the means and tools to move out of poverty. CAPK must change to embrace the new environment. This challenge is now upon all of us.

February 6, 2013

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Michele Nowell, Director of Human Resources

Date: September 28, 2016

Subject: *Agenda Item VI(b):* Employee Health Insurance & Benefit Plan Renewal for Calendar Year 2017 – Action Item

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Staff has had several meetings with Wells Fargo Insurance regarding our Employee Health Insurance and Benefit Plan renewal for calendar year 2017. We worked diligently on trying to strike a balance between rising insurance costs, and plan features. For 2017 staff is recommending to continue our medical and vision plan with Blue Shield. The bullet points below are from Wells Fargo Insurance 2017 power point document which is attached.

Overview of the CAPK Medical Plan with Blue Shield of California and proposed costs for 2017

- Current enrollment in the CAPK medical plan is 505 employees. The majority of the enrollment is with the Blue Shield Trio HMO plan (413).
- Current annual costs are $4.7 million annually or $9,394 per employee per year.
- If CAPK were to renew the current plan with no changes, the annual cost will increase to $5.1 million or 7.8%. This would increase annual health care premium by $370,293. CAPK shares this cost with enrolled employees so the impact to CAPK would be $263,393.
- By making several small changes to the medical plan design, the overall premium would reduce to $5 million, or a 6.4% increase. The premium increase would reduce to $302,525 and the impact to CAPK would fall to $215,223. This option would also reduce the amount employees would pay through payroll deductions compared to renewing the program without modifications.
- Wells Fargo conducted a high level marketing of our plans and no other insurer could match the proposed renewal from Blue Shield. Kaiser indicated that their costs would be 10% to 15% above the renewal and declined to provide a formal quote.
- The staff has also reviewed other plan design options (Page 5 of the attached document) but the recommended program for 2017 is Option 3.
- We further recommend that the current subsidy percentages that we use for sharing costs with employees be retained for 2017. The proposed employee costs are shown on page 7 of the attached document.

CAPK's dental benefit plan and proposed costs for 2017.

- Current enrollment in the CAPK dental plan is 536 employees. The majority of the enrollment is with the MetLife DHMO plan (458 employees).
- Current annual costs are $189,584 annually or $354 per employee per year.
- If CAPK renews the current plan with no changes the annual cost will increase to $198,284 or 4.6%. This would increase annual dental premium by $8,700. CAPK shares this cost with enrolled employees so the impact to CAPK would be $3,598.
- Wells Fargo conducted a marketing of our dental plan. The best alternative to MetLife was determined to be United Concordia (UCCI). The annual cost of the UCCI dental plan is $180,114 or 5% below current. This would reduce total dental premium by $9,470 and would reduce CAPK costs by $1.671. Employee costs would fall by $7,799 compared to current costs with the UCCI option.
- We conducted a comparison of dentists that CAPK employees utilize and found that over 80% of the dentists currently utilized would continue to be in the UCCI dental plan.
- UCCI is currently contacting the dentists that fall outside of the network and they hope to increase the number of available dentists in the Bakersfield area before the 1/1/2017 effective date.
- The coverage offered by UCCI is equal to or better than is currently offered by MetLife.

CAPK offers life and disability insurance to employees through The Hartford. The annual cost of this program is $45,879 and this cost will not change for 2017.

Recommendation:

Staff recommends the Board of Directors approves the Employee Health Insurance & Benefit Plan Renewal and authorize staff to enter into agreements for the following items for the 2017 employee benefit year:

1) Remain with Blue Shield for medical and vision coverage with the plan changes outlined as option 3.
2) Change to United Concordia for dental.
3) Continue all Life, ADD, STD, LTD, and volunteer life with Hartford.

Attachment: 2017 Renewal Information from Wells Fargo Insurance

Community Action Partnership of Kern

2017 Renewal Presentation to Board of Directors

Presented by:

Steve Hulbert
Senior Vice President, Team Leader

September 28, 2016

Wells Fargo Insurance Services USA, Inc.
CA License #0D08408



Executive Summary

Presentation to CAPK Board of Directors – Medical Plans

- Overview of the CAPK Medical Plan with Blue Shield of California and proposed costs for 2017
  - Current enrollment in the CAPK medical plan is 505 employees. The majority of the enrollment is with the Blue Shield Trio HMO plan (413).
  - Current annual costs are $4.7 million annually or $9,394 per employee per year.
  - Should CAPK renew the current plan with no changes the annual cost will increase to $5.1 million or 7.8%. This would increase annual health care premium by $370,293. CAPK shares this cost with enrolled employees so the impact to CAPK would be $263,393.
  - Should CAPK make several small changes to the medical plan design, the overall premium would reduce to $5 million or 6.4%. The premium increase would reduce to $302,525 and the impact to CAPK would fall to $215,223. This option would also reduce the amount employees would pay through payroll deductions compared to renewing the program without modifications.
  - Wells Fargo conducted a high level marketing of our plans and no other insurer could match the proposed renewal from Blue Shield. Kaiser indicated that their costs would be 10% to 15% above the renewal and declined to provide a formal quote.
  - The staff has also reviewed other plan design options (shown on page 5) but the recommended program for 2017 is Option 3. Option 3 sets the CAPK benefit level slightly above those of other employers in our area and provides reasonable savings compared to the proposed renewal.
  - We further recommend that the current subsidy percentages that we use to share costs with employees be retained for 2017. The proposed employee costs are shown on page 7.

Executive Summary

Presentation to CAPK Board of Directors – Dental, Life and Disability Plans

- Overview of the CAPK dental benefit plan and proposed costs for 2017.
  - Current enrollment in the CAPK dental plan is 536 employees. The majority of the enrollment is with the MetLife DHMO plan (458 employees).
  - Current annual costs are $189,584 annually or $354 per employee per year.
  - Should CAPK renew the current plan with no changes the annual cost will increase to $198,284 or 4.6%. This would increase annual dental premium by $8,700. CAPK shares this cost with enrolled employees so the impact to CAPK would be $3,598.
  - Wells Fargo conducted a marketing of our dental plan. The best alternative to MetLife was determined to be United Concordia (UCCI). The annual cost of the UCCI dental plan is $180,114 or 5% below current. This would reduce total dental premium by $9,470 and would reduce CAPK costs by $1.671. Employee costs would fall by $7,799 compared to current costs with the UCCI option.
  - We conducted a comparison of dentists that CAPK employees utilize and found that over 80% of the dentists currently utilized would continue to be in the UCCI dental plan.
  - UCCI is currently contacting the dentists that fall outside of the network and they hope to increase the number of available dentists in the Bakersfield area before the 1/1/2017 effective date.
  - The coverage offered by UCCI is equal to or better than is currently offered by MetLife.
  - The staff recommends a change to UCCI for 2017 pending approval by the Board.
- CAPK offers life and disability insurance to employees through The Hartford. The annual cost of this program is $45,879 and this cost will not change for 2017.

2017 Cost Overview

Cost Overview– Current/Negotiated vs. Blue Shield Option 3/United Concordia Dental

		2016		2017 Negotiated Renewal			2017 Renewal - Options Blue Shield Option 3 / United Concordia Dental		
Coverage	**Census**	**Current**	**PEPY**	**Renewal**	**PEPY**	**% change**	**Renewal**	**PEPY**	**% change**
Medical/Vision	505	$4,743,829	$9,394	$5,114,122	$10,127	7.8%	$5,048,702	$9,997	6.4%
Dental	536	$189,584	$354	$198,284	$370	4.6%	$180,114	$336	-5.0%
Basic Life and AD&D	762	$36,351	$48	$36,351	$48	0.0%	$36,351	$48	0.0%
Short Term Disability	52	$2,204	$42	$2,204	$42	0.0%	$2,204	$42	0.0%
Long Term Disability	52	$7,324	$141	$7,324	$141	0.0%	$7,324	$141	0.0%
Total Annual "Gross" Costs	**505**	**$4,979,293**	**$9,860**	**$5,358,285**	**$10,610**	**7.6%**	**$5,274,696**	$10,445	**5.9%**
$ Change over current				**$378,993**			**$295,403**		
% Change over current				**7.6%**			**5.9%**		
Less Employee Contributions	**505**	**$1,492,753**	**$2,956**	**$1,604,785**	**$3,178**	**7.5%**	**$1,572,936**	**$3,115**	**5.4%**
CAPK "Net" Annual Costs	**505**	**$3,486,540**	**$6,904**	**$3,753,501**	**$7,433**	**7.7%**	**$3,701,760**	**$7,330**	**6.2%**
$ Change over current				**$266,961**			**$215,220**		
% Change over current				**7.7%**			**6.2%**		

Notes:
Rates above are based on the census data provided by CAPK (August 3, 2016) and assume an 1/1/2017 effective date.
Final rates are subject to actual enrollment, plan design(s) selected and underwriting approval.

2017 Executive Summary

Market Summary – Final Renewal

Carrier	RFP Response	Reason
Medical		
Aetna	Declined to Quote - Not Competitive	Rates 10-15% above renewal
Cigna	Declined to Quote	GemCare not in narrow network
Kaiser	Declined to Quote - Not Competitive	Rates 10-15% above renewal
United Healthcare	Declined to Quote	GemCare not in narrow network
Dental		
Blue Shield	Quoted	12.1% above current
Cigna	Quoted	4.0% below current
Delta Dental	Declined to Quote - Not Competitive	N/A
Guardian	Quoted	1.6% below current
SunLife	Quoted	4.1% above current
United Concordia	Quoted	5.0% below current

2017 Renewal

Blue Shield Medical/Vision – Renewal & Options (3-tier rates)

		Blue Shield of California				
	Census	Current	Negotiated Renewal	Option 1 HMO Change - $25 OV	Option 2 HMO Change - $30 OV	Option 3 - HMO Change $25OV, $250IP, $125OP, $150 ER
Blue Shield Trio HMO/Vision						
Employee	207	$413.70	$445.95	$442.16	$437.91	$440.24
Employee +1	76	$908.53	$979.49	$971.14	$961.80	$966.92
Family	130	$1,178.71	$1,270.64	$1,259.81	$1,247.71	$1,254.34
Monthly premium	**413**	**$307,916**	**$331,936**	**$329,109**	**$325,946**	**$327,680**
Annual premium		**$3,694,998**	**$3,983,233**	**$3,949,309**	**$3,911,358**	**$3,932,159**
Annual $ change over current		**N/A**	**$288,235**	**$254,311**	**$216,360**	**$237,161**
% change over current		**N/A**	**7.80%**	**6.88%**	**5.86%**	**6.42%**
Blue Shield HMO Access+/Vision						
Employee	47	$536.84	$578.82	$573.88	$568.35	$571.38
Employee +1	18	$1,179.43	$1,271.79	$1,260.92	$1,248.76	$1,255.42
Family	26	$1,529.63	$1,649.28	$1,635.19	$1,619.44	$1,628.07
Monthly premium	**91**	**$86,232**	**$92,978**	**$92,184**	**$91,296**	**$91,783**
Annual premium		**$1,034,779**	**$1,115,736**	**$1,106,206**	**$1,095,547**	**$1,101,391**
Annual $ change over current		**N/A**	**$80,957**	**$71,427**	**$60,768**	**$66,612**
% change over current		**N/A**	**7.82%**	**6.90%**	**5.87%**	**6.44%**
Blue Shield HDHP HSA/Vision						
Employee	0	$533.06	$574.74	$574.74	$574.74	$574.74
Employee +1	1	$1,171.04	$1,262.74	$1,262.74	$1,262.74	$1,262.74
Family	0	$1,519.05	$1,637.86	$1,637.86	$1,637.86	$1,637.86
Monthly premium	**1**	**$1,171**	**$1,263**	**$1,263**	**$1,263**	**$1,263**
Annual premium		**$14,052**	**$15,153**	**$15,153**	**$15,153**	**$15,153**
Annual $ change over current		**N/A**	**$1,100**	**$1,100**	**$1,100**	**$1,100**
% change over current		**N/A**	**7.83%**	**7.83%**	**7.83%**	**7.83%**
Total monthly premium	**505**	**$395,319**	**$426,177**	**$422,556**	**$418,505**	**$420,725**
Total annual premium		**$4,743,829**	**$5,114,122**	**$5,070,668**	**$5,022,057**	**$5,048,702**
Annual $ change over current		**N/A**	**$370,293**	**$326,838**	**$278,228**	**$304,873**
% change over current		**N/A**	**7.81%**	**6.89%**	**5.87%**	**6.43%**

Notes:
Participation in the HMO and PPO plans is based on Blue Shield's renewal.
Rates above are based on the census data provided by CAPK and assume an 1/1/2017 effective date.
Final rates are subject to actual enrollment, plan design(s) selected and underwriting approval.

2017 Renewal

Blue Shield Medical/Vision –Plan Design Changes

Trio HMO and Access+HMO Plan Changes
Option 1
1. Increase PCP/Specialist Office Visit from $20 to $25
Option 2
1. Increase PCP/Specialist Office Visit from $20 to $30
Option 3
1. Increase PCP/Specialist Office Visit from $20 to $25
2. Add a $250 hospital per admission copay
3. Add a $125 copay for outpatient surgery (hospital and ASC)
4. Increase Emergency Room copay from $100 to $150 (waived if admitted)

2017 Renewal

Current vs. Negotiated Rates / Contributions

	2016 Blue Shield Current Rates/Contributions						2017 Blue Shield Negotiated Renewal Rates (same ER % contributions)					
Blue Shield Trio HMO/Vision	**Census**	**Current**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**Renewal**	**ER Cont.**	**ER %**	**EE Contr.**	**EE %**	**EE Diff.**
Employee	207	$413.70	$299.06	72%	$114.64	28%	$445.95	$322.37	72%	$123.58	28%	$8.94
Employee +1	76	$908.53	$656.48	72%	$252.05	28%	$979.49	$707.75	72%	$271.74	28%	$19.69
Family	130	$1,178.71	$851.28	72%	$327.43	28%	$1,270.64	$917.67	72%	$352.97	28%	$25.54
Monthly Subtotal	**413**	**$307,916**	**$222,464**		**$85,452**		**$331,936**	**$239,818**		**$92,118**		
Blue Shield HMO Access+/Vision												
Employee	47	$536.84	$359.96	67%	$176.88	33%	$578.82	$388.11	67%	$190.71	33%	$13.83
Employee +1	18	$1,179.43	$790.60	67%	$388.83	33%	$1,271.79	$852.51	67%	$419.28	33%	$30.45
Family	26	$1,529.63	$1,024.61	67%	$505.02	33%	$1,649.28	$1,104.76	67%	$544.52	33%	$39.50
Monthly Subtotal	**91**	**$86,232**	**$57,789**		**$28,443**		**$92,978**	**$62,310**		**$30,668**		
Blue Shield HDHP HSA/Vision												
Employee	0	$533.06	$418.42	78%	$114.64	22%	$574.74	$451.14	78%	$123.60	22%	$8.96
Employee +1	1	$1,171.04	$918.99	78%	$252.05	22%	$1,262.74	$990.95	78%	$271.79	22%	$19.74
Family	0	$1,519.05	$1,191.62	78%	$327.43	22%	$1,637.86	$1,284.82	78%	$353.04	22%	$25.61
Monthly Subtotal	**1**	**$1,171**	**$919**		**$252**		**$1,263**	**$991**		**$272**		
Annual Total	**505**	**$4,743,829**	**$3,374,065**		**$1,369,765**		**$5,114,122**	**$3,637,428**		**$1,476,695**		
$ Difference							**$370,293**	**$263,363**		**$106,930**		
% Difference							**7.81%**	**7.81%**		**7.81%**		
	2016 MetLife Current Dental Rates/Contributions						**2017 MetLife Negotiated Renewal Rates (same ER % contributions)**					
MetLife DHMO	**Enrollees**	**Current**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**Renewal**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**EE Diff.**
Employee	194	$11.65	$3.65	31%	$8.00	69%	$12.52	$3.92	31%	$8.60	69%	$0.60
Employee +1	106	$21.44	$9.44	44%	$12.00	56%	$23.05	$10.15	44%	$12.90	56%	$0.90
Family	158	$32.47	$14.47	45%	$18.00	55%	$34.91	$15.56	45%	$19.35	55%	$1.35
Monthly Subtotal	**458**	**$9,663**	**$3,995**		**$5,668**		**$10,388**	**$4,295**		**$6,093**		
MetLife DPPO												
Employee	34	$42.98	$9.38	22%	$33.60	78%	$42.98	$9.38	22%	$33.60	78%	$0.00
Employee +1	17	$77.29	$24.79	32%	$52.50	68%	$77.29	$24.79	32%	$52.50	68%	$0.00
Family	27	$124.46	$30.16	24%	$94.30	76%	$124.46	$30.16	24%	$94.30	76%	$0.00
Monthly Subtotal	**78**	**$6,136**	**$1,555**		**$4,581**		**$6,136**	**$1,555**		**$4,581**		
Annual Total	**536**	**$189,584**	**$66,596**		**$122,988**		**$198,284**	**$70,194**		**$128,090**		
$ Difference							**$8,700**	**$3,598**		**$5,102**		
% Difference							**4.6%**	**5.4%**		**4.1%**		

Notes:
Participation in the HMO/PPO and DHMO/DPPO plans is based on current medical/dental elections per the CAPK census dated August 3, 2016.
Rates above are based on the census data provided by Community Action Partnership of Kern and assume an 1/1/2017 effective date.
Final rates are subject to actual enrollment, plan design(s) selected and underwriting approval.

2017 Renewal

Current vs. Blue Shield Option 3 & United Concordia Dental Rates / Contributions

	2016 Blue Shield Current Rates/Contributions						2017 Blue Shield - Option 3 (same ER % contributions; keep HSA $ same $ as Trio)					
Blue Shield Trio HMO/Vision	**Census**	**Current**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**Option 3**	**ER Cont.**	**ER %**	**EE Contr.**	**EE %**	**EE Diff.**
Employee	207	$413.70	$299.06	72%	$114.64	28%	$440.24	$318.24	72%	$121.99	28%	$7.35
Employee +1	76	$908.53	$656.48	72%	$252.05	28%	$966.92	$698.67	72%	$268.25	28%	$16.20
Family	130	$1,178.71	$851.28	72%	$327.43	28%	$1,254.34	$905.90	72%	$348.44	28%	$21.01
Monthly Subtotal	**413**	**$307,916**	**$222,464**		**$85,452**		**$327,680**	**$236,743**		**$90,937**		
Blue Shield HMO Access+/Vision												
Employee	47	$536.84	$359.96	67%	$176.88	33%	$571.38	$383.12	67%	$188.26	33%	$11.38
Employee +1	18	$1,179.43	$790.60	67%	$388.83	33%	$1,255.42	$841.54	67%	$413.88	33%	$25.05
Family	26	$1,529.63	$1,024.61	67%	$505.02	33%	$1,628.07	$1,090.55	67%	$537.52	33%	$32.50
Monthly Subtotal	**91**	**$86,232**	**$57,789**		**$28,443**		**$91,783**	**$61,509**		**$30,274**		
Blue Shield HDHP HSA/Vision												
Employee	0	$533.06	$418.42	78%	$114.64	22%	$574.74	$452.75	79%	$121.99	21%	$7.35
Employee +1	1	$1,171.04	$918.99	78%	$252.05	22%	$1,262.74	$994.49	79%	$268.25	21%	$16.20
Family	0	$1,519.05	$1,191.62	78%	$327.43	22%	$1,637.86	$1,289.42	79%	$348.44	21%	$21.01
Monthly Subtotal	**1**	**$1,171**	**$919**		**$252**		**$1,263**	**$994**		**$268**		
Annual Total	**505**	**$4,743,829**	**$3,374,065**		**$1,369,765**		**$5,048,702**	**$3,590,956**		**$1,457,747**		
$ Difference							**$304,873**	**$216,891**		**$87,982**		
% Difference							**6.43%**	**6.43%**		**6.42%**		
	2016 MetLife Current Dental Rates/Contributions						**2017 United Concordia (same ER % contributions)**					
MetLife DHMO	**Enrollees**	**Current**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**Renewal**	**ER Cont.**	**ER %**	**EE Cont.**	**EE %**	**EE Diff.**
Employee	194	$11.65	$3.65	31%	$8.00	69%	$11.35	$3.56	31%	$7.79	69%	-$0.21
Employee +1	106	$21.44	$9.44	44%	$12.00	56%	$21.02	$9.26	44%	$11.76	56%	-$0.24
Family	158	$32.47	$14.47	45%	$18.00	55%	$34.60	$15.42	45%	$19.18	55%	$1.18
Monthly Subtotal	**458**	**$9,663**	**$3,995**		**$5,668**		**$9,897**	**$4,107**		**$5,790**		
MetLife DPPO												
Employee	34	$42.98	$9.38	22%	$33.60	78%	$36.58	$7.98	22%	$28.60	78%	-$5.00
Employee +1	17	$77.29	$24.79	32%	$52.50	68%	$70.75	$22.69	32%	$48.06	68%	-$4.44
Family	27	$124.46	$30.16	24%	$94.30	76%	$98.75	$23.93	24%	$74.82	76%	-$19.48
Monthly Subtotal	**78**	**$6,136**	**$1,555**		**$4,581**		**$5,113**	**$1,303**		**$3,809**		
Annual Total	**536**	**$189,584**	**$66,596**		**$122,988**		**$180,114**	**$64,925**		**$115,189**		
$ Difference							**-$9,470**	**-$1,671**		**-$7,799**		
% Difference							**-5.0%**	**-2.5%**		**-6.3%**		

Notes:
Participation in the HMO/PPO and DHMO/DPPO plans is based on current medical/dental elections per the CAPK census dated August 3, 2016.
Rates above are based on the census data provided by Community Action Partnership of Kern and assume an 1/1/2017 effective date.
Final rates are subject to actual enrollment, plan design(s) selected and underwriting approval.

Disclosure

- Products and services are offered through Wells Fargo Insurance Services USA, Inc. (Wells Fargo Insurance), non-bank insurance agency affiliate of Wells Fargo & Company.
- Products and services are underwritten by unaffiliated insurance companies, except crop and flood insurance which may be underwritten by their affiliate, Rural Community Insurance Company. Some services may require additional fees and may be offered directly through third party providers. Banking and insurance decisions are made independently and do not influence each other.
- The coverage and rates presented in this proposal are a simplified outline of the proposed insurance policies. The actual policies issued by the insurance company govern the coverage provided, and should be read for coverage terms, limitations, definitions and conditions pertaining to your specific insurance program.
- Some services may be provided by third parties. Wells Fargo Insurance intends to assist its customers in identifying third parties that will meet the customers' needs, but Wells Fargo Insurance has not reviewed these third parties for data security practices, financial stability, or the other factors you should consider as you choose a vendor to meet your needs. As with any company you choose to do business with, it is important that you conduct due diligence.
- Wells Fargo Insurance may receive compensation in connection with a client's engagement of certain third-party service providers.

Transparency and Disclosure

Insurance is a highly regulated, competitive industry that fuels the US economy and protects individuals and commercial entities from losses. There is nothing more important to our industry and to Wells Fargo Insurance than maintaining the trust of our customers and conducting business with the utmost integrity. We believe that our leadership role on disclosure should tie directly to our core values. Among these we state that we:

- Value and reward open, honest, two-way communication
- Do what is right for the customer
- Talk and act with the customer in mind
- Exceed our customers' expectations

Wells Fargo Insurance is proactively providing customers with complete transparency on standard and contingent commission income. We receive compensation from the insurance companies we represent when placing your insurance. Our compensation is usually a percentage of the premium you pay for your insurance policy or bond (a "commission"), which is paid to us by the insurance companies for placing and servicing your insurance or bonds with them. We also may receive fees agreed to in writing from our customers. Intermediaries, such as wholesale brokers, may sometimes be used to access certain insurance companies. Such intermediaries will allocate a portion of the compensation from the insurance companies to us and may, in some cases, be an affiliated company.

We receive payments from insurance companies to defray the cost of services provided for them, including advertising, training, certain employee compensation, and other expenses.

Consistent with longstanding industry practice, we may earn interest on premiums received from you and forwarded to the insurance companies through our bank accounts. We may also earn interest when the insurance company issues you a refund and that refund is processed through our bank accounts. We retain the interest earnings on our bank accounts.

Some of the insurance companies we represent may pay us additional commissions, sometimes referred to as contingent or bonus commissions, which may be based on the total volume of business we sell for them, and/or the growth rate of that business, retention rate, claims loss ratio, or other factors considering our entire book of business with an insurance company for a designated period of time.

The amount of premium you pay for a policy may change over the term of the policy. For example, your endorsement requests will affect the premium. Should the premium for any of your policies change, the amount of compensation paid to us by the insurance company would change accordingly.

Market Security Guidelines & Disclaimer

Market security guidelines

Wells Fargo Insurance Services USA, Inc. is not a guarantor of the solvency of carriers with which its brokers place business. However, Wells Fargo Insurance Services USA, Inc.'s objective is to place client risks with insurers and reinsurers that are financially sound. We only authorize carriers that we believe, at the time of placement, have the financial ability to fulfill their claim payment obligations to our clients.

Wells Fargo Insurance Services USA, Inc. has appointed a group of experienced insurance professionals to serve on a Market Security Committee. This Committee is responsible for establishing and utilizing guidelines for the selection of insurers and supporting employees in their efforts to utilize financially sound insurers. In assessing the financial strength of insurers, the Committee relies upon the opinions and assessments of recognized rating agencies and other carrier review companies.

Market security disclaimer

Wells Fargo Insurance's objective is to place client risks with insurers and reinsurers that are financially sound. In assessing the financial strength of insurers, Wells Fargo Insurance relies upon the statutory financial statements as well as the opinions and assessments of recognized rating agencies and other carrier review companies. Wells Fargo Insurance authorized insurers that it believes, at the time of placement, have the financial ability to fulfill their claim payment obligations to our clients. Wells Fargo Insurance is not a guarantor of the solvency of insurers with which its brokers place business. However, our goal is to use reasonable measures to do business with financially healthy insurers. Our recommendations are based on financial and other relevant information that is available at the time of placement.

If clients elect to place their business through a state health insurance exchange, please note that these exchanges may require their list of available insurers to include insurers not included on Wells Fargo Insurance's authorized list. In such cases, Wells Fargo Insurance will recommend a carrier that has been authorized based on our aforementioned assessment process, although the Client has the ultimate decision on insurer choice.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Yolanda Gonzales, Director of Head Start / State Child Development

Date: September 28, 2016

Subject: *Agenda Item VI(c):* Resolution to Approve the Submission of the San Joaquin Early Head Start Refunding Application – Action Item

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The Head Start and State Child Development Division is requesting approval from the Board of Directors to submit an application for continued funding of the Early Head Start San Joaquin grant (#09CH010071). The application will continue funding from February 1, 2017 through January 31, 2018.

Within the application, we have made few changes from the latest Budget Revision approved by the Board of Directors in June 2016. The few changes include:

- The indirect calculation is $21,829 less after backing out the rent from the modified total direct cost.
- The $21,829 was added to:
    - $12,465 to staff out-of-town travel for a total of $45,386
    - $9,364 to center based curriculum for a total of $28,500

Recommendation:

Staff recommends that the Board of Directors approve the request to submit the 2017-2018 Refunding Application for continued funding for the San Joaquin Early Head Start grant (#09CH010071).

Attachment: 2016-15 Resolution for San Joaquin Early Head Start Refunding Application
San Joaquin Early Head Start 2017 – 2018 Application Budget

RESOLUTION # 2016-15

A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the Submission of the San Joaquin Early Head Start Refunding Application

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on September 28, 2016, in Bakersfield, California at a scheduled Board meeting and resolved as follows:

WHEREAS, the Community Action Partnership of Kern (CAPK) is a private, non profit corporation established as a result of the Economic Opportunity Act of 1964, and is the federally designated community action agency serving the low-income, elderly and disadvantaged residents of Kern County, and

WHEREAS, CAPK is charged with the responsibility of continuing the battle to alleviate poverty in Kern County by developing and implementing creative and innovative programs, and has adopted the philosophical position of "Helping People, Changing Lives' in its quest to assist people in need, and families with minimal or no resources, and

WHEREAS, the Head Start / State Child Development Division to submit an application for San Joaquin Early Head Start for continued funding from February 1, 2017 through January 31, 2018, and

WHEREAS, the Office of Head Start requires that an authorized signatory be named for the supplemental funding.

WHEREAS, the CAPK Board of Directors has determined that there is a need for anti-poverty programs and is willing to accept the submission of the application, and

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes Jeremy T. Tobias, Executive Director or Yolanda Gonzales, Director of Head Start / State Child Development, to act on behalf of the Board as CAPK's representative signatory with regards to the submission of a refunding application for San Joaquin Early Head Start.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 28th day of September, 2016.

_____ _____

Garth Corrigan, Chair Date
Partnership Board of Directors

SAN JOAQUIN EARLY HEAD START
CHILD AND ADULT CARE FOOD PROGRAM
2017-2018 BUDGET

BUDGETED EXPENDITURES

Early Head Start Program Operations EHS Training & Technical Assistance Child & Adult Care Food Program	2016-2017 BUDGET (Revised)	2017-2018 BUDGET	VARIANCE increase (decrease)	Comments
PERSONNEL	**3,024,828**	**3,024,828**	**0**	
FRINGE BENEFITS	**663,420**	**663,420**	**0**	
TRAVEL	**32,921**	**45,386**	**12,465**	Additional budget for support travel
EQUIPMENT		**0**	**0**	
SUPPLIES				
Office Supplies	6,900	6,900	**0**	
Child and Family Services Supplies	124,150	133,514	**9,364**	Updated cost of center-based curriculum
Food Services Supplies	15,000	15,000	**0**	
Other Supplies	38,454	38,454	**0**	
TOTAL SUPPLIES	**184,504**	**193,868**	**9,364**	
CONTRACTUAL				
Administrative Services	15,000	15,000	**0**	
Training & Technical Assistance	9,500	9,500	**0**	
Other Contracts	2,000	2,000	**0**	
TOTAL CONTRACTUAL	**26,500**	**26,500**	**0**	
OTHER				
Rent	240,139	240,139	**0**	
Utilities, Telephone	118,020	118,020	**0**	
Building & Child Liability Insurance	16,800	16,800	**0**	
Building Maintenance/Repair	105,485	105,485	**0**	
Nutrition Services	185,240	185,240	**0**	
Child Services Consultants	20,000	20,000	**0**	
Volunteers	3,338	3,338	**0**	
Parent Services	16,886	16,886	**0**	
Publications/Advertising/Printing	4,068	4,068	**0**	
Training or Staff Development	31,918	31,918	**0**	
Other	43,668	43,668	**0**	
TOTAL OTHER	**785,562**	**785,562**	**0**	
INDIRECT	**461,612**	**439,783**	**(21,829)**	Adjustment to Indirect calculation
BUDGETED EXPENDITURES	**5,179,347**	**5,179,347**	**0**	

SAN JOAQUIN EARLY HEAD START
CHILD AND ADULT CARE FOOD PROGRAM
2017-2018 BUDGET

REVENUES

STATE & FEDERAL REVENUES	2015-2016 BUDGET	2016-2017 BUDGET	VARIANCE increase (decrease)	Comments
Early Head Start Program Operations		4,996,344	4,996,344	
EHS Training & Technical Assistance		81,897	81,897	
Subtotal Early Head Start	**0**	**5,078,241**	**5,078,241**	
Estimated Child & Adult Care Food Program		101,106	**101,106**	
TOTAL STATE & FEDERAL REVENUES	**0**	**5,179,347**	**5,179,347**	

SUMMARY - 2016-2017

TOTAL REVENUES	5,179,347
TOTAL BUDGETED EXPENDITURES	5,179,347
DIFFERENCE	**0**

ESTIMATED ADMINISTRATIVE RATE **9.07%**

NOTES:

CAPK uses Child & Adult Care Food Program revenues to support Early Head Start services; however, this application is for Early Head Start funds only.

Non-federal share of funding required by Head Start and Early Head Start will be $1,269,560; this amount will be provided by volunteers, professionals, and other contributors.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Yolanda Gonzales, Director of Head Start / State Child Development

Date: September 28, 2016

Subject: *Agenda Item VI(d):* Early Head Start Partnership Agreement with Bakersfield College – Action Item

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CAPK submitted a Year 2 continuation grant requesting to serve 40 infant and toddlers to the Administration for Children and Families (ACF) on June 1, 2016. In August 2016, CAPK received the Notice of Award (NOA) *to maintain the Early Head Start Child Care Partnerships with Bakersfield College*.

The vision of the Office of Head Start is to expand the number and quality of early learning opportunities for infants and toddlers. Early Head Start Child Care Partnership funds have been used to enhance services for young children enrolled in two child development programs in Bakersfield.

Bakersfield College Child Development Center provides center-based services for young children. CAPK will provide enhancement services and funding for 40 toddlers. Per the request of Bakersfield College, due to classroom size requirements and facility design, negotiations are under way to include a reduction of 8 slots. Once the contract is revised, we will seek a third partner for slots reduced from Bakersfield College.

Total payments to this entity for child development services rendered through August 31, 2019 shall not exceed $831,616.

- 09/01/2016 - 10/31/2016 $56,960
- 11/01/2016 - 08/31/2017 $227,840
- 09/01/2017 – 08/31/2018 $273,408
- 09/01/2018 – 08/31/2019 $273,408

CAPK staff and Bakersfield College (KCCD) have reviewed and agreed on all sections and language of the contract agreement and are in the process of being approved by the Governing Boards.

Recommendation:
Staff recommends that the Board of Directors approves the Early Head Start Partnership Agreement with Bakersfield College.

Attachments: Contract for Services Agreement with Kern Community College District – Bakersfield College
Notice of Award for Early Head Start Child Care Partnership

Community Action Partnership of Kern
5005 Business Park North • Bakersfield, CA 93309
P: (661) 336-5236 F: (661) 336-5228

ACCOUNT CODE:

CONTRACT FOR SERVICES AGREEMENT

This Contract for Services Agreement ("Agreement") is made and entered into as of September 1, 2016 by and between: Kern Community College District on behalf of Bakersfield Community College ("Contractor"), 2100 Chester Ave, Bakersfield, CA 93301 and Community Action Partnership of Kern ("CAPK"), 5005 Business Park North, Bakersfield, CA 93309. The Contract for Professional Consulting Services Agreement entered into as of September 4, 2015 between Contractor and CAPK shall be considered superseded and amended in its entirety by the terms of this Agreement.

RECITALS

Whereas, CAPK desires Contractor to provide professional services as detailed in Attachment A - Scope of Work attached hereto and made a part hereof, and

Whereas, Contractor represents itself as able and, for a consideration, willing to perform the services outlined in Attachment A hereto,

In consideration of mutual promises and agreements of the parties as herein set forth, Contractor and CAPK agree as follows:

1. **DESCRIPTION OF SERVICES.** Contractor agrees to perform the services provided for in Attachment A of this Agreement.
2. **LOCATION FOR SERVICES.** Bakersfield College Child Development Center (CDC), 1801 Panorama Dr., Bakersfield, California 93305.
3. **PAYMENT FOR SERVICES.** The detail of costs and payment schedule associated with this Agreement are detailed in Attachment B and Attachment C, attached hereto and made a part hereof.
4. **TERM/TERMINATION.** This period of performance for this Agreement shall be from September 1, 2016 through August 31, 2019. This Agreement may be terminated by either party with or without cause for any reason upon thirty (30) days written notice.
5. **OPTION TO EXTEND.** This Agreement may be extended by amendment duly executed by both parties and upon approval from the U.S. Department of Health and Human Services, Administration for Children and Families, if applicable.
6. **EVALUATION.** Contractor may be evaluated throughout the Agreement. If Contractor fails to comply with the Scope of Work described in Attachment A, CAPK may terminate this Agreement with a written notice.
7. **RECORD KEEPING.** Payrolls and basic records pertaining to the Scope of Work described in Attachment A shall be kept on a generally recognized accounting basis and shall be available to CAPK at mutually convenient times. Contractor shall keep accounting and programmatic records for a period of three (3) years after final payment under this Agreement or until after final audit has been completed, whichever is later.
8. **INSURANCE.** Contractor shall maintain general liability insurance and is responsible for maintaining any public liability, property damage, workers' compensation coverage and fire insurance, as specified in Attachment D – CAPK Additional Terms and Conditions.
9. **HOLD HARMLESS/INDEMNIFICATION.**
    a. Contractor agrees to defend, hold harmless and indemnify CAPK (and its officers, employees, trustees, agents, successors and assigns) against all claims, suits, expenses (including reasonable attorney's fees), losses, penalties, fines, costs and liability whether in contract, tort or strict liability (including but not limited to personal injury, death at any time and property damage) arising out of or made necessary by Contractor's performance of this Agreement or breach of its terms. The total liability of Contractor under this Paragraph shall not exceed $2 million.
    b. CAPK agrees to defend, hold harmless and indemnify Contractor (and its officers, employees, trustees, agents, successors and assigns) against all claims, suits, expenses (including reasonable attorney's fees), losses, penalties, fines, costs and liability whether in contract, tort or strict liability (including but not limited to personal injury, death at any time and property damage) arising out of or made necessary by CAPK's sole negligence or willful misconduct.
10. **NOTICES.** Any notice or notices required or permitted to be given pursuant to this Agreement may be personally served on the other party by the party giving such notice, or may be served via certified mail, return receipt requested, to the address set forth below.

Contractor: Bakersfield College CDC
1801 Panorama Drive
Bakersfield, CA 93305

CAPK: Community Action Partnership of Kern
5005 Business Park North
Bakersfield, CA 93309
Attn: Head Start/State Child Development Programs Director

11. **RELATIONSHIP OF PARTIES.** While engaged in carrying out and complying with terms and conditions of this Agreement, the Contractor is an independent contractor and not an officer, employee, or agent of CAPK.

12. **ENTIRE AGREEMENT/AMENDMENTS.** This Agreement, together with the documents incorporated by reference in this Agreement and any amendments hereto, constitutes the entire agreement between the parties with respect to its subject matter and constitutes and supersedes all prior agreements, representations and understandings of the parties, written or oral. Any changes to this Agreement, to be enforceable, must be made via a duly executed amendment signed by authorized representatives of each party.

13. **APPLICABLE LAW.** The Laws of the State of California and Federal Laws shall govern this Agreement.

CONTRACTOR: **KERN COMMUNITY COLLEGE DISTRICT ON BEHALF OF BAKERSFIELD COMMUNITY COLLEGE**

Signed by: _____ **Date:** _____

Printed Name: _____ **Title:** _____

OWNER: **COMMUNITY ACTION PARTNERSHIP OF KERN**

Signed by: _____ **Date:** _____
Jeremy T. Tobias, Executive Director

Signed by: _____ **Date:** _____
Garth Corrigan, Chair, Board of Directors

CAPK Staff Initials			

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Enrollment – 45 CFR 1305:

Ensure that full enrollment is met throughout the CAPK operational year, July 1 – June 30.

Achieve full enrollment on day one of program services by following the steps below:

- Provide a minimum of 1380 hours of care per program year.
- Attendance will be closely monitored to ensure that any child who does not show up on the first day or within 10 days is dropped and replaced with a new student.
- Make reasonable efforts so that Early Head Start (EHS) vacancies are filled within 30 calendar days.
- Enroll children after CAPK Head Start has verified eligibility and signed a statement certifying eligibility as per 45 CFR 1305. Certification can occur as follows:
  - ✓ Request a Head Start employee to verify eligibility (a minimum of 5 files is required).
  - ✓ Scan or fax the documents to the ERSEA Manager at fax number (661)336-5248.
  - ✓ Enroll 10% of slots with children with Individual Family Service Plan (IFSP). Fill slots no later than January 1 each school year.
  - ✓ Accept files from Head Start waiting list of children with an IFSP from CAPK and enroll to fulfill the 10% enrollment.
  - ✓ Provide a monthly enrollment report (include waitlisted and dropped children) along with the monthly invoice that includes attendance.
  - ✓ If average daily attendance falls below 85 percent, Contractor will analyze the causes and develop and submit to CAPK to review and approve a plan that outlines corrective measures no later than the 15th day of the following month.
  - ✓ Documentation of work with families to improve daily attendance and how parents will be supported with issues that impact the child's attendance.

CAPK will:

Enrollment – 45 CFR 1305:

- Provide on-going monitoring of enrollment and verify that all vacancies are filled within 30 days.
- Provide Training and Technical Assistance to Contractor's staff to ensure that timelines are met, records are maintained and that follow-up services are provided.
- Review and sign off on eligibility documents prior to the enrollment of all children and return to Contractor within 2 business days to ensure full enrollment.
- Enrollment will be verified by the ERSEA Manager and the Head Start/State Child Development Programs Director or assignee.
- Provide Training and Technical Assistance to contractor to assist in developing inclusive classrooms and enroll children with disabilities in order to meet the 10% mandate.
- Refer Federal Head Start eligible children to Contractor to assist in meeting funded enrollment and 10% children with disabilities.
- Provide training and technical assistance to Contractor's staff in developing and revising Contractor's procedures to ensure compliance with Head Start regulations and mandates.
- Provide technical assistance and strategies to improve attendance problems and ensure that children are receiving the required services under this Agreement.
- Monitor implementation of service plan and provide assistance and training determined to be needed from the analysis of Program Information Report (PIR), Infant/Toddler Environment Rating Scale (ITERS), Self-Assessment, Monitoring and other CAPK program monitoring data.
- Include Contractor staff in CAPK trainings as appropriate.

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Education – 45 CFR – 1304.21:

- Hire teaching and support staff that meet Head Start and licensing regulations as outlined in the Head Start Act of 2007, and any updates issued thereto.
- Make available at least one annual training day to all EHS staff conducted by CAPK to ensure understanding of and compliance with Early Head Start guidelines.
- Align curriculum to meet school readiness goals established by the Head Start program.
- Provide two home visits, and two parent conferences for every child during program year.
- Ensure on-going Child Assessments/Desired Results Developmental Profile (DRDP) data is submitted according to CAPK timelines-three times per year. Complete Behavior Screening and submit to Family Advocate within 45 days of child's first day of school.
- Provide reports that document that staff has reviewed the results of developmental and behavior screening within 30 days after it was completed and discuss results with parents.
- Refer children identified with concerns from screening to CAPK's Content Area Specialist (CAS) Wellness for further assessment.
- Ensure children have a smooth transition experience following the guidelines of the Early Head Start Transition plan.
- Implement a high quality research based curriculum and other supporting strategies as defined by Head Start Performance Standards, Head Start Act.
- Review and implement Head Start current policies and procedures related to education, including the new Head Start Child Outcomes Framework in curriculum implementation and the Program for Infant and Toddler Care (PITC).
- Ensure all lesson plans, children's education goals and ongoing assessments are aligned with Head Start School Readiness and Early Learning Framework.
- Provide monthly reports on status of home visits, parent conferences, intentional teaching, individualization, observations/ongoing child assessments, 45 day mandates, and lesson planning.
- Provide yearly Pedestrian Safety training to parents and children.
- Monitor curriculum implementation, individualization and school readiness and forward monitoring reports to CAPK Head Start Director.

CAPK will:

Education – 45 CFR – 1304.21:

- Provides start-up instructional materials and furnishings identified by CAPK.
- Provide Training and Technical Assistance in the following areas:
  - ✓ Federal Head Start regulations, Performance Standards, and mandates, Head Start School Readiness mandates, Head Start Child Development and Early Learning Framework; i.e., Home Visits, Family Partnership Agreements, etc.
  - ✓ Training in curriculum planning and implementation.
  - ✓ Mental Health – Appropriate Behavioral Intervention.
  - ✓ Content expectations for home visits and parent conferences.
- Schedule for completing and submitting results on the following
  - ✓ Education compliance reports for home visits, conferences, etc.
  - ✓ PIR status reports
  - ✓ Parent Engagement

The training calendar will be issued at the beginning of the school year and updated monthly; in addition, the Head Start program will dedicate a Supervisor, a Family Advocate and a coach to train and mentor staff on site.

- Hire a Family Advocate to support full enrollment, recruiting, selection, eligibility and attendance requirements, ChildPlus data entry.
- Hire Program Partner Manger to support and ensure full compliance of all comprehensive services and regulations as defined in the Head Start Performance Standards.

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Health- 45 CFR – 1304.20; 1304.22; 1304

- Ensure that there is documentation indicating that all physical exams (well-baby check-ups) are completed at time of child enrollment per the Early and Periodic Screening Diagnosis and Treatment (EPSDT) requirements by age group.
- Review the results of all health exams, follow up on noted comments and submit to the Family Advocate to enter in ChildPlus. Refer for any needed treatment or missing requirements, documents and follow up on contact log.
- Assist parents to obtain or arrange further diagnostic testing, examination, and treatment by an appropriate licensed or certified professional for each child with an observable, known or suspected health, nutritional, behavior or developmental problem. Develop and implement a follow-up plan for any condition identified so that any needed treatment can begin.
- Take current height and weight for each child, three (3) times a year; and submit information to the Family Advocate for entry in ChildPlus.
- Generate and review health reports (summary and detailed) from weekly monitoring reports and follow up on areas needing improvement or focus within 5 days.
- By July 1, of each school year, review and modify as necessary policies and procedures of Health, Mental Health and Nutrition Services that meet Head Start Performance Standards and Regulations. Submit to CAPK to review.
- Review the monthly "Partner Monitoring Report" and complete the plan of action section for each area of the report where a concern was identified no later than one week after receiving reports from CAPK.
- Submit a report to CAPK within 24 hours for any known or suspected instances of child abuse or neglect and/or any unusual incident.
- Responsible for administering any authorized medications and document on medication log all medication administered to children as required by state guidelines.

CAPK will:

Health- 45 CFR – 1304.20; 1304.22; 1304

- Provide training and technical assistance on health related requirements such as:
  - ✓ Health Plans
  - ✓ Nutrition Assessments
  - ✓ Medication Administration
  - ✓ Food Allergies
  - ✓ ChildPlus data entry
- Ensure all physical exams and health information are entered in ChildPlus within 30 days of the child's first day of attendance.
- Refer for annual well child exams at the appropriate intervals and dental exams at least 30 days prior to due date or expiration date and document referral on contact note or in ChildPlus.
- Ensure that all immunizations are complete and up-to-date at time of enrollment and entered in ChildPlus within 30 days of the child's first day of attendance. Refer and follow- up regularly until all immunizations outlines by age are completed according to CA Immunization Requirements. Document all referrals and follow-up on contact notes.
- Conduct and enter Nutrition Assessments in ChildPlus within 45 days of the child's first day of attendance. Follow up on nutrition concerns including referral for low Hgb/Hct, high lead levels and develop nutrition plans if needed as soon as possible but no later than 90 days from the first day of attendance.
- CAPK will review growth chart to determine height and weight are within normal range. For children who do not fall within normal range, Family Advocate will submit a referral to CAPK nutrition.
- Ensure that dental exams have been completed, including follow up treatment and are entered in ChildPlus, documented on contact notes within 90 days of the child's first day of attendance.
- Review the Contractor's policies and procedures for Health, Mental Health and Nutrition Services to ensure they meet the Head Start Performance Standards and Regulations.
- Document all medical follow-up treatment and services on contact notes. This is to include all medical treatments that improve the child's overall health.
- Ensure an authorization for medication is completed by child's physician and signed by parent prior to accepting and administering medication.
- Ensure health plans are developed for children with chronic health conditions to include medications as needed.
- Enter and track treatment needed and treatment received in ChildPlus.
- Conduct vision and hearing screenings, enter in ChildPlus within 45 days of child's first day of attendance and rescreen within 4-6 weeks as needed.
- Obtain results of clinical vision screening and clinical hearing screening from current well baby check by age at time of enrollment within 45 days of child's first day of attendance and enter in ChildPlus. Document all referrals, if any, and follow up on contact notes.

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Family Services – 45 CFR – 1304.40:

- By July 1, of each school year, review policies and procedures for Family Services that meet Head Start Performance Standards and Regulations. Submit to CAPK for review.
- Review monthly Family Services Reports (summary and detailed) provided by Family Advocate. Follow-up on areas needing improvement or focus within one (1) week of running the report.

CAPK will:

Family Services – 45 CFR – 1304.40:

- Provide training and technical assistance on Family Service requirements such as:
  - ✓ Family Assessments and Family Partnership Agreement (FPA) process.
  - ✓ ChildPlus data entry
  - ✓ Service delivery tracking
- Family Assessments to be completed within 5 working days of the child's first day of attendance. Document on the contact notes and ChildPlus on the same day the family assessment is completed.
- Provide referrals for services and resources that are responsive to family's needs, interests and goals on the same day the need is identified. Document on the contact notes and ChildPlus on the same day the referral is made.
- Conduct timely follow-up on family needs, referrals and services received as soon as possible but not to exceed 60 calendar days depending on the urgency of the need. Document all follow-up pertaining to referrals and services received on the contact notes and ChildPlus on the same day follow-up is conducted.
- Initiate the goal setting process with all families and on the contact log and ChildPlus within 5 days of the child's first day of attendance.
- Develop Family Partnership Agreements (FPA) based on family's readiness and willingness to participate in the process. Complete the FPA form if goal is established. Document on the contact notes and ChildPlus on the same day the FPA is developed.
- Conduct FPA follow-up every 60 calendar days to review the status of the goal(s) established or reevaluate the family's readiness to participate in the goal setting process if goal has not been established. Document the contact notes and ChildPlus on the same day FPA follow-up is conducted.
- Review the Contractor's policies and procedures for Family Services to ensure they meet the Head Start Performance Standards and Regulations.

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Program Design and Management – 45 CFR – 1304.50:

- Child Care License – Contractor shall maintain for the term of this Agreement a current Child Care License issued by the California Department of Social Services; shall provide CAPK with a copy of the license, and shall notify CAPK in writing of any changes in the status of the license, including Type A and Type B violations within 24 hours of the violation.
- Ensure and provide documentation by September 30th of each school year that all staff working with children receive annual Child Abuse Training.
- By July 1 of each year, review operational procedures to ensure that children receive services within the mandated time frames of the Head Start Performance Standards and the Head Start Act 2007.
- Document annual performance evaluations for employees.
- Participate in Partners meetings and trainings related to Head Start/Early Head Start.
- Document staff individual and group training needs.
- Provide a monthly report to CAPK Head Start/State Child Development Programs Director on issues related to Program Information Report (PIR) with a final report provided no later than June 1 of each school year.
- Monitor areas in the PIR that are below 100%. Develop a plan of action to meet non-compliant areas on a monthly basis.
- Provide a representative to participate in the following:
  - ✓ Annual Self-Assessment
  - ✓ Monitoring Assessments
- Complete follow-up within 30 days of each monitoring event to document closure to individual findings. Provide a corrective action plan for any areas of non-compliance that were found during the annual self-assessment within 30 days.
- Conduct ongoing monitoring of program operations by submitting monthly analysis of health, education and family services data along with a plan of action for all areas of non-compliance and participate in Partner Coordination Meetings.
- Report any licensing finding, non-compliance with Child and Adult Care Food Program (CACFP), or any other loss of funding that materially weakens the financial stability of the Contractor or its ability to deliver the services required under this Agreement within 24 hours of the finding.
- Make reasonable efforts to have one parent representative to serve on the CAPK Head Start Policy Council (PC) monthly meetings. Representative must be elected in accordance with PC By-Laws at a local parent meeting. Parent must have a child currently enrolled in the Head Start Program.
- Ensure that employees hired to perform services under the Agreement meet Early Head Start Standards.

CAPK will:

Program Design and Management – 45 CFR – 1304.50:

- Provide necessary trainings to appropriate staff to set up systems and procedures as needed.
- Provide feedback on reports and assist with any needed corrective action.
- Develop the structure and training for the Annual Self-Assessment.
- Develop the system for ongoing monitoring and conduct monitoring of Contractor operations.
- Participate in training of staff to provide support and technical assistance and ensure implementation of procedures meet federal regulations.
- Provide data regarding service achievements, gaps and possible solutions to meet federal regulations.
- Update office equipment and software necessary to track program performance and document the yearly Program Information Report (PIR).
- Organize monthly service reviews with content area experts to analyze progress, identify gaps and help develop timely solutions.
- Provide monthly Policy Council Minutes via email for distribution to parents of Head Start classrooms.
- Use ChildPlus software for the purpose of data collection and reporting entering information by Friday every week and run reports on Monday.

ATTACHMENT A — SCOPE OF WORK

Contractor will:

Training:

- Provide staff training on State and Federal regulations and mandates, mutually coordinated with CAPK and other partners.
- Provide staff training related to other areas of the program as requested by CAPK.
- Make available at least one day per year for the line staff to receive training on Head Start mandates.
- In-Kind: Provide documentation for Non-Federal Share to CAPK each month, including July and August (amount is 20% of total grant award).
- Contractor will be responsible for requesting in writing for staff to attend Head Start specific approved conferences, classes, trainings and workshops.

CAPK will:

Training:

- Staff to provide groups as well as on-site training as needed.
- Registration for outside training and conferences: CAPK will be responsible for registration and incidental expenses for KCCD staff to attend Head Start specific approved conferences, classes, trainings, workshops and will invoice with receipts attached. Request to attend must be approved by CAPK in writing.

ATTACHMENT B – PAYMENT PROVISIONS

1. **Payment Limits** – Payment by CAPK for services performed by Contractor shall be seven hundred twelve dollars ($712.00) per enrolled Early Head Start ("EHS") child per month. The Contractor agrees to reduce the number of enrolled slots from forty (40) to thirty-two (32) through attrition. The total maximum monthly reimbursement is twenty eight thousand four hundred eighty dollars ($28,480) before the reduction and twenty two thousand seven hundred eighty four dollars (22,784) after the reduction is complete.

2. Total payments to Contractor under this this portion of the Agreement shall not exceed $831,616.

• Budget Period 1	09/01/2016 – 10/31/2016	2 months X $28,480	$56,960 (maximum)
• Budget Period 2	11/01/2016 – 08/31/2017	10 months X $22,784	$227,840
• Budget Period 3	09/01/2017 – 08/31/2018	12 months X $22,784	$273,408
• Budget Period 4	09/01/2018 – 08/31/2019	12 months X $22,784	$273,408

Payments outlined above do not include costs incurred before services begin – see Attachment C – Start-Up Costs. In addition, training and technical funds to cover trainings, conferences, classes and workshops for Contractor staff will be covered by CAPK when they are pre-approved and deemed necessary to meet Head Start requirements.

Contractor shall submit invoices for services rendered to CAPK within thirty (30) days of the end of the calendar month. Contractor shall furnish invoices in a form acceptable to CAPK. All amounts paid by CAPK to the Contractor shall be subject to audit by CAPK. Upon receipt of an acceptable invoice, payment shall be made in a reasonable time upon approval by CAPK that payment shall be made to the address specified in section 10 of the Agreement.

3. **Payment Basis** – Subject to the payment limit in paragraph one (1) of the Agreement above, use of funds received by the Contractor for services provided to CAPK are restricted to the performance of the Contractor's obligations under this Agreement.

4. **Loss of Subsidy** –Eligible children identified as EHS participants may not be dis-enrolled as a result of a loss of subsidy. In the case of where an EHS slot is not subsidized, CAPK will pay a non-subsidized rate of no more than the state daily rate for any unsubsidized EHS-Child Care Partnership child. CAPK will continue to make payments for the unsubsidized child until the child ages out of the program, the parent declines services or secures child care elsewhere. CAPK will work with the Contractor to ensure continuity of services due to a loss of subsidy either in the Center Based option or offering EHS Home Based services through CAPK's EHS Home Based program. The non-subsidized rate can either be short term until subsidy resumes or long term to support continued EHS services to the child and family. In the case of loss of subsidy, Contractor will submit request for payment in writing. Payments made for loss of subsidy pursuant to this paragraph will be in addition to any payments made to Contractor pursuant to paragraph one (1) above.

5. **Allowable Costs** – Contractor's allowable costs are only those which are approved in advance by CAPK and in accordance with Office of Budget and Management (OMB) Uniform Guidance 2 CFR Part 200, including any amendments.

6. **Fiscal Provisions** –

   a. CAPK will notify Contractor in writing of any modification, payments, delays, or cancellations of the federal grant that will affect the program within five (5) business days of CAPK's receipt of such notice.

   b. Contractor is entitled to receive reimbursement for its actual costs of providing the facilities, goods, and services (collectively "Services") only as specified in this Agreement. Contractor acknowledges and agrees it is not entitled to any payments over and above those specified in this Agreement unless approved in writing by CAPK. In no event will Contractor receive reimbursement exceeding the amount stated in this Agreement, except if it has received prior written authorization from CAPK.

   c. Compensation may be reduced or withheld in the event that Contractor fails to comply with the provisions of this Agreement, or does not perform in accordance with the terms of this Agreement.

   d. The Contractor shall contribute Non-Federal Share, which is a match of federal funds required by the Head Start Act, equal to 25% of Federal funds expended. Such contributions may be in cash, donated supplies and services, reduced rates for supplies and expenses, fair rental value, and/or volunteer services received. Non-Federal Share may also include other non-Federal funds and related expenses that benefit the EHS-Child Care Partnership (as defined by the Administration for Children and Families), as determined solely by CAPK. All Non-Federal Share contributions pursuant to this Agreement must be approved as such by CAPK in accordance with Office of Budget and Management

(OMB) Uniform Guidance 2 CFR Part 200.Contributions must be realized and recorded in the same budget period as the Federal funds are received.

- Budget Period 1 09/01/2016 – 10/31/2016 2 months X $28,480 @ 25% $14,240
- Budget Period 2 11/01/2016 – 08/31/2017 10 months X $22,784 @ 25% $56,960
- Budget Period 3 09/01/2017 – 08/31/2018 12 months X $22,784 @ 25% $68,352
- Budget Period 4 09/01/2018 – 08/31/2019 12 months X $22,784 @ 25% $68,352

ATTACHMENT C – START-UP COSTS

1. For the period March 1, 2015 to July 31, 2015, in lieu of monetary reimbursement, the Contractor agrees to accept reimbursement in the form of material goods valued at a maximum of $39,375 under this part of the Agreement for costs associated with the start-up activities of the Contractor. Ownership/title of the material goods will transfer to the Contractor.

2. Contractor agrees that the definition of material goods includes equipment (unit acquisition cost < $5,000), supplies, toys, training, furniture, and minor renovations that are necessary to bring classrooms into compliance with Head Start Performance Standards, address health and safety requirements, and to augment the current classrooms and strengthen the quality of the learning environment for the EHS-Child Care Partnership children. Any additional expense not pre-approved by CAPK will be at Contractor's own expense.

3. Contractor agrees to be solely responsible for the repair, maintenance, and replacement of all equipment, supplies, toys, and furniture in its possession.

4. The Contractor shall contribute Non-Federal Share, which is a match of federal funds required by the Head Start Act, equal to 25% of federal funds expended for start-up. Such contributions may be in cash, donated supplies and services, reduced rates for supplies and expenses, fair rental value, and/or volunteer services received. Non-Federal Share may also include other non-federal funds and related expenses that benefit the EHS-Child Care Partnership, as determined solely by CAPK. All Non-Federal Share contributions pursuant to this Agreement must be approved as such by CAPK in accordance with Office of Budget and Management (OMB) Uniform Guidance 2 CFR Part 200. Contributions must be realized and recorded in the same budget period as the federal funds are received.

    - 03/01/2015 – 07/31/2015 Start-up costs @ 25% $9,844

ATTACHMENT D

Community Action Partnership of Kern
Additional Terms and Conditions

1. **TAXES.** The Contractor is solely responsible to pay all taxes and comply with all Federal, State, and local laws, ordinances, rules, regulations and lawful orders bearing on the performance of work.

2. **ASSIGNMENT OF SUBCONTRACTING.** The Contractor may not assign or transfer the Agreement, or any interest therein or claim thereunder, or subcontract any portion of the work thereunder, without the prior written approval of CAPK. If CAPK consents to such assignment or transfer, the terms and conditions of the Agreement shall be binding upon any assignee or transferee. Any transfer shall be considered an addendum to the Agreement and must be included as such.

3. **TERMINATION FOR CONVENIENCE OF CAPK**. CAPK may terminate the Agreement at any time by giving written notice to the Contractor of such termination and specifying the effective date thereof. In that event, all finished or unfinished documents and other materials as described herein, at the option of CAPK, shall become its property. If the Agreement is terminated by CAPK as provided herein, the Contractor shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents and other materials. The Contractor hereby expressly waives any and all claims for damages or compensation arising under the Agreement except as set forth in this section in the event of such termination.

4. **CHANGES**. CAPK may from time to time, require changes in the scope of the services of the Contractor to be performed hereunder. Such changes, including any increase or decrease in the amount of the Contractor's compensation which are mutually agreed upon by and between CAPK and the Contractor, shall be effective when incorporated in written amendments to the Agreement. Amendments shall be valid only after approval by Contractor and CAPK's Executive Director.
5. **CLAIMS**. All claims for money due or to become due to the Contractor from CAPK under the Agreement may not be assigned to a bank, trust company, or other financial institution without CAPK approval. Notice or requests of any such assignment or transfer shall be furnished promptly in writing to CAPK.
6. **NOTICE**. Any notice or notices required or permitted to be given pursuant to the Agreement may be personally served on the other party by the party giving such notice, or may be served by certified mail, return receipt requested.
7. **AFFIRMATIVE ACTION.** The Contractor agrees to abide by all State and Federal Affirmative Action policies and laws.
8. **DISPUTE RESOLUTION.** Any dispute arising regarding the interpretation or implementation of the Agreement, including any claims for breach of the Agreement, shall be resolved by submitting the claim for arbitration to the American Arbitration Association in accordance with its rules and procedures applicable to commercial disputes. The location of any arbitration hearing shall be Bakersfield, California, and any enforcement of the arbitrator's decision shall be brought in the Superior Court of the County of Kern, Bakersfield, California.
9. **EQUAL EMPLOYMENT OPPORTUNITY.** All hiring and other employment practices by the Contractor shall be non-discriminatory, based on merit and qualifications without regard to race, color, religion, national origin, ancestry, disability, medical condition, marital status, age or sex.
10. **SBE/MBE/WBE POLICY STATEMENT.** It is the policy of Community Action Partnership of Kern, consistent with Federal, State and local laws, to promote and encourage the development, participation, and continued expansion of Small Business Enterprises, Minority Business Enterprises and Women's Business Enterprises.
11. **CONFIDENTIALITY.** The Contractor shall use his or her best efforts to keep confidential any information obtained during the performance of the Agreement.
12. **RESPONSIBILITY.** If Contractor is part of a corporation, the individual or individuals who sign the Agreement on behalf of the corporation are jointly responsible for performance of the Agreement.

13. **PROTEST BY CONTRACTOR:** If the Contractor wishes to file a protest against CAPK for any action, the Contractor must do so in writing with CAPK within 72 hours after the action to be protested has occurred. All protests will be taken under advisement. Any protests received after that will not be recognized.

14. **CONFLICT OF INTEREST:** In accordance with California Public Contract Code 10410, no officer or employee of CAPK shall engage in any employment, activity or enterprise from which the officer or employee receives compensation or has a financial interest in the Agreement, which may be in whole, or in part, sponsored or funded by a Local, State, or Federal agency. Also, no relative of an employee of CAPK may enter into or bid on an Agreement while said employee is still employed by CAPK. No relative of an employee of CAPK may bid on an Agreement until 12 months after the date said employee of CAPK has left employment of CAPK, either voluntarily or involuntarily. It is contrary to CAPK policy for any CAPK employee to personally solicit, demand or receive any gratuity of any kind from a Contractor in connection with any decision affecting a CAPK purchase or Agreement for Goods or Services. Thus, if such a case were to occur, the Contractor may file a protest with CAPK as specified in the section titled "Protest by Contractor."

15. **DEBARMENT AND SUSPENSION CERTIFICATION**: Contractor, under penalty of perjury, certified that, except as noted below, he/she or any person associated therewith in the capacity of owner, partner, director, officer, manager:

    a. Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;

    b. Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past three (3) years;

    c. Does not have a proposed debarment pending; and

    d. Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years.

    If there are any exceptions to the Certifications above, insert the exceptions in the following space:

    Exceptions will not necessarily result in denial of award, but will be considered in determining Contractor responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

    Note: Providing false information may result in criminal prosecution or administrative sanctions.

16. **WORKER'S COMPENSATION**: Labor Code Section 3700 provides:

    "Every employer except the State and all political subdivisions or institutions thereof, shall secure the payment of compensation in one or more of the following ways:

    "(a) By being insured against liability to pay compensation in one or to more than one of the insurers duly authorized to write compensation insurance in this State.

    "(b) By securing from the Director of Industrial Relations a certificate of consent to self-insure, which may be given upon furnishing proof satisfactory to the Director of Industrial Relations of ability to self-insure and to pay any compensation that may become due to his employees."

    Contractor is aware of the provisions of Section 3700 of the Labor Code which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions of that Code, and Contractor will comply with those provisions before commencing the performance of the work of the Agreement.

    (In accordance with Article 5 [commencing at Section 1860], Chapter 1, Part 7, Division 2 of the Labor Code, this certificate must be signed and filed with the awarding body prior to performing any work under the Agreement.)

17. **INSURANCE REQUIREMENTS:** Contractor shall procure, furnish and maintain for the duration of the Agreement the following types and limits of insurance herein:

a. Automobile Liability Insurance, providing coverage on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than One Million Dollars ($1,000,000) per occurrence; and the policy shall:
b. Provide coverage for owned, non-owned and hired autos.
c. Contain an additional insured endorsement in favor of Community Action Partnership of Kern, its board, officers, agents, employees and volunteers.
d. Broad Form Commercial General Liability Insurance, ISO form CG00 01 11 85 or 88 providing coverage on an occurrence basis for bodily injury, including death, of one or more persons, property damage and personal injury, with limits of not less than One Million Dollars ($1,000,000) per occurrence; and the policy shall:
e. Provide Contractual Liability coverage for the terms of the Agreement.
f. Contain an additional insured endorsement in favor in favor of Community Action Partnership of Kern, its board, officers, agents, employees and volunteers.
g. Workers' compensation insurance with statutory limits and employer's liability insurance with limits of not less than One Million Dollars ($1,000,000) per occurrence; and the policy shall contain a waiver of subrogation endorsement in favor of Community Action Partnership of Kern, its board, officers, agents, employees and volunteers.

All policies required of the Contractor shall be primary insurance as to Community Action Partnership of Kern, its board, officers, agents employees and volunteers and any insurance or self-insurance maintained by Community Action Partnership of Kern, its board, officers, agents employees and designated volunteers shall be in excess of the Contractor's insurance and shall not contribute with it. Additional insured endorsement shall use ISO form CG20 10 11 85 (in no event with an edition date later than 1990).

Insurance is to be placed with insurers with a Best's rating of no less than A:VII. Any deductibles, self-insured retentions or insurance in lesser amounts, or lack of certain types of insurance otherwise required by the Agreement, or insurance rated below Best's A:VII, must be declared prior to execution of the Agreement and approved by CAPK in writing.

All policies shall contain an endorsement providing Community Action Partnership of Kern with thirty (30) days written notice of cancellation or material change in policy language or terms. All policies shall provide that there shall be continuing liability thereon, notwithstanding any recovery on any policy.

The insurance required hereunder shall be maintained until all work required to be performed by the Agreement is satisfactorily completed.

Contractor shall furnish CAPK with a certificate of insurance and required endorsements evidencing the insurance required. CAPK may withdraw its offer of an Agreement or cancel the Agreement if certificates of insurance and endorsements required have not been provided prior to the execution of the Agreement.

Signature **Date**

Print Name

Company Name

DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR CHILDREN AND FAMILIES
NOTICE OF AWARD

SAI NUMBER:

PMS DOCUMENT NUMBER:

1. AWARDING OFFICE:	2. ASSISTANCE TYPE:	3. AWARD NO.:	4. AMEND. NO.
Office of Head Start	Discretionary Grant	09HP0036-02-00	0

5. TYPE OF AWARD:	6. TYPE OF ACTION:	7. AWARD AUTHORITY:
Service	Non-Competing Continuation	42 USC 9801 ET SEQ.

8. BUDGET PERIOD:	9. PROJECT PERIOD:	10. CAT NO.:
09/01/2016 THRU 08/31/2017	03/01/2015 THRU 08/31/2019	93.600

11. RECIPIENT ORGANIZATION:
Community Action Partnership of Kern
5005 Business Park N
Bakersfield, CA 93309-1651
Grantee Authorizing Official: James Camp , Board of Directors Chairperson

12. PROJECT / PROGRAM TITLE:
Early Head Start Partnership

13. COUNTY:	14. CONGR. DIST:	15. PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR:
Kern	23	Yolanda Gonzalez Director

16. APPROVED BUDGET:

Personnel	$	122,245.00
Fringe Benefits	$	28,705.00
Travel	$	5,294.00
Equipment	$	0.00
Supplies	$	5,156.00
Contractual	$	459,322.00
Facilities/Construction	$	0.00
Other	$	17,990.00
Direct Costs	$	638,712.00
Indirect Costs At % of $	$	62,184.00
In Kind Contributions	$	0.00
Total Approved Budget	$	**700,896.00**

17. AWARD COMPUTATION:

A. NON-FEDERAL SHARE	$	175,224.00	20%
B. FEDERAL SHARE	$	700,896.00	80%

18. FEDERAL SHARE COMPUTATION:

A. TOTAL FEDERAL SHARE	$	700,896.00
B. UNOBLIGATED BALANCE FEDERAL SHARE	$	0.00
C. FED. SHARE AWARDED THIS BUDGET PERIOD	$	0.00

19. AMOUNT AWARDED THIS ACTION:	$	700,896.00
20. FEDERAL $ AWARDED THIS PROJECT PERIOD:	$	1,949,102.00

21. AUTHORIZED TREATMENT OF PROGRAM INCOME:
Additional Costs

22. APPLICANT EIN:	23. PAYEE EIN:	24. OBJECT CLASS:
952402760	1952402760A1	41.51

25. FINANCIAL INFORMATION: **DUNS** 072947617

ORGN	DOCUMENT NO.	APPROPRIATION	CAN NO.	NEW AMT.	UNOBLIG.	NONFED %
	09HP003602	75-1617-1536	6-G095128	$684,096.00		
	09HP003602	75-1617-1536	6-G095121	$16,800.00		

26. REMARKS: (Continued on separate sheets)

27. SIGNATURE - ACF GRANTS OFFICER	DATE:	28. SIGNATURE(S) CERTIFYING FUND AVAILABILITY	
Martin Tom	08/22/2016	Mr. Omar Barrett	08/22/2016

29. SIGNATURE AND TITLE - PROGRAM OFFICIAL(S)	DATE:
Ms. Jan Y Len - Regional Program Manager, Office of Hea	08/22/2016

DGCM-3-785 (Rev. 86)

DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR CHILDREN AND FAMILIES
NOTICE OF AWARD

SAI NUMBER:

PMS DOCUMENT NUMBER:

1. AWARDING OFFICE:	2. ASSISTANCE TYPE:	3. AWARD NO.:	4. AMEND. NO.
Office of Head Start	Discretionary Grant	09HP0036-02-00	0

5. TYPE OF AWARD:	6. TYPE OF ACTION:	7. AWARD AUTHORITY:
Service	Non-Competing Continuation	42 USC 9801 ET SEQ.

8. BUDGET PERIOD:	9. PROJECT PERIOD:	10. CAT NO.:
09/01/2016 THRU 08/31/2017	03/01/2015 THRU 08/31/2019	93.600

11. RECIPIENT ORGANIZATION:

Community Action Partnership of Kern

STANDARD TERMS

1. Paid by DHHS Payment Management System (PMS), see attached for payment information.This award is subject to the requirements of the HHS Grants Policy Statement (HHS GPS) thatare applicable to you based on your recipient type and the purpose of this award.

   This includes requirements in Parts I and II (available at http://www.hhs.gov/grants/grants/policies-regulations/index.html of the HHS GPS. Although consistent with the HHS GPS, any applicable statutory or regulatory requirements, including 45 CFR Part 75, directly apply to this award apart from any coverage in the HHS GPS.This award is subject to requirements or limitations in any applicable Appropriations Act.This award is subject to the requirements of Section 106 (g) of the trafficking VictimsProtection Act of 2000, as amended (22 U.S.C. 7104).For the full text of the award term, go to http://www.acf.hhs.gov/discretionary-post-award-requirements.
   This award is subject to the Federal Financial Accountability and Transparency Act (FFATA or Transparency) of 2006 subaward and executive compensation reporting requirements.For the full text of the award term, go to http://www.acf.hhs.gov/discretionary-post-award-requirements.This award is subject to requirements as set forth in 2 CFR 25.110 Central Contractor Registration (CCR) and DATA Universal Number System (DUNS). For full text go to http://www.acf.hhs.gov/discretionary-post-award-requirements.

   Consistent with 45 CFR 75.113, applicants and recipients must disclose in a timely manner, in writing to the HHS awarding agency, with a copy to the HHS Office of Inspector General (OIG), all information related to violations of federal criminal law involving fraud, bribery, or gratuityviolations potentially affecting the federal award. Subrecipients must disclose, in a timelymanner, in writing to the prime recipient (pass through entity) and the HHS OIG, all information related to violations of federal criminal law involving fraud, bribery, or gratuity violationspotentially affecting the federal award. Disclosures must be sent in writing to the awarding agency and to the HHS OIG at the following addresses:
   The Administration for Children for Children and FamiliesU.S. Department of Health and Human ServicesOffice of Grants ManagementATTN: Grants Management Specialist330 C Street, SW., Switzer BuildingCorridor 3200Washington, DC 20201
   AND
   U.S. Department of Health and Human ServicesOffice of Inspector GeneralATTN: Mandatory Grant Disclosures, Intake Coordinator330 Independence Avenue, SW, Cohen BuildingRoom 5527Washington, DC 20201Fax: (202) 205-0604 (Include "Mandatory Grant Disclosures" in subject line) or Email: MandatoryGranteeDisclosures@oig.hhs.gov
   Failure to make required disclosures can result in any of the remedies described in 45 CFR75.371 Remedies for noncompliance, including suspension or debarment (See 2 CFR parts 180& 376 and 31 U.S.C. 3321).

   This award is subject to the requirements as set forth in 45 CFR Part 87.This grant is subject to the requirements as set forth in 45 CFR Part 75.This award is subject to HHS regulations codified at 45 CFR 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, and 1310.Attached are terms and conditions, reporting requirements, and payment instructions.Initial expenditure of funds by the grantee constitutes acceptance of this award.

Project Abstract Summary

1. [NO ABSTRACT DATA]

AWARD ATTACHMENTS

Community Action Partnership of Kern 09HP0036-02-00

1. remarks

26. REMARKS (Continued from previous page)

This grant action awards $684,096 for Early Head Start operations and $16,800 for training and technical assistance for the 09/01/2016-08/31/2017 budget period.

Early Head Start population: 56 infants and toddlers.
Designated Early Head Start service area: Bakersfield, Kern County, California.
Approved program options: Center-based.

This grant is subject to the requirements for contribution of the non-federal match and approval of key staff, the limitations on development and administrative costs and employee compensation, and prior written approval for the purchase of equipment and other capital expenditures and the purchase, construction and major renovation of facilities as specified in Attachment 1.

The grantee is required to submit one semi-annual SF-425 report, one annual SF-425 report, and one final SF-425 report. For Community Action Partnership of Kern, SF-425 reports must be received by:

- Semi-Annual Report: 04/30/2017
- Annual Report: 10/30/2017
- Final Report: 1/30/2018

Additionally, the grantee must submit their SF-429 Real Property Status report via the Online Data Collection system in GrantSolutions. Please refer to Program Instruction ACF-PI-HS-16-01 for further details on reporting due dates and submission locations.

This grant action awards supplemental funds in the amount of $12,096 in G095128 for the cost-of-living adjustment increase for the Early Head Start program for Fiscal Year 2016.

Attachment 1

Award Number: 09HP0036/02

Recipient Organization: COMMUNITY ACTION PARTNERSHIP OF KERN

This grant is subject to Section 640(b) of the Head Start Act and 45 C.F.R. § 1301.20 requiring a non-federal match of 20 percent of the total cost of the program. This grant is also subject to the requirements in Section 644(b) of the Head Start Act and 45 C.F.R. § 1301.32 limiting development and administrative costs to a maximum of 15 percent of the total costs of the program, including the non-federal match contribution of such costs. The requirements for a non-federal match of 20 percent and the limitation of 15 percent for development and administrative costs apply to the 09/01/2016-08/31/2017 budget period unless a waiver is approved. Any request for a waiver of the non-federal match, or a portion thereof, that meets the conditions under Section 640(b)(1)-(5) of the Head Start Act or 45 C.F.R. § 1301.21 or a waiver of the limitation on development and administrative costs that meets the conditions under 45 C.F.R. § 1301.32(g) must be submitted in advance of the end of the budget period. Any waiver request submitted after the expiration of the project period will not be considered.

The HHS Uniform Administrative Requirements (see 45 C.F.R. § 75.308(c)(2)) provide the authority to ACF to approve key staff of Head Start grantees. For the purposes of this grant, key staff is defined as the Head Start Director or person carrying out the duties of the Head Start Director if not under that title and the Chief Executive Officer, Executive Director and/or Chief Fiscal Officer if any of those positions is funded, either directly or through indirect cost recovery, more than 50 percent with Head Start funds.

Section 653 of the Head Start Act prohibits the use of any federal funds, including Head Start grant funds, to pay any portion of the compensation of an individual employed by a Head Start agency if that individual's compensation exceeds the rate payable for Level II of the Executive Schedule.

Prior written approval must be obtained for the purchase of equipment and other capital expenditures as described in 45 C.F.R. § 75.439(a). Prior written approval must also be obtained under 45 C.F.R. § 75.439(b)(3) and 45 C.F.R. Part 1309 to use Head Start grant funds for the initial or ongoing purchase, construction and major renovation of facilities. No Head Start grant funds may be used toward the payment of one-time expenses, principal and interest for the acquisition, construction or major renovation of a facility without prior written approval of the Administration for Children and Families.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Janelle Gonzalez, Program Governance Coordinator

Date: September 28, 2016

Subject: *Agenda Item VI(e):* Proposed Revisions for the 2016-2017 Policy Council Bylaws – Action Item

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In accordance with the Head Start Performance Standards Appendix A1304.50 (d)(1)(i) The Board of Directors and Policy Council must approve the composition of the Policy Council and the Procedures by which policy group members are chosen.

Current: Section 2. Types of Membership

Composition

Reg. 1	Reg. 2	Reg. 3	Reg. 4	Reg. 5	Home Base	EHS Partnership	EHS San Joaquin	Community Representative		CAPK Board of Director
4 Parents	4 Parents	4 Parents	4 Parents	4 Parents	2 Parents	1 Parent	2 Parents	1 Past Parent	1 Comm. Rep.	1 BOD Member

a. The meetings will be held as needed to elect members to the Policy Council.
b. In the event that a member's child changes to another program option or region, during the program year, they will remain on Policy Council until the position is filled. Once the position is filled, the current member will be terminated and encouraged to seek election with new parent committee.

Proposed: Section 2. Types of Membership

Reg. 1	Reg. 2	Reg. 3	Reg. 4	Home Base	EHS CC Partnership	EHS San Joaquin	Community Representative		CAPK Board Of Director
4 Parents	4 Parents	4 Parents	4 Parents	2 Parents	1 Parent	2 Parents	1 Past Parent	1 Comm. Rep.	1 BOD Member

a. The meetings will be held as needed to elect members to the Policy Council.
b. In the event that a member's child changes to another program option or region, during the program year, they will remain on Policy Council until the position is filled. Once the position is filled, the current member will be terminated and encouraged to seek election with new parent committee.
c. In the event the member's child ages out of the Head Start, EHS Partnership, and/or the San Joaquin program, member will continue their membership until the end of PC Term.

Article VII
Voting Rights

Current: Section 1. Vote

a. The Policy Council will vote by a show of hands.
b. A Policy Council member may vote only if present at a meeting during which a vote is taken, and may not vote by proxy or absentee ballot.
c. A Policy Council member who is out of the room or leaves the room during the time an action item is being discussed may not return to the room and vote.
d. The Chairperson may vote only to break a tie.
e. The Executive Committee **may** act and vote on behalf of the Community Action Partnership of Kern Policy Council between official Policy Council Meetings, if a quorum of Policy Council members cannot be met. **Every effort will be made via mail and phone to remind policy council members of meetings.**
f. Policy Council Members whose physical locations are more than 2 hours (Ridgecrest and Stockton) from the meeting location will use "GoToMeeting" or "Conference Call" or by other means as necessary. Agency business will be conducted at a Head Start Center on behalf of the Policy Council in a designated area to support closed door executive sessions.

Proposed: Section 1. Vote

a. The Policy Council will vote by a show of hands and/or stating "I"
b. A Policy Council member may vote only if present at a meeting during which a vote is taken, and may not vote by proxy or absentee ballot.
c. A Policy Council member who is out of the room or leaves the room during the time an action item is being discussed may not return to the room and vote.
d. The Chairperson may vote only to break a tie.
e. The Executive Committee **may** act and vote on behalf of the Community Action Partnership of Kern Policy Council between official Policy Council Meetings, if a quorum of Policy Council members cannot be met. **Every effort will be made via mail and phone to remind policy council members of meetings.**
f. Policy Council Members whose physical locations are more than 2 hours (Ridgecrest and Stockton) from the meeting location will use "GoToMeeting" or "Conference Call" or by other means as necessary. Agency business will be conducted at a Head Start Center on behalf of the Policy Council in a designated area to support closed door executive sessions.
g. Members joining the Policy Council meeting via GoToMeeting will vote using a color card system. When voting an "All in favor", members will use the Green color card and hold closest to the camera's view for the secretary to get an accurate count of votes. The remaining color cards for members to communicate via GoToMeeting are as follows:

Opposed = Red
Abstain = Blue
Motion = Yellow
Question = White

Article VIII
Standing Committees

Current: Section 1. Standing Committees

a. Each Policy Council member must participate on one committee. Each Policy Council member will sit on a maximum of two (2) committees, and a minimum of one (1) committee, during the course of the Policy Council year. Committees shall develop written recommendations and will be reflected in committee meeting minutes and placed on the next PC Agenda. Minutes shall be available upon request with the exception of meetings involving discussions of the agency employees or potential employees, which are deemed confidential.
   - Budget and Finance-Seven (7) members
   - Planning –Seven (7) members
   - Bylaws –Six (6) members
   - Personnel –Five (5) members

Proposed: Section 1. Standing Committees

a. Each Policy Council member must participate on one committee. Each Policy Council member will sit on a maximum of two (2) committees, and a minimum of one (1) committee, during the course of the Policy Council year. Committees shall develop written recommendations and will be reflected in committee meetings minutes and placed on the next PC Agenda. Minutes shall be available upon request with the exception of meetings involving discussions of the agency employees or potential employees, which are deemed confidential.
   - Budget and Finance-Seven (7) members
   - Planning –Seven (7) members
   - Bylaws –Six (7) members
   - Personnel –Five (5) members

Recommendation:
Staff recommends the Board of Directors approve the Proposed Revisions for the 2016-2017 Policy Council Bylaws.

Attachments: 2016-2017 Policy Council Bylaws

COMMUNITY ACTION PARTNERSHIP OF KERN
Head Start/State Child Development

POLICY COUNCIL
BYLAWS

By-Laws Committee Reviewed: July 22, 2016

Policy Council Approval:

Governing Board Approval:

ARTICLE I
NAME

The name of this organization will be the Community Action Partnership of Kern Head Start/Early Head Start Policy Council, hereafter known as the "Policy Council."

ARTICLE II
PURPOSE AND FUNCTIONS

SECTION 1. Purpose

The Policy Council is to serve as a go-between among public and private organizations, the grantee **(Community Action Partnership of Kern),** the communities served by Early Head Start/Head Start and the families in the Early Head Start/Head Start and/or General Child Care Programs when there is approved inclusion by the State Child Department Division.

SECTION 2. Functions and Responsibilities

The following definitions and responsibilities are cited from 45 CFR 1304.50 and Appendix A:

a. ***General Responsibility.*** The group with legal and fiscal responsibility that guides and oversees the carrying out of the functions described through the individual or group given operating responsibility.
b. ***Operating Responsibility.*** The individual or group that is directly responsible for carrying out or performing the functions consistent with the general guidance and direction of the individual or group holding general responsibility.
c. ***Must Approve or Disapprove.*** The group that must be involved in the decision-making process prior to the point of seeking approval. If it does not approve, a proposal cannot be adopted, or the proposed action taken, until agreement is reached between the disagreeing groups.

1. **Planning – must approve or disapprove:**
   a. 1304.50(d)(1)(iii) Procedures for program planning in accordance with this part and the requirements of 45 CFR 1305.3.
   b. 1304.50(d)(1)(iv) The program's philosophy, and long and short-range program goals and objectives (*see 45 CFR 1304.51(a) and 45 CFR 1305.3 for additional requirements regarding program planning*).
   c. 1304.50(d)(1)(v) The selection of delegate agencies and their service areas (this regulation is binding on Policy Councils exclusively) (*see 45 CFR 1301.33 and 45 CFR 1305.3(a) for additional requirements about delegate agency and service area selection, respectively*).
   d. 1304.50(d)(1)(vii)Criteria for defining recruitment, selection, and enrollment priorities, in accordance with the requirements of 45 CFR Part 1305.
   e. 1304.50(d)(1)(i) All funding applications and amendments to funding applications for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the grantee (in the case of Policy Committees) or to HHS (in the case of Policy Councils).
   f. 1304.50(f) Policy Council, Policy Committee, and Parent Committee reimbursement. Grantee and delegate agencies must enable low-income members to participate fully in their group responsibilities by providing if necessary, reimbursements for reasonable expenses incurred by the members.
   g. 1305.40(d)(1)(viii) The annual self-assessment of the grantee or delegate agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review (*see 45 CFR 1304.51(i)(1) for additional requirements about the annual self-assessment*).

2. **General Procedures – Must approve or disapprove:**
   a. 1304.50(d)(1)(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen.
   b. 1304.50(d)(1)(ii) Procedures describing how the governing body and the appropriate policy group will implement shared decision-making.
   c. 1304.50(h) Internal dispute resolution. Each grantee and delegate agency and Policy Council or Policy Committee jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group.

3. **Operating responsibility:**
   a. 1304.50(d)(2)(v) Establish and maintain procedures for hearing and working with the grantee or delegate agency to resolve community complaints about the program.

4. **Human Resource Management – Must approve or disapprove:**
   a. 1304.50(d)(1)(ix) Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff, consultants, and volunteers.
   b. 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start Director of the grantee agency.
   c. 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the grantee agency.

ARTICLE III
MEMBERSHIP

SECTION 1. Membership

1. **Composition**
   a. The Policy Council will be made up of:
   Community Representatives – may be former Head Start parents or from the community. At least fifty-one percent (51%) of the Policy Council will be parents of children currently enrolled in Early Head Start/Head Start (45 CFR 1304.50(b)(2)).
   b. A parent is defined as "a Head Start/Early Head Start child's mother or father, other family member who is the primary care giver, foster parent, guardian or the person with whom the child has been placed for purposes of adoption pending a final adoption decree" (45 CFR 1306.3(h)).

SECTION 2. Types of Membership

A parent must have a child currently enrolled in the Head Start/Early Head Start program to be a member of the Regional Parent Committee (RPC). The RPC was developed to provide parents in the Head Start/State Child Development Program an opportunity for additional decision-making responsibility in the governance program. The results of the RPC elections will provide the composition of the Head Start/State Child Development Program Policy Council. The Policy Council Membership shall consist of the following:

Reg. 1	Reg. 2	Reg. 3	Reg. 4	Home Base	EHS CC Partnership	EHS San Joaquin	Community Representative		CAPK Board Of Director
4 Parents	4 Parents	4 Parents	4 Parents	2 Parents	1 Parent	2 Parents	1 Past Parent	1 Comm. Rep.	1 BOD Member

a. The meetings will be held as needed to elect members to the Policy Council.
b. In the event that a member's child changes to another program option or region, during the program year, they will remain on Policy Council until the position is filled. Once the position is filled, the current member will be terminated and encouraged to seek election with new parent committee.
c. In the event the member's child ages out of the Head Start, EHS Partnership, and/or the San Joaquin program, the member will continue their membership until the end of the PC term.

1. **Community Representatives**
   Community Representatives may be drawn from the local community: businesses; public or private community, civic, and professional organizations; and others who are familiar with resources and services for low-income children and families, including, for example, the parents of formerly enrolled children (45 CFR 1304.50(b)(3)).
   a. One (1) Community Representative appointed by community agency. Responsibilities will include a monthly verbal report on agency events and support to the Head Start program.
   b. One (1) Community Representative-Past Parent Representative. The Past Parent elected to the PC must not have a child/children enrolled in the HS/EHS Program and participating in elementary school Parent Teacher Associations (if applicable). Responsibilities will include working with the Governance Coordinator attending monthly parent meetings and discussing benefits of Head Start program and in kind.

Community Representatives must submit an application and be approved by the Policy Council before they can be seated. Community Representatives will provide a monthly oral report on current events and support to the Head Start Program.

If any Community Representative becomes a Head Start parent during a Policy Council year, their current membership will be terminated. When a vacancy occurs, they may seek election with their new parent committee.

2. **Ex-Officio Community Representative**:
   One (1) member of the Board of Directors of the Community Action Partnership of Kern will Serve on the Policy Council each year.

SECTION 3. Seating and Training of Members

Parent representatives and Community Representatives are seated as official voting Policy Council members, at the first Policy Council meeting, following their completion of the Policy Council orientation and training.

a. An annual orientation and training for **ALL** Policy Council members shall be provided, within 30 days after elections or as-needed. Training must be attended by the following PC Meeting. If training is not attended the member will be removed and an opening will be available at the next RPC meeting. Only those parent representatives and Community Representatives who complete the training shall be seated.

SECTION 4. Vacancy

When a parent representative position is vacated, the affected Regional Parent Committee will elect a new representative.

SECTION 5. Resignation

A member must give the Program Governance Coordinator a written or verbal statement of resignation.

SECTION 6. Termination/Absence

Membership may be terminated as a result of three (3) consecutive absences between Policy Council and/or Subcommittee meetings throughout the year for any reason, ***except absences for attending a Community Action Partnership of Kern function*, or EXTREME Weather conditions.** Policy Council Member will assume responsibilities until Policy Council approval of termination.

1. Termination may be appealed.
2. Submit a written letter of appeal to the Program Governance Coordinator within ten (10) working days of receiving the notification of termination.
3. The Governance Coordinator will place the appeal on the following Policy Council agenda for the full Policy Council vote.
4. The Policy Council's recommendation will be in effect for the remainder of the current Policy Council year.
5. If an appeal is approved, the termination/absence record will recommence.

SECTION 7. Term of Membership

Policy Council representatives are limited to a combined total of three one-year terms. Parent representatives must stand for election annually. Community representatives also must be selected annually. Any member holding membership for four months or more on the Policy Council will be considered to have served one full year.

SECTION 8. Conduct and Conflict of Interest

Any member of the Policy Council who fails to act in the best interest of the Policy Council, or the Agency, may be removed by a two-thirds (2/3) vote of the membership in attendance, provided the member has been notified of the proposed action. Any persons so removed shall not be considered for participation on the Policy Council in subsequent years (*see Article X*).

No person who serves on Policy council may be employed by CAPK nor may they have a financial conflict of interest with the agency. The responsibilities of the Council and its committees shall be independent of the staff. Individuals serving on the Policy Council may apply for employment with the Agency at any time. When a Policy Council member is being considered for pre-interview, and/or hiring approval, they will be excused from the Personnel Committee vote and Policy Council vote. Any Policy Council representative who accepts employment with CAPK, must resign from the Policy Council immediately.

No person shall be employed with Community Action Partnership of Kern while a member of his/her family, or a roommate serves on the Policy Council or any non-staff committee or delegate division of the agency. A member of the immediate family shall include any of the following; Spouse, parent, step-parents, children, step-children, sister, step-sister, brother, step-brother, father-in-law, mother-in-law, brother-in-law, sister-in-law, daughter-in-law, son-in-law, grandparents, common-law spouse (as defined by the state of California).

ARTICLE IV
OFFICERS

SECTION 1. Officers of the Policy Council

a. The Policy Council shall elect a Chairperson, Vice-Chairperson, Secretary, Treasurer, and Parliamentarian.
b. These officers shall perform the duties prescribed by these Bylaws and **Robert's Rules of Order, Newly Revised.**
c. Currently enrolled parents may hold any office.

d. Officers will be elected by a majority vote at the first Policy Council meeting of the new school year and shall serve from election until the seating of new officers the following year.

e. In the event that a standing officer is elected to another executive position, that person will be automatically terminated from his/her former position.
f. No member shall hold more than one office at a time.
g. If the Vice-Chairperson, Secretary, Treasurer or Parliamentarian resigns or is removed from his/her office, an election will be held at the next Policy Council meeting after the official resignation announcement or removal process is voted upon. The Policy Council Chairperson must appoint a Policy Council member to fill a vacant office on an interim basis until the next Policy Council meeting where a quorum is present and an election for that office can be conducted.
h. If the Chairperson resigns or is removed from his/her office, the Vice Chairperson will assume the office of Chairperson for the remainder of the term of office.

SECTION 2. Functions

1. Chairperson

The Chairperson shall preside at all meetings of the Policy Council according to **Robert's Rules of Order**, and the **Ralph M. Brown Act**.

a. Conduct all meetings of the Policy Council.
b. No later than ten (10) days prior to the meeting, assists in the development of the agenda with the Head Start/State Child Development Director and Program Governance Coordinator.
c. Refrain from entering into debates during the Policy Council meeting.
d. Call the meeting to order on time, follow the agenda and be able to clarify the business at hand at all times.
e. Will explain each motion as needed.
f. May vote to break ties.
g. Appoint members to standing committees and special committees as necessary.
h. Appoint members to temporarily assume duties of absent officers.
i. In the event of resignation or termination of any Policy Council officer, the Chairperson may appoint a Policy Council representative to fill the vacancy on an interim basis until the next regular Policy Council meeting (see Article IV, Section I).
j. The Chairperson will be primary officer to serve as a member of the Board. In the event the Chairperson cannot fulfill these duties termination may take place based on CAPK BOD By-Laws as stated in Section 8. Removal. If the removal is approved by the BOD the PC member will be removed as the PC Chairperson and may seek re-election at following PC meeting.

2. Vice-Chairperson

a. The Vice-Chairperson will chair the Planning Committee.
b. The Vice-Chairperson shall act in the absence of the Chairperson or whenever the Chairperson temporarily vacates/steps down from the chair.
c. Perform other duties as may be assigned to him/her by the Chairperson.
d. Attends meetings to develop the agenda.

3. Secretary

a. The Secretary will chair the Personnel Committee
b. Call roll and maintain a record of members' attendance.
c. Keep a record of all Policy Council minutes.
d. Perform other duties as may be assigned to him/her by the Chairperson.
e. In collaboration with the Staff Policy Council Recorder, assist with final documentation of minutes and motions, as needed.
f. Ensures that Policy Council members sign in when attending meetings.

4. Treasurer

a. Preside as chairperson of the Budget & Finance Committee

b. Ensure a monthly report is distributed to the Policy Council on the Parent Activity Fund.
c. Perform other duties as may be assigned to him/her by the Chairperson.

5. **Parliamentarian**
   a. Will be the Chairperson of the Bylaws Committee
   b. Shall be unbiased regarding the matters being discussed at meetings.
   c. Shall be able to define the Bylaws of the Policy Council and advise the Council on these as necessary.
   d. Shall be aware of the format desired by the Chairperson at meetings and assist in keeping within the format.
   e. Assist in preserving order during Policy Council meetings and as the Chairperson may direct.
   f. Perform other duties as may be assigned to him/her by the Chairperson.

SECTION 3. Training of Officers

Training will be provided by appropriate agency staff or consultants within one month of an officer's election. Training will include, but not be limited to, the functions, duties, and responsibilities of the officers, how to make a motion, the **Ralph M. Brown Act**, and **Robert's Rules of Order**, Newly Revised, etc. Follow-up training will be provided as needed by agency staff/consultants.

ARTICLE V
PARENT REPRESENTATIVES TO THE CALIFORNIA HEAD START ASSOCIATION PARENT CONFERENCE AND NATIONAL HEAD START ASSOCIATION CONFERENCE

a. Elections will take place at the beginning of the New School Year to attend the California Head Start Parent Conference or National Head Start Parent Conference *for members who have not attended a previous training*, pending annual budget. Alternates will be selected.

b. *If a 2nd or 3rd year PC Member previously attended a conference and an opening is available, they may be considered to attend.*

c. Each member will be required to provide an oral report.

ARTICLE VI
POLICY COUNCIL and STANDING COMMITTEE MEETINGS

SECTION 1. Meetings

Regular Policy Council meetings will be held on a monthly basis and determined by the Policy Council. Standing Committee Meetings will be held based on committee vote.

a. All meetings will be conducted according to **Robert's Rules of Order**, Newly Revised, and the **Ralph M. Brown Act**.
b. Notices of each regular meeting shall be sent to all Policy Council members at least five (5) working days in advance, with a copy of the agenda for the meeting and the Minutes from the previous Policy Council meeting.
c. **Special Call meetings** may be called by the Chairperson, a majority of seated Policy Council members, or the Head Start/State Child Development Director in order to conduct official Community Action Partnership of Kern Head Start/Early Head Start business.
d. Policy Council members must be notified at least twenty-four (24) hours prior to a special call meeting by staff, with an explanation of the reasons for calling the special meeting.
e. All Policy Council meetings are open to the public except for personnel-related matters and close door sessions.
f. The Chairperson, Head Start/State Child Development Director and Governance Coordinator will meet to develop the agenda.

SECTION 2. Quorum

a. A quorum for the conducting of business will consist of fifty percent (50%) plus one (1) of the Policy Council members.
b. The Policy Council may not take action on any items unless a quorum is present.

ARTICLE VII
VOTING RIGHTS

SECTION 1. Vote

a. The Policy Council will vote by a show of hands or stating "I".
b. A Policy Council member may vote only if present at a meeting during which a vote is taken, and may not vote by proxy or absentee ballot.
c. A Policy Council member who is out of the room or leaves the room during the time an action item is being discussed may not return to the room and vote.
d. The Chairperson may vote only to break a tie.
e. The Executive Committee **may** act and vote on behalf of the Community Action Partnership of Kern Policy Council between official Policy Council Meetings, if a quorum of Policy Council members cannot be met. **Every effort will be made via mail and phone to remind policy council members of meetings.**
f. Policy Council Members whose physical locations are more than 2 hours (Ridgecrest and Stockton) from the meeting location will use "Go To Webinar" or "Conference Call" or by other means as necessary. Agency business will be conducted at a Head Start Center on behalf of the Policy Council in a designated area to support closed door executive sessions.
g. Members joining the Policy Council meeting via GoToMeeting will vote using a color car system. When voting an "all in favor", members will use the green color card and hold the card closest to the camera's view for the PC Secretary to get an accurate count of votes. The remaining color cards for members to communicate via GoToMeeting are as follows: Opposed- Red, Abstain- Blue, Motion- Yellow, Question- White

ARTICLE VIII
STANDING COMMITTEES

SECTION 1. Standing Committees

a. Each Policy Council member must participate on one committee. Each Policy Council member will sit on a maximum of two (2) committees, and a minimum of one (1) committee, during the course of the Policy Council year. Committees shall develop written recommendations and will be reflected in committee meeting minutes and placed on the next PC Agenda. Minutes shall be available upon request with the exception of meetings involving discussions of the agency employees or potential employees, which are deemed confidential.
    - Budget and Finance-Seven (7) members
    - Planning –Seven (7) members
    - Bylaws –Seven (7) members
    - Personnel –Five (5) members
b. The Executive Committee shall be comprised of five (5) members. The Chairperson, Vice Chairperson, Secretary, Parliamentarian, and Treasurer of the Policy Council.
The Executive Committee will determine its meeting schedule.
c. In the event a standing committee is unable to carry out its assigned functions in a timely manner (i.e., inability to maintain membership, inability to obtain meeting quorum, etc.), the Policy Council will be responsible for all functions described in Article II, Section 2.

SECTION 2. Quorum

a. A quorum of a standing committee shall consist of fifty percent (50%) plus one (1) of the membership of the committee.
b. A standing committee may not conduct business unless a quorum is present.

SECTION 3. Voting

a. A committee member may vote only when present at a meeting during which a vote is taken, and may not vote by proxy or absentee ballot.
b. A majority vote is required to approve an issue/recommendation.
c. A committee chairperson may vote only to break a tie.

SECTION 4. Function of the Budget and Finance Committee

The Policy Council Treasurer will chair the Finance Committee. The Budget and Finance Committee will perform the following functions:

- Work with key Governing Board, Head Start/Early Head Start and/or General Child Care management staff in developing/reviewing the following for recommendation to the Policy Council for approval/disapproval:
    1. 1304.50(d)(1)(i) All funding applications and amendments to funding applications for Early Head Start and Head Start, including administrative services, prior to the submission of such applications to the grantee (in the case of Policy Committees) or to HHS (in the case of Policy Councils).
    2. 1304.50(f) Policy Council, Policy Committee, and Parent Committee reimbursement. Grantee and delegate agencies must enable low-income members to participate fully in their group responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the members.

SECTION 5. Function of the Personnel Committee

The Policy Council Secretary will chair the Personnel Committee. The Personnel Committee will perform the following functions:

a. The Personnel Committee will match the number of members that serve on the Board of Directors Personnel Committee. If additional members are needed a Policy Council Representative may be asked to participate on this committee. The Personnel Committee will send an equal amount of the Board representation if circumstances call for a Joint Personnel Committee Meeting.
b. The Personnel Committee will work with the Head Start/State Child Development Director and other agency staff in developing/reviewing the following for recommendation to the Policy Council for approval/disapproval:
    1. 1304.50 (h) internal dispute resolution. Each Policy Council or Policy Committee jointly must establish written procedures for resolving internal disputes, including impasse procedures, between the governing body and policy group. The Personnel Committee will review, at least annually, the written procedures for resolving internal disputes, including impasse procedures, between the Community Action Partnership of Kern Board of Directors and the Policy Council as it appears in the **Community Action Partnership of Kern Employee Policy Manual,** and revise, review, update as deemed necessary.
    2. 1304.50(d)(1)(ix) Program personnel policies and subsequent changes to those policies, in accordance with 45 CFR 1301.31, including standards of conduct for program staff, consultants, and volunteers. The Personnel Committee will review, revise, update at least annually, the **Community Action Partnership of Kern Employee Policy Manual** as it relates to Head Start/Early Head Start personnel, and make recommendations as are deemed necessary or advisable.
    3. 1304.50(d)(1)(x) Decisions to hire or terminate the Early Head Start or Head Start director of the grantee agency. The Head Start/Early Head Start Policy Council will participate in paper screening and interview process (if PC Member is available) for

Head Start/Early Head Start positions and make recommendations to the Policy Council concerning the hiring of such applicants. In accordance with the **Community Action Partnership of Kern Employee Policy Manual,** and other applicable local, state, and federal regulations.

4. 1304.50(d)(1)(xi) Decisions to hire or terminate any person who works primarily for the Early Head Start or Head Start program of the grantee agency. The Director will make recommendations to the Personnel Committee of pending termination of Head Start/Early Head Start employees and the Personnel Committee will make recommendations in such cases to the Policy Council, in accordance with the **Community Action Partnership of Kern Employee Policy Manual**, and other applicable local, state, and federal regulations.

SECTION 6. Planning Committee

The Policy Council Vice Chairperson will chair the Planning Committee. The Planning Committee will perform the following functions:

- Work with the Program, Design and Management Administrator, Administration Staff, Policy Council and Governing Board to ensure that members are aware of established agency time frames and procedures for program planning.
- The following Governance responsibilities are cited from the Head Start Program Performance Standards 1304.50 Appendix A: Governance and Management Responsibilities.
    1. 1304.50 (d) (1) (iii) Procedure for program planning in accordance with this Part and the requirements of 45 CFR 1305.3
    2. 1304.50 (d) (1)(iv) The program's philosophy and long and short range program goals and objectives.
    3. 1304.50 (d) (1) (vii) Criteria for defining recruitment, selection and enrollment priorities in accordance with the requirements of 45 CFR 1305.
    4. 1304.50 (d)(1)(viii) The annual self assessment of the grantee or delegate agency's progress in carrying out the programmatic and fiscal intent of its grant application, including planning or other actions that may result from the review of the annual audit and findings from the Federal monitoring review.

SECTION 7. Bylaws Committee

The Parliamentarian will chair the Bylaws Committee Meeting. The Bylaws committee shall review and recommend changes to the Bylaws. The committee will interpret the Bylaws when questions arise. This committee is also responsible for making sure that amendments are rewritten into the Bylaws on an *Annual basis.*

1. 1304.50 (d)(1)(vi) The composition of the Policy Council or the Policy Committee and the procedures by which policy group members are chosen.

SECTION 8. Ad Hoc Committees

Ad hoc committees will be formed for a specific case, situation or purpose when deemed necessary. Representatives may volunteer or will be appointed by the Chairperson.

SECTION 9. Responsibility for Assigned Functions

a. Standing committees are assigned specific functions necessary for the operation of a Head Start/Early Head Start program.
b. In the event a standing committee is unable to carry out its assigned functions in a timely manner (i.e., inability to maintain membership, inability to obtain meeting quorum, etc.), the Policy Council will be responsible for all functions described in Article II, Section 2.

ARTICLE IX
REIMBURSEMENT OF EXPENSES

Policy Council members, and Community Representatives, shall be entitled to reimbursement for

child care/transportation expenses, according to the agency's Program Governance Reimbursement Policy.

ARTICLE X
DISCIPLINARY ACTION

SECTION 1. Definition

Disciplinary action is designed to correct and/or abate any inappropriate actions made by Policy Council members. Disciplinary action may result from a concern, problem, complaint or grievance brought against any Policy Council member. Disciplinary action is applicable to all Policy Council members.

SECTION 2. Inappropriate Actions

Inappropriate actions shall include:

a. Violation(s) of the Policy Council Bylaws
b. Violation of Center and Policy Council Chain of Command regarding concerns, problems or complaints
c. Personal misconduct when representing the Policy Council or Community Action Partnership of Kern.
d. Falsification of or making material omissions on forms, records, or reports.
e. Actual or threatened physical violence toward another employee, client, children or parents.
f. Possessing or bringing firearms, weapons, illegal drugs or chemicals onto Agency property, including vehicles.
g. Using, possessing, or being under the influence of alcohol or controlled substances, as defined by law, while conducting Policy Council business or on Agency property.
h. Theft, unauthorized use, and possession or removal of Head Start or Agency funds, property, records, or other materials or items belonging to another employee or client.
i. Destroying or damaging Head Start, employee, or client property or records.
j. Violating safety rules or practices or engaging in conduct that creates a safety or health hazard.
k. Unauthorized disclosure of confidential information about the Agency or any of its clients to the news media or the general public. Any disclosure of confidential client information to anyone, including other employees (refer to "Oath of Confidentiality").
l. Smoking in Agency buildings and vehicles.
m. Engaging in unlawful activity.
n. Directly or indirectly engaging in outside business or financial interests or activities which conflict in any way with the interest of the Agency.
o. Sexual harassment or other unlawful harassment of an employee, Policy Council or governing board member, parent, or community representative.
p. Inciting conflict or hostilities.
q. Bringing false accusations to the Policy Council or any of its committees.
r. Slanderous or libelous remarks against members of the Policy Council, Board of Directors, Parents or Agency staff or clients.
s. Failure to respect and promote the unique identity of each child and family and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, sexual preference, or disability.

SECTION 3. Disciplinary Action Process

Disciplinary actions may be initiated by submitting a written statement to the Head Start/State Child Development Director, Program Governance Coordinator and the Policy Council Chairperson. The written statement shall identify the inappropriate actions (see Article XI, Section 2). Written statements must be submitted within 10 working days following the occurrence. An acknowledgment of receipt shall be made within five (5) working days by the Head Start/State Child Development Director. The Chairperson may make recommendations for resolution and may consult with the Head Start/State Child Development Director.

SECTION 4. Recommendations

The Policy Council member in question shall receive a copy of the written allegations concerning his/her actions and shall be given an opportunity to discuss the statement with the Chairperson and Head Start/State Child Development Director prior to any action being taken. The Chairperson will respond to the Policy Council in one or more of the following ways:

a. Recommend that the involved parties discuss the issues and work toward a resolution.
b. Provide a written recommendation to the involved parties outlining corrective action to be taken.
c. Recommend termination by the Policy Council.
d. Dismiss the allegation as unfounded or not within the responsibility of the Policy Council.

The Policy Council's final vote will remain in effect for subsequent years. If a Policy Council member resigns to avoid removal, the member will not be eligible to participate in subsequent years.

ARTICLE XI
CONCERNS, PROBLEMS AND COMPLAINTS

SECTION 1. Definition

a. ***Concerns.*** Concerns shall be defined as any issue about which there is an interest, an uncertainty, or an apprehension relevant to the Community Action Partnership of Kern's Head Start/Early Head Start Program *(see Section 3)*.
b. ***Problems.*** Problems shall be defined as any issue about which there is a question raised for inquiry, consideration or solution relevant to the Community Action Partnership of Kern's Head Start/Early Head Start Program (*see Section 3)*.
c. ***Complaints.*** Complaints shall be defined as a formal written allegation against a person or organization relevant to the Community Action Partnership of Kern's Head Start/Early Head Start Program.

SECTION 2. Who May Bring Concerns, Problems, and Complaints to the Policy Council?

Any member of the general community and Policy Council members may bring concerns, problems and complaints to the Policy Council through appropriate channels. Complaints shall follow an established protocol for communication. Concerns are to be reviewed, investigated as necessary, and recommendations presented to the Policy Council by the Head Start/State Child Development Director.

SECTION 3. Concerns and Complaints

a. Appropriate Channels for General Community:
   1. Submit in writing to the Policy Council Chairperson and/or attend a Policy Council meeting. If a person from the community would like to speak to the Policy Council, they will have five (5) minutes to inform the Policy Council. A person from the community must submit in writing, within ten (10) working days, the concern or complaint they are having with the Partnership.
   2. The Policy Council Executive Committee will respond within ten (10) working days to the concern or complaint.
   3. If the Policy Council Executive Committee cannot resolve the concern or complaint, it will be sent to Administration for resolution. **Board of Directors will make a final decision on an as needed basis.**
b. Appropriate Channels for Policy Council Representatives.
   1. Submit in writing or talk to the Program Governance Coordinator. If you need help submitting the concern or problem in writing, assistance can be obtained from the Governance Coordinator

2. Program Governance Coordinator, and/ or Head Start/State Child Development Director will contact the Policy Council Representative within ten (10) working days.

ARTICLE XII
IMPASSE

SECTION 1. Procedure for Resolution of Impasse between the Governing Body and Policy Council

The Policy Council and Community Action Partnership of Kern Board of Directors shall follow the arbitration process outlined in the **Community Action Partnership of Kern Employee Policy Manual** for the purpose of resolving an impasse.

ARTICLE XIII
PARLIAMENTARY AUTHORITY

The Policy Council shall follow the **Ralph M. Brown Act,** and **Roberts Rules of Order**, Newly Revised, unless these Bylaws specifically provide for a particular action or procedure to be followed.

Responsibility
The Director will be responsible for implementing this policy and tutoring all staff who need the knowledge and skills necessary to assist in implementation.

ARTICLE XIV
AMENDEMENT TO THE BYLAWS

These Bylaws may be amended by sending a copy of the proposed amendments to each Policy Council member at least five (5) working days before the meeting. The Policy Council will conduct a first reading of the proposed amendment. The Policy Council may debate/discuss and revise any amendment. A vote for adoption of the amendments must be approved by fifty percent (50%), plus one, of the members present at the Policy Council meeting.

COMMUNITY ACTION PARTNERSHIP OF KERN
MEMORANDUM

To: Board of Directors

From: Emilio G. Wagner, Director of Operations

Date: September 28, 2016

Subject: *Agenda Item VI(f):* Authorize Aggregate Limit of Preferred Vendor "Game Time" – Action Item

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As part of the efforts of Business Services department and CAPK as a whole to comply with the procurement requirements set out by OMB in 2 CFR 200, as well as CAPK's internal approval requirements, it has been determined that the preferred vendor Game Time which holds a contract with US Communities, a cooperative purchasing collaborative, will exceed $200,000 by February 28th, 2017. Currently aggregate expenditures with Game Time are $41,520.

Game Time is a playground equipment vendor. Several projects in Kern County and San Joaquin County are currently in the estimating and design phase, and must begin construction in October to be completed by the end of January. All estimates and designs provided through the US Communities contract are at no cost or obligation. All pricing for equipment is outlined in the US Communities contract and will be compared to any proposals received by Game Time representatives to ensure compliance with the contract terms.

The proposed not to exceed aggregate amount through February 28th, 2017 is requested to be set at $450,000.

Recommendation:
Staff recommends the Board of Directors approve the Proposed Aggregate Purchase Amount for Game Time and authorize the Executive Director to execute any contracts as a result.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Romala Ramkissoon, Director of Community Services

Date: September 28, 2016

Subject: *Agenda Item VI(g)*: 211 Request for Private Non-Profit (PNP) Applicant's Authorized Agent Resolution from California Office of Emergency Services in regards to the Erskine Fire – Action Item

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2-1-1 Kern participated in the emergency services response for the 2016 Erskine Fire. The Office of Emergency Serves (OES) was activated for the Erskine Fire and 2-1-1 Kern was called upon to assist with the response effort. Nine staff provide services and handled 611 disaster related calls.

On September 9, 2016 Cal OES provided the documents necessary to request reimbursement for services provided. As part of the reimbursement documents a resolution from the Board of Directors is required. The attached document is the PNP Applicant's Authorization Agent Resolution naming Jeremy Tobias, Executive Director and Christine Anami, Director of Finance as authorized agents for Community Action Partnership of Kern. Reimbursement requested is as follows:

1. Additional staffing hours for the dates of June 23, 2016 to July 6, estimated to be $4,826.93
2. Telephony services, estimated to be $3,311.21

Recommendation:
Staff recommends the Board of Directors approves the resolution naming Jeremy Tobias, Executive Director or in his absence Christine Anami, Director of Finance as authorized agents for Community Action Partnership of Kern.

Attachments: PNP Applicant's Authorization Agent Resolution

State of California
OFFICE OF
EMERGENCY SERVICES

P.A. No.: _____

DESIGNATION OF APPLICANT'S AGENT RESOLUTION

BE IT RESOLVED BY THE Board of Directors OF THE Community Action Partnership of Kern
(Governing Body) (Name of Applicant)

THAT Jeremy T. Tobias, Executive Director, OR
(Title of Authorized Agent)

Christine Anami, Director of Finance, OR
(Title of Authorized Agent)

_____
(Title of Authorized Agent)

is hereby authorized to execute for and in behalf of the Community Action Partnership of Kern, a public entity established under the laws of the State of California, this application and to file it in the Office of Emergency Services for the purpose of obtaining certain federal financial assistance under P.L. 93-288 as amended by the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, and/or state financial assistance under the California Disaster Assistance Act.

THAT the Community Action Partnership of Kern, a public entity established under the laws of the State of California, hereby authorizes its agent(s) to provide to the State Office of Emergency Services for all matters pertaining to such state disaster assistance the assurances and agreements required.

Passed and approved this 28th day of September, 2016

Garth Corrigan, Chair, CAPK Board of Directors
(Name and Title)

_____
(Name and Title)

_____
(Name and Title)

CERTIFICATION

I, Garth Corrigan, duly appointed and Chairman of
(Name) (Title)
CAPK Board of Directors, do hereby certify that the above is a true and correct copy of a

resolution passed and approved by the Board of Directors of the Community Action Partnership of Kern on the
(Governing body) (Name of Applicant)
28th day of September, 2016.

Date: September 28, 2016

Chair, CAPK Board of Directors
(Official Position)

_____
(Signature)

OES Form 130 (11-02) DAD Form

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Romala Ramkissoon, Director of Community Services

Date: September 28, 2016

Subject: *Agenda Item VI(h):* Resolution to Approve the Submission of the 2017 Low-Income Home Energy Assistant (LIHEAP) Contract (#17B-3012) – Action Item

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The California Department of Community Services and Development (CSD) has released the 2017 LIHEAP contract. This contract provides funding to assist eligible Kern County residents with Utility Assistance and Weatherization services. The funding period is October 1, 2017 to December 31, 2018. The total funding is $7,594,086 which includes $3,471,585 for assisting clients with utility bills. The contract is substantially the same as previous year.

In order to execute this contract a Board Resolution must be submitted with the contract package.

Recommendation:
Staff recommends the Board of Directors approves the attached Board Resolution which authorizes Jeremy Tobias, Executive Director, or in his absence Christine Anami, Director of Finance, to act on behalf of the Board as CAPK's representative signatory with regards to the 2017 LIHEAP contract and subsequent amendments during the contract period.

Attachment: 2016-17 Resolution for 2017 LIHEAP Contract
2017 LIHEAP Contract (#17B-3012)

RESOLUTION # 2016-17

A Resolution of the Board of Directors of the Community Action Partnership of Kern Approving the submission of the 2017 LIHEAP Contract.

The Board of Directors of the Community Action Partnership of Kern located at 5005 Business Park North, Bakersfield, CA 93309, met on September 28th, 2016, in Bakersfield, California at a scheduled Board meeting and resolved as follows:

WHEREAS, the Community Action Partnership of Kern (CAPK) is a private, non profit corporation established as a result of the Economic Opportunity Act of 1964, and is the federally designated community action agency serving the low-income, elderly and disadvantaged residents of Kern County, and

WHEREAS, the State of California Department of Community Services and Development has made available LIHEAP funds for 2017, and

WHEREAS, the State of California Department of Community Services and Development has offered a 2017 LIHEAP Contract to the Partnership, and

WHEREAS, the CAPK Board of Directors has determined that there is a need for anti-poverty programs and is willing to accept the aforementioned contract, and

WHEREAS, the State of California Department of Community Services and Development requires that an authorized signatory be named for the 2017 LIHEAP contract.

NOW, THEREFORE, be it resolved that the CAPK Board of Directors hereby authorizes Jeremy T. Tobias, Executive Director, or in his absence, Christine Anami, Director of Finance, to act on behalf of the Board as the Partnership's representative signatory with regards to the 2017 LIHEAP Contract and any subsequent amendments during the contract period.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern, this 28th day of September, 2016.

_____ _____

Garth Corrigan, Chair Date
Partnership Board of Directors

STATE OF CALIFORNIA
STANDARD AGREEMENT
STD. 213 (Rev. 6/03)

AGREEMENT NUMBER	AMENDMENT NUMBER
17B-3012	0
REGISTRATION NUMBER	

1. This Agreement is entered into between the State Agency and the Contractor named below

STATE AGENCY'S NAME
Department of Community Services and Development

CONTRACTOR'S NAME
Community Action Partnership of Kern

2. The term of this Agreement is: October 1, 2016 through December 31, 2017

3. The maximum amount of this Agreement is: Total $4,122,501.00

4. The parties agree to comply with the terms and conditions of the following exhibits that are by this reference made a part of the Agreement:

Part I
- Preamble
- Article 1 - Scope of Work
- Article 2 - Contract Construction, Administration, Procedure

Part II*
- Subpart A - Administrative Requirements*
- Subpart B - Financial Requirements*
- Subpart C - Programmatic Requirements*
- Subpart D - Compliance Requirements*
- Subpart E - Certifications and Assurances*
- Subpart F - State Contracting Requirements GTC 610*
- Subpart G - Definitions*
- Subpart H - Table of Forms*

INITIALS

Items shown with an Asterisk (*) are hereby incorporated by reference and made a part of this agreement as if attached hereto. These documents can be accessed at https://providers.csd.ca.gov/.

IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR	CALIFORNIA **Department of General Services** Use Only
CONTRACTOR'S NAME *(If other than an individual, state whether a corporation, partnership, etc.)* **Community Action Partnership of Kern**	
BY *(Authorized Signature)* ☞ / DATE SIGNED *(Do not type)*	"I hereby certify that all conditions for exemption have been complied with, and this document is exempt from the Department of General Services approval."
PRINTED NAME AND TITLE OF PERSON SIGNING Jeremy T. Tobias, Executive Director	
ADDRESS 5005 Business Park North, Bakersfield, CA 93309	
STATE OF CALIFORNIA	
AGENCY NAME **Department of Community Services and Development**	
BY *(Authorized Signature)* ☞ / DATE SIGNED *(Do not type)*	
PRINTED NAME AND TITLE OF PERSON SIGNING **Cindy Halverstadt, Deputy Director, Administrative Services**	
ADDRESS **2389 Gateway Oaks Drive, Suite 100, Sacramento, California 95833**	☐ Exempt per 140

STANDARD AGREEMENT
PARTS I & II – ENTIRE CONTRACT

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STANDARD AGREEMENT
PARTS I & II – ENTIRE CONTRACT

PART I

PREAMBLE

This subvention agreement, for the implementation of the Low-Income Home Energy Assistance Program (LIHEAP) in program year 2017 ("Agreement"), is entered into between the Department of Community Services and Development ("CSD" or "Department") and the contractor named on Form STD. 213, the face sheet of this document ("Contractor"), and shall be enforceable on the date last signed.

NOW THEREFORE, in consideration of the promises and of the mutual agreements and covenants hereinafter set forth, the CSD and Contractor hereby agree as follows:

ARTICLE 1 – SCOPE OF WORK

1.1 General

A. Contractor shall provide Weatherization (WX) assistance, Home Energy Assistance Program (HEAP) assistance, and Energy Crisis Intervention Program (ECIP) assistance to eligible participants residing in the service area described in Section 1.2, pursuant to Title 42 of the United States Code (USC) Section 8621 et seq. (the Low-Income Home Energy Assistance Act of 1981, as amended) and Government Code Section 16367.5 et seq., as amended. Unless otherwise specified in the Contractor's LIHEAP Agency Plan elsewhere in this Agreement, Contractor shall make its services and activities available to the low-income community within its service area throughout the entire term of this Agreement. Contractor shall ensure that the highest level of assistance will be furnished to those households which have the lowest incomes and the highest energy costs or needs in relation to income, and that the services and activities funded by this Agreement shall also meet all other assurances specified at 42 U.S.C. § 8624.

B. The LIHEAP Catalog of Federal Domestic Assistance number is 93.568. Award is made available through the United States Department of Health and Human Services.

1.2 Service Area

A. The services shall be performed in the Service Territory comprised of the following service area(s):

See Part II, Subpart H. The 2017 LIHEAP Numbers, Contractors, and Service Territories listing may be accessed at http://providers.csd.ca.gov.

B. Contractors that provide services in Los Angeles and San Diego counties shall refer to the ZIP Codes listing located at http://providers.csd.ca.gov to determine the zip codes for their respective area.

1.3 Term and Amount of Agreement

A. The term of this Agreement shall be for the period represented on the face sheet (Form STD 213).

B. The contract amount as represented on the face sheet (Form STD. 213) of this Agreement consists of Contractor's total allocation to include the "Direct Services" and "Utility Assistance" portions attributable to Contractor's service area(s).

C. Direct Services and Utility Assistance, as defined in Part II, Subpart G that are allocated to Contractor, shall be expended, reported and accounted for in accordance with the provisions of this Agreement in Part II, Subpart B – Financial Requirements.

1.4 Service Area Expenditure Requirements

Contractor shall be subject to special expenditure requirements as provided in Article 5, Section 5.7 of Part II, if any of the following pertain:

A. This Agreement involves funding for LIHEAP services provided by Contractor in multiple counties or service areas; or

B. Contractor has additional agreements with CSD for the provision of LIHEAP or Department of Energy, Weatherization Assistance Program (DOE WAP) services in counties or service areas other than the county or service area to which this Agreement applies.

1.5 Program Authorities – Requirements, Standards and Guidance

A. All services and activities are to be provided in accordance with applicable federal, state, and local laws and regulations, and as those laws and regulations may be amended from time to time, including but not limited to, the following:

1. The Low-Income Home Energy Assistance Program Act of 1981, 42 U.S.C. §§ 8621 et seq., and 45 Code of Federal Regulation (CFR) Part 96;

2. The California Government Code §§ 16367.5 et seq., as amended, and Title 22, California Code of Regulations (CCR), §§ 100800 et seq.; and

3. The Single Audit Act, 31 U.S.C. §§ 7301 et seq., and Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards (45 CFR Part 75).

B. *Conflict of Laws.* Contractor shall comply with all of the requirements, standards, and guidelines contained in the authorities listed below, as they may be amended from time to time, with respect to procurement, administrative, and other costs claimed under this Agreement, including those costs incurred pursuant to subcontracts executed by Contractor, notwithstanding any language contained in the following authorities that might otherwise exempt Contractor from their applicability. To the extent that the requirements, standards, or guidelines directly conflict with any State law or regulation at Government Code §16367.5 et seq. or 22 CCR §100800 et seq., or any provision of this Agreement, then that law or regulation or provision shall apply, unless, under specified circumstances, a provision of federal law applicable to block grants, such as 45 CFR 96.30, allows for the application of state law.

1. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards (45 CFR Part 75); and

2. Contractor further agrees to abide by all requirements in California Contractor Certification Clauses 307 (CCC-307).

C. CSD shall provide Contractor with specific program guidance which shall be binding on the Contractor as a condition of the Contractor's participation in the LIHEAP program, and as a condition of receipt of funds under the program, PROVIDED:

1. That such guidance shall be issued by CSD in writing in the form of "CSD Program Notice (CPN) No. XX-XX" posted at https://providers.csd.ca.gov.

2. That such guidance shall be issued by CSD in the most timely and expeditious manner practicable;

3. That such guidance shall be reasonably necessary to realize the purposes of LIHEAP;

4. That major and material changes in the program and/or requirements which substantially affect the Contractor's and/or CSD's ability to fulfill their obligations or otherwise serve to create a substantial hardship on either the Contractor or CSD shall be subject to an amendment to this Agreement;

5. Contractor shall notify CSD within 10 working days of issuance of a CPN, if contractor is unable to fulfill its obligations under the new guidance;

6. That the parties' failure to execute a mutually acceptable amendment or CPN, as contemplated in subparagraph C 4 and C 5, in a reasonable period of time, shall result in this Agreement being without force and effect subject only to such provisions contained herein as are intended to survive the Agreement in accordance with the express and implied provisions of applicable federal and state law; and

7. That upon CSD's good faith determination, delivered to the Contractor by written notice that Agreement between the parties to any necessary amendment or CPN as contemplated in subparagraph C 4 and C 5 cannot be achieved, then this contract shall be "closed out" and the funds disposed in accordance with established CSD procedure and policy and as required under federal and state law.

D. The federal and state laws, regulations and other authorities referenced in this Section are hereby incorporated by reference into this Agreement. Copies may be accessed for reference at www.csd.ca.gov.

E. Contract Elements Integral to Agreement and Enforceability Conditions

1. Contractor shall provide the following documents, satisfactory to CSD in form and substance, together with an executed copy of this Agreement before CSD executes and returns the Agreement to Contractor for implementation:

   a. Federal Funding Accountability and Transparency Act Report (CSD 279)

   b. Certification Regarding Lobbying/Disclosure of Lobbying Activities

   c. Contractor Certification Clause (CCC-307)

   d. Current Insurance or Self-Insurance Authority Certification

   e. Board Resolution authorizing execution of this Agreement

2. In addition to the documentation requirements set forth in subparagraph 1, CSD's obligations under this Agreement are expressly contingent upon Contractor providing the supplemental documentation set forth below. The documentation shall be subject to CSD's approval, in form and substance.

Article 1 – Scope Of Work

a. Agency Local Plan (referenced in Part II, Article 7.1)

b. LIHEAP Weatherization Budget, CSD 557D (referenced in Part II, Article 5.1)

c. LIHEAP EHA-16 Program Budget, CSD 537E (referenced in Part II, Article 5.1)

d. LIHEAP Performance and Expenditure Benchmark, CSD 622 (referenced in Part II, Article 10.5)

e. Agency Staff and Board Roster (CSD 188)

f. Out-of-State Travel Form (CSD 536)

g. Board Bylaws

3. Documentation specified in subparagraphs 1 and 2 of this paragraph are integral to this Agreement, which shall be without force and effect until the requirements of both subparagraphs are met. CSD shall give Contractor written notice of compliance with the provisions of this paragraph upon approval of all the required documentation. Contractor will not be reimbursed for any costs incurred or issued a Working Capital Advance until CSD provides a written notice of compliance.

F. Contractor's signature affixed hereon shall constitute a certification that to the best of Contractor's ability and knowledge it will, unless exempted, comply with the provisions set forth in Part II, Article 11, Section 11.1, "Certifications" of this Agreement.

1.6 Leveraging with LIWP

A. The purpose of this section is to enable contractors participating in CSD's Low-income Weatherization Program (LIWP), funded pursuant to SB 1018, which establishes the Greenhouse Gas Reduction Fund for the deposit and allocation of revenues from Cap and Trade Auctions in the State of California, to fully implement any LIWP Agreement as may be executed by Contractor and CSD, with particular regard to leveraging activities conducted under each program. If Contractor is not participating in LIWP and has not executed a LIWP Agreement, this section does not apply.

B. This section becomes operable if and when Contractor and CSD execute a LIWP Agreement and the present LIHEAP Amendment has been fully executed. This section shall remain operable for so long as such LIWP Agreement, as amended, remains in force.

C. In order to effect the purposes of this section, Contractor may modify its LIHEAP priority plan, as necessary, for the purpose of concentrating services in disadvantaged communities (DACs), as defined in the LIWP Agreement, using Form 509, which shall be submitted to CSD for review. DACs have been designated areas of special need due to adverse conditions, including high rates of poverty, high concentrations of vulnerable populations, high rates of unemployment and challenging environmental conditions, all of which impact each member of the community, warranting special consideration in making priority assessments.

D. For purposes of this section, Contractor's LIWP Agreement, if any, together with any amendments thereto, is incorporated by reference and shall be made a part of Contractor's LIHEAP Agreement. Any provision in the LIWP Agreement and/or amendments that violates federal or state law governing LIHEAP is not enforceable under the LIHEAP Agreement. However, LIWP contract provisions shall, to the extent possible and defensible, be interpreted so as to avoid conflict with federal or state law applicable to LIHEAP. Should a legitimate conflict between LIWP contract requirements and applicable law exist, the parties agree to implement LIWP in accordance with applicable law or endeavor to amend the LIWP Agreement as needed in order to realize the purposes of LIWP.

1.7 Leveraging with TRP

A. The purpose of this section is to enable contractors participating in CSD's Drought Emergency High Efficiency Toilet Retrofit Program ("TRP") for the installation of high efficiency toilets (HETs), pursuant to the "TRP Amendment" to the 2015 LIHEAP contract, including updates, to continue to leverage with LIHEAP under the present Agreement.

B. If Contractor is not participating in TRP, has completed its obligations under the TRP Amendment, or declines further participation in TRP, this section shall not apply.

C. If Contractor failed to execute the amendment to the 2015 LIHEAP that extended the contract date to June 30, 2017, Contractor will have elected to terminate Contractor's participation in TRP, thereby making this section inoperable as provided in Paragraph B.

D. If Contractor elected to continue participation by executing the 2015 LIHEAP amendment extending the contract term, and has not otherwise declined further participation in TRP, all operable provisions of the TRP Amendment to the 2015 LIHEAP Contract, including updates, shall be applicable to the present 2017 LIHEAP Agreement, which provisions are hereby incorporated by reference.

STANDARD AGREEMENT
PARTS I & II – ENTIRE CONTRACT

ARTICLE 2 – CONTRACT CONSTRUCTION, ADMINISTRATION, PROCEDURE

2.1 Base Contract and Whole Agreement

A. This Agreement consists of two parts, which together constitute the whole agreement between CSD and Contractor.

B. Part I is the "Base Contract" which consists of the following:

1. The face sheet (Form STD. 213) which specifies:
   a. the parties to the Agreement;
   b. the term of the Agreement;
   c. the maximum dollar amount of the Agreement; and
   d. the authorized signatures and dates of execution.

2. The Preamble, Article 1 and Article 2

3. Zip Code Cross-Reference, if Contractor's Service Area is defined in whole or in part by ZIP Codes.

C. Part II consists of the "Administrative and Programmatic Provisions" which are comprised of Subparts A through H, including specified requirements, obligations, provisions, procedures, guidance, forms and technical materials, necessary for program implementation.

D. Agreed upon Contract Execution Provisions and Procedures

1. Only Part I, the Base Contract, will be exchanged by the parties for execution with original signatures, fully executed copies being retained by each party.

2. Part II, Administrative and Programmatic Provisions is hereby incorporated by reference into this Agreement, is an essential part of the whole Agreement, and is fully binding on the parties.

3. CSD shall maintain a certified date-stamped "hard copy" of Part II for inspection by Contractor during normal business hours, as well as a date-stamped, edit restricted, version of Part II on CSD's "Provider Website," which may be accessed by Contractor, "down-loaded" and printed at Contractor's option.

4. Neither Part I nor Part II of this Agreement may be changed or altered by any party, except by a formal written, fully executed amendment, or as

provided in paragraph C.4 of Section 1.5 with respect to program guidance, or as provided Section 3.2 of Part II, Subpart A, Article 3, with respect to minor modifications. Upon such amendment of any provision of Part II, the amended version shall be date-stamped and locked-down until such time as a subsequent Agreement or amendment is executed by the parties.

2.2 State Contracting Requirements – "General Terms and Conditions, GTC 610"

In accordance with State contracting requirements, specified contracting terms and conditions are made a part of this agreement. The provisions in their entirety are found in Part II, Subpart F of this Agreement and are fully binding on the parties in accordance with state law.

2.3 Contractor's Option of Termination

A. Notwithstanding the provisions of paragraph C of Section 1.5, Contractor may, at Contractor's sole option, elect to terminate this contract in lieu of adherence to the procedures set out in paragraph C of section 1.5, should Contractor determine that any subsequent program guidance or proposed amendment to the contract is unjustifiably onerous or otherwise inimical to Contractor's legitimate business interests and ability to implement the contract in an effective and reasonable manner, PROVIDED:

1. Such notice of termination is in writing and will be effective 30 days after receipt by CSD, delivered by U.S. Certified Mail, Return Receipt Requested.

2. Notice contains a statement of the reasons for termination with reference to the specific provision(s) in the program guidance or proposed amendment in question.

B. Contractor shall be entitled to reimbursement for all allowable costs incurred prior to termination of the contract. Such reimbursement shall be in accordance with the program guidance and contract provisions in effect at the time the cost was incurred.

C. Contractor shall, within 60 days of termination, closeout the contract in accordance with contractual closeout procedures.

D. CSD may at its option procure a temporary replacement provider, and may at its option, designate a permanent replacement provider for Contractor's service area in accordance with federal and state law.

STANDARD AGREEMENT
PARTS I & II – ENTIRE CONTRACT

2.4 Budget Contingencies

A. State Budget Contingency

1. It is mutually agreed that if funds are not appropriated for implementation of LIHEAP through the State budget process or otherwise, whether in the current year and/or any subsequent year covered by this Agreement, this Agreement shall be of no further force and effect. Upon written notice to Contractor by CSD that no funds are available for contract implementation, the Agreement shall be terminated and the State shall have no obligation to pay Contractor or to furnish other consideration under this Agreement and Contractor shall not be obligated for performance.

2. If program funding for any fiscal year is reduced to such degree that CSD reasonably determines that the program cannot be implemented effectively, the State shall at its sole discretion have the option either to terminate this Agreement upon written notice to Contractor or, in the alternative, to offer and negotiate an amendment addressing the reduced funding. If the parties fail to reach agreement on such amendment, CSD may at its option give written notice of termination without further obligation by either party except for contract closeout obligations and final settlement.

B. Federal Budget Contingency

1. The parties agree that because of uncertainty in the federal budget process, this Agreement may be executed before the availability and amounts of federal funding can be ascertained, in order to minimize delays in the provision of services and the distribution of funds. The parties further agree that the obligations of the parties under this Agreement are expressly contingent on adequate funding being made available to the State by the United States Government.

2. If federal funding for any fiscal year is reduced to such degree that CSD reasonably determines that the program cannot be implemented effectively, the State shall at its sole discretion have the option either to terminate this Agreement upon written notice to Contractor or, in the alternative, to offer and negotiate an amendment addressing the reduced funding. If the parties fail to reach agreement on such amendment, CSD may at its option give written notice of termination without further obligation by either party except for contract closeout obligations and final settlement.

3. If federal funding authorities condition funding on any obligations, restrictions, limitations, or conditions not existent when this Agreement was executed, this Agreement shall be amended by mutual agreement for compliance with such obligations, restrictions, limitations or conditions. Failure of the parties to reach agreement on such amendment shall render this Agreement without force and effect.

4. Subject to the provisions of subparagraph B 2, CSD shall authorize expenditures of funds under this Agreement based on any Continuing Resolution appropriations that are adequate for the purpose. CSD shall notify the Contractor in writing of authorized interval funding levels.

2.5 Miscellaneous Provisions

A. Assignment. Neither this Agreement nor any of the rights, interests, or obligations under this Agreement shall be assigned by any party without the prior written consent of the other parties, except in the case where responsibility for program implementation and oversight may be transferred by the State to another State agency. In the event of such transfer, this Agreement is binding on the agency to which the program is assigned.

B. Merger/Entire Agreement. This Agreement (including the attachments, documents and instruments referred to in this Agreement) constitutes the entire agreement and understanding of the parties with respect to the subject matter of this Agreement and supersedes all prior understandings and agreements, whether written or oral, among the parties with respect to such subject matter.

C. Severability. If any provision of this Agreement be invalid or unenforceable in any respect for any reason, the validity and enforceability of any such provision in any other respect and of the remaining provisions of this Agreement will not be in any way impaired and shall remain in full force and effect.

D. Notices. Unless otherwise provided herein, notice given by the parties shall be in writing, delivered personally, by United States mail, or by overnight delivery service (with confirmation). Certain reporting and other communications may be delivered electronically as specified by CSD or as is customary between the parties. Notice shall be delivered as follows:

1. To Contractor's address of record; and

2. To CSD at:
Department of Community Services and Development
2389 Gateway Oaks Drive, Suite 100
Sacramento, CA 95833

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Ralph Martinez, Director of Community Development

Date: September 28, 2016

Subject: *Agenda Item VI(i):* Approval to Use Funds from Wells Fargo Bank for a Microloan and Financial Literacy Pilot Program - Action Item

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On July 13th, 2016, a Funding Request Profile was presented to the Executive Committee detailing a funding opportunity from Wells Fargo to initiate a Microloan and Financial Literacy Pilot Program at CAPK. CAPK requested $30,000 to set up a revolving microloan fund and cover personnel costs for a part-time Financial Literacy Specialist and related program expenses. The Executive Committee members expressed concerns regarding possible violations of consumer lending laws as well as possible liability incurred by CAPK. A robust discussion followed resulting in the Committee requesting that no further development be made regarding this initiative until CAPK staff had provided more information and had a follow-up discussion with the Committee. Staff responded to the request for additional information via email on August 17th, identifying strategies to address the concerns raised:

Possible violation of consumer lending laws:

- Apply to California Department of Business Oversight for Nonprofit Consumer Loan Licensure Exemption, allowing CAPK to make small dollar loans (from $250-$2,500)

Liability to CAPK

- Work with CAPK Operations to ensure appropriate insurance coverage, and with CAPK Business Services to draft loan documents with clear language to protect agency and client.

- Make the loan available only to existing CAPK clients referred by program staff, who meet strict eligibility criteria (proof of income, character references, proof that the loan can truly improve their situation, pass review by a 4-member loan committee)

- No money goes to the client. The client identifies a vendor and authorizes CAPK to pay the vendor directly for services (for example, the mechanic who repairs the client's car). The client repays CAPK monthly over an agreed term, replenishing the microloan fund.

- Wells Fargo provided these funds as a grant to create a loan fund, and does not expect to recover the funds from CAPK.

Wells Fargo has supported the Bridge Loan Program, a successful microloan program with Community Services Employment Training (CSET), a Community Action Agency in Tulare County, and wishes to work with CAPK to replicate the model in Kern County.

Recommendation:
Staff recommends the Board of Directors approves to use funds ($20,000 awarded) from Wells Fargo for a Microloan and Financial Literacy Pilot Program, based on positive experiences reported by other agencies who have started a similar service and the above measures to protect CAPK and our clients.

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Board of Directors

From: Amanda Norman, Assistant to the Executive Director

Date: September 28, 2016

Subject: *Agenda Item VII(a):* Program Review and Evaluation Committee – Info Item

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The Program Review and Evaluation Committee meeting on September 14, 2016 was canceled due to lack of quorum.

COMMUNITY ACTION PARTNERSHIP *of* KERN
BOARD OF DIRECTORS
BUDGET & FINANCE COMMITTEE MEETING
5005 Business Park North, Bakersfield, CA
September 21, 2016
12:00 p.m.

1. **Call to Order**

   Warren Peterson called the meeting to order at 12:02pm at the Community Action Partnership of Kern Administrative Building, 5005 Business Park North, Bakersfield, CA.

2. **Roll Call**

   Roll call was taken with a quorum present:

   Present: Warren Peterson, Tony Martinez, Kathleen Philley and Ana Vigil

   Absent: Yolanda Ochoa

   Others present: Jeremy Tobias, Executive Director; Romala Ramkissoon, Director of Community Services; Christine Anami, Director of Finance; Ralph Martinez, Director of Community Development; other CAPK staff.

3. **Approval of Agenda**

   Motion was made and seconded to approve the Budget & Finance Committee meeting agenda for September 21, 2016. Carried by unanimous vote. (Martinez/Vigil)

4. **Public Forum:** *(The public may address the committee on items not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.)*

   No presentations were made to the committee.

5. **New Business**

   a. Addition of Business Analyst position to the Energy Organizational Chart – Romala Ramkissoon, Director of Community Services – ***Action Item***

      Romala Ramkissoon stated in June the Energy program was experiencing some issues with inventory, and this issue was discussed previously at the committee and Board meetings. Since then the program has consistently been implementing new and revised policies and procedures, and the Fiscal Specialist is responsible for ensuring program compliance. She stated as she over sees the day to day operations, monitor and review inventory as well as contracts and budgets. As Energy currently has five (5) contracts, the program needs to have staff who is solely responsible for monitoring and reviewing the fiscal areas and business responsibilities of the contracts. The program has the

funding to cover the addition of the Business Analyst position to the organizational chart.

Warren Peterson asked if we had the funds available and is this an effort to improve the inventory issue and Romala stated yes, but that it is not just inventory but the program needs someone to make sure that we stay on track to meet the full contract obligations.

Jeremy Tobias stated he feels the new position will help as the Energy program has grown immensely over the past several years, and professional skills are needed for the program's contracts which have become larger and more complex.

Motion was made and seconded to approve the Addition of Business Analyst position to the Energy Organizational Chart. Carried by unanimous vote. (Vigil/Philley)

b. Agreement with United Way of Stanislaus County to Provide 211 Call Handling Services – Romala Ramkissoon, Director of Community Services – ***Action Item***

Romala Ramkissoon stated in August, United Way of Stanislaus County requested a bid to handle 211 Stanislaus County calls. Our bid has been accepted and will start October 3, 2016 through December 31, 2016, Monday through Friday from 8am-8pm. Then on January 1, 2017 through June 30, 2017, 211 will start covering 24/7, full coverage. Romala stated Stanislaus County will be the fifth (5th) county that 211 will be providing call handling services since July of last year.

Ana Vigil asked if more people will be hired to handle the additional calls and Romala stated they will hire one additional position, and the additional staff fees were built into the proposal.

Motion was made and seconded to approve the Agreement with United Way of Stanislaus County to Provide 211 Call Handling Services. Carried by unanimous vote. (Martinez/Vigil)

c. Application Status Report and Funding Requests -Ralph Martinez, Director of Community Development – ***Action Item***

Ralph Martinez stated two (2) awards were received. One was from Chevron for $21,500 for the STEM program at the Friendship House Community Center and the Shafter Youth Center. The other is from Wells Fargo Bank for $20,000 for financial literacy and microloan program. He stated the financial literacy and microloans program was presented to the Executive Committee in July where they had questions and requested additional information. Since then, the requested information was sent to the committee by email and it was decided to refer the item for discussion at next week's Board of Directors meeting. Ralph stated there was one decline from Walmart State Giving Program for $34,350 for equipment at the Food Bank.

Tony Martinez motioned to approve the status report with the discussion of Microloans being deferred to the Board of Directors meeting next week. Carried by unanimous vote. (Martinez/Vigil)

Ralph stated there is a funding request to the California Department of Social Services in the amount up to $444,000 for the Commodity Supplemental Food Program to be operated by the Food Bank. This program will provide food to serve the anticipated caseload of 6,000 seniors. The Food Bank will receive annual financial reimbursement for related costs, for client enrollment, assembly and distribution of food packages, reporting, and nutrition education.

Motion was made and seconded to approve the Funding Request to the California Department of Social Services for the Food Bank. Carried by unanimous vote. (Vigil/Martinez)

Ralph stated the agency is requesting $209,094 from the Kern County Network for Children (KCNC) to provide Differential Response (DR) services at the East Kern Family Resource Center. The funds will cover personnel costs, client's emergency needs, and other general program and operating costs such as rent, staff travel, communications, etc. for the 12-month grant period. This is a refunding application.

Motion was made and seconded to approve the Funding Request to the Kern County Network for Children for the East Kern County Resource Center. Carried by unanimous vote. (Philley/Martinez)

Ralph stated a funding request is being sent to the Wonderful Foundation for $18,600 for the Volunteer Income Tax Assistance (VITA) program services in Wasco. The program will provide free income tax return services to low-to-moderate income individuals in Wasco. The funds will be used to purchase laptops, printers, cover staff mileage, and outreach materials and personnel costs.

Motion was made and seconded to approve the Funding Request to the Wonderful Foundation for VITA. Carried by unanimous vote. (Martinez/Vigil)

Ralph Stated the agency is requesting up to $75,000 from Dignity Health to offer the Grow Fit Families program at the Shafter Youth Center and to continue the program at the Friendship House Community Center. The program will provide physical activities, nutrition education, and gardening to low-to-moderate ethnic minority youths ages 6-18 and their parents/caregivers over three 12-week sessions at each center. The funds will help with personnel costs, program supplies, sports equipment, cooking supplies and gardening equipment.

Motion was made and seconded to approve the Funding Request to Dignity Health for the Shafter Youth Center and Friendship House Community Center. Carried by unanimous vote. (Philley/Vigil)

Ralph stated there was an additional funding requested that is being added for approval. The Corporation for Enterprise Development (CFED) and the Office of Community Services (OCS) are offering technical assistance (TA) to support the integration of financial capability services into existing Head Start programs. The TA is aimed at Head Start programs interested in connecting their clients to financial resources and services

that will help increase their financial well-being. It is expected to begin services in November and last for 12 months. TA is provided in the form of 12 monthly webinars, assistance with program planning tools, coaching to help problem solve, connections to field experts, and peer learning opportunities.

Motion was made and seconded to approve the Funding Request to the Corporation for Enterprise Development for Head Start/State Child Development. Carried by unanimous vote. (Philley/Vigil)

d. Head Start and Early Head Start Budget to Actual Reports – Donna Holland, Fiscal Manager – ***Info Item***
   - Kern Head Start & Early Head Start Budget to Actual for the Period Ending August 31, 2016

     Donna Holland stated at the end of August, the program is six (6) months into the budget year. A budget revision is pending which incorporates the 10% De Minimis Indirect Cost Rate. In the Personnel and Fringe category, expenditures are less than expected as employees are off in the summer and pay increases were given to Teacher and Associate Teacher positions. She stated funds in the equipment category were budgeted for the purchase for the four program vehicles and three playground/play structures. The non-federal share is at 53% of the budget. The five centers with the highest percentage of the goal met were Franklin, Planz, Fairfax, San Diego, and Casa Loma. The five centers with the lowest percentage of the goal met were Tehachapi, Heritage, Wasco, Rosamond and Mojave.

   - San Joaquin Early Head Start Budget to Actual for the Period Ending August 31, 2016

     Donna Holland stated the program is seven (7) months into the budget period with a budget revision pending that incorporated the 10% De Minimis Indirect Cost Rate. The Personnel & Fringe benefits are expected to have some savings due to staff turnover. Expenditures in travel are higher than anticipated at this point of the year. Supplies are higher than anticipated at this time and savings have been identified in other categories. Approval was received to carry over funds from the prior year which will be used to make health and safety improvements to centers and to purchase program vehicles and playground equipment.

   - Partnerships Early Head Start Child Care Budget to Actual for the Period Ending August 31, 2016

     Donna Holland stated the budget revision was approved which incorporates the 10% De Minimis Indirect Cost Rate; redirected savings in various categories to the equipment, supplies, and other categories; and waived $100,000 of the non-federal share requirement. In Training & Technical Assistance, a request will be made to carry over $44,500 in unexpended funds.

     Motion was made to receive and file the Head Start and Early Head Start Budget to Actual Reports. Carried by unanimous vote. (Martinez/Vigil)

6. **Finance Director Report**

a. Discretionary Fund Update – ***Info Item***

Christine Anami stated there was a slight decrease in the total balance for the month of August and the funds are healthy at $438,635.11. She stated the agency did need to utilize the previously approved amount held in reserve for the Quad project in the amount of $15,000, and that was previously approved by the Board.

Warren Peterson asked if the amount that was spent was the exact same amount approved by the Board and Chris stated yes, the Board approved $15,000, and that is the amount that was spent.

Kathy Philley asked about the late fees for licensing and wanted to know if it was from a staff's oversite. Donna Holland stated it was an oversight from a few years ago and the late fees had been building up over time.

Kathy asked if we were not caught up with our fees over the years and Donna stated we were not in the past for some sites, but today we are now currently up to date.

b. Financial Statements, August 2016 – ***Action Item***

Christine Anami stated the summary of the use of line of credit shows that for 2016, the agency has not had to use the line to the extent that is has in the past, which is a good sign. But we do have to pay a fee for not using the line of credit. The bank accounts are being reconciled on a monthly basis and they are monitoring the cash position daily to ensure there is sufficient cash to meet the agency's obligations. She stated the agency credit cards are not used extensively but are used for travel and emergency purchases and those reports are included. Chris stated the Head Start/Early Head Start budget has set aside $568,238 to run the child and adult care food program and through August, which represents 50% of the budget, the agency has only had to use 40% of the budget that was set aside. The Division/Program monthly activity report gives a perspective of how many transaction are completed in the finance division. For the month of August, close to 24,000 transactions took place. The agency financial statements demonstrates that the company assets are at almost $21 million and a key number to recognize is the value of the ending net assets of $11.9 million, because of requirements on our loan documents. She stated a new schedule has been added for the indirect fund and will be brought to the committee each month.

Motion was made and seconded to approve the Financial Statements, August 2016. Carried by unanimous vote. (Martinez/Philley)

7. **Committee Member Comments**

Warren thanked everyone for attending.

8. **Next Scheduled Meeting**

   Budget & Finance Committee Meeting
   Wednesday, October 19, 2016
   12:00 p.m.
   5005 Business Park North
   Bakersfield, California 93309

9. **Adjournment**

   The meeting adjourned at 1:31pm.

COMMUNITY ACTION PARTNERSHIP OF KERN
DISCRETIONARY AND FUND RAISING FUNDS
FOR THE MONTH ENDED AUGUST 31, 2016

	03/01/16-07/31/16	08/01/16-08/31/16	TOTAL	
BEGINNING BALANCE (NOTE 1)	403,811.97		403,811.97	
CASH RECEIPTS				
2016 Awards Banquet Donations	58,265.00		58,265.00	a
Donations	1,305.15	694.60	1,999.75	
Give Big Kern Donations (net)	1,532.45		1,532.45	
Misc. Revenue	7,210.68	15.00	7,225.68	
Gain on Sale of Vehicles	7,837.43		7,837.43	
Interest Income/Union Administrative Fee	445.64	93.30	538.94	
TOTAL CASH RECEIPTS	76,596.35	802.90	77,399.25	
CASH DISBURSEMENTS				
Line of Credit Interest Expense	189.12	46.70	235.82	b
Line of Credit Unused Commitment Fee	1,069.44		1,069.44	
2016 Awards Banquet Expenses	20,871.89		20,871.89	a
Licensing Late Fees - Head Start	693.00	1,386.00	2,079.00	c
Fundraising	795.00	159.00	954.00	
Miscellaneous Expenses	80.44	59.98	140.42	
Indirect Costs	2,203.64	21.90	2,225.54	
TOTAL CASH DISBURSEMENTS	25,902.53	1,673.58	27,576.11	
CASH PROVIDED (USED)	50,693.82	(870.68)	49,823.14	
ENDING BALANCE	454,505.79		453,635.11	
		Discretionary Cash	244,863.27	
		Fund Raising Cash	212,587.80	
			457,451.07	
		Add: Prepaid	12.48	
		Less: AP	(1,602.90)	
		Less: Indirect	(2,225.54)	
			453,635.11	
		Less: Reserve for Friendship House Community Center Quad Project	(15,000.00)	d
			438,635.11	

NOTES

1. For the year ended 2/29/16, the net increase to the Discretionary/Fund Raising Funds was $67,101.81.

a. As of 7/31/16, net 2016 awards banquet gain is $43,727.94 (@ FYE 2/29/16 = 6,334.83 + 37,393.11 for 2016/17).
b. Interest expense on operating line of credit advance for $132,000 for three days.
c. Licensing late fees for Delano center.
d. Approved at the 2/24/16 Board of Directors' meeting.

Date Prepared: 9/11/16

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Budget & Finance Committee

From: Romala Ramkissoon, Director of Community Services

Date: September 21, 2016

Subject: *Agenda Item 5b:* Addition of Business Analyst Position to the Energy Organizational Chart – Action Item

---

At the June B&F Committee meeting I updated the committee on the program's inventory issues and steps that we have taken to address these issues.

We have been consistently implementing our policies and procedures for the inventory and the Fiscal Specialist is responsible for ensuring compliance to these policies and procedures. As the Director I oversee the day to day operations of the Energy program which includes the monitoring and review of the inventory as well as the monitoring and review of our contracts and budgets.

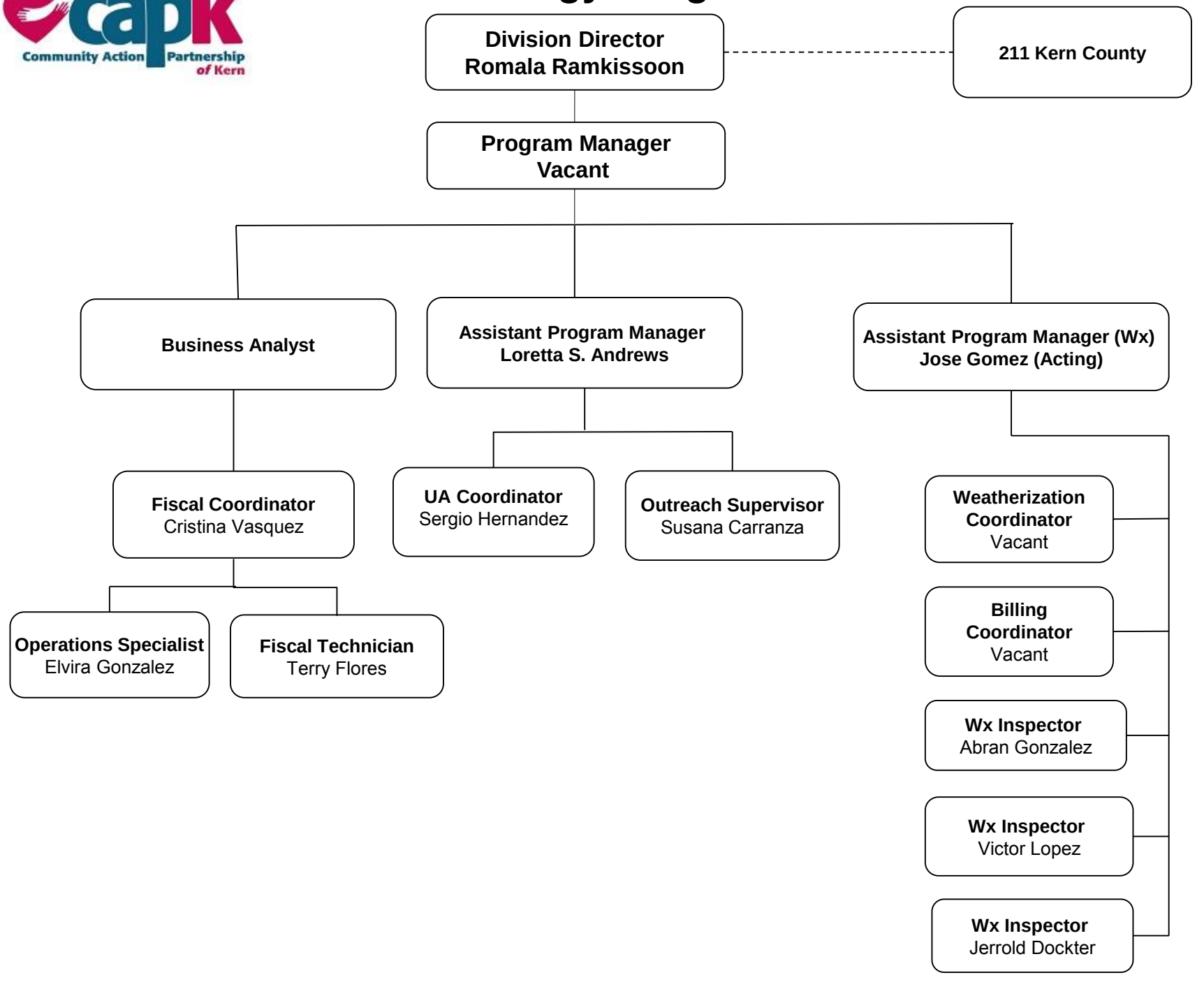
Energy currently has 5 contracts. To ensure that we are fiscally managing these contracts we need to have a staff whose responsibility is solely to monitor and review the fiscal areas of the contracts. We have made a few organization changes to the program over the past year to streamline and improve workflow and I believe the addition of this position will fill this gap in our workflow. I am therefore asking for your approval to add a Business Analyst position to the Energy Organizational chart.

Attached you will find the revised organizational chart and job description for the Business Analyst. With the assistance of the HR Director the position was pointed using CAPK's Compensation Administrative Guide which was approved by the Board in April 2015. It is at a Grade 10 which has a minimum wage rate of $23.50. The program has the funding to cover the addition of the Business Analyst position to the organizational chart.

Recommendation:
Staff recommends the Budget and Finance Committee approves the Addition of Business Analyst Position to the Energy Organizational Chart.

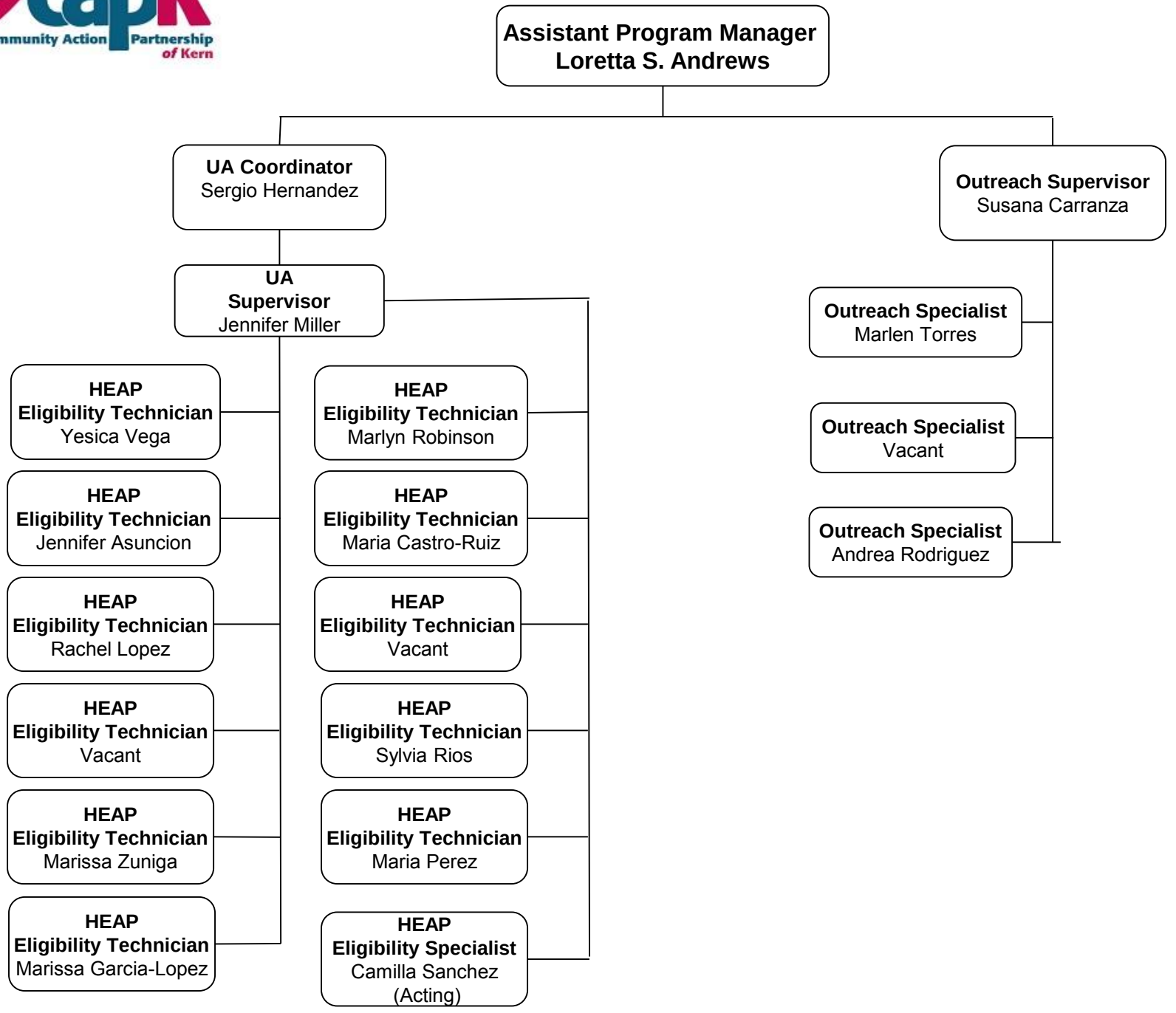
Attachments: Revised Organizational Chart
Business Analyst Job Description

Energy Program



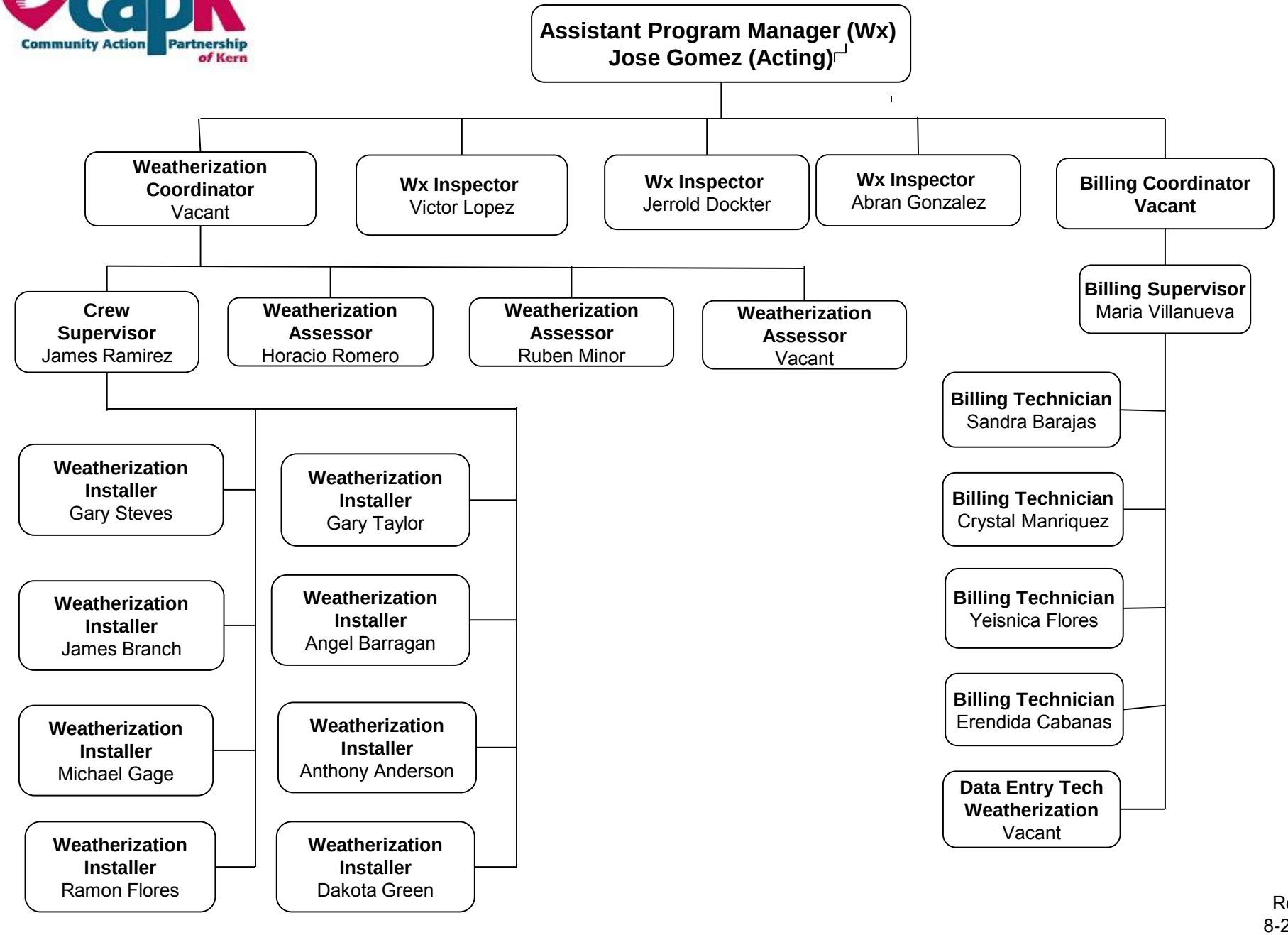
Revised
8-22-2016

Energy Program



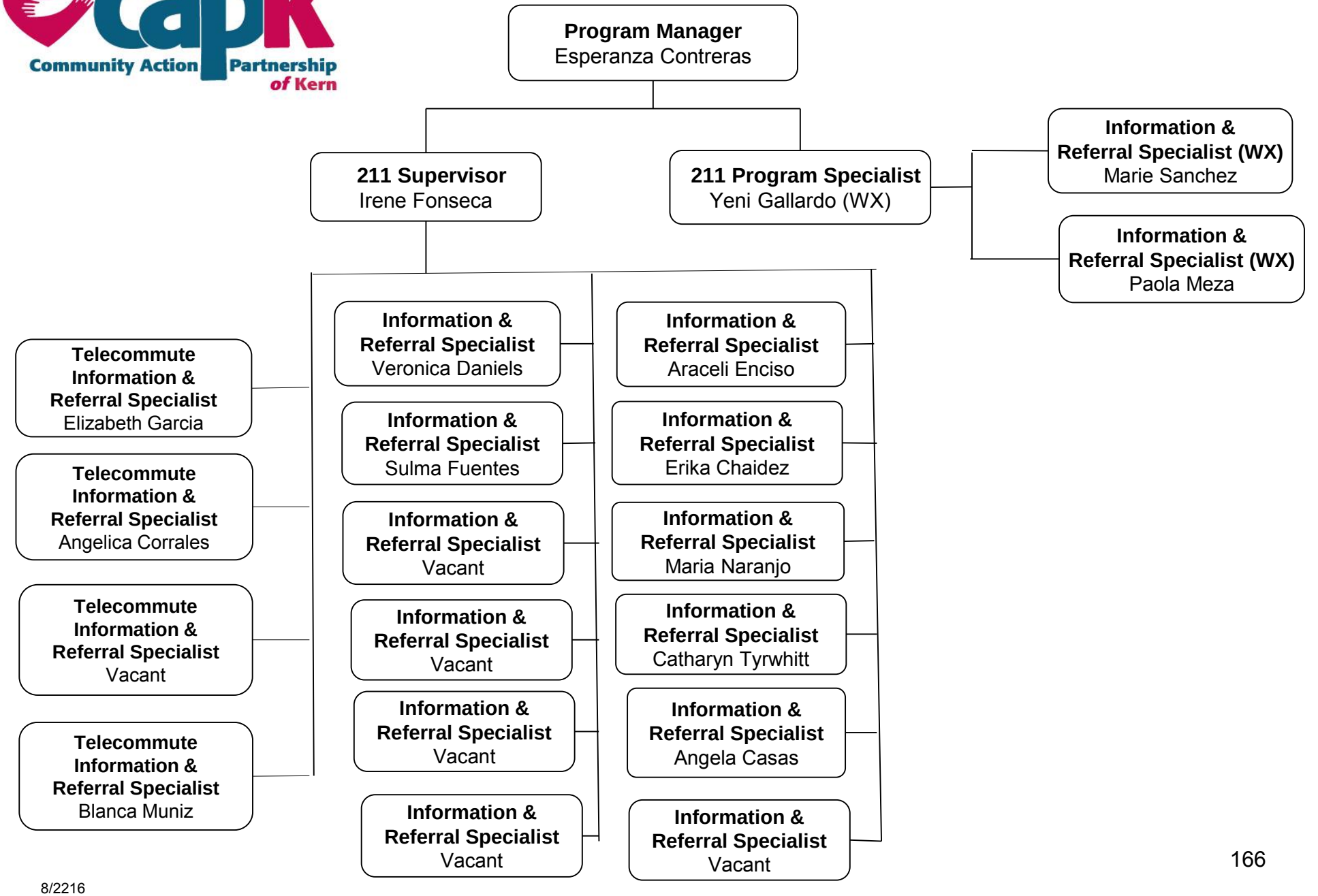
Revised
8-22-016

Energy Program



Revised
8-22-2016

211 Kern County



COMMUNITY ACTION PARTNERSHIP of KERN
Community Services Division
Energy Program
Business Analyst

Disclaimer: Job descriptions are written as a representative list of the ADA essential duties performed by a job class. They cannot include nor are they intended to include all duties performed by all positions occupying a class.

Salary Range: Grade 10 **FLSA Status:** **Date Approved:**

SUMMARY:

Responsible for financial monitoring and reporting functions of program budgets/grants to include monitoring and analyzing assets, liabilities, revenue and expenditures accounts; reviewing financial data and use findings to assist management with the data to day operations of the program. Will be required to work closely with CAPK Finance Division.

SUPERVISION RECEIVED:

Receives supervision from the Director of Community Services in absence of the Program Manager

SUPERVISION EXERCISED:

Fiscal Coordinator

DUTIES AND RESPONSIBILITIES:

Disclaimer – This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed or may perform related duties as assigned. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions

A. Essential Job Specific Duties:

1. Monitor expenditures on an ongoing basis to ensure that expenditures do not exceed the established budget and actual expenditure levels are in line with projections. Recommend solutions for improvement.
2. Prepare periodic and special reports for financial, statistical, and other purposes for use by management staff.
3. Provide technical support to staff in resolving budget, financial, and reporting issues.
4. Monitor inventory policies and procedures including review of monthly inventory reports for accuracy.
5. Reconcile various program accounts (inventory, sub-contractors) on a monthly basis.
6. Provide recommendations on improving and/or streamlining processes.
7. Assist with preparation of financial reports for grants/contracts in accordance with funding source requirements.
8. Analyze general ledger accounts for propriety and accuracy.

9. Keep Division Director and Program Manager informed on all financial issues affecting grants/programs. Recommend solutions for improvement.
10. Provide support to key program management staff on effective use of the accounting software applications/modules.
11. Perform other financial and accounting duties as assigned.

B. Other Job Specific Duties:

1. Attend all meetings, trainings, and conferences as assigned.
2. Maintain safe and functional work environment.
3. Work alternative hours as required, including nights and weekends.
4. Perform any other like duties as assigned.

MINIMUM QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skills, and abilities required to satisfactorily perform the essential duties and responsibilities.

Knowledge of:

Generally accepted accounting principles
Applicable federal, state, and local laws, codes, and regulations
Organization and division policies and procedures
Modern office practices, methods, procedures and equipment including computers
Word processing, spreadsheet, general ledger database, and other related software applications

Ability to:

Prepare financial statements and reports
Analyze financial data
Research and resolve accounting issues
Work independently
Coordinate work requiring constant alertness and attention to detail
Work under frequent time pressures and deadlines
Plan, organize, allocate, and control confidential data and organizational resources
Communicate effectively both orally and in writing
Use good organizational methods and procedures
Establish and maintain effective working relationships, both internally and externally

EDUCATION AND EXPERIENCE:

The following requirements generally demonstrate possession of the minimum requisite knowledge and ability necessary to perform the duties of the position.

- Bachelor's degree in accounting, business administration or related field
- Six (6) years of progressive financial accounting experience
- Financial accounting experience in a non-profit organization or governmental entity is desirable, including familiarity with governmental accounting standards and regulations

OTHER REQUIREMENTS

- Possession of a valid California Driver's License and State automobile insurance, and acceptable driving record substantiated by a DMV printout
- Completion of a physical and substance abuse screening upon offer of employment
- Must be fingerprinted and have such records filed with the State Department of Social Services

WORK ENVIRONMENT:

The work environment characteristics described are representative of those an employee encounters in performing the essential functions of this job.

- Work is primarily performed indoors.
- Noise level is quiet to moderately quiet.
- Hazards are minimal.

ESSENTIAL PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable employees with disabilities to perform the essential duties.

POSITION TITLE Accountant			
ACTIVITY (HOURS PER DAY)	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
Sitting			x
Walking			x
Standing			x
Bending (neck)			x
Bending (waist)			x
Squatting		X	
Climbing	x		
Kneeling		X	
Crawling	x		
Twisting (neck)			x
Twisting Waist			x
Is repetitive use of hand required?			x
Simple Grasping (right hand)			x
Simple Grasping (left hand)			x
Power Grasping (right hand)		X	
Power Grasping (left hand)		X	
Fine Manipulation (right hand)			x
Fine Manipulation (left hand)			x
Pushing & Pulling (right hand)		x	
Pushing &Pulling (left hand)		x	
Reaching (above shoulder level)		x	
Reaching (below shoulder level)		x	

	LIFTING			CARRYING		
	NEVER 0 HOURS	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**	**NEVER 0 HOURS**	**OCCASIONALLY UP TO 4 HOURS**	**FREQUENTLY 4-8 HOURS**
0-10 lbs			x			x
11-25 lbs		x			x	
26-50 lbs		x			x	
51-75lbs	x			x		
76-100lb	x			x		
100lbs+	x					

COMMUNITY ACTION PARTNERSHIP OF KERN

MEMORANDUM

To: Budget & Finance Committee

From: Romala Ramkissoon, Director of Community Services

Date: September 21, 2016

Subject: *Agenda Item 5a*: Agreement with United Way of Stanislaus County to Provide 211 Call Handling Services – Action Item

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In early August we received an e-mail from UWSC asking for a bid to handle 211 Stanislaus County calls. We submitted our bid on August 17 which was accepted by UWSC. The attached agreement outlines the scope of work as well as the cost of the service. Some highlights of the agreement include:

1. Contract Period (9 month):
   - October 3 – December 31, 2016 – Monday – Friday from 8am – pm
   - January 1 – June 30, 2017 – 24 hours/day 7 days per week.

2. Payment for Services:
   Payment for services shall be $40,500 over a 9 month period, invoices at $4,500/month.

Recommendation:
Staff recommends the Budget and Finance Committee approves the Agreement with United Way of Stanislaus County to Provide 211 Call Handling Services.

Attachment: Service Agreement with United Way of Stanislaus County

Community Action Partnership of Kern
5005 Business Park North • Bakersfield, CA 93309
P: (661) 336-5236 F: (661) 336-5228

ACCOUNT CODE:

CONTRACT FOR SERVICES AGREEMENT

This Contract for Services Agreement ("Agreement") is made and entered into as of October 3, 2016, by and between: United Way of Stanislaus County ("UWSC") and Community Action Partnership of Kern ("CAPK"). This Agreement is based on the assumption that call volume will remain at the 2015 level of approximately 8,500 calls. If call volume ever exceeds 9,500 calls during the contract period, CAPK will initiate discussions with UWSC for renegotiation of the annual fee.

In consideration of mutual promises and agreements of the parties as herein set forth, CAPK and UWSC agree as follows:

1. DESCRIPTION OF SERVICES.

CAPK:

A. CAPK agrees to provide trained Information & Referral (I&R) Specialists who will provide 211 call center coverage for UWSC at CAPK's Kern County site during the following timeframes:

- October 3 through December 31, 2016 – Monday – Friday from 8am – 8pm.
- January 1 through June 30, 2017 – 24 hours, 7 days/week.

B. Pay all required payroll taxes including, but not limited to, Workers' Compensation, for all staff providing 211 Call Center Coverage for CAPK.

C. Submit invoices to UWSC no later than the fifteenth (15th) of the month for the preceding month.

D. Create a campaign for UWSC in its telephony system. CAPK will include in its monthly invoice the previous months' Telephone charges incurred on behalf of UWSC.

E. CAPK will provide time for UWSC to provide training for 211 Kern staff that is specific to Stanislaus County needs and requirements and also to provide information about Stanislaus County communities. CAPK will coordinate with UWSC to schedule training dates and times.

F. CAPK will provide the following standard monthly reports by the 15th of the following month. Additional reports must be requested by UWSC by the 1st of the month. Monthly reports include the following:

a. Number of calls presented/offered,
b. Number of calls handled,
c. Number of calls abandoned,
d. Number of calls abandoned within 60 seconds, and
e. Average wait time.

G. CAPK 211 Kern Program Manager and Community Services Division Director are available for conference calls and in-person meetings when needed. Both parties will work to schedule dates and times that are most convenient.

UWSC:

A. Provide CAPK with access to 211 Stanislaus iCarol database. Different levels of access will include: Trainee, Standard, Enhanced, Supervisor and Admin.

B. Update its iCarol database so 211 Kern I&R Specialists can provide updated and accurate referrals/resources to Stanislaus County residents.

C. Conduct follow-up calls for Stanislaus County callers and will be responsible for outreach.

D. Provide CAPK with UWSC Language Line account number in order to access this service for non-English/Spanish Stanislaus County callers.

E. Inform CAPK of any relevant marketing, outreach or Public Information Campaign efforts that would result in an increase in calls from Stanislaus County.

F. Participate in meetings/conference calls, as needed, with CAPK staff to discuss issues/concerns relating to the implementation of this Agreement.

2. COMMUNICATIONS REGARDING SYSTEM ISSUES

- CAPK will notify UWSC immediately if and when there is a telephone system and/or iCarol database outage. Whether the issue originates within CAPK (internet outage) or with telephony system and/or iCarol, CAPK will keep UWSC informed about corrective action being taken and the anticipated time service is expected to be resumed. If the issue originated within CAPK and it is expected that a resolution will take more than 30 minutes, CAPK 211 staff will be relocated to an alternate CAPK location and will work from laptop computers.
- Primary Contact for CAPK: Community Services Director, Romala Ramkissoon

  Secondary Contact for CAPK: 211 Program Manager, Esperanza Contreras
- Primary Contact for UWSC:

  Secondary Contact for UWSC:

3. DISASTER EVENT IN STANISLAUS COUNTY

- In the event of a disaster or UWSC anticipates that a disaster is likely in Stanislaus County, UWSC will contact CAPK to provide local information and updates in an easy-to-relate format for staff.
- If a major event/disaster affecting Stanislaus County leads to a substantial call surge, CAPK will attempt to contact both primary and secondary UWSC contacts.
    - Disaster Mode will be confirmed to CAPK by UWSC. CAPK is not able to activate Disaster Mode without confirmation from UWSC.
    - UWSC will maintain updated disaster resources in its iCarol database and will also provide to CAPK, via e-mail to 211kern@capk.org, with real-time information as it becomes available.
    - CAPK commits to uphold the primary relationship of UWSC and Stanislaus County local emergency services organizations and will only contact the emergency organizations directly when UWSC contacts are not available or when advised to do so by UWSC staff.
    - Data collection for calls during Disaster Mode will be limited to the following information:
        - ✓ Date of Call,
        - ✓ Time of Call,
        - ✓ Caller's city, and
        - ✓ Reason for call.
    - CAPK will make every effort to provide a high level of service during disaster, but service level expectation will be suspended during periods of unexpected call surges.
    - UWSC and CAPK agree that activating in Disaster Mode may result in additional expenses being incurred by CAPK to support disaster level services for Stanislaus County. UWSC agrees to reimburse CAPK for reasonable expenses incurred by CAPK related to the provision of services to 211 Stanislaus County while in Disaster Mode.

4. ADDITIONAL PROJECTS

- UWSC commits to providing ample advance warning on activities that may lead to changes in call volume (outreach, etc.) and on special project development.
- If/when special project are developed, UWSC commits to providing the following information to CAPK so a budget for the project can be developed if it is determined that the project will lead to a change in call volume during/after the project period and/or will lead to longer handle time for Stanislaus County callers:
  - ✓ Description of special project including any outreach,
  - ✓ Description of any additional data collection requirements,
  - ✓ Anticipated change in call volume during/after the project period, and
  - ✓ If there budget implications it will be approved ahead of time by UWSC and CAPK.

5. LOCATION FOR SERVICES. CAPK's 211 Call Center is located at 300 19th Street, Bakersfield, CA 93306.

6. PAYMENT FOR SERVICES. Payment for services shall be $45,000 over a 9 month period, invoiced at $4,500 per month for the above-described scope. This fee structure is based on the assumption that call volume will remain at the 2015 level of approximately 8,500 calls. If call volume exceed 9,500 calls over the contract period, 211 Kern will initiate discussion with UWSC for renegotiation of the fee. CAPK will submit an invoice to UWSC for all services rendered on the fifteenth (15th) day of each month. Invoices are due and payable by UWSC within 30 days upon receipt of the invoice. CAPK will e-mail all invoices to addresses designated by UWSC.

7. TERM/TERMINATION. The term of this Agreement shall be from September 20, 2016 through June 30, 2017. This Agreement may be terminated with or without cause upon ninety (90) days' written notice of either party to this Agreement. Amendments to this Agreement shall be made by written mutual agreement between CAPK and UWSC.

8. OPTION TO RENEW. This Agreement may be renewed for an additional thirty-six (36) months upon agreement between CAPK and UWSC.

9. HOLDING OVER. Any hold-over after the expiration date of this Agreement shall be construed as a month-to-month agreement until the Description of Services has been completed, or otherwise in accordance with the terms hereof as applicable.

10. INSURANCE. CAPK maintains general Liability Insurance and is responsible for maintaining any public liability, property damage, workers' compensation coverage and fire insurance.

11. HOLD HARMLESS/INDEMNIFICATION. CAPK agrees to indemnify, defend and hold harmless UWSC from any and all liabilities, including attorney's fees, arising out of or in any way related to CAPK's performance of services for UWSC, as fully as is permitted by the laws of the State of California. UWSC agrees to indemnify, defend and hold harmless CAPK from any and all liabilities, including attorney's fees, arising out of or in any way related to UWSC performance, as fully as is permitted by the laws of the State of California.

12. NOTICES. Any notice or notices required or permitted to be given pursuant to this Agreement may be personally served on the other party by the party giving such notice, or may be served via certified mail, return receipt requested, to the following:

CAPK:
Community Action Partnership of Kern
Attention: Romala Ramkissoon
300 19th Street
Bakersfield, CA 93301

UWSC:
United Way of Stanislaus County
Attention:

13. RELATIONSHIP OF PARTIES. While engaged in carrying out and complying with terms and conditions of this Agreement, UWSC is an independent organization and not an officer, employee, or agent of CAPK.

14. APPLICABLE LAW. The Laws of the State of California shall govern this Agreement.

COMMUNITY ACTION PARTNERSHIP OF KERN (CAPK)

Signature: _____

Printed Name: _____
Title: _____
Date: _____

UNITED WAY OF STANISLAUS COUNTY (UWSC)

Signature _____

Printed Name: _____
Title: _____
Date: _____

COMMUNITY ACTION PARTNERSHIP OF KERN
FUNDING REQUESTS AND APPLICATION STATUS REPORT
PENDING - AUGUST 2016

Date Approved	Date of App. Submission	Funding Source	Program/Proposal	Amount Requested
12/9/2015 (Exec)	11/24/2015	USDA/National Institute of Food and Agriculture (NIFA)	Food Bank/Kern Nutrition on Wheels Program	$ 329,500
2/17/2016 (B&F)	2/25/2016	AstraZeneca	FHCC & SYC/Grow Fit Program	$ 175,198
5/25/2016 (Board)	5/31/2016	U.S Dept of Treasury/ IRS	VITA/Kern VITA Partnership	$ 961,280
6/22/2016 (B&F)	6/15/2016	United Way of Fresno and Madera Counties	2-1-1 Kern/After-hours & Weekend Call Answering	$ 39,756
6/22/2016 (B&F)	6/28/2016	Best Buy Foundation	FHCC/Winners Program	$ 9,800
6/29/2016 (Board)	7/12/2016	Cy Pres CRT Settlement Fund	East Kern Family Resource Center/Computers, Internet Service, Printer	$ 65,539
8/10/2016	7/26/2016	County of Kern (Community Corrections Partnership)	FHCC/Workforce Development Services for Ex-offenders	$ 354,840
8/17/2016 (B&F)	**8/4/2016**	**Bank of America**	**Food Bank/ BackPack Buddies - Lamont**	**$ 25,000**
8/17/2016 (B&F)	**8/8/2016**	**Southern California Gas Company**	**Food Bank/ Solar Energy Improvement Project**	**$ 25,000**
8/17/2016 (B&F)	**8/24/2016**	**Wonderful Foundation**	**Food Bank/ BackPack Buddies - Wasco**	**$ 24,661**
9/14/2015 (PRE) ***pending approval***	**8/31/2016**	**Wonderful Foundation**	**VITA/ Wasco**	**$ 18,600**
8/17/2016 (B&F)	**8/12/2016**	**U.S Dept of Housing & Urban Development**	**2-1-1 Kern/ Kern County Homeless Coordinated Entry System**	**$ 178,000**
8/17/2016 (B&F)	**8/25/2016**	**United Way of Stanislaus County**	**2-1-1 Kern/ 24/7 Call Answering**	**$ 45,000**
8/17/2016 (B&F)	**8/23/2016**	**U.S Dept. of Labor/ Fresno Regional Workforce Development Board (MOU)**	**Program TBD/ America's Promise Job Driven Grant Program**	**$ 50,000**

COMMUNITY ACTION PARTNERSHIP OF KERN

FUNDING REQUESTS AND APPLICATION STATUS REPORT

AWARDED - AUGUST 2016

Date Approved	Date of Notification	Funding Source	Program/Proposal	Amount Requested	Amount Awarded	Funding Period
11/12/2015 (PRE)	1/8/2016	Dominion Resources	Food Bank/Food & Freight Costs	$ 2,500	$ 2,500	1/1/2016 - 12/31/2016
1/13/2016 (PRE)	1/19/2016	CALEITC4ME	VITA/CalEITC4Me Outreach &	$ 19,000	$ 16,000	1/20/2016 - 4/30/2016
12/9/15 (Exec)	1/26/2016	United Way of Kern County (Community Investment)	Food Bank/Food and Freight Costs	$ 25,000	$ 10,000	1/1/2016 - 12/31/2016
12/9/15 (Exec)	1/28/2016	United Way of Kern County (Community Investment)	2-1-1/Operating Costs	$ 40,000	$ 30,000	1/01/2016 - 12/31/2016
N/A	1/29/2016	Anonymous Donation	Food Bank/Drought Relief	N/A	$ 25,000	N/A
8/05/2015 (PRE)	2/8/2016	The Heffernan Foundation	FHCC/Computer Lab Upgrade	$ 7,500	$ 3,500	7/1/2015 - 6/30/2016
11/18/2015 (B&F)	3/8/2016	Bank of the West	VITA	$ 1,500	$ 1,500	10/1/2015- 5/31/2016
N/A	3/22/2016	Anonymous Donation	Food Bank/Drought Relief	N/A	$ 25,000	N/A
1/13/2016 (PRE)	3/24/2016	California Department of Public Health	FHCC & SYC/Sexual Health Information & Education (I&E) Program	$ 115,000	$ 80,000	7/1/2016 - 6/30/2017
1/13/2016 (PRE)	5/23/2016	United Way of Kern County (Emergency Food & Shelter)	Food Bank/Food	$ 85,000	$ 84,507	1/16/2015 - 12/31/2016
5/11/2016 (PRE)	6/20/2016	Kern Family Health Care	East Kern Family Resource Center/ Emergency Supplies Closet	$ 2,000	$ 2,000	2016
2/10/2016 (PRE)	6/23/2016	Kaiser Permanente Kern County	FHCC/Grow Fit Program	$ 13,181	$ 10,000	7/1/2016 - 6/30/2017
6/22/2016 (B&F)	7/1/2016	PG&E	FHCC/Computer Lab Upgrade	$ 3,000	$ 3,000	7/1/2016 - 6/30/2017
5/25/2016 (Board)	7/11/2016	Target	SYC/Art Smart Program	$ 2,500	$ 2,500	10/1/2016 - 9/30/2017
6/22/2016 (B&F)	7/13/2016	The Starbucks Foundation	FHCC & SYC/PREP Works	$ 49,606	$ 40,000	1/1/2017 - 6/30/2017
3/30/2016 (Board)	**8/11/2016**	**Chevron 2016 Social Investment Program**	**FHCC & SYC/STEM Program**	**$ 21,500**	**$ 21,500**	**7/1/2016 - 6/31/2017**
7/13/2016 (Exec)*	**8/10/2016**	**Wells Fargo**	**Community Development/Financial Literacy & Microloan Program**	**$ 30,000**	**$ 20,000**	**7/1/2016 - 12/31/2016**
				TOTAL	**$ 377,007**	

*On hold pending final Board approval.

COMMUNITY ACTION PARTNERSHIP OF KERN

FUNDING REQUESTS AND APPLICATION STATUS REPORT

DECLINED - AUGUST 2016

Date Approved	Date of Notification	Funding Source	Program/Proposal	Amount Requested
10/21/2015 (B&F)	1/8/2016	Wonderful Foundation	SYC/PREP Works	$ 49,000
10/28/15 (Board)	2/1/2016	California Coastal Commission	FHCC & SYC/Marine Studies Program	$ 15,888
2/10/2016 (PRE)	3/31/2016	Walmart State Giving Program	Food Bank/Pickup Truck	$ 30,000
1/13/2016 (PRE)	5/23/2016	Junior League of Bakersfield	East Kern Family Resource Center/ Emergency Supplies Closet	$ 5,000
5/25/2016 (Board)	5/26/2016	First 5 Kern	211 Kern/Developmental Screening and Care Coordination	$ 332,859
7/13/2016 (Exec)	**8/31/2016**	**Walmart State Giving Program**	**Food Bank/Equipment**	**$ 34,350**

Community Action Partnership of Kern
Funding Request Profile

Source of Funds: Public

Project Name: Commodity Supplemental Food Program

Funder Name: California Department of Social Services

Grant Program Name: CAPK Food Bank

Funding Period: 1/1/2017 – 12/31/2017

CFDA # 10.565

Division Director: Carmen Segovia

Program Manager: Glen Ephrom

☒ ***New Funding***
☐ ***Re-Application***

A. *Narrative description of funding request, including goals:*

CAPK is requesting food and up to $444,000 in funding from the USDA's Commodity Supplemental Food Program (CSFP), administered by the California Department of Social Services, to be operated by the CAPK Food Bank. The program serves seniors that are 60 years of age or older, whose income is at or below 130% of Federal Poverty Guidelines. Participating seniors receive a nutritionally balanced food package each month, with mostly non-perishable food, except for some items requiring refrigeration (milk or cheese, for example). The Food Bank will be provided with a 'Caseload', which represents the number of persons (6,000 anticipated) that must be served each month. CSFP supplies the food required to serve the assigned caseload, and also provides financial reimbursement for related costs, up to $74 per person annually.

B. *Use of Funds:*

CSFP will provide the food required to serve the anticipated caseload of 6,000 seniors. CAPK Food Bank will receive up to $444,000 in annual financial reimbursement for related costs, such as client enrollment, assembly and distribution of food packages, reporting, and nutrition education.

C. *Approvals:*

1. Carmen Segovia 8/23/16
Division Director Date

2. [signature] 8-23-16
Director of Community Development Date

3. Christine Anami 8/23/16
Director of Finance Date

4. [signature] 8/24/16
Executive Director Date

D. *Board:*

☐Policy Council Date: _____

☐PRE Presentation Date: _____

☐B&F Approval Date: _____

☐Board Approval Date: _____

Community Action Partnership of Kern
Funding Request Profile

Source of Funds: Public

Project Name: Differential Response Services – KCNC Service Area 3 – East Kern

Funder Name: Kern County Network for Children

Grant Program Name: East Kern Family Resource Center

Funding Period: 7/1/2017 – 6/30/2018

CFDA # N/A

Division Director: Carmen Segovia

Program Manager: Whitney Hughes

☐ ***New Funding***
☒ ***Re-Application***

A. *Narrative description of funding request, including goals:*

CAPK is requesting $209,094 from the Kern County Network for Children (KCNC) to provide Differential Response (DR) services to KCNC Service Area 3 – East Kern, which includes the communities of Boron, California City, Edwards AFB, Edwards, Keene, Mojave, Rosamond, and Tehachapi. DR is an approach to ensuring child safety by expanding the ability of the Kern County Department of Human Services (DHS), Child Protective Services, to respond to reports of child abuse and neglect. DR's focus includes a broader set of responses for working with families at the first signs of trouble, including partnering with other organizations that can help support families that are in need – and before further problems develop. DHS will refer at-risk families to the EKFRC for information, referrals to other support services, and case management services to increase family stability.

B. *Use of Funds:*

The requested funds will cover personnel costs, clients' emergency needs, and other general program and operating costs such as rent, staff travel, communications, etc. for the 12-month grant period.

C. *Approvals:*

1. Carmen Segovia 9/2/16
Division Director Date

2. 9-6-16
Director of Community Development Date

3. 9/6/16
Director of Finance Date

4. 9/6/16
Executive Director Date

D. *Board:*

☐Policy Council Date: _____ ☐PRE Presentation Date: _____ ☐B&F Approval Date: _____ ☐Board Approval Date: _____

Community Action Partnership of Kern
Funding Request Profile

Source of Funds: Private

Project Name: VITA, Wasco

Funder Name: Wonderful Foundation

Grant Program Name: CAPK VITA

Funding Period: 1/1/2017 – 12/31/2017

CFDA # N/A

Division Director: Romala Ramkissoon

Program Manager: Sandi Truman

☒ ***New Funding***
☐ ***Re-Application***

A. *Narrative description of funding request, including goals:*

CAPK is requesting $18,600 from the Wonderful Foundation to expand CAPK Volunteer Income Tax Assistance (VITA) services in Wasco. The program has been providing free income tax return preparation, Earned Income Tax Credit (EITC) application assistance, and more for low- to moderate-income individuals in Wasco since 2011. In the last three years, the program helped 634 Wasco taxpayers recover $597,403 in tax refunds and credits. Additionally, CAPK is an ITIN Certified Acceptance Agent (CAA) and able to serve rural residents who are undocumented workers. With this funding, CAPK VITA will be able to increase the number of returns prepared for Wasco taxpayers from 163 in the 2015/2016 tax season to at least 300 returns in 2016/2017.

B. *Use of Funds:*

The requested funds of $18,600 will be used to purchase laptops and printers for tax preparation, and cover staff mileage, outreach materials, and personnel costs.

C. *Approvals:*

1. Romala Ramkissoon 9/2/16
Division Director Date

2. [signature] 9-6-16
Director of Community Development Date

3. Christina Arami 9/6/16
Director of Finance Date

4. [signature] 9/6/16.
Executive Director Date

D. *Board:*

☐Policy Council Date: _____
☐PRE Presentation Date: _____
☐B&F Approval Date: _____
☐Board Approval Date: _____

Community Action Partnership of Kern
Funding Request Profile

Source of Funds: Private

Project Name: Grow Fit Families

Funder Name: Dignity Health

Grant Program Name: Friendship House Community Center
Shafter Youth Center

Funding Period: 2/1/2017 – 1/31/2018

CFDA # N/A

Division Director: Ralph Martinez

Program Manager: Lois Hannible
Angelica Nelson

☒ ***New Funding***
☐ ***Re-Application***

A. *Narrative description of funding request, including goals:*

CAPK is applying for up to $75,000 from Dignity Health to offer the Grow Fit Families program at Shafter Youth Center (SYC), and to continue the program at Friendship House Community Center (FHCC) with increased parent/caregiver involvement. Grow Fit Families addresses the risk of overweight/obesity by offering a combination of physical activities, nutrition education, and gardening. The program will serve a total of 150 at-risk, low- to moderate-income ethnic minority youths ages 6-18 and their parents/caregivers over three 12-week sessions at each center. Parents/caregivers will be strongly encouraged to volunteer and/or participate with their children in order to better assure the adoption of healthy lifestyle choices. One way to encourage family involvement is providing a workshop delivered by a health educator from Kern Family Health that covers topics such as preparing healthy snacks and ways to engage in physical activities with their children. Another way to involve families is to host a Nutrition Showdown cooking contest at the end of each 12-week session, where participants team up with their parent/caregiver to prepare a winning dish using an ingredient from the FHCC and SYC community gardens for prizes such as pedometers, hula-hoops, and grocery gift cards.

B. *Use of Funds:*

The requested funds of up to $75,000 will be used to cover personnel costs for two part-time physical education specialists and two part-time activity assistants for six 12-week sessions. Funds will also be used to cover program supplies, such as sports equipment, cooking supplies, and gardening equipment.

C. *Approvals:*

1. _____
Division Director — Date

2. Ralph Martinez 9-6-16
Director of Community Development — Date

3. Christine Arami 9/6/16
Director of Finance — Date

4. [signature] 9/6/16
Executive Director — Date

D. *Board:*

☐Policy Council Date: _____
☐PRE Presentation Date: _____
☐B&F Approval Date: _____
☐Board Approval Date: _____

Community Action Partnership of Kern
Funding Request Profile

Source of Funds: Private

Project Name: Financial Capabilities Technical Assistance

Funder Name: Corporation for Enterprise Development

Grant Program Name: Head Start/State Child Development

Funding Period: 11/01/2016 – 10/31/2017

CFDA # N/A

Division Director: Yolanda Gonzales
Ralph Martinez

Program Manager: N/A

☒ ***New Funding***
☐ ***Re-Application***

A. *Narrative description of funding request, including goals:*

The Corporation for Enterprise Development (CFED) and the Office of Community Services (OCS) are offering technical assistance (TA) to support the integration of financial capability services into existing Head Start programs. The TA is aimed at Head Start programs interested in connecting their clients to financial resources and services that will help increase their financial well-being, including safe and affordable financial products, financial literacy courses/workshops, and outreach activities to help clients take advantage of all benefits and services available to them.

The TA is expected to begin in November and last for 12 months. Only 10 Head Start programs will be chosen nationally.

B. *Use of Funds:*

Technical assistance will be provided in the form of: 12 monthly webinars, assistance with program planning tools, coaching to help problem solve, connections to field experts, peer learning opportunities and more.

C. *Approvals:*

1. Yolanda Gonzales 9-16-16
Division Director Date

2. Ralph Martinez 9-16-16
Director of Community Development Date

3. Christina Aramis 9/19/16
Director of Finance Date

4. [signature] 9/21/16
Executive Director Date

D. *Board:*

☐Policy Council Date: _____ ☐PRE Presentation Date: _____ ☐B&F Approval Date: _____ ☐Board Approval Date: _____

COMMUNITY ACTION PARTNERSHIP OF KERN
MEMORANDUM

To: Budget & Finance Committee

From: Donna Holland, Fiscal Manager

Subject: Agenda Item 5d: Kern Head Start & Early Head Start Budget to Actual for the Period Ending August 31, 2016 - Info Item

Date: September 21, 2016

The following are highlights of the Head Start/Early Head Start Budget to Actual Report for the period March 1, 2016 through August 31, 2016.

Budget Revision

Approval of CAPK's request to revise the budget is pending. The budget revision will accomplish the following:

- Incorporate the 10% De Minimis Indirect Cost Rate

Personnel & Fringe Benefits

Head Start personnel expenditures are somewhat less than expected at this point in the year.

- The majority of Head Start employees are off during the months of June and July; thus, the actual salaries are not expended equally over the program year.
- Pay increases were budgeted for Associate Teacher and Teacher positions, but were not effective until September 12 (after approval of the SEIU contract).

Early Head Start personnel and fringe benefits expenditures are less than expected at this point in the year.

- These costs are partially offset by earned revenues from CAPK's California Department of Education (CDE) General Child Care contract. Revenues trended upward during the spring and early summer months, and historically have decreased over the winter months.
- Pay increases were budgeted for EHS Teacher, but were not effective until September 12 (after approval of the SEIU contract).

Staff continuously monitor for savings in these categories that may be used elsewhere in the program.

Equipment

Funds in this category were budgeted for the purchase of four program vehicles and three playground/shade structures. The budget revision will move the cost of playgrounds to the Supplies category. The program vehicles have not yet been purchased.

Supplies
Purchases of supplies are on track at this point in the program year. For Head Start, purchasing has increased with the onset of the new school year beginning in August, and should be reflected in the report for September 30.

Contractual
- The annual cost of software support and maintenance for the Head Start/Early Head Start child tracking data base is paid in full at the beginning of the fiscal year.
- Legal fees during the SEIU contract negotiation process were somewhat more than estimated.

Other
Expenditures in this category are on track at this point in the program year.

Training & Technical Assistance (T&TA)
Head Start T&TA funds are almost fully expended. Additional funds are budgeted in the base grant for planned training expenses in excess of T&TA funding.

Early Head Start T&TA expenditures are on track at this point in the program year.

Non-Federal Share
With 50% of the budget period elapsed, total Non-Federal Share (the sum of California Department of Education funding and in-kind) is at 53% of budget.

- California Department of Education
  Actual and estimated non-federal revenues through August 2016 are at 55% of budget.

- In-Kind
  Year-to-date in-kind is at 51% of budget.

The five centers with the highest percentage of goal met were Franklin, Planz, Fairfax, San Diego, and Casa Loma. A total of 26 out of 46 centers and groups met or exceeded 50% of goal.

The five centers with the lowest percentage of goal met were Tehachapi, Heritage, Wasco, Rosamond, and Mojave.

Community Action Partnership of Kern
Head Start and Early Head Start - Kern
Budget to Actual Report
Budget Period: March 1, 2016 - February 28, 2017
Report Period: March 1, 2016 - August 31, 2016
Month 6 of 12 (50%)

Prepared 9/12/2016

	HEAD START					EARLY HEAD START				
BASE FUNDS	**BUDGET**	**ACTUAL**	**REMAINING**	**% SPENT**	**% REMAINING**	**BUDGET**	**ACTUAL**	**REMAINING**	**% SPENT**	**% REMAINING**
PERSONNEL	9,675,827	3,558,521	6,117,306	37%	63%	2,266,371	387,544	1,878,827	17%	83%
FRINGE BENEFITS	3,135,316	1,458,771	1,676,545	47%	53%	715,929	131,951	583,978	18%	82%
TRAVEL	0	0	0			0	0	0		
EQUIPMENT	255,000	0	255,000	0%	100%	65,000	0	65,000		
SUPPLIES	1,095,095	341,868	753,227	31%	69%	232,070	151,481	80,589	65%	35%
CONTRACTUAL	82,680	87,987	(5,307)	106%	-6%	14,320	13,121	1,199	92%	8%
CONSTRUCTION	0	0	0			0	0	0		
OTHER	3,558,572	1,560,933	1,997,639	44%	56%	381,247	224,899	156,348	59%	41%
INDIRECT	1,477,845	673,973	803,871	46%	54%	275,058	88,915	186,144	32%	68%
TOTAL BASE FUNDING	**19,280,336**	**7,682,053**	**11,598,283**	**40%**	**60%**	**3,949,994**	**997,911**	**2,952,083**	**25%**	**75%**
TRAINING & TECHNICAL ASSISTANCE	**HEAD START**					**EARLY HEAD START**				
TRAVEL	30,627	25,349	5,278	83%	17%	36,382	11,562	24,820	32%	68%
SUPPLIES	20,935	16,407	4,528	78%	22%	22,981	3,987	18,994	17%	83%
CONTRACTUAL	18,484	7,706	10,778	42%	58%	11,689	12,204	(515)	104%	-4%
OTHER	75,304	82,106	(6,802)	109%	-9%	25,952	16,313	9,639	63%	37%
INDIRECT	0	13,157	(13,157)			0	4,472	(4,472)		
TOTAL TRAINING & TECHNICAL ASSISTANCE	**145,350**	**144,725**	**625**	**100%**	**0%**	**97,004**	**49,194**	**47,810**	**51%**	**49%**
GRAND TOTAL HS/EHS FEDERAL FUNDS	**19,425,686**	**7,826,778**	**11,598,908**	**40%**	**60%**	**4,046,998**	**1,047,105**	**2,999,893**	**26%**	**74%**

HEAD START and EARLY HEAD START NON-FEDERAL SHARE

SOURCE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
CALIF DEPT OF ED	2,805,361	1,556,449	1,248,912	55%	45%
IN-KIND	3,062,811	1,570,380	1,492,431	51%	49%
TOTAL NON-FEDERAL	**5,868,172**	**3,126,829**	**2,741,343**	**53%**	**47%**

Centralized Administrative Cost	6.4%
Program Administrative Cost	3.1%
Total Administrative Cost	**9.4%**

Community Action Partnership of Kern Agency-Wide Credit Card Report *

	CURRENT	1 TO 30	31 TO 60	61 TO 90	OVER 90	CREDITS	TOTAL	STATEMENT DATE
Bank of America	10,299						**10,299**	8/21/2016
Lowe's	2,906	196				(406)	**2,696**	8/25/2016
Save Mart	3,515						**3,515**	8/28/2016
Smart & Final	257						**257**	8/31/2016
Chevron & Texaco Business Card	6,649						**6,649**	9/5/2016
Home Depot	6,866						**6,866**	9/5/2016
	30,492	**196**	**0**	**0**	**0**	**(406)**	**30,282**	

* Expenditure details are included in the CAPK Financial Report

Budget reflects Notice of Award #09CH9142-03-01

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2016.

Community Action Partnership of Kern
Head Start and Early Head Start
Non-Federal Share and In-Kind
Budget Period: March 1, 2016 through February 28, 2017
Report for period ending August 31, 2016 (Month 6 of 12)

Percent of year elapsed: 50%

LOCATION	FUNDED ENROLL-MENT	March	April	May	June	July	Aug	YTD Totals	IN-KIND GOAL	% OF GOAL MET
Franklin	24	6,049	6,281	6,607	4,113	3,364	2,518	28,931	29,112	99%
Planz	34	12,315	10,461	11,905	0	0	4,877	39,559	41,243	96%
Fairfax	68	24,746	24,907	18,439	0	0	8,421	76,513	82,485	93%
San Diego Street	48	12,075	10,248	11,730	6,629	6,904	395	47,981	58,225	82%
Casa Loma	34	10,304	11,410	8,328	0	0	2,211	32,253	41,243	78%
Sunrise Villa	34	13,146	12,263	6,775	0	0	0	32,184	41,243	78%
Alicante	34	7,661	11,592	9,673	0	0	1,870	30,796	41,243	75%
Delano	90	20,376	20,794	20,989	6,696	9,199	0	78,054	109,171	71%
Roosevelt	34	9,039	8,311	5,924	0	0	4,421	27,695	41,243	67%
Martha J. Morgan	83	22,338	20,493	13,606	0	0	7,735	64,171	100,680	64%
Faith Avenue	34	8,435	8,879	5,748	0	0	3,051	26,113	41,243	63%
Virginia	34	8,315	7,701	4,854	0	0	4,265	25,136	41,243	61%
Taft	54	11,902	13,717	8,130	0	0	5,322	39,071	65,503	60%
Lost Hills	20	5,126	4,434	4,058	0	0	791	14,409	24,260	59%
Home Base	282	27,753	29,509	19,320	9,073	13,758	2,134	101,547	171,035	59%
Noble	34	9,834	9,519	4,957	0	0	0	24,309	41,243	59%
East California	70	18,493	17,503	10,688	0	0	3,214	49,898	84,911	59%
Stine Road	138	19,627	19,450	20,299	12,331	12,103	13,955	97,765	167,396	58%
Shafter	34	7,714	8,400	4,578	0	0	3,092	23,785	41,243	58%
Lamont	34	8,086	7,732	3,598	0	0	4,313	23,729	41,243	58%
Sterling	122	17,160	16,714	15,833	12,179	9,862	10,882	82,630	147,988	56%
Cleo Foran	34	8,301	7,125	5,035	0	0	2,295	22,757	41,243	55%
Williams	34	8,967	8,195	5,460	0	0	0	22,621	41,243	55%
Pacific	62	8,933	7,968	9,059	4,777	5,695	3,324	39,756	75,207	53%
Primeros Pasos	96	17,227	14,826	12,143	4,472	5,801	7,000	61,469	116,449	53%
Rafer Johnson	34	6,998	7,935	4,312	0	0	1,499	20,745	41,243	50%
Fairview	34	6,551	2,381	10,537	0	0	0	19,468	41,243	47%
Shafter HS/EHS	36	4,207	3,559	4,529	4,412	3,689	0	20,396	43,669	47%
Stella Hills	34	7,753	7,910	3,580	0	0	0	19,242	41,243	47%
Seibert	34	8,157	5,478	2,844	0	0	1,578	18,057	41,243	44%
Buttonwillow	20	4,372	4,107	1,356	0	0	514	10,350	24,260	43%
Oildale	34	7,387	5,882	4,163	0	0	0	17,431	41,243	42%
California City	34	7,771	5,648	3,856	0	0	0	17,275	41,243	42%
Alberta Dillard	68	10,211	11,434	6,909	0	0	4,223	32,776	82,485	40%
Pete H. Parra	148	18,181	18,823	16,200	9,781	7,827	0	70,811	179,526	39%
Oasis	84	15,379	15,470	8,735	0	0	0	39,584	101,893	39%
McFarland	34	7,117	5,767	2,921	0	0	0	15,805	41,243	38%
Voorhies	34	6,800	4,740	3,424	0	0	0	14,964	41,243	36%
Vineland	34	5,180	4,936	4,335	0	0	0	14,450	41,243	35%
Willow	102	15,550	13,772	7,279	0	0	3,047	39,648	123,728	32%
Pioneer	34	4,152	5,201	3,267	0	0	554	13,174	41,243	32%
Tehachapi	34	4,004	3,431	2,343	0	0	3,141	12,919	41,243	31%
Heritage Park	34	5,518	3,282	3,089	0	0	0	11,889	41,243	29%
Wasco	34	4,131	3,928	1,346	0	0	0	9,405	41,243	23%
Rosamond	40	4,368	2,263	1,512	0	0	0	8,143	48,521	17%
Mojave	34	1,705	1,322	626	0	0	711	4,363	41,243	11%
Administrative Services		0	0	0	0	0	0	0	0	NA
Program Services		5,049	4,464	4,138	4,168	4,156	4,106	26,081	93,094	28%
Policy Council and RPC		109	107	20	23	14	0	273	51,236	1%
Board of Directors		0	0	0	0	0	0	0	9,670	0%
SUBTOTAL IN-KIND	**2,539**	**484,570**	**460,270**	**349,056**	**78,653**	**82,373**	**115,458**	**1,570,380**	**3,062,811**	**51%**
State General Child Care*		119,619	118,092	117,337	112,660	80,901	97,966	646,575	1,031,472	63%
State Preschool*		153,811	147,815	148,975	113,839	124,822	135,161	824,424	1,680,926	49%
State Migrant Child Care*		15,718	13,870	14,146	11,867	13,484	16,366	85,451	92,963	92%
SUBTOTAL CA DEPT of ED		**289,148**	**279,778**	**280,458**	**238,366**	**219,207**	**249,493**	**1,556,449**	**2,805,361**	**55%**
GRAND TOTAL		**773,718**	**740,048**	**629,514**	**317,019**	**301,580**	**364,951**	**3,126,829**	**5,868,172**	**53%**

*May include estimates

COMMUNITY ACTION PARTNERSHIP OF KERN
MEMORANDUM

To: Budget & Finance Committee

From: Donna Holland, Fiscal Manager

Subject: Agenda Item 5d: San Joaquin Early Head Start Budget to Actual for the Period Ending August 31, 2016 - Info Item

Date: September 21, 2016

The following are highlights of the San Joaquin Early Head Start Budget to Actual Report for the period February 1, 2016 through August 31, 2016.

Budget Revision

Approval of CAPK's request to revise the budget is pending from Office of Head Start. The budget revision will accomplish the following:

- Incorporate the 10% De Minimis Indirect Cost Rate;
- Decrease the funded enrollment to 271;
- Waive a portion of the Non-Federal Share requirement.

Personnel & Fringe Benefits

The budget revision will decrease the budget in these categories; however, savings may be realized due to continued staff turnover.

Travel

Expenditures for the purpose of supporting San Joaquin staff are higher than anticipated at this point in the program year. Staff are monitoring this line item and have identified savings in other areas to cover these costs.

Supplies

Expenditures for supplies are higher than anticipated at this point in the program year. Staff are monitoring this line item and have identified savings in other areas to cover these costs.

Contractual

The annual cost of software support and maintenance for the Head Start/Early Head Start child tracking data base is paid in full at the beginning of the fiscal year. In addition, the budget revision will increase the budget in this cost category; thus, expenditures are on track at this point in the year.

Other

Other expenditures are less than anticipated at this point in the year.

Carryover
CAPK's request to carryover funds from the prior budget period was approved. The carryover funds will be used to make health and safety improvements to centers, and to purchase program vehicles and playground equipment.

Training & Technical Assistance
Expenditures supporting training & technical assistance are on track for this point in the program year. Additional training has been planned for later in the budget period, and staff expect to fully expend these funds.

Non-Federal Share
With 58% of the budget period elapsed, the total Non-Federal Share is at 10% of budget.

The San Joaquin Early Head Start program has been challenged in meeting its Non-Federal Share budget for the following primary reasons:

- Not all of its centers are licensed and in operation;
- San Joaquin EHS continues to lose qualified, trained employees to the San Joaquin Office of Education Head Start program, which is offering higher rates of pay.

Community Action Partnership of Kern

Early Head Start - San Joaquin County

Budget to Actual Report

Budget Period: February 1, 2016 - January 31, 2017

Report Period: February 1, 2016 - August 31, 2016

Month 7 of 12 (58%)

Prepared 9/12/2016

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	3,264,964	1,525,231	1,739,733	47%	53%
FRINGE BENEFITS	765,792	349,497	416,295	46%	54%
TRAVEL	14,940	17,559	(2,619)	118%	-18%
EQUIPMENT	0	0	0		
SUPPLIES	191,905	187,562	4,343	98%	2%
CONTRACTUAL	2,000	8,418	(6,418)	421%	-321%
CONSTRUCTION	0	0	0		
OTHER	653,976	278,997	374,979	43%	57%
INDIRECT	102,767	198,629	(95,862)	193%	-93%
TOTAL	**4,996,344**	**2,565,893**	**2,430,451**	**51%**	**49%**

CARRYOVER FUNDS					
EQUIPMENT	150,000	0	150,000	0%	100%
SUPPLIES	90,000	10,498	79,502	12%	88%
OTHER	320,898	0	320,898	0%	100%
INDIRECT	0	1,050	(1,050)		
TOTAL	**560,898**	**11,548**	**549,350**		

TRAINING & TECHNICAL ASSISTANCE FUNDS					
TRAVEL	17,981	1,877	16,104	10%	90%
SUPPLIES	15,700	(262)	15,962	-2%	102%
CONTRACTUAL	16,298	6,115	10,183	38%	62%
OTHER	31,918	10,187	21,731	32%	68%
INDIRECT	0	1,712	(1,712)		
TOTAL	**81,897**	**19,629**	**62,268**	**24%**	**76%**

GRAND TOTAL EHS FEDERAL FUNDS	**5,639,139**	**2,597,070**	**3,042,069**	**46%**	**54%**

NON-FEDERAL SHARE	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
IN-KIND	1,415,810	143,778	1,272,032	10%	90%
TOTAL NON-FEDERAL FUNDS	**1,415,810**	**143,778**	**1,272,032**	**10%**	**90%**

Centralized Administrative Cost	7.3%
Program Administrative Cost	2.7%
Total Administrative Cost	**10.1%**

Budget reflects Notice of Award #09CH010071-02-03.

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2016.

COMMUNITY ACTION PARTNERSHIP OF KERN
MEMORANDUM

To: Budget & Finance Committee

From: Donna Holland, Fiscal Manager

Subject: Agenda Item 5d: Partnerships Early Head Start Child Care Budget to Actual for the Period Ending August 31, 2016 - Info Item

Date: September 21, 2016

The following are highlights of the Early Head Start Child Care Partnerships Budget to Actual Report for the period March 1, 2015 through August 31, 2016.

Budget Revision

CAPK's request to revise the budget was approved. The revision accomplished the following:

- Incorporated the 10% De Minimis Indirect Cost Rate;
- Redirected savings in various categories to the Equipment, Supplies, and Other categories;
- Waived $100,000 of the Non-Federal Share requirement.

Start-Up Funds

All but $905 of start-up funds have been expended.

Base Funds

Now that the budget revision has been approved, CAPK will submit a request to carryover unexpended funds in the amount of $315,000 to complete projects that were approved with the budget revision.

Training & Technical Assistance (T&TA)

CAPK will submit a request to carry over approximately $44,500 in unexpended Training & Technical Assistance funds.

Non-Federal Share

With 100% of the year elapsed, total Non-Federal Share is at 67%. However, when the Base and T&TA funds are carried over into the 2016-2017 budget period, the Non-Federal Share requirement will decrease to $122,177. Non-Federal share realized will then exceed the requirement.

Community Action Partnership of Kern
Early Head Start - Child Care Partnerships
Budget to Actual Report
Budget Period: March 1, 2015 - August 31, 2016
Report Period: March 1, 2015 - August 31, 2016
Month 18 of 18 (100%)

Prepared 09/12/2016

START-UP FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	0	0	0		
FRINGE BENEFITS	0	0	0		
TRAVEL	0	4,842	(4,842)		
EQUIPMENT	25,000	25,000	0	100%	0%
SUPPLIES	94,000	100,725	(6,725)	107%	-7%
CONTRACTUAL	0	0	0		
CONSTRUCTION	0	0	0		
OTHER	12,934	1,101	11,833	9%	91%
INDIRECT	7,472	6,833	639		
TOTAL START-UP FUNDING	**139,406**	**138,501**	**905**	**99%**	**1%**

BASE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
PERSONNEL	162,465	136,265	26,200	84%	16%
FRINGE BENEFITS	42,443	37,144	5,299	88%	12%
TRAVEL	0	(17)	17		
EQUIPMENT	150,000	0	150,000		
SUPPLIES	103,917	77,374	26,543	74%	26%
CONTRACTUAL	390,600	383,344	7,256	98%	2%
CONSTRUCTION	0	0	0		
OTHER	128,033	15,120	112,913	12%	88%
COST POOLS	0	10,061	(10,061)		
INDIRECT	30,542	32,978	(2,436)	108%	-8%
TOTAL BASE FUNDING	**1,008,000**	**692,269**	**315,731**	**69%**	**31%**

TRAINING & TECHNICAL ASSISTANCE FUNDS	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
TRAVEL	17,714	24,535	(6,821)	139%	-39%
SUPPLIES	18,882	2,005	16,877	11%	89%
CONTRACTUAL	0	0	0		
OTHER	56,430	26,010	30,420	46%	54%
INDIRECT	7,774	3,727	4,047	48%	52%
TOTAL TRAINING & TECHNICAL ASSISTANCE	**100,800**	**56,277**	**44,523**	**56%**	**44%**

GRAND TOTAL FEDERAL FUNDS	**1,248,206**	**887,048**	**361,158**	**71%**	**29%**

NON-FEDERAL SHARE**	BUDGET	ACTUAL	REMAINING	% SPENT	% REMAINING
IN-KIND	212,052	142,078	69,974	67%	33%
TOTAL NON-FEDERAL FUNDS	**212,052**	**142,078**	**69,974**	**67%**	**33%**

Centralized Administrative Cost	5.2%
Program Administrative Cost	0.8%
Total Administrative Cost	**6.0%**

Budget reflects Notice of Award #09HP0036-01-02.

The initial budget period is 18 months (3/1/2015 - 8/31/2016). The remaining budget periods will begin 9/1 and end 8/31.

Actual expenditures include posted expenditures and estimated adjustments through 8/31/2016.

To: Board of Directors

From: Janelle Gonzalez, Program Governance Coordinator

Date: September 28, 2016

Subject: *Agenda Item VIII(a):* Head Start Policy Council Report – Action Item

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The Policy Council met on August 25, 2016 and quorum was established.

The Policy Council approved the proposed revisions to the 2016-2017 Bylaws. The Policy Council approved 2017-2018 Early Head Start San Joaquin Refunding Application

Yolanda thanked everyone for sharing their Head Start experiences. She encouraged parents to continue to support recruitment efforts. Ms. Gonzales shared we are on track to have the Wesley Center (located on Niles an Oswell Street) open in October and are working on finalizing the licensing application. The agency is continuing to provide training and professional development to all center staff such as; covering teaching practices, school readiness skills and providing coaching for teachers. Yolanda thanked parents for attending the August Open House Event and asked for their feedback which the agency utilizes as a planning tool and provides information on how to improve our services. As we welcome the start of another school year, Yolanda provided a few tips for parents such as; talking to your child, visiting their classrooms, setting routines and reading to them daily. She reminded parents that they are their child's role models, their leaders and their first teacher. Yolanda closed in saying that customer service is very important and we hold our staff to a high level of customer service expectations.

Next Policy Council Meeting will be held
Thursday, September 29th in the Board Room
5005 Business Park North
Bakersfield, CA 93309
5:45pm – 7:00pm

COMMUNITY ACTION PARTNERSHIP OF KERN
HEAD START / STATE CHILD DEVELOPMENT PROGRAMS
POLICY COUNCIL (PC) MEETING MINUTES
AUGUST 25, 2016

1. **CALL TO ORDER – Chairperson, Ashley Womack** called the meeting to order at 5:47 p.m.
   a. Moment of Silence, Pledge of Allegiance
   b. Reading of Promise of Community Action
   "Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and are dedicated to helping people help themselves and each other."

2. **ROLL CALL/SET QUORUM – Secretary, Ana Luna - Quorum was established.**
   PC Members Present: Ashley Womack, Christine Hernandez, Janeth Rivera, Salvador Zambrano, Catherine Velasquez, Jason Warren, Gabriella McCutcheon, Christina Bates, Deborah Martinez, Tai'Rance Kelly

3. **APPROVAL OF AGENDA – Chairperson, Ashley Womack (*ACTION)**
   a. Approval of the PC agenda dated August 25, 2016 was made by Salvador Zambrano; seconded by Catherine Velasquez. Motion carried unanimously.

4. **APPROVAL OF MINUTES – Chairperson, Ashley Womack (*ACTION)**
   a. Approval of the PC meeting minutes dated July 28, 2016 was made by Gabriela McCutcheon; seconded by Jason Warren. Motion carried unanimously.

5. **PRESENTATION OF GUESTS/PUBLIC FORUM**
   (The public wishing to address the full Policy Council may do so at this time. Policy Council members may respond briefly to statements made or questions posed. However, the PC will take no action other than referring the item(s) to staff for study and analysis). ***Speakers are limited to five minutes each.*** *If more than one person wishes to address the same topic, total group time for topic will be 10 minutes. Please state your name before making your presentation. Thank you.*
   Guests in attendance: Itzel Zambrano, Angela Zambrano, Lisa Price, PDM Administrative Assistant; LeTisha Brooks, Program Manager; Mary Ann Mooney, Program Manager; Argelia Diaz, Family Services & Governance Assistant; Angela Adams, Family Education Coordinator; Pamala Roberts, Family Education Coordinator; Patty Hinojosa, Family Services & Governance Manager; Maura Sandoval, Staffing Specialist; Mike Lackman, HR Manager; Jackie Ballard, Professional Development Specialist; Rashi Strother, Family Services & Governance Specialist; Janelle Gonzalez, Program Governance Coordinator; Nikki Jones, Center Director; Donna Holland, Fiscal Manager; Jerry Meade, Program Design & Management Administrator; Pam Pritchard, Head Start/State Child Development Assistant Director; Yolanda Gonzales, Head Start/State Child Development Director

6. **STANDING COMMITTEE REPORT** (5 minutes each)
   a. Personnel Committee – Quorum was met at the meeting held on August 23, 2016. The subcommittee discussed classifications and categories of employment as outlined in the Employee Handbook. The next meeting will be held on September 27, 2016 at 5:00 p.m.
   b. Planning Committee – Quorum was not met at the August 2, 2016 meeting. The subcommittee discussed the Early Head Start San Joaquin Refunding Application. The next meeting will be held on October 4, 2016 at 5:15 p.m. as the group will not convene in September.
   c. Finance Committee – Quorum was met at the meeting held on August 18, 2016. Budget reports for all grants were reviewed as was parent travel and parent activity funds. The EHS San Joaquin Refunding Application was also discussed the next meeting will be held on September 22, 2016 at 5:30 p.m.

d. By-Laws Committee – No report given; the committee did not meet.

7. HUMAN RESOURCES (*ACTION)

a. Human Resources Report – Maura Sandoval, Staffing Specialist

Maura distributed the August 2016 Human Resources Report for review. Motion was made by Jason Warren and seconded by Gabriella McCutcheon to approve the Human Resources Report for August 2016. Motion carried unanimously.

b. Executive Session – Mike Lackman, Human Resources Manager

Motion made by Gabriella McCutcheon to move to Executive Session at 5:56 p.m. Motion made to approve Executive Session report made by Catherine Velasquez; seconded by Janeth Rivera. Motion carried unanimously. Policy Council Meeting reconvened at 6:09 p.m.

8. PRESENTATIONS

a. Beginning of the Year Staff Support – Jackie Ballard, Professional Development Specialist

Jackie shared staff trainings have recently concluded. Training took place for center staff as well as our San Joaquin and Kern Administrative Office staff. She added, this year trainings were conducted in smaller group settings. This allowed for staff to be grouped together accordingly and only receive training pertinent to their position. Both trainers and attendees were pleased to meet in this smaller group setting. A lot of positive feedback was received not only about the smaller groups but with regard to the content as well. Training topics were in support of our performance standards as outlined by the Office of Head Start.

b. Families Are the Heart of School Readiness Open House 2016 – Patty Hinojosa, Family Services & Governance Manager

Patty spoke about the Open House Event which took place on August 12, 2016. This was a time for staff to meet and spend quality time with families. Open House also provided an opportunity for children (and parents) to become familiar with their classroom and the teaching staff. . The importance of communication is the foundation of School Readiness and essential component for building school to family relationships was shared. Patty stated this was a first time event and any input from parents is welcomed; i.e. what they liked, areas of improvement, etc. In closing, Jason Warren shared that he attended the Cleo Foran open house and appreciated the opportunity to meet with his child's teacher and his child was reacquainted with her classroom. Catherine Velasquez stated she attended the Pete Parra open house and liked the fact that licensing information was sent home ahead of time; thus allowing for them to complete the paperwork when convenient for them.

9. NEW BUSINESS – Chairperson (*ACTION)

a. 2017-2018 Early Head Start San Joaquin Refunding Application – Jerry Meade, Program Design & Management Administrator

In speaking of the EHS San Joaquin Refunding Application Jerry reminded the group that in June the budget revision was approved so that same document was used with some modifications. The indirect costs were recalculated from the modified total direct cost thus resulting in an increase of $21,829. Of this amount $12,465 was added to staff out of town travel to support travel from Kern to San Joaquin County. The balance in the amount of $9,364 was added to center based curriculum. The request was made for approval to submit the 2017-2018 Early Head Start San Joaquin Refunding Application. Motion was made by Catherine Velasquez; seconded by Janeth Rivera. Motion carried unanimously.

b. Request to approve termination of PC Member Estrella Mendez

Motion made by Catherine Velasquez to approve the termination of PC Member Estrella Mendez; seconded by Christina Bates. Motion carried unanimously.

c. Request to approve the proposed revisions to the 2016 – 2017 PC Bylaws – Bylaws Subcommittee
Janeth Rivera, PC Parliamentarian and Bylaw subcommittee chairperson and Janelle Gonzalez presented proposed revisions to the 2016 – 2017 Policy Council Bylaws. A portion of the revisions reflect a structural change and are in response to our program moving from five regions to four regions. These revisions change the composition of Policy Council (as outlined in the PC Packet) for optimal representation. Additionally, revisions were made to include San Joaquin in the voting process as well as the implementation of a color coding system to ensure inclusion. The number of bylaw committee members was also revised from six members to seven. Motion was made by Tai'Rance Kelly; seconded by Jason Warren. Motion carried unanimously.

10. CONSENT CALENDAR

Information concerning the Consent item(s) listed below has been forwarded to each Policy Council Member for study prior to this meeting. Unless a PC member, or member of the public, has question concerning a particular item and asks that it may be withdrawn from the Consent Calendar; the items are approved at one time by the full Policy Council. If there are any PC members, or members of the public, wishing to remove any item from the Consent Calendar, please indicate at this time.

11. COMMUNICATIONS – Chairperson

a) Head Start & Early Head Start – Kern Budget vs. Actual Expenditures March 1, 2016 through July 31, 2016
b) Early Head Start – San Joaquin Budget vs. Actual Expenditures February 1, 2016 through July 31, 2016
c) Early Head Start Child Care Partnerships Budget vs. Actual Expenditures March 1, 2015 through July 31, 2016
d) Parent Local Travel & Child Care March 1, 2016 through July 31, 2016 (English/Spanish)
e) Parent Activity Funds, March 1, 2016 through July 31, 2016 (English/Spanish)
f) Parent Meals, March 1, 2016 through July 31, 2016 (English/Spanish)
g) Enrollment, Average Daily Attendance and Child & Adult Care Food Program/Central Kitchen Report and Report for HS/EHS Kern, EHS San Joaquin and EHS Child Care Partnerships, July 2016
h) Policy Council termination letter for Estrella Mendez August 2016
i) PC Subcommittee Personnel Minutes dated July 2016 (English/Spanish)
j) PC Subcommittee Bylaws Minutes dated July 2016 (English/Spanish)
k) CAPK Food Bank Feed the Need September 27, 2016 (English/Spanish)
l) Free Children's Immunization Program Calendar August 2016 (English/Spanish)
m) Consumer Family Learning Center Calendar of Events August 2016
n) Memorandum Early Head Start San Joaquin Refunding Application (English/Spanish)
o) Proposed Bylaws Revisions 2016-2017 (English/Spanish)

Motion made by Christine Hernandez to receive and file items (a) – (o)

12. PROGRAM GOVERNANCE REPORT/TRAINING – Janelle Gonzalez

a. ***Leaders & Advocates for School Readiness***

Janelle presented an overview of all the modules she has brought forth each month for sharing and training purposes with the Policy Council. These modules are outlined on the ECKLC website and are as follows: Ask the Right Questions; Making Meaningful Decisions; Envisioning a Better Future and Head Start Advocates. Jason and Gabriella assisted Janelle with this presentation.

13. COMMUNITY REPRESENATIVE REPORT

None given as this position is currently vacant.

14. POLICY COUNCIL CHAIRPERSON REPORT – Ashley Womack

Ashley encouraged the committee to advocate for children. Stating that by being present at PC and at Parent Meetings they are already advocating. She encouraged members to take what they have learned and be a leader elsewhere, whether it is in the public school system or locally at the county level. Ashley

added she tells others about the Head Start program every opportunity she gets. She thanked everyone for participating and taking time from their busy days to attend meetings. Ashley closed by saying how proud she is of everyone and how they are advocating for our children.

15. BOARD OF DIRECTORS REPRESENTATIVE REPORT – Ana Vigil

On Ana's behalf Ashley shared that there was a ribbon cutting ceremony held at the Friendship house. She also encouraged everyone to visit the Friendship House if they haven't done so. Ashley stated that next month Ana will have more information to bring forth from the Board of Director's Meeting.

16. DIRECTORS REPORT (HEAD START/STATE CHILD DEVELOPMENT) – Yolanda Gonzales

Yolanda thanked everyone for sharing their Head Start experiences. She encouraged parents to continue to support recruitment efforts. She asked parents to share with family, friends and others about applying to the program. The Rosamond Center began with an enrollment of 40 children, and due to the high need in the community, is currently at 75 children. The goal is to reach 100 children in enrollment. We are on track to have the Wesley Center (located on Niles an Oswell Street) open in October and are working on finalizing the licensing application. The agency is continuing to provide training and professional development to all center staff such as; covering teaching practices, school readiness skills and providing coaching for teachers. Yolanda thanked parents for attending the August Open House Event and asked for their feedback which the agency utilizes as a planning tool and provides information on how to improve our services. As we welcome the start of another school year, Yolanda provided a few tips for parents such as; talking to your child, visiting their classrooms, setting routines and reading to them daily. She reminded parents that they are their child's role models, their leaders and their first teacher. Also, that we need to support each other and always have mutual respectful for one another. Yolanda closed in saying that customer service is very important and we hold our staff to a high level of customer service expectations.

17. ANNOUNCEMENTS – Chairperson

Tai'Rance shared on September 17 that our EHS San Joaquin program will have a booth for Families at the Park Event for recruitment purposes. He invited everyone to come out and to bring their children as there will be lots of activities for the whole family to enjoy! Tai'Rance also shared that in volunteering he recently connected with a Child Protective Services (CPS) staff and shared information about the San Joaquin County (SJC) EHS Program. With the information shared the CPS staff stated they would like to add the SJC EHS Program to their list of resources for families. At this time Ashley shared at last Board of Director's Meeting it was encouraged that we advocate for more partnerships; she congratulated Tai'Rance on doing his part and being on board with this!

18. ADJOURNMENT – Chairperson

Meeting was adjourned at 7:04p.m.

Lisa Price/PDM Administrative Assistant
Completed 8.30.16